

2012-2013 APPROVED OPERATING BUDGET



City of Norwalk, Connecticut



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Norwalk
Connecticut**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Dandon Jeffrey R. Emer

President

Executive Director

CITY OF NORWALK

APPROVED OPERATING BUDGET FISCAL YEAR 2012-13



The seal of the City of Norwalk was adopted in 1913 to represent the political entities that merged to form the new consolidation. The bridge symbolizes the end of the navigation of Wall St. in the old City of Norwalk, now known as the First Taxing District. The well stands for the former City of South Norwalk, which was called Old Well, a place where ships could replenish their water, and is now the Second Taxing District. The monument, which is dedicated to Roger Ludlow, is the emblem for East Norwalk, site of the original settlement now known as the Third Taxing District.

CITY OF NORWALK



ANNUAL BUDGET

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CITY OF NORWALK
ELECTED and APPOINTED OFFICIALS and BUDGET STAFF

MAYOR:

Richard Moccia

COMMON COUNCIL:

Carvin J. Hilliard, Council President

Douglas E. Hempstead, Majority Leader

Anna DuLeep, Minority Leader

Joanne T. Romano

Fred A. Bondi

Warren Al. Pena

Matthew T. Miklave

David A. Watts

Michelle A. Maggio

Bruce I. Kimmel

Jerry E. Petrini

John E. Igneri

David T. McCarthy

Nicholas D. Kydes

Michael K. Geake

BOARD OF ESTIMATE & TAXATION:

James C. Clark

James Feigenbaum

John Federici

Michael Kolman

Friedrich N. Wilms

Leo Mellow

BUDGET STAFF:

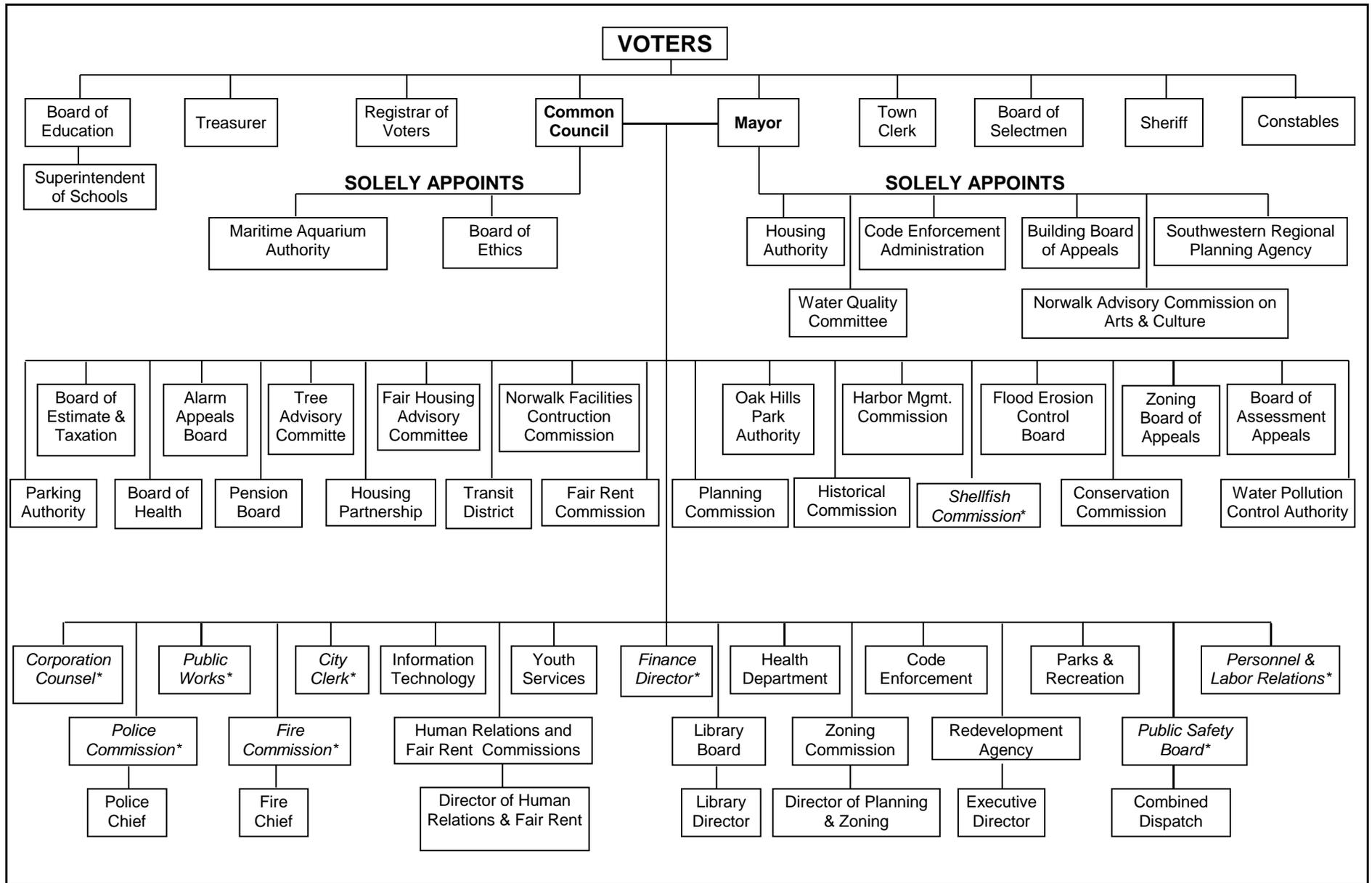
Thomas Hamilton, Finance Director

Robert Barron, Director of Management & Budgets

Donna Castracane, Assistant Director of Management & Budgets

Lola A. Grey, Executive Secretary

City of Norwalk Government Organization



All Boards, Commissions and Department Heads are chosen by the Mayor and require Common Council approval unless otherwise noted

* These Department Heads, Boards and Commissions are solely appointed by the Mayor

INTRODUCTION

This 2012-13 Approved Operating Budget presents the annual operating expenditures and revenues for the City of Norwalk. The book is divided into nine sections.

The Budget Message provides an overview of the 2012-13 operating budget. This section describes the major revenue and expenditure assumptions that guided the budget process; the important issues and priorities for the budget year; and key accomplishments over the course of the past fiscal year, as well as goals for the coming year.

City Profile gives readers basic information about the City, including a history and a summary of services the City provides to residents.

Budget Overview describes the budget process and the City's financial structure and accounting system. Also contained in this section are general fund summary schedules and information about the City's taxing districts, tax levy and mill rates for the upcoming fiscal year.

The Financial Summaries and Statistics Section contains data on revenues, expenditures, and personnel for all funds contained in this book.

The Operating Revenue Section explains each type of revenue source for the City as well as any significant revenue changes for the budget year.

The Operating Expenditures Section includes detailed expenditure information for the departments in the general fund. Each tab contains information on the mission, highlights, goals, performance measures and personnel for the City departments. This section is grouped into service categories – general government, finance, health & welfare, protection of persons & property, public works & building management, education, recreational arts & culture, grants, and other operating charges.

The Capital Fund Section describes the capital budget process and a list of the approved projects.

The Other Funds Section includes descriptions and financial information on the City's two enterprise funds – the Water Pollution Control Authority and the Parking Authority, as well as the Fleet Services fund.

The Appendix includes a glossary of key terms, and a City and Board of Education fund summary sheet.

This budget was prepared by the City's Office of Management and Budgets. If you need further information or have suggestions for improving this document please contact: City of Norwalk, Office of Management and Budgets, P.O. Box 5125, Norwalk, CT. 06856. Highlights of the 2012-13 approved budget as well as a listing of City Offices can be found on the City's website: www.norwalkct.org

CITY OF NORWALK



ANNUAL BUDGET

Budget Message Outline

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July 1, 2012

Richard A. Moccia, Mayor
Members of the Board of Estimate and Taxation
Members of the Common Council

Citizens of the City:

I am pleased to transmit the adopted operating budget for the fiscal year that commenced on July 1, 2012 and ends on June 30, 2013.

A. INTRODUCTION

Mayor Moccia has established a broad set of goals that guide the administration's decision-making process. These goals are characterized by the following elements:

- Maintain Norwalk's attractiveness as a business "location of preference" within the New York metro / Southwestern Connecticut area;
- Maintain Norwalk's attractiveness as an affordable residential community, based on the high quality of life in its neighborhoods;
- Build and maintain a reputation as an efficient government that uses reforms, innovation and technology to deliver optimum value to its residents and taxpayers;
- Adhere to a strategic long-range capital program that maintains and modernizes the City's infrastructure;
- Focus on the efficient and effective delivery of core municipal services, especially public safety;
- Limit tax increases to the lowest practical levels.

These broad goals were referenced extensively as the FY 2012-13 budget was being formulated and as budget priorities were established to ensure that the budget would further the achievement of these goals. These goals form the basis for the administration's long-standing commitment to limit local government spending and taxes, and they provide guidance to policy-makers when deciding what budget initiatives to support.

B. ECONOMIC OVERVIEW

The development of the City's budget occurs within the larger context of the national economic and fiscal climate. The economic climate affects both the revenues available to support the City budget and the expenditure pressures faced by the City. The FY 2012-13 approved budget was developed as the nation continues to recover from the most severe financial crisis to face the country since the Great Depression. The credit crisis of 2008 was followed by a severe nationwide recession in 2009 and 2010. While 2011 and the first half of 2012 has seen a tepid economic recovery, unemployment remains stubbornly high and consumer spending remains weak. In June

of 2012 the unemployment rate for Connecticut and the United States as a whole was 8.4%, compared to Norwalk's 6.7%. While Norwalk has undeniably been impacted by the Great Recession, the City has generally fared better than the rest of Connecticut through this economic slump.

Norwalk is overwhelmingly dependent upon property taxes; 90.2% of the City's budgeted revenue is funded from property taxes. Of all the types of taxes, property taxes are the least susceptible to fluctuation. In good economic times, property tax revenues grow more slowly than income or sales taxes; but in a bad economy, property taxes are also the least likely to contract. This is especially true in the State of Connecticut, where real property is reassessed once every five years. Norwalk's last reassessment of real property was in 2008 and is not required again until 2013.

The impact of the recession on the City budget, therefore, has been concentrated in the following key areas:

- Slow growth in the tax base due to tepid new construction activity;
- Certain economically sensitive revenues, including interest income have dropped, in some cases precipitously;
- State aid continues to decline as a share of the City budget;
- Required contributions to the City's pension funds have risen significantly, due to market losses incurred in 2008;
- Tax collection rates, while holding up well, remain a concern because property taxes comprise such a large share of the City's total revenue.

C. BUDGET PROCESS

The budget process normally begins about nine months before the start of the fiscal year, in September, when the Finance Department prepares a two-year forecast of revenues and expenditures and the resulting tax rates to continue current government operations. These "pro forma" financial projections are then reviewed with the Mayor to elicit the administration's instructions and goals.

After incorporating the Mayor's goals into the preliminary budget projections, the Finance Department sends detailed budget packages together with general assumptions and spending guidelines to the various departments and agencies. The departments spend approximately five to six weeks developing their budget submissions. The Finance Department compiles all the requests and then meets with and reviews each department and agency's requests.

The Finance Director is required under the City Charter to transmit the requested departmental budgets together with his recommendations to the Board of Estimate and Taxation on the second Monday in February and to the Common Council on the second Tuesday of the month. The Finance Department meets with and assists the members of the Common Council who must set a preliminary budgetary cap on the fourth Tuesday in February. The Board of Estimate and Taxation conducts work sessions with each department and agency to develop its recommendations. The Board of Estimate and Taxation then holds a public hearing prior to submitting its recommendations to the Common Council on the first Monday in April. The Council reviews the Board's

recommendations and has until the third Tuesday of April to adjust the cap. The tentative budget is advertised in the local newspaper and the final budget and tax levy is approved by the Board of Estimate and Taxation on the first Monday in May.

D. BUDGET IN BRIEF

The Bottom Line: The approved FY 2012-13 budget is \$296,842,367; representing an expenditure increase of \$8,634,491 or 3.0%. The tax levy necessary to support the approved budget is increasing by \$7,938,787 or 3.0%.

Estimated revenue derived from all sources other than current local taxes is expected to increase from \$32,153,403 to \$33,485,538; a variance of \$1,332,135 or 1.8%. The majority of this FY 2012-13 increase comes from a \$1,000,000 utilization of fund balance. The approved budget of \$296,842,367 less non-levy revenues of \$33,485,538; plus tax adjustments of \$7,933,221 for tax relief programs and reserve for uncollected taxes leaves a balance of \$271,290,050 to be levied in taxes. This represents an increase of \$7,938,787 or 3.0% in the total tax levy compared to the previous year.

Based on the approved FY 2012-13 budget, the mill rate will increase by 2.8% in the Fourth District from 20.795 mills to 21.377 mills. The FY 2012-13 property tax obligation of the median single-family homeowner in the Fourth District is \$6,146 per year, an increase of \$171.

The approved budget consists of four primary elements that determine the amount of money that must be raised through taxation: Appropriations (expenditures), Non-Levy Revenues, Tax Adjustments and the Net Taxable Grand List, plugged into the following formula:

Appropriations	\$ 296,842,367
Less: Non-Levy Revenue	\$ (33,485,538)
Net Tax Collections	\$ 263,356,829
Plus: Tax Adjustments (Reserve for Uncollected, Tax Relief Programs, and Tax Appeals)	\$ 7,933,221
Tax Levy	\$ 271,290,050
Divided by: Net Taxable Grand List	\$ 12,808,981,218
Equals: Average Mill Rate (per \$1,000 of assessed value)	\$ 21.180

Table 1

The resulting average tax rate is based upon aggregate data and does not reflect the mill rate of any of the City districts. The actual district mill rates are presented later in this document. The October 1, 2011 assessed grand list used for budget purposes is \$12,808,981,218; an increase of \$22,102,148 or 0.2% compared to the October 1, 2010 grand list.

The breakdown of the 2011 grand list for the fiscal year 2012-13 budget along with the 2010 budgeted grand list applicable to FY 2011-12 is presented in table 2 below.

Grand List Comparison

	2011 Grand List (Budget)		2010 Grand List (Budget)	
Real Estate	11,537,946,069	90.1%	11,536,971,509	90.2%
Personal Property	694,641,961	5.4%	702,319,411	5.5%
Automobile	576,393,188	4.5%	547,588,150	4.3%
TOTAL	\$ 12,808,981,218	100.0%	\$ 12,786,879,070	100.0%

Table 2

Calculation of the Common Council Cap

The City charter defines the Common Council's cap as a maximum limit on total appropriations for the City excluding grants from private, state, or federal sources received after the adoption of the cap. In other words, the Council cap is strictly a cap on locally generated revenues and expenditures. The Common Council established an Appropriations Cap of \$280,475,665 in February 2012.

The calculation of the cap established by the Common Council in comparison to the final approved budget is illustrated in table 3 below.

	Common Council	Approved Budget	More/(Less)
Total Expenditures	296,872,012	296,842,367	(29,645)
Less: Intergovernmental Grants	16,396,347	16,366,702	(29,645)
Net Local Funding and Appropriations Cap	\$ 280,475,665	\$ 280,475,665	\$ 0.0

Table 3

E. BUDGET ASSUMPTIONS AND SUMMARY OF SIGNIFICANT CHANGES

Revenues:

The approved budget is predicated upon the following revenue assumptions:

- The net grand list is estimated at \$12.809 billion and represents a 0.2% increase from the prior year. The approved budget includes an allowance for anticipated tax appeals applicable to FY 2012-13.
- The tax collection rate is budgeted at 98.2% of the levy. This is a decrease from the 98.5% collection rate assumed in the FY 2011-12 budget due to the fact that the City will not be conducting a tax sale in the upcoming year as is its practice to conduct tax sales every other year. The City's actual collection rate for FY 2010-11 was 98.5%.
- Revenue from Supplemental Autos is estimated to increase by \$200,000 compared to the FY 2011-12 budget. The economic recession has negatively impacted the purchase of new cars; however, a modest recovery has taken place, which supports the small increase for FY 2012-13.

- Intergovernmental Revenues are estimated to increase by \$172,293 or 1.1%. The majority of the gain came from the addition of the Municipal Revenue Sharing grant of \$328,472 which offsets the loss of the Manufacturing PILOT grant of \$218,000. Other smaller gains include: Mashantucket Pequot, \$21,637; Education-Public Transportation, \$15,857; and other miscellaneous grants of \$24,327.
- Departmental Receipts are estimated to increase by \$559,600 driven by increases of \$520,000 in Building permits; \$75,000 in Police Extra Work Surcharge; \$25,000 in Zoning Approvals and net decreases of \$60,400 in other fees.
- Investment Income is estimated to generate \$712,000 of revenue, down \$288,000 from the prior year's budget amount. This decrease is due to the anticipated earned rate of return on an average investment balance of \$100,000,000 in FY 2012-13.
- Miscellaneous revenue is increasing by \$535,652 due to the 1st district's \$524,139 debt service reimbursement that was added to the budget in FY 2012-13. Other increases total \$11,513.

Provided below is a summary of the major (greater than \$200,000) revenue changes between the FY 2011-12 and FY 2012-13 approved budgets.

Summary of Major Revenue Changes

Revenue Source	2011-12 Approved Budget	2012-13 Approved Budget	Variance	Explanation
Current Property Taxes	\$256,054,473	\$263,356,829	\$7,302,356	Property taxes are calculated by subtracting non-tax revenues from total expenditures. Based on the approved budget, the property tax levy will increase by the amount indicated in order to maintain a balanced budget.
Transfer from Fund Balance	0	1,000,000	1,000,000	One million dollars of the General Fund Balance was approved for use in the FY 2012-13 operating budget.
Departmental Receipts	7,210,085	7,769,685	559,600	The City anticipates increases of \$520,000 in Building permits; \$75,000 in Police Extra Work Surcharges; \$25,000 in Zoning Approvals and net decreases of \$60,400 in other fees
Miscellaneous	940,009	1,475,661	535,652	Due to the addition of the 1 st district's debt service reimbursement to the City along with \$11,513 in other increases
Interest & Penalties	1,908,900	1,661,490	(247,410)	This decrease is due to the anticipated reduction in delinquent tax collections.
Investment Income	1,000,000	712,000	(288,000)	This decrease is due to the anticipated earned rate of return on an average investment balance of one hundred million dollars in FY 2012-13.
Back Tax Collections	3,400,000	2,800,000	(600,000)	This is an alternating year change in collections due to the fact that tax sales are conducted every other year

Table 4

Expenditures:

The approved budget is predicated upon the following expenditure assumptions:

- The approved budget assumes a general wage increase of 2.5% for the Police union personnel and a reserve for anticipated increases from the unsettled 2405, Fire, NMEA, NASA, and Nurses labor contracts.
- The City's Employee Benefits budget is increasing by \$5,605,289 or 21.4% more than the approved FY 2011-12 budget. The primary drivers of this increase is an incremental \$4,000,000 payment to the Insurance fund for employee health insurance costs to eliminate the Board of Education's FY 2011-12 anticipated deficit in addition to a forecast City increase in costs of \$1,478,848 due to higher health claims cost and increased utilization. Other miscellaneous and administrative costs increased \$126,441. The contribution to Other Post Employment Benefits remains unchanged from the prior fiscal year's contribution of \$13,846,636.
- Pension costs for the City and Board of Education non-certified staff is \$1,502,671 or 26.7% more than the approved FY 2011-12 budget. These costs are determined on the basis of actuarial valuations performed by the City's independent actuary with an asset valuation date of July 2011. The large increase is due to the decline in the value of assets held by the City's pension funds in recent years.
- The Police department's approved FY 2012-13 budget is \$1,231,362 or 6.8% more than the approved FY 2011-12 budget due to increases in total wages of \$828,811 as a result of the recently settled labor contract; in Cars and Vans of \$175,000 for the purchase of five \$35,000 vehicles; in Workers Compensation insurance of \$86,831 and in Insurance allocations of \$59,028 due to claims experience, and in miscellaneous other expenses of \$86,382.
- The Board of Education's approved FY 2012-13 budget is \$693,501 or 0.4% more than the approved FY 2011-12 budget. The budget had been preliminarily approved at a \$4,693,501 or a 3.0% increase; however, before budget adoption the Board of Education indicated that it may have to contribute \$4,000,000 less than its General Fund obligation to the Insurance Fund in FY 2011-12 due to a budgeting error. As a result, the City reduced the Board of Education's FY 2012-13 appropriation by \$4,000,000 and with this money committed to eliminating the Insurance Fund deficit at the beginning of FY 2012-13.
- Debt service is increasing by \$367,590 or 1.5% more than the approved FY 2011-12 budget. The increase reflects the most current bond repayment schedule.

- The Grant Agency budget is \$1,312,962 or 43.4% less than the approved FY 2011-12 budget due primarily to the elimination of funding for Norwalk Economic Opportunity Now (NEON) Headstart Program of \$937,875; NEON's administrative funding of \$389,500; and a reduction of the Probate Court costs of \$16,655 based on a lower request. All other grants received a 3.0% increase in their prior year funding except for the adult Sexual Assault Crisis Center which received funding equal to the Children's Connection whose focus is on addressing the needs of children who have been the victims of sexual assault; these increases totaled \$31,068.

The following outlines significant (greater than \$200,000) expenditure changes in the approved budget:

Summary of Major Expenditure Changes

<u>Department</u>	<u>2011-12 Approved Budget</u>	<u>2012-13 Approved Budget</u>	<u>Variance</u>	<u>Explanation</u>
Employee Benefits	26,228,536	31,833,825	5,605,289	The primary drivers of this increase is an incremental \$4,000,000 payment to the Insurance fund for employee health insurance costs to eliminate the Board of Education's FY 2011-12 anticipated deficit in addition to a forecast City increase in costs of \$1,478,848 due to higher health claims cost and increased utilization. Other miscellaneous and administrative costs increased \$126,441. The contribution to Other Post Employment Benefits remains unchanged from the prior fiscal year's contribution of \$13,846,636.
Pensions	5,626,991	7,129,662	1,502,671	These costs are determined on the basis of actuarial valuations performed by the City's independent actuary with an asset valuation date of July 2011. The large increase is due to the decline in the value of assets held by the City's pension funds in recent years.
Police Department	18,079,099	19,310,461	1,231,362	This 6.8% increase in budget is due to increases in total wages of \$828,811 as a result of the recently settled labor contract; in Cars and Vans of \$175,000 for the purchase of five \$35,000 vehicles; in Workers Compensation insurance of \$86,831 and in Insurance allocations of \$59,028 due to claims experience, and in miscellaneous other expenses of \$86,382.
Education-Public	154,801,489	155,494,990	693,501	This 0.4% in budget had been preliminarily approved at a \$4,693,501 or a 3.0% increase; however, before budget adoption the Board of Education indicated that it may have to contribute \$4,000,000 less than its General Fund obligation to the Insurance Fund in FY 2011-12 due to a budgeting error. As a result, the City reduced the Board of Education's FY 2012-13 appropriation by \$4,000,000 and with this money committed to eliminating the Insurance Fund deficit at the beginning of FY 2012-13.
Debt Service	25,310,683	25,678,273	367,590	This 1.5% budget increase reflects the most current bond repayment schedule.

<u>Department</u>	<u>2011-12 Approved Budget</u>	<u>2012-13 Approved Budget</u>	<u>Variance</u>	<u>Explanation</u>
Grant Agencies	3,026,600	1,713,638	(1,312,962)	This 43.4% budget decrease is due primarily to the elimination of funding for Norwalk Economic Opportunity Now (NEON) Headstart Program of \$937,875; NEON's administrative funding of \$389,500; and a reduction of the Probate Court costs of \$16,655 based on a lower request. All other agencies received a 3.0% increase in their prior year funding except for the adult Sexual Assault Crisis Center which received funding equal to the Children's Connection whose focus is on addressing the needs of children who have been the victims of sexual assault; these increases totaled \$31,068.

Table 5

F. MANAGEMENT INITIATIVES & FINANCIAL POLICY

Norwalk's heavy reliance on property taxes as its principal source of revenue is a function of State policy that reserves the other major types of taxation (income and sales taxes) exclusively to the State, and due to the fact that municipal aid from the State is distributed largely on the basis of property wealth. As a community with a large tax base, Norwalk receives comparatively little State aid. As a result, the brunt of spending increases driven by escalation in the cost of employee wages and benefits, increases in health insurance costs, increases in pension contributions, and other post-employee benefits must be borne by the local property taxpayer.

With a directive from the Mayor to control spending and limit taxes on residential property owners to the lowest practical level, the City faced a variety of financial policy issues and proposed a number of reform initiatives as we formulated the budget plan for FY 2012-13. The most significant of these are highlighted below:

- Contracting Out Solid Waste Pickup – The City began negotiations with the union representing its sanitation workers in September of 2009 and after mediation and arbitration won the right to contract out its solid waste pickup services in February of 2012. The City conducted an RFP process in May, received responses and negotiated a contract with value added services with City Carting that was approved by the City's Common Council in July. The contract begins in October of 2012 and the solid waste collection component is expected to generate a savings of over \$850 thousand in its first full fiscal year of operations. The value added components of the contact reduced costs in recycling collections, transfer station operations and tipping fees; services also provided by City Carting. In addition, City Carting will begin single stream recycling collections in July of 2013 which will increase the recycling revenue the City receives. In total, the anticipated benefit in the first full fiscal year of operations is over \$1.25 million.

- Fund Balance Policy – The City’s policy is to maintain an unreserved and undesignated general fund balance of at least 5% of general fund revenues, with the objective of maintaining a fund balance at the median level reported by Aaa-rated municipalities in Connecticut (presently approximately 9.7%), but not more than 10%. The City’s unreserved, undesignated 6/30/2012 fund balance is projected at approximately 9.5%. The FY 2012-13 budget utilizes \$1,000,000 of fund balance to support the budget consistent with its fund balance policy.
- City Pension Contributions – The City’s required contributions to its four defined benefit pension plans are determined on the basis of actuarial valuations performed by the City’s independent actuary. The City’s FY 2012-13 contributions are based on the valuations completed as of July 1, 2011. The increase in the required pension contribution for FY 2012-13 is due to the well-publicized losses that occurred in the stock market in 2008. The City’s actuary uses a smoothing technique that recognizes gains and losses in market value of the City’s pension assets over a multi-year period. In addition, the City’s most recent pension valuation includes a change in actuarial assumptions, reducing the expected investment rate from 8.25% to 8.0%. It is likely that further pension contribution increases will be required in future years.
- Debt Service - Debt service is increasing by \$367,590 or 1.5%. The City’s principal payments have decreased, but its interest payments have increased due to the issuance of taxable bonds whose additional cost is offset by an IRS tax subsidy receipt which is shown in Miscellaneous Revenue. The City adheres to a debt management policy that limits total indebtedness to no more than 2.0% of the full market value of taxable property in Norwalk; limits per capita debt to no more than \$3,500; and limits debt service as a percent of general fund expenditures to no more than 10%. The City’s debt ratios are expected to remain below the established benchmark limits.
- OPEB Funding Plan - The City established a trust fund for Other Post Employee Benefits (OPEB), in August 2007. With new accounting rules concerning how the City reports its OPEB liabilities on the Government-Wide Financial Statements, the City elected to transition from paying for its OPEB benefits on a pay-as-you-go basis to a pre-funded basis, similar to the manner in which the City funds its defined benefit pensions. To mitigate the budgetary impact of this funding decision, the City is phasing-in funding of the full Annual Required Contribution (ARC) over a multi-year period. In addition, commencing in July 2008 City employees began contributing to the OPEB trust fund. The City’s and Board of Education’s contributions to the OPEB trust fund in FY 2012-13 total \$15,581,636 or 84.5% of the ARC.

G. NON-GENERAL FUND ACTIVITIES

Business Type Funds - WPCA:

The City operates its wastewater treatment plant through the Norwalk Water Pollution Control Authority (WPCA), and accounts for this operation on an enterprise fund basis. The budget is prepared on a modified accrual basis, with repayment of principal added and depreciation expense omitted from the budget. User rates are established such that the operation is expected to both generate positive net income on a full accrual basis, and generate a positive cash flow.

The approved budget for the WPCA for FY 2012-13 is \$17,008,990 an increase from FY 2011-12 of \$1,432,332 or 9.2%. The most significant expenditure increase is in Replacement Reserve with an increase of \$1,166,336 from the prior year. This increase is to be used as rate stabilization for future years and is related to the \$37 million Phase 1 treatment plant upgrade. The WPCA is funded through a sewer user fee, which increased modestly for FY 2012-13. The sewer user rates for FY 2012-13 are as follows: Single Family Residential User – Flat fee of \$285/year, an increase of \$10/year; Commercial User – Flat fee of \$400/year for first 110,000 gallons of water usage (no increase), plus \$7.35/1,000 gallons commercial consumption over 110,000 gallons (an increase of \$0.20/1,000 gallons). The Wilton inter-local agreement will be billed on actual metered waste water flow.

A summary of the WPCA budget is provided below:

WPCA Budget

DESCRIPTION	FY 2011-12	FY 2012-13	Variance	% Change
Sewer Use Fees	13,309,158	13,631,490	322,332	2.4%
Other Revenues	1,417,500	1,027,500	(390,000)	-27.5%
Transfer from Unrestricted Assets	850,000	2,350,000	1,500,000	176.5%
Total Revenue	\$ 15,576,658	\$ 17,008,990	\$ 1,432,332	9.2%
DESCRIPTION	FY 2011-12	FY 2012-13	Variance	% Change
Operating Expenses	7,554,823	7,768,196	213,373	2.8%
Debt Service	4,322,667	4,375,290	52,623	1.2%
Replacement Reserve	3,699,168	4,865,504	1,166,336	31.5%
Total Expense	\$ 15,576,658	\$ 17,008,990	\$ 1,432,332	9.2%

Table 6

Business Type Funds - NPA:

The Norwalk Parking Authority (NPA) is responsible for the operation of all City parking facilities and also operates as an enterprise fund of the City. The Parking Authority’s Operating revenue is budgeted at \$5,235,228 for a net increase of \$140,829 or 2.8% from the current fiscal year. Total expenses are budgeted at \$5,145,080. The anticipated operating surplus of \$90,148 will be used to increase the Authority’s capital reserve account.

The year-over-year revenue increase is due to a \$65,625 increase in Monthly & Transient revenue and a \$75,204 increase in Concession and Other revenue. A year-over-year operational expense increase of \$245,630 was offset by a \$104,801 decrease in the contribution to the Authority's capital reserve to equal the NPA's total expense increase. The operational expense increase is due to a contractual increase to the Authority's operations vendor, LAZ Parking, of \$204,265 and miscellaneous other increases totaling \$41,365.

The approved Parking Authority budget for FY 2012-13 is summarized in table 7 below:

Parking Authority Budget

DESCRIPTION	FY 2011-12	FY 2012-13	Variance	% Change
Monthly & Transient Revenue	\$ 5,088,399	\$ 5,154,024	\$ 65,625	1.3%
Concession & Other Revenue	6,000	81,204	75,204	1253.4%
Total Revenue	\$ 5,094,399	\$ 5,235,228	\$ 140,829	2.8%
LAZ Parking Operations	\$ 3,257,597	\$ 3,461,862	\$ 204,265	6.3%
Other Expenses	1,641,853	1,683,218	41,365	2.5%
Capital Reserve	194,949	90,148	(104,801)	(98.9%)
Total Expense	\$ 5,094,399	\$ 5,235,228	\$ 140,829	2.8%

Table 7

Capital Projects Fund:

The City prepares a five-year capital improvement plan, and annually adopts a capital budget that authorizes the expenditure of capital funds for new building construction and major renovations of streets, bridges, sidewalks and storm drainage construction. Additional projects include park improvements; technology initiatives, and other infrastructure improvements. These projects are typically financed through a combination of grants and bond proceeds. The City finances its facility projects over a twenty-year period, technology initiatives over a five-year period and everything else over a fifteen-year period unless the useful life warrants a shorter term. The gross Capital Budget for FY 2012-13 is \$20.8 million, a decrease of \$7.0 million from the prior fiscal year. After deducting the amount that will be financed from grants and other sources outside of the general fund, approximately \$16.9 million will be financed from the issuance of General Obligation bonds.

Significant projects in the FY 2012-13 Capital Budget include:

The Public Works' capital budget is \$9,909,000 and represents 47.6% of the gross capital budget. The Pavement Management program is funded with \$5,000,000 for road reconstruction and paving and matches the largest such appropriation in each of the last two years. The City intends to improve and sustain the Pavement Condition Index (PCI) for city streets and roads. Storm Water Management represents the next largest capital expenditure totaling \$2,130,000. Other capital expenditures detailed in the below chart total \$2,779,000.

The Board of Education's capital budget is \$2,871,000 and represents 13.8% of the gross capital budget. The \$1,733,000 facility component of this budget will be added to previously approved funding to complete the Naramake and Rowayton school projects which total \$8,494,255. The remainder of the capital budget is \$1,075,000 to fund the BOE's technology initiatives and \$63,000 for its district-wide paving projects.

The Recreation and Parks' capital budget is \$2,392,000 and represents 11.5% of the gross capital budget. This budget includes \$1,000,000 for the Nathan Hale Athletic Complex; \$750,000 for Calf Pasture Beach to repair the Clark Pier and other projects; \$180,000 for playground replacements at three schools; and \$462,000 for other capital expenditures detailed in the below chart.

The Water Pollution Control Authority (WPCA) capital budget is \$2,250,000 and represents 10.8% of the gross capital budget. The WPCA budget includes \$2,000,000 for Collection System rehabilitation and \$250,000 for Pump Station Upgrade/Replacement. Debt service associated with WPCA projects will be repaid by the WPCA from its own revenue stream.

The Redevelopment Agency's capital budget is \$1,044,000 and represents 5.0% of the gross capital budget. This budget includes \$434,000 for the Wall Street Redevelopment project and \$360,000 for the South Norwalk Transit-Oriented Development Initiative. Also included is \$250,000 for affordable housing which is a multi-year project intended to systematically fund affordable housing initiatives in the City.

Additional detail from the above mentioned departments and other departments' capital budgets are provided in the below FY 2012-13 capital budget chart:

FY 2012-13 Capital Budget Summary

<u>Department</u>	<u>Purpose</u>	<u>Amount</u>
Police Department	Firearm Replacement	\$65,000
Combined Dispatch	Communications Enhancements	\$33,000
Fire Department	Apparatus Replacement (\$450,000), Various Fire Station Repairs/Paving (\$175,000), SCBA Replacement Cylinders (\$20,000), Fire Station Repair Study (\$15,000)	\$660,000
Public Works	Various Building and Facilities Improvements	\$258,000
Public Works	Bridge Repairs (\$806,000), Fleet Replacement (\$790,000), Road Reconstruction (\$5,000,000), Sidewalks & Curbing (\$350,000), Storm Water Management (\$2,130,000), Traffic Management (\$450,000), Tree Planting (\$45,000), Special Projects (\$80,000)	\$9,651,000
Public Works	Water Pollution Control Authority	\$2,250,000
Board of Education	Board of Education Technology Plan	\$1,075,000
Board of Education	School Construction (\$1,733,000), Paving (\$63,000)	\$1,796,000
Recreation & Parks	Vehicles (\$107,000), Playgrounds (\$180,000), Calf Pasture Beach (\$750,000), Cranbury Park (\$100,000), Basketball & Tennis Courts (\$115,000), Veteran's Memorial Park (\$50,000), Nathan Hale Athletic Complex (\$1,000,000), Backstop & Fencing (\$40,000), Tree Planting (\$50,000)	\$2,392,000
Historical Commission	Lockwood Mathews Mansion (\$210,000), Construction-ADA Access-Mill Hill & Mathews Park (\$100,000), Smith Street Buildings (\$10,000)	\$320,000
Redevelopment Agency	Affordable Housing (\$250,000), Transit Oriented Development (\$360,000), Wall Street Redevelopment (\$434,000)	\$1,044,000
Information Technology	Citywide IT Projects	\$399,000
Planning & Zoning	Waterfront Public Access (\$145,000), Bikeway Plan (\$135,000), Sidewalk Plan (\$50,000)	\$330,000
Sixth Taxing District	Rowayton Community Center	\$400,000
Oak Hills Golf Authority	Course Improvements	\$150,000
Total		\$20,823,000
	Financed from Grants & Non-GO Bond Financing Sources	3,881,000
From GO Bonds		\$16,942,000

Table 8

H. CONCLUSION

The approved budget is a balanced plan of operations designed to provide the resources that the departments and agencies need to serve the public. It also provides us with a base from which to move forward to implement the goals and objectives of the Administration and the Common Council. The development of an acceptable plan of operations has been a major challenge in the current economic and fiscal environment, where the City's non-tax revenues have suffered substantial declines. Nevertheless, we believe that the City has risen to the occasion, and produced a budget that meets the core needs of Norwalk's citizens, without unduly burdening our residential taxpayers.

I would like to thank each department and agency head for their cooperation and input, and commend them on successfully and effectively conducting their operations in the past year. I would also like to thank the members of the budget staff for their contributions to the development of this budget. And finally, I would like to thank the Mayor, members of the Board of Estimate and Taxation, and members of the Common Council for providing me with an opportunity to participate in the progress of this great City.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "Thomas Hamilton".

Thomas Hamilton
Director of Finance

CITY OF NORWALK



ANNUAL BUDGET

DESCRIPTION OF THE CITY

In 1640 for the consideration of “eight fathoms of wampum, sixe coates, tenn hatchets, tenn hoes, tenn knives, tenn scissors, tenn jewse-harps, tenn fathom tobackoe, three kettles of sixe hands about, and tenn looking glasses,” Roger Ludlow purchased Norwalke the Country butting on the sea.” In 1651 thirty spirited families permanently settled “Norwalke.” The settlement was located in the section known today as East Norwalk. Descendants of these indigenous settlers are still living in Norwalk and in the surrounding vicinity. Norwalk became a city in 1913, at which time it consolidated with South Norwalk and the East Norwalk Fire District.

Norwalk, a Connecticut seaport community on Long Island Sound is rich in history and personality—a combination of New England tradition and sophisticated modern activity. Norwalk is in the center of the region which Forbes Magazine rates the “15th smartest” in the nation. Our beaches are the best in Connecticut according to the New York Daily News. Our retail sector is the fifth largest in Connecticut, judged by generation of sales tax revenue. Our tourist sector is Connecticut’s second most successful, judged by numbers of visitors.

Economic Diversity distinguishes Norwalk, especially in difficult economic times. Norwalk is home to approximately 6,440 companies providing just fewer than 60,000 jobs. These companies fall into seventy-four different Standard Industrial Code categories of which 11% are business services, the highest category, but only four others, construction, professional services, health services and retail, comprise over 4% each of the commercial base. The vast majority of the code sectors are each less than 1% of the total.

Fewer than fifteen companies including educational and government entities employ more than 500 people. The vast majority of Norwalk companies are small, agile and entrepreneurial. No single industry sector dominates the employment market or the real estate market which enables a community to be resilient in times of economic stress.

Among the more significant announcements during the past year are the following.

- In April 2012 it was announced FactSet Research Systems Inc., a Norwalk-based financial data and software company, will receive a long-term, low-interest loan from the Department of Economic and Community Development (DECD) that will help the company create 200 jobs over the next five years.
- Van Dyk Baler purchased the Beiersdorf manufacturing plant on Dr. Martin Luther King Jr. Boulevard in early 2012 and is in the process of moving its Headquarters to the site. Van Dyk Baler is the exclusive North American distributor of Bollegraaf Recycling Machinery. The company’s research and development and repair facilities will be located at the site along with its corporate center of operations.
- Cervalis announced plans in January 2012 to construct a 167,000 square foot Data Center on the Grounds of Fortis Properties’ Norden Park. Occupancy is planned for the fourth quarter, 2012.
- At the same site, AvalonBay Communities, Inc. has received approval and plans to break ground next month on 240 apartments and four single-family homes. Avalon Bay’s decision to develop this site follows by barely a year completion of Avalon Bay’s first Norwalk project—310 units on Belden Avenue.

- Construction of the “SONO Ice House” commenced this spring at the site of the long-vacant Nash Engineering offices on Wilson Avenue. The complex includes a National Hockey League regulation-size rink and a smaller training rink. The facility plans to open in August.
- Adjacent to the SONO Ice House, development of the SONO Marketplace—a cooperative that will bring more than 80 food, craft and art merchants together under a single roof—is in progress, with opening anticipated this summer.
- World Wrestling Entertainment announced in November, 2011 it will develop its digital production facilities in Norwalk at the “Swank” building on Ely Avenue, taking 66,000 square feet and bringing jobs along.
- Pepperidge Farm celebrated its official ground breaking September 12, 2011 on 34,000 square foot innovation center. The center will become operational in September, 2012.
- Work has commenced on the Winston Preparatory School \$10-million expansion and renovation plan. Winston Preparatory School, a private institution for students with learning disabilities is constructing a 12,155-square-foot energy efficient classroom building with plenty of natural lighting.
- In April, 2012, the Maritime Aquarium at Norwalk opened doors to its \$4.5 million renovation which completed a project begun September 12, 2011.
- Construction is progressing at the Norwalk Inn and Conference Center on its \$6.5 million project which will add third story to inn and turn historic Grumman St. John House into long term stay facilities. Occupancy is expected in late 2012.
- Governor Dannel Malloy officially marked the opening of the Norwalk Community College Center for Science, Health and Wellness November 4, 2011, celebrating completion of the 55,000-square-foot center, \$38.8 million facility that houses classrooms and libraries for science, nursing and allied health programs.
- Wüsthof – Trident North America doubled its manufacturing space at its US. Headquarters on Wilson Ave in the Fall of 2011.
- In 2011 Bridgewater Associates occupied space at 45 Glover Avenue, bringing 230 company employees.
- Norwalk’s three major redevelopment projects—Spinnaker’s 95/7, Seligson’s Waypointe and PoKo on Wall Street—made significant strides toward entering the building phase of their developments.
- For nine consecutive months zoning permits approved for development have exceeded the historic averages.

Norwalk is undertaking the largest economic development initiative in its history, uniting 2.5 million square feet of smart growth office, residential and retail space, linked by pedestrian-friendly neighborhoods, convenient to commuter and intermodal transportation hubs. Easily accessible from Norwalk’s interstate highway and railway systems new developments will offer 800,000 square feet of new retail space, more than a thousand new homes, 700,000 square feet of new offices and a new full service hotel. More than 2,000 new residential units—500 of which are now under construction—will be added to our City once development is completed

SUMMARY OF SERVICES

The City provides a full range of municipal services, including education, police and fire protection, public works and sanitation, health and social services, planning and development, and recreational/cultural services. Provided below is a brief description of the City's services:

General Government

The General Government group of departments includes the Mayor's Office, Corporation Counsel, City Clerk, Town Clerk, Personnel and Labor Relations, Human Relations and Fair Rent, Youth Services, and Registrar of Voters. This diverse group of departments provides a myriad of services, ranging from maintaining vital statistics (births, deaths, marriages) to conducting elections. A number of the departments within the General Government group, including Corporation Counsel and Personnel and Labor Relations, serve as internal support agencies for the City's departments.

Finance

The Finance Department consists of the following divisions: Office of the Director, Tax Assessment, Tax Collection, Accounting and Treasury, Management & Budgets, Information Technology and Purchasing. The Department is responsible for overseeing the financial affairs of the City. Also included in the Finance Department is the City's comprehensive program for managing all areas of risk, including health and life insurance for active and retired employees, workers compensation, heart and hypertension, property and casualty, general liability, professional liability, and other exposures such as theft, performance and surety.

Health

The Health Department vision is "Excellence with Efficiency". The mission is to prevent disease, assure a healthy environment and promote the highest quality of life within the community. Program areas consist of preventable diseases, laboratory, environmental services, and health promotion. Services provided include the provision of childhood and adult immunizations, well child screenings, WIC, HIV education and testing, treatment of sexually transmitted diseases and follow up on tuberculosis and other communicable diseases. Environmental services include inspection of all food-handling establishments, approval of private sewage disposal systems, and enforcement of the housing code. Health promotion programs focus on achieving wellness through life styles choices.

Protection of Persons and Property

Police Department

The City provides around-the-clock police protection to Norwalk's 85,603 residents with an authorized force of 181 sworn officers and 40 civilians including those assigned to Combined Dispatch, utilizing 110 marked and unmarked police vehicles, 3 motorcycles and 2 marine vessels. The police department is accredited by both the Commission on Accreditation of Law Enforcement Agencies (CALEA) as well as the State of Connecticut Police Officers Standards and Training Council. POST-C). In addition to routine police patrol, the Department maintains specialized units in the following areas: Internal Affairs, Training, Planning and Research, Marine Division, Detective Bureau, Special Services (vice, gambling, narcotics), Identification Bureau, Emergency Services Unit as well as a Community Policing Unit, which works closely with residents within their target districts. The Community Services Unit provides a Drug Abuse Resistance Education (D.A.R.E.) program for Norwalk school children in conjunction with the Norwalk Public Schools and supervises school crossing guards. The Youth Bureau includes specially trained Detectives working in conjunction with the Internet Crimes Against Children Task Force and maintains a School Resource officer program within the city's high schools. The Department also operates a Community Services Program and Support Services, which encompass the following areas: animal control, crime prevention, traffic and safety, complaint bureau, property room and prisoner holding facility. The Police Department is also a first responder for medical emergencies.

Fire Department

The City provides complete fire prevention and suppression services through its professional full-time Fire Department, which consists of 141 sworn fire personnel, supplemented by 4 civilian employees. The Department operates out of five fire stations strategically located throughout the community and maintains a rotating fire apparatus replacement schedule through their capital budget. In addition to fire suppression services the Department is a key resource for the Regional Hazardous Materials Response Team. The Department also collaborates with the Norwalk Police Department in the Norwalk Arson Investigation Unit, Marine Division and the Dive team. In July 2007 the Fire Department expanded its services with the addition of the Emergency Preparedness Planning Division. This division is responsible for emergency preparedness planning as well as the operation and maintenance of a control center for local and national emergencies. The Fire Department is also the supplemental first responder for medical emergencies.

Planning and Zoning and Code Enforcement

These two City departments are responsible for planning and coordinating the physical and economic development of the City, as well as overseeing the adoption and enforcement of zoning, subdivision and building codes. The Planning and Zoning Department prepares, adopts and implements the City's plan of development once every ten years. This department also oversees the operations of the Conservation Commission staff, which is responsible for protecting the City's inland wetlands and water courses. Code Enforcement conducts required inspections of buildings and sites for code compliance, and issues all building and related trade permits.

Combined Dispatch

This department is responsible for police and fire dispatch functions. The objective is to provide the highest quality of command, control and information services for public safety agencies.

Public Works

This diverse department is responsible for the maintenance and repair of most of the physical facilities and infrastructure owned and operated by the City of Norwalk. The Department accomplishes street and highway maintenance; engineering; capital construction; solid waste collection and disposal; recycling; traffic management; wastewater collection and treatment; parking facilities and services; and building management functions. Public Works employs 100 people, plus 2 Parking Enforcement officers, 3 Wastewater Systems personnel and 9 Fleet Services employees who are paid by the Parking Authority, Water Pollution Control Authority and Central Fleet, respectively, but are ultimately managed by Public Works to maintain the City's infrastructure, which includes 255 miles (625 lane miles) of streets, 18 bridges, 140 miles of sidewalk, 45 miles of footpath, nearly 300 miles of storm drainage, 182 miles of sanitary sewers, an 18 million gallons per day treatment plant, 22 sanitary sewer pump stations, 3 stormwater pump stations, 86 traffic signals, and 3,973 municipal parking spaces including 364 on-street spaces and 3,609 off-street spaces encompassed in 3 parking structures and multiple surface lots.

In the late 1990s, the City purchased the land abutting the wastewater treatment plant and created the Public Works Center. This facility has enabled the City to consolidate the operations of Street Maintenance, Sanitation, Sewer Operation and Maintenance and Fleet Management. This location is also used for the storage of all winter road salt and provides a yard debris collection center for residents. The Department operates a transfer station located separately.

From 1983 through 2008, the City was party to a long-term contract with the Connecticut Resources Recovery Authority (CRRA) for operation of the transfer station and for transportation and disposal of municipal solid waste (MSW). That contract expired in December of 2008 and the City has executed a 5-year agreement with City Carting, Inc. for transfer station operation, transport and disposal of the City's

30,000 tons of annual MSW. Under the new contract, transfer station operation has been improved and the City has saved on transportation and disposal of MSW. The City's highly successful recycling collection and disposal service directs mixed paper, metal containers, glass, plastics #1 through #7, and corrugated cardboard to a recycling contractor who pays the City for the recyclable materials. Leaf and yard waste are also collected and disposed by the City.

In FY 2002-03 the City moved the operations of the wastewater and parking systems into enterprise funds and created the Water Pollution Control Authority and Parking Authority to oversee the use of these funds. More information on each of these funds can be found in the other funds section of this book.

The City provides for building management services through an outside contractor. Under the supervision of a Buildings and Facilities Manager in the Department of Public Works the management firm oversees the operation and maintenance of all City buildings with the exception of schools and historic structures. The scope of services encompasses more than 780,000 square feet of building space among 13 City facilities. In addition to repairs and replacement, comprehensive preventive maintenance and energy efficiency programs have been implemented.

Education

The diverse educational needs of Norwalk children are met through a system of 12 elementary schools, 4 middle schools, 2 high schools, and 1 alternative school. The system also includes a nationally recognized Magnet elementary school; the Center for Global Studies, extensive special education, bilingual education, gifted and talented programs; and a full-day kindergarten. During FY 2012-13 the school system is anticipating a total enrollment of 11,150 students and will employ 1,236 people to carry out its educational mission.

In 2009 a new graduation rate calculation went into effect tracking a group of students from their initial entrance into ninth grade through to graduation with student-level data from a longitudinal data set. This new mythology is required by the "No Child Left Behind Act". For the Cohort 2010 graduating class Norwalk Public Schools high school graduation rate was 83.6% (State Cohort was 81.6%). Approximately 90.2% of NPS graduating seniors pursue some type of post-secondary education.

Recreation, Arts and Culture

The City's Recreation and Parks Division maintains over 1,050 acres of public park land, including 2 public beaches on Long Island Sound, 238 acres of open space at Cranbury Park, 70 acres of waterfront park land at Veteran's Park and Calf Pasture Beach, Mathews Park, Heritage Park and many neighborhood parks. The Department also maintains numerous athletic fields, tennis and basketball courts, and playgrounds located throughout the community, including all school properties. The Department's Recreation Division sponsors a full complement of active and passive recreational programs for all age groups. In addition, the City owns an 18-hole golf course located at Oak Hills Park and leases the property to the Oak Hills Park Authority, which manages the operations of the golf course and park. The City also funds the Historical Commission, which operates and maintains publicly owned historical buildings, including Lockwood-Mathews Mansion, the Norwalk Museum and Mill Hill Park Museum; and the Norwalk Public Library, which operates two branches within the City, with a collection of over 250,000 items for public circulation.

Grants

The City provides grants to outside agencies that offer various services to residents. These services include poverty relief through the Emergency Shelter and Family and Children's Agency, senior activities through the Senior Center and Elderhouse, children and high school age support programs through Children's Connection and School Based Health Centers, and urban renewal and community development through the Redevelopment and Housing Site Development Agencies.

CITY OF NORWALK
SUPPLEMENTAL DATA

Demographics

City Population:	86,460
Fairfield County Population:	917,545
Median Age:	39.0
Per Capita Income:	\$40,362
Unemployment Rate:	6.7%

City Facts

Area of City (including Norwalk Islands): 36.3 square miles (13 are water surface)
City Settled: September 11, 1651
Date of City and Town Consolidation: July 1913
City Motto: "Norwalk – On the Move"

Culture and Recreation

Acres of Public Park Lands:	1,050
Municipal Golf Courses (18 Holes):	1
Public Beaches:	2
Senior Centers:	1
Boat Launching Areas:	2
Library Branches:	2
Municipal Marinas:	2
Library Volumes:	250,000+
Athletic Diamonds:	41
Public Museums (8 Buildings):	3
Local Newspapers:	3

Election Information

	Total Names on Registry List	Total Names Checked as Voting	Turnout Percentage
Norwalk			
2011 Municipal Election	41,766	14,567	34.88%
2010 State Election	41,570	24,452	58.82%
2008 National Election	50,022	37,549	75.06%

CITY OF NORWALK – LARGEST EMPLOYERS

There are over 350 manufacturing and diversified industries located in Norwalk providing a total of approximately 63,000 jobs illustrating the strength and diversity of Norwalk's economic base and include:

<u>Name</u>	<u>Nature of Business</u>
Stew Leonard's	Retail Grocery Store*
Norwalk Health Services/Norwalk Hospital	Hospital*
MBI, Inc.	Direct Mail Marketing*
Diageo North America	Premium Beverage Manufacturer *
Hewitt Associates	Management Consulting Firm*
Reed Exhibition Company	Trade Show Production*
FactSet Research Systems	Financial and economic information provider*
EMCOR Group, Inc.	Energy Infrastructure & Facility Services (Fortune 500)*
Priceline.Com	Online Travel and Mortgage Services*
G. E. Capital	Financial Services (includes G.E. Commercial Finance and G.E. Real Estate)*
SymphonyIRI Group	Consumer Research Firm
Virgin Atlantic Airlines	Airline & Leisure Company*
ABB, Inc.	Engineering firm and provider of power and automation products*
Covidien	Medical Equipment and supplies Manufacturer*
Cablevision of Connecticut	Cable and telecommunications*
Arch Chemicals	Chemical Manufacturing*
E Quilease Financial Svc Inc.	Originates, acquires and manages financial assets
EDGAR Online	Provider of global regulatory reporting
R.T. Vanderbilt Company, Inc.	Industrial Minerals & Chemical Manufacturing*
Pepperidge Farm	Bakery*
Tauck World Discovery	Travel/Tourism*
King Industries	Chemicals Manufacturing*
Klaff's	Lighting & Plumbing Supplies
Marsh USA, Inc.	Insurance*
Wüsthof Trident North America	Fine Cutlery*
XEROX Corporation	Document Management*
Callanen International	Watches
Dooney & Bourke	Accessories and apparel*
Mechanical Plastics Corporation	Manufacturer TOGLER High Performance Anchors*
Bloom's Shellfish	Oyster Harvesting*
FASB & GASB	Financial & Government Account Standards Boards*
HealthMarkets, Inc.	Life and Health Insurance Company
Knipschildt Chocolatier	Gourmet Chocolate Maker*
Media Storm	Entertainment Marketing Consultant
Gus Sciafani Foods	Importer of European Foods*
Southern Air	Air Cargo Carrier*
Bridgewater Associates	Global Investment Management
Graham Capital Management	Global Investment Management*
Bloom's Shellfish	One of the largest oyster harvesting companies*

* Designates that Norwalk is the home of the company's regional or corporate headquarters.

CITY OF NORWALK



ANNUAL BUDGET

BUDGET PROCESS

The City's annual budget is prepared for a July 1st through June 30th fiscal year. Below is the budget calendar with a description of the major steps in the budget preparation process under each box.

OCTOBER

Pro Forma Budget Prepared

The Management and Budgets Division begins collecting information for preliminary budget development. The Division prepares a "pro forma" financial projection, which consists of two-year forecast of revenues and expenditures and the resulting tax rate with the objective of maintaining current levels of service. This projection is reviewed with the Mayor to elicit the administration's goals and objectives and the appropriate changes are made.

NOVEMBER - JANUARY

**Submission and Review of
Departmental Requests**

Budget packages, containing general budget assumptions and spending guidelines are distributed to departments and agencies. All responses are submitted to the Management and Budgets Division within six weeks. These requests include line item details of revenues and expenditures accompanied by departmental goals and objectives for the next fiscal year. The Management and Budget Division's staff meet with the departments and agencies to review requests and how they fit with their goals and objectives.

FEBRUARY

**Requested Budget Presentation and
Board of Estimate and Taxation Review**

The Finance Director submits the Departments' proposed budgets, along with any criticisms or recommendations he may deem appropriate, to the Board of Estimate and Taxation on the second Monday in February and to the Common Council on the immediately following Tuesday. The Management and Budgets Division publishes the proposed budget and tax levy in the local newspaper five days prior to the fourth Monday in February. On the fourth Monday in February the Board of Estimate and Taxation commences budget review. On the immediately following Tuesday in February the Common Council establishes a cap on total appropriations for the next fiscal year, after which time the Board of Estimate and Taxation conducts meetings with City departments and agencies to review the Proposed Budget.

MARCH – MAY

Adoption of the Operating Budget

The Board of Estimate and Taxation completes its review of the budget and makes any necessary changes to the proposed budget. The proposed changes are forwarded to the Common Council on the first Monday in April. The Common Council has until the third Tuesday in April to amend the total cap on appropriations. The Board of Estimate and Taxation meets to adjust the budget in accordance with the Council's cap. The tentative budget is published in the local newspaper three days before the fourth Wednesday in April. On the first Monday in May the Board of Estimate and Taxation adopts the final budget and tax rates.

BUDGET AMENDMENT PROCESS

Once the Board of Estimate and Taxation adopts the budget, the Finance Director is empowered, by the Board, to approve transfers of up to \$5,000 between line items. Transfers in excess of \$5,000 require the approval of the Board of Estimate and Taxation. Additional appropriations, pursuant to the City Code, require the approval of the Board of Estimate and Taxation and the Common Council.

BUDGET ADOPTION CALENDAR

DATE

ACTION

On/Before December 12th

Finance Director receives requests

1st Monday of February (2/06/12)

Finance Director submits Department's Proposed Budget together with his criticisms and recommendations to the Board of Estimate & Taxation

Immediately following Tuesday (2/07/12)

Finance Director submits Department's Proposed Budget together with his criticisms and recommendations to the Common Council

At least 5 days before 4th Monday in February (2/17/12)

Finance Director publishes the Proposed Budget local newspaper

4th Monday of February (2/27/12)

Board of Estimate & Taxation meets to start budget review.

4th Tuesday of February (2/28/12)

Common Council adopts cap on appropriations.

1st Monday of April (4/02/12)

Board of Estimate & Taxation completes review and forwards proposed budget to Council

No later than 3rd Tuesday of April (4/20/12)

Common Council may amend cap on appropriations

Unspecified (logically between 4/19/12 and 4/26/12)

Board of Estimate & Taxation meets to adjust budget based on new cap

Three days before the 4th Wednesday in April (no later than 4/20/12)

Board of Estimate & Taxation publishes tentative budget

1st Monday of May (5/07/12)

Board of Estimate & Taxation adopts final budget and tax rates

FINANCIAL POLICIES AND PRACTICES

The City of Norwalk's financial policies set forth the basic framework for the overall fiscal management of the City. These policies assist the decision-making process and provide the guidelines for evaluating both current activities and proposals for future programs.

Cash Management and Investment Policies

- Disbursement, collection and deposit of all funds are managed to insure maximum cash availability.
- The City strives to maximize the return on investments consistent with the primary goal of preserving capital in accordance with the State statutes and prudent investment practices.
- State statutes authorize the City to invest in the United States and any agency of the United States; any state of the United States or political subdivision, authority or agency thereof which is exempt from taxation and at the time of investment is rated within the top two rating categories of any nationally recognized rating service; and the State of Connecticut, any political subdivision, authority or agency thereof, which are rated within the top three rating categories of any nationally recognized rating service. In addition, the City is authorized to invest in demand deposits, time deposits, certificates of deposit, share accounts, term share accounts and share certificate accounts of any corporation or association receiving deposits, which has its main place of business in Connecticut.
- The City shall perform a cash flow analysis of all funds on a regular basis.
- The City's investment policies include provisions for an investment authority, ethics and conflict of interest, authorized and suitable investments, diversification, maximum maturities, internal controls and performance standards.

Accounting, Auditing and Financial Reporting Policies

- An independent audit will be performed annually.
- The City produces annual and monthly financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Budget Reserve Policies

- The City maintains a revenue reserve to pay for expenses caused by unforeseen emergencies or for shortfalls caused by revenue declines. This reserve is established at no less than 5 percent and no greater than 10 percent of annual revenues.
- The City maintains a contingency expenditure account to provide for unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs.
- Reserves in excess of these amounts in the General Fund shall be used for one-time only expenditures.
- Adequate levels of working capital shall be maintained in all proprietary funds.

Capital Budget/Improvement Policies

- A five-year program for infrastructure capital improvements is updated annually. The plan identifies anticipated funding sources.
- The City confines long-term borrowing primarily to capital improvements and capital projects financed through the issuance of bonds that will be financed for a period not to exceed the useful “life” of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in operating budget forecasts.
- The City will preserve its assets at a level adequate to protect capital investment and minimize future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

Debt Policies

- The City confines long-term borrowing primarily to capital improvements.
- In anticipation of bonding, the City uses short-term debt.
- The City follows a policy of full disclosure on every financial report and bond prospectus.
- The City’s bonds are issued when practical from City enterprise authorities to reduce the amount of the City’s general obligation debt.
- The City maintains an aggressive retirement of existing debt.
- The City uses general obligation debt to fund general purpose public improvements that cannot be financed from current revenues.
- Maintain debt ratios within formally established parameters
 - o Debt as % of FMV – maintain at less than 2%
 - o Debt Service as % of Expenditures – 10% or less
 - o Per Capita Debt – no more than \$3,500

Operating Budget Policies

- The City attempts to maintain its present service level for all priority and essential services within existing tax rates, as adjusted for normal growth in the tax base. No new services are added without offsetting expenditure reductions or increases in tax revenues.
- The City maintains a financial and budgetary control system to ensure adherence to the budget and an awareness of the financial environment, preparing monthly reports to compare actual revenues and expenditures to budgeted amounts, analyzing operating surplus or deficit conditions, and balance sheets on all operating and major funds.

- All funds are required to be balanced. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund.
- The City, in preparing the yearly operating budget, creates a three-year projection of revenues and expenditures.

Revenue Policies

- The City directs efforts to maintaining a diversified and stable revenue system to shelter it from short run fluctuations in any one revenue source.
- The City attempts to obtain additional major revenue sources as a way of ensuring a balanced budget.
- The City follows an aggressive revenue collection policy.
- The City establishes all user charges and fees at a level related to the full cost (operating, direct, indirect, capital) of providing the service.
- The City reviews fees/charges annually and designs and modifies revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service. The City considers market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

Fund Balance Policies

- The City seeks to maintain a minimum undesignated and unreserved fund balance of at least 5% of operating revenues, to provide the financial resources necessary for cash flow purposes, and to provide a contingency that is available in the event the City suffers a catastrophic event (category 5 hurricane, etc.) If fund balance falls below 5%, the City will take affirmative steps to restore its fund balance to at least 5% as soon as practical.
- The City intends to limit its unassigned fund balance to no more than 10% of operating revenues. Amounts in excess of 10% will be considered available for appropriation, in accordance with the policies outlined below. The City's overall fund balance objective is to maintain its undesignated and unreserved fund balance at the median of other Aaa-rated municipalities in the State of Connecticut, which is currently 9.7%.
- In concert with the City's overall financial strategies, the City will seek to first use excess fund balance when possible to finance non-recurring expenditures and to finance capital expenditures.
- The City may use fund balance for tax relief purposes, when such use is part of an overall financial strategy that seeks to balance and smooth tax levy increases over a multi-year period; and when the City faces extraordinary operating budget expenses that are projected to level off in future years when fund balance draws will no longer be available to support the budget. The City recognizes that a fund balance draw to support operations is essentially a one-time source of funding, and seeks to prudently manage the draw down of fund balance in a fiscally responsible manner.

ACCOUNTING POLICY

Reporting Entity

For financial reporting purposes the City includes financial statements for the government and its component units, boards and commissions that are controlled by or dependent on the City. Control or dependence is determined on the basis of oversight responsibility, budget adoption, taxing authority, funding and appointment of respective governing boards.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statement. The accrual basis of accounting is used for all funds except the governmental fund types, expendable trust funds and agency funds, which use the modified accrual basis of accounting. Modifications in this method from the accrual basis are as follows:

- 1) Revenues are recognized when they become both measurable and available to finance expenditures of the current period. The City considers property taxes as available if they are collected within 60 days after year-end. A one-year availability period is used for revenue recognition for all other governmental fund revenues.
- 2) Disbursements for the purchases of capital assets providing future benefits are treated as expenditures. Appropriations for capital projects are carried forward until such time as the project is completed or terminated.
- 3) Interest on general long-term debt is not accrued, but is recorded as an expenditure on its due date.

Basis of Budgeting

Annual Budgets are generally prepared on an accounting basis with certain exceptions. The City's General Fund Budget, Special Revenue Fund Budgets and Capital Projects Fund Budgets are prepared on the Modified Accrual Basis.

The budgets for City's Risk Management and Fleet Services Internal Service Funds are prepared on an accrual basis.

The budgets for the City's Enterprise Funds (Water Pollution Control Authority and Parking Authority) are prepared on an accrual basis, with the following exceptions: depreciation expenses are not included, and principal repayments on related debt is included.

FINANCIAL STRUCTURE

The City's accounting system is organized and operated in separate funds in order to account for specific revenues and expenditures associated with certain activities. Each fund is a distinct self-balancing accounting entity comprised of assets, liabilities, fund equity, revenues and expenditures as appropriate.

Governmental Funds: These funds are used to finance the majority of the City's functions. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities are accounted for through governmental funds. The City utilizes the following governmental funds:

- General Fund – The General Fund is the general operating fund of the City government. All unrestricted sources except those required to be accounted for in another fund are accounted for in this fund. From this fund are paid general operating expenditures, fixed charges, principal and interest on long-term debt, and capital improvement costs of the City, which are not paid through a special fund.

- **Special Revenue Funds** – The Special Revenue Funds are used to account for the proceeds of specific revenue sources that meet the qualifications of GASB 54.
- **Capital Projects Fund** – The Capital Projects Fund is used to account for resources used for the acquisition and construction of capital facilities, including those that are financed through special assessments. Included in the Capital Projects Fund are sewer assessments, which are levied in order to finance both the construction of new, and the improvement to existing, sewer systems.

Proprietary Funds: These funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Services from such activities can be provided to other funds within the City (Internal Service Fund). The City has established an Internal Service Fund to account for and finance its uninsured risks of loss. In 2002-03 the City also established two Enterprise Funds: the Water Pollution Control Authority to handle the City's Wastewater Treatment Operations and the Parking Authority to administer the City's parking facilities and operations. In 2005-06 the City established a Fleet Services Fund to track fuel usage and fleet maintenance for City vehicles.

Fiduciary Funds: These funds are used to account for assets held by the City as a trustee or agent for individuals, private organizations and other governmental units. Trust and Agency funds include expendable, non-expendable, pension trust and agency funds.

Since special revenue, proprietary, and fiduciary funds are not subject to appropriation, information on these funds are not included in this document, but are included in the City's Comprehensive Annual Financial Report (CAFR).

