

**2014-2015
APPROVED OPERATING BUDGET**



New Fire Department Headquarters



City of Norwalk, Connecticut



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**City of Norwalk
Connecticut**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

CITY OF NORWALK

APPROVED OPERATING BUDGET FISCAL YEAR 2014-15



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:

Harry W. Rilling

COMMON COUNCIL:

Douglas E. Hempstead, Council President

Jerry E. Petrini, Majority Leader

John E. Igneri

Richard R. Bonenfant

Glenn A. Iannacone

Sharon Stewart

Eloisa M. Melendez

David A. Watts

Bruce I. Kimmel

John Kydes

Travis J. Simms, Minority Leader

David T. McCarthy

Phaedrel L. Bowman

Michelle A. Maggio

Shannon O'Toole-Giandurco

BOARD OF ESTIMATE & TAXATION:

James C. Clark, Chairman

Erik T. Anderson

Greg Burnett

Anne Yang-Dwyer

James Feigenbaum

Edwin Camacho

BUDGET STAFF:

Thomas Hamilton, Finance Director

Robert Barron, Director of Management & Budgets

Donna Castracane, Assistant Director of Management & Budgets

Simona Maddox, Budget Analyst/Internal Auditor

Lola A. Phillips, Executive Secretary

INTRODUCTION

This 2014-15 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 2014-15 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, 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. The 2014-15 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, 2014

Harry W. Rilling, 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 commences on July 1, 2014 and ends on June 30, 2015.

A. INTRODUCTION

Mayor Rilling has established a broad set of goals that guide the administration's decision and budget making processes. These goals are characterized by the following elements that maintain Norwalk's attractiveness as a community:

- that is a preferred location for businesses within the New York metro / Southwestern Connecticut area;
- with a focus on a high quality educational system for its children and a high quality of life in its neighborhoods;
- with an efficient government that uses reforms, innovation and technology to deliver optimum value to its residents and taxpayers;
- that adheres to a strategic long-range capital program that maintains and modernizes the City's infrastructure;
- that focuses on the efficient and effective delivery of core municipal services, especially public safety; and
- that is an affordable place to live by limiting tax increases to the lowest practical levels.

These broad goals were referenced extensively as the FY 2014-15 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 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 economic and fiscal climate. This climate affects both the revenues available to support the City budget, and the expenditure pressures faced by the City. The national economy is slowly recovering and its positive impact on the City's grand list is expected to take some time. Additionally, it is generally understood that it will be many years before the country recovers all of the jobs lost in the recession, and that economic growth is expected to be modest.

The impact of the recession on the Connecticut and Norwalk economies is clearly evident. The Connecticut Department of Labor, in its June 2014 release of Labor Force Data, reported that 122,200 remain unemployed statewide at a rate of 6.4% and 2,726 unemployed in Norwalk at a rate of 5.4%. The recession has also had a severe impact on taxes collected by the State of Connecticut. The State's long-term budget challenges are surely placing pressure for net budget reductions to municipalities in future years. The concern for Norwalk is that the State could reduce its commitment to municipal aid, leaving the City with the choice to either raise property taxes or cut services.

Fortunately, Norwalk's primary source of revenue—the property tax at 89.9% of total revenue—is not as susceptible to fluctuation as State aid during a recession. 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 2013 and resulted in a 7.7% decrease in its grand list for this FY 2014-15 budget year.

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

- Slow recovery of lost tax base (2008 grand list of \$12.8 billion to 2013 grand list of \$11.8 billion);
- 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 working 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 2014-15 operating budget is \$317,542,155; an expenditure increase of \$8,114,206 or 2.6%. The total tax levy necessary to support the approved budget is \$290,154,733; an increase of \$8,966,294 or 3.2%.

	FY 2013-14	FY 2014-15	YoY Variance	
			Amount	%
Appropriations	309,427,949	317,542,155	8,114,206	2.6%
Less: Non-Levy Revenue	(35,607,337)	(36,029,207)	(421,870)	1.2%
Net Tax Collections	273,820,612	281,512,948	7,692,336	2.8%
Plus: Tax Adjustments (Reserve for Uncollected, Tax Relief Programs, and Tax Appeals)	7,367,827	8,641,785	1,273,958	17.3%
Tax Levy	281,188,439	290,154,733	8,966,294	3.2%
Divided by: Net Taxable Grand List	12,805,517,547	11,823,577,590	(981,939,957)	-7.7%
Equals: Average Mill Rate (rate per \$1,000 of assessed value)	21.958	24.540	2.582	11.8%

Table 1

Non-Levy Revenue

Total budgeted revenues derived from all source other than the current tax levy is \$36,029,207; an increase of \$421,870 or 1.2%. This net increase comes from a combination of a \$1,320,999 increase in intergovernmental revenue and a \$933,278 increase in departmental receipts offset by decreases of \$1,000,000 in back tax collections; \$744,302 in the utilization of fund balance; and a net \$88,105 in other miscellaneous non-tax revenues.

Tax Adjustments

Tax adjustments total \$8,641,785; an increase of \$1,273,958 or 17.3% due primarily to the annual change of collections rates. Biennial tax sales increase collections in the fiscal year prior to a tax sale. The collections rate for FY 2014-15 decreases from the previous year’s 98.5% to 98.2% resulting in an increase of the reserve for uncollectible taxes from 1.5% to 1.8% of the total tax levy. The reserve for uncollectible taxes equals \$5,222,785 and other adjustments total \$3,419,000 for anticipated tax appeals and tax relief programs.