**CITY OF NORWALK
ALLOCATION OF TAX DOLLARS**

Approximate Median Single Family Residential Property Tax Bill is \$6,146 in the 4th District

BOARD OF EDUCATION (\$3,789)

- 12 ELEMENTARY SCHOOLS
- 4 MIDDLE SCHOOLS
- 1 VOCATIONAL HIGH SCHOOL
- 2 HIGH SCHOOLS
- SPECIAL EDUCATION
- BILINGUAL EDUCATION
- FULL DAY KINDERGARTEN

PUBLIC WORKS/BUILDING MGMT. (\$450)

- GARBAGE COLLECTION & DISPOSAL
- SNOW REMOVAL
- STREET MAINTENANCE & PAVING
- TRAFFIC AND ENGINEERING
- RECYCLING
- FLEET MANAGEMENT
- MAINTENANCE OF CITY'S BUILDINGS

POLICE (\$637)

- 24 HOURS/DAY LAW ENFORCEMENT
- DRUG INVESTIGATION AND ENFORCEMENT
- STREET AND MARINE PATROL
- DETECTIVE BUREAU
- COMMUNITY POLICING
- SHARED FIRST RESPONDER STATUS

DEBT SERVICE (\$284)

- RETIREMENT OF PRINCIPAL AND INTEREST
ON CAPITAL IMPROVEMENT BONDS

FIRE (\$531)

- FIRE SUPPRESSION AND RESCUE OPERATIONS
- ENFORCEMENT OF FIRE CODES
- HAZARDOUS MATERIAL MONITORING
- FIRE INVESTIGATION AND PREVENTION
- SHARED FIRST RESPONDER STATUS

LIBRARY/HISTORICAL COMM. (\$108)

- MAIN LIBRARY AND SOUTH NORWALK BRANCH
- OVER 400,000 ITEMS FOR PUBLIC CIRCULATION
- AUTOMATED CATALOGUING SYSTEM
- CHILDREN'S PROGRAMS
- AUDIO AND VIDEO MATERIALS FOR CIRCULATION
- PUBLIC ACCESS TO INTERNET
- MAINTAIN CITY'S NATIONAL REGISTRY BUILDINGS
- HISTORICAL REFERENCE LIBRARY

GENERAL GOVERNMENT (\$127)

- MAYOR'S OFFICE
- TOWN CLERK VITAL STATISTIC RECORDS
- VOTER REGISTRATION
- TAX ASSESSMENT AND COLLECTION
- YOUTH SERVICES
- ACCOUNTING & TREASURY
- INFORMATION TECHNOLOGY
- HUMAN RELATIONS & FAIR RENT
- LEGISLATIVE AND POLICY ANALYSIS
- OTHER SUPPORT DEPARTMENTS
- ORGANIZATIONAL MEMBERSHIPS

RECREATION & PARKS (\$55)

- ADMINISTRATION OF VARIOUS RECREATIONAL PROGRAMS
- MAINTENANCE AND OPERATION OF CALF PASTURE AND SHADY BEACHES
- MAINTENANCE OF CITY PARKS, SCHOOL GROUNDS, LIBRARY GROUNDS AND CEMETERIES
- SUMMER YOUTH PLAYGROUND PROGRAM

GRANTS (\$38)

- POVERTY PREVENTION THROUGH N.E.O.N.
- HOMELESS SHELTER SERVICE
- WHEELS FIXED ROUTE BUS SERVICE
- PROGRAMS/CARE FOR SENIOR CITIZENS
- DRUG & ALCOHOL TREATMENT/PREVENTION PROGRAMS
- REDEVELOPMENT AND URBAN RENEWAL
- OTHER SOCIAL AND COMMUNITY SERVICES

HEALTH (\$50)

- HOUSING CODE ENFORCEMENT
- INSPECTION OF FOOD ESTABLISHMENTS
- PREVENTABLE DISEASE PROGRAM
- TRAVEL AND IMMUNIZATION CLINIC
- EVICTION SERVICES
- SEALER OF WEIGHTS & MEASURES

PLANNING, ZONING, CODE, DISPATCH (\$77)

- REGULATION OF CITY LAND USE
- IMPLEMENT PLANS OF DEVELOPMENT
- BUILDING INSPECTION
- APPROVAL & ISSUANCE OF ALL REQUIRED BUILDING PERMITS
- COMBINED DISPATCH
- EMERGENCY MANAGEMENT CONTROL CENTER

MEDIAN TAX BILL = \$6,146

Note: The above illustration refers to the amount of tax dollars allocated to each category. In several cases, departments generate their own revenue, which helps to offset the total tax dollars needed to finance their services. Thus, the amounts listed above do not reflect the total budget of each department. Rather they reflect the total amount of tax dollars used to finance the services of each department.

Budget Overview

The table below shows a summary of departmental appropriations for the 2012-13 fiscal year. Included here are the original departmental requests and any changes made by the Board of Estimate when they approved the final budget in May.

APPROPRIATIONS

<u>Department</u>	<u>Budget 2011-12</u>	<u>Requested 2012-13</u>	<u>Board of Estimate Approved Budget 2012-13</u>	<u>Variance 12-13 App Vs. 11-12 App Vs.</u>
Mayor	\$252,997	\$266,464	\$272,386	\$19,389
Legislative	13,050	13,050	12,450	(600)
Corporation Counsel	824,510	948,067	944,067	119,557
City Clerk	329,757	332,051	329,553	(204)
Town Clerk	598,182	602,794	580,055	(18,127)
Information Technology	1,337,277	1,426,615	1,415,414	78,137
Personnel & Labor Relations	556,494	567,512	557,062	568
Human Relations & Fair Rent	217,534	230,579	217,861	327
Youth Services	260,817	289,666	229,846	(30,971)
Registrar of Voters	399,075	448,740	446,990	47,915
Finance Department:				
Finance Director	189,633	194,380	194,280	4,647
Tax Assessor	780,522	801,706	774,160	(6,362)
Tax Collector	849,523	773,442	788,781	(60,742)
Accounting & Treasury	624,895	665,602	663,223	38,328
Management & Budgets	332,533	372,590	371,532	38,999
Purchasing	369,089	366,426	356,769	(12,320)
Health	1,996,769	2,019,304	1,951,904	(44,865)
Police	18,079,099	20,027,601	19,310,461	1,231,362
Fire	16,166,366	16,546,474	16,294,462	128,096
Planning & Zoning	1,055,478	1,062,571	1,054,095	(1,383)
Code Enforcement	651,190	663,646	663,573	12,383
Combined Dispatch	2,096,921	2,074,603	2,130,402	33,481
Public Works and Bldg. Management	16,527,493	17,255,836	16,702,674	175,181
Recreation & Parks	3,481,580	3,748,765	3,616,144	134,564
Library	3,406,060	3,395,610	3,280,785	(125,275)
Historical Commission	310,534	343,671	201,639	(108,895)
<i>Subtotal City Departments</i>	<i>\$71,707,378</i>	<i>\$75,437,765</i>	<i>\$73,360,568</i>	<i>\$1,653,190</i>
Grants:				
To Outside Agencies				
NEON	\$389,500	\$392,296	\$0	(\$389,500)
NEON Summer Camp	141,450	145,694	145,694	4,244
NEON Head Start	937,875	942,707	0	(937,875)
AmeriCares Free Clinic	20,000	25,000	20,600	600
Elderhouse	9,400	9,400	9,682	282
Senior Center	316,787	330,487	326,291	9,504
Sexual Assault Crisis Center	9,134	9,134	16,480	7,346
CT Counseling Center	2,000	2,000	2,060	60
Mid-Fairfield Child Guidance	13,750	15,000	14,163	413
Human Services Council	13,000	13,000	13,390	390
Norwalk Emergency Shelter	50,000	100,000	51,500	1,500
Domestic Violence Crisis Center	5,500	15,000	5,665	165
Family & Children's Aid	36,329	36,329	37,419	1,090
SW CT Mental Health Board	14,628	14,628	15,067	439
School Based Health Centers	18,500	18,500	19,055	555
Children's Connection	16,000	16,000	16,480	480
To City Agencies				
Transit District	473,742	487,954	473,742	0
Probate Court	40,579	23,924	23,924	(16,655)
Harbor Commission	11,368	11,368	11,368	0
Redevelopment Agency	137,521	137,521	137,521	0
Neighborhood Improvement Coord.	67,783	67,783	67,783	0
Housing Site Development Agency	104,955	104,955	104,955	0
Fair Housing Officer	121,799	131,136	125,799	4,000
Summer Youth Employment	75,000	75,000	75,000	0
<i>Subtotal Grants</i>	<i>\$3,026,600</i>	<i>\$3,124,816</i>	<i>\$1,713,638</i>	<i>(1,312,962)</i>

-- APPROPRIATIONS CONTINUED --

<u>Department</u>	<u>Budget 2011-12</u>	<u>Requested 2012-13</u>	<u>Board of Estimate Approved Budget 2012-13</u>	<u>Variance 12-13 App Vs. 11-12 App Vs.</u>
Debt Service	\$25,310,683	\$25,689,575	\$25,678,273	\$367,590
Organizational Memberships	157,662	100,142	98,725	(58,937)
Employee Benefits:				
Health Insurance	8,621,856	9,343,427	10,142,504	1,520,648
Social Security	2,160,386	2,214,396	2,169,978	9,592
OPEB Contribution	13,846,636	15,346,636	13,846,636	0
Board Of Education Benefits	1,474,658	1,549,707	5,549,707	4,075,049
Unemployment Compensation	125,000	125,000	125,000	0
Subtotal Operating Charges	\$51,696,881	\$54,368,883	\$57,610,823	5,913,942
Pensions:				
Police	\$2,272,357	\$2,588,602	\$2,588,602	\$316,245
Fire	898,283	1,455,860	1,455,860	557,577
City	2,454,497	3,199,380	3,083,346	628,849
Special	1,854	1,854	1,854	0
Subtotal Pensions	\$5,626,991	\$7,245,696	\$7,129,662	\$1,502,671
Contingency	\$1,348,537	\$1,943,892	\$1,532,686	\$184,149
Total City Expenditures (1)	\$133,406,387	\$142,121,052	\$141,347,377	\$7,940,990
Board of Education:				
Board of Education (Locally Funded)	\$154,801,489	\$165,419,100	\$155,494,990	\$693,501
Total City Education Expenditures	\$154,801,489	\$165,419,100	\$155,494,990	\$693,501
TOTAL ALL EXPENDITURES	\$288,207,876	\$307,540,152	\$296,842,367	\$8,634,491

Notes:

(1) Total City approved expenditures for 2012-13 include approximately \$24.2 million in expenditures attributable to the Board of Education including direct costs such as debt service and pensions as well as other indirect costs.

DESCRIPTION OF NORWALK'S TAXING DISTRICTS

The City of Norwalk is divided into several districts for taxing purposes. Four of these districts originated with the former independent municipal areas and retain a degree of autonomous government. These districts own certain properties and supply various services to households within, and in some instances, outside the district. By contrast, other taxing districts are merely taxing units designed to calculate taxes for specific services; they have no autonomous governmental powers.

The Autonomous Districts

The First and Second Districts are the former independent cities of Norwalk and South Norwalk respectively; the Third District is the former East Norwalk Fire District. The districts were consolidated into the City of Norwalk under the charter of 1913. The Charter created a federation form of government, whereby each district retained certain assets. To administer the assets, each District retains a degree of self-government. The Town of Rowayton was incorporated into the City of Norwalk in 1921 and thus became the Sixth Taxing District, and it, too, retained some of its own autonomous features. The Four Districts are self-governing within the areas of their responsibilities but the City of Norwalk, as provided by the Charter, is required to levy and collect taxes for each District from the District residents.

The First District owns and operates a water department, maintains street lights and a number of small parks. The Second District owns and operates a water department, an electric plant and distribution system, maintains street lights and numerous small public land areas. The Third District owns an electric distribution system, a library building, a graveyard, a firehouse, and as with other Districts, various parcels of land. The Sixth District of Rowayton has its own library, a beach, two parks for District residents, maintains the street lights, operates a volunteer fire department and collects garbage for those residing within the District.

The Service Districts

The creation of the City in 1913 included not only the City of Norwalk, South Norwalk and East Norwalk, but also the peripheral territory. As the population increased in the area, the City was obligated to provide residents with essential municipal services. To defray the cost, some taxing system had to be devised and thus, the Fourth District was created, enabling the existing Districts to maintain their distinctive identities. As the City grew and the demand of municipal services increased, an umbrella agency, the Fifth Taxing District, encompassing the entire City of Norwalk, was born. The Fourth District was relegated to those areas of Norwalk with sewers and concomitant garbage collection. This District expands periodically as sewers were extended. However, the incursion of sewers into parts of Rowayton, the Sixth District, in recent years created the need for yet another taxing arrangement in-as-much as the Fourth Taxing District would charge the seweried Sixth Taxing District for garbage collections which they already receive. As a result, the Seventh Taxing District was born.

In addition to the aforementioned Taxing Districts, there are separate tax levies for specific services. In 1970 the amended City Charter extended the jurisdiction of the Norwalk Fire District to the entire City, excluding Rowayton which still has its own fire house and volunteer fire company. Accordingly a separate mill rate is computed and applied to all other districts.

Street lights also receive special revenues. The Fourth District seweried main area, and the Fifth District outlying area each pay a special street lighting tax.

In 1981 two new districts were established. The Eighth District is that part of the Third District that is unsewered and receives no sewer service. The Ninth District is one street in the First District comprising five homes that do not receive sewer service.

In 1987 the Common Council adopted an ordinance establishing a uniform automobile tax rate.

**COMPOSITE TAX RATES FOR FISCAL YEAR 2012-13
 BASED ON ESTIMATED OCTOBER 2011 GRAND LIST
 ROUNDED TO NEAREST X.XXX MILLS**

SERVICE DISTRICTS	FIRST DIST DOWNTOWN NORWALK	SECOND DIST SOUTH NORWALK	THIRD DIST EAST NORWALK	FOURTH DIST SEWERED MAIN AREA	FIFTH DIST NO GARBAGE MAIN AREA	SIXTH DIST ROWAYTON	MOTOR VEHICLE DISTRICT
FIFTH DISTRICT	18.503	18.503	18.503	18.503	18.503	18.503	
FIRE DISTRICT	2.340	2.340	2.340	2.340	2.340		
FOURTH DIST - GARBAGE	0.488	0.488	0.488	0.488			
STREET LIGHTING DIST				0.046	0.046		
SIXTH DIST - ROWAYTON						0.980	
<hr/>							
APPROVED 2012-13	21.331	21.331	21.331	21.377	20.889	19.483	26.186
APPROVED 2011-12	20.742	20.742	20.742	20.795	20.304	19.022	25.448
PERCENT INCR./DECR.	2.84%	2.84%	2.84%	2.80%	2.88%	2.42%	2.90%

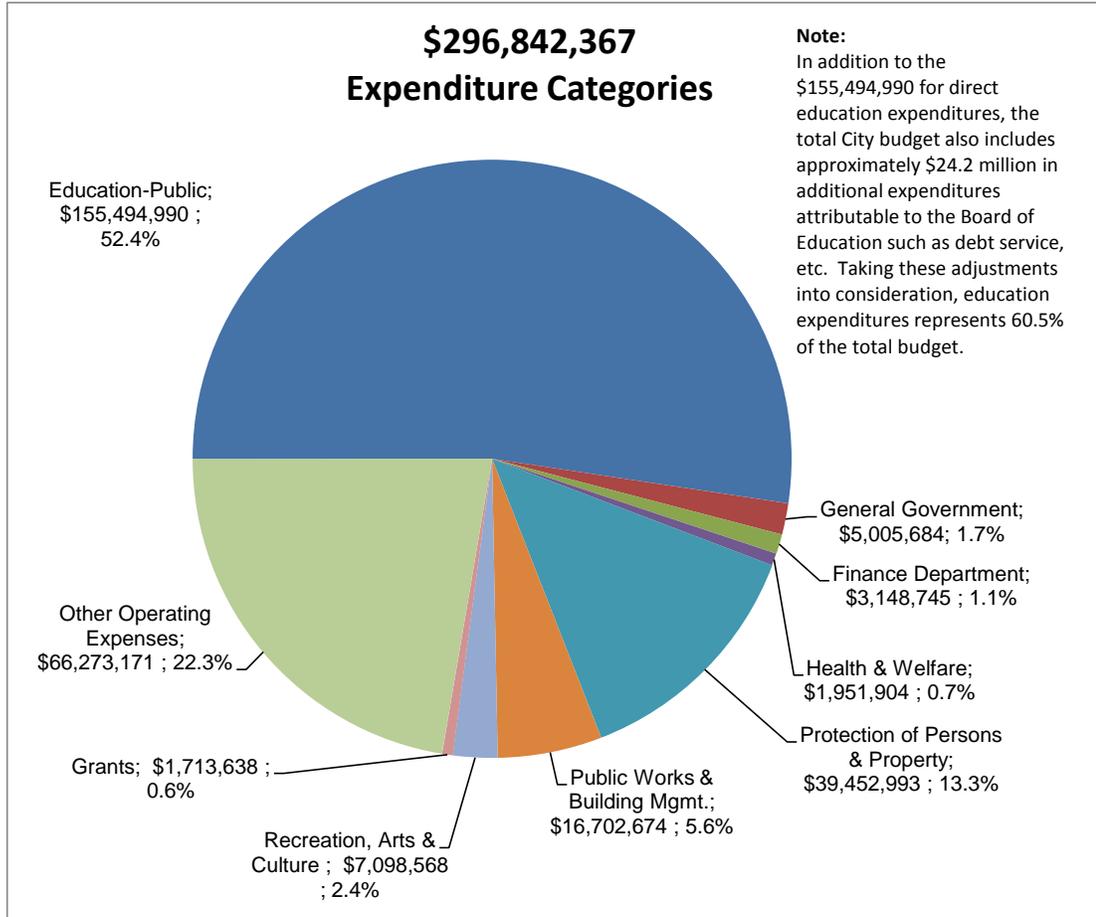
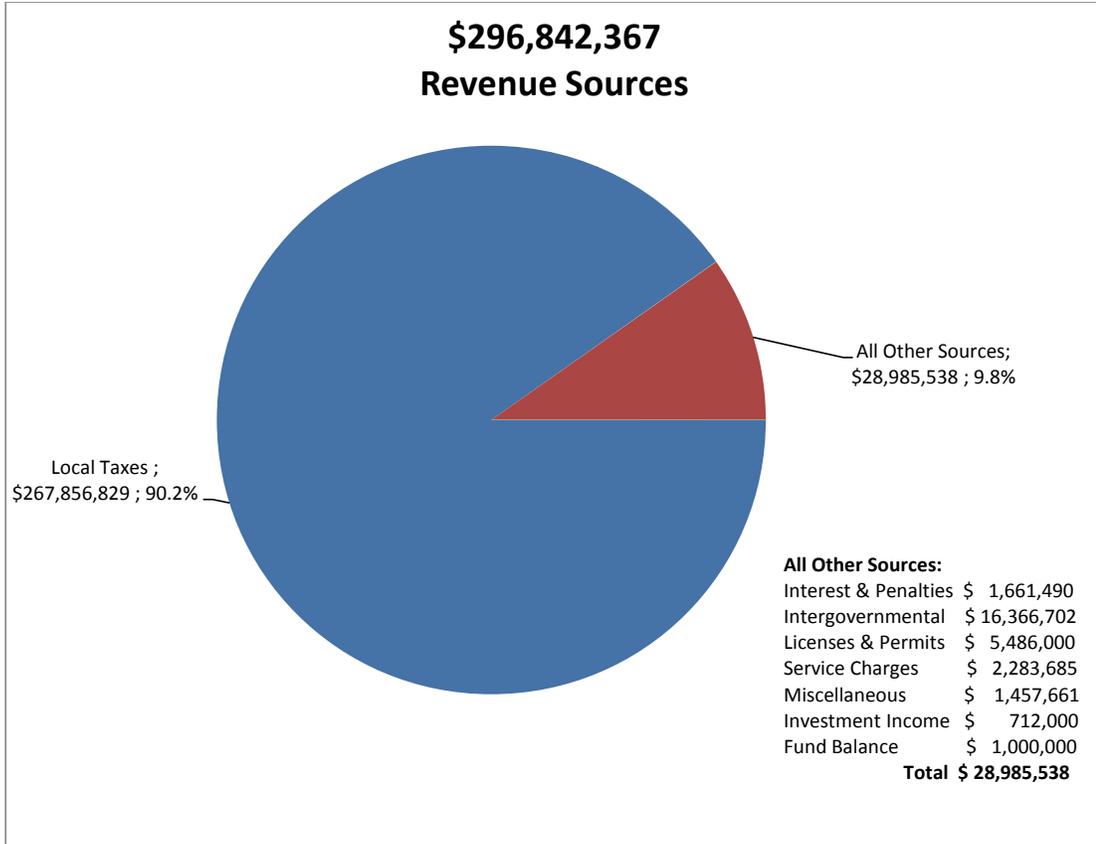
**THE APPROVED 2012-13 TAX RATES COMPARED
WITH THE APPROVED 2010-11 AND 2011-12 TAX RATES**

	APPROVED 2010-11	APPROVED 2011-12	APPROVED 2012-13
FIFTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	239,201,147	244,898,202	250,606,340
LESS ESTIMATED REVENUE	27,177,263	29,238,653	30,312,174
SUBTOTAL	212,023,884	215,659,549	220,294,166
ADJUSTMENT FOR TAX RELIEF PROGRAMS	2,373,496	2,993,351	2,718,502
RESERVE FOR UNCOLLECTED TAXES	3,264,935	2,599,718	3,327,375
AMOUNT TO BE RAISED BY TAX LEVY	217,662,315	221,252,619	226,340,044
ESTIMATED NET GRAND LIST	12,145,199,697	12,239,290,920	12,232,588,030
TAX RATE-MILLS	17.922	18.077	18.503
FIRE TAXING DISTRICT			
TOTAL APPROPRIATIONS	23,138,515	24,265,123	26,008,476
LESS ESTIMATED REVENUE	1,195,701	1,286,136	1,339,422
SUBTOTAL	21,942,814	22,978,987	24,669,055
ADJUSTMENT FOR TAX RELIEF PROGRAMS	229,594	296,589	282,132
RESERVE FOR UNCOLLECTED TAXES	337,651	276,740	372,275
AMOUNT TO BE RAISED BY TAX LEVY	22,510,059	23,552,315	25,323,461
ESTIMATED NET GRAND LIST	10,752,999,734	10,832,040,522	10,822,506,380
TAX RATE-MILLS	2.093	2.174	2.340
FOURTH TAXING DISTRICT-GARBAGE COLLECTION			
TOTAL APPROPRIATIONS	4,230,202	4,182,580	4,152,135
LESS ESTIMATED REVENUE	59,785	64,307	66,971
SUBTOTAL	4,170,417	4,118,273	4,085,164
ADJUSTMENT FOR TAX RELIEF PROGRAMS	41,975	51,123	45,041
RESERVE FOR UNCOLLECTED TAXES	64,148	49,573	61,623
AMOUNT TO BE RAISED BY TAX LEVY	4,276,540	4,218,969	4,191,828
ESTIMATED NET GRAND LIST	8,526,263,914	8,596,965,594	8,590,328,783
TAX RATE-MILLS	0.502	0.491	0.488
FOURTH TAXING DISTRICT-SEWAGE SERVICE			
TOTAL APPROPRIATIONS	-	-	-
LESS ESTIMATED REVENUE	-	-	-
SUBTOTAL	-	-	-
ADJUSTMENT FOR TAX RELIEF PROGRAMS	-	-	-
RESERVE FOR UNCOLLECTED TAXES	-	-	-
AMOUNT TO BE RAISED BY TAX LEVY	-	-	-
ESTIMATED NET GRAND LIST	10,258,874,015	10,341,453,555	10,339,161,684
TAX RATE-MILLS	-	-	-

**THE APPROVED 2012-13 TAX RATES COMPARED
WITH THE APPROVED 2010-11 AND 2011-12 TAX RATES**

	APPROVED 2010-11	APPROVED 2011-12	APPROVED 2012-13
STREET LIGHTING DISTRICT			
TOTAL APPROPRIATIONS	497,375	446,541	398,636
LESS ESTIMATED REVENUE	59,785	64,307	66,971
SUBTOTAL	437,590	382,234	331,665
ADJUSTMENT FOR TAX RELIEF PROGRAMS	4,935	5,458	4,324
RESERVE FOR UNCOLLECTED TAXES	6,739	4,610	5,013
AMOUNT TO BE RAISED BY TAX LEVY	449,264	392,302	341,002
ESTIMATED NET GRAND LIST	7,347,406,370	7,424,053,164	7,404,080,040
TAX RATE-MILLS	0.061	0.053	0.046
FIRST TAXING DISTRICT			
TOTAL APPROPRIATIONS	196,100	196,100	196,100
LESS ESTIMATED REVENUE	196,100	196,100	196,100
AMOUNT TO BE RAISED BY TAX LEVY	0	0	0
SECOND TAXING DISTRICT			
TOTAL APPROPRIATIONS	0	0	0
LESS ESTIMATED REVENUE	0	0	0
AMOUNT TO BE RAISED BY TAX LEVY	0	0	0
THIRD TAXING DISTRICT			
TOTAL APPROPRIATIONS	217,120	217,120	217,120
LESS ESTIMATED REVENUE	217,120	217,120	217,120
AMOUNT TO BE RAISED BY TAX LEVY	0	0	0
SIXTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	1,333,370	1,519,782	2,053,939
LESS ESTIMATED REVENUE	71,870	216,800	697,950
SUBTOTAL	1,261,500	1,302,982	1,355,989
ADJUSTMENT FOR TAX RELIEF PROGRAMS	15,000	15,000	15,000
RESERVE FOR UNCOLLECTED TAXES	15,000	11,347	11,000
AMOUNT TO BE RAISED BY TAX LEVY	1,291,500	1,329,329	1,381,989
ESTIMATED NET GRAND LIST	1,392,199,963	1,407,250,398	1,410,081,650
TAX RATE - MILLS	0.928	0.945	0.980
UNIFORM MOTOR VEHICLE TAXING DISTRICT			
AMOUNT TO BE RAISED BY TAXES	13,164,710	13,935,058	15,093,715
ESTIMATED NET GRAND LIST	523,071,126	547,588,150	576,393,188
TAX RATE - MILLS	25.168	25.448	26.186

2012-13 General Fund Revenue Sources and Expenditure Categories



Financial Summaries & Statistics

Below is a summary of revenues and expenditures for the 2012-13 approved operating budget. This budget represents a 3.0% increase over FY2011-12.

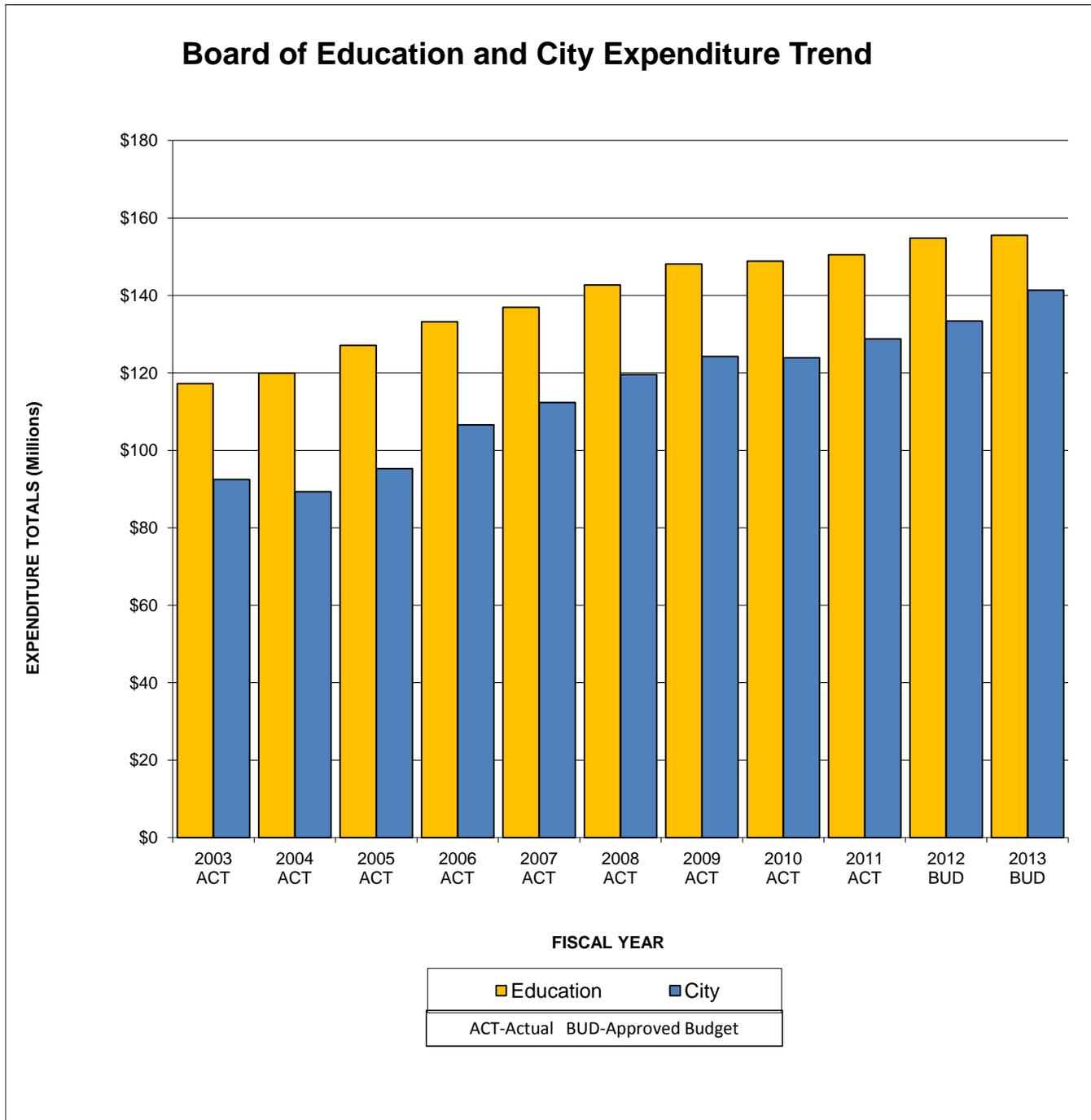
SUMMARY OF OPERATING BUDGET REVENUES

	Actual 2010-11	% Total	Approved 2011-12	% Total	Approved 2012-13	% Total	\$ Change 12-13 vs. 11-12	% Change
Local Taxes	253,718,873	90.4%	260,954,473	90.5%	267,856,829	90.2%	6,902,356	2.6%
All Other Sources	27,095,671	9.6%	27,253,403	9.5%	28,985,538	9.8%	1,732,135	6.4%
TOTAL REVENUE	\$ 280,814,544	100.0%	\$ 288,207,876	100.0%	\$ 296,842,367	100.0%	\$ 8,634,491	3.0%
All Other Sources:								
Interest & Penalties	1,661,490	0.6%	1,908,900	0.7%	1,661,490	0.6%	(247,410)	-13.0%
Intergovernmental	15,950,558	5.7%	16,194,409	5.6%	16,366,702	5.5%	172,293	1.1%
Licenses & Permits	4,937,327	1.8%	4,977,650	1.7%	5,486,000	1.8%	508,350	10.2%
Service Charges	2,157,443	0.8%	2,232,435	0.8%	2,283,685	0.8%	51,250	2.3%
Miscellaneous	1,313,483	0.5%	940,009	0.3%	1,475,661	0.5%	535,652	57.0%
Investment Income	1,075,369	0.4%	1,000,000	0.3%	712,000	0.2%	(288,000)	-28.8%
Transfer from Fund Balance	-	0.0%	-	0.0%	1,000,000	0.3%	1,000,000	N/A
Total All Other Sources	\$ 27,095,671	9.6%	\$ 27,253,403	9.5%	\$ 28,985,538	9.8%	\$ 1,732,135	6.4%

SUMMARY OF OPERATING BUDGET EXPENDITURES

	Actual 2010-11	% Total	Approved 2011-12	% Total	Approved 2012-13	% Total	\$ Change 12-13 vs. 11-12	% Change
Education-Public	150,478,056	53.9%	154,801,489	53.7%	155,494,990	52.4%	693,501	0.4%
All Other Categories	128,833,328	46.1%	133,406,387	46.3%	141,347,377	47.6%	7,940,990	6.0%
TOTAL EXPENDITURES	\$ 279,311,385	100.0%	\$ 288,207,876	100.0%	\$ 296,842,367	100.0%	\$ 8,634,491	3.0%
All Other Categories:								
General Government	4,523,450	1.6%	4,789,693	1.7%	5,005,684	1.7%	215,991	4.5%
Finance Department	2,805,050	1.0%	3,146,195	1.1%	3,148,745	1.1%	2,550	0.1%
Health & Welfare	1,872,224	0.7%	1,996,769	0.7%	1,951,904	0.7%	(44,865)	-2.2%
Protection of Persons & Property	39,563,232	14.2%	38,049,054	13.2%	39,452,993	13.3%	1,403,939	3.7%
Public Works & Bldng Mgmt.	15,552,312	5.6%	16,527,493	5.7%	16,702,674	5.6%	175,181	1.1%
Recreation, Arts & Culture	6,959,887	2.5%	7,198,174	2.5%	7,098,568	2.4%	(99,606)	-1.4%
Grants	3,016,523	1.1%	3,026,600	1.1%	1,713,638	0.6%	(1,312,962)	-43.4%
Other Operating Expenses	54,540,651	19.5%	58,672,409	20.4%	66,273,171	22.3%	7,600,762	13.0%
Total All Other Categories	\$ 128,833,328	46.1%	\$ 133,406,387	46.3%	\$ 141,347,377	47.6%	\$ 7,940,990	6.0%

This chart represents a history of Board of Education and City expenditures since FY 2002-03. For fiscal year 2002-03, total City expenditures were \$92,436,201 and the total for the Board of Education was \$117,230,542. The 2012-13 approved City expenditures are \$141,347,377 a 52.9% increase from FY 2002-03, while the Board of Education approved budget represents a 32.6% over the ten year period to \$155,494,990.



**SUMMARY OF REVENUES, EXPENDITURES & CHANGES IN GENERAL FUND BALANCE
FISCAL YEARS 2009-10 TO 2012-13**

	2009-10 AUDIT	2010-11 AUDIT	2011-12 BUDGET	2012-13 BUDGET
Beginning Fund Balance (GAAP)	\$ 29,500,319	\$ 28,613,275	\$ 30,574,487	\$ 30,574,487
<i>Revenues</i>				
Property Taxes, Interest & Lien Fees	246,960,127	255,380,363	262,863,373	269,518,319
Intergovernmental	15,080,693	15,956,939	16,194,409	16,366,702
Departmental Fees & Charges	8,413,026	8,386,936	8,150,094	9,245,346
Investment Income	1,399,694	1,075,369	1,000,000	712,000
<i>Total Revenues</i>	<u>271,853,540</u>	<u>280,799,607</u>	<u>288,207,876</u>	<u>295,842,367</u>
<i>Expenses</i>				
General Government	7,170,298	7,325,611	7,935,888	8,154,429
Education: Public Schools	148,829,159	150,478,056	154,801,489	155,494,990
Public Safety	38,103,336	39,561,919	38,049,054	39,452,993
Health & Welfare	1,865,486	1,872,224	1,996,769	1,951,904
Public Works	15,593,639	15,494,011	16,527,493	16,702,674
Community Grants	2,997,946	3,016,523	3,026,600	1,713,638
Employee Benefits	24,814,825	29,329,584	31,855,527	38,963,487
Recreation, Arts & Culture	6,986,343	6,959,888	7,198,174	7,098,568
Organizational Memberships	84,912	84,162	157,662	98,725
Contingency	-	-	1,348,537	1,532,686
Debt Service	26,286,285	25,126,904	25,310,683	25,678,273
<i>Total Expenditures</i>	<u>272,732,229</u>	<u>279,248,882</u>	<u>288,207,876</u>	<u>296,842,367</u>
* Revenues - Expenses	\$ (878,689)	\$ 1,550,725	\$ -	\$ (1,000,000)
Change in Encumbrance	\$ (8,355)	\$ (47,567)	\$ -	\$ -
** Other Program Funds	\$ -	\$ 458,054	\$ -	\$ -
Ending Fund Balance (GAAP)	\$ 28,613,275	\$ 30,574,487	\$ 30,574,487	\$ 29,574,487
Current Year Encumbrance	\$ (103,365)			
Designated Fund Balance	\$ (1,960,039)			
Assigned Fund Balance		\$ (1,946,156)	\$ (1,946,156)	\$ (1,946,156)
Undesignated Fund Balance (Budget)	\$ 26,549,871			
Unassigned Fund Balance (GAAP)		\$ 28,628,331	\$ 28,628,331	\$ 27,628,331

Notes:

* The City budgeted a \$1,000,000 use of fund balance in FY 2012-13

** In FY 2010-11 the implementation of GASB 54 resulted in some fund balances from other programs to be moved into the General Fund along with the elimination of the budget basis Undesignated fund balance and the addition of the GAAP Unassigned Fund Balance

**FUND BALANCE SUMMARY - ALL FUNDS
FISCAL YEAR 2012-13**

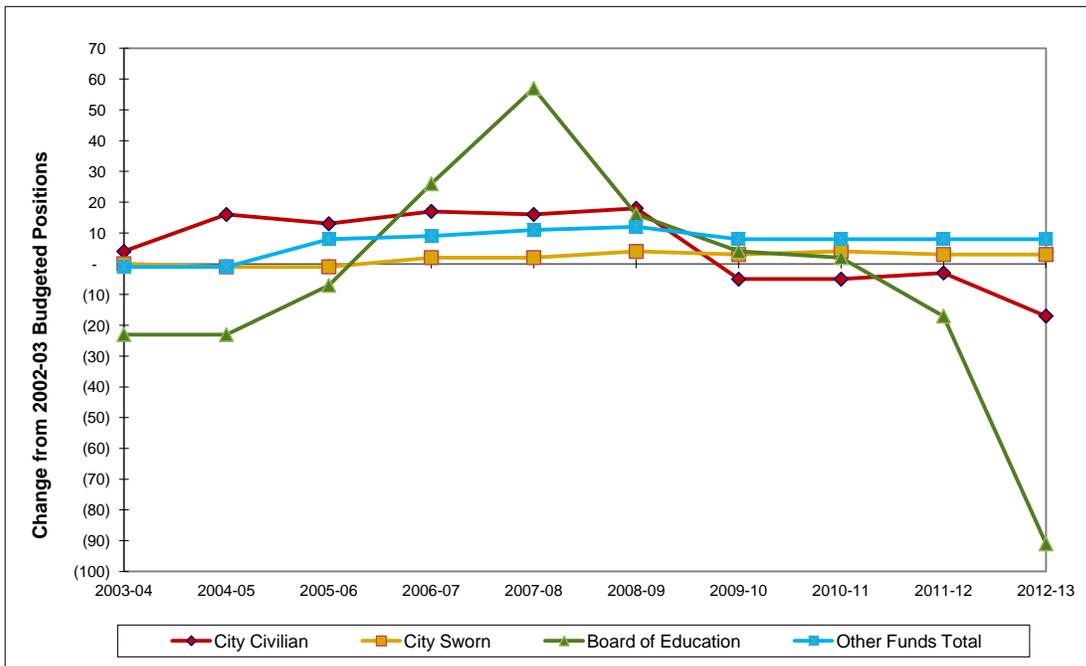
	General Fund	Enterprise Funds	Fleet Services Fund	Total
Beginning Fund Balance	\$ 30,574,487	\$ 82,668,294	\$ 12,170	\$ 113,254,951
<i>Revenues</i>				
Property Taxes, Interest & Lien Fees	269,518,319			269,518,319
Intergovernmental	16,366,702	75,000		16,441,702
Departmental Fees & Charges	9,245,346			9,245,346
Investment Income	712,000	105,000		817,000
Charges for Services		22,064,218		22,064,218
City and Member Contributions			2,338,754	2,338,754
<i>Total Revenues</i>	<i>295,842,367</i>	<i>22,244,218</i>	<i>2,338,754</i>	<i>320,425,339</i>
<i>Expenses</i>				
General Government	8,154,429			8,154,429
Education: Public Schools	155,494,990			155,494,990
Public Safety	39,452,993			39,452,993
Health & Welfare	1,951,904			1,951,904
Public Works	16,702,674			16,702,674
Community Grants	1,713,638			1,713,638
Employee Benefits	38,963,487			38,963,487
Recreation, Arts & Culture	7,098,568			7,098,568
Organizational Memberships	98,725			98,725
Contingency	1,532,686			1,532,686
Debt Service	25,678,273			25,678,273
Salaries, Benefits & Claims		793,878		793,878
Administration & Operations		21,450,340		21,450,340
Program Expenses		0	2,338,754	2,338,754
<i>Total Expenditures</i>	<i>296,842,367</i>	<i>22,244,218</i>	<i>2,338,754</i>	<i>321,425,339</i>
Revenues - Expenses	\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)
Ending Fund Balance	\$ 29,574,487	\$ 82,668,294	\$ 12,170	\$ 112,254,951
Assigned Fund Balance	\$ (1,946,156)			\$ (1,946,156)
Unassigned Fund Balance	\$ 27,628,331	\$ 82,668,294	\$ 12,170	\$ 110,308,795

Note: This schedule only shows funds included in the budget book for which the City makes projections. As a result, the Capital Fund is not included.

**BUDGETED FULL-TIME PERSONNEL
TEN YEAR GROWTH**

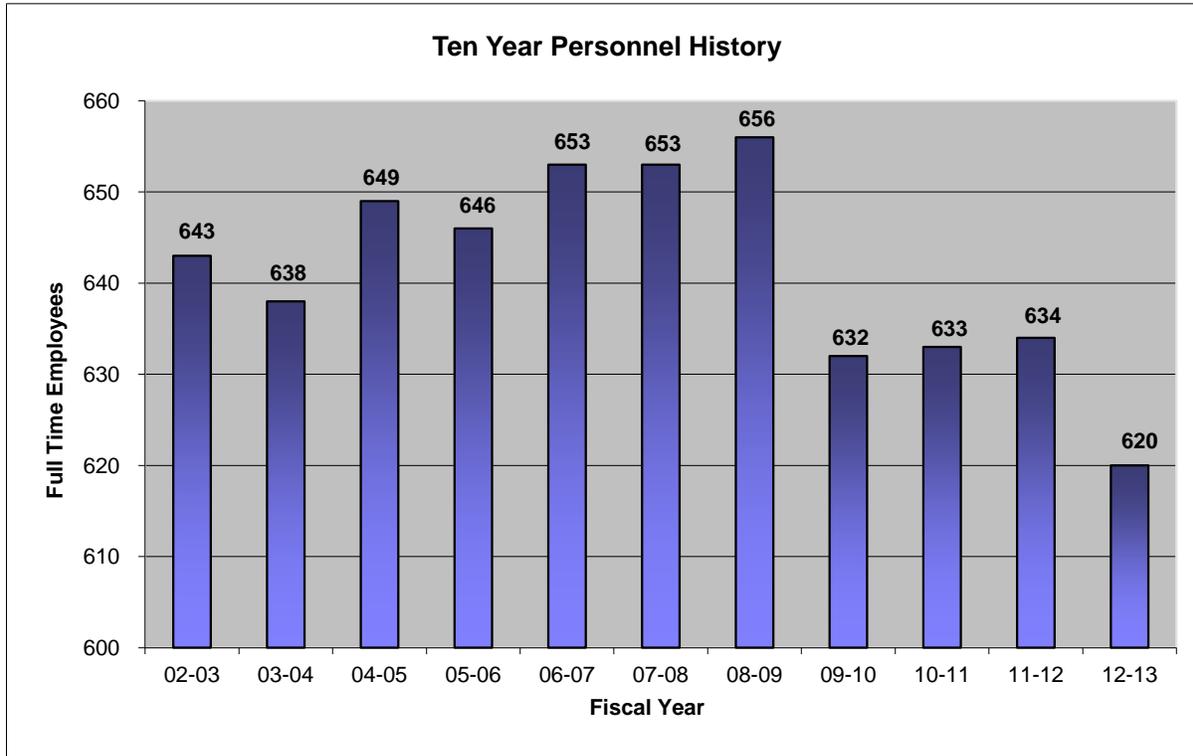
YEAR FUNCTION	BASE 2002-03	1 2003-04	2 2004-05	3 2005-06	4 2006-07	5 2007-08	6 2008-09	7 2009-10	8 2010-11	9 2011-12	10 2012-13	YOY CHANGE	10-YEAR CHANGE
General Government	44	44	45	48	49	47	48	45	45	47	47	-	3
Finance	35	33	34	34	35	35	35	34	34	34	35	1	-
Health & Welfare	20	20	21	21	21	21	21	16	16	16	16	-	(4)
Police (Civilian)	27	17	17	17	17	17	17	16	16	16	16	-	(11)
Fire (Civilian)	9	4	4	4	4	5	5	5	5	5	4	(1)	(5)
Other Protection	19	35	42	43	45	45	45	43	43	43	43	-	24
Public Works/Bldg. Mgmt.	104	109	114	107	107	107	107	100	100	100	88	(12)	(16)
Recreation, Arts & Culture	57	57	54	54	54	54	55	51	51	51	49	(2)	(8)
Subtotal City (Civilian)	315	319	331	328	332	331	333	310	310	312	298	(14)	(17)
Police (Sworn)	179	179	179	179	182	182	182	182	182	181	181	-	2
Fire (Sworn)	140	140	139	139	139	139	141	140	141	141	141	-	1
Subtotal City (Sworn)	319	319	318	318	321	321	323	322	323	322	322	-	3
City Total	634	638	649	646	653	652	656	632	633	634	620	(14)	(14)
Education Total	1,327	1,304	1,304	1,320	1,353	1,384	1,343	1,331	1,329	1,310	1,236	(74)	(91)
General Fund Total	1,961	1,942	1,953	1,966	2,006	2,036	1,999	1,963	1,962	1,944	1,856	(88)	(105)
Fleet Services Fund	-	-	-	9	10	11	11	9	9	9	9	-	9
Parking Authority	6	5	4	4	4	4	4	2	2	2	2	-	(4)
WPCA	-	-	1	1	1	2	3	3	3	3	3	-	3
Subtotal Other Funds	6	5	5	14	15	17	18	14	14	14	14	-	8
GRAND TOTAL	1,967	1,947	1,958	1,980	2,021	2,053	2,017	1,977	1,976	1,958	1,870	(88)	(97)

The below chart shows a 10-year history of changes to the budgeted full time employee counts from the base year of 2002-03. In FY 2012-13 there are 88 less total employees than in the previous year and 97 less employees than in the base year of 2002-03. The majority of the decreases are due to the Board of Education's reductions of teaching and educational support positions which resulted in 74 less employees than in the previous year and 91 less employees than in the base year of 2002-03. In 2005-06 nine employees were moved from the department of Public Works to a new Fleet Services fund.



PERSONNEL BY DEPARTMENT

<u>DEPARTMENT</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	App. <u>2011-12</u>	App. <u>2012-13</u>
Mayor's Office	2	2	2	3	3	2	2	2	3	3	3
Legal	8	8	8	9	10	9	9	9	9	9	9
City Clerk	6	6	6	6	6	6	6	5	5	5	5
Town Clerk	7	7	7	7	7	7	7	7	7	7	7
Information Technology	7	7	8	9	9	9	9	8	8	9	9
Personnel & Labor Relations	6	6	6	6	6	7	6	6	6	6	6
Human Relations & Fair Rent	3	3	3	3	3	3	3	3	3	3	3
Youth Services	2	2	2	2	2	2	3	2	1	2	2
Registrar of Voters	3	3	3	3	3	3	3	3	3	3	3
Finance Director	1	1	1	1	1	1	1	1	1	1	1
Tax Assessor	11	10	11	11	11	11	11	10	10	10	11
Tax Collector	7	7	7	7	8	8	8	8	8	8	8
Accounting & Treasury	8	8	8	8	8	8	8	8	8	8	8
Management & Budgets	5	4	4	4	4	4	4	4	4	4	4
Purchasing	3	3	3	3	3	3	3	3	3	3	3
Health & Welfare	20	20	21	21	21	21	21	16	16	16	16
Police	206	191	196	196	199	199	199	198	198	197	197
Fire	149	143	143	143	143	144	146	145	146	146	145
Planning & Zoning	11	11	11	11	12	12	13	11	11	11	11
Code Enforcement	7	7	7	7	8	8	8	8	8	8	8
Sealer of Weights & Measures	1	1	-	-	-	-	-	-	-	-	-
Combined Dispatch	-	21	24	25	25	25	24	24	24	24	24
Public Works	112	109	114	107	107	107	107	100	100	100	88
Building Management	1	1	-	-	-	-	-	-	-	-	-
Parks & Recreation	24	24	22	22	22	22	23	22	22	22	22
Library	32	32	31	31	31	31	31	28	28	28	27
Historical Commission	1	1	1	1	1	1	1	1	1	1	-
GRAND TOTAL	643	638	649	646	653	653	656	632	633	634	620



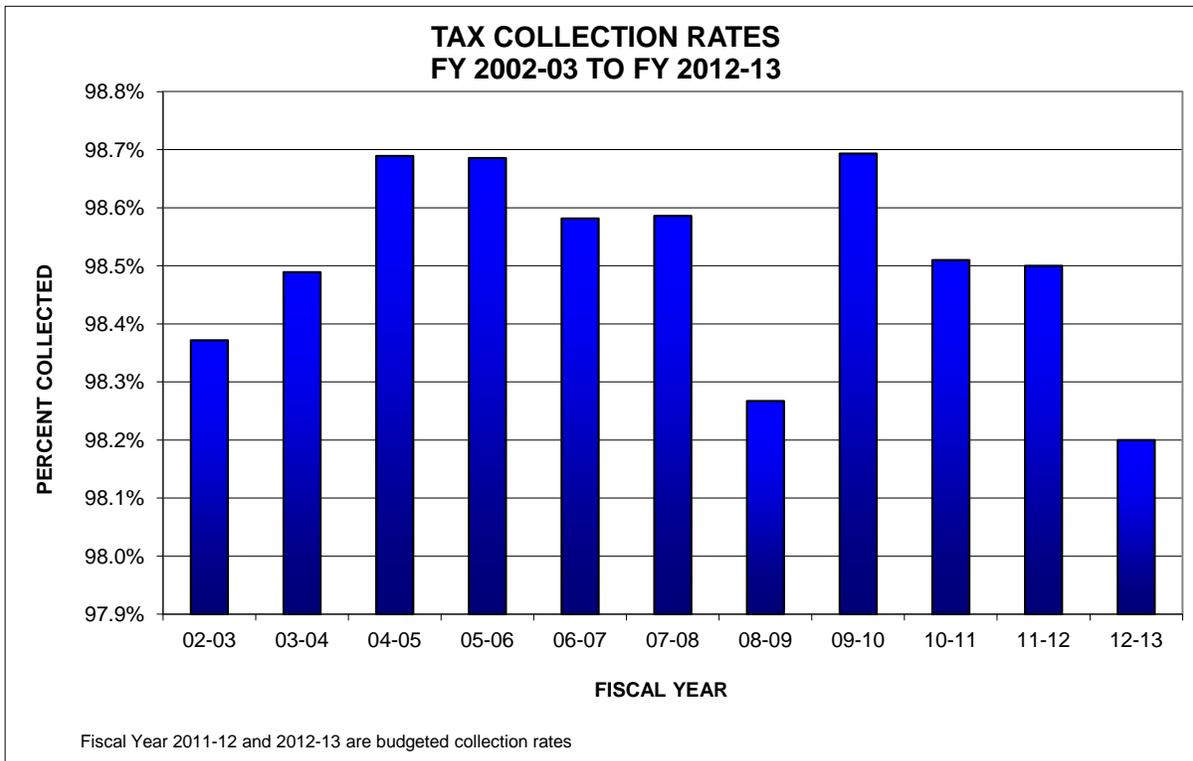
City personnel belong to one of eight bargaining groups. Police, 2405, and Fire unions account for most of the employees, as well as most of the salaries for 2012-13.

CITY PERSONNEL BY BARGAINING GROUP - FISCAL YEAR 2012-13

BARGAINING GROUP	NUMBER OF POSITIONS	% OF TOTAL	TOTAL WAGES	% OF TOTAL
POLICE	181	29.2%	\$ 13,505,368	30.5%
LOCAL 2405	105	16.9%	\$ 6,219,169	14.0%
FIRE	141	22.7%	\$ 10,448,409	23.6%
NMEA	116	18.7%	\$ 7,114,842	16.1%
NASA	52	8.4%	\$ 4,804,425	10.8%
ORDINANCE	20	3.2%	\$ 1,808,519	4.1%
NURSES	1	0.2%	\$ 89,393	0.2%
ELECTED	4	0.6%	\$ 300,487	0.7%
TOTAL	620	100%	\$ 44,290,612	100%

**HISTORICAL ANALYSIS OF GRAND LIST, TAX LEVIES & COLLECTIONS
FY 2002-03 TO FY 2012-13**

FISCAL YEAR	YEAR OF GRAND LIST	GRAND LIST	% CHANGE IN LIST FROM PREVIOUS YR	4th DIST. MILL RATE	ADJUSTED LEVY	COLLECTED YEAR OF LEVY	PERCENT COLLECTED
2002-2003	2001	5,794,438,000	16.8%	36.67	175,755,184	172,893,620	98.37%
2003-2004	2002	6,526,297,300	12.6%	36.67	185,674,176	182,868,912	98.49%
2004-2005	2003	7,380,516,294	13.1%	27.23	198,714,308	196,109,746	98.69%
2005-2006	2004	8,268,992,890	12.0%	25.21	208,560,331	205,819,245	98.69%
2006-2007	2005	9,468,305,000	14.5%	23.24	216,748,847	213,674,612	98.58%
2007-2008	2006	10,527,527,971	11.2%	21.72	225,887,723	222,693,849	98.59%
2008-2009	2007	10,672,872,432	1.4%	22.55	237,794,118	233,673,719	98.27%
2009-2010	2008	12,656,343,495	18.6%	19.84	246,148,170	242,932,012	98.69%
2010-2011	2009	12,668,270,823	0.1%	20.58	257,373,609	253,538,680	98.51%
2011-2012	2010	12,786,879,070	0.9%	20.64	N/A	N/A	98.50%
2012-2013	2011	12,808,981,218	0.2%	21.38	N/A	N/A	98.20%



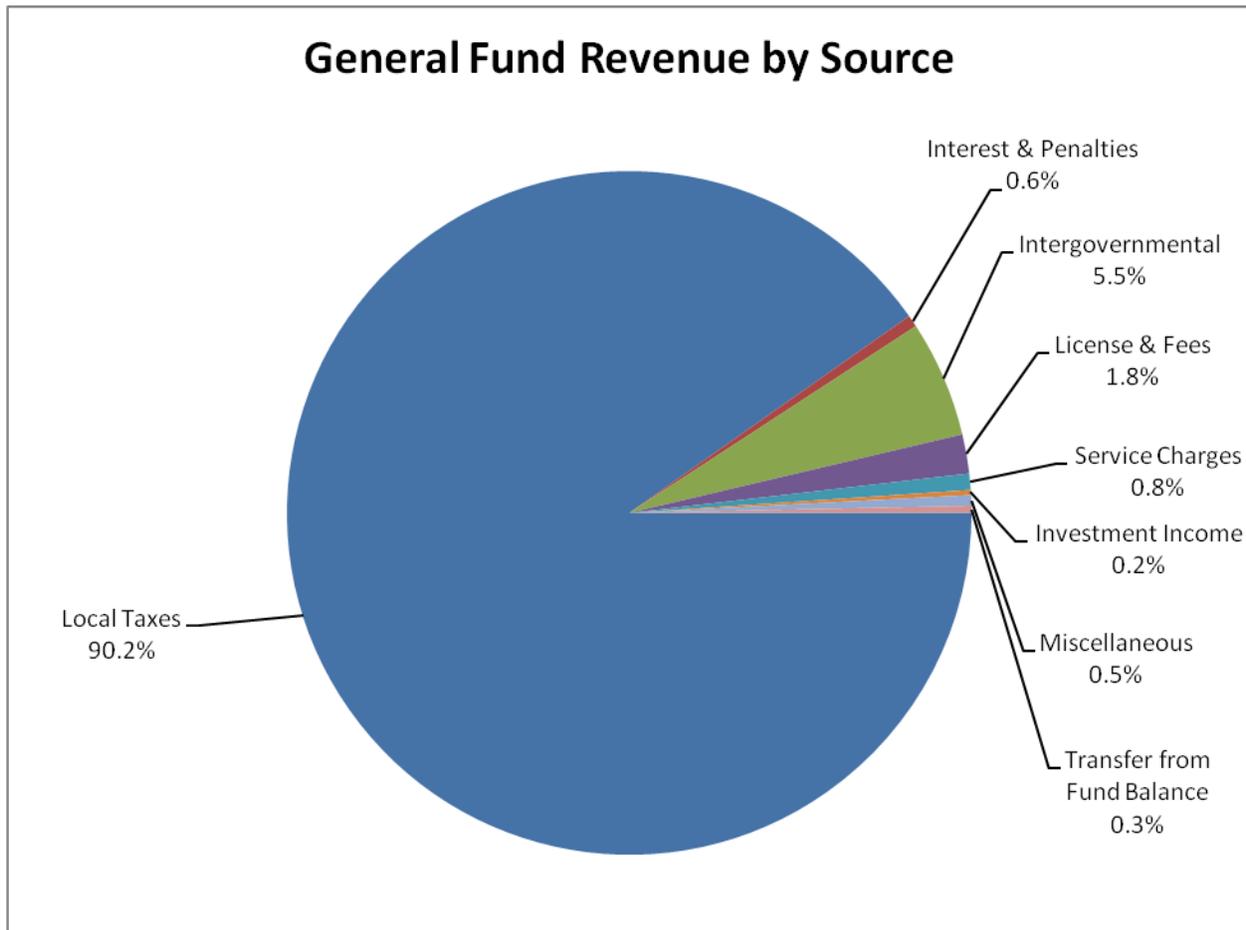
CITY OF NORWALK



ANNUAL BUDGET

Fiscal Year 2012-13 General Fund Revenues

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Local Taxes	244,918,006	253,718,873	260,954,473	267,856,829	6,902,356
Interest & Penalties	2,042,121	1,661,490	1,908,900	1,661,490	(247,410)
Intergovernmental	15,080,693	15,956,939	16,194,409	16,366,702	172,293
License & Fees	4,727,105	4,916,010	4,977,650	5,486,000	508,350
Service Charges	2,124,972	2,157,443	2,232,435	2,283,685	51,250
Investment Income	1,399,694	1,075,369	1,000,000	712,000	(288,000)
Miscellaneous	1,560,949	1,313,483	940,009	1,475,661	535,652
Transfer from Fund Balance	-	-	-	1,000,000	1,000,000
GERNERAL FUND REVENUE	\$ 271,853,540	\$ 280,799,607	\$ 288,207,876	\$ 296,842,367	\$ 8,634,491



LOCAL TAXES

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Ad Valorem Taxes	244,918,006	253,718,873	263,351,263	271,290,050	7,938,787
Less: Reserve for Uncollected Taxes & Relief Programs			(7,296,790)	(7,933,221)	(636,431)
Subtotal: Current Taxes			256,054,473	263,356,829	7,302,356
Prior Years' Tax Collections			3,400,000	2,800,000	(600,000)
New Auto Registrations			1,500,000	1,700,000	200,000
LOCAL TAX REVENUE	244,918,006	253,718,873	260,954,473	267,856,829	6,902,356

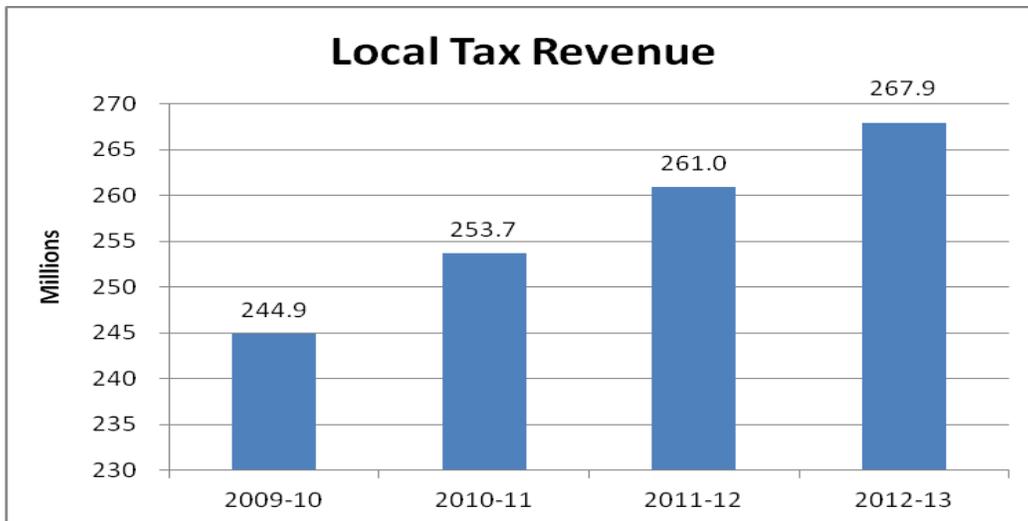
The principal source of revenue for the City of Norwalk is the local property tax. Local taxes, which in FY 2012-13 provide 90.2% of the City’s revenue, are levied annually to cover the operating expenses of the City government. There are four main factors that determine the amount of local taxes that need to be raised each fiscal year.

Gross Expenditures – The size of the City’s Operating Budget is one of the key determinants of the amount of money that must be raised through taxes each year. Since the City is required to operate with a balanced budget, when all other factors are equal, the greater the size of the Operating Budget, the more money that must be raised through taxation.

Other Revenue Sources – The City of Norwalk also receives non-tax revenue that helps to offset the amount of money that needs to be raised through local taxation. This revenue consists of interest and penalties, intergovernmental revenues, licenses and permits, service charges and investment income as well as other miscellaneous revenue. These other revenue sources are detailed in the following pages.

Grand List – The Grand List is the assessed value of all automobile, real and personal property. The Grand List provided by the Tax Assessor’s office for the fiscal year 2012-13 is \$12,808,981,218.

Tax Collection Rate – For several years Norwalk has had one of the highest tax collection rates of the 10 largest municipalities in the State. The fiscal year 2012-13 approved budget assumes a collection rate of 98.2%.



INTEREST AND PENALTIES

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Interest	1,898,344	1,544,552	1,782,000	1,544,552	(237,448)
Penalties	143,777	116,938	126,900	116,938	(9,962)
TOTAL INTEREST & PENALTIES	2,042,121	1,661,490	1,908,900	1,661,490	(247,410)

Interest and Penalties are assessments on delinquent taxes and constitute 0.6% of City revenues. Interest charges are set at the rate of 18% per annum and are mandated by State Legislation. Penalty fees for late payment are also mandated by State Legislation. Penalty charges include all lien fees, warrant fees, legal court fees and returned check fees.

Interest & Penalties – The purpose of charging interest and penalties is to place a financial incentive on taxpayers to make timely payments to allow the City to collect the revenue it needs to provide services to its citizens. In FY 2004-05 the City began charging a motor vehicle clearance fee in order to recover the cost imposed upon the City by the State of Connecticut for participation in the tax collection enforcement mechanism of denying motor vehicle registrations to taxpayers who have been reported as owing delinquent vehicle taxes to the City. This fee is expected to bring in \$65,439 in FY 2012-13.



INTERGOVERNMENTAL REVENUES

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Education	9,053,922	9,002,820	10,329,045	10,344,902	15,857
Public Works	437,325	436,250	437,325	436,988	(337)
Payment in lieu of Taxes (PILOT)	2,825,126	3,386,783	2,689,827	2,481,188	(208,639)
Other	2,764,320	3,131,086	2,738,212	3,103,624	365,412
TOTAL INTERGOVERNMENTAL	15,080,693	15,956,939	16,194,409	16,366,702	172,293

Intergovernmental revenues help to reduce the amount of money that must be raised by local taxes, and they constitute 5.5% of City revenues in the Approved Budget. Total receipts are expected to increase by \$172,293 on a budget basis.

Education – Education revenues, which comprise the bulk of intergovernmental revenues, are budgeted at the amount provided by the State and are essentially unchanged from FY 2011-12’s budgeted amount.

Public Works – The Department of Public Works State Highway aid revenue is budgeted at the amount provided by the State and is essentially unchanged from FY 2011-12’s budgeted amount.

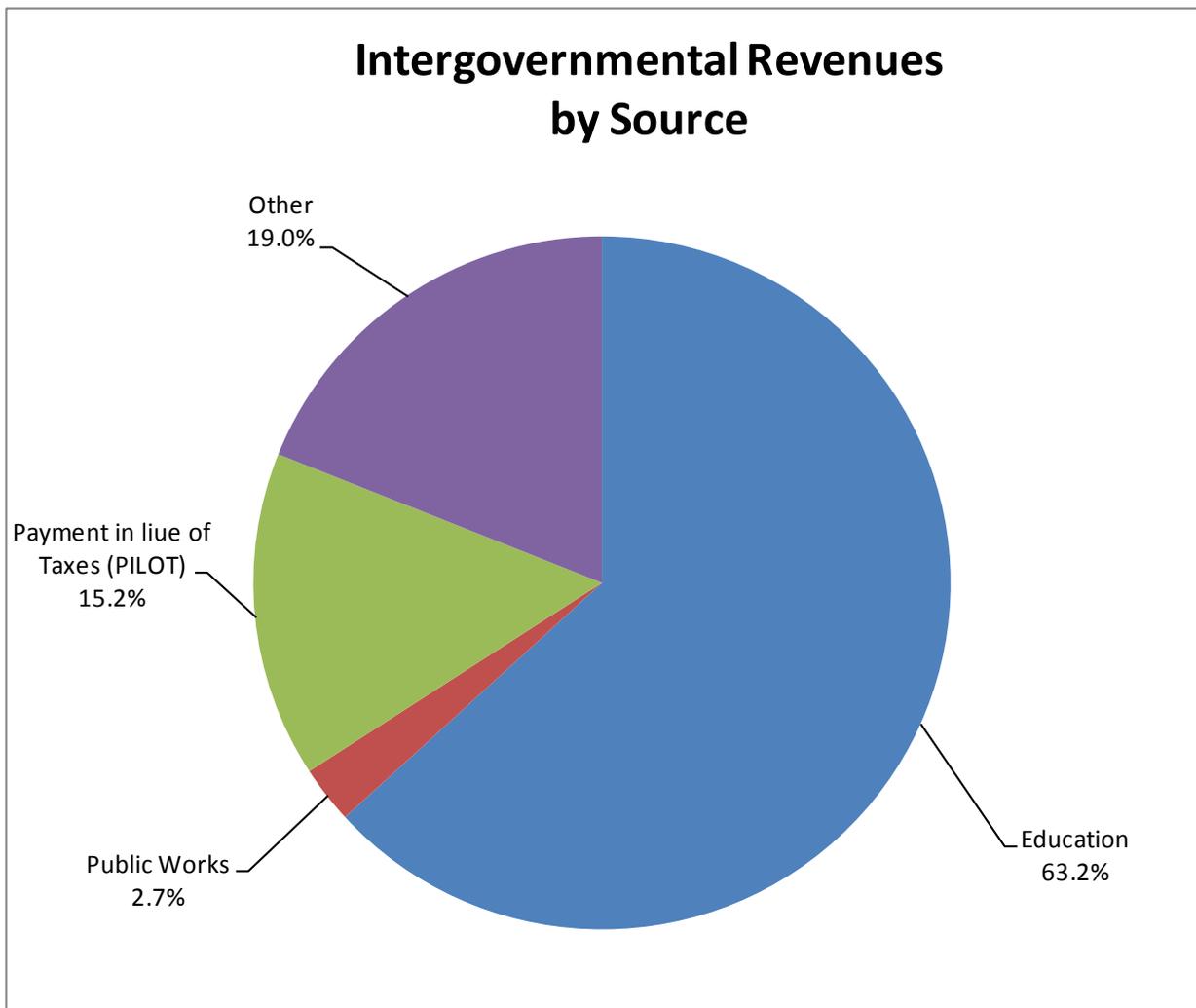
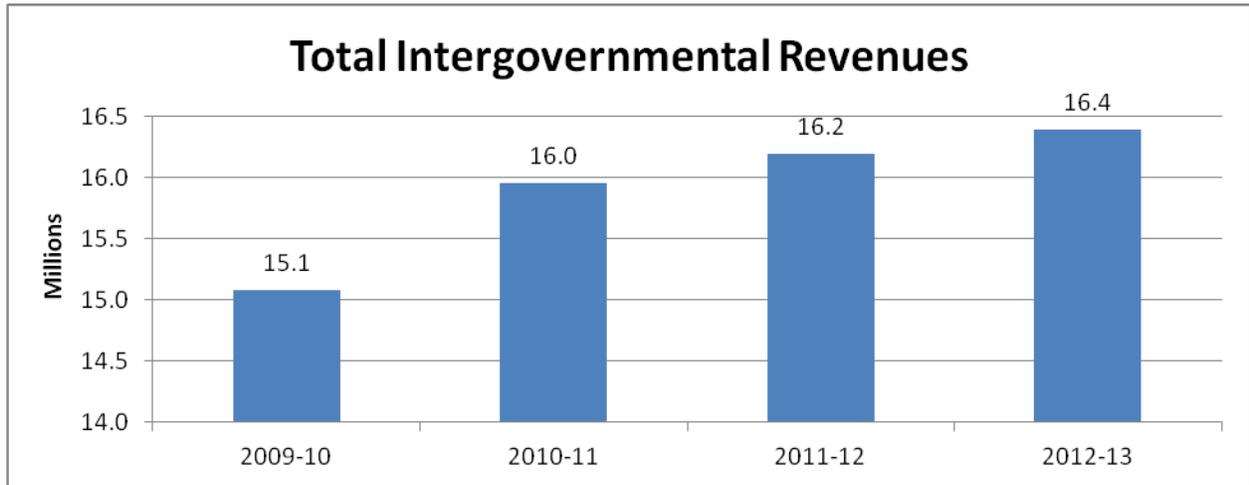
Payment in Lieu of Taxes (PILOTs) – These payments represent a partial reimbursement for lost local property tax revenues due to State provided tax exemptions, specifically: State owned property, universities and hospitals, a State mandated program for tax relief for the elderly and veterans. The State eliminated the PILOT program for manufacturer’s machinery and equipment (MM&E) which resulted in a loss of \$218,000 for Norwalk, which was partially offset by the increases in the PILOT programs for the elderly.

Other – The City of Norwalk receives other types of revenues that help fund the operation of many programs and projects throughout the City. These increases are accounted for in the following grants:

Municipal Revenue Sharing grant is funded from the increases in the state sales tax and in the state real estate conveyance tax. In FY 2012-13 it is projected to be \$328,472.

Mashantucket Pequot/Mohegan fund grant is projected to increase by \$21,637 to a total of \$861,620.

Other increases include an additional \$8,574 to the Combined Dispatch department and \$6,729 worth of other miscellaneous increases.



LICENSES AND FEES

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Town Clerk	2,500,716	2,552,277	2,602,400	2,552,600	(49,800)
Health	324,374	327,165	314,000	317,000	3,000
Code Enforcement	1,546,263	1,568,446	1,661,500	2,181,500	520,000
Public Works	123,475	223,623	165,550	182,550	17,000
Other	232,277	244,499	234,200	252,350	18,150
TOTAL LICENSE & FEES	4,727,105	4,916,010	4,977,650	5,486,000	508,350

Licenses and fees account for 1.8% of all City revenue.

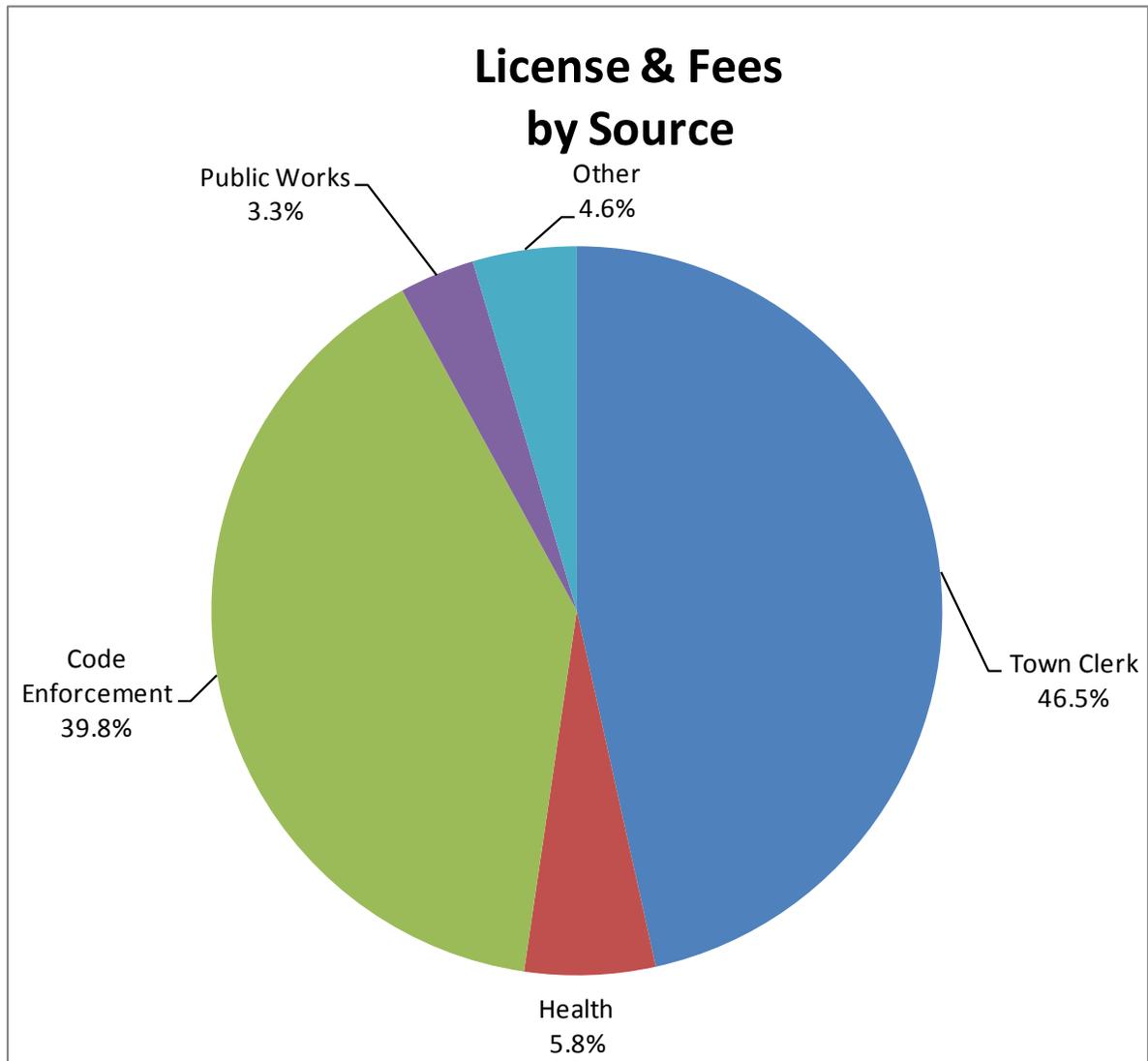
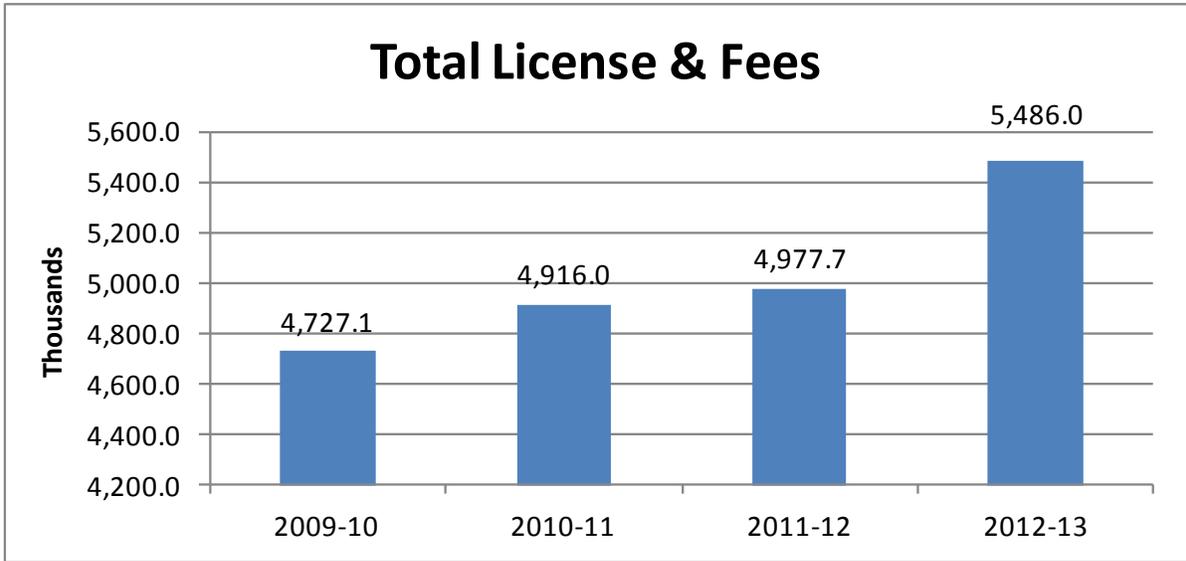
Town Clerk – Revenue collected from the Town Clerk is primarily from the real estate conveyance tax and vital statistics fees. The real estate conveyance tax (0.5%) is budgeted for a \$49.8 thousand or 1.9% decrease in FY 2012-13 due to actual trend and forecast real estate sales.

Health – The Health Department issues certificates of occupancy to landlords and issues permits for septic sewage, rooming houses, restaurants and salons. Revenue is expected to increase slightly in FY 2012-13 due to anticipated increases in food license fees.

Code Enforcement – Revenue is derived from permits issued for building construction and zoning compliance. Revenue is expected to increase by \$520 thousand due to higher building activity.

Public Works – The Department of Public Works issues licenses and permits for driveways and excavation as well as the disposal of bulky waste and the removal of solid waste. The increase in the Public Works FY 2012-13 budget is due to higher revenue for excavation (encroachment) fees and driveway permits.

Other – This includes revenue collected by the City Clerk for vendors, auctioneers, and special event permits. The Police Department also collects revenue associated with bingo and gun permits, and the Planning and Zoning Department collects fees for zoning approvals, applications, conservation permits and outdoor dining permits. The small increase planned for FY 2012-13 is due primarily to higher anticipated zoning approval revenue.



SERVICE CHARGES

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Town Clerk	448,026	516,242	502,600	516,100	13,500
Health	307,551	244,690	261,500	225,500	(36,000)
Police	263,317	251,130	279,700	344,700	65,000
Public Works	102,417	137,980	148,535	153,285	4,750
Recreation & Parks	887,134	898,250	916,100	927,100	11,000
Other	116,527	109,151	124,000	117,000	(7,000)
TOTAL SERVICE CHARGES	2,124,972	2,157,443	2,232,435	2,283,685	51,250

Service charges are individual fees charged specifically for the use of a particular City service or activity and constitute 0.8% of the City’s revenue sources. This category reflects a small increase over the FY 2011-12 approved budget.

Town Clerk – Service charges associated with the Town Clerk’s office include recording fees for land records and copies for the public. Fiscal year 2012-13’s budget reflects increases in both Credit Card and Farmland Preservation fees based on current trends.

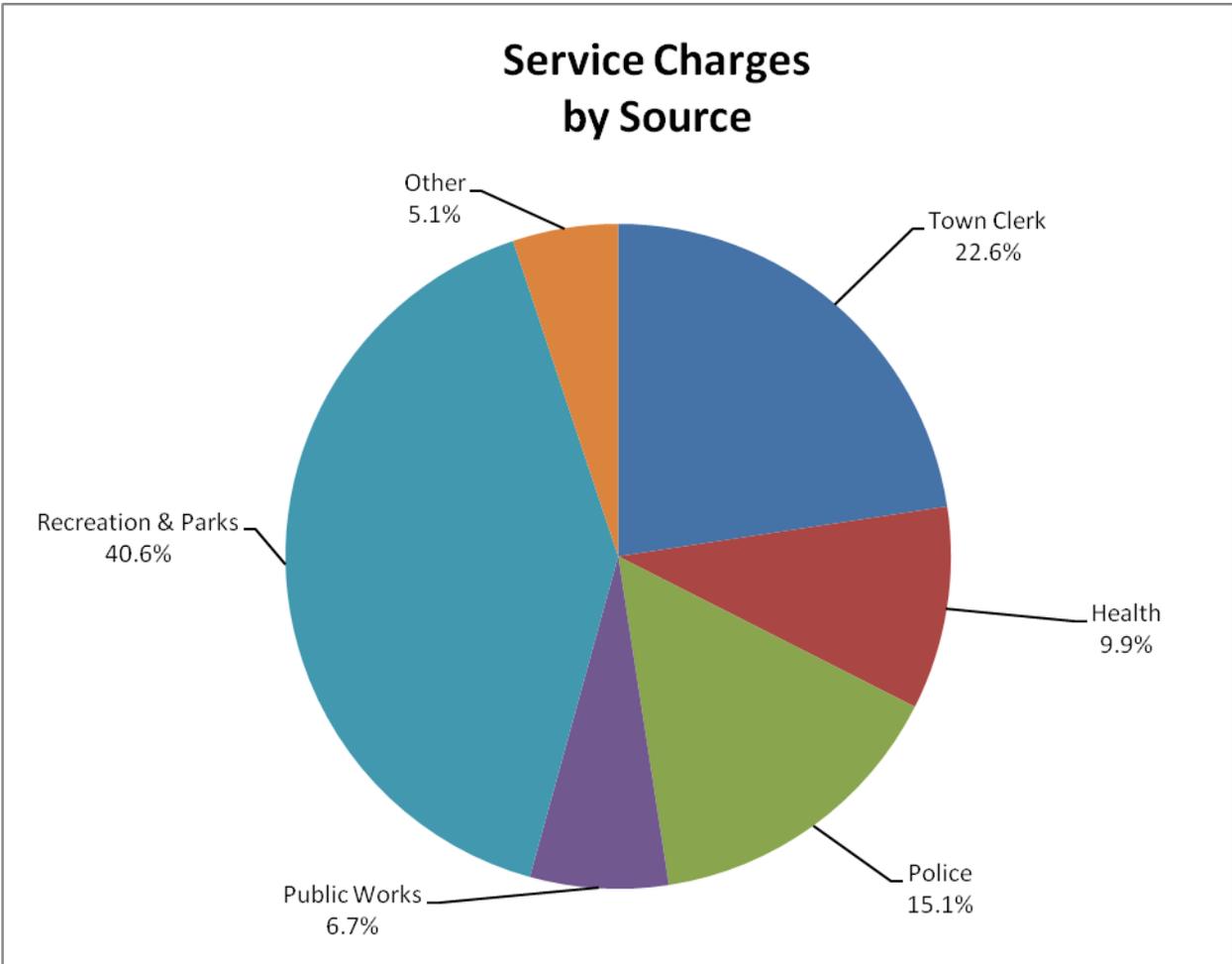
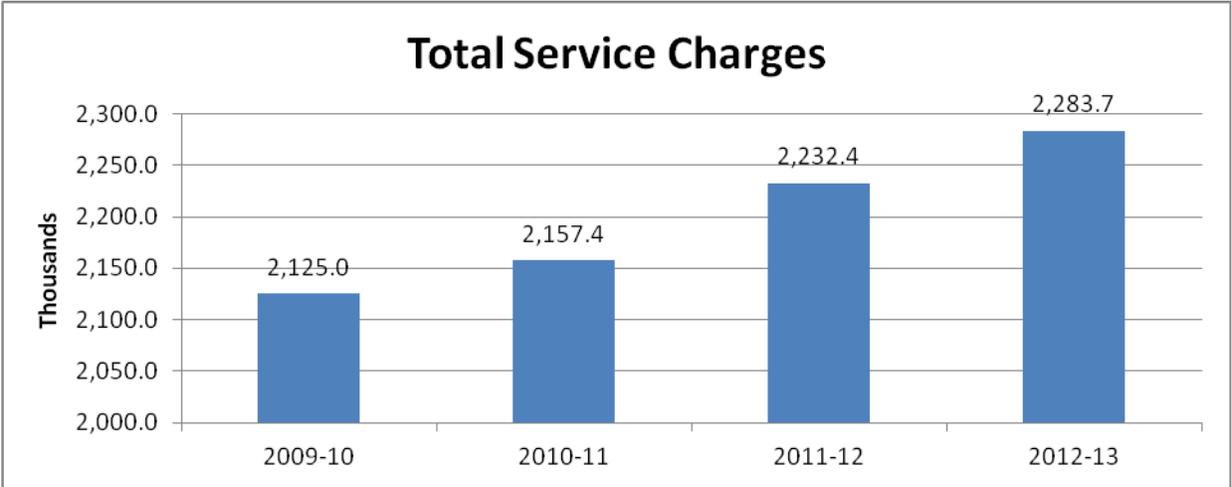
Health – The revenue in this category is derived primarily from the travel and immunization clinic. The decrease shown here is due to reductions in Clinic fees based on current trends.

Police – This revenue includes service charges for police reports, the dog pound, false alarms and Police services for special events. A \$75,000 increase in Extra Work Surcharges was offset by an anticipated \$10,000 decrease in recruiting application fees.

Public Works – The Department of Public Works provides revenue from solid waste disposal and various recycling fees. The approved budget for FY 2012-13 has an increase in the revenue for City Share of Recycling Sales based on current trends.

Recreation & Parks – Fees charged are largely for specific recreation programs such as soccer, softball and swimming. Other fees are derived from beach parking and special events such as the Norwalk Boat Show. Many budgeted revenue accounts were changed based on current trends, the largest decrease was in the Culture program revenue with the largest increase in swim program and gatehouse parking fees.

Other – Includes the sale of surplus equipment by Purchasing, Library fines, copy fees from the Tax Assessor’s office and Tax Collector address research fees. There is an anticipated \$20,000 loss of Youth Services donation offset by a \$13,000 increasing in Purchasing department revenues.

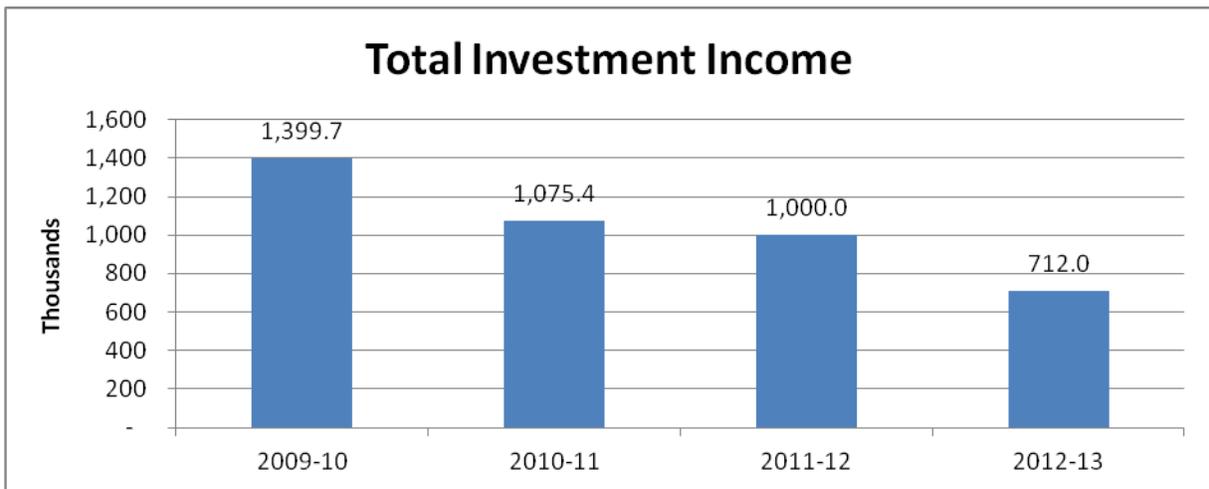


INVESTMENT INCOME

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Investment Income	1,399,694	1,075,369	1,000,000	712,000	(288,000)
TOTAL	1,399,694	1,075,369	1,000,000	712,000	(288,000)

Investment income constitutes approximately 0.2% of all City revenue.

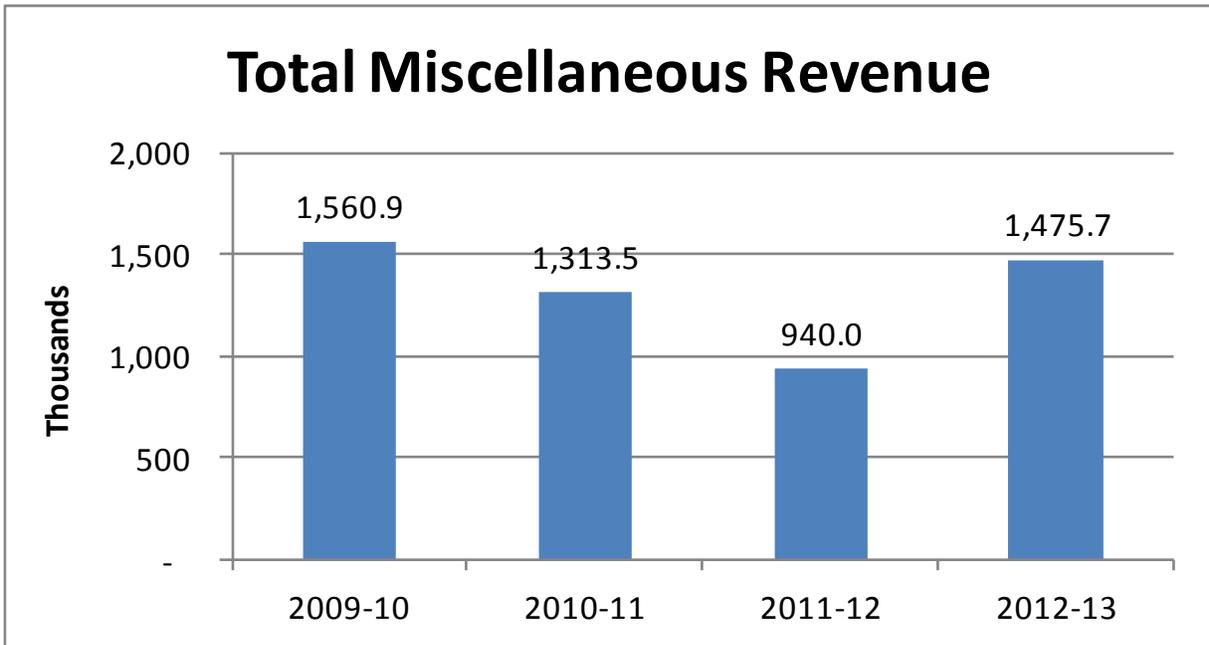
Interest Income – Investment income estimates for next year have been decreased based upon current rates of return on the City’s investments. While it is difficult to predict the future course of interest rates during FY 2012-13, the City anticipates an investment return of approximately 0.7% for the upcoming fiscal year.



MISCELLANEOUS

	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Miscellaneous Revenue	1,560,949	1,313,483	940,009	1,475,661	535,652
TOTAL	1,560,949	1,313,483	940,009	1,475,661	535,652

Miscellaneous revenue constitutes 0.5% of all City revenue. Revenue from this category is derived from the rental of City property and from miscellaneous reimbursements from various sources. The fiscal year 2012-13 increase is due to anticipated revenue from an IRS Tax Subsidy on the City’s Building America Bonds.

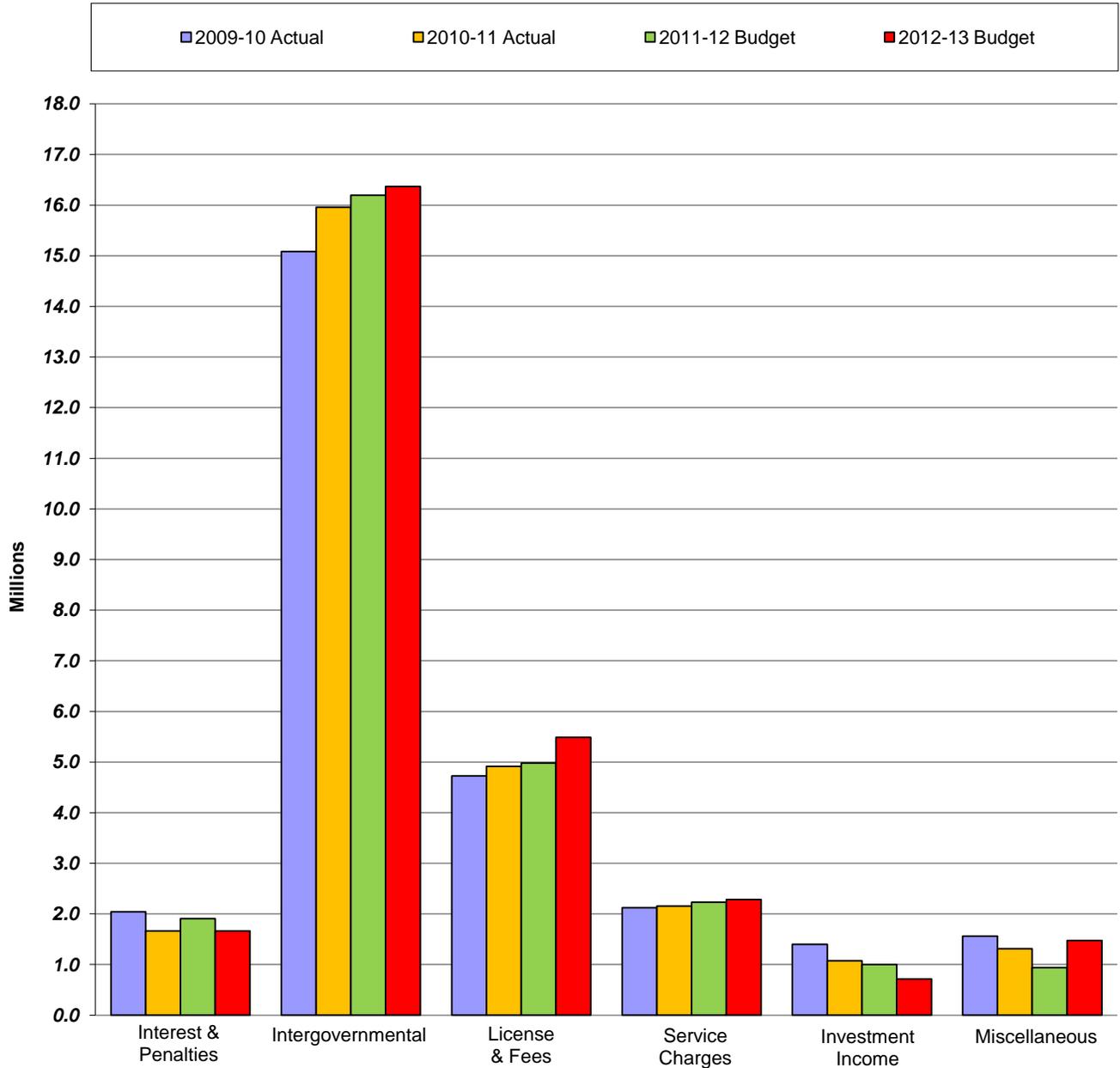


TRANSFER FROM FUND BALANCE

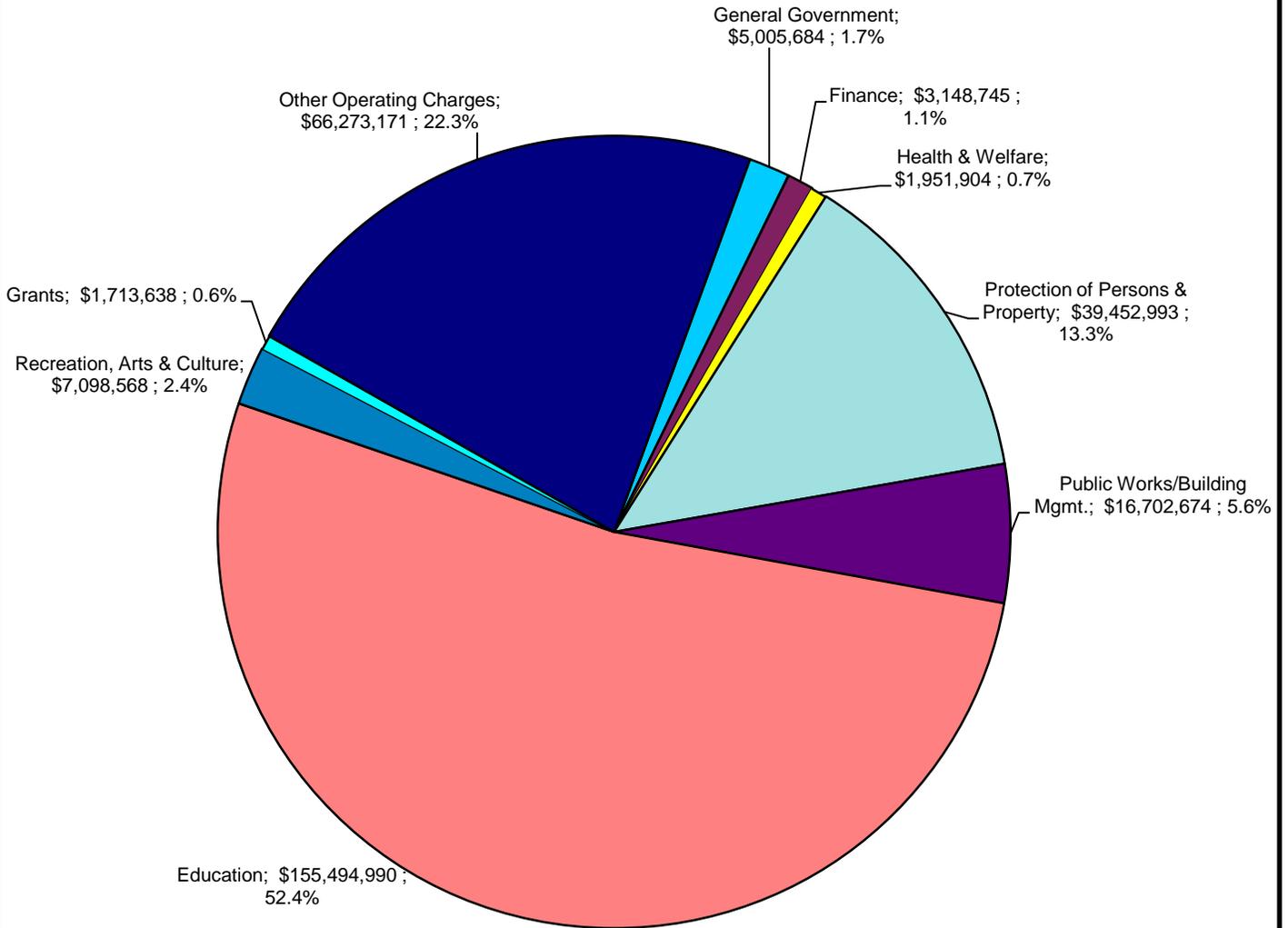
	Audit 2009-10	Audit 2010-11	Approved 2011-12	Approved 2012-13	Change
Transfer from Fund Balance	878,689	-	-	1,000,000	1,000,000
TOTAL	878,689	-	-	1,000,000	1,000,000

The fiscal year 2012-13 approved budget includes a \$1,000,000 appropriation from undesignated fund balance.

Comparison of Other Revenue Sources



General Fund Expenditures Approved FY 2012-13



City of Norwalk
Total \$296,842,367

SUMMARY OF OPERATING BUDGET EXPENDITURES

DEPARTMENT	ACTUAL 2010-11	APPROVED 2011-12	APPROVED 2012-13	\$ CHANGE 12-13 vs. 11-12
GENERAL GOVERNMENT	\$4,523,450	\$4,789,693	\$5,005,684	\$215,991
FINANCE DEPARTMENT	2,805,050	3,146,195	3,148,745	2,550
HEALTH & WELFARE	1,872,224	1,996,769	1,951,904	(44,865)
PROTECTION PERSONS & PROPERTY	39,563,232	38,049,054	39,452,993	1,403,939
PUBLIC WORKS & BUILDING MGT.	15,552,312	16,527,493	16,702,674	175,181
EDUCATION	150,478,056	154,801,489	155,494,990	693,501
RECREATION, ARTS & CULTURE	6,959,887	7,198,174	7,098,568	(99,606)
GRANTS	3,016,523	3,026,600	1,713,638	(1,312,962)
OTHER OPERATING SERVICES	54,540,651	58,672,409	66,273,171	7,600,762
GRAND TOTAL	\$279,311,385	\$288,207,876	\$296,842,367	\$8,634,491

General Fund Expenditures

DEPARTMENT	ACTUAL 2010-11	APPROVED 2011-12	APPROVED 2012-13	\$ CHANGE 12-13 vs. 11-12
GENERAL GOVERNMENT				
MAYOR				
MAYOR	\$114,616	\$118,980	\$129,846	\$10,866
GRANTS ADMINISTRATOR	93,259	93,464	95,327	1,863
EARLY CHILDHOOD PROGRAM	16,622	33,400	40,060	6,660
ARTS COUNCIL	0	7,153	7,153	-
DEPARTMENT TOTAL	224,497	252,997	272,386	19,389
LEGISLATURE	12,071	13,050	12,450	(600)
CORPORATION COUNSEL	826,567	824,510	944,067	119,557
CITY CLERK	349,579	329,757	329,553	(204)
TOWN CLERK	561,198	598,182	580,055	(18,127)
INFORMATION TECHNOLOGY	1,211,782	1,337,277	1,415,414	78,137
PERSONNEL & LABOR RELATIONS	569,463	556,494	557,062	568
HUMAN RELATIONS & FAIR RENT	200,801	217,534	217,861	327
YOUTH SERVICES	226,698	260,817	229,846	(30,971)
REGISTRAR OF VOTERS	340,795	399,075	446,990	47,915
SUBTOTAL - GENERAL GOVERNMENT	\$4,523,450	\$4,789,693	\$5,005,684	\$215,991
FINANCE DEPARTMENT				
FINANCE DIRECTOR	\$194,585	\$189,633	\$194,280	\$4,647
TAX ASSESSOR	652,813	754,792	760,740	5,948
REVALUATION	-	25,730	13,420	(12,310)
TAX COLLECTOR	748,129	849,523	788,781	(60,742)
ACCOUNTING & TREASURY	600,004	624,895	663,223	38,328
MANAGEMENT & BUDGETS	261,575	332,533	371,532	38,999
PURCHASING	261,563	273,072	268,310	(4,762)
CENTRAL SERVICES	86,381	96,017	88,459	(7,558)
SUBTOTAL - FINANCE	\$2,805,050	\$3,146,195	\$3,148,745	\$2,550
HEALTH & WELFARE				
HEALTH				
ADMINISTRATION	\$360,399	\$393,218	\$394,289	\$1,071
ENVIRONMENTAL HEALTH & HOUSING	815,559	846,059	836,182	(9,877)
MEDICAL & EDUCATION SERVICES	56,278	74,374	77,528	3,154
LABORATORY	157,753	155,185	162,430	7,245
GRANTS	113,831	116,189	116,189	-
PREVENTABLE DISEASES	368,404	411,744	365,286	(46,458)
SUBTOTAL - HEALTH & WELFARE	\$1,872,224	\$1,996,769	\$1,951,904	(\$44,865)

General Fund Expenditures

DEPARTMENT	ACTUAL 2010-11	APPROVED 2011-12	APPROVED 2012-13	\$ CHANGE 12-13 vs. 11-12
PROTECTION OF PERSONS & PROPERTY				
POLICE DEPARTMENT				
ADMINISTRATION	\$1,089,503	\$474,210	\$541,056	\$66,846
PATROL OPERATIONS	10,841,382	10,496,338	11,028,926	532,588
INVESTIGATIVE SERVICES	3,334,576	3,204,414	3,401,798	197,384
PROFESSIONAL STANDARDS	931,943	830,244	936,901	106,657
SUPPORT SERVICES	2,778,256	2,172,584	2,505,197	332,613
ADMINISTRATIVE SERVICES	885,973	901,309	896,583	(4,726)
DEPARTMENT TOTAL	19,861,633	18,079,099	19,310,461	1,231,362
FIRE DEPARTMENT				
ADMINISTRATION	501,945	545,999	478,421	(67,578)
FIREFIGHTING	13,658,507	13,916,248	14,095,611	179,363
PREVENTION	678,247	657,897	709,246	51,349
FIRE TRAINING	192,292	211,464	186,101	(25,363)
SUPPORT SERVICES	769,517	727,546	725,945	(1,601)
EMERGENCY PREPAREDNESS PLANNING	74,832	107,212	99,138	(8,074)
DEPARTMENT TOTAL	15,875,339	16,166,366	16,294,462	128,096
PLANNING AND ZONING				
PLANNING & ZONING	836,792	871,470	867,701	(3,769)
CONSERVATION	175,663	184,008	186,394	2,386
DEPARTMENT TOTAL	1,012,455	1,055,478	1,054,095	(1,383)
CODE ENFORCEMENT				
DISPATCH & EMERGENCY MGMT. PLANNING	634,926	651,190	663,573	12,383
ADMINISTRATION				
ADMINISTRATION	76,230	100,446	82,846	(17,600)
COMMUNICATIONS/911	2,102,649	1,996,475	2,047,556	51,081
DEPARTMENT TOTAL	2,178,879	2,096,921	2,130,402	33,481
SUBTOTAL - PROTECTION PERSONS	\$39,563,232	\$38,049,054	39,452,993	\$1,403,939
PUBLIC WORKS AND BUILDING MANAGEMENT				
PUBLIC WORKS DEPARTMENT				
ADMINISTRATIVE SERVICES	\$778,387	\$1,115,441	\$1,224,743	\$109,302
OPERATIONS	10,915,869	11,474,498	11,458,645	(15,853)
ENGINEERING/BLDG. MGMT.	3,681,041	3,753,567	3,827,484	73,917
CUSTOMER SERVICE CENTER	177,015	183,987	191,802	7,815
SUBTOTAL - DPW & BLDG MGT	\$15,552,312	\$16,527,493	\$16,702,674	\$175,181
EDUCATION				
PUBLIC SCHOOLS	\$150,478,056	\$154,801,489	\$155,494,990	\$693,501
SUBTOTAL - EDUCATION	\$150,478,056	\$154,801,489	\$155,494,990	\$693,501

General Fund Expenditures

DEPARTMENT	ACTUAL 2010-11	APPROVED 2011-12	APPROVED 2012-13	\$ CHANGE 12-13 vs. 11-12
RECREATION, ARTS & CULTURE				
RECREATION & PARKS				
ADMINISTRATION	\$488,599	\$543,953	\$569,429	\$25,476
RECREATION	549,037	598,300	595,088	(3,212)
PARK MAINTENANCE	2,271,070	2,247,075	2,350,292	103,217
BUILDING MANAGEMENT	78,095	77,650	86,733	9,083
GRANTS	21,517	14,602	14,602	-
DEPARTMENT TOTAL	3,408,319	3,481,580	3,616,144	134,564
LIBRARY	3,241,863	3,406,060	3,280,785	(125,275)
HISTORICAL COMMISSION	309,705	310,534	201,639	(108,895)
SUBTOTAL - RECREATION, ARTS	\$6,959,887	\$7,198,174	\$7,098,568	(\$243,953)
GRANTS				
TO OUTSIDE AGENCIES				
NEON	\$389,500	\$389,500	\$0	(389,500)
NEON - SUMMER CAMP	141,450	141,450	145,694	4,244
HEAD START	937,875	937,875	-	(937,875)
AMERICARES FREE CLINIC	15,000	20,000	20,600	600
ELDERHOUSE	9,400	9,400	9,682	282
SENIOR CENTER	310,575	316,787	326,291	9,504
SEXUAL ASSAULT CRISIS CENTER	9,134	9,134	16,480	7,346
CONNECTICUT COUNSELING CENTERS	2,000	2,000	2,060	60
MID FAIRFIELD CHILD GUIDANCE CTR	13,750	13,750	14,163	413
HUMAN SERVICES COUNCIL	13,000	13,000	\$13,390	390
NORWALK KIWANIS EMERG. SHELTER	50,000	50,000	51,500	1,500
DOMESTIC VIOLENCE CRISIS CENTER	5,500	5,500	5,665	165
FAMILY & CHILDREN'S AGENCY	36,329	36,329	37,419	1,090
SOUTHWEST CT MENTAL HEALTH	14,628	14,628	15,067	439
SCHOOL BASED HEALTH CENTERS	18,500	18,500	19,055	555
CHILDREN'S CONNECTION	16,000	16,000	16,480	480
GRANTS TO OUTSIDE AGENCIES TOTAL	1,982,641	1,993,853	693,546	(1,300,307)
TO CITY AGENCIES				
TRANSIT DISTRICT	\$473,742	\$473,742	\$473,742	-
PROBATE COURT	37,950	40,579	23,924	(16,655)
HARBOR COMMISSION	13,875	11,368	11,368	-
REDEVELOPMENT AGENCY	138,778	137,521	137,521	-
NEIGHBORHOOD IMPROVEMENT COOD.	67,783	67,783	67,783	-
HOUSING SITE DEV. AGENCY	104,955	104,955	104,955	-
FAIR HOUSING OFFICER	121,799	121,799	125,799	4,000
SUMMER YOUTH EMPLOYMENT	75,000	75,000	75,000	-
GRANTS TO CITY AGENCIES TOTAL	1,033,882	1,032,747	1,020,092	(12,655)
SUBTOTAL - GRANTS	\$3,016,523	\$3,026,600	1,713,638	(\$1,312,962)

General Fund Expenditures

DEPARTMENT	ACTUAL 2010-11	APPROVED 2011-12	APPROVED 2012-13	\$ CHANGE 12-13 vs. 11-12
OPERATING CHARGES				
DEBT SERVICE	\$25,126,904	\$25,310,683	\$25,678,273	\$367,590
ORGANIZATIONAL MEMBERSHIPS	84,162	157,662	98,725	(58,937)
EMPLOYEE BENEFITS				-
HEALTH INSURANCE	9,829,724	8,621,856	10,142,504	1,520,648
SOCIAL SECURITY	1,968,620	2,160,386	2,169,978	9,592
OPEB CONTRIBUTION	12,395,200	13,846,636	13,846,636	-
BOARD OF EDUCATION BENEFITS	1,072,650	1,474,658	5,549,707	4,075,049
UNEMPLOYMENT COMPENSATION	157,296	125,000	125,000	-
DEPARTMENT TOTAL	25,423,490	26,228,536	31,833,825	5,605,289
PENSIONS				
POLICE	1,925,038	2,272,357	2,588,602	316,245
FIRE	335,135	898,283	1,455,860	557,577
CITY	1,645,922	2,454,497	3,083,346	628,849
SPECIAL	-	1,854	1,854	-
DEPARTMENT TOTAL	3,906,095	5,626,991	7,129,662	1,502,671
CONTINGENCY	-	1,348,537	1,532,686	184,149
SUBTOTAL - OPERATING CHARGES	\$54,540,651	\$58,672,409	\$66,273,171	\$7,600,762
GRAND TOTAL	\$279,311,385	\$288,207,876	\$296,842,367	\$8,634,491

MAYOR

Description of Service/Mission Statements:

To provide leadership for the executive branch of City government and oversee the services provided to City residents. The Mayor's Office is responsible for maintaining communications and coordination among department directors, boards and commissions; maintaining rapport with the Common Council; meeting with the public and providing them with information on matters of concern; and advocating for the City in regional, state and federal forums.

Highlights For 2011- 2012:

- The City continues to navigate its way through a very challenging economic and fiscal environment, while at the same time keeping the City on a sound financial footing. The FY 2011-12 budget was held to an overall expenditure increase of just 2.7%.
- The City settled its labor contract with the Police Union during FY 2011-12. As with all other City bargaining groups, the settlement provided for no general wage increase retroactive to FY 2010-11. The City also achieved important changes to retiree medical benefits. New retirees will now contribute toward the cost of benefits.
- Despite the difficult economy, the City maintained its Aaa/AAA bond rating from the three major credit rating agencies. This is an outside, expert opinion on the City's credit-worthiness which signals that the financial community continues to have confidence in the financial strength and overall management of the City.
- Construction work on a new Fire Headquarters commenced during the year. Construction on this \$15.0 million project is expected to continue into next fiscal year.
- The City invested a substantial sum of money in City infrastructure, with \$5.0 million appropriated in the FY 2012 capital budget for road paving alone.

Goals For 2012 - 2013:

- Constrain taxes to the lowest practical level for FY 2012-13, while maintaining all vital City services.
- Continue with the construction of a new Fire Headquarters.
- Continue the City's ongoing Pavement Management Program of repaving various streets.
- Actively monitor the City's operations to respond to changes in the local economy in the event that the economic recovery underway begins to falter.

SIGNIFICANT CHANGES

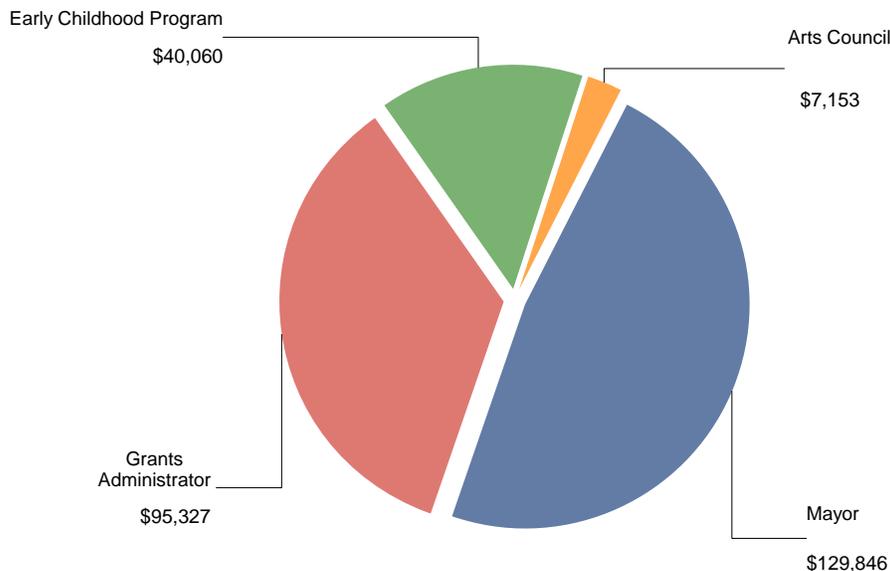
The approved FY 2012-13 budget is \$19,389 or 7.7% more than the approved FY 2011-12 budget due primarily to wage adjustments in the Mayor, Grants Administration and Early Childhood Program budgets.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Mayor	\$112,199	\$114,616	\$118,980	\$129,846	\$10,866	9.13 %
Grants Administrator	\$90,535	\$93,259	\$93,464	\$95,327	\$1,863	1.99 %
Early Childhood Program	\$0	\$16,622	\$33,400	\$40,060	\$6,660	19.94 %
Arts Council	\$0	\$0	\$7,153	\$7,153	\$0	0.00 %
Total	\$202,734	\$224,497	\$252,997	\$272,386	\$19,389	7.66 %
<u>Budget By Major Group</u>						
Personnel Services	\$187,506	\$207,976	\$217,986	\$233,461	\$15,475	7.10 %
Contractual Services	\$12,337	\$13,173	\$28,961	\$34,923	\$5,962	20.59 %
Supplies and Materials	\$1,326	\$1,491	\$2,000	\$1,500	(\$500)	(25.00%)
Fixed Charges	\$1,565	\$1,858	\$4,050	\$2,502	(\$1,548)	(38.22%)
Total	\$202,734	\$224,497	\$252,997	\$272,386	\$19,389	7.66 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$202,734	\$224,497	\$252,997	\$272,386	\$19,389	7.66 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Mayor					
Mayor	1 \$104,080	1 \$108,160	1 \$108,160	1 \$114,524	0 \$6,364
Total	1 \$104,080	1 \$108,160	1 \$108,160	1 \$114,524	0 \$6,364
Grants Administrator					
Grants Coordinator	1 \$89,126	1 \$89,126	1 \$89,126	1 \$91,577	0 \$2,451
Total	1 \$89,126	1 \$89,126	1 \$89,126	1 \$91,577	0 \$2,451
Early Childhood Program					
NECC Coordinator	0 \$0	1 \$20,700	1 \$20,700	1 \$27,360	0 \$6,660
Total	0 \$0	1 \$20,700	1 \$20,700	1 \$27,360	0 \$6,660
Department Total	2 \$193,206	3 \$217,986	3 \$217,986	3 \$233,461	0 \$15,475

MAYOR

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$100,000	\$101,916	\$108,160	\$114,524	\$6,364	5.88 %
Contractual Services	\$10,634	\$10,842	\$6,770	\$12,820	\$6,050	89.36 %
Fixed Charges	\$1,565	\$1,858	\$4,050	\$2,502	(\$1,548)	(38.22%)
Total	\$112,199	\$114,616	\$118,980	\$129,846	\$10,866	9.13 %

GRANTS ADMINISTRATOR

DESCRIPTION OF SERVICES

The Grants Coordinator is responsible for maintaining the records of Grant applications for the City of Norwalk; for researching and applying for all grants (not applied for by specific departments) that might benefit the City; for overseeing the Weed & Seed Initiative budget, application, and serving at the Mayor's pleasure on both the Weed & Seed Steering Committee and the Executive Committee; for compiling quarterly updates on status of outstanding grants and requesting information from all departments on their grant activities. The Grants Coordinator is also responsible for encouraging collaborative activities both within city departments and between city departments and outside agencies; responsible for seeing opportunities for leveraging scarce resources and building the services and assets for the City's quality of life for all citizens. In FY2006-07 Grants Administration was moved here from the City Clerk's Office.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$87,506	\$90,860	\$89,126	\$91,577	\$2,451	2.75 %
Contractual Services	\$1,702	\$908	\$2,838	\$2,750	(\$88)	(3.10%)
Supplies and Materials	\$1,326	\$1,491	\$1,500	\$1,000	(\$500)	(33.33%)
Total	\$90,535	\$93,259	\$93,464	\$95,327	\$1,863	1.99 %

EARLY CHILDHOOD PROGRAM

DESCRIPTION OF SERVICES

To support a comprehensive and coordinated approach to managing the City’s early childhood education efforts, the Coordinator of Early Childhood Programs works collaboratively with the Norwalk Early Childhood Council (NECC), the Norwalk Public Schools, and early childhood program providers to ensure appropriate oversight and governance of the City’s early childhood education efforts. Placing this function directly within the Mayor’s Office will provide the senior-level support for the work of the NECC, and serves to demonstrate the City’s strong commitment to a comprehensive birth-to-eight Early Childhood Program.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$0	\$15,199	\$20,700	\$27,360	\$6,660	32.17 %
Contractual Services	\$0	\$1,423	\$12,700	\$12,700	\$0	0.00 %
Total	\$0	\$16,622	\$33,400	\$40,060	\$6,660	19.94 %

ARTS COUNCIL

DESCRIPTION OF SERVICES

The Arts Commission is a volunteer organization that produces and organizes events to foster an appreciation of the arts and showcase local artists, designers and musicians. Events have included pARTy in the Park, Sounds of SoNo and ArtsSpots arts networking events. The Commission has also been awarded grants from Connecticut Commission on Culture and Tourism to expand its activities. The results include an “Art in the Windows” program, a “Traffic Graphic” program developed with the Norwalk Library to decorate power terminals that exist along the streets of the City and has sponsored a variety of events in the City.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$0	\$0	\$6,653	\$6,653	\$0	0.00 %
Supplies and Materials	\$0	\$0	\$500	\$500	\$0	0.00 %
Total	\$0	\$0	\$7,153	\$7,153	\$0	0.00 %

LEGISLATIVE

Description of Service/Mission Statements:

In accordance with Article IV of the Norwalk City Code, the Common Council "...shall have the power to make, alter, repeal and enforce ordinances; to pass and rescind resolutions, rules, votes and orders" for the following purposes:

- Financial Management - Authorize the Mayor to borrow on behalf of the City, regulate the City's Operating and Capital Budgets; and approve matters relative to taxation and assessment.
- Public Safety & Welfare – Approve the functioning and regulation of the City's service departments.
- Licenses and Permits – Enact ordinances or by-laws governing the issuance of required licenses and permits.
- Government Organization – Maintain the power of creating and/or reorganizing City Departments for the efficient management of government duties and responsibilities.

SIGNIFICANT CHANGES

There are no significant changes to this budget over the previous year's budget.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Legislative	\$12,595	\$12,071	\$13,050	\$12,450	(\$600)	(4.60%)
Total	\$12,595	\$12,071	\$13,050	\$12,450	(\$600)	(4.60%)
<u>Budget By Major Group</u>						
Personnel Services	\$11,408	\$11,340	\$11,550	\$11,550	\$0	0.00 %
Supplies and Materials	\$1,188	\$731	\$1,500	\$900	(\$600)	(40.00%)
Total	\$12,595	\$12,071	\$13,050	\$12,450	(\$600)	(4.60%)
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$12,595	\$12,071	\$13,050	\$12,450	(\$600)	(4.60%)

PERSONNEL SUMMARY

There are no full time personnel in this department. Council Members are elected and serve the City on a part-time basis.

CORPORATION COUNSEL

Description of Service/Mission Statements:

The Corporation Counsel's office is the legal advisor and counsel for the City of Norwalk, its Departments, Boards, Commissions and employees. Its primary purpose is to provide legal services, support and advice in a prompt and professional manner. It represents the City in all manner of litigation or other legal proceedings, whether in the court system or before any or all other State or government agencies including matters before the Freedom of Information Commission or the State Labor Board. It supervises the preparation of all ordinances, regulations and other legal papers. It negotiates, prepares and approves contracts and other legal instruments to which the City is a party. The Department gives written opinions on questions of law involving powers and duties of departments, commissions, or officials. The Corporation Counsel's office is organized along functional lines, with an attorney assigned to each department, commission or official of the City or to a particular area of law.

Highlights For 2011- 2012:

- Reviewed and/or prepared ordinances, contracts, pleadings and other legal instruments and documents.
- Represented the City and its officials and employees in all manner of legal proceedings.
- Enforced ordinance and code regulations (Building, Zoning, Fire, etc.).
- Worked with departments and agencies to determine how best to use the Law Department and advised departments on how to avoid litigation, liability, exposure and contractual problems.
- Advised departments and officials on how to comply with the Freedom of Information Act.

Goals For 2012 - 2013:

- Continue to provide legal services, representation and advice, as needed, to City agencies, boards and commissions, and their agents, employees, the Mayor, and the Common Council.
- Continue to appear at and represent the City in all matters under the jurisdiction of the Workers' Compensation Commission, Board of Mediation and Arbitration, Commission on Human Rights, etc.
- Continue to work with the Personnel Department and other departments to ensure maximum utilization of all personnel, and enforce work rules and disciplinary procedures.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$119,557 or 14.5% more than the approved FY 2011-12 budget due primarily to an increase in Regular Wages of \$74,356 and an increase in Professional Services by \$50,000, as follows:

Regular Wages increased because a position that was previously budgeted for a half the year is now in the budget for a full year. There is also a 3-year wage adjustment approved last year to an Associate Corporation Counsel's position.

Professional Services increased to pay for expert witness fees for tax appeal cases and for outside counsel. Many of the larger tax appeals from the 2008 revaluation are now reaching the trial stage, so appraisals are frequently required.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Corporation Counsel	\$738,311	\$826,567	\$824,510	\$944,067	\$119,557	14.50 %
Total	\$738,311	\$826,567	\$824,510	\$944,067	\$119,557	14.50 %
<u>Budget By Major Group</u>						
Personnel Services	\$646,785	\$665,962	\$699,721	\$774,127	\$74,406	10.63 %
Contractual Services	\$82,355	\$149,365	\$107,393	\$158,500	\$51,107	47.59 %
Supplies and Materials	\$4,583	\$5,645	\$5,500	\$5,500	\$0	0.00 %
Fixed Charges	\$4,588	\$5,595	\$11,896	\$5,940	(\$5,956)	(50.07%)
Total	\$738,311	\$826,567	\$824,510	\$944,067	\$119,557	14.50 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$738,311	\$826,567	\$824,510	\$944,067	\$119,557	14.50 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Corporation Counsel</u>					
Corporation Counsel	1 \$80,730	1 \$80,730	1 \$80,730	1 \$82,950	0 \$2,220
Deputy Corporation Counsel	1 \$136,655	1 \$136,655	1 \$136,655	1 \$140,413	0 \$3,758
Assistant Corporation Counsel	2 \$200,991	2 \$203,182	2 \$203,182	2 \$208,916	0 \$5,734
Assistant Corporation Counsel P/T	1 \$63,436	1 \$32,465	1 \$32,465	1 \$66,779	0 \$34,314
Associate Corporation Counsel	1 \$64,584	1 \$66,071	1 \$66,071	1 \$88,802	0 \$22,731
Senior Legal Secretary	2 \$115,201	2 \$116,687	2 \$125,870	2 \$128,813	0 \$2,943
Assistant Legal Secretary	1 \$47,876	1 \$49,039	1 \$52,908	1 \$55,564	0 \$2,656
Total	9 \$709,473	9 \$684,829	9 \$697,881	9 \$772,237	0 \$74,356
Department Total	9 \$709,473	9 \$684,829	9 \$697,881	9 \$772,237	0 \$74,356

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$738,311	\$826,567	\$824,510	\$944,067
Employees	9	9	9	9
Outputs				
Administration				
# of FOI requests received	11	7	TBD	TBD
# of special appropriations/BET transfers required	0	0	0	0
Legal Opinions				
# of opinions rendered	4	10	TBD	TBD
# of requests for opinions received	4	10	TBD	TBD
Ordinances				
# of ordinance change requests received	12	4	TBD	TBD
# of ordinance changes prepared	5	4	TBD	TBD
Contracts				
# of contracts prepared	196	151	TBD	TBD
# of contracts requests received	196	151	TBD	TBD
Litigation				
# of closed lawsuits	36	46	TBD	TBD
# of lawsuits received [note: includes CIRMA claims, grievances, temporary injunctions, warnings of zoning violations and FOI complaints]	321	177	TBD	TBD
# of open lawsuits	184	227	TBD	TBD
Effectiveness				
Administration				
% of approved budget expended	90%	100%	100%	100%
% of FOI requests responded to (within legal guidelines)	100% as needed	100% as needed	100% as needed	100% as needed
Legal Opinions				
% of requesting departments/clients reporting opinion answered question sufficiently	100%	100%	100%	100%
% of requests responded to in a timely manner	100%	100%	100%	100%
Ordinances				
% of ordinance changes reviewed in a timely manner	100%	100%	100%	100%
Litigation				
% of cases resolved in favor of the City or within the City's established settlement range	100%	100%	100%	100%
% of cases settled/resolved in a timely manner	100%	100%	100%	100%
Contracts				
% of contracts completed in a timely manner	100%	100%	100%	100%

CITY CLERK

Description of Service/Mission Statements:

The City Clerk's office is responsible for maintaining minutes of and processing actions by the Common Council and Board of Estimate and Taxation; recording and codifying all legislation enacted by the City of Norwalk; preparing the bi-monthly Council agenda packet; maintaining the Master Calendar of all Agency, Board and Commission meetings in compliance with the Freedom of Information laws; administering the use of the Norwalk Concert Hall; overseeing issuance of Special Event, Auction, and Solicitation permits, representing the Mayor wherever he chooses and receiving the written notification of claims and suits filed against the City.

Highlights For 2011- 2012:

- Continued to maintain minutes and actions of the Common Council and Board of Estimate and Taxation in an organized and timely manner .
- Organized the Mayor's Ball 2012, proceeds in excess of \$20,000 to charity
- Reviewed efficiency of office layout and made improvements (on-going)
- Assisted all area agencies in their fund raising efforts
- Streamlined room rentals and schedule postings.

Goals For 2012 - 2013:

- Further efficiency of office layout to better public contact
- On-going basic office matters (agendas, schedules, research, etc.) Attend CT Association seminars for further improvements on efficiency and regulation
- Finish Codification Project
- Better prepare concert hall for larger public gatherings, including contracts and negotiations with outside vendors.
- Further training for staff, if needed
- Transitioning paper files to Excel files, i.e. providing alphabetical meetings and special events on an online calendar.

SIGNIFICANT CHANGES

There are no significant changes to this budget over the previous year's budget.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$336,260	\$349,579	\$329,757	\$329,553	(\$204)	(0.06%)
Total	\$336,260	\$349,579	\$329,757	\$329,553	(\$204)	(0.06%)
<u>Budget By Major Group</u>						
Personnel Services	\$302,970	\$313,766	\$288,356	\$291,198	\$2,842	0.99 %
Contractual Services	\$25,856	\$28,622	\$30,672	\$31,072	\$400	1.30 %
Supplies and Materials	\$4,170	\$4,627	\$5,582	\$4,400	(\$1,182)	(21.18%)
Fixed Charges	\$2,164	\$2,564	\$5,147	\$2,883	(\$2,264)	(43.99%)
Capital Outlay	\$1,100	\$0	\$0	\$0	\$0	0.00 %
Total	\$336,260	\$349,579	\$329,757	\$329,553	(\$204)	(0.06%)
NON-TAX REVENUE						
Licenses & Permits	\$1,140	\$1,182	\$1,000	\$1,000	\$0	0.00 %
Service Charges	\$863	\$1,613	\$0	\$0	\$0	0.00 %
Miscellaneous	\$48,688	\$50,045	\$41,000	\$46,000	\$5,000	12.20 %
Total	\$50,691	\$52,840	\$42,000	\$47,000	\$5,000	11.90 %
AMT. SUPPORTED BY TAXES	\$285,569	\$296,739	\$287,757	\$282,553	(\$5,204)	(1.81%)

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>City Clerk</u>					
Assistant City Clerk	1 \$53,500	1 \$53,500	1 \$53,500	1 \$52,834	0 (\$666)
City Clerk	1 \$59,488	1 \$62,989	1 \$62,989	1 \$64,816	0 \$1,827
Administrative Support II	1 \$50,266	1 \$51,492	1 \$52,908	1 \$52,908	0 \$0
Mayor's Executive Secretary	1 \$57,930	1 \$60,200	1 \$60,200	1 \$61,856	0 \$1,656
Administrative Secretary II	1 \$56,773	1 \$56,773	1 \$58,334	1 \$58,334	0 \$0
Total	5 \$277,957	5 \$284,954	5 \$287,931	5 \$290,748	0 \$2,817
Department Total	5 \$277,957	5 \$284,954	5 \$287,931	5 \$290,748	0 \$2,817

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$336,260	\$349,579	\$329,757	\$329,553
Employees	5	5	5	5
Outputs				
Administration				
# of boards, commissions & committees	3	3	38	38
# of hours spent preparing Common Council meeting agendas	9 per mtg.	9 per mtg.	15 per mtg.	15 per mtg.
# of Legal Notices	8	8	8	1
# of Ordinances passed	3	3	3	3
# of special appropriations required	1	1	1	15
Communications/Outreach				
# of contacts entered in database	TBD	TBD		TBD
# of FOI requests	15	15	15	30
# of information requests received	70	70	70	200
# of insurance claims referred to Corporation Counsel's Office	33	33	33	50
City Hall Booking				
# of City Hall meetings or events booked	19	19	19	50
# of Concert Hall/Community Room Events Scheduled	26	26	26	30
Permits				
# of permit signing days	1	1	2	2
# of permits issued	17	17	80	80
Projects				
# of special projects initiated	1	1	1	10
Effectiveness				
Administration				
% of approved budget expended	105%	99%	99%	99%
% of meetings attended	97	97	100	100
Communications/Outreach				
% of FOI requests responded to/resolved in a timely manner	96	96	96%	96%
% of information requests answered/referred to the appropriate department within a timely manner	98	98	98	98
% of new contacts entered into database within a timely manner	TBD	TBD	TBD	TBD
City Hall Booking				
% increase in room rental revenue	TBD	TBD	TBD	35%
Permits				
% of permits issued within a timely manner	100	100	100	100
Projects				
% of special projects completed in a timely manner	TBD	TBD	100	100

TOWN CLERK

Description of Service/Mission Statements:

Record and preserve all Land Records to State and City Ordinances. Record and preserve all Vital Records for the City of Norwalk in accordance with State Regulations. Administer and oversee the election process for all elections held in the City of Norwalk. Provide and assist the public with the following services: issue Recreational Licenses within the City; register and compile all Trade Names within the City; issue all Dog Licenses; register Notary Publics and Justices of the Peace.

Highlights For 2011- 2012:

- New viision update of Public Search System.
- Continued to restore and refurbish aging Land Records Book.
- As new Town Clerk Highlights are ongoing.

Goals For 2012 - 2013:

- Implement the upgrade to the New Vision Records System to include marriage liscences and easier public access.
- Procure new State grant funds to purchase additional map storage cabinets to house a portion of new and existing 13,300 map library
- Establish a customer survey to allow customer feedback on services offered and rendered in the Norwalk Town Clerks office and other Town Clerk's offices throughout the State.
- Add another recording station to Town Clerks office to deal with the increaserecordings of land records.
- To work with the State to increase revenue of the gaming liscensing, or eliminate the time consuming/non-revenue producing system.
- Continue to process of back scanning images of existing Land Records Library back to 1974 to match current online indexes.
- Restore and refurbish more aging Land Record Books.
- Meet with credit card companies to reduce cost to the City

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$18,127 or 3.0% less than the approved FY 2011-12 budget. Increases in total wages of \$8,353 were completely offset by the new Town Clerk's identification of savings in the Postage account of \$11,250, in the Machinery and Equipment Rental account of \$9,000, and in the Map Printing account of \$1,639 in addition to the department's reduction of insurance allocation of \$4,562 based on claims experience.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Town Clerk	\$523,231	\$561,198	\$598,182	\$580,055	(\$18,127)	(3.03%)
Total	\$523,231	\$561,198	\$598,182	\$580,055	(\$18,127)	(3.03%)
<u>Budget By Major Group</u>						
Personnel Services	\$427,374	\$456,541	\$465,967	\$473,905	\$7,938	1.70 %
Contractual Services	\$84,198	\$94,215	\$115,811	\$94,447	(\$21,364)	(18.45%)
Supplies and Materials	\$8,224	\$6,328	\$7,500	\$7,000	(\$500)	(6.67%)
Fixed Charges	\$3,435	\$4,114	\$8,904	\$4,703	(\$4,201)	(47.18%)
Total	\$523,231	\$561,198	\$598,182	\$580,055	(\$18,127)	(3.03%)
NON-TAX REVENUE						
Interest and Penalties	\$25,502	\$24,367	\$16,000	\$24,367	\$8,367	52.29 %
Licenses & Permits	\$2,531,359	\$2,573,594	\$2,602,400	\$2,552,600	(\$49,800)	(1.91%)
Service Charges	\$448,026	\$516,242	\$502,600	\$516,100	\$13,500	2.69 %
Total	\$3,004,887	\$3,114,203	\$3,121,000	\$3,093,067	(\$27,933)	(0.90%)
AMT. SUPPORTED BY TAXES	(\$2,481,656)	(\$2,553,005)	(\$2,522,818)	(\$2,513,012)	\$9,806	(0.39%)

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Town Clerk</u>					
Assistant Town Clerk	2 \$134,218	2 \$134,218	2 \$137,908	2 \$137,908	0 \$0
Town Clerk	1 \$81,120	1 \$81,120	1 \$81,120	1 \$85,893	0 \$4,773
Administrative Support II	3 \$147,765	3 \$150,045	3 \$156,470	3 \$158,860	0 \$2,390
Land Records Analyst	1 \$56,773	1 \$56,773	1 \$58,334	1 \$58,334	0 \$0
Total	7 \$419,876	7 \$422,156	7 \$433,832	7 \$440,995	0 \$7,163
Department Total	7 \$419,876	7 \$422,156	7 \$433,832	7 \$440,995	0 \$7,163

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$523,231	\$561,198	\$598,182	\$580,055
Employees	7	7	7	7
Outputs				
Administration				
# of contracts managed	4	4	4	4
# of grants received	0	0	0	0
# of information inquiries received				-
# of revenue transactions	-	-	-	-
# of special appropriations/BET transfers required	0	0	0	0
# of state reports filed				-
Land Records				
# of corrections made to land records	-	-	-	-
# of land records books printed	207	200	215	215
# of land records books proofed	207	200	215	215
# of land records indexed	16,730	16,139	17,000	17,000
# of land records recorded	16,730	16,139	17,000	17,000
# of land records returned	16,730	16,139	17,000	17,000
# of land records scanned	16,730	16,139	17,000	17,000
# of land records verified	16,730	16,139	17,000	17,000
# of maps recorded	103	67	75	75
# of state agency invoices billed	68	72	75	75
Vital Records				
# of confidential files processed/registered	77	90	80	80
# of marriage licenses/civil unions issued	642	648	650	650
# of military discharges processed	51	40	50	50
# of vital records corrections	-	-	-	-
# of vital records indexed	3,708	3,415	3,500	3,500
# of vital records recorded	3,708	3,415	3,500	3,500
# of vital records issued	19,000	19,000	19,000	19,000
Licenses and Permits				
# of dog licenses issued	2,545	2,646	2,700	2,700
# of game licenses issued	-	-	-	-
# of liquor permits issued	-	-	-	-
% of dog licenses processed within a timely manner	100%	100%	98%	98%
% of game licenses processed within a timely manner	100%	80%	75%	75%
% of liquor permits processed within a timely manner	100%	100%	100%	100%
Elections				
# of absentee ballots issued	613	1613	700	700
# of absentee ballots received	504	1,471	650	650
# of election ballots prepared	2,950	5,600	3,000	3,000
# of legal notices issued	8	10	8	8
% of absentee ballots which need to be resent	0.01%	0.01%	0.01%	0.01%
% of election activities deadlines met	99%	99%	99%	99%
Miscellaneous/Copies				

Department Summary - TOWN CLERK

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
# of copies made	-	-	-	-
# of notaries registered	222	80	100	100
# of notary verifications	-	-	-	-
# of public computer terminals, printers, copiers	9	9	9	9
# of trade name certificates indexed	604	652	660	660
# of trade name certificates registered	604	652	660	660
% of time public terminals are fully functional	99.90%	99%	99%	99%
% of trade name certificates processed in a timely manner	100%	98%	95%	95%
Average wait time for copiers/to get a question answered	1 min.	2 - 3 mins.	2 - 3 mins.	2 - 3 mins
Effectiveness				
% of approved budget expended	89%	95%	95%	95%
% of confidential files processed within a timely manner	100%	100%	100%	100%
% of current contracts renewed	100%	100%	100%	100%
% of grants renewed	100%	0%	100%	100%
% of marriage licenses filed within a timely manner	99%	99%	99%	99%
% of military discharges processed within a timely manner	100%	100%	100%	100%
% of vital records amended	2%	2%	2%	2%
% of vital records corrections made within a timely manner	100%	98%	99%	99%



Description of Service/Mission Statements:

The Department of Information Technology provides value to the City of Norwalk by: delivering high quality, effective, reliable, sustainable and secure information systems; providing effective and efficient technical services and support to City departments and staff; developing and promoting consistent technical standards; fostering innovation and leadership in e-government in support of citizens, staff, visitors, businesses, and other government agencies; and continual improvements to generate revenue, reduce operating costs, and promote efficiency.

Highlights For 2011- 2012:

- Designed and built a work order and billing system for the Police Department Extra Work process. The system replaced an entirely manual system and eliminated rekeying of data into 3 separate systems. The system included a web portal for officers to see available jobs and a vendor portal for online requests, billing, and payment. A planned second phase includes online job signup.
- Created and launched a Geographical Information System (mapping) website, providing key information about Norwalk, to the public.
- Worked with the Assessor's office and Code Enforcement department, designed and built an interface that streamlines the notification process between the two departments and databases. The new process and system automatically transfers Certificate of Occupancy and permit information from Code to Assessor which: eliminated rekeying; reduced the CO notification to the Assessor time by several months; captured permit errors and omissions
- Working closely with the Recreation and Parks Department, released an RFP for an automated Resident Pass system which significantly increased citizen service and R&P Department efficiencies with the issuance of resident passes for the Beaches, Parks and Transfer Station. A vendor has been selected and we are awaiting funding approval to move forward with implementation for the summer, 2012.
- City Web site enhancements of Dashboard, calendars, and the addition of a media center for Council meeting replay.
- Initiated the redesign and relaunch of the Norwalk Public Library website. Site scheduled to go live summer July 2012
- Selected a vendor to move forward with the redesign of the Council Chambers audio-visual capabilities.
- Installed WiFi in all City Hall conference rooms and public meeting areas and Health Department Waiting Rooms and at the Norwalk Public Library.
- Provided consultation, networking connectivity and equipment relocation services to the Norwalk Fire Department and Emergency Operations Center from the Central Fires station to various "swing space" locations throughout the City.
- Upgraded the City's Financial System and implemented changes required for Connecticut State Withholding Tax Schedules before the due date.
- Provided technical consulting and support to the WPCA on the SCADA project to enhance and upgrade its pumping station reporting systems.
- Provided technical consulting and support to the Norwalk Transit District for its video surveillance system at the renovated Pulse Point.
- Provided technical support and assistance to the Norwalk Public Library and Norwalk Historical Groups to make key Norwalk historical collections available on the web as part of the "Treasures of Connecticut Libraries" project sponsored by the Connecticut State Library.
- Increased the digital information storage capacity and resiliency for both the City and Board of Education.
- Fully implemented server virtualization for the City.
- Updated and replaced 2/3 of the mobile data terminals in Police cruisers.
- Updated and replaced all mobile data terminals in the Fire Department's front line apparatus.
- Custom built and deployed 14 laptops, equipped with Skype and remote access for the Registrar of Voters use at each polling location.
- Received approval for and began recruiting for Systems Engineer to support Public Safety, eliminating the current Lieutenant position fulfilling this role.

Goals For 2012 - 2013:

- Continue to innovate and enhance the reliability, effectiveness, efficiency and security of the City's information infrastructure, vital to its ability to deliver services and e-services to the public.
- Working closely with City departments, identify and implement at least 2 e-government initiatives that will provide the public with fast, easy, and convenient ways to access City information and conduct transactions over the City website.
- Re-engineer or automate at least 2 internal business processes and cross-department work flow by using and extending technology to reduce operating costs, capture revenue opportunities, and enable teamwork and collaboration across City organizations to increase efficiencies and improve service to the public.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$78,137 or 5.8% more than the approved FY 2011-12 budget due primarily to the increases in Other Repair-Maintenance of \$79,713 and in Regular Wages of \$11,731 which were offset by a reduction in the Insurance allocation of \$9,872 due to favorable claims experience, as follows:

Other Repair increase is due to increased use of Novatime, along with a new system in Combined Dispatch.

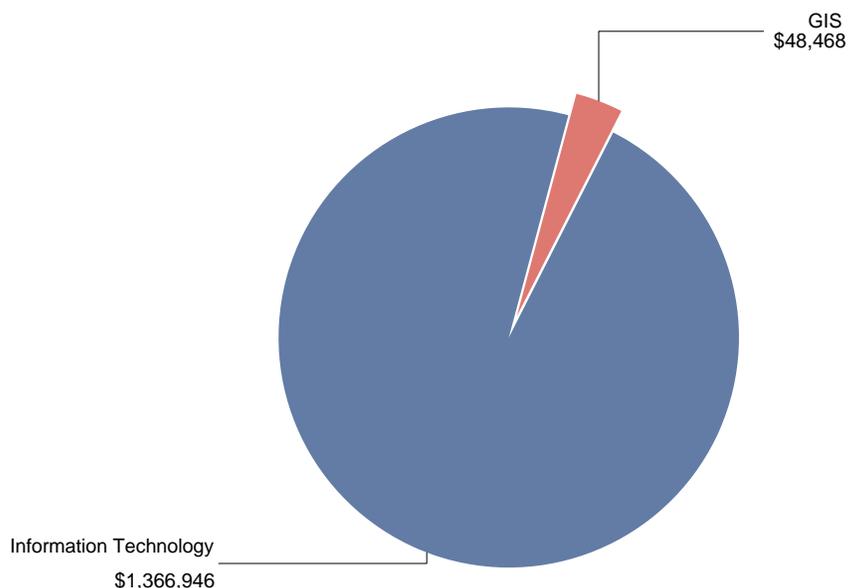
Regular Wages increase is due to contractual increases.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Information Technology	\$1,199,797	\$1,185,122	\$1,291,832	\$1,366,946	\$75,114	5.81 %
GIS	\$0	\$26,660	\$45,445	\$48,468	\$3,023	6.65 %
Total	\$1,199,797	\$1,211,782	\$1,337,277	\$1,415,414	\$78,137	5.84 %
<u>Budget By Major Group</u>						
Personnel Services	\$773,863	\$773,473	\$856,801	\$868,662	\$11,861	1.38 %
Contractual Services	\$403,804	\$406,015	\$442,537	\$518,792	\$76,255	17.23 %
Supplies and Materials	\$2,976	\$4,513	\$6,500	\$5,500	(\$1,000)	(15.38%)
Fixed Charges	\$5,709	\$6,803	\$16,439	\$7,460	(\$8,979)	(54.62%)
Capital Outlay	\$13,445	\$20,977	\$15,000	\$15,000	\$0	0.00 %
Total	\$1,199,797	\$1,211,782	\$1,337,277	\$1,415,414	\$78,137	5.84 %
NON-TAX REVENUE						
Miscellaneous	\$0	\$1,503	\$0	\$0	\$0	0.00 %
Total	\$0	\$1,503	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$1,199,797	\$1,210,279	\$1,337,277	\$1,415,414	\$78,137	5.84 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
Information Technology										
Director of Information Technology	1	\$130,783	1	\$130,783	1	\$134,380	1	\$134,380	0	\$0
Sr. Systems Engineer - Public Safety	0	\$0	0	\$0	1	\$74,457	1	\$86,188	0	\$11,731
Network Engineer	1	\$81,888	1	\$83,881	1	\$90,505	1	\$90,505	0	\$0
Senior Systems Engineer	1	\$88,083	1	\$88,083	1	\$90,505	1	\$90,505	0	\$0
Database Administrator/Programmer	1	\$85,982	1	\$88,083	1	\$90,505	1	\$90,505	0	\$0
Manager, Citywide Applications	1	\$97,119	1	\$97,119	1	\$99,790	1	\$99,790	0	\$0
E-Government Coordinator	1	\$83,881	1	\$83,881	1	\$86,188	1	\$86,188	0	\$0
Desktop Support Technician	2	\$138,042	2	\$138,042	2	\$141,838	2	\$141,838	0	\$0
Total	8	\$705,778	8	\$709,872	9	\$808,168	9	\$819,899	0	\$11,731
Department Total	8	\$705,778	8	\$709,872	9	\$808,168	9	\$819,899	0	\$11,731

INFORMATION TECHNOLOGY SERVICES

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$773,863	\$773,473	\$856,801	\$868,662	\$11,861	1.38 %
Contractual Services	\$403,804	\$379,355	\$397,092	\$470,324	\$73,232	18.44 %
Supplies and Materials	\$2,976	\$4,513	\$6,500	\$5,500	(\$1,000)	(15.38%)
Fixed Charges	\$5,709	\$6,803	\$16,439	\$7,460	(\$8,979)	(54.62%)
Capital Outlay	\$13,445	\$20,977	\$15,000	\$15,000	\$0	0.00 %
Total	\$1,199,797	\$1,185,122	\$1,291,832	\$1,366,946	\$75,114	5.81 %

GIS

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$0	\$26,660	\$45,445	\$48,468	\$3,023	6.65 %
Total	\$0	\$26,660	\$45,445	\$48,468	\$3,023	6.65 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$1,199,797	\$1,211,782	\$1,337,277	\$1,415,414
Employees	8	8	9	9
Outputs				
# of website page views			200,000/month	2,004,762
Administration				
# of cash management transactions (payments processed/bills paid)	150 reqs., 250 invoices	125 reqs., 289 invoices	100 reqs, 256 invoices	250+ invoices
# of contracts managed	35	40	40	40
# of special appropriations/BET transfers	0	0	1	0
Total dollars of contracts managed	\$385,000	\$500,000+	\$500,000 +	\$500,000+
Information Infrastructure				
# of backups performed successfully as scheduled	400	400	1053	1120
# of e-mail messages sent/received	4,700,000	?	5,250,000	6,000,000+
# of hardware platforms supported	10	9	9	10
# of pieces of equipment maintained	750-800	750-800	900-1000	900-1000
# of remote connections	MAN	MAN	20+	21+
# of servers maintained	30	28	45	35
# of software licenses	625	625	825	925
# of spam/viruses/bulk messages filtered out	>6,000,000		>30,000,000	90,000.000
# of systems and critical metrics monitored	28	32	50	75
% of time services available to users (uptime)	TBD	98%	98%	98%
Help Desk/technical support services				
# of computers in the City	500-600	475-550	600+	600+
# of computers older than 5 years	~ 35	~25	approx 20%	approx 20%
# of Help Desk calls	>15,000	>15,000	>13,000	>14,500
# of hours spent responding to Help Desk calls	>6,500	>6,500	>6,500	6,500
# of printers supported	50+	50+	50+	50+
# of user training classes offered	20	0	1	0
# of workstations supported	See above	See above	See above	See above
Software Applications				
# of application systems supported	~60	~55	>55	53
# of custom applications or interfaces written	6	12	17	10
# of hours computer systems are down for scheduled maintenance	85	92	90	48
# of hours spent on computer maintenance	80% of staff time	70% of staff time	68% of staff time	65%
# of new applications brought online	4	15	20	10
# of software packages upgraded	8	6	10	8
E-government enterprise initiatives				
# of forms and services available on website	190	200+	200+	200+
# of hours website is fully functional	8,700/yr	8,700+/yr	8,700+/yr	8700+/yr
# of service requests processed through website	~1000/yr	~1000/yr	~1240	~800
# of transactions on the website	7 service areas	8 service areas	8 service areas	9 service areas
# of visits to website	>25,000 /month	>30,000/month	50,000/month	571,793
Effectiveness				
Administration				
% of approved budget expended	99%	99%	100%	100%

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Information Infrastructure				
% of backups performed successfully as scheduled	90%	90%	92%	94%
% of systems and critical metrics proactively monitored	75%	80%	85%	90%
% of time services available to users (uptime)	90%	92%	>94%	>94%
Help Desk/technical support services				
% of Help Desk calls closed within 5 days	65%	65%	75%	85%
% of Help Desk calls responded to within 1 business day	75%	60% (Martha Part Time)	50%	60%
% of Help Desk calls responded to within 2 days	45%	40%	60%	65%
% of Help Desk calls responded to within 5 days	70%	68%	90%	95%
% of total staff time spent on break/fix calls	85%	80%	83%	78%
Help Desk calls answered by a staff member	50%	50%	72%	75%
Software Applications				
% availability of applications and services	90%	95%	95%	997%
% of time applications down for scheduled maintenance	<5%	>5%	<5%	7%
E-government enterprise initiatives				
% of all transactions available on the website	15%	15%	17%	19%
% of time website available to the public	>92%	>95%	>98%	>99%

PERSONNEL & LABOR RELATIONS

Description of Service/Mission Statements:

To provide personnel and labor relations services to all City departments; to assist departments in recruiting, selecting and training new employees; to administer the City compensation plans, maintain employee records, and conduct analysis of job classifications; to administer the City's employee benefit program; to conduct periodic employee training and safety programs; and to represent the City's interest in collective bargaining, grievance and arbitration matters.

Highlights For 2011- 2012:

- Implemented the Time and Attendance System
- Continued contract negotiations with various unions
- Re-issued pension statements for all City of Norwalk employees plus Board of Education employees covered by City of Norwalk Pension Program
- Benny Program for Flexible Reimbursement Program encouraged more participation within employees

Goals For 2012 - 2013:

- Implementation of the Time and Attendance System
- Finalize updated Affirmative Action Plan
- Settle or arbitrate the AFSCME contract negotiations
- Develop plan to improve communications with employees

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is essentially unchanged from the approved FY 2011-12 budget. Regular Wages contractual increase of \$12,863 is offset by a reduction in a previously funded Employee Wellness program that has yet to be implemented of \$7,000, a reduction in Insurance Premium of \$4,484 due to favorable claims experience, and a reduction in Postage of \$1,200 based on historical spending in this account.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel & Labor Relations	\$462,998	\$569,463	\$556,494	\$557,062	\$568	0.10 %
Total	\$462,998	\$569,463	\$556,494	\$557,062	\$568	0.10 %
<u>Budget By Major Group</u>						
Personnel Services	\$395,800	\$434,231	\$439,084	\$451,982	\$12,898	2.94 %
Contractual Services	\$61,700	\$124,825	\$99,195	\$97,995	(\$1,200)	(1.21%)
Supplies and Materials	\$2,486	\$6,761	\$3,000	\$3,000	\$0	0.00 %
Fixed Charges	\$3,011	\$3,647	\$8,215	\$4,085	(\$4,130)	(50.27%)
Grants & Donations	\$0	\$0	\$7,000	\$0	(\$7,000)	(100.00%)
Total	\$462,998	\$569,463	\$556,494	\$557,062	\$568	0.10 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$462,998	\$569,463	\$556,494	\$557,062	\$568	0.10 %

PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Personnel & Labor Relations</u>						
Dir. Of Personnel & Labor Relations	1	\$120,832	1 \$120,832	1 \$120,832	1 \$124,155	0 \$3,323
Personnel Administrator	1	\$72,765	1 \$74,441	1 \$74,441	1 \$76,600	0 \$2,159
Personnel Records & Benefit Tech II	1	\$72,464	1 \$72,464	1 \$74,457	1 \$74,457	0 \$0
HR Assistant	2	\$105,570	2 \$108,154	2 \$116,668	2 \$122,554	0 \$5,886
Executive Assistant	1	\$48,672	1 \$51,536	1 \$51,536	1 \$53,031	0 \$1,495
Total	6	\$420,303	6 \$427,427	6 \$437,934	6 \$450,797	0 \$12,863
Department Total	6	\$420,303	6 \$427,427	6 \$437,934	6 \$450,797	0 \$12,863

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$462,998	\$569,463	\$556,494	\$557,062
Employees	6	6	6	6
Outputs				
Administration				
# of special appropriations/BET transfers required	TBD	TBD	TBD	TBD
# of state reports filed	1	1	TBD	TBD
Recruitment & Selection				
# of advertisements for outside recruitment	59	TBD	23	40
# of applications received reviewed	1686	TBD	1164	2062
# of interviews conducted	72	TBD	49	37
# of promotions/bids	6	TBD	15	20
Job Classifications/Reclassifications				
# of classifications revised	TBD	TBD	TBD	TBD
# of new classifications approved	TBD	TBD	TBD	TBD
# of reclassification requests received	0	TBD	TBD	TBD
# of reclassification requests reviewed	0	TBD	TBD	TBD
# of reclassifications recommended	0	TBD	TBD	TBD
Contracts/Collective Bargaining				
# of contract negotiations completed	TBD	TBD	1	1
# of contracts initiated	7	7	2	1
Grievances				
# of grievances filed	27	TBD	50	45
# of grievances filed for arbitration with State	10	TBD	20	22
# of grievances resolved/disposed of	15	TBD	6	9
Employee Benefits				
# of employee records maintained	1,909	TBD	2300	1901
# of retirements	18	TBD	28	29
# of severance pays issued	4	TBD	TBD	50
Effectiveness				
Administration				
% of approved budget expended	83%	99%	99%	99%
Recruitment & Selection				
% of promotion/bids reviewed in a timely manner	100%	TBD	100%	100%
% of vacant positions filled in a timely manner	100%	TBD	100%	100%
Job Classifications/Reclassifications				
% of reclassifications requests reviewed in a timely manner	100%	TBD	100%	100%
Grievances				
% of grievances resolved before arbitration	50%	TBD	50%	50%
% of grievances responded to within deadlines	100%	TBD	100%	100%

HUMAN RELATIONS & FAIR RENT DEPARTMENT

Description of Service/Mission Statements:

To provide support to the Human Relations Commission and the Fair Rent Commission, receiving, investigating, and mediating complaints of discrimination with regard to housing, employment, public accommodations, and unfair or unconscionable rent or rental increases. To promote mutual understanding and respect among, and encourage and assure equality of opportunity for, all the people of Norwalk; conduct programs of training, education, research and action that will contribute to carrying out the Department's purpose; and to cooperate with organizations and governmental agencies to facilitate the Department's purpose; to develop and review affirmative action goals for the City of Norwalk; and to coordinate the City's efforts to comply with the Americans with Disabilities Act, Title II. To represent the City of Norwalk on and act as ombudsman for the Regional Alliance to Prevent and End Homelessness.

Highlights For 2011- 2012:

- Organize and initiate Leadership Council, Steering Committee, and four subcommittees to serve as the foundation of the the Regional Alliance to Prevent and End Homelessness (formerly known as the Greater Norwalk Ten Year Plan to Prevent and End Homelessness).
- On target to hire consultant to assist with the completion of the ADA Self-Evaluation and Transition Plan. .
- Increased the visibility of the Commissions through continued outreach including meetings with new pastors, collaboration with local schools on educational programs teaching core values of international human rights, and regular attendance at and participation in Food, Fuel, and Shelter, and continued collaborations with the Norwalk Housing Authority.
- Collaborated with other city organizations to further educational initiatives related to civil rights, diversity, ADA (Americans with Disabilities Act), and landlord/tenant rights and responsibilities including work with the Fair Housing Officer, Norwalk Housing Authority, Southwest Disability Collaborative, and Brien McMahan High School.
- Conducted meetings, scheduled hearings and processed complaints in a timely manner.
- Facilitated Haitian consulate work with city residents and distributed Creole language Resource Directory and other Creole and French language brochures to Haitian Norwalk residents.
- Facilitated the Human Services Council taking on the role of Fiscal Sponsor for the New Day Center of Norwalk

Goals For 2012 - 2013:

- Complete ADA Self-Evaluation and Transition Plan.
- Complete the goals for the first year of the Greater Norwalk 10 Year Plan to Prevent and End Homelessness through the committees of the Regional Alliance to Prevent and End Homelessness.
- Assist the New Day Center of Norwalk with finding a permanent home.
- In collaboration with Personnel Department, complete annual utilization analysis and set composition goals as required by the City's Affirmative Action Program.
- Increase the visibility of the Commissions through continued outreach to community leaders, educational programs, and attendance at community meetings.
- Collaborate with other city organizations to further educational initiatives related to civil rights, diversity, ADA (Americans with Disabilities Act), and landlord/tenant rights and responsibilities.
- Facilitate Haitian consulate work with city residents and distributed Creole language Resource Directory and other Creole and French language brochures to Haitian Norwalk residents.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is essentially unchanged from the approved FY 2011-12 budget. Total wages contractual increase of \$5,980 is offset by reductions in Machinery/Equipment Rental of \$1,898 due to lower copier costs; in Insurance Premium of \$1,551 due to favorable claims experience; and in Printing & Duplication of \$1,000 based on historical spending in this account.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Human Relations & Fair Rent	\$190,394	\$200,801	\$217,534	\$217,861	\$327	0.15 %
Total	\$190,394	\$200,801	\$217,534	\$217,861	\$327	0.15 %
<u>Budget By Major Group</u>						
Personnel Services	\$174,349	\$185,235	\$194,332	\$200,312	\$5,980	3.08 %
Contractual Services	\$12,439	\$11,775	\$17,496	\$13,265	(\$4,231)	(24.18%)
Supplies and Materials	\$1,381	\$1,660	\$2,000	\$2,000	\$0	0.00 %
Fixed Charges	\$1,625	\$1,932	\$3,706	\$2,284	(\$1,422)	(38.37%)
Capital Outlay	\$600	\$200	\$0	\$0	\$0	0.00 %
Total	\$190,394	\$200,801	\$217,534	\$217,861	\$327	0.15 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$190,394	\$200,801	\$217,534	\$217,861	\$327	0.15 %

PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.				
Human Relations & Fair Rent										
Dir. of Human Relations & Fair Rent	1	\$84,493	1	\$84,493	1	\$89,299	1	\$91,780	0	\$2,481
Administrative Support II	1	\$42,367	1	\$42,367	1	\$45,699	1	\$47,998	0	\$2,299
Civil Rights/Fair Rent Investigator	1	\$69,021	1	\$56,773	1	\$58,334	1	\$58,334	0	\$0
Total	3	\$195,881	3	\$183,633	3	\$193,332	3	\$198,112	0	\$4,780
Department Total	3	\$195,881	3	\$183,633	3	\$193,332	3	\$198,112	0	\$4,780

HUMAN RELATIONS

DESCRIPTION OF SERVICES

To receive, investigate, and adjudicate complaints of discrimination with regard to housing, public accommodation and employment; to monitor the City's Affirmative Action/Equal Opportunity Program and the City's ADA Title II compliance; to educate the community on civil and human rights.

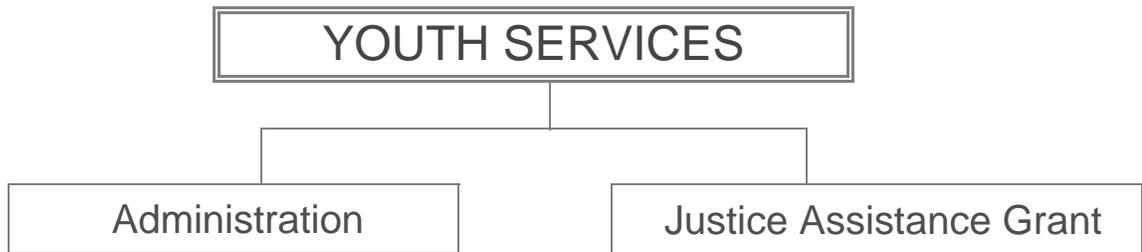
FAIR RENT

DESCRIPTION OF SERVICES

To investigate complaints from residents who feel that their rent is harsh and/or unconscionable; to conduct hearings and make decisions in a judicial capacity; to encourage compliance by landlords and tenants with statutes, acts, ordinances, and decisions of State and City agencies; to mediate disputes between landlords and tenants where practicable.

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$190,394	\$200,801	\$217,534	\$217,861
Employees	3	3	3	3
Outputs				
Human Relations Commission				
# of complaints settled w/o a hearing	1	4	2	3
# of educational/awareness Programs Conducted	4	4	5	4
# of follow-up contacts	1,503	2,381	2340	2,300
# of formal written complaints filed	2	2	4	4
# of intakes	88	82	70	80
# of new educational brochures/newspaper columns	1	1	1	1
Fair Rent Commission				
# of complaints settled w/o a hearing	6	9	15	11
# of educational/awareness seminars conducted	4	6	6	6
# of follow-up contacts	2,365	2,066	2,400	2,400
# of formal written complaints filed	6	9	16	12
# of intakes	735	559	516	525
Americans With Disabilities Act				
# Steps completed towards AAP compliance	1	1	1	1
# of ADA related intakes	12	27	16	18
# of educational programs ADA	1	3	1	2
# of new informational brochures created	1	0	0	2
# Steps completed towards ADA Transition Plan	3	1	2	4
Effectiveness				
Human Relations Commission				
% of cases referred to a formal complaint	2.27%	2.43%	5.00%	2.50%
% of cases resolved in a timely manner	100%	100%	100%	100%
% of complaints settled by mediation w/o a hearing	50%	100%	75%	75%
% of intakes responded to within 1 business day	100%	100%	100%	100%
Fair Rent Commission				
% of cases referred to a formal complaint	0.82%	1.61%	3.00%	1.50%
% of cases resolved in a timely manner	100%	100%	95%	100%
% of complaints settled by mediation w/o a hearing	100%	100%	94%	95%
% of intakes responded to within 1 business day	100%	100%	99%	100%



Description of Service/Mission Statements:

To promote the healthy development of Norwalk's children, youth and families through collaboration, resource development, early care and education, prevention and early intervention. This is achieved through planning, evaluating, coordinating and implementing services for children, youth and families in Norwalk; providing intervention and counseling for adolescents; and monitoring subcontracted programs.

Highlights For 2011- 2012:

- Managed two Gang Prevention Coordination Grants, the School/Police Just.Start Grant and collaborated with the Grants Coordinator to seek additional gang prevention funding.
- Co-chaired Local Interagency Service Team (LIST) to provide planning, identification of system issues and make policy recommendations to the State.
- Reduced the need for residential treatment through counseling, outreach, case management and advocacy services to 37 youth and families (through October 31).
- Continued life skills workshops for 25 high school students.
- Strengthened Juvenile Review Board and provided case management to 34 clients through November 23.
- Continued substance abuse group for high school students.
- Provided training for facilitators and implemented Aggression Replacement Training (A.R.T.) groups for high school students.

Goals For 2012 - 2013:

- Continue to meet the needs and advance the issues of children, youth and families by advocating separately or as part of a coalition and participating in local and state advocacy efforts.
- Maintain existing resources and develop new ones to meet the needs of children, youth and families.
- Assist youth and families in developing healthy attitudes and behavior by providing individual and/or family counseling and referral to 150 youth who are experiencing a variety of difficulties.
- Provide youth with assistance in developing strong bonds to families, schools and communities through Peer Outreach Group (25), social skills groups (25), subcontracted after school program (17) and subcontracted summer camp program (148).
- Divert up to 150 JRB clients from the court system by holding JRB meetings and providing case management.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$30,971 or 11.9% less than the approved FY 2011-12 budget due primarily to reduction in total wages of \$18,096 due to a reorganization of the department and a reduction of \$11,136 in the Grants & Donations account.

FUNDING SUMMARY

EXPENDITURES

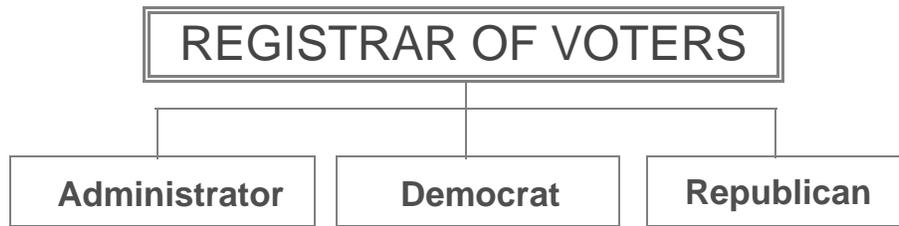
<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Youth Services	\$274,500	\$226,698	\$260,817	\$229,846	(\$30,971)	(11.87%)
Total	\$274,500	\$226,698	\$260,817	\$229,846	(\$30,971)	(11.87%)
<u>Budget By Major Group</u>						
Personnel Services	\$208,350	\$175,249	\$204,775	\$186,704	(\$18,071)	(8.82%)
Contractual Services	\$6,631	\$4,841	\$6,687	\$6,487	(\$200)	(2.99%)
Supplies and Materials	\$1,960	\$969	\$1,785	\$1,785	\$0	0.00 %
Fixed Charges	\$2,121	\$2,200	\$4,131	\$2,567	(\$1,564)	(37.86%)
Grants & Donations	\$55,437	\$43,439	\$43,439	\$32,303	(\$11,136)	(25.64%)
Total	\$274,500	\$226,698	\$260,817	\$229,846	(\$30,971)	(11.87%)
NON-TAX REVENUE						
Intergovernmental	\$65,984	\$66,013	\$65,984	\$66,013	\$29	0.04 %
Service Charges	\$0	\$0	\$20,000	\$0	(\$20,000)	(100.00%)
Total	\$65,984	\$66,013	\$85,984	\$66,013	(\$19,971)	(23.23%)
AMT. SUPPORTED BY TAXES	\$208,516	\$160,685	\$174,833	\$163,833	(\$11,000)	(6.29%)

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Youth Services</u>										
Director of Youth Services	0	\$0	0	\$0	0	\$0	1	\$81,857	1	\$81,857
Youth Advocate	1	\$72,464	1	\$72,464	1	\$74,457	0	\$0	(1)	(\$74,457)
Early Childhood Analyst & Planner	1	\$20,700	0	\$0	0	\$0	0	\$0	0	\$0
JRB Coordinator	0	\$0	0	\$0	1	\$29,232	0	\$0	(1)	(\$29,232)
Coordinator of Juvenile Justice and Prevention	0	\$0	0	\$0	0	\$0	1	\$50,388	1	\$50,388
Total	2	\$93,164	1	\$72,464	2	\$103,689	2	\$132,245	0	\$28,556
Department Total	2	\$93,164	1	\$72,464	2	\$103,689	2	\$132,245	0	\$28,556

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$274,500	\$226,698	\$260,817	\$229,846
Employees	2	1	2	2
Outputs				
General				
# of after school program participants	15	15	17	17
# of City boards, commissions, committees staff to	2	1	1	1
# of coalition efforts joined	5	4	4	3
# of contracts/subcontracts managed	16	2	2	2
# of grants received	4	3	4	2
# of grants written/applied for	5	4	4	2
# of Juvenile Review Board clients served	40	150	150	150
# of memberships held	6	5	5	4
# of new funding sources identified	2	2	2	2
# of referrals made	10	110	110	110
# of School Readiness Meetings held	63	0	NA	NA
# of School Readiness projects implemented	9	0	NA	NA
# of site visits made to sub-grantees	112	0	0	0
# of social skills group participants	96	444	540	273
# of social skills groups conducted	3	16	25	25
# of special appropriations/BET transfers required	0	0	0	0
# of State/Federal grant reports submitted	26	5	5	2
# of State/regional meetings attended	43	7	7	7
# of summer camp participants	4	116	116	148
# of youth counseled	120	110	130	130
Total dollar amount of contracts managed	\$4,032,360	\$45,239	\$45,239	\$45,239
Total dollar amount of grants managed	\$4,272,880	\$482,114	\$482,114	\$73,563
Effectiveness				
General				
# of grants written/received	4	4	4	2
# of School Readiness projects implemented	9	NA	0	NA
# of youth/families counseled	120	120	130	130
% of approved budget expended	102%	100%	100%	100%
% of grant reports submitted in a timely manner	100%	100%	100%	100%
% of grants refunded	100%	100%	100%	50%
% of Juvenile Review Board Clients who successfully complete their contracts.	85%	85%	85%	85%
% of participants who would rate JRB service valuable	100%	100%	100%	100%
% of State reports submitted by due date	100%	NA	100%	100%



Description of Service/Mission Statements:

To increase voter registration and participation. To conduct and monitor federal, state and local elections and primaries within the City of Norwalk. To maintain an accurate voter registry, fully implement the Federal HAVA Bill and fully implement Connecticut General Statutes.

Highlights For 2011- 2012:

- Successfully completed State & Federal Election on November 8, 2011 and Municipal 3rd District Primary on September 13, 2011
- Successfully completed election canvass of 43,000 active voters, November 14, 2011
- Successfully completed recreation of election supplies and computer data
- Norwalk election set up used as model for State of Connecticut
- Maintained voter system, over 50,200 voters
- Successfully maintained CVRS voter system with local system
- Trained citizens with voter optical scanner system & IVS system and educated voters & poll workers with voting systems
- Training and certification of moderators (Chief Polling Officials).
- Working with SOTS to update training procedures for use throughout the State
- Continued voter registration outreach
- Purging & maintenance of voter files
- Continued presence on ROVAC Executive Board and Fairfield County ROVAC coordination of training and meetings
- Continued review of proposed State Legislation
- Successfully implementing State Statutes regarding elections
- Successfully implemented laptops use for voter lists and skype at polls to replace costly land lines
- Hiring & training of over 200 poll workers for Election Day

Goals For 2012 - 2013:

- Complete annual mandated canvass
- Purging of inactive to delete voters post election, computerize list of who voted, and continue to maintain voter file maintenance of over 43,000 active voters
- Complete mandated re-districting, maps, street index, voter notification
- Review and changes to polling sites
- Continued presence on ROVAC Executive Board
- Continued review of proposed State Legislation
- Continued improvements of election day activities
- Continued education of voters & poll workers
- Maintain voter systems – single data entry in CVRS, download to local system
- Successful completion of Presidential Preference Primary, State and Federal Primaries, and Presidential Election.
- Review Absentee ballot system
- Testing and repair of election equipment
- NVRA reports
- Review election day procedures with local moderator's & poll workers and improve teaching materials for poll workers
- Working in conjunction with IT Department and Secretary of the State to improve city and state databases
- Implementation of state system for election results
- Outreach to high school students and new residents and voter registration

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$47,915 or 12.0% more than the approved FY 2011-12 budget due primarily to an increase in total wages of \$19,950, in Election Supplies of \$16,625, and in miscellaneous other accounts of \$11,340. These increases will fund the costs associated with the Congressional Primary in September and the Presidential Election in November which include the costs for redistricting.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$180,021	\$227,332	\$399,075	\$446,990	\$47,915	12.01 %
Democrat	\$49,980	\$56,440	\$0	\$0	\$0	0.00 %
Republican	\$44,993	\$57,022	\$0	\$0	\$0	0.00 %
Total	\$274,993	\$340,795	\$399,075	\$446,990	\$47,915	12.01 %
<u>Budget By Major Group</u>						
Personnel Services	\$236,849	\$291,699	\$321,188	\$341,173	\$19,985	6.22 %
Contractual Services	\$20,256	\$26,124	\$59,052	\$68,252	\$9,200	15.58 %
Supplies and Materials	\$15,348	\$19,400	\$12,400	\$29,225	\$16,825	135.69 %
Fixed Charges	\$2,540	\$3,571	\$6,435	\$4,740	(\$1,695)	(26.34%)
Capital Outlay	\$0	\$0	\$0	\$3,600	\$3,600	0.00 %
Total	\$274,993	\$340,795	\$399,075	\$446,990	\$47,915	12.01 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$274,993	\$340,795	\$399,075	\$446,990	\$47,915	12.01 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Registrar of Voters</u>					
Registrar of Voters	0 \$0	0 \$0	2 \$100,070	2 \$100,070	0 \$0
Administrative Support II	1 \$51,492	1 \$51,492	1 \$52,908	1 \$52,908	0 \$0
Total	1 \$51,492	1 \$51,492	3 \$152,978	3 \$152,978	0 \$0
<u>Democrat</u>					
Registrar of Voters	1 \$46,800	1 \$48,418	0 \$0	0 \$0	0 \$0
Total	1 \$46,800	1 \$48,418	0 \$0	0 \$0	0 \$0
<u>Republican</u>					
Registrar of Voters	1 \$46,800	1 \$48,418	0 \$0	0 \$0	0 \$0
Total	1 \$46,800	1 \$48,418	0 \$0	0 \$0	0 \$0
Department Total	3 \$145,092	3 \$148,328	3 \$152,978	3 \$152,978	0 \$0

ADMINISTRATION						
FUNDING SUMMARY						
Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$141,877	\$178,237	\$321,188	\$341,173	\$19,985	6.22 %
Contractual Services	\$20,256	\$26,124	\$59,052	\$68,252	\$9,200	15.58 %
Supplies and Materials	\$15,348	\$19,400	\$12,400	\$29,225	\$16,825	135.69 %
Fixed Charges	\$2,540	\$3,571	\$6,435	\$4,740	(\$1,695)	(26.34%)
Capital Outlay	\$0	\$0	\$0	\$3,600	\$3,600	0.00 %
Total	\$180,021	\$227,332	\$399,075	\$446,990	\$47,915	12.01 %

DEMOCRAT						
FUNDING SUMMARY						
Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$49,980	\$56,440	\$0	\$0	\$0	0.00 %
Total	\$49,980	\$56,440	\$0	\$0	\$0	0.00 %

REPUBLICAN						
FUNDING SUMMARY						
Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$44,993	\$57,022	\$0	\$0	\$0	0.00 %
Total	\$44,993	\$57,022	\$0	\$0	\$0	0.00 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$274,993	\$340,795	\$399,075	\$446,990
Employees	3	3	3	3
Outputs				
Administration				
# Of pieces mailed	7,000	7,000	7,000	N/A
# Of special appropriations/BET transfers required	2	2	1	2
Voter Registration				
# Of new voters registered	TBD	TBD	TDB	1,779
# of notification letters sent for yearly voter canvass	TBD	TBD	7000	2,200
# Of registered voters who have moved within or out of town	TBD	TBD	TBD	N/A
Election Day				
# of polling place notification cards sent to registered voters	0	0	50,000	0
# of registered voters	44,500	50,000	50,000	41,823
# of training sessions held	18	18	20	21
# of voting machines receiving scheduled maintenance	30	30	30	30
# of voting machines the City owns	30	30	30	30
# of workers hired and trained for Election Day	200	250	200	250
Effectiveness				
Administration				
% of approved budget expended	101%	100%	100%	100%
Voter Registration				
% of new voter registration processed within one business day	100%	100%	100%	100%
% of new voter registrations submitted to State within the statutory guidelines	100%	100%	100%	100%
% of voters who have moved who receive notification letters	100%	100%	100%	100%
State Voter Registration Canvass Report Submitted on time/within statutory guidelines	100%	100%	TBD	100%
Election Day				
% of poll workers who have worked the polls before	75%	80%	75%	85%
% of polling places that meet State standard of 1 voting machine per 900 voters	N/A	N/A	N/A	N/A
% of registered voters who voted in the primary	0	0	42%	N/A
% of registered voters who voted on Election Day	50%	65%	50%	35%
% of time voting machines need to be repaired on Election Day	0	0	0	0
% of voters who found polling place notification card useful	N/A	N/A	N/A	N/A
% of voters who received polling place notification card	0	0	80%	0
% of voting machines the City owns that are fully functional on Election Day	100%	100%	100%	100%

CITY OF NORWALK



ANNUAL BUDGET



Description of Service/Mission Statements:

The Department of Finance is responsible for the administration of the fiscal policies of the City and for keeping the accounts and financial records of the City. This includes the assessment and collection of taxes and other revenues, the custody, investment, and disbursement of City funds, the control over expenditures, the purchase of services and materials, and the preparation of the City's operating and capital budgets.

Highlights For 2011- 2012:

- Ended FY 2011 with positive financial results of operation. FY 2011 ended with a total fund balance of \$30.6 million an increase of \$1.4 million.
- Maintained the City's Aaa/AAA bond rating, in an increasingly difficult credit environment.
- Completed an \$18.8 million general obligation bond refinancing at a lower interest rate, resulting in a present value savings of \$712,441.
- Received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Gov't. Finance Officers' Assoc.
- Expanded the use of the City's Purchasing Card Program to generate \$62,741 in cash rebates to the City.
- Accepted into the federal Early Retiree Reinsurance Program, which provided the City with \$230,956 in FY 2011 and \$277,476 in FY 2012 to help fund the increase in the City's retiree health care costs.

Goals For 2012 - 2013:

- Maintain the City's strong financial condition by developing realistic budgets that result in balanced financial results of operation. Avoid the use of budgetary gimmicks.
- Maintain the City's strong oversight over financial operations through regular revenue and expenditure forecasting.
- Maintain the City's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to roll out the City's automated time and attendance system, to those groups not yet on the automated system.
- Perform necessary tasks to complete the October 2013 property revaluation on time, for use with the FY 2014-15 budget.

SIGNIFICANT CHANGES

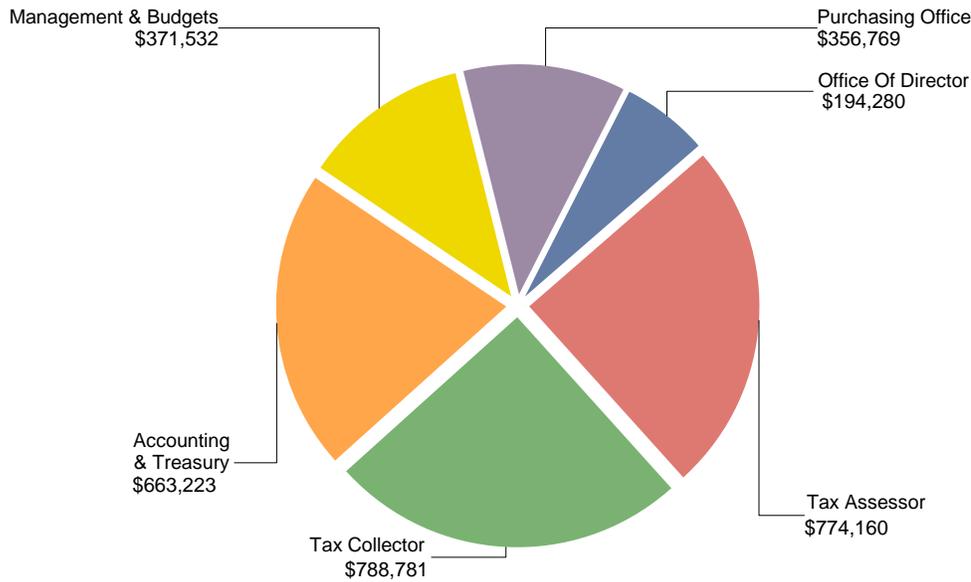
The approved FY 2012-13 budget is essentially unchanged from the approved FY 2011-12 budget. Total wages contractual increases of \$67,209 across all Finance departments and Accounting & Treasury's increase in Other Professional Services for Novatime time and attendance hosting costs of \$30,600 were offset by reductions in the Tax Collector's budget of \$62,000 in Professional Services for expenses associated with the tax sales that are conducted every other year, in the Tax Assessor Revaluation's budget of \$7,200 for Postage and \$7,810 for Printing and Duplication, and \$20,267 insurance allocations across all Finance departments due to favorable claims experience.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Office Of Director	\$167,148	\$194,585	\$189,633	\$194,280	\$4,647	2.45 %
Tax Assessor	\$756,175	\$652,813	\$780,522	\$774,160	(\$6,362)	(0.82%)
Tax Collector	\$829,531	\$748,129	\$849,523	\$788,781	(\$60,742)	(7.15%)
Accounting & Treasury	\$562,264	\$600,004	\$624,895	\$663,223	\$38,328	6.13 %
Management & Budgets	\$292,446	\$261,575	\$332,533	\$371,532	\$38,999	11.73 %
Purchasing Office	\$347,472	\$347,944	\$369,089	\$356,769	(\$12,320)	(3.34%)
Total	\$2,955,036	\$2,805,050	\$3,146,195	\$3,148,745	\$2,550	0.08 %
<u>Budget By Major Group</u>						
Personnel Services	\$2,369,049	\$2,311,588	\$2,501,990	\$2,571,853	\$69,863	2.79 %
Contractual Services	\$531,975	\$433,855	\$565,228	\$512,658	(\$52,570)	(9.30%)
Supplies and Materials	\$35,096	\$29,770	\$31,514	\$33,709	\$2,195	6.97 %
Fixed Charges	\$18,916	\$22,456	\$47,463	\$29,825	(\$17,638)	(37.16%)
Capital Outlay	\$0	\$7,380	\$0	\$700	\$700	0.00 %
Total	\$2,955,036	\$2,805,050	\$3,146,195	\$3,148,745	\$2,550	0.08 %
NON-TAX REVENUE						
Interest and Penalties	\$2,016,619	\$1,637,123	\$1,892,900	\$1,637,123	(\$255,777)	(13.51%)
Intergovernmental	\$5,211,270	\$6,094,665	\$5,144,511	\$4,964,209	(\$180,302)	(3.50%)
Service Charges	\$37,120	\$34,277	\$23,000	\$36,000	\$13,000	56.52 %
Miscellaneous	\$350,926	\$443,196	\$167,180	\$152,180	(\$15,000)	(8.97%)
Investment Income	\$1,399,694	\$1,075,369	\$1,000,000	\$712,000	(\$288,000)	(28.80%)
Total	\$9,015,630	\$9,284,630	\$8,227,591	\$7,501,512	(\$726,079)	(8.82%)
AMT. SUPPORTED BY TAXES	(\$6,060,594)	(\$6,479,581)	(\$5,081,396)	(\$4,352,767)	\$728,629	(14.34%)

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Finance Director					
Director of Finance	1 \$134,954	1 \$134,954	1 \$134,954	1 \$138,665	0 \$3,711
Total	1 \$134,954	1 \$134,954	1 \$134,954	1 \$138,665	0 \$3,711
Tax Assessor (5% of All Employees to WPCA)					
Assistant Assessor	1 \$86,682	1 \$83,249	1 \$85,539	1 \$93,320	0 \$7,781
Assessor	1 \$107,968	1 \$106,844	1 \$112,917	1 \$115,916	0 \$2,999
Assessment Clerk	0 \$0	1 \$46,587	1 \$47,869	1 \$47,869	0 \$0
Assessment Analyst	1 \$63,099	2 \$124,883	2 \$128,318	2 \$128,318	0 \$0
Administrative Support I	2 \$88,615	1 \$44,377	1 \$45,598	1 \$45,598	0 \$0
Assessment Technician I	1 \$57,252	1 \$56,655	1 \$58,213	1 \$58,213	0 \$0
Assessment Technician II	1 \$58,679	0 \$0	0 \$0	0 \$0	0 \$0
Administrative Assessment Tech	3 \$145,942	2 \$97,834	2 \$100,526	2 \$100,526	0 \$0
Assessment Data Technician	0 \$0	0 \$0	0 \$0	1 \$45,598	1 \$45,598
Assessment Technician	0 \$0	1 \$51,373	1 \$55,417	1 \$55,417	0 \$0
Total	10 \$608,237	10 \$611,802	10 \$634,397	11 \$690,775	1 \$56,378
Tax Collector (5% of All Employees to WPCA)					
Tax Collector	1 \$103,189	1 \$102,670	1 \$108,347	1 \$108,347	0 \$0
Assistant Tax Collector	1 \$89,897	1 \$89,445	1 \$91,905	1 \$91,905	0 \$0
Delinquent Tax Collector	1 \$68,579	1 \$68,235	1 \$72,060	1 \$72,060	0 \$0
Supervisor of Data Records	1 \$54,207	1 \$53,934	1 \$55,417	1 \$55,417	0 \$0
Tax Administrative Aide I	2 \$98,330	2 \$97,834	2 \$100,526	2 \$100,526	0 \$0
Cashier/Clerk	1 \$41,459	1 \$42,252	1 \$45,598	1 \$45,598	0 \$0
Sr Cashier	1 \$54,207	1 \$53,934	1 \$55,417	1 \$55,417	0 \$0
Total	8 \$509,868	8 \$508,304	8 \$529,270	8 \$529,270	0 \$0

PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Accounting & Treasury (5% of All Employees to WPCA)</u>						
Principal Accountant	1	\$99,435	1	\$98,399	1 \$101,105	0 \$0
Comptroller	1	\$117,705	1	\$116,397	1 \$124,211	0 \$0
Account Clerk II	3	\$151,136	3	\$151,894	3 \$160,989	0 \$2,523
Administrative Support II	1	\$49,432	1	\$40,249	1 \$41,355	0 \$0
Analyst/Accountant	1	\$64,680	1	\$65,570	1 \$74,270	0 \$3,536
Payroll & Accounts Payable Supervisor	1	\$61,602	1	\$62,442	1 \$64,159	0 \$0
Total	8	\$543,990	8	\$534,951	8 \$566,089	0 \$6,059
<u>Management & Budgets</u>						
Director of Management & Budgets	1	\$102,913	1	\$125,000	1 \$127,005	0 \$2,005
Assistant Dir. Management & Budgets	1	\$88,437	1	\$88,437	1 \$90,868	0 \$1
Executive Secretary	1	\$62,610	1	\$62,610	1 \$64,332	0 \$0
Budget Analyst/Accountant	1	\$65,728	1	\$65,728	1 \$67,536	0 \$34,672
Total	4	\$319,688	4	\$341,775	4 \$349,742	0 \$36,678
<u>Purchasing</u>						
Purchasing Agent	1	\$98,263	1	\$98,263	1 \$103,694	0 \$0
Purchasing Officer	1	\$77,813	1	\$77,813	1 \$79,953	0 \$0
Administrative Support II	1	\$51,492	1	\$51,492	1 \$52,908	0 \$0
Total	3	\$227,568	3	\$227,568	3 \$236,555	0 \$0
Department Total	34	\$2,344,305	34	\$2,359,354	35 \$2,511,096	1 \$102,826

OFFICE OF DIRECTOR

DESCRIPTION OF SERVICES

To carry out the financial policies set by the Mayor, Board of Estimate and Taxation, and Common Council; develop long-range financial plans for the City; advise the Mayor, Board of Estimate and Taxation and Common Council on fiscal matters.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$132,500	\$137,579	\$135,429	\$139,140	\$3,711	2.74 %
Contractual Services	\$33,374	\$55,546	\$51,143	\$53,293	\$2,150	4.20 %
Fixed Charges	\$1,274	\$1,459	\$3,061	\$1,847	(\$1,214)	(39.66%)
Total	\$167,148	\$194,585	\$189,633	\$194,280	\$4,647	2.45 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$167,148	\$194,585	\$189,633	\$194,280
Employees	1	1	1	1
Outputs				
General				
# of bond financing transactions conducted	3	2	1	1
# of budget projection reports prepared	4	4	4	4
# of days after end of fiscal year required to close books	75	75	75	75
Dollar value of bond financings	\$76.7M	\$19.4M	\$20.2M	\$24.0M
Total City assets under management (millions)	\$1,030	\$1,030	\$1,040	\$1,100
Effectiveness				
Variance between budgeted and actual				
General Fund Expenditures	98.1%	99.0%	100%	100%
General Fund Revenues	99.3%	100%	100%	100%
General				
# of Auditor Findings reported by Outside Auditors	0	2	0	0
Cost of Financial Operations as % of total budget	1.08%	1.0%	1.1%	1.1%
Years Received GFOA CAFR Award	19	20	21	22
Years Received GFOA Distinguished Budget Award	9	10	11	12

TAX ASSESSOR

DESCRIPTION OF SERVICES

Establish Fair Market Value at 70% Assessed Value on all taxable and non-taxable property and administer State exemption programs, culminating in the filing of the annual Grand List in accordance with the State statutes.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$655,390	\$589,247	\$671,912	\$699,290	\$27,378	4.07 %
Contractual Services	\$92,252	\$53,507	\$90,570	\$59,690	(\$30,880)	(34.10%)
Supplies and Materials	\$3,025	\$3,997	\$5,000	\$7,000	\$2,000	40.00 %
Fixed Charges	\$5,507	\$6,062	\$13,040	\$7,480	(\$5,560)	(42.64%)
Capital Outlay	\$0	\$0	\$0	\$700	\$700	0.00 %
Total	\$756,175	\$652,813	\$780,522	\$774,160	(\$6,362)	(0.82%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$756,175	\$652,813	\$780,522	\$774,160
Employees	10	10	10	11
Outputs				
Administration				
# of boards, commissions & committees staff to	1	1	1	1
# of elderly and disabled tax credit applications received/entered	1,200	1,200	1450	1257
# of FOI requests	105	100	95	89
# of hours processing personnel, requisition and facility matters	735	730	950	715
# of hours spent preparing meeting agendas	263	260	245	275
# of information requests/public inquiries	6,300	6,350	6,355	6305
# of information sessions held	260	255	255	245
# of Personal Property Audit	80	45	35	30
# of special appropriations/BET transfers required	9	10	17	6
# of staff training classes and workshops attended	22	15	12	10
# of State forms filed	16	16	16	16
Assessment Grand List				
Motor Vehicles - # of vehicles	68,621	68,200	68,600	70500
Personal Property - # of accounts	3,696	3,646	3640	3612
Real Estate - # of properties	29,659	29,700	29,700	29700
Suppl. MV's - # of vehicles	11,708	11,950	12,300	13,071
Data Collection				
# of building permits, other inspections completed	1,250	1,150	1,195	1720
# of personal property declarations processed	3,700	3,800	3,790	3710
# of vehicles priced, added, deleted	8,300	7,800	8,450	8505

Department Summary - FINANCE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Adjustments				
# of BAA appeals completed/processed	1,740	1,050	355	295
# of motor vehicle adjustments completed/processed	2,500	2,600	2,655	2594
# of personal property adjustments completed/processed	350	325	335	395
# of real estate adjustments completed/processed	750	660	785	790
Total dollar value of BAA appeals	999,900,000	700,000,000	235,985,100	235100000
Superior Court Appeals				
# of Court appeals completed/processed	170	130	33	55
Total dollar value of Court appeals	700,000,000	595,000,000	980,000.000	
Effectiveness				
Administration				
# of meetings attended	140	135	145	130
# of motor vehicle certificates reduced				
# of personal property non-filers	700	700	500	400
# of State forms filed within statutory deadlines	16	16	16	16
% of approved budget expended	107%	99%	100	100
% of information requests/inquiries answered in a timely manner	95	99	98	99
% of tax credit applications processed in a timely manner	99	99	99	99
Data Collection				
% of properties inspected & entered into the system/processed in a timely manner	92	99	94	96
Real Estate				
% of C of O Prorate Certificate processed within 90 days of CO	88%	95%	90	95
Data entry error rate	6%	3%	3%	3
Quality control of 5% of inspections – field review error rate	7%	3%	3%	3
Adjustments				
% of BAA appeals that result in property adj.	40%	50%	30%	40
% of Court appeals that result in property adj.	85%	85%	85%	85

TAX COLLECTOR

DESCRIPTION OF SERVICES

Administration of all billing and collection activity for current and delinquent real estate, vehicle and personal property taxes, sewer use chageds, interest fees and other charges and special assessments, processing and deposit of all payments; and maintenance of all records in accordance with provisions of the Connecticut General Status.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$529,718	\$537,577	\$551,765	\$553,037	\$1,272	0.23 %
Contractual Services	\$290,405	\$200,327	\$281,845	\$225,262	(\$56,583)	(20.08%)
Supplies and Materials	\$5,595	\$5,744	\$5,216	\$5,216	\$0	0.00 %
Fixed Charges	\$3,813	\$4,481	\$10,697	\$5,266	(\$5,431)	(50.77%)
Total	\$829,531	\$748,129	\$849,523	\$788,781	(\$60,742)	(7.15%)

ACCOUNTING & TREASURY

DESCRIPTION OF SERVICES

Maintain and supervise the general accounting function for the City and manage the recording, deposit and investment of funds; record all financial transactions of the City and prepare the City's financial reports in a timely and accepted format; provide accounting and reporting functions for special revenue grant programs and ensure that grant funds are expended in accordance with grant agreements and program objects.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$523,899	\$552,899	\$569,392	\$575,992	\$6,600	1.16 %
Contractual Services	\$19,236	\$22,372	\$32,931	\$68,668	\$35,737	108.52 %
Supplies and Materials	\$15,728	\$13,096	\$13,545	\$13,765	\$220	1.62 %
Fixed Charges	\$3,402	\$4,257	\$9,027	\$4,798	(\$4,229)	(46.85%)
Capital Outlay	\$0	\$7,380	\$0	\$0	\$0	0.00 %
Total	\$562,264	\$600,004	\$624,895	\$663,223	\$38,328	6.13 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$562,264	\$600,004	\$624,895	\$663,223
Employees	8	8	8	8
Outputs				
Administration				
# of boards, commissions & committees staff to	3	3	3	3
# of special appropriations required	0	0	0	0
Payroll				
# of 1099R's prepared	1208	1185	1,300	1300
# of direct deposit checks	71958	76496	75,000	75000
# of payroll checks (City and Board of Education)	34892	30226	30,000	30000
# of W2's prepared	3619	3692	4,000	4000
Accounts Payable/General Ledger				
# of 1099 interest prepared			20	20
# of 1099 misc. prepared	485	480	550	550
# of electronic payments	5526	14013	6,000	14000
# of invoices	18551	19105	20,000	20000
# of journal entries	174903	178353	175,000	175000
# of vendor checks	12028	13186	10,000	13000
Investment				
Total basis points earned	140	100	125	73
Effectiveness				
Administration				

Department Summary - FINANCE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
% of approved budget expended	96%	100%	100%	100%
Awarded GFOA Certificate for Excellence in Financial Reporting	7 GFOA comments	5 GFOA comments	5 GFOA comments	5 GFOA comments
Payroll				
% of 1099's prepared within Federal & State requirements	100%	100%	100%	100%
% of direct deposit checks issued corr. and on time	99.90%	99.90%	99.90%	99.90%
% of payroll checks issued correctly and on time	99.90%	99.90%	99.90%	99.90%
% of W2's prepared within Federal & State requirements	100%	100%	100%	100%
Accounts Payable/General Ledger				
% of time accounts payable is up to date	99.90%	99.90%	99.90%	99.90%
% of time financial system is up to date	99.00%	99.00%	99.90%	99.90%
% of vendor checks proc. within a timely manner	99.90%	99.90%	99.90%	99.90%
Investment				
Inc./dec. in basis points earned from 91 T-Bill rate	115	40	25	25

MANAGEMENT & BUDGETS

DESCRIPTION OF SERVICES

Prepare, execute, and evaluate the City's Operating and Capital Budgets; evaluate procedural systems of departments; conduct various types of financial program and performance audits to ensure compliance with City Code, State Statutes, and administrative policies.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$275,006	\$242,225	\$314,556	\$351,269	\$36,713	11.67 %
Contractual Services	\$10,570	\$16,969	\$10,489	\$15,064	\$4,575	43.62 %
Supplies and Materials	\$4,597	-\$409	\$1,953	\$1,953	\$0	0.00 %
Fixed Charges	\$2,274	\$2,790	\$5,535	\$3,246	(\$2,289)	(41.36%)
Total	\$292,446	\$261,575	\$332,533	\$371,532	\$38,999	11.73 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$292,446	\$261,575	\$332,533	\$371,532
Employees	4	4	4	4
Outputs				
General				
# of appropriations sent to the BET	11	15	15	15
# of audits and special projects completed	5	5	5	5
# of awards applied to for financial reporting	1	1	1	1
# of City budget reports posted online	5	5	5	5
# of department/agency/authority capital budget submittals reviewed & processed	13	13	13	13
# of department/agency/authority operating budget submittals reviewed & processed	48	48	48	48
# of funds monitored	5	5	5	5
Average # of reports prepared monthly for BET	12	12	12	12
Effectiveness				
General				
% of approved budget expended	87%	100%	100%	100%
% of audit recommendations that are implemented	100%	100%	100%	100%
% of audits and projects completed on time	100%	100%	100%	100%
% of transfers processed in a timely manner	100%	100%	100%	100%
Savings achieved through audit and project recommendations	TBD	TBD	TBD	TBD

PURCHASING OFFICE

DESCRIPTION OF SERVICES

Provide the goods, materials, and services required by all City departments on a timely basis; to establish procurement procedures and standards and develop new sources of supply.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$252,536	\$252,061	\$258,936	\$253,125	(\$5,811)	(2.24%)
Contractual Services	\$86,139	\$85,134	\$98,250	\$90,681	(\$7,569)	(7.70%)
Supplies and Materials	\$6,153	\$7,342	\$5,800	\$5,775	(\$25)	(0.43%)
Fixed Charges	\$2,645	\$3,407	\$6,103	\$7,188	\$1,085	17.78 %
Total	\$347,472	\$347,944	\$369,089	\$356,769	(\$12,320)	(3.34%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$347,472	\$347,944	\$369,089	\$356,769
Employees	3	3	3	3
Outputs				
Administration				
# of boards, commission & committee meetings attended	300	300	242	242
# of contracts managed	TBD	TBD	TBD	TBD
# of payments processed/bills paid	184	184	184	184
# of special appropriations/BET transfers required	0	0	0	0
Total dollar value of contracts managed	TBD	TBD	TBD	TBD
Purchase Orders				
# of Purchase Orders processed	826	877	880	890
Total Dollar Value of Purchase Orders processed	85,914,196	44,716,008	50,000,000	55,000,000
Requisitions				
# of requisitions received	873	891	890	900
Number of days to convert a requisition into a Purchase Orders	11	11	11	12
Bids				
# of bids processed	135	94	125	125
# of Council runs	26	26	26	26
# of locations serviced	32	32	32	32
# of pieces of mail delivered	79,783	94,287	85,000	85,000
Bid savings	16,769,131	18,383,600	TBD	TBD
Dollar value of bids	60,246,736	28,200,072	TBD	TBD
Mail Processing	79,783	94,287	85,000	85,000
Effectiveness				
Administration				

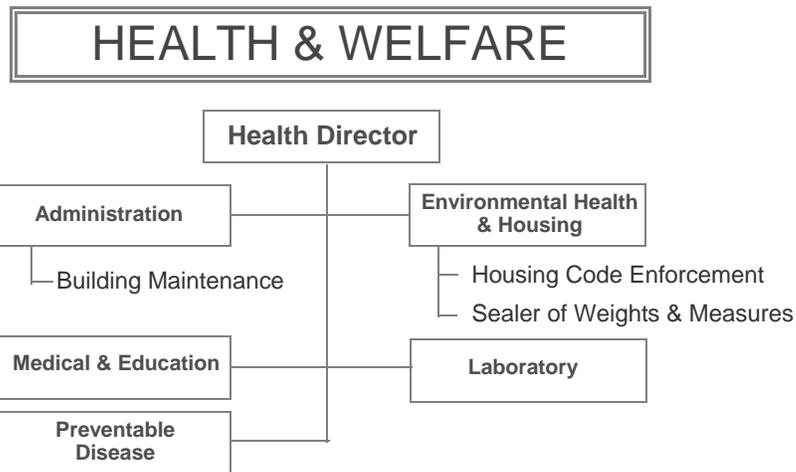
Department Summary - FINANCE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
% of approved budget expended	83%	97%	100%	100%
% of meetings attended	84%	84%	80%	75%
% of payments sent to accounts payable within 16 days of receipt	83%	83%	83%	80%
Requisitions				
% of requisitions over \$10,000 converted into a Purchase Order in less than 20 days.	92%	92%	90%	85%
% of requisitions under \$10,000 converted into a Purchase Order in less than 20 days.	92%	92%	90%	85%
Bids				
% of bids processed within 45 days of receipt	92%	92%	92%	90%
Mail Processing				
% of mail processed within two days of receipt	98%	98%	98%	97%

CITY OF NORWALK



ANNUAL BUDGET



Description of Service/Mission Statements:

Vision: Excellence with Efficiency

Mission: To Prevent and control the spread of disease, Promote a healthy environment, and Protect the quality of life in our changing community

Highlights For 2011- 2012:

Goal #1 Successful transition to enhanced computer environment

Objective #1 Work on environmental implementation

Outcome: Inspectors utilize tablets in the field for inspections

Objective #2 Work on clinical implementation

Outcome: Travel and Adult Immunization clinic module completed

Goal #2 Prepare for PHAB Accreditation

Objective #1 Conduct a self assessment against PHAB standards

Outcome: Work group consisting of a cross section of employees reviewed the standards and gathered evidence to demonstrate compliance.

Objective #2 Identify priorities based on the results of the self-assessment

Outcome: Work group initiated a process to meet those measures requiring additional documentation

Objective #3 Make another external site visit

Outcome: Met with and agreed to work with four local health departments on common requirements.

Objective #4 Identify a partner for a Community Health Assessment

Outcome: Norwalk Hospital agreed to co lead a Community Health Assessment. Health Department chosen by the National Association of City and County Health Officials (NACCHO) as a demonstration site for a model community health assessment with \$35,000 in funding.

Goal # 3 Improve Daily Operations

Objective #1 Complete 95% of required inspections

Outcome: 90% of mandated inspections completed.

Objective #2 Restructure the flu program

Outcome: Community clinics scheduled, more focus on work site clinics, introduced high dose influenza vaccine for older patients.

Objective #3 Take the temperature of internal customers in light of their involvement in a significant volume of and magnitude of the proposed changes during the next year.

Outcome: Regularly met with staff to inform and discuss various projects.

Objective #4 Maintain productivity during the renovations

Outcome: Whenever possible scheduled work after business hours and on weekends. Met with staff to inform them of the schedule.

Objective #5 Advocate maintaining current levels of funding by proving our case for support

Outcome: Budget stable for FY 2011-2012

Goals For 2012 - 2013:

Goal #1 Successful transition to enhanced computer environment

Objective #1 Work on environmental implementation

Objective #2 Complete clinical implementation

Goal #2 Prepare for PHAB Accreditation

Objective #1 Complete preparation for accreditation by December 31, 2012

Objective #2 Complete the Community Health Assessment and Community Health Improvement Plan by December 31, 2012

Objective #3 Complete the accreditation application by April 1, 2013

Goal # 3 Improve Daily Operations

Objective #1 Complete 95% of required inspections

Objective #2 Begin to align the operation of the Health Department with the findings and recommendations in the Community Health Improvement Plan

Goal # 4 Explore Innovative Opportunities

Objective #1 Explore regional partnerships

Objective #2 Find marketable uses for BMI data with our partners

Objective #3 Evaluate the "healthiness" of restaurants

Objective #4 Understand and use social media in the operation of the Health Department

Objective #5 Secure alternative funding

SIGNIFICANT CHANGES

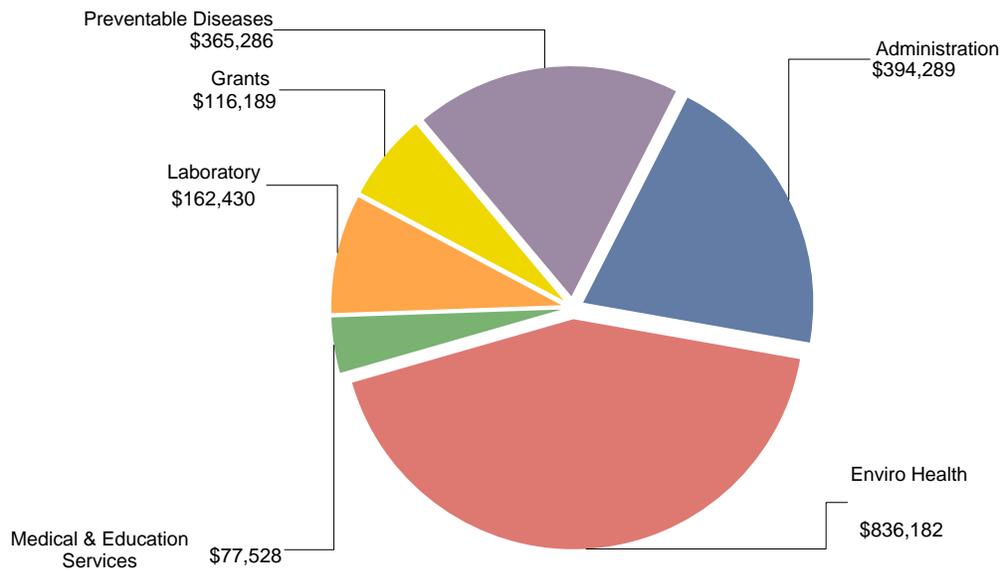
The approved FY 2012-13 budget is \$44,865 or 2.2% less than the approved FY 2011-12 budget due primarily to a decrease of Part Time Wages of \$26,294 and utility costs of \$6,041 to reflect the historical spending trend in these accounts in addition to a reduction for Medical Supplies of \$15,000 due to lower demand for vaccination services.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$352,162	\$360,399	\$393,218	\$394,289	\$1,071	0.27 %
Enviro Health	\$815,209	\$815,559	\$846,059	\$836,182	(\$9,877)	(1.17%)
Medical & Education Services	\$20,524	\$56,278	\$74,374	\$77,528	\$3,154	4.24 %
Laboratory	\$173,776	\$157,753	\$155,185	\$162,430	\$7,245	4.67 %
Grants	\$114,181	\$113,831	\$116,189	\$116,189	\$0	0.00 %
Preventable Diseases	\$389,633	\$368,404	\$411,744	\$365,286	(\$46,458)	(11.28%)
Total	\$1,865,486	\$1,872,224	\$1,996,769	\$1,951,904	(\$44,865)	(2.25%)
<u>Budget By Major Group</u>						
Personnel Services	\$1,308,852	\$1,358,310	\$1,428,697	\$1,401,944	(\$26,753)	(1.87%)
Contractual Services	\$281,856	\$291,512	\$303,423	\$304,858	\$1,435	0.47 %
Supplies and Materials	\$176,239	\$162,840	\$182,003	\$167,003	(\$15,000)	(8.24%)
Fixed Charges	\$13,138	\$14,406	\$29,646	\$25,099	(\$4,547)	(15.34%)
Debt Service	\$761	\$2,000	\$0	\$0	\$0	0.00 %
Grants & Donations	\$84,640	\$43,157	\$53,000	\$53,000	\$0	0.00 %
Total	\$1,865,486	\$1,872,224	\$1,996,769	\$1,951,904	(\$44,865)	(2.25%)
NON-TAX REVENUE						
Intergovernmental	\$60,450	\$0	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$324,374	\$327,165	\$314,000	\$317,000	\$3,000	0.96 %
Service Charges	\$307,551	\$244,690	\$261,500	\$225,500	(\$36,000)	(13.77%)
Miscellaneous	\$59,726	\$56,584	\$62,733	\$0	(\$62,733)	(100.00%)
Total	\$752,101	\$628,438	\$638,233	\$542,500	(\$95,733)	(15.00%)
AMT. SUPPORTED BY TAXES	\$1,113,386	\$1,243,786	\$1,358,536	\$1,409,404	\$50,868	3.74 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
Administration										
Director of Health	1	\$110,148	1	\$110,148	1	\$110,148	1	\$113,177	0	\$3,029
Administrative Support II	1	\$51,492	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Receptionist Bilingual	1	\$49,039	1	\$49,039	1	\$50,388	1	\$50,388	0	\$0
Total	3	\$210,679	3	\$210,679	3	\$213,444	3	\$216,473	0	\$3,029
Environmental Health										
Dir. of Environmental Health & Housing	1	\$100,919	1	\$100,919	1	\$103,694	1	\$103,694	0	\$0
Housing Inspector	3	\$228,261	3	\$228,261	3	\$234,537	3	\$234,537	0	\$0
Sanitarian	3	\$228,261	3	\$228,261	3	\$234,537	4	\$295,147	1	\$60,610
Health Inspector	1	\$65,728	1	\$65,728	1	\$67,536	0	\$0	(1)	(\$67,536)
Sealer of Weights & Measures	1	\$59,637	1	\$59,637	1	\$61,277	1	\$61,277	0	\$0
Total	9	\$682,806	9	\$682,806	9	\$701,581	9	\$694,655	0	(\$6,926)
Preventable Diseases - Education Services										
Health Educator	1	\$65,728	1	\$65,728	1	\$70,919	1	\$74,457	0	\$3,538
Total	1	\$65,728	1	\$65,728	1	\$70,919	1	\$74,457	0	\$3,538
Laboratory										
Administrative Technician	1	\$79,895	1	\$79,895	1	\$82,092	1	\$82,092	0	\$0
Total	1	\$79,895	1	\$79,895	1	\$82,092	1	\$82,092	0	\$0
Medical Services										
Supervisor of Clinical Services	1	\$98,263	1	\$98,263	1	\$103,694	1	\$103,694	0	\$0
Nurse Practitioner	1	\$89,393	1	\$89,393	1	\$89,393	1	\$89,393	0	\$0
Total	2	\$187,656	2	\$187,656	2	\$193,087	2	\$193,087	0	\$0
Department Total	16	\$1,226,764	16	\$1,226,764	16	\$1,261,123	16	\$1,260,764	0	(\$359)

ADMINISTRATION

DESCRIPTION OF SERVICES

The goal of the Administration Division is to provide effective leadership and management support to the department in order to maximize performance and achieve department goals.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$221,711	\$220,561	\$229,674	\$229,888	\$214	0.09 %
Contractual Services	\$119,625	\$126,257	\$135,036	\$141,285	\$6,249	4.63 %
Supplies and Materials	\$3,368	\$4,499	\$4,932	\$4,932	\$0	0.00 %
Fixed Charges	\$6,697	\$7,082	\$23,576	\$18,184	(\$5,392)	(22.87%)
Debt Service	\$761	\$2,000	\$0	\$0	\$0	0.00 %
Total	\$352,162	\$360,399	\$393,218	\$394,289	\$1,071	0.27 %

ENVIRONMENTAL HEALTH & HOUSING CODE ENFORCEMENT

DESCRIPTION OF SERVICES

The goal of the Environmental Health Division is to disseminate information and to provide a wide range of inspection services in order to insure a safe and healthy environment for residents and others who frequent the City.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$680,230	\$721,936	\$739,245	\$732,124	(\$7,121)	(0.96%)
Contractual Services	\$42,327	\$41,983	\$43,813	\$40,563	(\$3,250)	(7.42%)
Supplies and Materials	\$5,618	\$4,989	\$7,378	\$7,378	\$0	0.00 %
Fixed Charges	\$2,394	\$3,494	\$2,623	\$3,117	\$494	18.83 %
Grants & Donations	\$84,640	\$43,157	\$53,000	\$53,000	\$0	0.00 %
Total	\$815,209	\$815,559	\$846,059	\$836,182	(\$9,877)	(1.17%)

MEDICAL & EDUCATION SERVICES

DESCRIPTION OF SERVICES

The goal of the Medical and Education Division is to coordinate and provide health promotion and early detection activities to ensure optimum health for the community. These services, previously grouped in Preventable Diseases, were put into a separate division in 2004-05.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$19,875	\$55,434	\$71,519	\$75,057	\$3,538	4.95 %
Contractual Services	\$158	\$259	\$1,606	\$1,155	(\$451)	(28.08%)
Supplies and Materials	\$225	\$245	\$995	\$995	\$0	0.00 %
Fixed Charges	\$266	\$340	\$254	\$321	\$67	26.38 %
Total	\$20,524	\$56,278	\$74,374	\$77,528	\$3,154	4.24 %

LABORATORY

DESCRIPTION OF SERVICES

The goal of the Laboratory Division is to provide accurate and efficient laboratory testing of various biological and environmental samples and to maintain IT support for the health Department building.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$142,240	\$127,450	\$121,447	\$128,053	\$6,606	5.44 %
Contractual Services	\$1,173	\$3,723	\$3,530	\$4,080	\$550	15.58 %
Supplies and Materials	\$29,768	\$26,006	\$29,777	\$29,777	\$0	0.00 %
Fixed Charges	\$595	\$574	\$431	\$520	\$89	20.65 %
Total	\$173,776	\$157,753	\$155,185	\$162,430	\$7,245	4.67 %

GRANTS

DESCRIPTION OF SERVICES

The mission of the Norwalk Health Department is to prevent disease, assure a healthy environment, and promote the highest quality of life within community.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$111,031	\$110,956	\$112,997	\$112,997	\$0	0.00 %
Supplies and Materials	\$1,377	\$1,286	\$1,377	\$1,377	\$0	0.00 %
Fixed Charges	\$1,773	\$1,589	\$1,815	\$1,815	\$0	0.00 %
Total	\$114,181	\$113,831	\$116,189	\$116,189	\$0	0.00 %

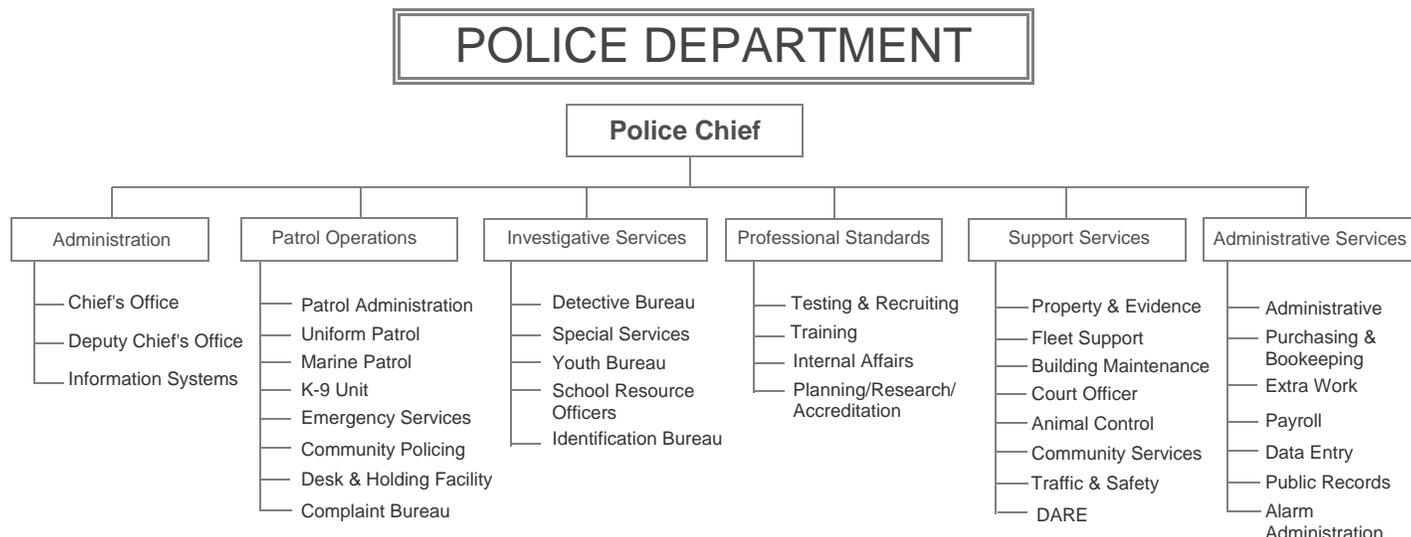
PREVENTABLE DISEASES

DESCRIPTION OF SERVICES

The goal of the Preventable Disease Division is to decrease the incidents of disease and promote high levels of health among Norwalk residents. These services, previously grouped in Preventable Diseases, were put into a separate division in 2004-05.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$244,796	\$232,929	\$266,812	\$236,822	(\$29,990)	(11.24%)
Contractual Services	\$7,541	\$8,334	\$6,441	\$4,778	(\$1,663)	(25.82%)
Supplies and Materials	\$135,884	\$125,815	\$137,544	\$122,544	(\$15,000)	(10.91%)
Fixed Charges	\$1,413	\$1,327	\$947	\$1,142	\$195	20.59 %
Total	\$389,633	\$368,404	\$411,744	\$365,286	(\$46,458)	(11.28%)



Description of Service/Mission Statements:

It is the policy of the Norwalk Department of Police Service to provide for the protection of life and property of all persons regardless of their race, creed, color, sex, national origin, religion, sexual orientation, age or disability. The constitutional rights of all people shall be the primary concern of all members of the department in the performance of their official duties. The Norwalk Department of Police Service obtains its authority from the people and is charged with the responsibility to achieve and maintain public order through the powers granted by the legislative bodies of the Federal, State and Municipal Governments.

Highlights For 2011- 2012:

- Increased motor vehicle enforcement and established a Traffic Enforcement Unit within the Community Policing Unit using radar equipped motorcycles and cruisers.
- Established an ICAC (Internet Crimes Against Children) Unit using state funding and through participation in State-Wide Task Forces, to address the growing problem of internet crimes targeting children.
- Expanded the ID Bureau by one Sergeant to improve forensic capabilities and enhance crime scene evidence retrieval utilizing a new Crime Scene van, equipment and training.
- Implemented enhanced crime analysis system to include crime mapping and trend analysis within the department.

Goals For 2012 - 2013:

- Establishment of a Police Explorer Program.
- Establish bar code identification system for property room.
- Maintain CALEA and state accreditation and certification.
- Begin a middle school program called "Keeping it Real" which is an enhancement to the DARE Program.
- Continue to actively seek grant opportunities.
- Successful transition of police reporting payaroll to Novatime.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$1,231,362 or 6.8% more than the approved FY 2011-12 budget due primarily to increases in total wages of \$828,811, in Cars and Vans of \$175,000, in Workers Compensation Insurance of \$86,831, in Insurance allocations of \$59,028, in utility expenses of \$43,382, in Training and Education of \$22,500, and in Other Professional Services of \$21,000, as follows:

Total wages increase reflects the settled Police union contract's wage and stipend increases

Cars and Vans increase is for the purchase of five \$35,000 patrol cars

Workers Compensation and Insurance allocations increases are based on departmental claims experience

Utility expense increases are due to electric, water, gas, telephone and heating oil anticipated increases

Training and Education is due to the State of Connecticut now charging for the training of new recruits and for the certification of current officers

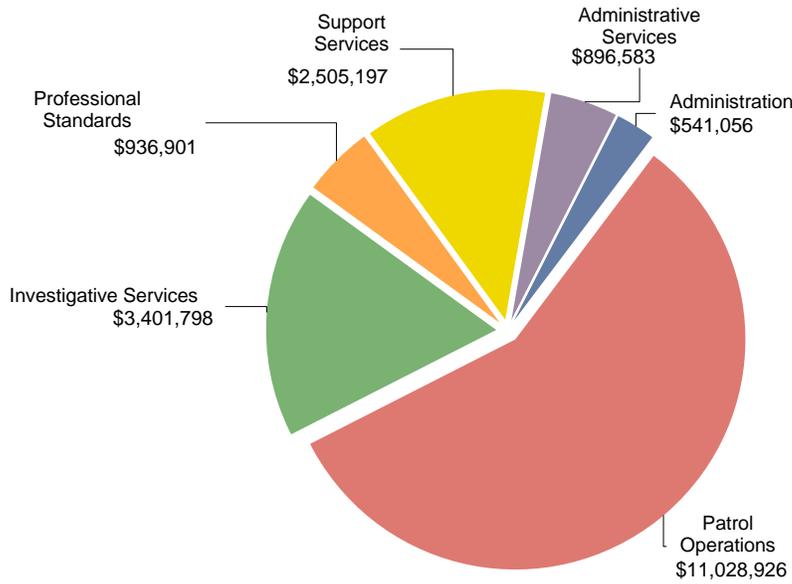
Other Professional Services increase is due to the cost of recruiting and testing new and current officers

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$1,066,443	\$1,089,503	\$474,210	\$541,056	\$66,846	14.10 %
Patrol Operations	\$10,807,884	\$10,841,382	\$10,496,338	\$11,028,926	\$532,588	5.07 %
Investigative Services	\$3,142,192	\$3,334,576	\$3,204,414	\$3,401,798	\$197,384	6.16 %
Professional Standards	\$806,069	\$931,943	\$830,244	\$936,901	\$106,657	12.85 %
Support Services	\$2,078,538	\$2,778,256	\$2,172,584	\$2,505,197	\$332,613	15.31 %
Administrative Services	\$870,547	\$885,973	\$901,309	\$896,583	(\$4,726)	(0.52%)
Total	\$18,771,674	\$19,861,633	\$18,079,099	\$19,310,461	\$1,231,362	6.81 %
<u>Budget By Major Group</u>						
Personnel Services	\$15,757,998	\$16,138,267	\$15,447,801	\$16,280,063	\$832,262	5.39 %
Contractual Services	\$890,218	\$961,854	\$895,612	\$966,425	\$70,813	7.91 %
Supplies and Materials	\$98,949	\$115,467	\$121,542	\$122,817	\$1,275	1.05 %
Fixed Charges	\$2,009,042	\$2,047,565	\$1,603,444	\$1,750,456	\$147,012	9.17 %
Grants & Donations	\$10,467	\$10,124	\$10,700	\$15,700	\$5,000	46.73 %
Capital Outlay	\$5,000	\$588,355	\$0	\$175,000	\$175,000	0.00 %
Total	\$18,771,674	\$19,861,633	\$18,079,099	\$19,310,461	\$1,231,362	6.81 %
NON-TAX REVENUE						
Intergovernmental	\$42,612	\$108,829	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$13,630	\$15,660	\$14,000	\$14,000	\$0	0.00 %
Service Charges	\$263,317	\$251,130	\$279,700	\$344,700	\$65,000	23.24 %
Miscellaneous	\$0	\$12,607	\$0	\$0	\$0	0.00 %
Total	\$319,559	\$388,226	\$293,700	\$358,700	\$65,000	22.13 %
AMT. SUPPORTED BY TAXES	\$18,452,115	\$19,473,407	\$17,785,399	\$18,951,761	\$1,166,362	6.56 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Chief of Police	1	\$116,469	1	\$116,468	1	\$119,963	1	\$121,768	0	\$1,805
Deputy Chief	1	\$110,510	1	\$110,510	1	\$113,854	1	\$115,522	0	\$1,668
Police Lieutenant	1	\$86,744	1	\$90,304	0	\$0	0	\$0	0	\$0
Executive Secretary	1	\$62,610	1	\$62,610	1	\$64,332	1	\$64,332	0	\$0
Total	4	\$376,333	4	\$379,892	3	\$298,149	3	\$301,622	0	\$3,473
Patrol Operations										
Police Captain	1	\$98,906	1	\$98,906	1	\$98,906	1	\$103,370	0	\$4,464
Police Lieutenant	4	\$356,006	4	\$362,816	4	\$363,916	4	\$379,252	0	\$15,336
Sergeant	17	\$1,371,531	16	\$1,312,119	16	\$1,309,696	16	\$1,377,002	0	\$67,306
Police Officer	111	\$7,230,945	110	\$7,049,859	111	\$7,236,267	110	\$7,526,905	(1)	\$290,638
Bilingual Pay	0	\$9,800	0	\$9,200	0	\$9,200	0	\$0	0	(\$9,200)
Certification Pay	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Total	133	\$9,067,188	131	\$8,832,900	132	\$9,017,985	131	\$9,386,529	(1)	\$368,544
Investigative Services										
Police Lieutenant	3	\$267,357	3	\$272,012	3	\$270,912	3	\$284,039	0	\$13,127
Detective	20	\$1,517,020	20	\$1,520,324	20	\$1,523,855	20	\$1,598,705	0	\$74,850
Sergeant	4	\$330,176	5	\$413,220	5	\$412,920	5	\$431,060	0	\$18,140
Police Officer	6	\$412,302	7	\$456,517	7	\$468,768	7	\$489,722	0	\$20,954
Administrative Support II	1	\$51,492	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Bilingual Pay	0	\$0	0	\$2,800	0	\$2,400	0	\$0	0	(\$2,400)
Certification Pay	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Total	34	\$2,578,347	36	\$2,716,365	36	\$2,731,763	36	\$2,856,434	0	\$124,671

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Professional Standards</u>										
Police Lieutenant	3	\$272,012	2	\$177,053	2	\$180,608	2	\$188,826	0	\$8,218
Sergeant	1	\$81,944	1	\$82,744	1	\$82,744	1	\$86,472	0	\$3,728
Police Officer	2	\$138,584	3	\$207,301	2	\$125,983	2	\$144,488	0	\$18,505
Bilingual Pay	0	\$0	0	\$400	0	\$400	0	\$0	0	(\$400)
Certification Pay	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Total	6	\$492,540	6	\$467,498	5	\$389,735	5	\$419,786	0	\$30,051
<u>Support Services</u>										
Police Lieutenant	3	\$272,812	3	\$268,157	3	\$271,712	3	\$284,039	0	\$12,327
Sergeant	1	\$82,744	1	\$82,744	1	\$82,744	1	\$86,472	0	\$3,728
Assistant Dog Warden	1	\$59,637	1	\$59,637	1	\$61,277	1	\$61,277	0	\$0
Dog Warden	1	\$62,610	1	\$62,610	1	\$64,332	1	\$64,332	0	\$0
Police Officer	3	\$206,951	3	\$206,501	3	\$206,501	4	\$287,726	1	\$81,225
Sr Clerk II	1	\$54,077	1	\$54,077	1	\$55,564	1	\$55,564	0	\$0
Custodian	1	\$50,551	1	\$50,551	1	\$50,551	1	\$52,980	0	\$2,429
Kennel Keeper	1	\$50,551	1	\$50,551	1	\$50,551	1	\$52,980	0	\$2,429
Certification Pay	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Total	12	\$839,933	12	\$834,828	12	\$843,232	13	\$945,370	1	\$102,138
<u>Administrative Services</u>										
Administrative Manager	1	\$91,733	1	\$86,909	1	\$81,857	1	\$91,780	0	\$9,923
Information Specialist	1	\$56,773	1	\$56,773	1	\$58,334	1	\$58,334	0	\$0
Administrative Support I	5	\$227,094	5	\$225,284	5	\$233,454	5	\$235,524	0	\$2,070
Administrative Support II	1	\$51,492	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Payroll/Account Clerk	1	\$50,266	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Total	9	\$477,358	9	\$471,950	9	\$479,461	9	\$491,454	0	\$11,993
Department Total	198	\$13,831,699	198	\$13,703,433	197	\$13,760,325	197	\$14,401,195	0	\$640,870

ADMINISTRATION

DESCRIPTION OF SERVICES

To manage the affairs of the Police Department in an efficient, orderly and professional manner, and ensure that the department operates in accordance with Federal, State and City laws.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$389,352	\$390,313	\$299,584	\$303,122	\$3,538	1.18 %
Contractual Services	\$9,363	\$15,240	\$6,000	\$8,020	\$2,020	33.67 %
Supplies and Materials	\$0	\$2,376	\$0	\$1,000	\$1,000	0.00 %
Fixed Charges	\$667,728	\$681,573	\$168,626	\$228,914	\$60,288	35.75 %
Total	\$1,066,443	\$1,089,503	\$474,210	\$541,056	\$66,846	14.10 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$1,066,443	\$1,089,503	\$474,210	\$541,056
Employees	4	4	3	3
Outputs				
Administration				
# of boards, commissions & committees	15	15	17	19
# of general liability claims	30	30	52	40
# of grants applied for	8	5	6	7
# of grants received	6	4	5	6
# of special appropriations/BET transfers required	1	1	2	3
# of sworn officers trained in NIMS	150	150	150	160
# of sworn staff	176	176	165	170
# of worker's compensation claims	11	11	16	12
Total Injury hours used	9,500	9500	11400	10400
Total Sick hours used	14,500	14,500	15600	13000
Information Systems				
# of computers on data network	140	140	154	160
# of high speed modems replaced	0	10	16	14
# of MDTs replaced/installed	5	6	14	12
# of servers supported	15	15	15	17
# of workstations supported	140	140	164	170
Effectiveness				
Administration				
% of approved budget expended	99%	100%	99%	100%
% of documented yearly compliance w/ CALEA stds.	100%	100%	100%	100%
% of general liability claims processed in a timely manner	100%	100%	100%	100%

Department Summary - POLICE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
% of meetings attended	100%	100%	100%	100%
% of positions vacant	0%	2%	4%	2%
% of sworn officers trained	100%	100%	100%	100%
Overtime as a percent of regular salary cost	12%	12%	16%	14%
Information Systems				
% of time network is down for repairs	1%	1%	2%	1%
% of time repairing workstations	25%	25%	10%	10%
% of vehicles equipped with MDTs	38%	39%	61%	75%
% of workstations that are fully functional	95%	98%	94%	100%

PATROL OPERATIONS

DESCRIPTION OF SERVICES

To coordinate and direct the operations of the field units: Uniform Patrol, Marine Patrol, K-9 Unit, Emergency Services, Community Policing, Desk & Holding Facility and Complaint Bureau, for the protection of life and property 24 hours a day, every day of the year.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$10,219,428	\$10,293,267	\$9,959,019	\$10,446,562	\$487,543	4.90 %
Contractual Services	\$52,926	\$46,488	\$51,796	\$45,412	(\$6,384)	(12.33%)
Supplies and Materials	\$13,833	\$12,803	\$17,279	\$17,108	(\$171)	(0.99%)
Fixed Charges	\$521,697	\$488,824	\$468,244	\$519,844	\$51,600	11.02 %
Total	\$10,807,884	\$10,841,382	\$10,496,338	\$11,028,926	\$532,588	5.07 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$10,807,884	\$10,841,382	\$10,496,338	\$11,028,926
Employees	133	131	132	131
Outputs				
Uniform Patrol				
# of accidents with injury	375	478	475	480
# of calls for service	70,000	66978	67100	67500
# of criminal arrests	3,700	3345	3375	3380
# of medical emergencies responded to	7,600	9088	9150	9300
# of property damage only accidents	3,100	3436	3550	3700
# of traffic citations issued	6,900	6407	6650	6900
# of traffic fatalities	5	3	6	5
Marine Division				
# marine enforcement citations	50	65	75	85
# of marine assistance calls	200	132	150	165
Effectiveness				
Uniform Patrol				
Calls for service per officer	400	587	583	577
Criminal arrests or crimes per 1,000 population	43	39.35	39.7	39.76
Response time to 911 calls within X minutes	6	6	6	4.5
Traffic accidents per 1,000 population	49	40.42	41.76	43.52
Traffic fatalities per 1,000 population	0.058	0.058	.070	.058
Marine Division				
% of marine enforcement citations cleared	97%	100%	100%	100%

INVESTIGATIVE SERVICES

DESCRIPTION OF SERVICES

Units here include Detective Bureau, Special Services, Youth Bureau and Identification Bureau.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$2,971,174	\$3,177,118	\$3,026,115	\$3,195,602	\$169,487	5.60 %
Contractual Services	\$17,736	\$11,130	\$20,525	\$17,125	(\$3,400)	(16.57%)
Supplies and Materials	\$7,439	\$6,090	\$10,221	\$12,100	\$1,879	18.38 %
Fixed Charges	\$135,843	\$130,238	\$137,553	\$161,971	\$24,418	17.75 %
Grants & Donations	\$10,000	\$10,000	\$10,000	\$15,000	\$5,000	50.00 %
Total	\$3,142,192	\$3,334,576	\$3,204,414	\$3,401,798	\$197,384	6.16 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$3,142,192	\$3,334,576	\$3,204,414	\$3,401,798
Employees	34	36	36	36
Outputs				
Detective Bureau				
# of cases closed by arrest	190	200	240	250
# of cases investigated	710	700	750	800
Special Services				
# of inspections for alcohol and tobacco offenses	100	100	125	135
# of joint investigations with federal agencies	60	10	40	45
# of narcotics related investigations	270	270	280	325
# of prostitution related arrests	10	10	8	12
# of search/arrest warrants (narcotics) executed	100	100	125	140
Youth Bureau				
# of education seminars	50	55	60	65
# of investigations conducted	207	300	275	342
# of juvenile arrests	345	445	297	365
Identification Bureau				
# of crime scenes processed inc. evidence	10	10	21	25
# of criminal arrest records processed inc. erasures	3,700	3,700	4050	4150
# of digital photo cases processed	400	400	430	450
# of evidentiary court presentations	55	55	40	60
# of pistol permits processed	250	200	180	220
Effectiveness				
Detective Bureau				
% of arrest warrants obtained vs. requested	92%	90%	95%	97%

Department Summary - POLICE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
% of investigative cases cleared	60%	60%	75%	80
Investigative cases per police investigator	59	60	70	75
Special Services				
% of arrest warrants obtained vs. requested	100%	100%	95%	97%
Value of narcotics seized & removed from the street	250,000	250,000	400,000	425,000
Youth Bureau				
% of arrest warrants obtained vs. requested	95%	95%	96%	97%
Juvenile arrests as a percent of total arrests	22	22	24	30
Identification Bureau				
% of arrest warrants obtained vs. requested	100%	100%	96%	100%
% of criminal arrest records processed within a timely manner	100%	100%	100%	100%

PROFESSIONAL STANDARDS

DESCRIPTION OF SERVICES

Units here include Testing and Recruiting, Training, Internal Affairs, and Planning and Research.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$709,367	\$817,181	\$724,088	\$775,104	\$51,016	7.05 %
Contractual Services	\$34,849	\$58,776	\$48,352	\$96,475	\$48,123	99.53 %
Supplies and Materials	\$23,531	\$21,138	\$23,124	\$24,291	\$1,167	5.05 %
Fixed Charges	\$38,322	\$34,847	\$34,680	\$41,031	\$6,351	18.31 %
Total	\$806,069	\$931,943	\$830,244	\$936,901	\$106,657	12.85 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$806,069	\$931,943	\$830,244	\$936,901
Employees	6	6	5	5
Outputs				
Testing & Recruiting				
# of candidates processed for entry level testing	220	250	350	375
# of minority candidates processed for entry level testing	86	90	120	125
# of recruitment activities	12	15	21	25
Training				
# of officers re-certified	48	60	75	80
# of specialized training assignments	70	75	85	90
Internal Affairs				
# of investigations conducted	15	15	8	5
Effectiveness				
Testing & Recruiting				
% of candidates that pass entry level test	62%	60%	50%	60%
% of minority candidates that pass entry level test	26%	33%	35%	50%
Training				
% of officers to get specialized training assignments	40%	40%	50%	55%
% of recruits that successfully complete training	100%	100%	100%	100%
Internal Affairs				
% of investigations completed in a timely manner	100%	100%	100%	100%

SUPPORT SERVICES

DESCRIPTION OF SERVICES

This division coordinates the services that support all other department divisions. Services include the property and evidence room, fleet support, building maintenance, the Court Officer, and the administration of the Dog Pound. The Community Services division and all activities associated with it, including the DARE program, school crossing guards, media relations and the development and evaluation of programs designed to interface with varied and diverse segments of the community.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$975,881	\$993,944	\$947,864	\$1,056,092	\$108,228	11.42 %
Contractual Services	\$452,310	\$476,049	\$413,374	\$462,478	\$49,104	11.88 %
Supplies and Materials	\$23,389	\$32,054	\$39,995	\$38,145	(\$1,850)	(4.63%)
Fixed Charges	\$621,959	\$687,854	\$771,351	\$773,482	\$2,131	0.28 %
Capital Outlay	\$5,000	\$588,355	\$0	\$175,000	\$175,000	0.00 %
Total	\$2,078,538	\$2,778,256	\$2,172,584	\$2,505,197	\$332,613	15.31 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$2,078,538	\$2,778,256	\$2,172,584	\$2,505,197
Employees	12	12	12	13
Outputs				
General				
# of (at fault) accidents involving police vehicles	14	14	10	7
# of animal complaints responded to	2275	2000	1800	2000
# of citations issued for animal violations	96	90	125	100
# of crime prevention and traffic safety presentations	280	280	300	325
# of school crossing posts staffed	25	25	27	28
# of students attending DARE presentations	872	850	1200	1500
Effectiveness				
General				
% of DARE students completing program	100%	100%	95%	97%
% of time crossing posts fully staffed with civilians (not police OT)	85%	85%	95%	95%

ADMINISTRATIVE SERVICES

DESCRIPTION OF SERVICES

To manage and administer the Department's fiscal affairs, in the areas of payroll, purchasing, contracts, computerization and extra outside police work. Also included here are data entry, public records and the alarm administration.

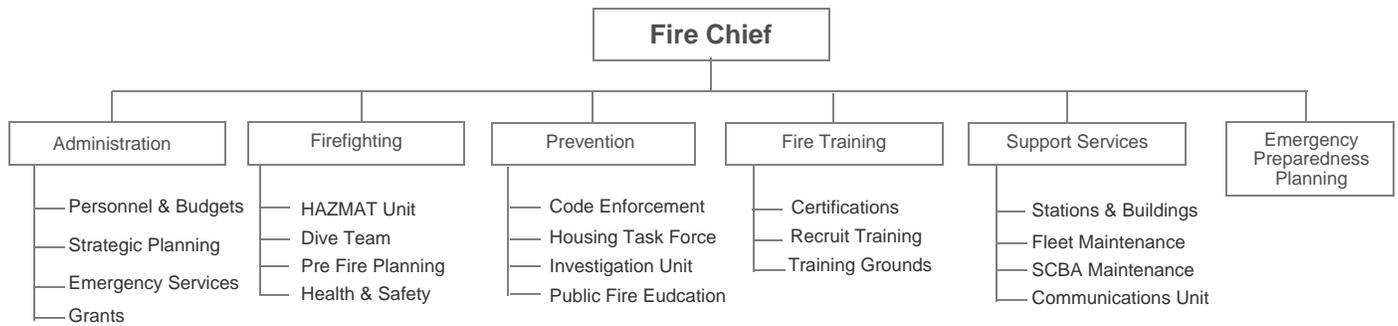
FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$492,796	\$466,444	\$491,131	\$503,581	\$12,450	2.53 %
Contractual Services	\$323,033	\$354,170	\$355,565	\$336,915	(\$18,650)	(5.25%)
Supplies and Materials	\$30,758	\$41,006	\$30,923	\$30,173	(\$750)	(2.43%)
Fixed Charges	\$23,493	\$24,229	\$22,990	\$25,214	\$2,224	9.67 %
Grants & Donations	\$467	\$124	\$700	\$700	\$0	0.00 %
Total	\$870,547	\$885,973	\$901,309	\$896,583	(\$4,726)	(0.52%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$870,547	\$885,973	\$901,309	\$896,583
Employees	9	9	9	9
Outputs				
General				
# of cash management transactions	850	850	940	950
# of extra work assignments	12,000	12,000	11950	12100
# of FOI requests	2,000	2,000	1400	1600
# of new alarm registrations	200	200	80	110
# of procurement actions	10	10	12	14
# of records entered into records management system	45,000	45,000	52000	52000
Total false alarm revenue	55,000	55,000	58000	61000
Effectiveness				
General				
% of cash management transaction sent to accounts payable within a timely manner	100%	100%	100%	100%
% of FOI requests processed in a timely manner	100%	100%	100%	100%
% of records entered into the system in a timely manner	100%	100%	100%	100%
False alarm collection rate	55%	55%	60%	70%

FIRE DEPARTMENT



Description of Service/Mission Statements:

To save lives and protect property through the collective efforts of each and every member of the Norwalk Fire Department. The Norwalk Fire Department will apply it's educational, suppression and prevention efforts towards that end. We will make a daily commitment to each member that his or her safety in this very dangerous profession is the first concern of each officer of the Department. All training and emergency scene operations will have firefighter safety as a key component.

Highlights For 2011- 2012:

- Secured a 1 million dollar grant from Homeland Security for construction of new Emergency Operations Center in Fire Headquarters
- Completed Fire Station Bidding and contract awards
- Implemented Water Supply program for unhydranted neighborhoods and recieved rating upgrade of Fire Insurance
- Placed in service new Aerial Apparatus
- Four recruits graduated from the Ct Fire Academy
- Managed the city's Emergency Management Program for TS Irene and Oct Snowstorm
- Continued Department wide realignment of personel and equipment
- Received and placed in service a 600K grant funded fire boat

Goals For 2012 - 2013:

- Continue contruction of new headquarters and EOC with 1m Homeland Security Grant
- Complete renovations at Westport Av Fire Station and realign personnel and equipment
- Complete Fire Boat training on new boat funded through a 600k US Port Security Grant
- Continue renovations of fire stations to lengthen their life span and improve morale of personnel
- Continue to develop officers and firefighters through a comprehensive training curriculum and State certification
- Refine pre fire planning program using "First Look Pro software" and integrate with the city's GIS program.
- Send at least five recruits to the Fire Academy for basic training to replace scheduled retirements

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$128,096 or 0.8% more than the approved FY 2011-12 budget due primarily to increases in Workers Compensation of \$215,822 offset by reductions in the following accounts: total wages of \$48,070, Cars and Vans of \$42,000, Training and Education of \$16,430, Utilities of \$10,751, as follows:

Workers Compensation increase is based on the departmental claims experience

Total wages decreased primarily because of the elimination of one vacant administrative support position

Cars and Vans decrease is due to the current year approval of two \$22,000 Ford Escapes totaling \$44,000 compared to the previous year's approval of \$86,000

Training and Education decrease is based on a reduction in the anticipated number of new hires

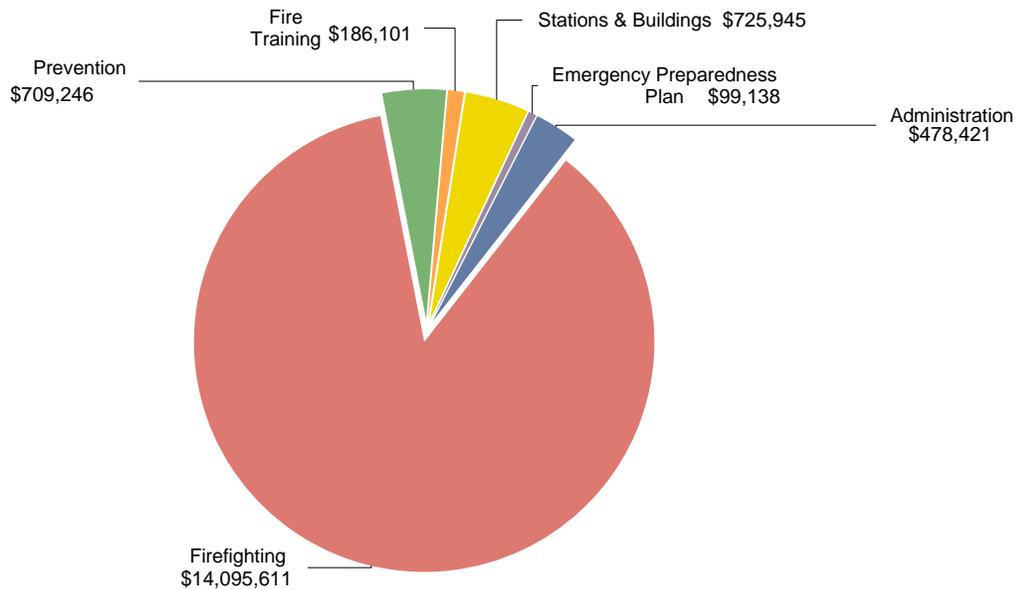
Utility expense decrease is based primarily on the anticipated gas and electric savings from rebuilding of the Volk Central Fire Station

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$479,106	\$501,945	\$545,999	\$478,421	(\$67,578)	(12.38%)
Firefighting	\$13,525,165	\$13,658,507	\$13,916,248	\$14,095,611	\$179,363	1.29 %
Prevention	\$567,842	\$678,247	\$657,897	\$709,246	\$51,349	7.81 %
Fire Training	\$233,826	\$192,292	\$211,464	\$186,101	(\$25,363)	(11.99%)
Stations & Buildings	\$762,779	\$769,517	\$727,546	\$725,945	(\$1,601)	(0.22%)
Emergency Preparedness Plan	\$99,096	\$74,832	\$107,212	\$99,138	(\$8,074)	(7.53%)
Total	\$15,667,814	\$15,875,339	\$16,166,366	\$16,294,462	\$128,096	0.79 %
<u>Budget By Major Group</u>						
Personnel Services	\$13,607,702	\$13,903,342	\$14,146,196	\$14,100,126	(\$46,070)	(0.33%)
Contractual Services	\$988,664	\$862,741	\$906,682	\$881,191	(\$25,491)	(2.81%)
Supplies and Materials	\$238,724	\$264,069	\$263,480	\$267,007	\$3,527	1.34 %
Fixed Charges	\$802,285	\$817,300	\$743,008	\$979,738	\$236,730	31.86 %
Grants & Donations	\$178	\$358	\$400	\$400	\$0	0.00 %
Capital Outlay	\$30,262	\$27,530	\$106,600	\$66,000	(\$40,600)	(38.09%)
Total	\$15,667,814	\$15,875,339	\$16,166,366	\$16,294,462	\$128,096	0.79 %
NON-TAX REVENUE						
Intergovernmental	\$0	\$38,266	\$40,000	\$40,000	\$0	0.00 %
Licenses & Permits	\$1,532	\$987	\$2,000	\$2,000	\$0	0.00 %
Service Charges	\$3,860	\$700	\$0	\$0	\$0	0.00 %
Miscellaneous	\$4,240	\$2,946	\$2,120	\$2,120	\$0	0.00 %
Total	\$9,632	\$42,899	\$44,120	\$44,120	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$15,658,182	\$15,832,441	\$16,122,246	\$16,250,342	\$128,096	0.79 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Administration					
Assistant Fire Chief	1 \$116,410	1 \$116,410	1 \$118,738	1 \$118,738	0 \$0
Fire Chief	1 \$127,646	1 \$127,646	1 \$130,199	1 \$130,199	0 \$0
Account Clerk II	1 \$54,077	1 \$54,077	1 \$55,564	1 \$55,564	0 \$0
Administrative Support I	1 \$38,432	1 \$38,432	1 \$41,462	0 \$0	(1) (\$41,462)
Computer Specialist	1 \$54,077	1 \$54,077	1 \$55,564	1 \$55,564	0 \$0
Certification Pay	0 \$0	0 \$500	0 \$0	0 \$0	0 \$0
Total	5 \$390,642	5 \$391,142	5 \$401,527	4 \$360,065	(1) (\$41,462)
Firefighting					
Deputy Fire Chief	4 \$395,988	4 \$395,988	4 \$403,908	4 \$403,908	0 \$0
Fire Captain	11 \$993,344	11 \$986,234	11 \$1,013,210	11 \$1,013,210	0 \$0
Fire Lieutenant	19 \$1,549,886	19 \$1,553,301	19 \$1,584,369	19 \$1,588,077	0 \$3,708
Firefighter	96 \$6,224,933	96 \$6,183,662	96 \$6,393,899	96 \$6,380,090	0 (\$13,809)
Certification Pay	0 \$0	0 \$75,100	0 \$78,500	0 \$0	0 (\$78,500)
Pay Differential	0 \$0	0 \$0	0 \$0	0 \$0	0 \$0
Total	130 \$9,164,151	130 \$9,194,285	130 \$9,473,886	130 \$9,385,285	0 (\$88,601)
Prevention					
Deputy Fire Marshal	1 \$90,304	1 \$90,304	1 \$92,110	1 \$92,110	0 \$0
Fire Marshal	1 \$98,997	1 \$98,997	1 \$100,977	1 \$100,977	0 \$0
Fire Inspector	3 \$245,832	4 \$327,776	4 \$334,332	4 \$334,332	0 \$0
Administrative Support II	1 \$51,492	1 \$51,492	1 \$52,908	1 \$52,908	0 \$0
Certification Pay	0 \$0	0 \$2,500	0 \$2,500	0 \$0	0 (\$2,500)
Total	6 \$486,625	7 \$571,069	7 \$582,827	7 \$580,327	0 (\$2,500)

Department Summary - FIRE DEPARTMENT

PERSONNEL SUMMARY										
		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
<u>Fire Training</u>										
Deputy Fire Chief Training	1	\$108,897	1	\$108,897	1	\$111,075	1	\$111,075	0	\$0
Certification Pay	0	\$0	0	\$1,000	0	\$1,000	0	\$0	0	(\$1,000)
Total	1	\$108,897	1	\$109,897	1	\$112,075	1	\$111,075	0	(\$1,000)
<u>Fire Equipment</u>										
Fire Mechanic	1	\$90,304	1	\$90,304	1	\$92,110	1	\$92,110	0	\$0
Assistant Fire Mechanic	1	\$81,944	1	\$81,944	1	\$83,583	1	\$83,583	0	\$0
Certification Pay	0	\$0	0	\$1,000	0	\$1,000	0	\$0	0	(\$1,000)
Total	2	\$172,248	2	\$173,248	2	\$176,693	2	\$175,693	0	(\$1,000)
<u>Emergency Preparedness Planning</u>										
Deputy Dir. Emergency Preparedness Planning	1	\$67,490	1	\$68,714	1	\$68,714	1	\$70,707	0	\$1,993
Total	1	\$67,490	1	\$68,714	1	\$68,714	1	\$70,707	0	\$1,993
Department Total	145	\$10,390,053	146	\$10,508,355	146	\$10,815,722	145	\$10,683,152	(1)	(\$132,570)

ADMINISTRATION

DESCRIPTION OF SERVICES

To create an efficient and productive Fire Department by directing the Department's operations, coordinating with other departments for emergency and routine services, and managing the department's fiscal affairs and central records system.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$355,731	\$382,346	\$404,207	\$363,570	(\$40,637)	(10.05%)
Contractual Services	\$28,665	\$19,521	\$19,095	\$23,895	\$4,800	25.14 %
Supplies and Materials	\$12,636	\$13,756	\$13,000	\$15,666	\$2,666	20.51 %
Fixed Charges	\$82,074	\$86,322	\$47,697	\$75,290	\$27,593	57.85 %
Capital Outlay	\$0	\$0	\$62,000	\$0	(\$62,000)	(100.00%)
Total	\$479,106	\$501,945	\$545,999	\$478,421	(\$67,578)	(12.38%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$479,106	\$501,945	\$545,999	\$478,421
Employees	5	5	5	4
Outputs				
General				
# of grants applied for	4	4	4	4
# of grants received	2	2	2	2
# of injury days used	728	728	728	728
# of sick days used	1,024	1,024	1,024	1,024
# of workers compensation claims	25	25	25	25
Effectiveness				
General				
Increase/Decrease in Injury Leave	N/A	N/A	N/A	N/A
Increase/Decrease in Sick Leave	N/A	N/A	N/A	N/A
Increase/Decrease in workers compensation claims	N/A	N/A	N/A	N/A
Overtime as a percentage of total budget	N/A	N/A	N/A	N/A

FIREFIGHTING

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$12,326,143	\$12,472,233	\$12,710,966	\$12,701,545	(\$9,421)	(0.07%)
Contractual Services	\$544,518	\$475,656	\$524,729	\$519,520	(\$5,209)	(0.99%)
Supplies and Materials	\$52,432	\$64,618	\$74,299	\$73,299	(\$1,000)	(1.35%)
Fixed Charges	\$585,626	\$632,838	\$591,254	\$784,847	\$193,593	32.74 %
Grants & Donations	\$178	\$358	\$400	\$400	\$0	0.00 %
Capital Outlay	\$16,269	\$12,805	\$14,600	\$16,000	\$1,400	9.59 %
Total	\$13,525,165	\$13,658,507	\$13,916,248	\$14,095,611	\$179,363	1.29 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$13,525,165	\$13,658,507	\$13,916,248	\$14,095,611
Employees	130	130	130	130
Outputs				
General				
# outside/rubbish/brush/other Fires	67	69	69	69
# fire alarms answered	1,031	1,051	1,051	1,051
# mutual aid calls given & received	26	26	26	26
# of buildings maintained	6	6	6	6
# of car fires	57	58	58	58
# of fire calls	2,335	2,358	2,358	2,358
# of hazmat conditions calls	267	272	272	272
# of medical/EMS calls	3,105	3,167	3,167	3,167
# of public service calls	396	396	396	396
# of structure fires	153	157	157	157
Effectiveness				
General				
Average # of minutes it takes to respond to a fire call	4	4	4	4
Average # of minutes it takes to respond to a medical/EMS call	4	4	4	4

PREVENTION

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$527,108	\$630,311	\$611,982	\$614,842	\$2,860	0.47 %
Contractual Services	\$6,319	\$6,626	\$9,997	\$6,517	(\$3,480)	(34.81%)
Supplies and Materials	\$6,924	\$15,140	\$7,729	\$6,040	(\$1,689)	(21.85%)
Fixed Charges	\$27,491	\$26,169	\$28,189	\$37,847	\$9,658	34.26 %
Capital Outlay	\$0	\$0	\$0	\$44,000	\$44,000	0.00 %
Total	\$567,842	\$678,247	\$657,897	\$709,246	\$51,349	7.81 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$567,842	\$678,247	\$657,897	\$709,246
Employees	6	7	7	7
Outputs				
Code Enforcement				
# of commercial properties	3210	3500	3500	3500
# of residential properties	1592	1730	1730	1730
# of violations per year				
Inspections				
# of commercial inspections	484	500	500	600
# of commercial properties	984	1000	1000	1000
# of multi-family dwellings	925	925	925	1000
# of multi-family inspections	925	925	925	1000
# of re-inspections due to violations				
# of square feet inspected				
# of square feet to be inspected				
# of violations per year				
Hazardous Materials				
# of companies with hazardous materials on sight	306	306	306	300
# of violations per year				
Total amount of hazardous materials collected				
Total number of hazardous materials monitored				
Plan Review				
# of building plans reviewed	114	150	150	140
# of evacuation plans reviewed				
# of fire alarms monitored				
Investigation				
# of fires investigated	22	30	30	30
# of investigations conducted/requested				

Department Summary - FIRE DEPARTMENT

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
# of reoccurrences of the same type of fire				
Education				
# of resident fire prevention programs	15	25	25	40
# of residents educated about fire prevention	500	750	750	1000
# of school aged children educated about fire prevention	7000	7000	7000	7000
# of school fire prevention programs	15	15	15	20
Effectiveness				
Code Enforcement				
% of commercial properties that are in accordance with all codes				N/A
% of residential properties that are in accordance with all codes				N/A
% of violations resolved/followed up on in a timely manner				90%
Inspections				
% of buildings that should be inspected				
% of commercial properties inspected	17%	25%	25%	40%
% of commercial properties that are in accordance with all codes				N/A
% of inspections performed in a timely manner	100%	100%	100%	100%
% of multi-family dwellings inspected	46%	50%	50%	60%
% of multi-family dwellings that are in accordance with all codes				N/A
% of violations resolved/followed up on in a timely manner	75%	75%	75%	90%
% receiving violations during inspections	60%	60%	60%	65%
Hazardous Materials				
% change in companies educated				
% change in companies with hazardous materials				
% of companies in compliance with laws	100%	100%	100%	N/A
% of violations resolved/followed up on in a timely manner	100%	100%	100%	100%
Plan Review				
% of building plans in accordance to standards and codes	100%	100%	100%	100%
% of plans reviewed in a timely manner	100%	100%	100%	100%
% of working fire alarm systems at each company				
Investigation				
% change in reoccurrences of the same type of fire	N/A	N/A	N/A	N/A
% of investigations completed in a timely manner				100%
Education				
% change in number of school fire prev. prog. held				10%
% change in the # of resident fire prev. prog. held				25%

FIRE TRAINING						
FUNDING SUMMARY						
Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$121,063	\$115,680	\$126,140	\$125,245	(\$895)	(0.71%)
Contractual Services	\$104,611	\$69,878	\$77,760	\$49,060	(\$28,700)	(36.91%)
Supplies and Materials	\$2,921	\$977	\$1,750	\$4,000	\$2,250	128.57 %
Fixed Charges	\$5,230	\$5,757	\$5,814	\$7,796	\$1,982	34.09 %
Total	\$233,826	\$192,292	\$211,464	\$186,101	(\$25,363)	(11.99%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$233,826	\$192,292	\$211,464	\$186,101
Employees	1	1	1	1
Outputs				
New Recruits				
# of new recruits	5	3	4	2
# of new recruits needing Firefighter I/II certification	5	3	4	2
# of training hours for new recruits	1500	1680	1,680	840
Continued Training				
# of firefighters with Paramedic certification	3	4	4	4
# of firefighters trained on a daily basis	32	32	32	32
# of firefighters with EMT certification	40	36	36	36
# of firefighters with Firefighter I certification	123	122	122	122
# of firefighters with MRT certification	93	81	81	81
# of training hours per year	2000	29,750	29,750	29,750
Effectiveness				
New Recruits				
% of new recruits with Firefighter I/II certification	100%	100%	100%	100%
Average number of training hours per new recruit	450	760	760	760
Continued Training				
% of firefighters with EMT certification	30%	30%	30%	30%
% of firefighters with Firefighter I certification	95%	92%	92%	92%
% of firefighters with MRT certification	68%	68%	68%	68%
% of firefighters with Paramedic certification	2%	3%	3%	3%
Average number of training hours per firefighter	250	250	250	250

SUPPORT SERVICES

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$211,393	\$233,322	\$224,187	\$224,217	\$30	0.01 %
Contractual Services	\$276,461	\$290,394	\$265,497	\$261,095	(\$4,402)	(1.66%)
Supplies and Materials	\$162,194	\$168,289	\$165,002	\$165,002	\$0	0.00 %
Fixed Charges	\$98,739	\$62,787	\$66,860	\$69,631	\$2,771	4.14 %
Capital Outlay	\$13,993	\$14,726	\$6,000	\$6,000	\$0	0.00 %
Total	\$762,779	\$769,517	\$727,546	\$725,945	(\$1,601)	(0.22%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$762,779	\$769,517	\$727,546	\$725,945
Employees	2	2	2	2
Outputs				
General				
# of generators maintained	6	6	6	6
# of trucks and cars maintained	50	50	50	50
Implement Airpack Flow Testing Program				
Implement Electronic Record Keeping and Inventory System				
Maintain Fire Boat / Dive Trailer				
Effectiveness				
General				
These are still being developed	TBD	TBD		

EMERGENCY PREPAREDNESS PLANNING

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$66,263	\$69,451	\$68,714	\$70,707	\$1,993	2.90 %
Contractual Services	\$28,090	\$667	\$9,604	\$21,104	\$11,500	119.74 %
Supplies and Materials	\$1,617	\$1,288	\$1,700	\$3,000	\$1,300	76.47 %
Fixed Charges	\$3,125	\$3,427	\$3,194	\$4,327	\$1,133	35.47 %
Capital Outlay	\$0	\$0	\$24,000	\$0	(\$24,000)	(100.00%)
Total	\$99,096	\$74,832	\$107,212	\$99,138	(\$8,074)	(7.53%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$99,096	\$74,832	\$107,212	\$99,138
Employees	1	1	1	1
Outputs				
General				
# of families assisted with recovery	5	5	5	5
# of grants applied for	2	2	2	2
# of people reached through education programs	984	984	984	984
# of programs/workshops provided	28	28	28	28
# of volunteers trained	25	25	25	25
Effectiveness				
General				
# of grants received				
% change in number of people reached through programs	20%	20%	20%	20%
% change in number of programs offered	20%	20%	20%	20%



Description of Service/Mission Statements:

The Planning & Zoning Department consists of: the Zoning Commission, which is responsible for regulating the use of land within the City; the Planning Commission, which is responsible for planning and coordinating the physical, social and economic development of the City in accordance with the City Charter, City Code, and statutes; the Zoning Enforcement & Zoning Board of Appeals whose staff is responsible for the interpretation and enforcement of the zoning regulations; the Conservation Commission/Inland Wetland Agency, which is responsible for protecting the City's natural resources; and the Aquifer Protection Agency, which is responsible for protecting the City's public drinking water supply.

Highlights For 2011- 2012:

- Reviewed and acted upon : 3 Zone change Requests; 15 Zoning Amendment Requests; 15 Special Permit Applications; 13 Site Plan Review Applications, 25 Coastal Site Plan Applications; 10 Subdivisions; and 65 Inland Wetland Permit Applications.
- Continued to implement the goals and policies of the Plan of Conservation and Development.
- 1,100 Zoning Permits were issued; 300 Violations were investigated and acted upon

Goals For 2012 - 2013:

- Continue to review and act upon applications and referrals within the required statutory time limits
- Review and act upon 1,000 zoning permits.
- Continue implementation of the new Plan of Conservation and Development
- Bring 150 zoning violations to court for resolution.
- Inspect all construction sites at least 3 times per week.

SIGNIFICANT CHANGES

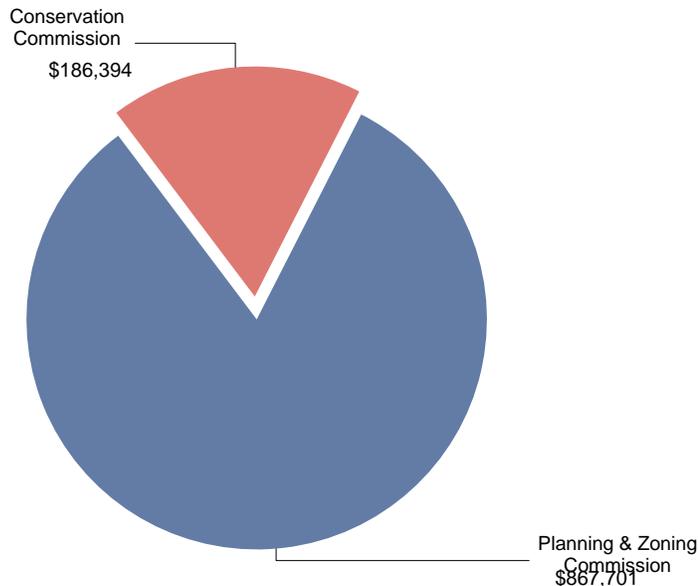
The approved FY 2012-13 budget is essentially unchanged from the approved FY 2011-12 budget. Regular Wages increase of \$11,381 is offset by reductions in Insurance allocations of \$8,351 due to favorable claims experience and Postage expenses of \$3,000 based on historical spending in this account.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Planning & Zoning Commission	\$845,211	\$836,792	\$871,470	\$867,701	(\$3,769)	(0.43%)
Conservation Commission	\$177,191	\$175,663	\$184,008	\$186,394	\$2,386	1.30 %
Total	\$1,022,403	\$1,012,455	\$1,055,478	\$1,054,095	(\$1,383)	(0.13%)
<u>Budget By Major Group</u>						
Personnel Services	\$960,828	\$964,450	\$994,811	\$1,004,592	\$9,781	0.98 %
Contractual Services	\$46,580	\$34,143	\$37,944	\$32,389	(\$5,555)	(14.64%)
Supplies and Materials	\$7,324	\$5,785	\$5,680	\$7,700	\$2,020	35.56 %
Fixed Charges	\$7,671	\$8,077	\$17,043	\$9,414	(\$7,629)	(44.76%)
Total	\$1,022,403	\$1,012,455	\$1,055,478	\$1,054,095	(\$1,383)	(0.13%)
NON-TAX REVENUE						
Intergovernmental	\$0	\$12,000	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$215,975	\$226,670	\$217,200	\$235,350	\$18,150	8.36 %
Total	\$215,975	\$238,670	\$217,200	\$235,350	\$18,150	8.36 %
AMT. SUPPORTED BY TAXES	\$806,428	\$773,785	\$838,278	\$818,745	(\$19,533)	(2.33%)

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY										
		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
<u>Planning & Zoning</u>										
Director of Planning & Zoning	1	\$137,856	1	\$137,856	1	\$141,647	1	\$141,647	0	\$0
Assistant Director of Planning & Zoning	1	\$113,912	1	\$113,912	1	\$117,045	1	\$117,045	0	\$0
Deputy Zoning Inspector	1	\$70,743	1	\$72,464	1	\$78,179	1	\$78,179	0	\$0
Zoning Inspector	1	\$79,895	1	\$79,895	1	\$82,092	1	\$82,092	0	\$0
Site Planner	1	\$85,982	1	\$88,083	1	\$90,505	1	\$90,505	0	\$0
Sr Planner	1	\$92,495	1	\$92,495	1	\$95,039	1	\$95,039	0	\$0
Compliance Inspector	1	\$64,169	1	\$65,728	1	\$70,919	1	\$74,457	0	\$3,538
Compliance Assistant	2	\$100,532	2	\$102,984	2	\$111,128	2	\$116,668	0	\$5,540
Total	9	\$745,584	9	\$753,417	9	\$786,554	9	\$795,632	0	\$9,078
<u>Conservation Commission</u>										
Senior Environmental Officer	1	\$89,324	1	\$89,324	1	\$91,780	1	\$94,256	0	\$2,476
Environmental Compliance Officer	1	\$58,205	1	\$59,637	1	\$64,332	1	\$64,159	0	(\$173)
Total	2	\$147,529	2	\$148,961	2	\$156,112	2	\$158,415	0	\$2,303
Department Total	11	\$893,113	11	\$902,378	11	\$942,666	11	\$954,047	0	\$11,381

PLANNING & ZONING COMMISSION

DESCRIPTION OF SERVICES

This division is made up of the Planning Commission, the Zoning Commission, and the Zoning Enforcement and Zoning Board of Appeals.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$797,207	\$797,208	\$820,117	\$827,595	\$7,478	0.91 %
Contractual Services	\$34,453	\$26,419	\$30,250	\$24,750	(\$5,500)	(18.18%)
Supplies and Materials	\$6,453	\$5,087	\$4,680	\$6,700	\$2,020	43.16 %
Fixed Charges	\$7,099	\$8,077	\$16,423	\$8,656	(\$7,767)	(47.29%)
Total	\$845,211	\$836,792	\$871,470	\$867,701	(\$3,769)	(0.43%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$845,211	\$836,792	\$871,470	\$867,701
Employees	9	9	9	9
Outputs				
Administration				
# of questions regarding zoning	25,000	25,000	25,000	25,000
Applications				
# of site plans processed	37	40	40	40
# of site plans received	37	40	40	40
# of special permits processed	15	20	20	20
# of special permits received	15	20	20	20
# of subdivisions processed	12	12	12	12
# of subdivisions received	12	12	12	12
# of variances approved/processed	36	36	36	36
# of variances received	36	36	36	36
# of zoning applications/amendments /approved	14	15	15	15
# of zoning changes processed	4	4	5	5
# of zoning permits issued without appointments	1000	1000	1,100	1,100
Enforcement				
# of certificates of occupancy issued	1,050	1000	1000	1000
# of construction sites inspected	50	50	50	50
# of violations prosecuted in court/resolved	150	150	100	100
# of violations received/inspected	300	300	300	300
Planning				
#of amendments to the Plan of Cons and Dev.	0	0	1	0
#of DEP/Army Corps applications comments	12	15	15	15
#of municipal improvements processed	15	15	15	15

Department Summary - PLANNING & ZONNING

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Outreach & Education				
# of changes made to Inland Wetland Map	750	100	100	100
# of changes/updates needed on Inland Wetland Map	800	100	100	100
# of information requests	1500+	1500+	1,500+	1,500+
# of informational pamphlets and presentations produced	4	4	1	1
Effectiveness				
Administration				
% of meetings attended	100%	100%	100%	100%
Applications				
% of permit applications decided within statutory timeline	100%	100%	100%	100%
Enforcement				
# of Aquifer Protection Area regulations violations resolved within three months	60%	50%		
% of activities assessed for permit need	100%	100%	100%	100%
% of APA registrations filed within statutory timelines	95%	100%		
% of Inland Wetland violations resolved within three months	88%	87%		
Outreach & Education				
% of required changes made to regulations	100%	100%	100%	100%
% of required changes to map	94%	100%	100%	100%
% of target audience receiving information each year	60%	70%		

CONSERVATION COMMISSION

DESCRIPTION OF SERVICES

This division is responsible for administering the Inland Wetland Regulations (IWWR) and the Aquifer Protection Area Regulations (APAR) which provide protection of our natural water resources and our public drinking water supplies, respectively. This division also provides guidance to the City and its residents regarding the development, acquisition, conservation, supervision and regulation of natural resources within the City.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$163,622	\$167,242	\$174,694	\$176,997	\$2,303	1.32 %
Contractual Services	\$12,127	\$7,724	\$7,694	\$7,639	(\$55)	(0.71%)
Supplies and Materials	\$871	\$698	\$1,000	\$1,000	\$0	0.00 %
Fixed Charges	\$572	\$0	\$620	\$758	\$138	22.26 %
Total	\$177,191	\$175,663	\$184,008	\$186,394	\$2,386	1.30 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$177,191	\$175,663	\$184,008	\$186,394
Employees	2	2	2	2
Outputs				
Application				
# of Aquifer Protection (APA) registration or permit applications decided w/in 65 days	36	2	0	1
# of Inland Wetland (IWW) permit applications reviewed & decided w/in 65 days	90	70	65	70
Enforcement & Regulatory Action				
# of activities receiving permit-need assessment	1180	1100	1190	1100
# of activities requiring permit-need assessment	1180	1100	1190	1100
# of Aquifer Protection Area regulations violations	5	4	5	2
# of Aquifer Protection Area regulations violations resolved w/in 30 days	3	2	4	2
# of changes made to IWW regulations	1	0	1	1
# of facilities within APA registered and monitored	36	34	34	34
# of Inland Wetland violations noted	16	20	20	15
# of Inland Wetland violations resolved within 30 days	14	18	17	14
# of required changes to IWW regulations	1	1	1	1
Outreach & Education				
# of changes made to Inland Wetland Map	750	100	97	75
# of changes/updates needed on Inland Wetland Map	800	100	97	75
# of information requests	1500+	1500+	1500+	1500+
# of informational pamphlets and presentations produced/added to website	4	4	6	6

Department Summary - PLANNING & ZONNING

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Effectiveness				
Administration				
% of meetings attended	100%	100%	100%	100
Applications				
% of permit applications decided within statutory timeline	100%	100%	100%	100
Enforcement				
# of Aquifer Protection Area regulations violations resolved within three months	60%	50%	80%	100
% of activities assessed for permit need	100%	100%	100%	100
% of APA registrations filed within statutory timelines	95%	95	97	97
% of Inland Wetland violations resolved within three months	88%	87%	87%	91
Outreach & Education				
% of required changes made to regulations	100%	0	100%	100
% of required changes to map	94%	100%	100%	100
% of target audience receiving information each year	60%	70%	75%	75

CODE ENFORCEMENT

Description of Service/Mission Statements:

The Building Department is responsible for ensuring compliance with the Connecticut State Building Code and the laws and regulations set forth by the Connecticut Department of Public Safety. It is the Building Department's responsibility to review all applications and drawings for Building and Safety Code compliance; issue building and all related permits; conduct required inspections of building sites and buildings; issue Certificate of Occupancy after satisfactory completion of all permitted work.

Highlights For 2011- 2012:

- Cornerstone has been opened to Tax Assessor
- Plan Storage has been created at Roosevelt School
- We have established with a private reproduction company a plan copying service

Goals For 2012 - 2013:

- Open cornerstone to all permit related city departments
- All archived permits entered in cornerstone system
- Media center for public

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$12,383 or 1.9% more than the approved FY 2011-12 budget due primarily to contractual increases in Regular Wages of \$11,119, increase in Part Time Wages required for manning of large projects of \$4,500, and in Seminar & Conference Fees of \$1,000. These increases are partially offset by a reduction to the department's insurance allocation of \$5,058 due to favorable claims experience.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Building Inspector	\$610,000	\$634,926	\$651,190	\$663,573	\$12,383	1.90 %
Conservation	\$4	\$0	\$0	\$0	\$0	0.00 %
Total	\$610,004	\$634,926	\$651,190	\$663,573	\$12,383	1.90 %

Budget By Major Group

Personnel Services	\$584,182	\$610,406	\$618,985	\$634,814	\$15,829	2.56 %
Contractual Services	\$10,395	\$9,922	\$10,487	\$11,787	\$1,300	12.40 %
Supplies and Materials	\$7,130	\$5,375	\$5,295	\$5,295	\$0	0.00 %
Fixed Charges	\$8,296	\$9,223	\$16,423	\$11,677	(\$4,746)	(28.90%)
Total	\$610,004	\$634,926	\$651,190	\$663,573	\$12,383	1.90 %

NON-TAX REVENUE

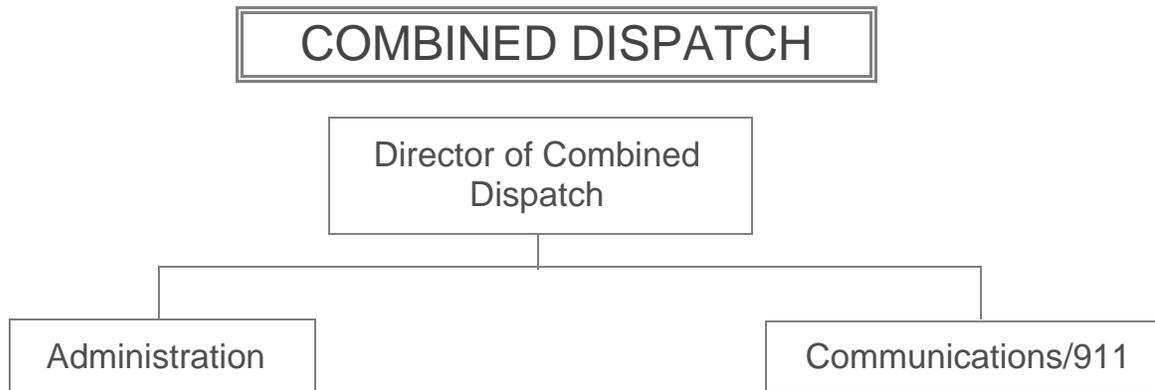
Licenses & Permits	\$1,546,263	\$1,568,446	\$1,661,500	\$2,181,500	\$520,000	31.30 %
Total	\$1,546,263	\$1,568,446	\$1,661,500	\$2,181,500	\$520,000	31.30 %
AMT. SUPPORTED BY TAXES	(\$936,259)	(\$933,520)	(\$1,010,310)	(\$1,517,927)	(\$507,617)	50.24 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Building Inspection</u>					
Chief Building Official	1 \$125,324	1 \$125,324	1 \$128,770	1 \$128,770	0 \$0
Assistant Building Official	2 \$145,623	2 \$145,623	2 \$147,820	2 \$156,549	0 \$8,729
Electrical Inspector	1 \$79,895	1 \$79,895	1 \$82,092	1 \$82,092	0 \$0
Mechanical Inspector	1 \$79,895	1 \$79,895	1 \$82,092	1 \$82,092	0 \$0
Technical Assistant	2 \$113,546	2 \$113,546	2 \$116,668	2 \$116,668	0 \$0
Office Technician	1 \$43,422	1 \$44,476	1 \$47,998	1 \$50,388	0 \$2,390
Total	8 \$587,705	8 \$588,759	8 \$605,440	8 \$616,559	0 \$11,119
Department Total	8 \$587,705	8 \$588,759	8 \$605,440	8 \$616,559	0 \$11,119

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$610,004	\$634,926	\$651,190	\$663,573
Employees	8	8	8	8
Outputs				
Administration				
# of CEAC meetings	24	21	20	20
# of FOI requests received	2400	2400	2700	2700
ISO grade	4	4	4	4
Permits & Applications				
# of building permits issued	1600	1600	1550	1600
# of demolition permits issued	75	70	52	65
# of electrical permits issued	1350	1400	1478	1500
# of HVAC permits issued	1250	1200	1249	1275
# of plumbing permits issued	850	850	901	950
# of pre-demolition applications received	65	50	35	35
# of sewer permits issued	75	80	96	125
# of sign permits issued	70	90	89	100
# of temporary permits issued	75	140	198	200
Licenses				
# of sign licenses issued	33	35	41	35
Inspections				
# of inspections	14000	14000	14,000	14,000
Violations				
# of violation notices issued	90	100	96	120
Information Technology				
# of records maintained on system	7000	8000	9400	10,800
Effectiveness				
Administration				
% of approved budget expended	96%	90%	96%	98%
% of FOI requests processed in a timely manner	95%	95%	95%	98%
Favorable ISO grade received	AVG	AVG	AVG	AVG
Permits & Applications				
% building permits issued in a timely manner	98%	98%	96%	98%
% demolition permits issued in a timely manner	98%	98%	97%	98%
% electrical permits issued in a timely manner	98%	98%	97%	97%
% HVAC permits issued in a timely manner	98%	98%	97%	97%
% plumbing permits issued in a timely manner	98%	98%	97%	97%
% pre-demolition permits issued in a timely manner	98%	98%	97%	98%
% sewer permits issued in a timely manner	98%	98%	97%	97%
% sign permits issued in a timely manner	98%	98%	97%	98%
% temporary permits issued in a timely manner	98%	98%	90%	98%



Description of Service/Mission Statements:

As the first point of contact in an emergency, the Department accepts the responsibility for the life, property and community placed in our care. We pledge to respond appropriately and aggressively to any call for aid. We will activate and coordinate the correct response and logistics in all situations that come to us. We will do this for all clients, civilian or uniformed, regardless of status. The Department will, in conjunction with sister departments, local, State and Federal agencies, determine, plan and establish the appropriate response to situations that threaten our citizens and community. The Department will maintain the appropriate liaisons, coordination and commitment to provide response to any situation even those that exceed the capabilities of Norwalk alone.

Highlights For 2011- 2012:

- Director position successfully filled
- Land Mobile Radio (LMR) Infrastructure Project completed. Replacement of many of the original 800 MHz Repeaters and Receivers which have been in service 24/7/365 since 1988-1990.
- All Norwalk Police Department 800 MHz radios rebanded to the newly assigned frequencies per FCC mandate
- Continuation of the physical improvements and general maintenance of the Communications Center.
- Strengthening of th relationships with the Norwalk Fire Department, Norwalk Office of Emergency Management and Norwalk Hospital EMS.

Goals For 2012 - 2013:

- Complete the 800 MHz Radio Rebanding Project including required testing, processes, paperwork and sign-offs.
- Provide emergency power to the police and fire radio repeaters and receivers at the West Rocks Road and Rowayton Ave sites.
- Relocate, and provide emergency power to the three police radio receivers to a more suitable and secure location within the existing Woodward Ave radio site.
- Improve areas of marginal service and eliminate the existing police radio "dead zones" within the City of Norwalk.
- Extend the useful lifespan of our existing Motorola Radio Dispatch Consoles by updating the computers and software, per Motorola recommendations.
- Install and implement a new computerized Emergency Medical Dispatch (EMD) system and a QI/QA program for it.
- Examine individual employee sick time, reduce sick time if/where an individual is abusing the benefit.
- Provide Dispatchers with a City of Norwalk email address and two stand alone computers, separate from the existing Motorola Console and Collect computers to allow Dispatchers to access their work email accounts.

SIGNIFICANT CHANGES

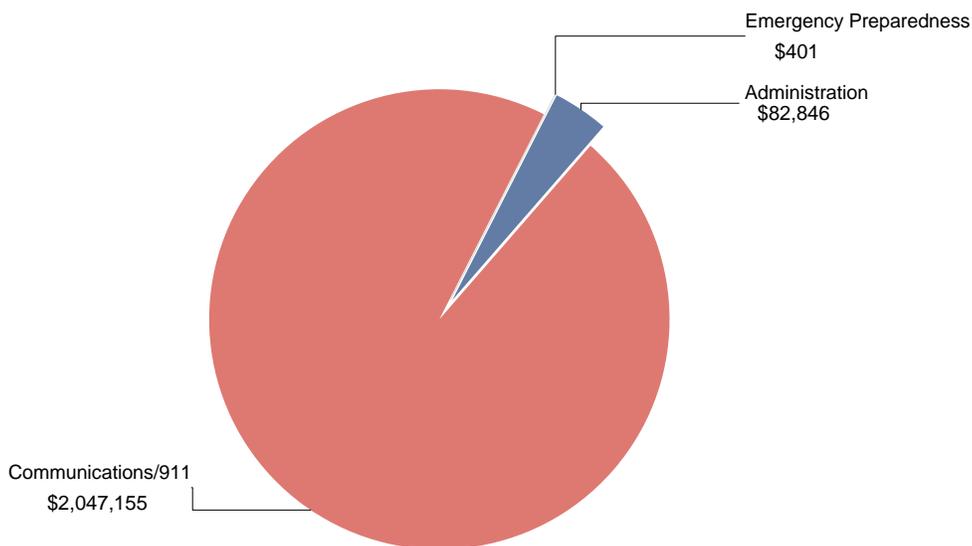
The approved FY 2012-13 budget is \$33,481 or 1.6% more than the approved FY 2011-12 budget due primarily to contractual increases in Regular Wages of \$70,385 which are partially offset by a reduction in the department's IT Services account of \$27,000 due to an upgrade of mobile data communication services at a lower cost along with a reduction to its insurance allocation of \$18,464 based on claims experience.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$74,984	\$76,230	\$100,446	\$82,846	(\$17,600)	(17.52%)
Communications/911	\$1,955,624	\$2,102,244	\$1,996,475	\$2,047,155	\$50,680	2.54 %
Emergency Preparedness	\$408	\$405	\$0	\$401	\$401	0.00 %
Total	\$2,031,016	\$2,178,879	\$2,096,921	\$2,130,402	\$33,481	1.60 %
<u>Budget By Major Group</u>						
Personnel Services	\$1,781,134	\$1,905,545	\$1,817,415	\$1,890,270	\$72,855	4.01 %
Contractual Services	\$166,155	\$175,209	\$172,475	\$149,401	(\$23,074)	(13.38%)
Supplies and Materials	\$1,355	\$13,133	\$1,400	\$800	(\$600)	(42.86%)
Fixed Charges	\$10,359	\$12,580	\$29,338	\$12,299	(\$17,039)	(58.08%)
Grants & Donations	\$71,014	\$72,413	\$76,293	\$77,632	\$1,339	1.76 %
Capital Outlay	\$1,000	\$0	\$0	\$0	\$0	0.00 %
Total	\$2,031,016	\$2,178,879	\$2,096,921	\$2,130,402	\$33,481	1.60 %
NON-TAX REVENUE						
Intergovernmental	\$177,544	\$186,118	\$177,544	\$186,118	\$8,574	4.83 %
Total	\$177,544	\$186,118	\$177,544	\$186,118	\$8,574	4.83 %
AMT. SUPPORTED BY TAXES	\$1,853,472	\$1,992,761	\$1,919,377	\$1,944,284	\$24,907	1.30 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Communications/911</u>										
Dispatch Supervisor	6	\$426,966	6	\$426,966	6	\$442,818	6	\$446,916	0	\$4,098
Public Safety Telecommunicator II	14	\$804,764	14	\$809,159	14	\$824,753	14	\$895,529	0	\$70,776
Public Safety Telecommunicator I	4	\$214,376	4	\$199,007	4	\$208,964	4	\$204,475	0	(\$4,489)
Total	24	\$1,446,106	24	\$1,435,132	24	\$1,476,535	24	\$1,546,920	0	\$70,385
Department Total	24	\$1,446,106	24	\$1,435,132	24	\$1,476,535	24	\$1,546,920	0	\$70,385

ADMINISTRATION

DESCRIPTION OF SERVICES

As a combined Police and Fire Dispatch Unit, the objective is to provide the highest quality of command, control and information services for public safety agencies to carry out their respective agenda.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$264	\$0	\$1,075	\$800	(\$275)	(25.58%)
Supplies and Materials	\$0	\$0	\$200	\$0	(\$200)	(100.00%)
Fixed Charges	\$3,706	\$3,817	\$22,878	\$4,414	(\$18,464)	(80.71%)
Grants & Donations	\$71,014	\$72,413	\$76,293	\$77,632	\$1,339	1.76 %
Total	\$74,984	\$76,230	\$100,446	\$82,846	(\$17,600)	(17.52%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$74,984	\$76,230	\$100,446	\$82,846
Employees	0	0	0	0
Outputs				
Administration				
# of boards, commissions & committees	0	0	0	0
# of contracts managed	7	7	7	7
# of grants applied to	0	0	2	2
# of grants identified	2	2	2	2
# of special app./BET Transfers required	0	0	0	0
Effectiveness				
Administration				
% of administrative goals and procedures set that are achieved	75	80	90	90%
% of approved budget expended	98%	98%	98%	98%
% of meetings attended	98	98		98%

COMMUNICATION/911

DESCRIPTION OF SERVICES

As a combined Police and Fire Dispatch Unit, the objective is to provide the highest quality of command, control and information services for public safety agencies to carry out their respective agenda.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$1,781,134	\$1,905,545	\$1,817,415	\$1,890,270	\$72,855	4.01 %
Contractual Services	\$165,483	\$174,804	\$171,400	\$148,200	(\$23,200)	(13.54%)
Supplies and Materials	\$1,355	\$13,133	\$1,200	\$800	(\$400)	(33.33%)
Fixed Charges	\$6,653	\$8,763	\$6,460	\$7,885	\$1,425	22.06 %
Capital Outlay	\$1,000	\$0	\$0	\$0	\$0	0.00 %
Total	\$1,955,624	\$2,102,244	\$1,996,475	\$2,047,155	\$50,680	2.54 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$1,955,624	\$2,102,244	\$1,996,475	\$2,047,556
Employees	24	24	24	24
Outputs				
Call Center				
# of emergency calls received	35,000	35,000	35,000	35,000
# of non-emergency calls received (est.)	130,000	130,000	130,000	130,000
Effectiveness				
Call Center				
% of calls to center logged with appropriate times	98	98	98	98
% of emergency calls given to the appropriate units within one minute and 30 seconds of receipt of call	99	99	99	99
% of emergency calls sent to the dispatcher within one minute	90	90	90	90
% of non-emergency calls given to the dispatcher within four minutes	98	98	98	98
% of non-emergency calls stacked or dispatched within six minutes	99	99	99	99

EMERGENCY PREPAREDNESS PLANNING

DESCRIPTION OF SERVICES

As a combined Police and Fire Dispatch Unit, the objective is to provide the highest quality of command, control and information services for public safety agencies to carry out their respective agenda. In FY2007-08 Emergency Preparedness Planning was moved to the Fire Department's budget.

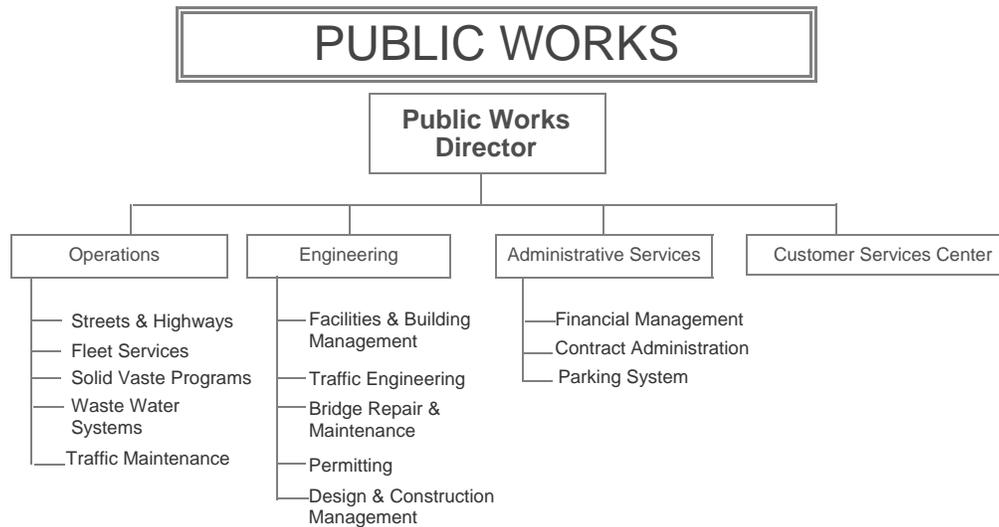
FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$408	\$405	\$0	\$401	\$401	0.00 %
Total	\$408	\$405	\$0	\$401	\$401	0.00 %

CITY OF NORWALK



ANNUAL BUDGET



Description of Service/Mission Statements:

With severely limited resources, provide the safest and most efficient and effective operation of City services and the most efficient maintenance and repair of City infrastructure in the most courteous, professional and citizen-responsive manner.

Highlights For 2011- 2012:

- Continued to focus on the maintenance and repair of critical infrastructure in a seriously deficient resource environment.
- Acquire external funding for infrastructure repairs and improvements, to include over \$1 million in ARRA funds for road repair, \$6 million in CMAQ funds for traffic signal upgrades, \$280,000 for design of the next phase of the Norwalk River Valley Trail, etc..
- Continued a safety program that strives for zero accidents/incidents/injuries, meets OSHA requirements and reduce risk management costs.
- Completed development of a City-wide Traffic Management Plan.
- Continued to develop and implement approaches to infrastructure maintenance that improve productivity.
- Significantly reduced the backlog of capital projects.
- Continued a pavement management program intended to steadily increase the average Pavement Condition index (PCI) across the city.
- Broaden the Department's face to the community through outreach and open house programs and expand volunteerism through various programs, and the Adopt-A-Spot program.
- Maintain effective services despite an extremely difficult economic, resource and labor environment.

Goals For 2012 - 2013:

- Continue to focus on the maintenance and repair of critical infrastructure in a seriously deficient resource environment.
- Acquire additional external funding for infrastructure repairs and improvements .
- Continue a safety program that strives for zero accidents/incidents/injuries, meets OSHA requirements and reduces risk management costs.
- Initiate implementation of a City-wide Transportation Management Plan.
- Continue to develop and implement approaches to infrastructure maintenance that improve productivity and extend the safe and useful life of the infrastructure.
- Continue a pavement management program intended to steadily increase the average Pavement Condition Index (PCI) across the City.
- Broaden the Department's face to the community through outreach and open house programs and expand volunteerism throughout various programs.
- Maintain effective services despite an extremely difficult economic resource and labor environment.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$175,181 or 1.1% more than the approved FY 2011-12 budget due primarily to increases in Other Professional Services of \$651,021, in Workers Compensation of \$157,076, in Other Contractual Services of \$133,990, and in Insurance allocation of \$76,351. These increases are mostly offset by decreases in the Snow/Ice Removal Chemical account of \$446,497, in the Regular and Overtime Wage accounts of \$356,926 and in the utility accounts of \$49,347, as follows:

Other Professional Services increase is the anticipated cost of engaging a private firm to collect the City's garbage that is currently performed by City personnel. The budget anticipates this new agreement being in place by 10/1/2012.

Workers Compensation and the Insurance allocation increases are forecasts based on claims experience

Other Contractual Services increases are due primarily to the contractual increase in costs for garbage tipping fees at the transfer station

Snow/Ice Removal Chemical decrease is due to the low utilization of materials during the light winter of the previous year and the resulting surplus funds in this account being restricted in the previous year for use in this year thus reducing the budget request

Regular and Overtime Wage decreases are due to the elimination of 12 budgeted City positions associated with garbage collection for nine months of the budget year

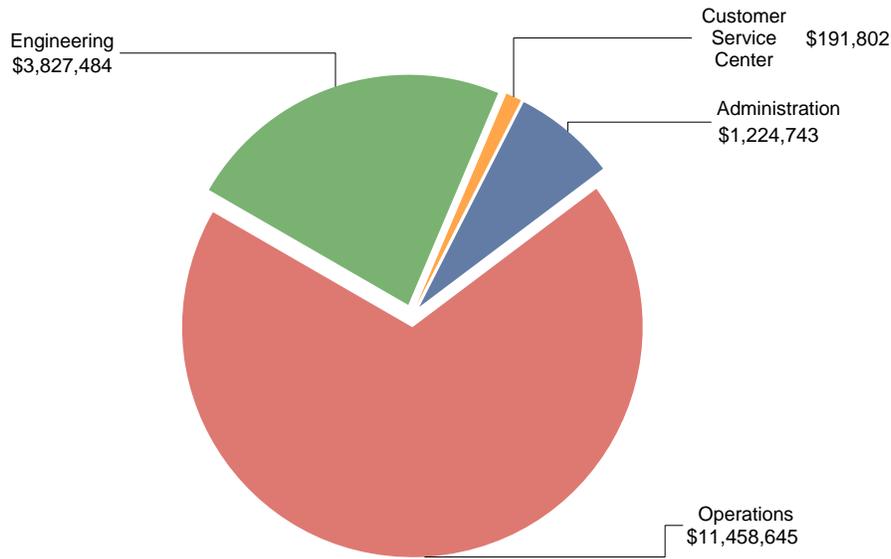
Utility accounts were adjusted to reflect historical spending in these accounts

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$792,213	\$778,387	\$1,115,441	\$1,224,743	\$109,302	9.80 %
Operations	\$10,996,366	\$10,915,869	\$11,474,498	\$11,458,645	(\$15,853)	(0.14%)
Engineering	\$3,637,417	\$3,681,041	\$3,753,567	\$3,827,484	\$73,917	1.97 %
Customer Service Center	\$175,873	\$177,015	\$183,987	\$191,802	\$7,815	4.25 %
Total	\$15,601,869	\$15,552,312	\$16,527,493	\$16,702,674	\$175,181	1.06 %
<u>Budget By Major Group</u>						
Personnel Services	\$6,150,923	\$6,152,518	\$6,445,163	\$6,090,143	(\$355,020)	(5.51%)
Contractual Services	\$6,599,138	\$6,070,370	\$6,884,504	\$7,575,544	\$691,040	10.04 %
Supplies and Materials	\$715,425	\$846,735	\$917,804	\$506,857	(\$410,947)	(44.78%)
Fixed Charges	\$1,797,385	\$2,070,113	\$1,893,057	\$2,125,667	\$232,610	12.29 %
Debt Service	\$35,100	\$43,750	\$35,000	\$35,000	\$0	0.00 %
Grants & Donations	\$303,898	\$321,311	\$351,965	\$369,463	\$17,498	4.97 %
Capital Outlay	\$0	\$47,515	\$0	\$0	\$0	0.00 %
Total	\$15,601,869	\$15,552,312	\$16,527,493	\$16,702,674	\$175,181	1.06 %
NON-TAX REVENUE						
Intergovernmental	\$437,325	\$436,250	\$437,325	\$436,988	(\$337)	(0.08%)
Licenses & Permits	\$123,475	\$223,623	\$165,550	\$182,550	\$17,000	10.27 %
Service Charges	\$102,417	\$137,980	\$148,535	\$153,285	\$4,750	3.20 %
Miscellaneous	\$174,807	\$170,561	\$56,067	\$62,276	\$6,209	11.07 %
Total	\$838,023	\$968,414	\$807,477	\$835,099	\$27,622	3.42 %
AMT. SUPPORTED BY TAXES	\$14,763,846	\$14,583,898	\$15,720,016	\$15,867,575	\$147,559	0.94 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Administration					
Director of Public Works	1 \$111,018	1 \$91,426	1 \$91,426	1 \$93,941	0 \$2,515
Administrative Services Manager	1 \$51,789	1 \$51,789	1 \$53,213	1 \$53,213	0 \$0
Public Works Administrative Assistant	1 \$59,637	1 \$59,637	1 \$61,277	1 \$61,277	0 \$0
Records Data Entry Clerk	1 \$53,084	1 \$45,121	1 \$45,121	1 \$47,290	0 \$2,169
Executive Secretary	1 \$62,610	1 \$62,610	1 \$64,332	1 \$64,332	0 \$0
Total	5 \$338,138	5 \$310,583	5 \$315,369	5 \$320,053	0 \$4,684
Operations					
Superintendent of Maintenance	1 \$108,074	1 \$108,074	1 \$111,046	1 \$111,046	0 \$0
Waste Programs Manager	1 \$73,823	1 \$65,837	1 \$69,703	1 \$71,752	0 \$2,049
Signal System Technician	1 \$71,142	1 \$75,885	1 \$75,885	1 \$79,303	0 \$3,418
Traffic Signal Mechanic	1 \$58,524	1 \$61,451	1 \$64,523	1 \$71,006	0 \$6,483
Operations Manager	1 \$59,375	1 \$59,375	1 \$61,008	1 \$61,008	0 \$0
Supervisor-Traffic Maintenance	1 \$73,823	1 \$73,823	1 \$75,853	1 \$75,853	0 \$0
Dispatcher/Clerk	1 \$64,523	1 \$64,523	1 \$64,523	1 \$67,623	0 \$3,100
Maintainer II (Refuse) Driver	5 \$265,573	4 \$230,965	4 \$230,965	0 \$47,985	(4) (\$182,980)
Maintainer II (Truck Driver)	21 \$1,031,840	21 \$1,028,522	21 \$1,068,125	22 \$1,161,408	1 \$93,283
Roads Supervisor	3 \$219,472	3 \$219,472	3 \$227,559	3 \$229,610	0 \$2,051
Maintainer III (Equipment Operator)	13 \$755,238	13 \$758,025	13 \$760,812	13 \$797,368	0 \$36,556
Mason I	2 \$129,046	3 \$175,997	3 \$187,570	3 \$193,363	0 \$5,793
Weighmaster	3 \$184,498	2 \$125,974	2 \$129,046	2 \$135,246	0 \$6,200

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.	
Maintainer I (Laborer)	16	\$689,502	14	\$615,503	14	\$621,756	13	\$600,794	(1)	(\$20,962)
Maintainer I (Refuse) Laborer	7	\$369,179	8	\$399,033	8	\$408,610	0	\$70,595	(8)	(\$338,015)
Defund Two Vacant Maintainer	(2)	(\$111,102)	0	\$0	0	\$0	0	\$0	0	\$0
Total	75	\$4,042,530	75	\$4,062,459	75	\$4,156,984	63	\$3,773,960	(12)	(\$383,024)
<u>Engineering</u>										
Building & Facilities Manager	1	\$108,074	1	\$108,074	1	\$111,046	1	\$111,046	0	\$0
Traffic Engineer	1	\$81,200	1	\$81,200	1	\$83,433	1	\$83,433	0	\$0
Principal Civil Engineer	1	\$125,324	1	\$125,324	1	\$128,770	1	\$128,770	0	\$0
Structural Engineer	1	\$108,074	1	\$108,074	1	\$111,046	1	\$111,046	0	\$0
Senior Civil Engineer-Design	2	\$207,156	2	\$207,156	2	\$212,852	2	\$212,852	0	\$0
Traffic Analyst	1	\$71,142	1	\$71,142	1	\$71,142	1	\$74,560	0	\$3,418
Junior Engineer	5	\$216,685	5	\$268,915	5	\$277,029	5	\$295,540	0	\$18,511
Assistant Civil Engineer	2	\$168,984	2	\$168,984	2	\$173,631	2	\$173,631	0	\$0
Engineering Aide III	1	\$71,142	1	\$71,142	1	\$71,142	1	\$74,560	0	\$3,418
Permit Inspector	1	\$71,142	1	\$71,142	1	\$71,142	1	\$74,560	0	\$3,418
Custodian	1	\$49,039	1	\$49,039	1	\$50,388	1	\$50,388	0	\$0
Total	17	\$1,277,962	17	\$1,330,192	17	\$1,361,621	17	\$1,390,386	0	\$28,765
<u>Customer Service</u>										
Customer Service Representative	2	\$94,634	2	\$95,752	2	\$100,776	2	\$100,776	0	\$0
Customer Service Manager	1	\$71,142	1	\$71,142	1	\$71,142	1	\$74,560	0	\$3,418
Total	3	\$165,776	3	\$166,894	3	\$171,918	3	\$175,336	0	\$3,418
Department Total	100	\$5,824,406	100	\$5,870,128	100	\$6,005,892	88	\$5,659,735	(12)	(\$346,157)

ADMINISTRATION

DESCRIPTION OF SERVICES

The goal of the Administration Division is to provide effective leadership and management support to the department and provide development, construction, operations and maintenance of specified city properties in a safe and cost effective manner based on an approved and acceptable level of service for the maximization of resource performance and the achievement of department outcomes.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$375,912	\$343,710	\$335,830	\$340,592	\$4,762	1.42 %
Contractual Services	\$85,091	\$93,506	\$95,650	\$95,499	(\$151)	(0.16%)
Supplies and Materials	\$24,829	\$25,318	\$28,600	\$28,600	\$0	0.00 %
Fixed Charges	\$305,483	\$312,693	\$303,396	\$390,589	\$87,193	28.74 %
Grants & Donations	\$898	\$3,161	\$351,965	\$369,463	\$17,498	4.97 %
Total	\$792,213	\$778,387	\$1,115,441	\$1,224,743	\$109,302	9.80 %

OPERATIONS

DESCRIPTION OF SERVICES

The goal is to provide street maintenance and repair services to the citizens of Norwalk and the general public so that people and goods can move freely and safely throughout the city. Included in operations are the following activities: Solid Waste regulation; collection and disposal; the City's contribution to the Water Pollution Control Authority; the cost of services provided for the Board of Education; and Centralized Fleet Services.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$4,239,938	\$4,213,953	\$4,497,284	\$4,104,674	(\$392,610)	(8.73%)
Contractual Services	\$4,497,094	\$3,962,622	\$4,702,955	\$5,388,213	\$685,258	14.57 %
Supplies and Materials	\$587,511	\$721,960	\$791,503	\$380,006	(\$411,497)	(51.99%)
Fixed Charges	\$1,368,824	\$1,651,670	\$1,482,756	\$1,585,752	\$102,996	6.95 %
Grants & Donations	\$303,000	\$318,150	\$0	\$0	\$0	0.00 %
Capital Outlay	\$0	\$47,515	\$0	\$0	\$0	0.00 %
Total	\$10,996,366	\$10,915,869	\$11,474,498	\$11,458,645	(\$15,853)	(0.14%)

ENGINEERING

DESCRIPTION OF SERVICES

The goal is to provide capital planning, survey, design and inspection services for the residents of Norwalk and the public to ensure the necessary infrastructure for safe travel, a healthy environment, and an acceptable quality of life. Also included in this division is building management, which oversees the operation and maintenance of most City buildings with the exception of City schools. Fiscal year 2004-05 was the first year that building management services are budgeted for in the Department of Public Works, prior to this these services were accounted for in a separate department. To see the history of this division, please see the Building Management section.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$1,369,401	\$1,421,841	\$1,439,061	\$1,468,436	\$29,375	2.04 %
Contractual Services	\$2,016,953	\$2,014,242	\$2,085,899	\$2,091,832	\$5,933	0.28 %
Supplies and Materials	\$103,085	\$99,458	\$97,701	\$98,251	\$550	0.56 %
Fixed Charges	\$112,878	\$101,750	\$95,906	\$133,965	\$38,059	39.68 %
Debt Service	\$35,100	\$43,750	\$35,000	\$35,000	\$0	0.00 %
Total	\$3,637,417	\$3,681,041	\$3,753,567	\$3,827,484	\$73,917	1.97 %

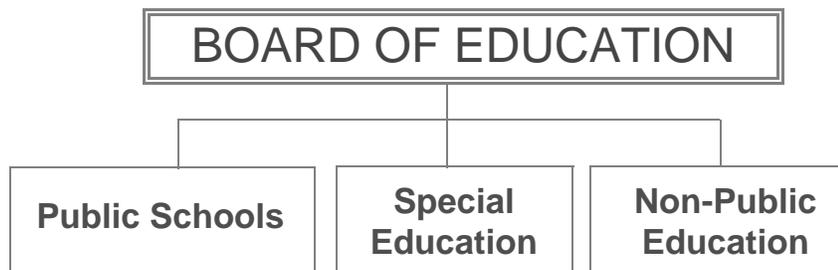
CUSTOMER SERVICE CENTER

DESCRIPTION OF SERVICES

To provide superior service to residents and the public by ensuring that all contacts are handled competently, courteously and efficiently. The Center will receive, record and track all service requests and complaints and forward service requests and complaints to the appropriate department for action. It will also follow through on all service requests that have not been resolved and respond to requests for general information on services. Fiscal Year 2004-05 was the first year of the Center's operation.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$165,673	\$173,015	\$172,988	\$176,441	\$3,453	2.00 %
Fixed Charges	\$10,200	\$4,000	\$10,999	\$15,361	\$4,362	39.66 %
Total	\$175,873	\$177,015	\$183,987	\$191,802	\$7,815	4.25 %



Description of Service/Mission Statements:

This portion of the Board of Education budget reflects the activities and functions funded through local taxes and revenues. The diverse educational needs of Norwalk children are met through a system of 12 elementary schools, 4 middle schools, 2 high schools, and 1 alternative high school. The system also includes a nationally recognized Magnet elementary school; the Center for Global Studies, an inter-district high school magnet program, comprehensive special education and bilingual education programs, a full day kindergarten program, expanded Pre-K opportunities, and a focused program of before and after school programs at the elementary and secondary levels. Students have a full array of interscholastic athletics and extra-curricular programs. Programs like the Center for Youth Leadership (a high school student activist group), and the Norwalk High School and Brien McMahon High School Marching Bands have received national recognition. In 2011, eight schools made "Safe Harbor": Cranbury, Jefferson, Naramake, Silvermine, Tracey, Wolfpit elementary schools, Roton, and West Rocks Middle Schools. Two schools made "Safe Harbor" two consecutive years and are no longer in need of Improvement: Tracey and West Rocks. Two schools made "Safe Harbor" three consecutive years and are no longer in need of improvement: Cranbury and Roton.

October 1, 2011 enrollment is 11,095. This represents an increase of 47 elementary school students, a decrease of 53 middle school students, and an increase of 27 high school students compared with the actual enrollment of 10/1/10.

Highlights 2011-12:

Accomplishments:

- Our students demonstrate excellence in music and the arts. Our students in Norwalk have shown over and over again that they are the standard that everyone aspires to attain.
- Our students are increasing their participation in Advance Placement and Honors classes in high school.
- Our students continue to demonstrate increased results on state testing.
- Our principals and teachers are utilizing the data-driven decision making process.
- Our district received recognition from the state on how our district data team is working.
- Our district disseminated two surveys to staff and parents to obtain feedback about our school district.
- Our district developed a new school calendar which provides more time for students in the first half of the school year and is family friendly.
- Our district increased our collaboration with our Out-of-School Providers and our community business partners.
- Partnerships with GE Capital, Norwalk Children's Foundation, Fairfield County Community Foundation, Norwalk Education Foundation to support implementation of the Common Core State Standards through connection to the Developing Futures Schools.
- Administration of PSAT's to all 10th and 11th graders.
- Commended by the State for our District Improvement Plan and focus on the adult actions to improve student achievement.
- Wi-Mentor an innovative internet-based mentoring program where mentors and mentees communicate via e-mail

once a week for the school year.

- Nellie Mae Foundation has awarded the Norwalk Public School district a grant of \$250,000 to support the professional development of teachers, administrators, and district leaders.
- One of 10 districts awarded the Wireless Generation Literacy Assessment Pilot.

Goals 2012-13:

- Improve performance in literacy, particularly in reading and writing, of all students in grades K-12 as measured by District and State assessments.
- Improve performance in numeracy of all students in grades K-12 as measured by District and State assessments.
- Continue program initiatives and professional development in areas of common formative assessment, SRBI, pacing guides, and effective teaching.
- Close the achievement gap by focusing on performance of all students who have not met expected standards.
- Develop 'Best Teaching' practices that reflect and assess student learning.
- Enhance academic opportunities for all students.
- Measure, assess, and support stated objectives in the District and School Growth Plans.

SPECIAL EDUCATION

Description of Services/Mission Statement

This portion of the Board of Education budget includes programs financed from designated State and Federal grants. These programs include among others a preschool Head Start Program, numerous Special Education Programs, and drug abuse prevention programs. The amounts appropriated during the year will be adjusted to reflect the actual monies received.

Highlights 2011-12:

- Train staff and implement Positive Behavioral Intervention Supports in all middle and high schools to address the number of minority students designated as Seriously Emotionally Disturbed.
- Provide professional development to staff in critical areas such as: IEP Direct, SMART goals, Reading programming, Learning Disability Guidelines, etc.
- Increase the amount of time of special education students with non-disabled peers.
- Develop programming models that will enable students with Autism Spectrum Disorders to continue to be educated in the least restrictive environment.
- Improve academic performance of special education students.
- Continue to increase the number of special education students in regular education classes through the implementation of the co-teaching model.
- Review and evaluate the recommendations of the CREC report and follow-up with tasks to be designed.
- In order to ensure uniform and consistent district wide procedures so as to provide an appropriate educational

program to all students with special needs, train school administrators through a PPT Academy.

- Work on a monthly basis with a Parent Advisory Group.
- Provide a number of high quality parent focused workshops. Topics to be determined through parent input.
- Disseminate parent handbook in both English and Spanish.
- Evaluate current staffing levels and work with district representatives to develop a staffing methodology model for special education and related services staff.

Goals 2012-13:

- The District will continue to pursue those areas identified as highlights in 2011/2012.

NON-PUBLIC EDUCATION

Description of Services/Mission Statement

This portion of the of the Board of Education budget reflects the school systems expenditure for health, welfare, and transportation services provided to non-public schools in Norwalk. These expenditures are mandated by the State of Connecticut and are eligible for partial State reimbursement.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$693,501 or 0.4% more than the approved FY 2011-12 budget. The budget had been preliminarily approved at a \$4,693,501 or a 3.0% increase, but before budget adoption the Board of Education indicated that it may have to contribute \$4,000,000 less than its General Fund obligation to the Insurance Fund in FY 2011-12 due to a budgeting error. As a result, the City reduced the Board of Education's FY 2012-13 appropriation by \$4,000,000 and with this money committed to eliminating the Insurance Fund deficit at the beginning of FY 2012-13.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Education	\$148,829,159	\$150,478,056	\$154,801,489	\$155,494,990	\$693,501	0.45 %
Total	\$148,829,159	\$150,478,056	\$154,801,489	\$155,494,990	\$693,501	0.45 %
<u>Budget By Major Group</u>						
Personnel Services	\$97,871,682	\$99,030,032	\$101,243,603	\$100,470,071	(\$773,532)	(0.76%)
Fixed Charges	\$28,936,723	\$28,655,559	\$30,539,961	\$30,503,896	(\$36,065)	(0.12%)
Contractual Services	\$15,946,475	\$16,402,763	\$16,719,028	\$18,271,387	\$1,552,359	9.28 %
Supplies and Materials	\$5,501,332	\$5,879,334	\$5,844,119	\$5,847,697	\$3,578	0.06 %
Capital Outlay	\$480,146	\$400,263	\$344,841	\$308,530	(\$36,311)	(10.53%)
Grants & Donations	\$92,801	\$110,105	\$109,937	\$93,409	(\$16,528)	(15.03%)
Total	\$148,829,159	\$150,478,056	\$154,801,489	\$155,494,990	\$693,501	0.45 %
NON-TAX REVENUE						
Intergovernmental	\$9,053,922	\$9,002,820	\$10,329,045	\$10,344,902	\$15,857	0.15 %
Service Charges	\$11,200	\$13,700	\$12,000	\$12,000	\$0	0.00 %
Total	\$9,065,122	\$9,016,520	\$10,341,045	\$10,356,902	\$15,857	0.15 %
AMT. SUPPORTED BY TAXES	\$139,764,037	\$141,461,537	\$144,460,444	\$145,138,088	\$677,644	0.47 %

FUND SUMMARY

OBJ DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
EDUCATION OBJECT CODES					
100 DEGREE LEVEL CHANGES	\$ -	\$ 31,107	\$ 369,993	\$ 375,000	\$ 5,007
101 LONG TERM SUBSTITUTES	\$ 690,091	\$ 645,080	\$ 689,170	\$ 678,953	(10,217)
102 PROFESSIONAL DEVELOPMENT	\$ 13,103	\$ -	\$ 500	\$ 15,800	15,300
111 SUPERINTENDENT	\$ 241,115	\$ 222,308	\$ 230,000	\$ 230,000	-
112 CENTRAL ADMIN SUP TEAM	\$ 478,117	\$ 522,970	\$ 495,853	\$ 496,789	936
113 PRINCIPALS	\$ 5,678,536	\$ 5,574,035	\$ 6,138,803	\$ 5,092,357	(1,046,446)
114 SUPERVISORS	\$ 1,016,926	\$ 1,163,767	\$ 625,227	\$ 435,474	(189,753)
115 ASSISTANT SUPERVISORS	\$ 451,542	\$ 482,110	\$ 444,858	\$ 510,273	65,415
116 DLC-TEACHERS AFTER BUDGET ROLL	\$ -	\$ -	\$ 175,000	\$ 175,000	-
117 TEACHERS (NON-RATIO)	\$ 61,507,444	\$ 61,700,039	\$ 63,437,399	\$ 63,388,515	(48,884)
118 SUBSTITUTES	\$ 896,819	\$ 978,606	\$ 764,792	\$ 803,220	38,428
119 OTHER CERTIFIED	\$ 6,841,208	\$ 6,903,820	\$ 6,890,813	\$ 7,344,684	453,871
121 SECRETARY	\$ 2,673,424	\$ 2,689,100	\$ 2,663,359	\$ 2,515,047	(148,312)
122 AIDE	\$ 5,398,539	\$ 5,423,884	\$ 5,611,951	\$ 6,210,598	598,647
123 CLERKS	\$ 1,520,643	\$ 1,580,624	\$ 1,615,723	\$ 1,203,706	(412,017)
124 CUSTODIANS	\$ 4,203,722	\$ 4,336,540	\$ 4,476,300	\$ 4,582,072	105,772
125 MAINTENANCE	\$ 720,536	\$ 730,217	\$ 743,620	\$ 753,454	9,834
126 NON-AFFILIATED	\$ 1,395,685	\$ 1,436,361	\$ 1,397,878	\$ 1,319,728	(78,150)
127 OTHER NON-CERTIFIED	\$ 929,414	\$ 1,034,017	\$ 951,973	\$ 944,456	(7,517)
128 SUBSTITUTES (NON-CERTIFIED)	\$ 180,383	\$ 368,872	\$ 168,300	\$ 209,600	41,300
130 OVERTIME SALARIES	\$ 347,744	\$ 366,925	\$ 380,040	\$ 408,185	28,145
131 CERTIFIED OVERTIME	\$ 17,871	\$ 20,373	\$ 35,000	\$ 35,000	-
133 SALARIES-WORKSHOPS	\$ 38,379	\$ 15,116	\$ 31,490	\$ 57,507	26,017
134 SALARIES-EXTRA	\$ 527,164	\$ 562,940	\$ 567,358	\$ 572,621	5,263
135 SECURITY	\$ 86,538	\$ 95,069	\$ 52,000	\$ 96,000	44,000
137 CERTIFIED HOURLY	\$ 636,708	\$ 638,747	\$ 665,331	\$ 482,603	(182,728)
138 NON-CERTIFIED HOURLY	\$ 19,233	\$ 28,318	\$ 23,750	\$ 28,750	5,000
139 EXTRA - CURRICULAR	\$ 104,357	\$ 104,583	\$ 126,420	\$ 127,000	580
143 NURSES	\$ 1,218,231	\$ 1,335,030	\$ 1,325,643	\$ 1,336,590	10,947
145 PHYSICAL THERAPIST	\$ 38,211	\$ 39,473	\$ 40,136	\$ 41,089	953
150 SALARY RESERVE	\$ -	\$ -	\$ 104,923	\$ -	(104,923)
200 PERSONAL SERVICES - EMPL	\$ 31,591	\$ 23,105	\$ 26,048	\$ 26,200	152
212 FRINGE BENEFITS	\$ 23,869,524	\$ 23,802,539	\$ 25,469,723	\$ 24,518,795	(950,928)
230 RETIREMENT BENEFITS	\$ 1,928,566	\$ 1,569,783	\$ 1,294,500	\$ 1,578,103	283,603
235 LONGEVITY	\$ 215,780	\$ 210,065	\$ 212,835	\$ 220,000	7,165
240 SOCIAL SECURITY	\$ 2,781,071	\$ 2,876,963	\$ 2,882,655	\$ 3,000,000	117,345
250 UNEMPLOYMENT	\$ 108,899	\$ 172,318	\$ 653,200	\$ 1,159,798	506,598
300 PURCHASED PROF AND TECH	\$ 163,826	\$ 120,829	\$ 194,050	\$ 193,050	(1,000)
301 ATTENDANCE AT MEETINGS	\$ 29,839	\$ 27,454	\$ 41,080	\$ 46,455	5,375
311 RECRUITMENT	\$ 1,300	\$ 1,300	\$ 1,000	\$ 1,000	-
312 IN SERVICE	\$ 1,951	\$ 2,319	\$ 3,800	\$ 12,000	8,200
322 INSTRUCTIONAL PROGRAM IMP.	\$ 1,001	\$ 400	\$ 900	\$ 1,000	100
329 MEDICAID REIMBURSEMENT CREDIT	\$ -	\$ -	\$ -	\$ (400,000)	(400,000)
330 OTHER PROF TECH	\$ 1,565,138	\$ 2,437,813	\$ 2,467,317	\$ 3,159,590	692,273
331 SPECIAL ED LEGAL FEES	\$ 620,119	\$ 378,835	\$ 294,000	\$ 344,000	50,000
400 PURCHASED PROPERTY SERVI	\$ 2,624	\$ 2,145	\$ 573	\$ -	(573)
410 UTILITY SERV	\$ 128,778	\$ 145,305	\$ 124,000	\$ 155,000	31,000
412 BOILER REPAIRS	\$ 18,903	\$ 17,646	\$ 18,000	\$ 20,000	2,000
413 TUBES & REFRACTORY	\$ 14,453	\$ 14,743	\$ 14,000	\$ 15,000	1,000
414 BURNER SERVICE	\$ 24,481	\$ 24,174	\$ 24,000	\$ 25,000	1,000
415 OTHER REPAIRS	\$ 42,371	\$ 28,563	\$ 38,000	\$ 38,000	-
416 PNEUMATIC CONTROLS	\$ 8,508	\$ 11,629	\$ 10,000	\$ 12,000	2,000
417 CLOCKS & INTERCOMS	\$ 12,709	\$ 12,421	\$ 12,000	\$ 15,000	3,000
420 CLEANING SERVICES	\$ 21,367	\$ 19,328	\$ 22,342	\$ 24,000	1,658
421 DISPOSAL SERVICES	\$ 139,571	\$ 124,768	\$ 109,600	\$ 125,000	15,400
425 GLASS	\$ 51,876	\$ 26,748	\$ 35,000	\$ 35,000	-

Department Summary - BOARD OF EDUCATION

OBJ	DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
430	REPAIRS AND MAINT SERV	\$ 1,148,740	\$ 822,001	\$ 1,232,780	\$ 1,173,867	(58,913)
431	ELEVATOR SERVICE	\$ 28,944	\$ 15,610	\$ 25,000	\$ 25,000	-
432	ELECTRIC SERVICE	\$ 31,713	\$ 44,444	\$ 30,000	\$ 35,000	5,000
433	ELECTRIC MOTORS	\$ 31,302	\$ 29,146	\$ 28,000	\$ 30,000	2,000
434	FOLDING PARTITIONS	\$ 25,358	\$ 21,863	\$ 20,000	\$ 20,000	-
440	RENTALS	\$ 351,988	\$ 305,972	\$ 318,960	\$ 320,000	1,040
441	RENTAL OF LAND AND	\$ 11,415	\$ 11,871	\$ 16,000	\$ 16,000	-
450	CONSTRUCTION SERVICES	\$ 214,182	\$ 198,550	\$ 165,000	\$ 160,000	(5,000)
490	SECURITY SERVICES	\$ 131,873	\$ 146,684	\$ 150,000	\$ 150,000	-
492	LIFE SAFETY SYSTEMS	\$ 101,563	\$ 102,505	\$ 120,000	\$ 120,000	-
494	PURCH SERVICE SWIM POOL	\$ -	\$ (4,381)	\$ -	\$ -	-
500	OTHER PURCHASED	\$ 239,953	\$ 349,527	\$ 340,000	\$ 350,000	10,000
510	STUDENT TRANS SERV	\$ 5,348,355	\$ 5,239,007	\$ 5,457,461	\$ 5,649,099	191,638
511	STUDENT TRANS	\$ 232,005	\$ 263,315	\$ 260,366	\$ 204,486	(55,880)
519	STUDENT TRANS IND ARTS	\$ 42,000	\$ 36,645	\$ 45,100	\$ 32,340	(12,760)
521	LIABILITY INS (GEN)	\$ 1,291	\$ 785	\$ 1,000	\$ 1,000	-
529	INTER ACTI INSUR PREM	\$ 65,647	\$ 58,321	\$ 60,000	\$ 70,000	10,000
530	COMMUNICATIONS	\$ 321,581	\$ 300,907	\$ 255,000	\$ 310,000	55,000
540	ADVERTISING	\$ 548	\$ -	\$ 1,400	\$ 1,000	(400)
562	TUIT TO OTHER LEA'S	\$ 1,396,632	\$ 1,784,253	\$ 1,592,530	\$ 2,000,000	407,470
563	TUITION+STATE AGENCY	\$ 4,469,512	\$ 4,841,124	\$ 4,868,786	\$ 5,400,000	531,214
564	OUT OF DIST. TUITION-EXCESS COST	\$ (1,483,070)	\$ (2,004,462)	\$ (2,100,000)	\$ (2,100,000)	-
565	REGULAR ED. TUITION OTHER LEA'S	\$ 84,543	\$ 71,194	\$ 82,200	\$ 82,200	-
566	REGULAR ED. OUT OF DIST. TUITION	\$ 148,577	\$ 218,635	\$ 190,214	\$ 250,000	59,786
580	TRAVEL	\$ 147,693	\$ 146,952	\$ 148,569	\$ 149,800	1,231
590	MISCELL PURCH SERV	\$ 6,607	\$ 6,661	\$ 2,000	\$ 1,500	(500)
600	SUPPLIES	\$ 150,537	\$ 101,069	\$ 105,392	\$ 115,654	10,262
610	GENERAL SUPPLIES	\$ 211,889	\$ 251,048	\$ 245,000	\$ 271,000	26,000
611	INSTRUCTIONAL SUPPLIES	\$ 666,950	\$ 572,895	\$ 719,271	\$ 642,823	(76,448)
612	ADMINISTRATIVE SUPPLIES	\$ 2,473	\$ 1,250	\$ 3,350	\$ 2,400	(950)
613	MAINTENANCE SUPPLIES	\$ 176,493	\$ 175,803	\$ 181,514	\$ 185,000	3,486
614	POSTAGE	\$ 97,018	\$ 111,816	\$ 105,000	\$ 110,000	5,000
616	TESTING	\$ 15,860	\$ 93	\$ 22,000	\$ 10,500	(11,500)
622	ELECTRICITY	\$ 2,064,531	\$ 2,196,797	\$ 2,141,125	\$ 2,055,000	(86,125)
623	PROPANE GAS	\$ 5,658	\$ 7,208	\$ 7,200	\$ 8,000	800
624	OIL	\$ 551,080	\$ 819,489	\$ 592,000	\$ 713,000	121,000
625	NATURAL GAS	\$ 750,727	\$ 885,379	\$ 716,102	\$ 772,000	55,898
626	GASOLINE	\$ 165,950	\$ 152,073	\$ 257,837	\$ 300,000	42,163
641	TEXTBOOKS	\$ 137,450	\$ 89,814	\$ 120,741	\$ 104,933	(15,808)
642	LIBRARY BOOKS AND	\$ 15,551	\$ 98,036	\$ 121,678	\$ -	(121,678)
643	AUDIOVISUAL	\$ 59,005	\$ 42,998	\$ 63,979	\$ 57,750	(6,229)
644	CONSUMABLES/WORKBOOKS	\$ 193,339	\$ 187,459	\$ 195,263	\$ 215,111	19,848
645	TEXTBOOKS (SOFT COVER)	\$ 58,180	\$ 28,398	\$ 57,318	\$ 35,743	(21,575)
646	BOOK BINDING	\$ 3,819	\$ 4,607	\$ 5,693	\$ 5,621	(72)
690	OTHER SUPPLIES AND	\$ 149,217	\$ 131,221	\$ 158,436	\$ 215,942	57,506
692	GRADUATION EXPENSES	\$ 22,729	\$ 18,572	\$ 21,220	\$ 20,220	(1,000)
693	ACCREDITATION	\$ 2,877	\$ 3,310	\$ 4,000	\$ 7,000	3,000
730	INSTRUCTIONAL EQUIPMENT	\$ 136,467	\$ 139,287	\$ 102,049	\$ 101,627	(422)
733	INSTRUCTIONAL SOFTWARE	\$ 71,807	\$ 84,452	\$ 131,918	\$ 165,345	33,427
739	NON-INSTRUCTIONAL EQUIPMENT	\$ 17,499	\$ 5,497	\$ 17,162	\$ 41,558	24,396
749	LEASE PAYMENTS	\$ 254,373	\$ 171,028	\$ 93,712	\$ -	(93,712)
810	DUES,FEES & MEMBERSHIPS	\$ 92,801	\$ 110,105	\$ 109,937	\$ 93,409	(16,528)
	TOTAL EXPENSES	\$ 148,829,159	\$ 150,478,056	\$ 154,801,489	\$ 155,494,990	\$ 693,501



Description of Service/Mission Statements:

The Department of Recreation and Parks facilitates leisure experiences for the residents of Norwalk by: operating and maintaining a system of parks (1,215 acres), open spaces and community facilities; preserving and protecting the City's natural resources; promoting the arts in Norwalk; and offering a wide variety of leisure opportunities that enhance physical, intellectual, social and cultural growth and development and ensuring they are accessible to all.

Highlights For 2011- 2012:

- Completed educational barn at Fodor Farm (interior lighting, exterior painting, expanded the apple orchard).
- Currently renovating City owned house at Fodor, including front porch and caretaker's cottage.
- Purchased and installed 4 new tent structures at Calf Pasture, painted exterior rooms, new steps and fencing.
- Renovated Brien McMahon girl's softball field for proper drainage and safe playability.
- Completed the cleanup after Hurricane Irene and October snowstorm.
- Continued on schedule for re-occurring maintenance tasks, i.e. mowing, garbage pickup, and snow removal.
- Received our new Toro 580 wide area mower.
- Completed a visit from Cirma regarding OSHA compliance in the Parks Garage. Addressed minor issues.
- Continued process of replacing tennis and basketball nets throughout City as needed.
- Continued our repair schedule to maintain our picnic tables and player benches throughout the City.
- Painted wood guardrail throughout the City.
- Installed new splash pad a Devons Place, updated alarm and intercom systems at the Parks Garage.
- Installed new playgrounds at Wolfpit and Jefferson Schools.
- Reduced workers compensation to lowest Department in the City.
- Refurbished tennis courts at Nathaniel Ely, Broad River, Mathews Park and tennis and basketball courts at Norwalk High School and Ludlow Park.

Goals For 2012 - 2013:

- Revamp existing metal halide lighting system for Parks Garage to a more energy efficient fluorescent system, to save energy costs and improve lighting.
- Pursue the hiring of a Grade 7, Carpenters Assistant.
- Purchase a new Plumbers van, existing vehicle is a 1994 with over 103 miles.
- Begin replacement program for pickup trucks to replace some which have over 25 years of service. Start with 2 rack body dump trucks.
- Decrease Workers Compensation claims by 10% through Cirma seminars and videos.
- Continue to properly maintain existing sports fields in order to lessen chance of injury and reduce long-term costs.
- Renovate playing fields to aid drainage to save employee maintenance hours, and to increase safety of users.
- Continue a small equipment replacement program to save maintenance costs and to lessen the need of major bulk equipment replacement in future.
- Obtain proper equipment necessary to complete larger jobs "in house".
- Continue to establish and maintain realistic maintenance scheduled to keep our Parks and School in a respectable and useable/safe condition.
- Establish a standardized program for playground repair to minimize injury and expensive future repairs.
- Pursue the purchase of updated equipment to save man hours and to lessen repair costs of outdated equipment.
- Begin replacement program for existing padlocks throughout the city.
- Update irrigation controls to a web based system to save on labor and water usage.
- Computerization of the Norwalk Park Permits and increase revenue by 20% in rental of facilities and grounds.
- Completion of the restoration of the Fodor Farm Homestead.

SIGNIFICANT CHANGES

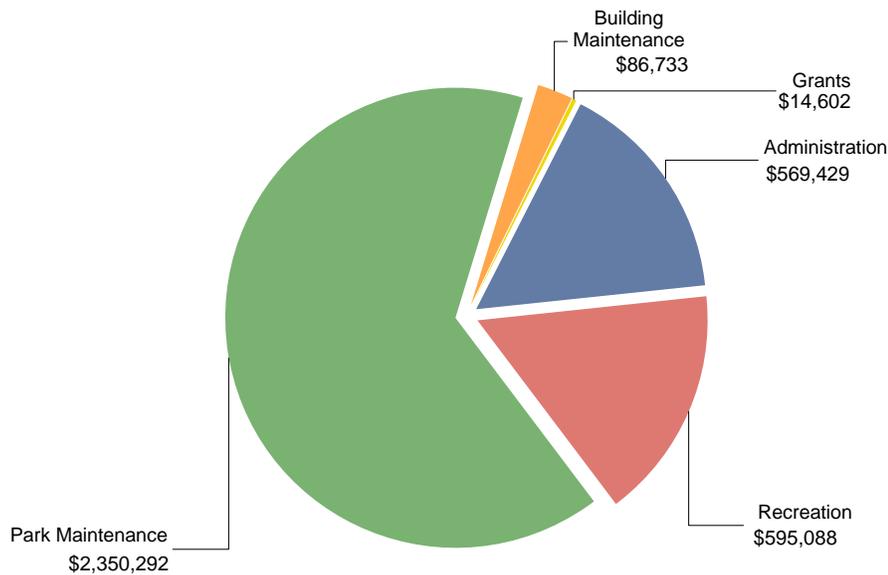
The approved FY 2012-13 budget is \$134,564 or 3.9% more than the approved FY 2011-12 budget. The department's increase in budget is driven primarily by total wages contractual increases of \$66,390, Insurance allocation increase of \$21,478 based on claims experience, anticipated utility increases of \$21,284, Centralized Fleet Maintenance and Fuel increases of \$16,740, and a \$5,000 increase for electrical work at the City's garage.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Administration	\$496,797	\$488,599	\$543,953	\$569,429	\$25,476	4.68 %
Recreation	\$585,688	\$549,037	\$598,300	\$595,088	(\$3,212)	(0.54%)
Park Maintenance	\$2,261,506	\$2,271,070	\$2,247,075	\$2,350,292	\$103,217	4.59 %
Building Maintenance	\$75,088	\$78,095	\$77,650	\$86,733	\$9,083	11.70 %
Grants	\$19,651	\$21,517	\$14,602	\$14,602	\$0	0.00 %
Total	\$3,438,731	\$3,408,319	\$3,481,580	\$3,616,144	\$134,564	3.87 %
<u>Budget By Major Group</u>						
Personnel Services	\$2,344,104	\$2,285,230	\$2,289,961	\$2,356,551	\$66,590	2.91 %
Contractual Services	\$488,765	\$551,670	\$526,129	\$564,668	\$38,539	7.33 %
Supplies and Materials	\$178,239	\$168,817	\$197,956	\$203,550	\$5,594	2.83 %
Fixed Charges	\$358,579	\$317,641	\$377,816	\$402,957	\$25,141	6.65 %
Debt Service	\$45,036	\$52,030	\$70,000	\$70,000	\$0	0.00 %
Grants & Donations	\$0	\$11,368	\$11,368	\$11,368	\$0	0.00 %
Capital Outlay	\$24,008	\$21,563	\$8,350	\$7,050	(\$1,300)	(15.57%)
Total	\$3,438,731	\$3,408,319	\$3,481,580	\$3,616,144	\$134,564	3.87 %
NON-TAX REVENUE						
Intergovernmental	\$17,723	\$5,598	\$0	\$0	\$0	0.00 %
Service Charges	\$887,134	\$898,250	\$916,100	\$927,100	\$11,000	1.20 %
Miscellaneous	\$53,207	\$77,855	\$60,027	\$59,057	(\$970)	(1.62%)
Total	\$958,063	\$981,702	\$976,127	\$986,157	\$10,030	1.03 %
AMT. SUPPORTED BY TAXES	\$2,480,667	\$2,426,617	\$2,505,453	\$2,629,987	\$124,534	4.97 %

Summary by Division - Approved FY 2012-13



PERSONNEL SUMMARY

		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
Administration										
Director of Recreation & Parks	1	\$121,591	1	\$121,591	1	\$121,591	1	\$124,935	0	\$3,344
Administrative Support II	1	\$50,266	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Secretary/Bookkeeper	1	\$56,773	1	\$56,773	1	\$58,334	1	\$58,334	0	\$0
Athletic Supervisor	1	\$65,728	1	\$65,728	1	\$67,536	1	\$67,536	0	\$0
Total	4	\$294,358	4	\$295,584	4	\$300,369	4	\$303,713	0	\$3,344
Grounds/Facilities										
Superintendent of Park Maintenance	1	\$79,666	1	\$79,666	1	\$84,339	1	\$86,817	0	\$2,478
Carpenter	1	\$55,737	1	\$58,524	1	\$61,451	1	\$67,623	0	\$6,172
Carpenter Assistant	0	\$0	0	\$0	0	\$0	1	\$64,404	1	\$64,404
Maintenance Tradesworker	2	\$122,902	2	\$122,902	2	\$122,902	2	\$128,808	0	\$5,906
Park Maintainer III	1	\$58,524	1	\$58,524	2	\$114,261	2	\$122,672	0	\$8,411
Plumber/Pipefitter	1	\$67,751	1	\$55,737	1	\$55,737	1	\$61,336	0	\$5,599
Park Maintainer I	5	\$241,816	5	\$252,755	5	\$252,755	4	\$211,920	(1)	(\$40,835)
Park Maintainer II	8	\$415,832	7	\$374,241	6	\$321,157	6	\$336,590	0	\$15,433
Defund One Maintainer I	(1)	(\$43,671)	0	\$0	0	\$0	0	\$0	0	\$0
Total	18	\$998,557	18	\$1,002,349	18	\$1,012,602	18	\$1,080,170	0	\$67,568
Department Total	22	\$1,292,915	22	\$1,297,933	22	\$1,312,971	22	\$1,383,883	0	\$70,912

ADMINISTRATION

DESCRIPTION OF SERVICES

The Administration division is responsible for all activities and operations of the Department of Recreation and Parks including all City sponsored recreational activities, parks and park maintenance.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$325,924	\$339,306	\$324,989	\$328,848	\$3,859	1.19 %
Contractual Services	\$123,010	\$107,142	\$110,470	\$112,220	\$1,750	1.58 %
Supplies and Materials	\$6,020	\$5,713	\$7,750	\$7,750	\$0	0.00 %
Fixed Charges	\$41,843	\$36,438	\$100,744	\$120,611	\$19,867	19.72 %
Total	\$496,797	\$488,599	\$543,953	\$569,429	\$25,476	4.68 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$496,797	\$488,599	\$543,953	\$569,629
Employees	4	4	4	4
Outputs				
Administration				
# of awards/special recognitions received	N/A	N/A	N/A	N/A
# of contracts managed	12	12	10	9
# of grants received	3	1	5	5
# of revenue transactions	9,500	9,600	9,800	10,000
# of special appropriations/BET transfers required	1	0	0	0
Total dollars collected	1,200,000	1,300,000	1,300,000	1,300,000
Total dollars of contracts managed	850,000	900,000	1,000,000	1,000,000
Customer Service/Outreach				
# of ads., information pamphlets produced/distributed	100,000	100,000	All web based	All web based
# of residents utilizing department programs	45,000	45,000	60,000	55,000
Effectiveness				
Administration				
% of approved budget expended	103%	100%	100%	98%
% of current contracts renewed	TBD	TBD	TBD	TBD
% of grants renewed	0	1	2	2
% of info. requests answered within a timely manner	100%	100%	100%	100%
Customer Service/Outreach				
% of residents who participate in department activities due to advertisements/pamphlets	85%	85%	90%	90%
% of residents who would rate services received as good/satisfied with services received	96%	97%	97%	97%

RECREATION

DESCRIPTION OF SERVICES

The Recreation Division provides a wide range of active and passive recreational programs for the citizens of Norwalk.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$390,876	\$343,414	\$388,345	\$379,213	(\$9,132)	(2.35%)
Contractual Services	\$102,897	\$115,904	\$117,930	\$126,030	\$8,100	6.87 %
Supplies and Materials	\$49,008	\$44,870	\$49,646	\$49,646	\$0	0.00 %
Fixed Charges	\$42,907	\$33,482	\$31,011	\$28,831	(\$2,180)	(7.03%)
Grants & Donations	\$0	\$11,368	\$11,368	\$11,368	\$0	0.00 %
Total	\$585,688	\$549,037	\$598,300	\$595,088	(\$3,212)	(0.54%)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$585,688	\$549,037	\$598,300	\$595,088
no full-time employees	0	0	0	0
Outputs				
Special Events				
# of families participating at special events			8,000	8,000
# of special events offered/co-sponsored			62	62
Social Programs				
# of social programs offered	16	16	10	8
Total participants in social programs	2,000	2,000	1,500	1,500
Physical Fitness Programs				
# of physical fitness programs offered	0	9	10	8
Total participants in physical fitness programs	3,500	4,000	5,000	5,000
Arts/Cultural Programs				
# of arts/cultural programs offered			23	23
Total partic. in arts/cultural programs Specialty Camp			3,500	2,800
Sports Programs				
# of sports programs offered	45	46	46	48
Total participants in sports programs - League	7,000	7,000	8,000	10,000
Play & Learn Program (Youth)				
Total participants in program	250	300	750	750
Aquatics				
# of aquatics programs offered	14	14	15	13
Total participants in aquatics programs	7,000	7,000	8,000	8000
Scheduling				

Department Summary - RECREATION & PARKS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
# of facilities and fields available for use	152	152	152	152
# of facilities and fields used	155	TBD	152	152
Special Events				
# of families participating at special events	4,000	5,000	8,000	8,000
# of special events offered/co-sponsored	55	60	62	62
Arts/Cultural Programs				
# of arts/cultural programs offered	20	21	23	23
Total partic. in arts/cultural programs Specialty Camp	1,000	1,200	3,500	2,800
Effectiveness				
Special Events				
% change in number of participants	-30%	-30%	45%	0%
% change in number of Special Events offered	15%	15%	5%	0%
% of participants satisfied with Special Events	95%	95%	95%	95%
Social Programs				
% change in number of participants	0	0	-25%	0%
% change in number of Social Programs offered	0	0	-35%	-20%
% of participants satisfied with Social programs	95%	95%	95%	95%
Physical Fitness Programs				
% change in number of participants	TBD	TBD	TBD	TBD
% change in number of physical fitness programs offered	12%	10%	10%	-20%
% of participants satisfied with physical fitness programs			95%	95%
Arts/Cultural Programs				
% change in number of arts/cultural programs offered	0	0	15%	23%
% change in number of participants	20%	20%	100%	20%
% of participants satisfied with arts/cultural programs	100%	100%	99%	99%
Sports Programs				
% change in field and facility usage	>5	0	+10%	+15%
Play & Learn Program				
% change in number of events offered	TBD	5%	20%	20%
% change in participation	TBD	5%	7%	0%
Aquatics				
% change in number of aquatics programs offered	-10%	-10%	8%	-15%
% change in number of participants	0	0	20%	0%
% of participants satisfied with aquatics programs	TBD	TBD	95%	95%
Scheduling				
% change in number of participants	5%	7%	7%	7%
% of participants satisfied with program	TBD	TBD	TBD	TBD

PARK MAINTENANCE

DESCRIPTION OF SERVICES

The Park Maintenance Division maintains 1,215 acres of grounds and property throughout Norwalk.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$1,618,970	\$1,590,387	\$1,569,427	\$1,641,290	\$71,863	4.58 %
Contractual Services	\$181,308	\$244,925	\$217,271	\$237,436	\$20,165	9.28 %
Supplies and Materials	\$118,876	\$114,685	\$136,165	\$141,165	\$5,000	3.67 %
Fixed Charges	\$273,308	\$247,480	\$245,862	\$253,351	\$7,489	3.05 %
Debt Service	\$45,036	\$52,030	\$70,000	\$70,000	\$0	0.00 %
Capital Outlay	\$24,008	\$21,563	\$8,350	\$7,050	(\$1,300)	(15.57%)
Total	\$2,261,506	\$2,271,070	\$2,247,075	\$2,350,292	\$103,217	4.59 %

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$2,261,506	\$2,271,070	\$2,247,075	\$2,350,292
Employees	18	18	18	18
Outputs				
Park Maintenance & Repair				
# of acres/areas plowed	50	50	50	50
# of parks maintained	57	57	57	57
# of parks receiving scheduled maintenance	57	57	57	57
Turf Management				
# of acres managed	1,200	1,200	1,200	1,200
# of acres receiving scheduled maintenance	550	550	600	600
# of irrigation systems controlled	18	18	19	19
# of irrigation systems receiving scheduled mntnce.	18	18	19	19
Facilities/Building Maintenance & Repair				
# of facilities maintained	18	18	18	18
# of facilities receiving scheduled maintenance/repair	18	18	18	18
Tree Maintenance				
# of trees and shrubs maintained	TBD	TBD	TBD	TBD
# of trees and shrubs planted/replaced	150	50	100	
Beautification/Landscape Design				
# of landscape beds, perennials, annuals maintained	50	65	70	80
# of landscape beds, perennials, annuals planted/rep.	30	35	40	40
Special Projects & Events				

Department Summary - RECREATION & PARKS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
# of special events planned	240	240	242	242
# of special projects suggested	10	9	8	8
Athletics				
# of athletic activities practiced at City venues	6,500	6,500	7,000	7,000
# of athletic contests played at City venues	31,000	31,000	32,000	32,000
Vehicle Maintenance				
# of pieces receiving scheduled maintenance	50	50	51	51
pieces of equipment maintained	230	230	234	240
Effectiveness				
Park Maintenance & Repair				
% of acres/areas that are plowed during daylight hrs.	50 miles, 4 acres @ Cranbury			
% of parks maintained satisfactorily	100%	100%	100%	100%
% of parks that are available for use	100%	100%	100%	
% of parks that are not able to be used due to lack of regularly scheduled maintenance	100%	100%	0%	0%
Turf Management				
% of acres that are not available due to lack of maintenance	0	0	0%	0%
% of acres/irrigation systems maintained on schedule	100%	100%	95%	95%
% of irrigation systems that are fully functional	100%	100%	100%	100%
Facilities/Building Maintenance & Repair				
% of buildings maintained on schedule	100%	100%	100%	100%
% of facilities not available due to lack of mntnce.	0%	0%	0%	0%
Tree Maintenance				
% of trees/shrubs replaced on schedule	75%	60%	90%	90%
Beautification/Landscape Design				
% of landscape beds, perennials, annuals replaced on schedule	70%	75%	90%	85%
Special Projects & Events				
% of special events executed/completed	100%	100%	100%	100%
% of special projects executed/completed	100%	100%	100%	100%
Athletics				
% change in athletic contests/activities played or practiced at City venues	15%	17%	+5%	+5%
Vehicle Maintenance				
% of acres not maintained due to lack of vehicles	2%	2%	0%	0%
% of vehicles out of service due to non-replacement	5%	5%	0%	0%

BUILDING MAINTENANCE

DESCRIPTION OF SERVICES

The Building Maintenance Division provides maintenance services to the property throughout Norwalk.

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Personnel Services	\$8,334	\$12,123	\$7,200	\$7,200	\$0	0.00 %
Contractual Services	\$64,517	\$64,031	\$67,356	\$75,880	\$8,524	12.66 %
Supplies and Materials	\$1,716	\$1,700	\$2,895	\$3,489	\$594	20.52 %
Fixed Charges	\$521	\$241	\$199	\$164	(\$35)	(17.59%)
Total	\$75,088	\$78,095	\$77,650	\$86,733	\$9,083	11.70 %

GRANTS

FUNDING SUMMARY

Budget By Major Group	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contractual Services	\$17,032	\$19,668	\$13,102	\$13,102	\$0	0.00 %
Supplies and Materials	\$2,619	\$1,849	\$1,500	\$1,500	\$0	0.00 %
Total	\$19,651	\$21,517	\$14,602	\$14,602	\$0	0.00 %

LIBRARY

Description of Service/Mission Statements:

Mission: "The Norwalk Public Library System is dedicated to free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community in a clean safe and welcoming environment."

The Library operates and maintains the Main Library on Belden Avenue and a Branch Library in South Norwalk. Service is available 6 days/week for 52 weeks/year. The Library maintains a collection of 300,000+ items for public circulation, including a wide array of fiction and non-fiction, reference services, on-line accessible databases, a library web page, 71 high-speed Internet accessible computers for public use in adult, children's and teen areas, a "Live Homework Help" program, children's materials, CDs, DVDs, circulating software, downloadable E-books and audiobooks, and audiobooks on CD and Playaway. Special collections include: Foreign Languages, Adult Basic Literacy, and extensive School Summer Reading List sections to serve the city's school population. The Library also offers a number of special programs for adults and children as well as meeting spaces for a wide variety of community programs. The library had 383,173 visits in FY2011; circulation of library materials increased from 432,380 in FY2010 to 580,862 in FY2011. The number of Norwalk residents who are registered borrowers is 25,668 and out-of-town borrowers are 2455. Public computing over high-speed internet continues to increase, especially with increasing numbers of unemployed people looking for jobs and filling out applications online. Individual computer sessions in FY 2011 totaled 104,657; in addition, both library buildings have free WiFi throughout. The Main Library also houses the Literacy Volunteers of Southeastern Fairfield County which provides tutoring services for adults learning to speak, understand and read English.

Highlights For 2011- 2012:

- Introduced downloadable E-books and audiobooks on Overdrive platform, accessible from library website.
- Opened main library on Wednesday night until 8:30, making four evenings the library is open until 8:30 (Monday, Wednesday, and Thursday at main; Tuesday at the branch).
- Branch initiated a series of Community Conversations about education.
- Added full time Teen Librarian
- Increased number of library programs by 50%, with 12,292 people in attendance.
- Added Point 'n Pay to take credit cards for library fees and fines; upgraded public copiers and WiFi in both buildings.

Goals For 2012 - 2013:

- To Support Business & Non-profits by creating additional study rooms and adding new technology to computer lab.
- To Assist in Job and Career Development by developing workshops on how to do a job search and assisting patrons with filling out job applications, using social media, making presentations, etc.
- To Provide Programs & Services for Teens, including a Teen book group and "volunteens".
- To Create Young Readers by working with schools to assure that every Norwalk child has a public library card and access to all the reading programs available for families in Norwalk this summer.
- To Offer Services for New Immigrants by expanding and relocating the foreign language collection and continuing to increase NPL staff who are fluent in the languages spoken in Norwalk households.
- To Provide Comfortable Public and Virtual Spaces by improving the look and feel of the main library and re-designing the NPL website, To Conserve Our Heritage through Local History by digitizing historical documents and back issues of The Hour.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$125,275 or 3.7% less than the approved FY 2011-12 budget due primarily to a reduction in Regular Wages of \$118,350 due to the elimination of one and a half vacancies and a reduction in its insurance allocation of \$26,176 due to favorable claims experience. These reductions were offset by increases in utility expenses of \$13,059 due to historical spending in these accounts and in Workers Compensation of \$1,717 based on claims experience.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Library	\$3,259,365	\$3,241,863	\$3,406,060	\$3,280,785	(\$125,275)	(3.68%)
Total	\$3,259,365	\$3,241,863	\$3,406,060	\$3,280,785	(\$125,275)	(3.68%)
<u>Budget By Major Group</u>						
Personnel Services	\$2,340,451	\$2,303,915	\$2,444,048	\$2,328,364	(\$115,684)	(4.73%)
Contractual Services	\$543,452	\$556,474	\$546,648	\$561,436	\$14,788	2.71 %
Supplies and Materials	\$356,794	\$358,804	\$364,246	\$364,246	\$0	0.00 %
Fixed Charges	\$18,669	\$22,670	\$51,118	\$26,739	(\$24,379)	(47.69%)
Total	\$3,259,365	\$3,241,863	\$3,406,060	\$3,280,785	(\$125,275)	(3.68%)
NON-TAX REVENUE						
Service Charges	\$63,484	\$58,862	\$69,000	\$69,000	\$0	0.00 %
Miscellaneous	\$0	\$10	\$500	\$500	\$0	0.00 %
Total	\$63,484	\$58,872	\$69,500	\$69,500	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$3,195,881	\$3,182,991	\$3,336,560	\$3,211,285	(\$125,275)	(3.75%)

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Library</u>					
Adjustments	0 \$0	0 \$0	0 \$0	0 \$0	0 \$0
Assistant Library Director	1 \$96,393	1 \$96,393	1 \$102,041	1 \$99,044	0 (\$2,997)
Director of Library Technology	1 \$98,263	1 \$98,263	1 \$100,965	1 \$100,965	0 \$0
Circulation Systems Manager	1 \$74,614	1 \$74,614	1 \$78,923	1 \$81,179	0 \$2,256
Library Director	1 \$125,324	1 \$106,035	1 \$108,951	1 \$112,254	0 \$3,303
Director of Library Information Services	1 \$91,733	1 \$91,733	1 \$94,256	1 \$94,256	0 \$0
Manager of Branch Children's Services	1 \$75,819	1 \$75,819	1 \$77,904	0 \$0	(1) (\$77,904)
Director of Children's Library Services	1 \$87,631	1 \$87,631	1 \$90,041	1 \$90,041	0 \$0
Librarian	1 \$67,375	1 \$69,021	1 \$74,457	1 \$30,638	0 (\$43,819)
Reference Librarian	4 \$277,029	4 \$277,029	4 \$284,648	4 \$287,703	0 \$3,055
Administrative Support I	4 \$177,453	4 \$170,290	4 \$174,974	4 \$172,384	0 (\$2,590)

PERSONNEL SUMMARY										
		2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
Catalog Librarian	1	\$67,375	1	\$69,021	1	\$74,457	1	\$74,457	0	\$0
Accounts Clerk	1	\$51,492	1	\$51,492	1	\$52,908	1	\$52,908	0	\$0
Assistant Circulation Coordinator	1	\$54,077	1	\$54,077	1	\$55,564	1	\$55,564	0	\$0
Library Assistant	6	\$308,952	6	\$308,952	6	\$317,448	6	\$314,803	0	(\$2,645)
Custodian	2	\$101,102	2	\$101,102	2	\$101,102	2	\$105,960	0	\$4,858
Director of Building Services	1	\$59,855	1	\$59,855	1	\$63,369	1	\$61,502	0	(\$1,867)
Total	28	\$1,814,487	28	\$1,791,327	28	\$1,852,008	27	\$1,733,658	(1)	(\$118,350)
Department Total	28	\$1,814,487	28	\$1,791,327	28	\$1,852,008	27	\$1,733,658	(1)	(\$118,350)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$3,259,365	\$3,241,863	\$3,406,060	\$3,280,785
Employees	28	28	28	27
Outputs				
Customer Services				
# of children's programs planned	299	519	500	600
# of class visits	72	57	60	75
# of databases available	28	28	28	28
# of hours branch library open each week	51	51	54	54
# of hours main library open each week	55	57	57	57
# of Internet classes offered	80	142	120	150
# of public PCs	71	71	71	71
# of teen programs	43	82	60	80
# of visitors to library	388,437	383,173	388,437	400,000
Total circulation	432,380	580,862	580,800	600,000
Membership				
# of registered borrowers	29,162	28,123	30,900	32,500
Norwalk residents	26,583	25,668	28,400	30,000
Other town residents	2,579	2,455	2,500	2,500
Effectiveness				
Administration				
% change in # of visitors	3%	-1%	3%	3%
% of total library open hours Children's Department was open	100%	100%	100%	100%
Customer Services				
% change in Norwalk residents using the Library's resources	5%	3%	5%	5%
Collections				
% of approved budget expended	97%	100%	100%	100%
IT Services				
% change in circulation	3%	3%	3%	3%
% decrease in wait time for high demand items	0%	0%	0%	0%
Membership				
% decrease in wait time for Internet users	5%	5%	5%	5%
% increase in attendance at Internet classes	10%	70%	10%	50%
% increase in online database usage	50%	20%	15%	20%

HISTORICAL COMMISSION

Description of Service/Mission Statements:

The mission of the Norwalk Historical Commission is to safeguard the heritage of the City of Norwalk. The Commission does this by identifying, restoring and maintaining the historic, cultural, social, economic, political, and architectural character of the City for the education, welfare, and pleasure of the citizens of Norwalk and the general public. The Commission oversees the maintenance of nine city owned historic buildings, four properties and the collections and operation of the Norwalk Museum; they provide programs and events to increase public understanding of Norwalk's ever changing historical environment.

Highlights For 2011- 2012:

- Restored 96 cemetery stones - 15 Brookside, 3 Mill Hill and 78 at Pine Island.
- Repaired the damage caused by hurricane Irene to the Carriage House roof and interior, Gate Lodge chimneys and interior plasterwork, Gardener's Cottage fence and four cemetery markers.
- Conducted an architectural study and developed plans to repair the LMMM roof leaks caused by ice and snow melt and finalized the architectural plans for the utility and elevator work at LMMM. Repaired the Mansion port – cochere, structure and roof.
- At Mill Hill the Townhouse trim was painted. The school house siding was restored in preparation for paint and the north side of the Governor Fitch Law Office was restored.
- On Smith St. the restoration of the Barn is on going. The building has been rewired. Prepared architectural plans for the full restoration of damages to the old Jail on Smith Street caused by a fire.
- At the Norwalk Museum we replaced, up-graded and added museum LED exhibit lights to the galleries and Conference Room; mounted several new exhibits and conducted programs; partnered with other museums and historical societies on exhibits and provided photographs to the Maritime Aquarium, Conn State Library Treasures Program, CPTV and others. We applied for a StEPs-CT museum certification program grant and received numerous small donations and several large ones. Staff attended classes on curatorial procedures and collection care which has qualified us for an additional grant from Conn. League of History Organizations. The database now holds over 17,600 records and the scanned image collection is over 300. Visitors number approximately 4,000 per year.

Goals For 2012 - 2013:

- To continue to work on restoring the Mathews Park Mill Hill and Smith St. buildings and the gravestone markers at Pine Island Cemetery.
- To develop inclusive exhibits and programs that enhances communal knowledge of Norwalk's diverse history and culture; to improve the condition of the historic properties and cemeteries and to make the properties ADA compliant. The Commission supports the city's mission to develop tourism and is working to support this effort.
- To repair the roof leaks at the Lockwood Mathews Mansion and begin Implementation of the Improvement Plan to preserve and care for the Mansion and improve the facility for the City and tourism.
- To begin the implementation of the Mill Hill Master Plan by developing plan drawings and specs put out to bid. The Commission intends to cost out the different phases of the master plan for future applications.
- To further develop and make all of the Historic buildings ADA compliant and to work to increase tourism and cooperation with other museums and cultural properties.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$108,895 or 35.1% less than the approved FY 2011-12 budget due primarily to the closing of the Norwalk Museum. This decision resulted in a reduction in Regular Wages of \$74,457 due to the elimination of the Museum Curator position, a half year of the rental and common area maintenance charges of \$61,357, and miscellaneous utility and other account reductions totaling \$8,081 which were offset by an increase in Other Professional Services of \$35,000 which will be spent to ready the collection for its relocation.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Historical Commission	\$288,247	\$309,705	\$310,534	\$201,639	(\$108,895)	(35.07%)
Total	\$288,247	\$309,705	\$310,534	\$201,639	(\$108,895)	(35.07%)
<u>Budget By Major Group</u>						
Personnel Services	\$90,476	\$93,179	\$95,162	\$20,280	(\$74,882)	(78.69%)
Contractual Services	\$22,448	\$30,516	\$27,261	\$56,134	\$28,873	105.91 %
Supplies and Materials	\$3,742	\$3,264	\$3,550	\$717	(\$2,833)	(79.80%)
Fixed Charges	\$3,676	\$3,917	\$11,204	\$12,508	\$1,304	11.64 %
Grants & Donations	\$167,905	\$178,829	\$173,357	\$112,000	(\$61,357)	(35.39%)
Total	\$288,247	\$309,705	\$310,534	\$201,639	(\$108,895)	(35.07%)
NON-TAX REVENUE						
Miscellaneous	\$11,980	\$0	\$0	\$0	\$0	0.00 %
Total	\$11,980	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$276,267	\$309,705	\$310,534	\$201,639	(\$108,895)	(35.07%)

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.		2010-11 Actual Pers./Exp.		2011-12 Approved Pers./Exp.		2012-13 Approved Pers./Exp.		Variance Pers./Exp.
<u>Historical Commission</u>									
Museum Curator	1	\$72,464	1	\$72,464	1	\$74,457	0	\$0	(1) (\$74,457)
Total	1	\$72,464	1	\$72,464	1	\$74,457	0	\$0	(1) (\$74,457)
Department Total	1	\$72,464	1	\$72,464	1	\$74,457	0	\$0	(1) (\$74,457)

PERFORMANCE INDICATORS

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
Inputs				
Direct Expenditures	\$288,247	\$309,705	\$310,534	\$201,639
Employees – full-time	1	1	1	0
Outputs				
General				
# of FOI requests received	1	1	0	0
# of Historical Commission records maintained	1,400	1,400	1,500	1,600
# of information requests received	850 est.	850 est.	950+	1,000+
# of Museum records maintained	250,000-500,000 +	250,000-500,000 +	300,000 - 550,000+	300,000 - 550,000 +
# of researchers	175 est.	175 est.	200 est.	250 est.
Historic Properties/Restoration				
# of historic cemeteries	4	4	4	4
# of historic sites maintained (9 sites plus the NM, museum maintained but not the building)	9 +1	9 +1	9 + 1	9 + 1
# of markers conserved	75	75	300	100
# of National Register Historic Property Designations	1 new	1 new	1 new	2 new
# of Public Hearings on Applications of Intent to Demolish	1	1	0	1
Norwalk Museum				
# of accession, records, entered into electronic database	1,264	1,000+	1,000+	1,500+
# of artifacts, books, achival documents in collections, entered into electronic database	758	1,000	1,500	1,500+
# of digital photographs (scanned images of collections and donated digital images) added to the collection	300	300	500+	200+
# of donations accepted into the collection	250	2,000	250+	10,250+
# of information requests received	1,750	1,750	2,000	2,000+
# of major exhibits	3	3	3.5	4
# of photographic prints, catalogued and recorded on database	570	500	1,250	9,225 total
# of researchers	150+	175+	200	250
# of visitors, based on visitor log	4,000	4,000	4,000	3,750
Communications/Outreach				
# of grant sources identified – NHS	3	3	5	uk
# of grants applied to – NHC	2-Jan	2-Jan	3	1
Total amount of financial donations received - NM	\$5,600+	\$5,600+	\$7,000	
# of advertisements	3, yr. round, +1	3, yr. round, +1	3 yr. round, + Post Cards and website	3, yr. rd. + Post Cards and Website
# of collections loaned to other institutions	1 est.	28	15	50
# of demolition applications reviewed	Do not review	Do not review	Do not review applications	Do not review applications
# of exhibits	10	10	15	10
# of grant sources identified – NM	4	4		6
# of grants applied to – NM	2	2	3	4
# of maintenance projects on historic properties completed	40	40	45	50

Department Summary - HISTORICAL COMMISSION

	FY2009-10 Actual	FY2010-11 Actual	FY2011-12 Projected	FY2012-13 Approved
# of Norwalk Museum members	no membership	no membership	50	N /A
# of public educational events (lectures and programs)	10	10	20	
# of public information pieces distributed - printed	4 est.	250	300	300
# of volunteer hours	2050+	2050+	3000+	3000+
Total amount of donations received – NHC projects	TBD	TBD	TBD	TBD
Total amount of donations received objects- NM	1,000+	2,000+	750	10,000+
Total amount of grants received	2	2	2	3
Effectiveness				
Administration				
% of historic sites maintained that are open to the public seasonally	60 - 70%	70%	80%	80%
% of recommended updates to preservation plan implemented within a timely manner	4	10%	10%	All restoration / construction
% of restoration projects completed within original timeline	85%	85%	85%	90%
Historic Properties/Restoration				
% of Museum visitors who visited due to advertisements, web site or public information pieces	70%	70%	75%	80%
% of Museum visitors who would rate their visit good and/or useful/informative	80%	80%	85%	85-90%
Norwalk Museum				
% of attendees who would rate educational events/exhibit as informative and/or good	85%	85%	90%	90%
% of grants applied to that were received NM & NHC	100%	100%	100%	UK
% of museum collections/information accessible electronically or online	4%	4%	4%	4.5%
Communications/Outreach				
% of approved budget expended	92%	100%	100%	100%
% of FOI requests answered/resolved within a timely manner	1	1	0	-
% of information requests answered within a timely manner	20%	20%	35%	50%

CITY OF NORWALK



ANNUAL BUDGET

GRANTS

Description of Service/Mission Statements:

The grant agencies included in this requested budget represent a diverse collection of non-profit organizations throughout the City. In addition to supporting a number of non-profits, funding is also included for the Redevelopment Agency, Housing Site Development, Fair Housing and the Norwalk Transit District. Listed below is a brief description (and purpose) for each of the grants.

- N.E.O.N

Description: A multi-purpose community action agency operating out of the South Norwalk Community Center
Purpose: Focus on the causes and symptoms of poverty and foster achievement of self-sufficiency by community residents.

- AmeriCare Free Clinic

Description: A free healthcare clinic available to residents of the Greater Norwalk area.
Purpose: To proactively raise awareness through cancer screenings and various healthcare-related studies.

- Connecticut Counseling Centers

Description: A drug treatment program for chronicopiote addicts in Norwalk.
Purpose: To assist drug addicts and their families overcome and eliminate the debilitating aspects of addiction, enhance and/or improve stable relationships, increase employability and promote adherence to community morals, standards and values.

- Elderhouse

Description: A non-profit organization providing adult day care services to in-need elderly citizens
Purpose: To provide assistance for elderly citizens through supervision, health maintenance, restoration needs, and respite to family members.

- N.E.O.N. Head Start

Description: A comprehensive pre-school program operated by NEON.
Purpose: To provide early childhood education, nutrition, health, and special education services to children and their families.

- N.E.O.N. Summer Camp

Description: An educational and recreational summer program operated by NEON.
Purpose: To provide safe, educational and fun summer camp programs accessible to inner-city youth.

- Norwalk Senior Center

Description: A non-profit organization serving older residents and their families.
Purpose: To help older adults age with dignity and independence through outreach resources such as housing, medical insurance, prescription drug programs and health and fitness activities.

- Norwalk Transit District

Description: A transit district operating a fixed route service throughout Norwalk and into Wilton and a door-to-door service for the disabled.
Purpose: To provide a safe and efficient system of public transportation for all users.

- Redevelopment Agency

Description: The City's marketing and development organization.
Purpose: To oversee the City's urban renewal, revitalization and economic and community development programs.

- Housing Site Development Agency

Description: An independent agency assisting in the identification and acquisition of housing for low and

moderate income Populations in the City

Purpose: To help meet the housing needs of low and moderate income populations through land cost write downs, administration of all loan fund management issues and cooperation with the Fair Housing Officer in pursuit of fair housing opportunities.

- Fair Housing Officer

Description: An administrative entity responsible for managing housing discrimination complaints in Norwalk.

Purpose: To ensure fair, non-discriminatory housing throughout the City by monitoring practices for compatibility with fair housing objectives, assisting City government in developing, maintaining and implementing procedures, educating the public on fair lending issues, and lobbying for laws to protect fair housing.

- Harbor Commission

Description: A city and state mandated body charged with managing all aspects of the Norwalk Harbor.

Purpose: To ensure efficient operation of the harbor through conducting studies on harbor conditions, adopting rules and regulations for use of the harbor and coordination of events with public and private agencies.

- Mid-Fairfield Child Guidance Center

Description: A non-profit corporation providing outpatient and emergency psychiatric services to children and their families.

Purpose: To ensure the mental health of children and families through the operation of two facilities throughout Norwalk.

- Human Services Council

Description: A non-profit agency responsible for coordinating programs and organizations involved with substance abuse problems in the City.

Purpose: To ensure that a collaborative approach is maintained in addressing substance abuse through the community, through collaborative efforts with other local coalitions and councils, maintaining public awareness programs on alcohol and drug abuse and holding bi-monthly meetings.

- Kiwanis Emergency Shelter

Description: Norwalk's homeless shelter

Purpose: To provide a full continuum of housing and services that will meet the needs of the homeless.

- Probate Court

Description: A judicial body, serving the Norwalk-Wilton region, responsible for all matters of probate.

Purpose: To facilitate such matters as settlements of estates of deceased persons, appointment of guardians, conservators and administrators, and settlement of their accounts, the adjudication of the mentally ill, and such other jurisdiction as may be provided by law.

- Domestic Violence Crisis Center

Description: The City's domestic violence crisis center.

Purpose: To prevent and break the cycle of domestic violence through crisis intervention (24 hour hotline), individual and family counseling, advocacy, safe housing, education, and increased public awareness.

- Family and Children's Agency

Description: A community organization serving the Poor and homeless populations.

Purpose: To provide a non-structured, half day social and recreational opportunities for poor and homeless populations.

- SW Connecticut Regional Mental Health Board

Description: A governing board representing the behavioral interests of Region I, including persons living and working in the City of Norwalk.

Purpose: To serve as an advocating body for mental health consumers and providers.

- Neighborhood Improvement Coordinator

Description: A non-profit agency, which serves to improve communication and establish a productive working relationship with neighborhood associations and provide leadership and direction to Anti-Litter Task Force.

Purpose: To address and improve neighborhood quality of life issues. To enjoy a cleaner and more enjoyable Norwalk.

- School Based Health Center

Description: A non-profit agency which serves as the coordinating organization for the School Based Health Centers at Brien McMahon High School and Norwalk High School.

Purpose: To provide on site medical health care, at no charge, to all students daily from 9:00 a.m. to 2:00 p.m., Monday through Friday while school is in session.

- Children's Connection

Description: An organization that responds to the needs of physically and sexually abused children and their families.

Purpose: To coordinate and deliver counseling and supportive services to abused children and their families through the cooperation of local social service providers, schools, police departments, hospitals and state agencies. The agency also aims to help prevent child abuse by focusing on investigation and intervention into abusive situations.

- Sexual Assault Crisis and Education Center

Description: Norwalk's 24-hour crisis center.

Purpose: To provide free and confidential support services to victims of sexual assault and their families including a 24-hour a day hotline. The Center also provides community and school education programs.

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$1,312,962 or 43.4% less than the approved FY 2011-12 budget due primarily to the elimination of funding for Norwalk Economic Opportunity Now (NEON) Headstart Program of \$937,875; NEON's administrative funding of \$389,500; and a reduction of the Probate Court costs of \$16,655 based on a lower request. All other agencies received a 3.0% increase in their prior year funding except for the adult Sexual Assault Crisis Center which received funding equal to the Children's Connection whose focus is on addressing the needs of children who have been the victims of sexual assault; these increases totaled \$31,068.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Grants to Outside Agencies						
Neon	\$389,500	\$389,500	\$389,500	\$0	(\$389,500)	(100.00%)
Neon Summer Camp	\$141,450	\$141,450	\$141,450	\$145,694	\$4,244	3.00 %
Headstart	\$937,875	\$937,875	\$937,875	\$0	(\$937,875)	(100.00%)
Americare Free Clinic	\$15,000	\$15,000	\$20,000	\$20,600	\$600	3.00 %
Elderhouse	\$9,400	\$9,400	\$9,400	\$9,682	\$282	3.00 %
Norwalk Senior Center	\$310,575	\$310,575	\$316,787	\$326,291	\$9,504	3.00 %
Sexual Assault Crisis Center	\$9,134	\$9,134	\$9,134	\$16,480	\$7,346	80.42 %
Conn. Counseling Center	\$2,000	\$2,000	\$2,000	\$2,060	\$60	3.00 %
Mid Fairfield Child Guidance	\$13,750	\$13,750	\$13,750	\$14,163	\$413	3.00 %
Human Services Council	\$13,000	\$13,000	\$13,000	\$13,390	\$390	3.00 %
Norwalk Kiwanis Emg Shelter	\$50,000	\$50,000	\$50,000	\$51,500	\$1,500	3.00 %
Domestic Violence Center	\$5,500	\$5,500	\$5,500	\$5,665	\$165	3.00 %
Family & Children's Aid	\$36,329	\$36,329	\$36,329	\$37,419	\$1,090	3.00 %
Sw Ct Mental Health Bd	\$14,628	\$14,628	\$14,628	\$15,067	\$439	3.00 %
School Based Health Center	\$18,500	\$18,500	\$18,500	\$19,055	\$555	3.00 %
Children's Connection	\$16,000	\$16,000	\$16,000	\$16,480	\$480	3.00 %
Total	\$1,982,641	\$1,982,641	\$1,993,853	693,546.00	(\$1,300,307)	(65.22%)
Grants to City Agencies						
Transit District	\$462,187	\$473,742	\$473,742	\$473,742	\$0	0.00 %
Probate Court	\$33,495	\$37,950	\$40,579	\$23,924	(\$16,655)	(41.04%)
Harbor Commission	\$13,875	\$13,875	\$11,368	\$11,368	\$0	0.00 %
Redevelopment Agency	\$139,182	\$138,778	\$137,521	\$137,521	\$0	0.00 %
Grants-neighborhood Impv Coord	\$67,783	\$67,783	\$67,783	\$67,783	\$0	0.00 %
Housing Site Development	\$104,955	\$104,955	\$104,955	\$104,955	\$0	0.00 %
Fair Housing Officer	\$118,828	\$121,799	\$121,799	\$125,799	\$4,000	3.28 %
Grants-summer Yth Employment	\$75,000	\$75,000	\$75,000	\$75,000	\$0	0.00 %
Total	\$1,015,305	\$1,033,882	\$1,032,747	1,020,092.00	(\$12,655)	(1.23%)
Total	\$2,997,946	\$3,016,523	\$3,026,600	\$1,713,638	(\$1,312,962)	(43.38%)
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$2,997,946	\$3,016,523	\$3,026,600	\$1,713,638	(\$1,312,962)	(43.38%)

DEBT SERVICE

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$367,590 or 1.5% more than the approved FY 2011-12 budget. The increase reflects the most current bond repayment schedule.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Bonds	\$24,419,201	\$23,441,904	\$23,625,683	\$23,993,273	\$367,590	1.56 %
Maritime Garage	\$182,084	\$0	\$0	\$0	\$0	0.00 %
Maritime Center Bonds	\$1,685,000	\$1,685,000	\$1,685,000	\$1,685,000	\$0	0.00 %
Total	\$26,286,285	\$25,126,904	\$25,310,683	\$25,678,273	\$367,590	1.45 %
<u>Budget By Major Group</u>						
Debt Service	\$26,286,285	\$25,126,904	\$25,310,683	\$25,678,273	\$367,590	1.45 %
Total	\$26,286,285	\$25,126,904	\$25,310,683	\$25,678,273	\$367,590	1.45 %
NON-TAX REVENUE						
Miscellaneous	\$840,595	\$496,688	\$550,382	\$625,089	\$74,707	13.57 %
Total	\$840,595	\$496,688	\$550,382	\$625,089	\$74,707	13.57 %
AMT. SUPPORTED BY TAXES	\$25,445,690	\$24,630,215	\$24,760,301	\$25,053,184	\$292,883	1.18 %

ORGANIZATIONAL MEMBERSHIPS

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$58,937 or 37.4% less than the approved FY 2011-12 budget due primarily to the funding for Citywide Seminars/Conferences being moved back into the departmental budgets. This account includes funding for the City's CCM membership, \$53,165; SWRPA membership, \$23,497; Southwest Conservation District membership, \$6,000; and the Connecticut Coalition for Justice in Education Funding, \$15,000.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Organizational Memberships	\$84,912	\$84,162	\$157,662	\$98,725	(\$58,937)	(37.38%)
Total	\$84,912	\$84,162	\$157,662	\$98,725	(\$58,937)	(37.38%)
 <u>Budget By Major Group</u>						
Contractual Services	\$84,912	\$84,162	\$157,662	\$98,725	(\$58,937)	(37.38%)
Total	\$84,912	\$84,162	\$157,662	\$98,725	(\$58,937)	(37.38%)
 NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$84,912	\$84,162	\$157,662	\$98,725	(\$58,937)	(37.38%)

EMPLOYEE BENEFITS

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$5,605,289 or 21.4% more than the approved FY 2011-12 budget. The primary drivers of this increase is an incremental \$4,000,000 payment to the Insurance fund for employee health insurance costs to eliminate the Board of Education's FY 2011-12 anticipated deficit in addition to a forecast City increase in costs of \$1,478,848 due to higher health claims cost and increased utilization. Other miscellaneous and administrative costs increased \$126,441. The contribution to Other Post Employment Benefits remains unchanged from the prior fiscal year's contribution of \$13,846,636.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Insurance	\$7,141,563	\$9,829,724	\$8,621,856	\$10,142,504	\$1,520,648	17.64 %
Social Security	\$2,016,021	\$1,968,620	\$2,160,386	\$2,169,978	\$9,592	0.44 %
Opeb Contribution	\$12,395,200	\$12,395,200	\$13,846,636	\$13,846,636	\$0	0.00 %
Boe Benefits	\$1,075,369	\$1,072,650	\$1,474,658	\$5,549,707	\$4,075,049	276.34 %
Unemployment	\$121,367	\$157,296	\$125,000	\$125,000	\$0	0.00 %
Total	\$22,749,520	\$25,423,490	\$26,228,536	\$31,833,825	\$5,605,289	21.37 %
<u>Budget By Major Group</u>						
Contractual Services	\$603,400	\$563,900	\$604,400	\$646,200	\$41,800	6.92 %
Fixed Charges	\$22,146,120	\$24,857,940	\$25,624,136	\$31,187,625	\$5,563,489	21.71 %
Grants & Donations	\$0	\$1,650	\$0	\$0	\$0	0.00 %
Total	\$22,749,520	\$25,423,490	\$26,228,536	\$31,833,825	\$5,605,289	21.37 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$22,749,520	\$25,423,490	\$26,228,536	\$31,833,825	\$5,605,289	21.37 %

PENSIONS

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$1,502,671 or 26.7% more than the approved FY 2011-12 budget for employer contributions to the City, Police and Fire pension funds. The City Charter requires the City to contribute the amount necessary to maintain these funds on a sound actuarial basis, as determined by the City's independent actuary. The increase in pension contributions are one of the major drivers of the FY 2012-13 budget.

The total contribution to the City Employees Pension Fund (which covers both City employees and Board of Education non-certified staff) is increasing by \$628,849 to \$3,054,234. As a percentage of pay, the City's contribution is now at 9.0%.

The contribution to the Police Pension Fund is increasing by \$316,245 to \$2,588,602. As a percentage of pay, the City's contribution is now at 26.2%.

The contribution to the Fire Pension Fund is increasing by \$557,577 to \$1,455,860. As a percentage of pay, the City's contribution is now at 15.5%.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Police	\$1,197,083	\$1,925,038	\$2,272,357	\$2,588,602	\$316,245	13.92 %
Fire	\$0	\$335,135	\$898,283	\$1,455,860	\$557,577	62.07 %
City	\$868,222	\$1,645,922	\$2,454,497	\$3,083,346	\$628,849	25.62 %
Special	\$0	\$0	\$1,854	\$1,854	\$0	0.00 %
Total	\$2,065,305	\$3,906,095	\$5,626,991	\$7,129,662	\$1,502,671	26.70 %
<u>Budget By Major Group</u>						
Contractual Services	\$8,720	\$15,279	\$29,112	\$29,112	\$0	0.00 %
Fixed Charges	\$2,056,585	\$3,890,816	\$5,597,879	\$7,100,550	\$1,502,671	26.84 %
Total	\$2,065,305	\$3,906,095	\$5,626,991	\$7,129,662	\$1,502,671	26.70 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$2,065,305	\$3,906,095	\$5,626,991	\$7,129,662	\$1,502,671	26.70 %

CONTINGENCY

SIGNIFICANT CHANGES

The approved FY 2012-13 budget is \$184,149 or 13.7% more than the approved FY 2011-12 budget. The FY 2012-13 contingency account contains reserves for unsettled 2405, Fire, NMEA, NASA and Nurses contracts along with estimates for Police and Fire DROP payments and an unallocated component consistent with prior years' reserves.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Contingency	\$0	\$0	\$1,348,537	\$1,532,686	\$184,149	13.66 %
Total	\$0	\$0	\$1,348,537	\$1,532,686	\$184,149	13.66 %
 <u>Budget By Major Group</u>						
Others	\$0	\$0	\$1,348,537	\$1,532,686	\$184,149	13.66 %
Total	\$0	\$0	\$1,348,537	\$1,532,686	\$184,149	13.66 %
 NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$0	\$0	\$1,348,537	\$1,532,686	\$184,149	13.66 %

CITY OF NORWALK



ANNUAL BUDGET

INTRODUCTION

The Capital Budget is the City’s plan of capital projects and the means of financing them for a given fiscal year. The Planning and Zoning Commission adopts the five-year program and the Common Council approves authorization for the first year of the program. Although Norwalk has a separate capital budget process, the following section contains a summary of the City’s capital budget. Included is an explanation of the capital budget process, its relationship to the operating budget, and a brief description of the approved capital projects for 2012-13. This section also contains information on debt policies and debt administration in the City.

Capital Projects

Section 30-4 of the Norwalk City Code defines a capital budget item as follows:

All monies, other than for ordinary operating expenses, which shall be requested or expended for the acquisition of land or buildings and for the improvement, purchase, enlargement and development of properties of the City, including the construction or remodeling of schools, public buildings and structures of whatever nature, for highways, parks, sanitary sewers, sewage and garbage disposal plants, drainage systems, rehabilitation of blighted areas and for machinery and other facilities having a usable expectancy of at least ten (10) years, for which the credit of the City shall be pledged by the issuance of bonds, notes or other certificates of indebtedness, shall be deemed to be capital budget items.

Capital Budget Process

The following paragraphs outline the major steps and dates involved in preparing and processing the Capital Budget, as prescribed in the City Code.

OCTOBER – NOVEMBER

Capital Requests Submitted

During the middle of October, the Management and Budgets Division distributes capital budget request packages to the departments. These requests are completed and returned to the Management and Budgets Division typically by late November.

JANUARY

**Review of Departmental Requests and
Presentation of Finance Department
Recommendations**

During the early part of January, the Finance and Planning and Zoning Departments hold preliminary meetings with the City Departments to review their requests. In addition, the Planning Commission meets later in the month with the Departments to review their submissions. The Finance Department compiles and transmits the requests together with its recommendations to the Board of Estimate and Taxation, the Common Council and the Planning Commission on or before February 1. Included in these recommendations is the estimated effect of such expenditures upon the current budget and the bonded indebtedness for the succeeding years.

FEBRUARY

**Planning Commission Presents
Recommendations**

On or before February 15th, the Planning Commission shall hold hearings on the proposed Capital Projects Program. Following these hearings, the Commission makes its recommendations on the Capital Budget for the ensuing fiscal year.

MARCH

**Mayor Presents Recommendations and
Board of Estimate and Taxation Reviews
Funding Levels**

On or before March 5th of each year, the Planning Commission shall transmit the Capital Budget to the Mayor for review and recommendations. During this stage the Mayor may reduce or eliminate any departmental requests. However, the Mayor may not add any new projects without submitting them to the Planning Commission. If the Planning Commission opposes the new project, the Mayor must note the Commission's opposition when transmitting his recommendations to the Board of Estimate and Taxation and the Common Council. On or before March 15th the Mayor transmits his recommended Capital Budget to the Board of Estimate and Taxation. The Board then reviews the requests and transmits in writing its opinion as to the amount of funds the City should appropriate in the Capital Budget and the effect of such expenditures upon the City's operating budget and credit rating. The Board of Estimate and Taxation may also transfer from the Capital Budget to the Operating Budget all or part of those capital items that may feasibly be included in the operating budget for the ensuing fiscal year.

APRIL

Adoption of Capital Budget

Upon reviewing the recommendations of the Board of Estimate and Taxation, the Common Council may approve, reject or reduce any project through a majority vote of its members. The Common Council also has within its authority, the ability to reinstate any item that may have been previously disapproved. The Common Council approves the final Capital Budget by April 15th.

MAY

Financing Method Determined

On or before the first day of May, the Finance Director shall transmit to the Common Council and the Board of Estimate and Taxation recommendations with regards to the most feasible and economic method of financing the capital budget.

Any resolutions regarding the financing of such Capital Budget must also be approved by the Board of Estimate and Taxation and the Common Council.

DEBT ADMINISTRATION

A significant portion of the City's expenditures represents purchases of goods and services that are consumed in a relatively short period of time, typically one year or less. These purchases are funded through the City's Operating Budget, since they represent current operating expenses.

Capital expenditures, however, may be financed either from current revenue or through the issuance of debt. Capital expenditures are defined in the Norwalk City Code as items that cost at least \$10,000 and have a useful life of ten years or more. These expenditures are incorporated in a five-year capital improvement plan, which is updated annually. The City employs both pay-as-you-go and pay-as-you-use capital financing strategies. Approximately fifteen years ago the City developed a comprehensive debt management strategy, which has been refined in each of the succeeding years.

The core elements of this strategy are as follows:

- Continue to fund necessary capital activities giving priority to projects that (a) protect public safety and welfare; (b) preserve the City's investment in its infrastructure; and (c) enhance the City's tax base and residential property values.
- Transfer as many recurring capital items as possible to the operating budget.
- Reduce long-term debt service costs by limiting financing for building and infrastructure projects to twenty (20) year maturities or less, and less than 20 for all other projects; sizing issues to take advantage of bank qualified financing; and by carefully blending private use activities with public purpose projects in an effort to maximize the use of tax exempt financing.
- Make conservative use of short-term financing to avoid interest rate risk.
- Coordinate capital planning and financing to stabilize annual debt service.
- Continually update long range planning and debt scheduling to provide for absorption of large projects anticipated in the future.

The purpose of the strategic debt management plan is to satisfy project requirements and strengthen the City's long-term financial position. Various debt ratios are meaningful indicators of the City's financial position and strength and are useful tools for municipal management, public evaluation of performance, and investment decision-making for those considering the purchase of the City's bonds or notes.

CITY INDEBTEDNESS AND DEBT LIMITS

Under Connecticut General Statutes, municipalities shall not incur indebtedness through the issuance of bonds that will cause aggregate indebtedness by class to exceed the following:

- General Purposes – 2.25 times annual receipts from taxation
- School Purposes – 4.5 times annual receipts from taxation
- Sewer Purposes – 3.75 times annual receipts from taxation
- Urban Renewal Purposes – 3.25 times annual receipts from taxation
- Unfunded Past Pension – 3.0 times annual receipts from taxation

In no case, however, shall the total indebtedness exceed seven times the base.

CITY INDEBTEDNESS

COMPUTATION OF STATUTORY DEBT LIMIT AND DEBT MARGIN

The following table sets forth the computation of the statutory debt limit of the City and the debt incurring margin as of August 15, 2012.

Total FY 2011 tax collections (including interest and lien fees):	\$ 257,555,705
State reimbursement of revenue loss on:	
Tax Relief for the elderly	<u>24,000</u>
Base for establishing debt limit	<u>\$ 257,579,705</u>

DEBT LIMIT	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Past Pension	Total
General Purpose (2.25 times base)	<u>\$579,554,336</u>					
Schools (4.5 times base)		\$1,159,108,673				
Sewers (3.75 times base)			\$965,923,894			
Urban Renewal (3.25 times base)				\$837,134,041		
Unfunded Pension (3.0 times base)					\$772,739,115	
Total Debt (7.0 times base)						\$1,803,057,935

INDEBTEDNESS (Including the Bonds and Maritime Center Debt)

Bonds Payable	\$ 117,839,542 ¹	\$ 97,126,420	\$ 53,373,145 ²	\$ 12,885,875	\$ -	\$ 281,224,982
Authorized but Unissued Debt	8,683,200	7,201,330	15,978,788	7,542,000	-	39,405,318
Overlapping Indebtedness	<u>20,617,277 ³</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>20,617,277</u>
Total Bonded Indebtedness	147,140,019	104,327,750	69,351,933	20,427,875	-	341,247,577
Excess of Limit						
Over Outstanding and Authorized Deb	<u>\$ 432,414,317</u>	<u>\$ 1,054,780,923</u>	<u>\$ 896,571,961</u>	<u>\$ 816,706,166</u>	<u>\$ 772,739,115</u>	<u>\$ 1,461,810,358</u>

- (1) Includes \$264,191 Maritime Center Authority bonds guaranteed by the full faith and credit of the City. (See "Maritime Center Authority" herein) Parking Authority bonds total \$10,363,594 and are guaranteed by the full faith and credit of the City but will be repaid from parking revenues.
- (2) Includes \$8,049,424 of general obligation bonds and \$21,499,940 of State of Connecticut Clean Water Fund ("CWF") Program Project Loan Obligations and a \$21,823,781 CWF Interim Funding Obligation.
- (3) On April 30, 2009 the Second Taxing District issued a PLO through the State of Connecticut's Drinking Water Loan program in the amount of \$24,715,165, of which \$20,617,277 is outstanding. Any loans undertaken will be supported by the full faith and credit of the Second Taxing District and not the City.

**STATEMENTS OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
CAPITAL PROJECTS FUND**

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
REVENUES					
General and property taxes and sewer assessments	\$ 86,665	\$ 52,547	\$ 39,906	\$ 39,381	\$ 39,381
State and Federal government	9,610,781	9,387,239	5,886,702	4,337,468	20,400,848
Licenses, permits, fees and other	68,895	79,000	205,000	-0-	-0-
Interest on investments	708,438	647,854	350,749	202,651	281,557
Miscellaneous	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL REVENUES	10,474,779	10,166,640	6,482,357	4,579,500	20,721,786
EXPENDITURES					
Capital Outlay	42,495,571	30,016,408	14,334,901	17,314,958	30,817,163
Debt Service	<u>213,033</u>	<u>287,608</u>	<u>271,118</u>	<u>176,086</u>	<u>-0-</u>
TOTAL EXPENDITURES	42,708,604	30,304,016	14,606,019	17,491,044	30,817,163
Revenues over (under) expenditures	(32,233,825)	(20,137,376)	(8,123,662)	(12,911,544)	(10,095,377)
OTHER FINANCING SOURCES					
Issuance of debt	24,125,000	33,205,848	14,995,000	18,844,000	18,000,000
Premium on bond issuance	-0-	-0-	449,264	-0-	-0-
Operating transfers in	-0-	-0-	-0-	-0-	-0-
Operating transfers (out)	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL OTHER FINANCING SOURCES	24,125,000	33,205,848	15,444,264	18,844,000	18,000,000
Excess (deficiency) of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	(8,108,825)	13,068,472	7,320,602	5,932,456	7,904,623
Beginning Fund Balance as of July 1	\$8,118,317	\$9,492	\$13,077,964	\$20,398,566	\$26,331,022
Ending Fund Balance as of June 30	\$9,492	\$13,077,964	\$20,398,566	\$26,331,022	\$34,235,645

Note: The City does not make projections for its capital fund balance, therefore fiscal year 2011-12 is the budgeted amount.

RATIO GENERAL BONDED DEBT TO ESTIMATED ACTUAL VALUE AND PER CAPITA LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Bonded Debt</u>	<u>Estimated Actual Value</u>	<u>Ratio to Assessed Value</u>	<u>Population</u>	<u>Debt per Capita</u>
2003	\$ 147,923,092	\$11,717,836,041	1.26%	83,316	\$ 1,775
2004	\$ 175,981,842	\$15,576,343,985	1.13%	84,412	\$ 2,085
2005	\$ 207,843,319	\$15,183,215,000	1.37%	84,437	\$ 2,462
2006	\$ 218,567,149	\$15,734,794,000	1.39%	84,640	\$ 2,582
2007	\$ 236,743,268	\$18,873,044,733	1.25%	84,640	\$ 2,797
2008	\$ 237,743,424	\$20,074,696,467	1.18%	84,692	\$ 2,807
2009	\$ 257,410,475	\$20,990,084,209	1.23%	83,456	\$ 3,084
2010	\$ 252,398,467	\$18,035,743,033	1.40%	83,185	\$ 3,034
2011	\$ 251,518,476	\$17,356,987,045	1.45%	83,802	\$ 3,001
2012	\$ 250,187,380	\$16,955,393,390	1.48%	86,460	\$ 2,894

SCHEDULE OF CURRENT AND PROJECTED FUTURE DEBT

<u>Fiscal Year</u>	<u>Amount Financed by Taxes</u>	<u>Projected Future Borrowing (1)</u>
2012 -13	24,611,743	26,000,000
2013 -14	25,463,566	25,819,766
2014 -15	25,678,863	18,999,000
2015 -16	28,290,238	18,184,000
2016 -17	28,363,790	24,465,000
2017 -18	28,486,031	18,200,000

(1) does not include clean water or Waypointe (West Ave) borrowings

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/15/2012**

<u>Fiscal Year</u>	<u>City Principal Payments</u>	<u>Maritime Center Principal Payments</u>	<u>City Interest Payments</u>	<u>Maritime Center Interest Payments</u>	<u>Total Debt Service</u>
2012-13	19,890,899	264,191	9,454,215	1,420,809	31,030,114
2013-14	22,215,362	-0-	8,498,015	-0-	30,713,377
2014-15	21,851,023	-0-	7,767,911	-0-	29,618,934
2015-16	20,654,959	-0-	7,018,696	-0-	27,673,655
2016-17	18,851,355	-0-	6,239,556	-0-	25,090,911
2017-18	17,244,917	-0-	5,528,058	-0-	22,772,975
2018-19	17,385,523	-0-	4,884,409	-0-	22,269,932
2019-20	14,581,610	-0-	4,280,304	-0-	18,861,914
2020-21	12,982,870	-0-	3,729,915	-0-	16,712,785
2021-22	12,549,671	-0-	3,197,355	-0-	15,747,026
2022-23	12,555,000	-0-	2,678,901	-0-	15,233,901
2023-24	12,595,000	-0-	2,159,851	-0-	14,754,851
2024-25	10,635,000	-0-	1,655,076	-0-	12,290,076
2025-26	9,235,000	-0-	1,232,074	-0-	10,467,074
2026-27	8,295,000	-0-	872,378	-0-	9,167,378
2027-28	6,310,000	-0-	566,409	-0-	6,876,409
2028-29	4,830,000	-0-	350,565	-0-	5,180,565
2029-30	3,050,000	-0-	201,578	-0-	3,251,578
2030-31	2,145,000	-0-	89,770	-0-	2,234,770
2031-32	1,000,000	-0-	20,000	-0-	1,020,000
2032-33	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
	<u>\$248,858,189</u>	<u>\$264,191</u>	<u>\$70,425,036</u>	<u>\$1,420,809</u>	<u>\$320,968,225</u>

- (1) Includes Maritime Center debt. Beginning in fiscal year 1990-91 the City included in its budget the debt service payments for the Maritime Center debt. Prior to fiscal year 1990-91 such debt was not included in the City's budget, but guaranteed by full faith and credit of the City. Because revenue projections for the Center did not materialize as projected, the City deemed it prudent to include the guaranteed debt payments within its budget until the Center generates adequate revenues to cover operations and debt service. The Maritime Center debt payments are still included in the City's annually approved budget.
- (2) Includes obligations of the Water Pollution Control Authority and the Parking Authority which will be paid from sewer charges and parking revenues. These obligations are also backed by the full faith and credit of the City of Norwalk.
- (3) Includes principal payments of \$15,721,179 made as of August 15,2012.

Capital Fund - Funded Capital Projects

DEPARTMENT	COUNCIL APPROVED	PLANNING COMMISSION RECOMMENDED			
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016

SUMMARY					
POLICE DEPARTMENT	\$65,000	\$92,000	\$0	\$20,000	\$0
FIRE DEPARTMENT	660,000	485,000	55,000	785,000	530,000
PLANNING & ZONING	330,000	500,000	500,000	500,000	500,000
COMBINED DISPATCH	33,000	0	0	0	0
PUBLIC WORKS	9,909,000	10,009,000	9,947,000	9,480,000	8,278,000
WATER POLLUTION CONTROL AUTHORITY	2,250,000	750,000	500,000	500,000	500,000
BOARD OF EDUCATION	2,871,000	1,532,000	2,017,000	8,853,000	5,984,000
RECREATION & PARKS	2,392,000	2,105,000	1,531,000	1,135,000	1,110,000
HISTORICAL COMMISSION	320,000	110,000	100,000	110,000	100,000
REDEVELOPMENT AGENCY	1,044,000	1,150,000	1,331,000	750,000	750,000
INFORMATION TECHNOLOGY	399,000	298,000	149,000	182,000	144,000
SIXTH TAXING DISTRICT	400,000	0	0	0	0
OAK HILLS PARK GOLF AUTHORITY	150,000	0	0	0	0
Total Capital	20,823,000	17,031,000	16,130,000	22,315,000	17,896,000

LESS: REVENUES					
LOCIP	631,000	631,000	631,000	631,000	631,000
POLICE DEPARTMENT	0	0	0	0	0
FIRE DEPARTMENT	0	0	0	0	0
PLANNING & ZONING	0	0	0	0	0
COMBINED DISPATCH	0	0	0	0	0
PUBLIC WORKS	0	0	0	0	0
WATER POLLUTION CONTROL AUTHORITY	2,250,000	750,000	500,000	500,000	500,000
BOARD OF EDUCATION	0	0	0	0	0
RECREATION & PARKS	450,000	0	0	0	0
HISTORICAL COMMISSION	0	0	0	0	0
REDEVELOPMENT	0	0	0	0	0
INFORMATION TECHNOLOGY	0	0	0	0	0
SIXTH TAXING DISTRICT	400,000	0	0	0	0
OAK HILLS PARK GOLF AUTHORITY	150,000	0	0	0	0
Total Revenues	3,881,000	1,381,000	1,131,000	1,131,000	1,131,000

NET AMOUNT TO BE BONDED	16,942,000	15,650,000	14,999,000	21,184,000	16,765,000
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Capital Fund - Funded Capital Projects

DEPARTMENT		COUNCIL APPROVED	PLANNING COMMISSION RECOMMENDED			
			2011-2012	2012-2013	2013-2014	2014-2015
Proj. #	Priority. Project Description					
POLICE						
C0436	1. Replacement of Firearms	65,000	0	0	0	0
	2. Prisoner Van	0	60,000	0	0	0
	3. Pickup Truck	0	32,000	0	0	0
	4. Hypalon Tubes	0	0	0	20,000	0
	SUBTOTAL - POLICE DEPARTMENT	\$65,000	\$92,000	\$0	\$20,000	\$0
FIRE						
C0437	1. Apparatus Replacement	450,000	450,000	0	450,000	0
C0412	2. Various Stations: Repairs & Replacements	35,000	35,000	35,000	35,000	35,000
C0509	3. Fire Station Paving	140,000	0	0	0	0
C0310	4. SCBA Replacement Cylinders	20,000	0	20,000	0	20,000
C0510	5. Station Repair Study/Renovations	15,000	0	0	300,000	0
	7. 100 Fairfield Avenue Building Repairs	0	0	0	0	475,000
	SUBTOTAL - FIRE DEPARTMENT	\$660,000	\$485,000	\$55,000	\$785,000	\$530,000
PLANNING & ZONING						
C0467	1. Waterfront Public Access	145,000	250,000	250,000	250,000	250,000
C0468	2. Bikeway Plan	135,000	200,000	200,000	200,000	200,000
C0473	3. Sidewalk Plan	50,000	50,000	50,000	50,000	50,000
	SUBTOTAL - PLANNING & ZONING	\$330,000	\$500,000	\$500,000	\$500,000	\$500,000
COMBINED DISPATCH						
C0517	1. Communications Enhancements	33,000	0	0	0	0
	SUBTOTAL - COMBINED DISPATCH	\$33,000	\$0	\$0	\$0	\$0
PUBLIC WORKS						
C0439	A-1. City Hall Repairs & Improvements	0	995,000	795,000	965,000	200,000
C0476	A-2. Various City Bldgs - Gen. Capital Repairs	50,000	50,000	50,000	50,000	50,000
C0266	A-3. Nathaniel Ely	0	49,000	0	0	0
C0119	A-4. Public Works Center - Rep./Improvements	93,000	0	0	60,000	0
C0147	A-5. Roosevelt Senior Center	70,000	35,000	35,000	35,000	0
C0149	A-6. Energy Conservation Various Locations	25,000	25,000	25,000	25,000	25,000
C0137	A-7. Police Headquarters	20,000	15,000	15,000	27,000	0
	A-8. Various Bldgs - Enviro. Remediation	0	0	0	0	0
	A-9. Lockwood House	0	0	0	0	0
C0295	A-10. Ben Franklin	0	70,000	86,000	238,000	0
	BUILDING MANAGEMENT SUBTOTAL	\$258,000	\$1,239,000	\$1,006,000	\$1,400,000	\$275,000
C0479	B-1. Rowayton Avenue Widening	50,000	0	0	0	0
C0392	B-2 Perry Avenue Bridge Over Norwalk River	448,000	0	0	0	0
C0496	B-3. James Street Bridge	195,000	0	0	0	0
C0511	B-4. Westmere Avenue Bridge	113,000	0	0	0	0
C0315	B-5. General Bridge & Retaining Wall Repairs	0	0	65,000	0	65,000
	B-6. Glover Avenue Bridge Rails	0	120,000	0	0	0
C0471	B-7 East Avenue Roadway/ Bridge	0	0	0	0	0
	BRIDGES SUBTOTAL	\$806,000	\$120,000	\$65,000	\$0	\$65,000

Capital Fund - Funded Capital Projects

DEPARTMENT		COUNCIL APPROVED	PLANNING COMMISSION RECOMMENDED			
Proj. #	Priority. Project Description	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PUBLIC WORKS (continued)						
C0313	C-1. Fleet Replacement	790,000	700,000	696,000	700,000	558,000
	FLEET SUBTOTAL	\$790,000	\$700,000	\$696,000	\$700,000	\$558,000
C0021	E-1. Pavement Management Program	5,000,000	5,000,000	5,000,000	5,000,000	6,000,000
C0021	E-2. City Hall Parking Facilities	0	220,000	0	0	0
	ROAD RECONSTRUCTION SUBTOTAL	5,000,000	5,220,000	5,000,000	5,000,000	6,000,000
C0318	F-1. Sidewalks & Curbing - Citywide	350,000	400,000	400,000	400,000	400,000
C0503	F-4. Footpath Replacement	0	100,000	100,000	100,000	0
	SIDEWALKS SUBTOTAL	350,000	500,000	500,000	500,000	400,000
C0302	G-1. General Drainage	250,000	250,000	250,000	250,000	250,000
C0440	G-2. Watercourse Maintenance	250,000	250,000	250,000	250,000	250,000
C0425	G-3. Stormwater Management Plan	100,000	100,000	100,000	100,000	100,000
C0512	G-4. Water Street Outlet Maintenance	250,000	0	0	300,000	0
C0395	G-5. Keeler Brook Drainage Area	1,000,000	0	0	0	0
C0513	G-6. Culvert Rehabilitation	280,000	0	0	400,000	0
	STORM WATER MGMT. SUBTOTAL	2,130,000	600,000	600,000	1,300,000	600,000
C0232	H-1. Traffic Signals at Various Locations	250,000	250,000	250,000	250,000	250,000
	H-2. Traffic System Enhancements	0	200,000	0	200,000	0
C0514	H-3. Transportation Master Plan Implementation	200,000	600,000	600,000	0	0
	TRAFFIC MANAGEMENT SUBTOTAL	450,000	1,050,000	850,000	450,000	250,000
C0233	I-1. Tree Planting General	45,000	30,000	30,000	30,000	30,000
	TREE PLANTING SUBTOTAL	45,000	30,000	30,000	30,000	30,000
	J-1. FHWA Matching Funds	0	100,000	100,000	100,000	100,000
C0443	J-2. Fairfield Avenue Construction Match	0	0	600,000	0	0
C0442	J-4. Route 1 Widening	0	450,000	400,000	0	0
	SAFETEALU MATCH SUBTOTAL	0	550,000	1,100,000	100,000	100,000
C0515	K-1. Transfer Station	80,000	0	0	0	0
	K-2. Document Management System	0	0	100,000	0	0
	PUBLIC WORKS OTHER SUBTOTAL	80,000	0	100,000	0	0
	SUBTOTAL - PUBLIC WORKS DEPT.	\$9,909,000	\$10,009,000	\$9,947,000	\$9,480,000	\$8,278,000
WATER POLLUTION CONTROL AUTHORITY						
C0360	1. Pump Station Upgrade/Replacement	250,000	250,000	0	0	0
C0361	2. Collection System Rehabilitation	2,000,000	500,000	500,000	500,000	500,000
	SUBTOTAL - WPCA	2,250,000	750,000	500,000	500,000	500,000
OAK HILLS PARK AUTHORITY						
C0519	1. Oak Hills Golf Course Improvements	1,733,000	0	0	0	0
	3. Jefferson Construction	0	0	1,022,000	7,000,000	0
	4. Cranbury Construction	0	0	0	652,000	4,700,000
	5. Columbus Construction	0	0	0	0	289,000
C0112	6. Technology Implementation	1,075,000	875,000	875,000	875,000	875,000
C0516	7. District Paving & Concrete	63,000	200,000	120,000	120,000	120,000
	8. District Gymnasium Equipment	0	265,000	0	206,000	0
	9. District Stage Rigging & Curtains	0	192,000	0	0	0
	SUBTOTAL - BOARD OF EDUCATION	\$2,871,000	\$1,532,000	\$2,017,000	\$8,853,000	\$5,984,000

Capital Fund - Funded Capital Projects

DEPARTMENT		COUNCIL APPROVED	PLANNING COMMISSION RECOMMENDED			
Proj. #	Priority. Project Description	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
RECREATION & PARKS						
C0486	1. Vehicles	107,000	60,000	96,000	60,000	85,000
C0364	2. School & Park Playgrounds	180,000	180,000	160,000	150,000	150,000
C0365	3. Calf Pasture Beach	750,000	75,000	250,000	250,000	400,000
C0366	4. Cranbury Park	100,000	325,000	0	200,000	0
C0321	6. Basketball & Tennis Courts	115,000	75,000	75,000	75,000	75,000
C0367	7. Veteran's Memorial Park	50,000	90,000	400,000	300,000	300,000
C0518	8. Nathan Hale Athletic Complex	1,000,000	1,200,000	450,000	0	0
C0131	9. Backstop & Fencing Improvements	40,000	50,000	50,000	50,000	50,000
C0370	10. Tree Planting	50,000	25,000	25,000	25,000	25,000
C0372	12. Open Space Fund	0	25,000	25,000	25,000	25,000
SUBTOTAL - RECREATION AND PARKS		2,392,000	2,105,000	1,531,000	1,135,000	1,110,000
HISTORICAL COMMISSION						
C0186	1. Lockwood Mathews Mansion Leak Repair & Paint	100,000	0	0	0	0
C0186	2. Lockwood Mathews Mansion Improvement Project	110,000	100,000	100,000	100,000	100,000
C0501	3. Construction-ADA Access-Mill Hill & Mathews Park	100,000	0	0	0	0
C0430	4. Smith Street Buildings	10,000	0	0	0	0
C0294	5. Cemetary Restoration	0	10,000	0	10,000	0
SUBTOTAL - HISTORICAL COMMISSION		320,000	110,000	100,000	110,000	100,000
REDEVELOPMENT AGENCY						
C0288	1. Affordable Housing	250,000	250,000	250,000	250,000	250,000
C0451	2. Transit Oriented Development	360,000	500,000	500,000	0	0
C0287	3. Wall Street Redevelopment	434,000	400,000	400,000	0	0
C0287	4. Academy Street Extension	0	0	181,000	500,000	500,000
SUBTOTAL - REDEVELOPMENT AGENCY		1,044,000	1,150,000	1,331,000	750,000	750,000
INFORMATION TECHNOLOGY						
C0375	1. Citywide IT Projects	399,000	298,000	149,000	182,000	144,000
SUBTOTAL - INFORMATION TECHNOLOGY		399,000	298,000	149,000	182,000	144,000
SIXTH TAXING DISTRICT						
C0189	1. Rawayton Community Center - Phase II	400,000				
SUBTOTAL - SIXTH TAXING DISTRICT		400,000				
OAK HILLS PARK AUTHORITY						
C0520	1. Oak Hills Golf Course Improvements	150,000				
SUBTOTAL - OAK HILLS AUTHORITY		150,000				
GRAND TOTAL		20,823,000	17,031,000	16,130,000	22,315,000	17,896,000

2012-13 FUNDED CAPITAL PROJECTS

POLICE DEPARTMENT

PROJECT TITLE:	Replacement of Firearms	
PROJECT LIFE:	25 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: Oct. 2012
FUNDING AMOUNT:	\$65,000	
DESCRIPTION:	Replace 25, Vietnam era patrol rifles	
IMPACT ON OPERATING BUDGET:	None	

FIRE DEPARTMENT

PROJECT TITLE:	Apparatus Replacement	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2011	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	\$450,000	
DESCRIPTION:	Replace Station #4 pumping engine, in accordance with the Department's vehicle replacement schedule.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Repairs & Replacements – Various Stations	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2011	SCHEDULED COMPLETION:
FUNDING AMOUNT:	\$35,000	
DESCRIPTION:	Repair or replace ceiling and floor tiles, plumbing fixtures, HVAC and electrical systems at all five stations. The average age of these buildings is 40 years old and much of the routine maintenance has been deferred.	
IMPACT ON OPERATING BUDGET:	Utility savings due to more efficient HVAC and electrical as well as a reduction in repair costs as newer items require only routine maintenance.	

PROJECT TITLE:	Fire Station Paving	
PROJECT LIFE:	25+ Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$140,000	
DESCRIPTION:	Repave the front and rear ramps and parking lots at Broad River, Westport Avenue and Meadow Street fire stations.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	SCBA Cylinders	
PROJECT LIFE:	5-10 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2012
FUNDING AMOUNT:	\$20,000	
DESCRIPTION:	Purchase 20 self contained breathing apparatus spear cylinders. This is an ongoing program to replace cylinders that must be discarded due to age as well as those damaged during fires and training exercises.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Station Repair Study	
PROJECT LIFE:		
SCHEDULED START:	2012	SCHEDULED COMPLETION:
FUNDING AMOUNT:	\$15,000	
DESCRIPTION:	Hire a consultant to evaluate the New Canaan Avenue, Meadow Street and Fairfield Avenue facilities and develop a long term repair and renovation plan.	
IMPACT ON OPERATING BUDGET:	There may be increased operating costs depending on what the study finds and recommends for station repairs.	

PLANNING & ZONING

PROJECT TITLE:	Waterfront Public Access	
PROJECT LIFE:	25 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: July 2013
FUNDING AMOUNT:	\$145,000	
DESCRIPTION:	Complete public access to the Norwalk Harbor by filling gaps in the existing trail system. Funds for 2012-2013 will be used for trail design around the Maritime Aquarium, 130 East Avenue and the North Water Street parking deck.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Bikeway Plan	
PROJECT LIFE:	25 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: July 2013
FUNDING AMOUNT:	\$135,000	
DESCRIPTION:	Implement the tier 1 Priority Corridor recommended improvements in the recently adopted Pedestrian & Bikeway Transportation Plan and start the process of completing the existing network of bikeways and add new ones to increase the safety of bicycling throughout the City.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Sidewalk Plan	
PROJECT LIFE:	25 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: July 2013
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	Implement the completed Sidewalk Study, which laid out a plan to improve existing sidewalks and footpaths as well as build new ones. Funds for 2012-2013 will be used on Phase 1 – the Westport Avenue Corridor.	
IMPACT ON OPERATING BUDGET:	None	

COMBINED DISPATCH

PROJECT TITLE:	Communications Enhancements	
PROJECT LIFE:	10 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2012
FUNDING AMOUNT:	\$33,000	
DESCRIPTION:	Upgrade several components of the City's emergency communications system as identified in a recent review. Funds will be used to purchase a backup generator for transmitters and receivers at West Rocks, to move the remote receiver equipment and to install a cable management ice bridge.	
IMPACT ON OPERATING BUDGET:	None	

PUBLIC WORKS

PROJECT TITLE:	General Capital Repairs	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	Most City buildings are between 20-70 years old and often require major repairs without notice. These funds will cover the costs of unexpected repairs and replacements.	
IMPACT ON OPERATING BUDGET:	In the past some of these large repairs have been covered through a special appropriation budget. It is anticipated that by funding this project the City will save money by not appropriating additional funds.	

PROJECT TITLE:	Public Works Center – Repairs and Improvements	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$93,000	
DESCRIPTION:	Multi-year project to address infrastructure issues at the Public Works Center. Funds for FY 2012-2013 will be used to install an energy management system and replace pneumatic controls with digital ones (\$48,000); and replace metal siding and overhead door frames (\$45,000).	
IMPACT ON OPERATING BUDGET:	Installation of the energy management system will allow more efficient operation and will likely reduce energy costs.	

PROJECT TITLE:	Roosevelt Center	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$70,000	
DESCRIPTION:	Replace windows for the gymnasium, rooms A & B and the fitness room.	
IMPACT ON OPERATING BUDGET:	Double pane windows will provide a more energy efficient building, resulting in lower utility costs.	

PROJECT TITLE:	Various Locations – Energy Conservation	
PROJECT LIFE:	Various	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$25,000	
DESCRIPTION:	Installation of energy conservation equipment and applications for additional City buildings. Funds will supplement money from local utilities to continue the energy conservation program and be used for lighting retro fits and off-hour temperature control.	
IMPACT ON OPERATING BUDGET:	In total, previous projects have reduced usage by approximately 13.76%.	

PROJECT TITLE:	Police Headquarters	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$20,000	
DESCRIPTION:	Multi-year projects to maintain the current Police Headquarters. In FY12-13 funds will be used to replace spare parts for the HVAC equipment. Parts are often needed in a short period of time and it can take up to two weeks for the manufacturer to deliver them.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Rowayton Avenue Widening	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2009	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	Widen Rowayton Avenue in the vicinity of the Rowayton Avenue railroad bridge. Construction is fully funded by State/Federal Government. These funds will be put toward the design and City's right-of-way costs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Perry Avenue Bridge over the Norwalk River	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$448,000	
DESCRIPTION:	Increase width of the travelway on Perry Avenue to add a dedicated left turn lane. This project is in conjunction with the Federal Local Bridge Program, which will pay for 80% of the cost. These funds represent the City's portion of construction costs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	James Street Bridge	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$195,000	
DESCRIPTION:	Replacement of the deteriorated existing James Street Bridge over the Silvermine River with a structure that is safer and more aesthetically appealing. This project is funded 80% through the Federal Local Bridge Program. These funds will cover the City's portion of construction costs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Westmere Avenue Bridge	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013-2014
FUNDING AMOUNT:	\$113,000	
DESCRIPTION:	Superstructure replacement of the Westmere Avenue Bridge over Farm Creek. This project is funded at 80% through the Federal Local Bridge Program. These funds will cover the City's portion of construction costs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Fleet Replacement	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$790,000	
DESCRIPTION:	A continuous vehicle and equipment replacement and refurbishment plan in order to maintain city services for snow and ice control, highway and drainage repairs, and garbage services. In FY12-13 the following were funded: a backhoe (\$185,000), two dump trucks (\$420,000), and a street sweeper (\$185,000).	
IMPACT ON OPERATING BUDGET:	The department will save money on continuous repairs to aging and outdated equipment.	

PROJECT TITLE:	Pavement Management Program	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$5,000,000	
DESCRIPTION:	This is the combination of the Road Reconstruction and 4-R Paving Program. Funds will be used for paving and maintenance of City roads as well as complete pavement reconstruction of seriously deficient roads in order to provide safe travel surfaces, correct drainage and improve the City's overall Pavement Condition Index.	
IMPACT ON OPERATING BUDGET:	Reduced annual maintenance costs for pothole patching.	

PROJECT TITLE:	Sidewalks & Curbing – Citywide	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$350,000	
DESCRIPTION:	Repair and replace sidewalks to provide for safe pedestrian traffic throughout the City. Funds will be used for the most critical sidewalk repairs adjacent to City property, including schools.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	General Drainage	
PROJECT LIFE:	40 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	Replacement, repair and installation of minor local drainage systems, as needed, to resolve water flowing problems such as ponding and freezing in the winter and protect the roadway from early deterioration and foundation failure.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Watercourse Maintenance	
PROJECT LIFE:	15 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	Remove sediment, trees and other materials from City watercourses in order to help alleviate potential flooding issues. Potential locations include Metro North culverts, North Taylor Avenue, Meadow Street discharge, Oak Hills to Gilles Lane, and Grumman Avenue at Newtown Avenue.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Stormwater Management Plan	
PROJECT LIFE:	15 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Continues initiative, in accordance with EPA/DEP requirements, to improve water quality and management in the City's streams, rivers and harbors. Activities include the development of Public outreach and education programs, mapping the stormwater system, adding, replacing and maintaining structural BMPs, and participating in the FEMA CMS program which may entitle residents to reduce their flood premiums. This program led to the discovery and correction of several water quality issues, including bacterial problems at Calf Pasture Beach and Woodward Avenue.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Water Street Outlet Maintenance	
PROJECT LIFE:	15 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	Dredging and Maintenance of existing draining outlets at several locations on Water Street.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Keeler Brook Drainage Area	
PROJECT LIFE:	40 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION:
FUNDING AMOUNT:	\$1,000,000	
DESCRIPTION:	Implementation of drainage improvements as recommended in the State mandated Keeler Brook Drainage Study that will allow the water collection system to handle peak flows. Funds will be used for construction.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Culvert Rehabilitation	
PROJECT LIFE:	40 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$280,000	
DESCRIPTION:	Replacement of the structural lining of the 36' corrugated metal storm drain on Clinton Avenue, which has failed and creates a road collapse in intense rain.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Traffic Signals – Various Locations	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	A continuous program to replace obsolete traffic signals and existing Opticom Priority Control units around the City. Funds for FY12-13 will be used to replace 10 units including Gregory at First, Newtown at Allen Rd. and East at Eversly.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Transportation Master Plan Implementation	
PROJECT LIFE:	15 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$200,000	
DESCRIPTION:	The City recently completed a Transportation Master Plan which called for construction improvements at selected intersections and road corridors to create better and more complete streets. Funds will be used for design services.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Tree Planting	
PROJECT LIFE:	40-50 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$45,000	
DESCRIPTION:	Replace trees the department had to remove due to age, disease, accident, etc., and complete tree lines in areas where the addition of trees will enhance a neighborhood. As a result of this program the City has earned the status of a Tree City from the National Arbor Foundation.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Transfer Station	
PROJECT LIFE:	10 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2014
FUNDING AMOUNT:	\$80,000	
DESCRIPTION:	Upgrades to the City's Transfer Station. Funds will be used to replace the upper scale and per State Statute build a secure universal waste storage building for fluorescent bulbs and devices containing mercury.	
IMPACT ON OPERATING BUDGET:	None	

WATER POLLUTION CONTROL AUTHORITY

PROJECT TITLE:	Pump Station Upgrade/Replacement	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2005	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	Continue the process of upgrading and replacing all of the WPCA's 22 pump stations in conjunction with the Asset Management Plan Program. Projects will ensure that sanitary sewage can be conveyed to the wastewater treatment plant without interruption of service.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Collection System Rehabilitation	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2005	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$2,000,000	
DESCRIPTION:	An on-going series of projects to rehabilitate the City's 170 miles of sanitary sewer. This will fund a portion of the \$20 million in repairs, identified by the Plant's contract operator, needed to ensure uninterrupted sewage service.	
IMPACT ON OPERATING BUDGET:	None	

BOARD OF EDUCATION

PROJECT TITLE:	Rowayton Construction	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$1,733,000	
DESCRIPTION:	In July 2010 an Elementary School Building an Elementary School Building Assessment Report was completed, identifying necessary school updates. In accordance with this report and more recent enrollment projections, additional space is needed at Rowayton School. Funds will be used to construct a new addition as well as expand the Gymnasium.	
IMPACT ON OPERATING BUDGET:	Additional space may result in increased utility costs.	

PROJECT TITLE:	Technology Implementation	
PROJECT LIFE:	6 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$1,075,000	
DESCRIPTION:	The implementation for the District's Instructional Technology Plan, which will restructure education to enhance students' learning, improve instruction and prepare students for a technological information based society. Funds will purchase replacement computers, interactive whiteboards, wireless access for all schools and switch upgrades.	
IMPACT ON OPERATING BUDGET:	Finance Department estimates an increase in annual operating costs (electricity, training and computer supplies/equipment).	

PROJECT TITLE:	District Paving & Concrete	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	\$63,000	
DESCRIPTION:	A five year plan to replace pavement and concrete at 20 school sites to eliminate deterioration of parking lots, drives, curbing and sidewalks and reduce safety hazards.	
IMPACT ON OPERATING BUDGET:	None	

RECREATION & PARKS

PROJECT TITLE:	Vehicles	
PROJECT LIFE:	15-25 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: Winter 2013
FUNDING AMOUNT:	\$107,000	
DESCRIPTION:	Vehicle replacement program. Funding will be used to purchase a Plumber's Van (\$56,000) and a Rack Body Dump Truck (\$51,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	School & Park Playgrounds	
PROJECT LIFE:	15 - 20 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$180,000	
DESCRIPTION:	Maintain a safe and well-equipped City playground system by replacing and adding playground equipment to school and park areas, as needed, specifically Ryan Park, Tracey and Silvermine playgrounds.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Calf Pasture Beach	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Fall 2012	SCHEDULED COMPLETION: Fall 2013
FUNDING AMOUNT:	\$750,000	
DESCRIPTION:	This is an on-going program of enhancements to Calf Pasture Beach in order to maintain the area and patron safety, provide amenities for family enjoyment as well as additional revenue for the City. Current year funds will be used for the replacement of outdoor showers (\$5,000), sidewalk repair (\$60,000) the small boat storage area (\$35,000) and repairs to Clark Pier (\$650,000) that were damaged during hurricane Irene.	
IMPACT ON OPERATING BUDGET:	The small boat storage area will generate approximately \$12,000 in revenue this year.	

PROJECT TITLE:	Cranbury Park	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	Summer 2012	SCHEDULED COMPLETION: Fall 2013
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	A multi-year project to refurbish and enhance the park. Funds for FY12-13 will be used to begin Phase Two of the trail and orchards restoration.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Basketball & Tennis Courts	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	Summer 2012	SCHEDULED COMPLETION: Fall 2013
FUNDING AMOUNT:	\$115,000	
DESCRIPTION:	Repair and resurface basketball and tennis court facilities, as needed, in order to maintain safe, quality athletic areas. Funds will be used to make improvements at the Fox Run school basketball and tennis area and the Cranbury CTS.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Veteran’s Memorial Park	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	Summer 2012	SCHEDULED COMPLETION: Fall 2013
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	This project includes various replacements and enhancements, in accordance with the Park Master Plan to accommodate the increase in programs and activities. Current funding will be used to perform an environmental study and survey of coastal Veteran's Park.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Nathan Hale Athletic Complex	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: Spring 2014
FUNDING AMOUNT:	\$1,000,000	
DESCRIPTION:	Refurbish the upper and lower fields with turf, lighting and make them ADA accessible. The project will be done in two phases; the upper field will be done first.	
IMPACT ON OPERATING BUDGET:	The installation of turf will result in lower maintenance costs (mowing, watering, etc.), and the additional field will likely bring in more revenue, but there will be an increase in electricity due to the additional lighting.	

PROJECT TITLE:	Backstop & Fencing Improvements	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	Fall 2012	SCHEDULED COMPLETION: Fall 2013
FUNDING AMOUNT:	\$40,000	
DESCRIPTION:	Replace the existing perimeter, safety fencing and backstops throughout the park system in order to secure park property and improve park safety and appearance.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Tree Planting	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Fall 2012	SCHEDULED COMPLETION: Spring 2013
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	Continue the department's tree maintenance program. Plant and maintain trees, shrubs and perennials on all park property including Calf Pasture, Mathews Park, Shady Beach, Veteran's Park, Fodor Farm and all school grounds and neighborhood parks. Funds for FY12-13 have been increased due to higher than usual loss of trees as a result of several severe storms.	
IMPACT ON OPERATING BUDGET:	None	

HISTORICAL COMMISSION

PROJECT TITLE:	Lockwood Mathews Mansion – Leak Repair and Re-Painting	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Repair various roof leaks as outlined in a recent architectural leak report. Funds will also be used to repaint the South Façade, which was not done properly the first time.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Lockwood Mathews Mansion – Improvement Project	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$110,000	
DESCRIPTION:	A multi-year program to repair and maintain the exterior of the Lockwood Mathews Mansion in order to preserve its historic character. Funds in FY12-13 will be added to the current balance that exist in this project to complete Phase I improvements. These include roof repair, new electrical service, and the elevator/ADA upgrade.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Mill Hill & Mathews Park – ADA Access	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Implementation of Perseveration Plan and also ensuring that historic green space is preserved and made ADA compliant, in conjunction with the recently completed master plan. Funds in FY12-13 will be used to complete construction drawings for the project.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Smith Street Buildings	
PROJECT LIFE:	10-25 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$10,000	
DESCRIPTION:	Make site plan changes to allow for offices, as laid out in the City's Master Plan. Funds in FY12-13 will be used for improvements to the barn structure and repairs to the siding, paint, gutters and leaders in the immediate area.	
IMPACT ON OPERATING BUDGET:	None	

REDEVELOPMENT AGENCY

PROJECT TITLE:	Affordable Housing Development	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: 2042
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	The Redevelopment Agency will provide financial assistance to housing developers and non-profits as a tool to foster the inclusion of affordable housing units within new housing development projects. The goal is to increase the supply of affordable units by incorporating affordable units within planned projects thereby taking advantage of the strength of the existing housing market. In 2012 City funds were utilized to assist 20 affordable housing units.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	South Norwalk – Transit Oriented Development	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2012	SCHEDULED COMPLETION: June 2013
FUNDING AMOUNT:	\$360,000	
DESCRIPTION:	To implement the Transit Oriented Development Master Plan for revitalizing the neighborhoods surrounding the South Norwalk train station. This plan will create a long-term, sustainable mixed-use pattern that balances housing, commercial, retail, civic and institutional uses while protecting residents from displacement. Current funding will be to fill the gap on Monroe Street that the State has not done yet.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Wall Street Redevelopment	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2022
FUNDING AMOUNT:	\$434,000	
DESCRIPTION:	Advancement of the Wall Street Redevelopment Initiative through general project management, planning a continuous, area-wide riverwalk and site improvements at the redevelopment project sites. Current year funding will cover the construction of the Landmark Square pedestrian safescaping as well as the implementation of other development initiatives as called for in the Wall Street Master Plan.	
IMPACT ON OPERATING BUDGET:	None	

INFORMATION TECHNOLOGY

PROJECT TITLE:	Citywide Information Technology Plan	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$399,000	
DESCRIPTION:	Various projects to enhance and improve the current ITT infrastructure, communications, and technology and enable City staff to efficiently deliver services to the public. Funds in FY12-13 will be used to address all projects identified as critical by the IT Department. These include the yearly desktop printing refresh program (\$57,705), website enhancements (\$10,000), software upgrades (\$85,000), various Police and Fire Department upgrades (\$233,000), and a refresh of the Library's public access computers (\$13,735).	
IMPACT ON OPERATING BUDGET:	None	

SIXTH TAXING DISTRICT

PROJECT TITLE:	Rowayton Community Center – Phase II	
PROJECT LIFE:	15	
SCHEDULED START:		SCHEDULED COMPLETION:
FUNDING AMOUNT:	\$400,000	
DESCRIPTION:	<p>The second phase of the project entails the preservation and restoration of the windows, exterior doors, stone, stucco and half-timbered exterior walls for all three buildings (community center, gardener’s shed/greenhouse, and icehouse/ garage). In addition, the following HVAC and Electrical Service work will be implemented. The HVAC work primarily involves replacement of existing (4) HVAC systems for energy and life cycle reasons. The electrical component of the project consists of high voltage electrical termination to the new HVAC units as well as installation of a new 800kv underground electrical service.</p>	
IMPACT ON OPERATING BUDGET:	None	

OAK HILLS GOLF AUTHORITY

PROJECT TITLE:	Course Improvements	
PROJECT LIFE:	10 years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2013
FUNDING AMOUNT:	\$150,000	
DESCRIPTION:	<p>This capital funding will be used to repair and replace some of the golf course’s infrastructure and systems, including the Lightning Warning system, drainage/irrigation and various other projects.</p>	
IMPACT ON OPERATING BUDGET:	None	

PARKING AUTHORITY

Description of Service/Mission Statements:

The Parking Authority, an enterprise fund, is responsible for the operations and maintenance of the municipal parking system, consisting of 4 parking structures, 6 surface lots and on-street parking. The Authority collects parking revenue and enforces parking laws and regulations. The Authority strives to provide a clean and safe environment, a positive and friendly experience, continuously improve and maintain municipal facilities and effectively communicate programs and projects to the public.

Highlights For 2011- 2012:

- Completed structural repair project at the South Norwalk Railroad Station
- Installed security cameras at the Webster Parking Lot
- Implemented pay by cell option
- Completed permanent art installation at the SoNo Railroad Station.
- Implemented a pilot parking wayfinding signage program.
- Updated the Parking Authority website to provide more interactive, user friendly communication and functionality.
- Created a Norwalk Parking Authority Facebook page to provide enhanced communication and public interaction.
- Implemented a new License Plate Recognition permit and enforcement system throughout the Parking Authority facilities.
- Implemented a centralized customer service calling center.
- Implemented a maintenance/security GPS tracking system.
- Landscaped SoNo Railroad Station after Monroe Street Bridge project.
- Created additional parking at the South Norwalk Railroad Station
- Completed the Citywide Parking Study collaborating with Redevelopment Agency

Goals For 2012 - 2013:

- Continue to enhance service to over 1.0 million parkers annually while ensuring financial stability.
- Streamline Parking Violation Hearing Process by implementing an online option
- Update the Parking Authority Strategic Plan
- Implement technology to capture utilization data
- Implement a daily parking fee option at the East Norwalk Railroad Station
- Implement maintenance and customer service improvements at the East Norwalk Railroad Station
- Implement a multi facility permit
- Extend the pay by cell option to include multi facility usage.
- Update the facility condition assessment
- Install juried arts exhibits at the Maritime Garage.
- Phase in implementation of the citywide parking facility way finding signage program designed to attract visitors to the most convenient parking location based on their final destination.
- Continue greening and energy management efforts such as the use of solar pay station shelters.
- Continue to enhance customer service programs.
- Continue system wide landscaping efforts.
- Continue to update the Parking Authority's website to a more user friendly, interactive communication system.
- Continue communication, outreach and collaborative efforts citywide regarding ongoing programs and public parking impacts along the urban core and in citywide development projects.

SIGNIFICANT CHANGES

The FY 2013 Operating Budget represents an overall increase of \$140,829 or 2.76%.

- Expenses: Increases in Wages and associated payroll taxes increased by \$241,812 or 22.5% and Debt Service increased \$52,888 or 5.5%. These increases were offset by a \$104,798 or 53.8% decrease in the capital reserve contribution and a \$50,000 or 50% decrease in Contingency.
- Revenues: Transient revenues increased by \$283,312 or 14.2% due to higher compliance, longer transaction times and a new daily rate of \$8 at the East Norwalk Railroad Station which provides enhanced service to that station. Monthly revenue increased \$44,077 or 2.3% due to a new \$100 multi-facility permit for South Norwalk Railroad Station permit holders which enables them to use the Maritime Garage and provides an incentive to go to SoNo businesses. These increases are offset by a \$195,500 or 19.9% decrease in parking violation revenue due higher compliance resulting in less ticket writing. The revenue from parking violations has dropped from 19% of total revenues to 15%.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
South Norwalk Lots	\$1,135,588	\$1,304,828	\$1,253,555	\$1,510,487	\$256,932	20.50 %
Wall Street District Lots	\$272,405	\$249,402	\$176,976	\$227,039	\$50,063	28.29 %
Administrative	\$2,821,910	\$2,186,912	\$2,253,554	\$2,150,548	(\$103,006)	(4.57%)
Railroad Station Lots	\$1,597,437	\$1,809,840	\$1,410,314	\$1,347,154	(\$63,160)	(4.48%)
Total	\$5,827,340	\$5,550,982	\$5,094,399	\$5,235,228	\$140,829	2.76 %

Budget By Major Group

Personnel Services	\$186,880	\$184,389	\$182,866	\$182,740	(\$126)	(0.07%)
Contractual Services	\$3,478,951	\$3,881,657	\$4,572,511	\$3,828,974	(\$743,537)	(16.26%)
Supplies and Materials	\$74	\$0	\$0	\$0	\$0	0.00 %
Fixed Charges	\$103,020	\$124,512	\$144,073	\$119,848	(\$24,225)	(16.81%)
Debt Service	\$1,175,767	\$447,920	\$0	\$1,013,518	\$1,013,518	0.00 %
Capital Outlay	\$0	\$0	\$194,949	\$90,148	(\$104,801)	(53.76%)
Depreciation	\$882,648	\$912,504	\$0	\$0	\$0	0.00 %
Total	\$5,827,340	\$5,550,982	\$5,094,399	\$5,235,228	\$140,829	2.76 %

NON-TAX REVENUE

Permits and Services Charges	\$5,143,824	\$5,267,914	\$5,088,399	\$5,167,128	\$78,729	1.55 %
Miscellaneous	\$300	\$0	\$0	\$62,100	\$62,100	0.00 %
Investment Income	\$26,061	\$20,969	\$6,000	\$6,000	\$0	0.00 %
Total	\$5,170,185	\$5,288,883	\$5,094,399	\$5,235,228	\$140,829	2.76 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
<u>Parking Enforcement</u>					
PARKING AIDE I	2 \$101,102	2 \$101,102	2 \$101,102	2 \$105,960	0 \$4,858
Total	2 \$101,102	2 \$101,102	2 \$101,102	2 \$105,960	0 \$4,858
Department Total	2 \$101,102	2 \$101,102	2 \$101,102	2 \$105,960	0 \$4,858

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/15/2012**

<u>Fiscal Year</u>	<u>Parking Principal Payments</u>	<u>Parking Interest Payments</u>	<u>Total Debt Service</u>
2012-13	566,343	447,175	1,013,518
2013-14	759,896	387,647	1,147,543
2014-15	776,207	363,638	1,139,845
2015-16	741,013	344,127	1,085,140
2016-17	632,413	324,009	956,422
2017-18	642,414	303,188	945,602
2018-19	657,414	279,710	937,124
2019-20	624,314	254,640	878,954
2020-21	639,314	229,970	869,284
2021-22	654,314	204,549	858,863
2022-23	679,314	175,870	855,184
2023-24	706,479	152,832	859,311
2024-25	726,479	119,148	845,627
2025-26	756,858	84,604	841,462
2026-27	781,864	47,309	829,173
2027-28	213,709	23,592	237,301
2028-29	182,573	14,366	196,939
2029-30	163,916	8,178	172,094
2030-31	12,556	753	13,309
2031-32	<u>12,548</u>	<u>251</u>	<u>12,799</u>
	\$10,929,938	\$3,765,556	\$14,695,494

(1) Does not include debt for Maritime Parking Garage
(2) Does not include current issue

**SUMMARY OF REVENUES, EXPENSES &
CHANGES IN NET ASSETS
FISCAL YEARS 2009-10 TO 2012-13**

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<u>OPERATING REVENUES</u>				
Charges for Services	\$ 5,144,124	\$ 5,267,914	\$ 5,298,397	\$ 5,229,228
TOTAL REVENUE	5,144,124	5,267,914	5,298,397	5,229,228
<u>OPERATING EXPENSES</u>				
Depreciation	882,648	912,504	936,438	-
Salaries, Benefits & Claims	240,581	222,287	261,488	258,138
Administration & Operation	<u>3,528,344</u>	<u>3,968,271</u>	<u>3,823,151</u>	<u>4,529,915</u>
TOTAL EXPENSES	4,651,573	5,103,062	5,021,077	4,788,053
Operating Income (Expense)	<u>\$ 492,551</u>	<u>\$ 164,852</u>	<u>\$ 277,320</u>	<u>\$ 441,175</u>
Nonoperating Income (Expense)				
Investment Income	\$ 26,061	\$ 20,969	\$ 20,722	\$ 6,000
Interest Expense	(427,854)	(447,920)	(400,893)	(447,175)
Loss on Sale of Asset	-	-	-	-
Payment to Escrow	(747,914)	-	-	-
Intergovernmental	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL NONOPERATING INCOME (EXPENSE)	(1,149,707)	(426,951)	(380,171)	(441,175)
Capital Contributions	-	-	-	-
Change in Net Assets	<u>\$ (657,156)</u>	<u>\$ (262,099)</u>	<u>\$ (102,851)</u>	<u>\$ -</u>
Beginning Net Assets as of July 1	\$20,331,587	\$19,674,431	\$19,412,332	\$19,309,481
Ending Net Assets as of June 30	\$19,674,431	\$19,412,332	\$19,309,481	\$19,309,481

Note: Fund Balance for 2011-12 and 2012-2013 are projected and budgeted, respectively.

WATER POLLUTION CONTROL AUTHORITY

Description of Service/Mission Statements:

The Water Pollution Control Authority (WPCA), an enterprise fund, manages the City's sanitary sewer collection system, pumping stations and wastewater treatment facility in accordance with environmental standards and regulations in the most cost effective and responsible manner. Since FY 2000-2001 the Authority has outsourced the operations and maintenance of the system.

Highlights For 2011- 2012:

- Construction completion and start-up of the \$37 million Phase I wastewater treatment plant upgrade.
- Continued implementation of a Fats, Oils and Grease (FOG) program and Industrial Pretreatment Program. These programs will reduce sewer maintenance requirements, improve system performance and increase alternative revenues to offset higher operating costs.
- Continued to expand public outreach through participation with various civic groups and professional organizations
- Initiated design on a Supervisory Control and Data Acquisition (SCADA) Telemetry System for communications between the City's pumping stations and Wastewater Treatment Plant.
- Completed video monitoring security system onsite.
- Initiated power purchase negotiations with Third Taxing District
- Assisted the Town of Wilton to install new sewage flow meters at the town line.

Goals For 2012 - 2013:

- Finalize design and construction of the Pump Station SCADA Telemetry System.
- Continue to implement Sanitary Sewer Collection System Master Plan.
- Design/rehabilitate the sanitary sewer infrastructure within the Ely Avenue and Beacon Street sanitary sewer project areas.
- Continue to negotiate power purchase agreement with Third Taxing District.
- Continue to improve the existing sewer use charge billing system.
- Utilize tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).

SIGNIFICANT CHANGES

The FY 2013 Operating Budget represents an overall increase of \$1,432,332 or 9.2%.

- Expenses: A \$1,166,336 or 31.5% increase to the repair replacement reserve, and a \$125,639 or 2.5% increase to the OMI agreement expenses account for most of the increase.
- Revenues: An increase of \$1,500,000 or 176.5% in the transfer from fund balance accounts for the entire revenue increase. Other significant changes include a 3.19% blended rate increase accounting for a \$322,332 or 2.4% increase in use charges which is entirely offset by a \$325,000 or 81.3% reduction in Nitrogen credits as a result of lower discharge permit requirements.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Water Pollution Control	\$11,394,330	\$10,515,486	\$15,576,658	\$17,008,990	\$1,432,332	9.20 %
Total	\$11,394,330	\$10,515,486	\$15,576,658	\$17,008,990	\$1,432,332	9.20 %
<u>Budget By Major Group</u>						
Personnel Services	\$212,791	\$223,117	\$226,823	\$237,842	\$11,019	4.86 %
Contractual Services	\$6,695,978	\$6,587,930	\$6,859,203	\$6,964,842	\$105,639	1.54 %
Supplies and Materials	\$310	\$0	\$0	\$0	\$0	0.00 %
Fixed Charges	\$198,124	\$251,476	\$173,591	\$253,448	\$79,857	46.00 %
Debt Service	\$953,114	\$990,667	\$4,322,667	\$4,375,290	\$52,623	1.22 %
Grants & Donations	\$183,171	\$199,752	\$285,206	\$302,064	\$16,858	5.91 %
Capital Outlay	\$1,029,878	\$0	\$3,709,168	\$4,875,504	\$1,166,336	31.44 %
Depreciation	\$2,120,964	\$2,262,543	\$0	\$0	\$0	0.00 %
Total	\$11,394,330	\$10,515,486	\$15,576,658	\$17,008,990	\$1,432,332	9.20 %
NON-TAX REVENUE						
Transfer From Fund Balance	\$0	\$0	\$850,000	\$2,350,000	\$1,500,000	0.00 %
Interest & Penalties	\$110,059	\$92,275	\$65,000	\$65,000	\$0	0.00 %
Intergovernmental	\$3,655,810	\$4,629,351	\$400,000	\$75,000	(\$325,000)	(81.25%)
Usage Fees	\$12,023,130	\$12,340,991	\$13,309,158	\$13,631,490	\$322,332	2.42 %
Permits & Service Charges	\$1,092,138	\$803,725	\$802,500	\$788,500	(\$14,000)	(1.74%)
Miscellaneous	\$21,944	\$16,701	\$0	\$0	\$0	0.00 %
Investment Income	\$220,387	\$267,584	\$150,000	\$99,000	(\$51,000)	(34.00%)
Total	\$17,123,467	\$18,150,627	\$15,576,658	\$17,008,990	\$1,432,332	9.20 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Water Pollution Control Authority					
Wastewater Systems Manager	1 \$89,324	1 \$89,324	1 \$91,780	1 \$91,780	0 \$0
Wastewater Systems Technician	1 \$54,077	1 \$56,773	1 \$61,277	1 \$64,332	0 \$3,055
Junior Engineer	1 \$67,751	1 \$71,142	1 \$71,142	1 \$74,560	0 \$3,418
Total	3 \$211,152	3 \$217,239	3 \$224,199	3 \$230,672	0 \$6,473
Department Total	3 \$211,152	3 \$217,239	3 \$224,199	3 \$230,672	0 \$6,473

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/15/2012**

<u>Fiscal Year</u>	<u>WPCA Principal Payments</u>	<u>WPCA Interest Payments</u>	<u>Total Debt Service</u>
2012-13 (3)	3,649,562	713,520	4,363,082
2013-14	3,762,212	625,214	4,387,426
2014-15	3,771,717	536,765	4,308,482
2015-16	3,669,653	447,022	4,116,675
2016-17	3,419,049	359,996	3,779,045
2017-18	3,340,411	283,757	3,624,168
2018-19	3,380,756	208,826	3,589,582
2019-20	1,492,472	132,500	1,624,972
2020-21	863,482	117,361	980,843
2021-22	605,640	110,373	716,013
2022-23	460,873	87,795	548,668
2023-24	560,150	67,839	627,989
2024-25	336,550	49,250	385,800
2025-26	375,300	34,207	409,507
2026-27	345,100	19,650	364,750
2027-28	181,300	9,173	190,473
2028-29	121,300	4,312	125,612
2029-30	115,720	2,422	118,142
2030-31	0	0	0
2030-31	<u>0</u>	<u>0</u>	<u>0</u>
	\$30,451,247	\$3,809,982	\$34,261,229

(1) The debt service for these obligations are to paid from sewer charges.

(2) Does not include current issue.

(3) Includes principal payments of \$1,498,227 made as of August 16, 2011.

**SUMMARY OF REVENUES, EXPENSES &
CHANGES IN NET ASSETS
FISCAL YEARS 2009-10 TO 2012-13**

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<u>OPERATING REVENUES</u>				
Charges for Services	\$ 13,247,271	\$ 13,253,692	\$ 20,668,584	\$ 14,559,990
TOTAL REVENUE	13,247,271	13,253,692	20,668,584	14,559,990
<u>OPERATING EXPENSES</u>				
Administration & Operations	7,909,339	6,787,683	6,999,773	14,492,410
Depreciation	2,120,964	2,262,543	2,581,488	-
Salaries, Benefits & Claims	<u>410,915</u>	<u>474,593</u>	<u>411,133</u>	<u>491,290</u>
TOTAL EXPENSES	10,441,218	9,524,819	9,992,394	14,983,700
Operating Income	\$ <u>2,806,053</u>	\$ <u>3,728,873</u>	\$ <u>10,676,190</u>	\$ <u>(423,710)</u>
Nonoperating Income (Expense)				
Investment Income	\$ 225,782	\$ 267,584	\$ 194,217	\$ 99,000
Interest Expense	(958,508)	(990,667)	(796,872)	(4,375,290)
Payment to Escrow	-	-	-	-
Intergovernmental	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL NONOPERATING INCOME (EXPENSE)	(732,726)	(723,083)	(602,655)	(4,276,290)
Capital Contributions	3,655,810	4,629,351	-	-
Change in Net Assets	\$ <u>5,729,137</u>	\$ <u>7,635,141</u>	\$ <u>10,073,535</u>	\$ <u>4,700,000</u>
Beginning Net Assets as of July 1	\$ 49,891,684	\$ 55,620,821	\$ 63,255,962	\$ 73,329,497
Ending Net Assets as of June 30	\$ 55,620,821	\$ 63,255,962	\$ 73,329,497	\$ 68,629,497

Note: Net Assets for 2010-11 and 2011-12 are projected and budgeted, respectively.

FLEET SERVICES

Description of Service/Mission Statements:

Fleet Services, an internal service fund, provides vehicle and equipment maintenance services to all departments, except Fire so that City personnel may have safe, reliable and efficient vehicles. This division was moved to a separate fund in FY2005-06.

Highlights For 2011- 2012:

- Fleet has continued to work with and increase the use of our new fleet maintenance program Assetworks.
- Continued, and improved, the “oil change while you wait” program for police and staff vehicles
- We continued to work on our preventive maintenance program to be consistent with manufacturer specifications and set up all of the equipment on our new fleet maintenance system.
- Continued the vehicle standardization program, controlling costs, reducing repair parts inventory and enhancing operability.
- Worked with Public Works to purchase and set up liquid application equipment for winter operations.

Goals For 2012 - 2013:

- Purchase an overhead hoist for fleet.
- Implement a fuel maintenance system that is full integrated with the fleet maintenance system.
- Increase training for all technicians to keep them updated on the constantly changing automotive industry.
- Continue to improve our fleet preventative maintenance program for all departments.
- Continue working on our inventory needs based on parts availability and our standardization of the overall fleet.
- Work on the fleet area for improved safety and cleanliness to promote a professional atmosphere.

SIGNIFICANT CHANGES

The overall FY12-13 Fleet budget is 1.69% higher than the FY11-12 approved due mostly to contract settlements and fuel increases.

The is an overall increase in benefits of \$35,744 as a result of higher wages and pension costs.

This is offset by decreases in Overtime (\$10,000) and Motor Vehicle Parts (\$55,000) as a result of contracting out garbage collection services. Fleet staff will no longer be replacing costly parts for garbage trucks.

There is also an increase in Automotiv Fuels of \$51,268 as a result of anticipated higher fuel prices.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2009-10 Actual	2010-11 Actual	2011-12 Approved	2012-13 Approved	Variance	% Change
Centralized Fleet Maintenance	\$1,977,550	\$2,347,638	\$2,299,952	\$2,338,755	\$38,803	1.69 %
Total	\$1,977,550	\$2,347,638	\$2,299,952	\$2,338,755	\$38,803	1.69 %

Budget By Major Group

Personnel Services	\$575,912	\$601,385	\$626,058	\$616,610	(\$9,448)	(1.51%)
Contractual Services	\$45,806	\$48,425	\$49,800	\$49,600	(\$200)	(0.40%)
Supplies and Materials	\$1,076,505	\$1,402,272	\$1,314,477	\$1,329,336	\$14,859	1.13 %
Fixed Charges	\$279,327	\$295,556	\$309,617	\$343,209	\$33,592	10.85 %
Total	\$1,977,550	\$2,347,638	\$2,299,952	\$2,338,755	\$38,803	1.69 %

NON-TAX REVENUE

City Department Charges	\$1,852,308	\$2,159,255	\$2,127,125	\$2,140,921	\$13,796	0.65 %
Outside Agencies	\$131,990	\$156,362	\$154,006	\$178,270	\$24,264	15.76 %
Board of Education	\$12,335	\$14,691	\$18,821	\$19,564	\$743	3.95 %
Investment Income	\$3,010	\$520	\$0	\$0	\$0	0.00 %
Total	\$1,999,643	\$2,330,828	\$2,299,952	\$2,338,755	\$38,803	1.69 %

PERSONNEL SUMMARY

	2009-10 Actual Pers./Exp.	2010-11 Actual Pers./Exp.	2011-12 Approved Pers./Exp.	2012-13 Approved Pers./Exp.	Variance Pers./Exp.
Fleet Management					
Fleet Services Manager	1 \$81,200	1 \$81,200	1 \$85,689	1 \$85,689	0 \$0
Automotive Stores Clerk	1 \$53,084	1 \$53,084	1 \$53,084	1 \$55,365	0 \$2,281
Preventive Maintenance Mechanic	1 \$58,524	1 \$58,524	1 \$58,524	1 \$48,055	0 (\$10,469)
Class I Mechanic	5 \$342,309	5 \$345,700	5 \$345,700	5 \$351,220	0 \$5,520
Class I Mechanic (1/2 ASE)	1 \$67,751	1 \$67,751	1 \$67,751	1 \$71,006	0 \$3,255
Total	9 \$602,868	9 \$606,259	9 \$610,748	9 \$611,335	0 \$587
Department Total	9 \$602,868	9 \$606,259	9 \$610,748	9 \$611,335	0 \$587

**SUMMARY OF REVENUES, EXPENSES &
CHANGES IN NET ASSETS
FISCAL YEARS 2009-10 TO 2012-13**

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<u>OPERATING REVENUES</u>				
City and Member's Contributions	\$1,999,643	\$2,330,308	\$2,327,637	\$2,338,755
TOTAL REVENUE	1,999,643	2,330,308	2,327,637	2,338,755
<u>OPERATING EXPENSES</u>				
Administrative Costs	9,534	4,973	8,006	9,000
Program Expenses	<u>1,968,017</u>	<u>2,342,666</u>	<u>2,278,712</u>	<u>2,329,755</u>
TOTAL EXPENSES	1,977,551	2,347,639	2,286,718	2,338,755
Operating Income (Loss)	\$ 22,092	\$ (17,331)	\$ 40,919	\$ -
Nonoperating Income (Loss)				
Investment Income	\$ -	\$ -	\$ 520	\$ -
TOTAL NONOPERATING INCOME (LOSS)	-	520	-	-
Net Income (Loss)	22,092	(16,811)	40,919	-
Beginning Net Assets as of July 1	\$ 6,889	\$ 28,981	\$ 12,170	\$ 53,089
Ending Net Assets as of June 30	\$ 28,981	\$ 12,170	\$ 53,089	\$ 53,089

Note: Net Assets for 2011-12 and 2012-13 are projected and budgeted, respectively.

CITY OF NORWALK



ANNUAL BUDGET

GLOSSARY

Accrual Basis of Accounting - The method of accounting in which transactions are recorded at the time they are earned or incurred, as opposed to when cash is received or spent.

Appropriation - An authorization made by the appropriating authority of a government which permits officials to incur obligations against and to make expenditures of governmental resources.

Board of Estimate & Taxation - A six member board appointed by the Mayor and confirmed by the Common Council which is responsible for approving the annual operating budget, and setting the tax levy and tax rates. The Mayor serves as an ex-officio member of the Board of Estimate and Taxation.

Budget - A plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

CAFR - (Comprehensive Annual Financial Report) - A governmental unit's official annual report prepared and published as a matter of public record; contains general purpose financial statements, introductory material, schedules to demonstrate legal compliance and statistical information.

Capital Budget - A plan of proposed capital projects and the means of financing them for the current fiscal period.

Collective Bargaining Agreement - A contract between the City of Norwalk and the various employee bargaining groups which defines working conditions, salary and benefits, and job categories.

Common Council - The elected legislative body for the City of Norwalk. The Council consists of 15 members, 2 from each district and 5 at-large. The Common Council is responsible for enacting legislation, authorizing the Mayor to borrow on behalf of the City, and approving the Capital Budget.

Contingency - Monies set-aside in the operating budget to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

Contractual Employee - An individual who is hired to work on a specific project and is employed for the duration of that project. Contractual employees are employed via a contractual services agreement.

Credit Rating - A rating set by an independent agency which reflects an entity's ability to repay debt resulting from the sale of bonds. Moody's Investor Service, Standard and Poors Corp., and Fitch Investor Service are the three major rating agencies in the United States.

Debt Service - The amount of money needed to be placed in the annual operating budget to pay interest and principal on outstanding debt in full and on schedule.

Effectiveness - The relationship of planned goals and objectives to actual outputs or outcomes achieved.

Efficiency - The relationship of inputs to outputs usually expressed in terms of cost per unit or unit costs.

Encumbrance - Commitment of funds to be used for goods and services not yet delivered. Funds are usually reserved or set aside, and encumbered once a contractual obligation has been entered.

Enterprise Funds - These funds account for operations of the city to provide goods or services to the general public on a continuing basis that will be financed or recovered primarily through user charges.

Expenditure - A payment, or an incurred liability to make a payment, for an asset or an expense.

Finance Director - An individual appointed by the Mayor and confirmed by the Common Council who is responsible for overseeing the daily financial activities of the City.

Fiscal Year - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Norwalk operates on a fiscal year of July 1 – June 30.

Full-Time Employee - An individual who works year round for more than 30 hours per week. These individuals are eligible for all City benefits.

Fund Accounting - An accounting practice which segregates assets and related liabilities and residual equities for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations, and which operates as a separate fiscal entity with a self-balancing set of accounts.

Fund Balance - The difference between assets and fund liabilities of governmental and similar trust funds.

GAAP (Generally Accepted Accounting Principles) - Uniform minimum standards and guidelines for financial accounting and reporting.

General Fund - The general operating fund of the City. All unrestricted resources except those required to be accounted for in another fund and are accounted for in this fund.

General Obligation Bonds - Bonds for whose payment the full faith and credit of the issuing body are pledged. Commonly considered to be those bonds payable from taxes and other general revenues.

Goal - A general statement of purpose. A goal provides a framework within which the department can operate.

Grand List - A listing of total assessed value of the real estate, personal property and automobiles within the City boundaries.

Grant Agency - Any private, non-profit agency which receives funding from the City of Norwalk to provide services to residents of the City.

Input - Monetary and non-monetary resources such as operating and capital dollars, full-time equivalents, equipment, and direct labor hours.

Internal Service Fund - A type of proprietary fund where the financing of goods or services provided by one department or agency to other departments or agencies is accounted for on a cost-reimbursement bases. Internal service funds use a full accrual basis of accounting.

Line Item - Also called an account. A specific expenditure or revenue category within a departmental budget, e.g., postage, electric, travel, or printing and duplication.

Maritime Aquarium at Norwalk - Aquarium/IMAX theater development in South Norwalk. This is a major tourist attraction for the City and was funded by bond issues which were backed by the City.

Mayor - The popularly elected chief executive for the City of Norwalk.

Mill Rate - The rate used in calculating taxes based on the valuation of property, expressed in mills per dollar of property value. A mill is equivalent to one one-thousandth of a dollar of assessed value.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collected and expenditures are recorded when encumbered.

N.E.O.N. – (Norwalk Economic Opportunity Now, Inc.,) a Community Action agency which administers many anti-poverty programs in Norwalk. NEON receives funds from the Federal and State governments, City of Norwalk, and various private sources.

Objective - A statement of anticipated level of achievements, usually quantifiable and with a specified period of time.

Operating Budget - A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The adoption of an annual operating budget is required by City Charter.

Output - The amount of services provided such as the number of lane miles resurfaced or the tons of refuse collected.

Part-Time Employee - An individual who works year round for no more than 19 hours per week. These individuals are not eligible for City benefits.

Pay-as-You-Go Basis - A term used to describe the financial policy of a governmental unit that finances all or a portion of its capital outlays from current revenues rather than by borrowing.

Performance Measurements - A set of quantitative data that gauges the overall effectiveness and efficiency of governmental programs.

Pro Forma - Financial projection prepared by Management and Budget Division, which consists of a two-year forecast of revenues, expenditures and the resulting tax rate with the objective of maintaining current levels of service. The Pro Forma projection is initially sent to departments at the start of the budget process.

Property Tax - An assessment against real property (i.e. buildings, equipment, and vehicles) based on the property's value multiplied by the mill rate.

Recommended Budget - A plan of financial operations submitted by the Finance Director to the Board of Estimate and Taxation and the Common Council.

Revenue - Income received from all sources appropriated for the payment of expenses.

Risk Management -. All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Self-Insurance - The retention of a risk of loss arising out of the ownership of property or from some other case, instead of transferring that risk to an independent third party through the purchase of an insurance policy.

Tax Collection Rate - The amount of taxes collected compared to the total taxes levied in a given fiscal year.

Tax Levy - The total amount of taxes imposed by a governmental unit.

Temporary Employee - Any individual who works more than 19 hours per week for less than 120 days per year. These individuals are not eligible for any City benefits.

User Charge - A charge levied against users of a service or purchasers of a product provided or sold by a governmental unit.

**CITY OF NORWALK
FUND SUMMARY**

OBJ DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
CITY OBJECT CODES					
110 WAGES & SALARY-REGULAR	\$ 41,762,190	\$ 42,081,584	\$ 43,851,583	\$ 44,290,612	\$ 439,029
111 SALARY ADJUSTMENT	\$ -	\$ -	(660,192)	(675,606)	(15,414)
120 WAGES & SALARY-OVERTIME	\$ 6,188,002	\$ 6,741,283	6,137,703	\$ 6,164,806	27,103
121 WAGES & SALARY-PREMIUM	\$ 355,866	\$ 359,979	264,910	\$ 472,522	207,612
130 WAGES & SALARY-TEMPORARY	\$ 842,476	\$ 792,368	803,958	\$ 807,272	3,314
140 WAGES & SALARY-PART TIME	\$ 1,316,505	\$ 1,375,271	1,346,056	\$ 1,254,441	(91,615)
141 PART-TIME TYPING SERVICES	\$ 10,326	\$ 4,425	12,375	\$ 11,375	(1,000)
150 LONGEVITY	\$ 185,590	\$ 184,985	173,596	\$ 186,652	13,056
175 RETRO WAGE ADJUSTMENTS	\$ -	\$ 2,327	-	\$ -	-
211 POSTAGE,BOX RENT ETC.	\$ 178,050	\$ 144,774	203,585	\$ 184,601	(18,984)
212 FREIGHT,EXPRESS,TRUCK	\$ 172	\$ 449	250	\$ 250	-
214 MESSENGER AND DELIVERY SRVC	\$ 3,417	\$ 3,291	4,000	\$ 4,000	-
216 OTHER COMMUN.&TRANSPORT.	\$ 1,288	\$ 244	2,850	\$ 850	(2,000)
221 PRINTING AND DUPLICATION	\$ 141,526	\$ 131,368	162,810	\$ 154,929	(7,881)
225 TYPING SERVICES	\$ 22,336	\$ 18,884	31,574	\$ 26,266	(5,308)
226 CENTRAL PRINTING SERVICE	\$ 3,688	\$ 1,867	3,200	\$ 3,000	(200)
227 MAP PRINTING	\$ 574	\$ 1,408	5,089	\$ 450	(4,639)
231 PUBLICATION OF NOTICES	\$ 52,109	\$ 29,939	34,360	\$ 34,360	-
233 SUBSCRIPTION-NEWSPAPER	\$ 48,688	\$ 48,318	48,905	\$ 49,375	470
234 SUBSCRIPTION-OTHER SVC.	\$ 155,473	\$ 161,593	158,140	\$ 160,490	2,350
235 MEMBERSHIPS AND DUES	\$ 129,538	\$ 132,220	207,744	\$ 151,182	(56,562)
237 ADVERTISING	\$ 26,281	\$ 27,643	35,074	\$ 38,607	3,533
241 ELECTRIC	\$ 1,559,336	\$ 1,551,868	1,546,904	\$ 1,513,872	(33,032)
242 WATER	\$ 249,880	\$ 180,757	229,724	\$ 256,604	26,880
244 NATURAL GAS	\$ 276,575	\$ 316,354	242,614	\$ 257,919	15,305
245 TELEPHONE	\$ 389,144	\$ 376,799	354,855	\$ 341,699	(13,156)
246 HEATING FUELS	\$ 154,549	\$ 183,999	232,827	\$ 234,740	1,913
247 OTHER UTILITY SERVICES	\$ 1,937	\$ 2,744	4,000	\$ 7,504	3,504
251 MEDICAL,DENTAL & VET.	\$ 87,176	\$ 96,245	107,294	\$ 105,966	(1,328)
253 AUDIT	\$ 53,081	\$ 70,415	79,686	\$ 71,086	(8,600)
254 ARCHITECTURAL, LANDSCAPE	\$ 495	\$ -	500	\$ 3,000	2,500
255 IT SERVICES	\$ 124,086	\$ 86,467	110,532	\$ 82,532	(28,000)
258 OTHER PROFESSIONAL SVCS.	\$ 1,411,872	\$ 1,406,724	1,430,623	\$ 2,260,625	830,002
259 PROFESSIONAL SERVICES	\$ 63,547	\$ 65,429	142,559	\$ 80,559	(62,000)
25J EMPLOYEE ASSISTANCE PROGRAM	\$ 9,240	\$ 16,288	16,420	\$ 16,420	-
261 REPAIR-MAINT. VEHICLE	\$ 47	\$ 514	521	\$ -	(521)
262 OTHER MACHINERY & EQUIP.	\$ 36,787	\$ 40,713	65,677	\$ 64,627	(1,050)
263 FURNITURE,OFFICE MACHINE	\$ 17,864	\$ 16,260	20,063	\$ 18,313	(1,750)
264 TRAFFIC LIGHTS,RELATED	\$ 5,892	\$ 7,482	6,650	\$ 6,650	-
265 GROUND IMPROVEMENTS	\$ 10,066	\$ 6,545	7,350	\$ 7,350	-
266 BUILDINGS	\$ 788,659	\$ 801,869	819,251	\$ 847,051	27,800
267 PLUMBING,HEAT,ELECT. SVC	\$ 244,785	\$ 226,004	209,041	\$ 224,331	15,290
269 OTHER REPAIR/MAIN. SVCS.	\$ 448,860	\$ 477,653	507,827	\$ 597,582	89,755
271 UNIFORM ALLOWANCE	\$ 469,385	\$ 467,635	463,925	\$ 476,750	12,825
272 TRAINING AND EDUCATION	\$ 90,667	\$ 123,288	109,782	\$ 117,406	7,624
273 OTHER	\$ 7,701	\$ 6,532	7,698	\$ 7,698	-
275 LINEN SERVICE	\$ 6,324	\$ 6,503	8,500	\$ 8,500	-
276 PURCHASE/CLEANING OF UNIFORMS	\$ 126,053	\$ 147,059	182,290	\$ 116,537	(65,753)
281 MILEAGE REIMBURSEMENT	\$ 39,888	\$ 43,889	43,931	\$ 48,656	4,725
286 BUSINESS EXPENSE	\$ 21,144	\$ 23,523	2,000	\$ 20,265	18,265
292 BOARDING OF PRISONERS	\$ 21,898	\$ 15,785	18,000	\$ 17,000	(1,000)
293 RECORDING DOCUMENTS	\$ 220	\$ 472	800	\$ 500	(300)
294 MACHINERY,EQUIPMENT RENT	\$ 98,258	\$ 109,726	114,465	\$ 86,358	(28,107)
295 SEMINAR&CONFERENCE FEES	\$ 13,283	\$ 19,652	-	\$ 31,510	31,510
296 SECURITY SYSTEMS	\$ 161,882	\$ 160,472	170,123	\$ 168,154	(1,969)
297 STORAGE/TOWING	\$ 9,215	\$ 10,527	10,000	\$ 10,000	-

Appendix - City Fund Summary

OBJ	DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
298	OTHER CONTRACTUAL SERVICES	\$ 3,840,164	\$ 3,411,797	\$ 4,006,197	\$ 4,148,137	141,940
299	DISPOSAL SERVICES	\$ 373,155	\$ 320,576	\$ 405,161	\$ 350,000	(55,161)
311	OFFICE SUPPLIES & MAT'LS	\$ 176,469	\$ 185,887	\$ 183,725	\$ 184,076	351
321	AGRICULTURE SUPPLIES	\$ 22,616	\$ 25,070	\$ 25,250	\$ 25,250	-
322	CHEMICAL,LAB,MEDICAL SUP	\$ 492,782	\$ 593,594	\$ 688,773	\$ 228,076	(460,697)
323	FOOD	\$ 13,910	\$ 13,649	\$ 14,427	\$ 14,427	-
324	HOUSEHOLD&JANITORIAL SUP	\$ 74,434	\$ 75,503	\$ 78,927	\$ 78,927	-
325	RECREATION SUPPLIES	\$ 49,843	\$ 45,231	\$ 46,355	\$ 47,355	1,000
326	CLOTHING AND UNIFORMS	\$ 18,193	\$ 16,952	\$ 20,150	\$ 20,600	450
327	FIREARM SUPPLIES	\$ 21,555	\$ 20,216	\$ 20,585	\$ 20,585	-
328	EDUCATIONAL SUPPLIES	\$ 8,901	\$ 14,072	\$ 10,848	\$ 15,295	4,447
329	OTHER OPERATING SUPPLIES	\$ 71,065	\$ 83,351	\$ 78,420	\$ 82,179	3,759
32A	ELECTION SUPPLIES	\$ 12,305	\$ 16,485	\$ 8,400	\$ 25,025	16,625
330	REPAIR & MAINT SUPPLIES	\$ -	\$ 81	\$ -	\$ -	-
331	AUTOMOTIVE FUEL & FLUIDS	\$ 48,604	\$ 61,388	\$ 69,794	\$ 68,399	(1,395)
332	MOTOR VEHICLE PARTS	\$ 103,095	\$ 102,953	\$ 103,368	\$ 103,368	-
333	MACHINERY&EQUIPMENT PART	\$ 62,139	\$ 34,990	\$ 59,338	\$ 55,838	(3,500)
334	PAINTING SUPPLIES	\$ 9,931	\$ 15,515	\$ 13,856	\$ 13,856	-
335	PLUMBING SUPPLIES	\$ 13,904	\$ 16,879	\$ 17,975	\$ 17,975	-
336	ELECTRICAL SUPPLIES.	\$ 10,390	\$ 12,637	\$ 14,557	\$ 14,657	100
339	TIRE,TUBES,BATTERIES,ETC	\$ 24,826	\$ 26,386	\$ 25,000	\$ 25,000	-
341	CONSUMABLE TOOL/HARDWARE	\$ 50,144	\$ 43,451	\$ 45,611	\$ 44,611	(1,000)
342	SIGN PARTS AND SUPPLIES	\$ 38,405	\$ 34,382	\$ 35,200	\$ 35,200	-
343	TRAFFIC SIGNAL SUPPLIES	\$ 53,345	\$ 49,989	\$ 50,000	\$ 50,000	-
344	COMMUNICATIONS SUPPLIES	\$ 453	\$ -	\$ 1,000	\$ 500	(500)
345	ROAD MARKING MATERIALS	\$ 4,225	\$ 8,468	\$ 9,000	\$ 9,000	-
351	CEMENT/CONCRETE PRODUCTS	\$ 23,258	\$ 30,985	\$ 31,500	\$ 31,500	-
361	METAL PRODUCTS/SUPPLIES.	\$ 16,780	\$ 12,583	\$ 18,500	\$ 18,500	-
371	LUMBER & WOOD PRODUCTS.	\$ 5,377	\$ 5,913	\$ 15,750	\$ 15,750	-
375	CLAY/BALLFIELD PRODUCTS	\$ 12,223	\$ 5,958	\$ 9,000	\$ 9,000	-
381	ASPHALT & ASPHALT FILLER	\$ 100,511	\$ 149,186	\$ 110,000	\$ 150,000	40,000
391	AUDIO VISUAL EQUIPMENT	\$ 61,532	\$ 59,397	\$ 58,411	\$ 58,645	234
392	BOOKS	\$ 249,743	\$ 247,562	\$ 253,839	\$ 253,839	-
393	PHOTOGRAPHIC SUPPLIES	\$ 779	\$ 704	\$ 1,991	\$ 1,991	-
394	OTHER MATERIALS	\$ 10,917	\$ 16,768	\$ 22,687	\$ 21,087	(1,600)
412	GENERAL LIABILITY	\$ 1,773	\$ 1,589	\$ 1,815	\$ 1,815	-
418	INSURANCE PREMIUM	\$ 22,368,272	\$ 25,115,837	\$ 25,341,064	\$ 30,973,544	5,632,480
419	OTHER	\$ 7,721	\$ 7,853	\$ 8,000	\$ 10,000	2,000
421	BUILDING&OFFICE RENTALS	\$ 76,600	\$ 39,400	\$ 39,600	\$ 39,600	-
430	PENSIONS	\$ 2,056,585	\$ 3,890,816	\$ 5,596,025	\$ 7,098,696	1,502,671
442	WORKERS COMP INSURANCE	\$ 2,893,628	\$ 2,884,242	\$ 2,976,869	\$ 3,427,141	450,272
451	POOL RENTAL	\$ 20,530	\$ 21,425	\$ 20,000	\$ 20,000	-
461	CENTRALIZED FUEL	\$ 464,290	\$ 741,479	\$ 711,649	\$ 756,502	44,853
462	CENTRALIZED FLEET MNTNCE.	\$ 1,388,079	\$ 1,424,346	\$ 1,415,476	\$ 1,384,420	(31,056)
521	PRINCIPAL	\$ 18,251,807	\$ 17,418,897	\$ 16,846,237	\$ 17,359,994	513,757
522	INTEREST	\$ 8,034,478	\$ 7,708,007	\$ 8,464,446	\$ 8,318,279	(146,167)
561	BUILDING RENOVATIONS	\$ 35,861	\$ 45,750	\$ 35,000	\$ 35,000	-
585	GEN. PARK IMPROVEMENTS	\$ 45,036	\$ 52,030	\$ 70,000	\$ 70,000	-
613	HEALTH DEPT CONDEMNATION	\$ 3,540	\$ 942	\$ 10,000	\$ 10,000	-
617	OTHER GRANTS, CONTRIBUTIONS	\$ 81,100	\$ 42,215	\$ 43,000	\$ 43,000	-
620	GRANTS&DONATIONS-INSTITU	\$ 282,358	\$ 294,680	\$ 293,089	\$ 221,935	(71,154)
623	SPECIAL EVENTS	\$ 898	\$ 3,161	\$ 2,000	\$ 2,000	-
631	AWARDS-SPEC.SERV.RENDER	\$ 645	\$ 482	\$ 1,100	\$ 1,100	-
634	EMPLOYEE WELLNESS AWARDS	\$ -	\$ -	\$ 7,000	\$ -	(7,000)
635	EMPLOYEE TUITION REIMBURSEMENT	\$ -	\$ 1,650	\$ -	\$ -	-
650	TRANSFERS TO OTHER FUNDS	\$ 303,000	\$ 329,518	\$ 361,333	\$ 378,831	17,498
661	TUITION REIMBURSEMENT	\$ 21,998	\$ 10,000	\$ 10,000	\$ 15,000	5,000
712	FILE CABINETS	\$ 600	\$ 200	\$ -	\$ -	-
714	OTHER OFFICE FURNITURE	\$ 1,100	\$ -	\$ -	\$ -	-
729	OTHER EQUIPMENT & MACHINERY	\$ -	\$ -	\$ -	\$ 3,600	3,600
731	CARS AND VANS	\$ 5,000	\$ 588,355	\$ 86,000	\$ 219,000	133,000
741	IT HARDWARE	\$ 8,492	\$ 20,538	\$ 10,000	\$ 10,700	700

OBJ	DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
742	IT SOFTWARE	\$ 5,953	\$ 7,819	\$ 5,000	\$ 5,000	-
743	RADIOS,MOBILE,WALKIE-TAL	\$ 4,334	\$ 4,616	\$ 3,600	\$ 5,000	1,400
764	OTHER PUBLIC ORDER EQUIP	\$ 11,935	\$ 8,189	\$ 11,000	\$ 11,000	-
772	HEATING SYSTEMS	\$ 24,008	\$ -	\$ -	\$ -	-
775	GROUNDS MAINTENANCE	\$ -	\$ 21,563	\$ -	\$ 7,050	7,050
777	CONSTRUCTION	\$ -	\$ 47,515	\$ 8,350	\$ -	(8,350)
790	OTHER	\$ 13,993	\$ 14,726	\$ 6,000	\$ 6,000	-
900	CONTINGENCY	\$ -	\$ -	\$ 1,348,537	\$ 1,532,686	184,149
A0620	GRANTS - OUTSIDE AGENCIES	\$ 1,982,641	\$ 1,982,641	\$ 1,993,853	\$ 693,546	(1,300,307)
B0225	GRANTS - TYPING SERVICES	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	-
B0245	TELEPHONE	\$ 1,661	\$ 1,257	\$ -	\$ -	-
B0620	GRANTS - CITY AGENCIES	\$ 1,010,644	\$ 1,029,625	\$ 1,029,747	\$ 1,017,092	(12,655)
	TOTAL EXPENSES	\$ 123,911,424	\$ 128,833,328	\$ 133,406,387	\$ 141,347,377	\$ 7,940,990

EDUCATION OBJECT CODES

100	DEGREE LEVEL CHANGES	\$ -	\$ 31,107	\$ 369,993	\$ 375,000	\$ 5,007
101	LONG TERM SUBSTITUTES	\$ 690,091	\$ 645,080	\$ 689,170	\$ 678,953	(10,217)
102	PROFESSIONAL DEVELOPMENT	\$ 13,103	\$ -	\$ 500	\$ 15,800	15,300
111	SUPERINTENDENT	\$ 241,115	\$ 222,308	\$ 230,000	\$ 230,000	-
112	CENTRAL ADMIN SUP TEAM	\$ 478,117	\$ 522,970	\$ 495,853	\$ 496,789	936
113	PRINCIPALS	\$ 5,678,536	\$ 5,574,035	\$ 6,138,803	\$ 5,092,357	(1,046,446)
114	SUPERVISORS	\$ 1,016,926	\$ 1,163,767	\$ 625,227	\$ 435,474	(189,753)
115	ASSISTANT SUPERVISORS	\$ 451,542	\$ 482,110	\$ 444,858	\$ 510,273	65,415
116	DLC-TEACHERS AFTER BUDGET ROLL	\$ -	\$ -	\$ 175,000	\$ 175,000	-
117	TEACHERS (NON-RATIO)	\$ 61,507,444	\$ 61,700,039	\$ 63,437,399	\$ 63,388,515	(48,884)
118	SUBSTITUTES	\$ 896,819	\$ 978,606	\$ 764,792	\$ 803,220	38,428
119	OTHER CERTIFIED	\$ 6,841,208	\$ 6,903,820	\$ 6,890,813	\$ 7,344,684	453,871
121	SECRETARY	\$ 2,673,424	\$ 2,689,100	\$ 2,663,359	\$ 2,515,047	(148,312)
122	AIDE	\$ 5,398,539	\$ 5,423,884	\$ 5,611,951	\$ 6,210,598	598,647
123	CLERKS	\$ 1,520,643	\$ 1,580,624	\$ 1,615,723	\$ 1,203,706	(412,017)
124	CUSTODIANS	\$ 4,203,722	\$ 4,336,540	\$ 4,476,300	\$ 4,582,072	105,772
125	MAINTENANCE	\$ 720,536	\$ 730,217	\$ 743,620	\$ 753,454	9,834
126	NON-AFFILIATED	\$ 1,395,685	\$ 1,436,361	\$ 1,397,878	\$ 1,319,728	(78,150)
127	OTHER NON-CERTIFIED	\$ 929,414	\$ 1,034,017	\$ 951,973	\$ 944,456	(7,517)
128	SUBSTITUTES (NON-CERTIFIED)	\$ 180,383	\$ 368,872	\$ 168,300	\$ 209,600	41,300
130	OVERTIME SALARIES	\$ 347,744	\$ 366,925	\$ 380,040	\$ 408,185	28,145
131	CERTIFIED OVERTIME	\$ 17,871	\$ 20,373	\$ 35,000	\$ 35,000	-
133	SALARIES-WORKSHOPS	\$ 38,379	\$ 15,116	\$ 31,490	\$ 57,507	26,017
134	SALARIES-EXTRA	\$ 527,164	\$ 562,940	\$ 567,358	\$ 572,621	5,263
135	SECURITY	\$ 86,538	\$ 95,069	\$ 52,000	\$ 96,000	44,000
137	CERTIFIED HOURLY	\$ 636,708	\$ 638,747	\$ 665,331	\$ 482,603	(182,728)
138	NON-CERTIFIED HOURLY	\$ 19,233	\$ 28,318	\$ 23,750	\$ 28,750	5,000
139	EXTRA - CURRICULAR	\$ 104,357	\$ 104,583	\$ 126,420	\$ 127,000	580
143	NURSES	\$ 1,218,231	\$ 1,335,030	\$ 1,325,643	\$ 1,336,590	10,947
145	PHYSICAL THERAPIST	\$ 38,211	\$ 39,473	\$ 40,136	\$ 41,089	953
150	SALARY RESERVE	\$ -	\$ -	\$ 104,923	\$ -	(104,923)
200	PERSONAL SERVICES - EMPL	\$ 31,591	\$ 23,105	\$ 26,048	\$ 26,200	152
212	FRINGE BENEFITS	\$ 23,869,524	\$ 23,802,539	\$ 25,469,723	\$ 24,518,795	(950,928)
230	RETIREMENT BENEFITS	\$ 1,928,566	\$ 1,569,783	\$ 1,294,500	\$ 1,578,103	283,603
235	LONGEVITY	\$ 215,780	\$ 210,065	\$ 212,835	\$ 220,000	7,165
240	SOCIAL SECURITY	\$ 2,781,071	\$ 2,876,963	\$ 2,882,655	\$ 3,000,000	117,345
250	UNEMPLOYMENT	\$ 108,899	\$ 172,318	\$ 653,200	\$ 1,159,798	506,598
300	PURCHASED PROF AND TECH	\$ 163,826	\$ 120,829	\$ 194,050	\$ 193,050	(1,000)
301	ATTENDANCE AT MEETINGS	\$ 29,839	\$ 27,454	\$ 41,080	\$ 46,455	5,375
311	RECRUITMENT	\$ 1,300	\$ 1,300	\$ 1,000	\$ 1,000	-
312	IN SERVICE	\$ 1,951	\$ 2,319	\$ 3,800	\$ 12,000	8,200
322	INSTRUCTIONAL PROGRAM IMP.	\$ 1,001	\$ 400	\$ 900	\$ 1,000	100
329	MEDICAID REIMBURSEMENT CREDIT	\$ -	\$ -	\$ -	\$ (400,000)	(400,000)
330	OTHER PROF TECH	\$ 1,565,138	\$ 2,437,813	\$ 2,467,317	\$ 3,159,590	692,273
331	SPECIAL ED LEGAL FEES	\$ 620,119	\$ 378,835	\$ 294,000	\$ 344,000	50,000
400	PURCHASED PROPERTY SERVI	\$ 2,624	\$ 2,145	\$ 573	\$ -	(573)
410	UTILITY SERV	\$ 128,778	\$ 145,305	\$ 124,000	\$ 155,000	31,000
412	BOILER REPAIRS	\$ 18,903	\$ 17,646	\$ 18,000	\$ 20,000	2,000

Appendix - City Fund Summary

OBJ	DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 APPROVED	2012-13 APPROVED	VARIANCE 12-13/11-12
413	TUBES & REFRACTORY	\$ 14,453	\$ 14,743	14,000	\$ 15,000	1,000
414	BURNER SERVICE	\$ 24,481	\$ 24,174	24,000	\$ 25,000	1,000
415	OTHER REPAIRS	\$ 42,371	\$ 28,563	38,000	\$ 38,000	-
416	PNEUMATIC CONTROLS	\$ 8,508	\$ 11,629	10,000	\$ 12,000	2,000
417	CLOCKS & INTERCOMS	\$ 12,709	\$ 12,421	12,000	\$ 15,000	3,000
420	CLEANING SERVICES	\$ 21,367	\$ 19,328	22,342	\$ 24,000	1,658
421	DISPOSAL SERVICES	\$ 139,571	\$ 124,768	109,600	\$ 125,000	15,400
425	GLASS	\$ 51,876	\$ 26,748	35,000	\$ 35,000	-
430	REPAIRS AND MAINT SERV	\$ 1,148,740	\$ 822,001	1,232,780	\$ 1,173,867	(58,913)
431	ELEVATOR SERVICE	\$ 28,944	\$ 15,610	25,000	\$ 25,000	-
432	ELECTRIC SERVICE	\$ 31,713	\$ 44,444	30,000	\$ 35,000	5,000
433	ELECTRIC MOTORS	\$ 31,302	\$ 29,146	28,000	\$ 30,000	2,000
434	FOLDING PARTITIONS	\$ 25,358	\$ 21,863	20,000	\$ 20,000	-
440	RENTALS	\$ 351,988	\$ 305,972	318,960	\$ 320,000	1,040
441	RENTAL OF LAND AND	\$ 11,415	\$ 11,871	16,000	\$ 16,000	-
450	CONSTRUCTION SERVICES	\$ 214,182	\$ 198,550	165,000	\$ 160,000	(5,000)
490	SECURITY SERVICES	\$ 131,873	\$ 146,684	150,000	\$ 150,000	-
492	LIFE SAFETY SYSTEMS	\$ 101,563	\$ 102,505	120,000	\$ 120,000	-
494	PURCH SERVICE SWIM POOL	\$ -	\$ (4,381)	-	\$ -	-
500	OTHER PURCHASED	\$ 239,953	\$ 349,527	340,000	\$ 350,000	10,000
510	STUDENT TRANS SERV	\$ 5,348,355	\$ 5,239,007	5,457,461	\$ 5,649,099	191,638
511	STUDENT TRANS	\$ 232,005	\$ 263,315	260,366	\$ 204,486	(55,880)
519	STUDENT TRANS IND ARTS	\$ 42,000	\$ 36,645	45,100	\$ 32,340	(12,760)
521	LIABILITY INS (GEN)	\$ 1,291	\$ 785	1,000	\$ 1,000	-
529	INTER ACTI INSUR PREM	\$ 65,647	\$ 58,321	60,000	\$ 70,000	10,000
530	COMMUNICATIONS	\$ 321,581	\$ 300,907	255,000	\$ 310,000	55,000
540	ADVERTISING	\$ 548	\$ -	1,400	\$ 1,000	(400)
562	TUIT TO OTHER LEA'S	\$ 1,396,632	\$ 1,784,253	1,592,530	\$ 2,000,000	407,470
563	TUITION+STATE AGENCY	\$ 4,469,512	\$ 4,841,124	4,868,786	\$ 5,400,000	531,214
564	OUT OF DIST. TUITION-EXCESS COST	\$ (1,483,070)	\$ (2,004,462)	(2,100,000)	\$ (2,100,000)	-
565	REGULAR ED. TUITION OTHER LEA'S	\$ 84,543	\$ 71,194	82,200	\$ 82,200	-
566	REGULAR ED. OUT OF DIST. TUITION	\$ 148,577	\$ 218,635	190,214	\$ 250,000	59,786
580	TRAVEL	\$ 147,693	\$ 146,952	148,569	\$ 149,800	1,231
590	MISCELL PURCH SERV	\$ 6,607	\$ 6,661	2,000	\$ 1,500	(500)
600	SUPPLIES	\$ 150,537	\$ 101,069	105,392	\$ 115,654	10,262
610	GENERAL SUPPLIES	\$ 211,889	\$ 251,048	245,000	\$ 271,000	26,000
611	INSTRUCTIONAL SUPPLIES	\$ 666,950	\$ 572,895	719,271	\$ 642,823	(76,448)
612	ADMINISTRATIVE SUPPLIES	\$ 2,473	\$ 1,250	3,350	\$ 2,400	(950)
613	MAINTENANCE SUPPLIES	\$ 176,493	\$ 175,803	181,514	\$ 185,000	3,486
614	POSTAGE	\$ 97,018	\$ 111,816	105,000	\$ 110,000	5,000
616	TESTING	\$ 15,860	\$ 93	22,000	\$ 10,500	(11,500)
622	ELECTRICITY	\$ 2,064,531	\$ 2,196,797	2,141,125	\$ 2,055,000	(86,125)
623	PROPANE GAS	\$ 5,658	\$ 7,208	7,200	\$ 8,000	800
624	OIL	\$ 551,080	\$ 819,489	592,000	\$ 713,000	121,000
625	NATURAL GAS	\$ 750,727	\$ 885,379	716,102	\$ 772,000	55,898
626	GASOLINE	\$ 165,950	\$ 152,073	257,837	\$ 300,000	42,163
641	TEXTBOOKS	\$ 137,450	\$ 89,814	120,741	\$ 104,933	(15,808)
642	LIBRARY BOOKS AND	\$ 15,551	\$ 98,036	121,678	\$ -	(121,678)
643	AUDIOVISUAL	\$ 59,005	\$ 42,998	63,979	\$ 57,750	(6,229)
644	CONSUMABLES/WORKBOOKS	\$ 193,339	\$ 187,459	195,263	\$ 215,111	19,848
645	TEXTBOOKS (SOFT COVER)	\$ 58,180	\$ 28,398	57,318	\$ 35,743	(21,575)
646	BOOK BINDING	\$ 3,819	\$ 4,607	5,693	\$ 5,621	(72)
690	OTHER SUPPLIES AND	\$ 149,217	\$ 131,221	158,436	\$ 215,942	57,506
692	GRADUATION EXPENSES	\$ 22,729	\$ 18,572	21,220	\$ 20,220	(1,000)
693	ACCREDITATION	\$ 2,877	\$ 3,310	4,000	\$ 7,000	3,000
730	INSTRUCTIONAL EQUIPMENT	\$ 136,467	\$ 139,287	102,049	\$ 101,627	(422)
733	INSTRUCTIONAL SOFTWARE	\$ 71,807	\$ 84,452	131,918	\$ 165,345	33,427
739	NON-INSTRUCTIONAL EQUIPMENT	\$ 17,499	\$ 5,497	17,162	\$ 41,558	24,396
749	LEASE PAYMENTS	\$ 254,373	\$ 171,028	93,712	\$ -	(93,712)
810	DUES,FEES & MEMBERSHIPS	\$ 92,801	\$ 110,105	109,937	\$ 93,409	(16,528)
	TOTAL EXPENSES	\$ 148,829,159	\$ 150,478,056	\$ 154,801,489	\$ 155,494,990	\$ 693,501
GRAND TOTAL		\$ 272,740,583	\$ 279,311,385	\$ 288,207,876	\$ 296,842,367	\$ 8,634,491