Grand List

The change in the city's grand list due to the 2013 revaluation of assessed values is shown below in table 2:

	2012 Grand List (FY 2013-14 Budget)		2013 Grand List (FY 2014-15 Budget)		YoY Variance	
	Assessed Value	% of Total	Assessed Value	% of Total	Assessed Value	%
Real Estate	11,533,227,753	90.1%	10,540,385,975	89.1%	-992,841,778	-8.6%
Personal Property	695,728,683	5.4%	681,562,330	5.8%	-14,166,353	-2.0%
Automobile	576,561,111	4.5%	601,629,285	5.1%	25,068,174	4.3%
Total	12,805,517,547	100.0%	11,823,577,590	100.0%	-981,939,957	-7.7%

Table 2

Mill Rate & Property Tax

The city's composite mill rate will increase by 11.8% from 21.958 to 24.540 while the 2013 revaluation resulted in a 7.7% decrease to the city's grand list from \$12.8 billion to \$11.8 billion. The resulting FY 2014-15 average single family property tax obligation increases by \$194 or 2.3% from \$8,611 to \$8,805. 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.

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 \$301,816,248 in February 2014. 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	Variance
Total Expenditures	317,980,145	317,542,155	(437,990)
Less: Intergovernmental Grants	(16,163,897)	(16,505,401)	(341,504)
Net Local Funding and Appropriations Cap	\$ 301,816,248	\$ 301,036,754	(779,494)

Table 3

E. BUDGET ASSUMPTIONS AND SUMMARY OF SIGNIFICANT CHANGES

Revenue assumptions and year over year changes:

- The net grand list is budgeted at \$11.8 billion and represents a -7.7% decrease from the prior year due to the 2013 revaluation of assessed property that is required to be performed every five years by Connecticut State Statute. The approved budget includes an allowance for anticipated tax appeals applicable to FY 2014-15.

- 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 prior year budget due to the impact of biennial tax sales that increase collections in the year prior to the sale.
- Intergovernmental Revenue is increasing by \$1,320,999 or 8.7% due to the restoration of six grants that the Governor had proposed eliminating in 2013 which was the basis for the prior year's budget.
- Departmental receipts increase by \$933,278 or 10.2% due to increases of \$500,000 in building permits; \$300,000 in real estate conveyance and net increases of \$133,278 in other departmental receipts.
- Miscellaneous revenue is increasing by \$511,746 due primarily to a change in how expenses are recognized in the General Fund for services rendered to the Enterprise funds: Water Pollution Control and Parking Authorities. Previously these services were charged directly to the Enterprise Funds, now they are billed and their payment receipts are recorded in miscellaneous revenue.
- Supplemental Autos revenue remains flat for the taxes collected on vehicles purchased after the October 1, 2013 grand list date.
- Back Tax Collections decrease by \$1,000,000 or 33.3% due to the shrinking pool of delinquent taxes because of Norwalk's high collection rate and biennial tax sales.
- Interest and Penalties decrease by \$337,851 or 17.6% because as delinquent tax collections wane, so do the interest collections associated with these delinquencies.
- Transfers from Fund Balance decreases by \$744,302 or 42.7% and represents the difference between the prior year's \$1.7 million use for insurance deficit funding and the current year's \$1.0 million use for tax relief.
- Investment Income is estimated to generate \$450,000 of revenue, down \$262,000 or 36.8% from the prior year's budget amount. This decrease is due to the anticipated earned rate of return in the current year.

REVENUES	2013-14 Approved Budget	2014-15 Approved Budget	YoY Variance
Current Property Taxes	273,820,612	281,512,948	7,692,336
Intergovernmental Revenue	15,184,402	16,505,401	1,320,999
Departmental Receipts	9,191,820	10,125,098	933,278
Miscellaneous	1,751,294	2,263,040	511,746
Supplemental Autos	2,100,000	2,100,000	0
Back Tax Collections	3,000,000	2,000,000	-1,000,000
Interest & Penalties	1,923,519	1,585,668	-337,851
Transfer from Fund Balance	1,744,302	1,000,000	-744,302
Investment Income	712,000	450,000	-262,000
Total Revenue	\$309,427,949	\$317,542,155	\$8,114,206

Table 4

Expenditure assumptions and year over year changes:

- The approved budget provides for a general wage increase of 2.0% for the Fire, 2405, NMEA, and NASA labor contracts and a reserve for anticipated increases from the unsettled Police and Ordinance List employees' agreements.
- The Board of Education's budget is increasing by \$4,159,001 or 2.6% more than its prior year appropriation which is equal to the BOE's request for the year less an insurance fund reserve that was subsequently determined to be unnecessary.
- Pension costs for city employees and the BOE non-certified staff is increasing by \$1,852,867 or 19.3% more than the prior year appropriation. These costs are determined by the city's independent actuary with an asset valuation date of July 2013. This large increase is due to the losses in the pension fund as a result of the recession that are recognized over a multi-year period. The pension contributions for the next two years are forecast to be relatively flat year over year.
- The Fire department's budget is \$1,402,158 or 8.4% more than its prior year appropriation. This increase is due to a \$1.0 million increase in Wage and Salary expense. In the prior year the unsettled contract's wages were held in the city's contingency account and as a result this year's department budget shows the impact of both this and last year's increases. Also included in the wage increase was the hiring of two unbudgeted Lieutenant positions in the prior fiscal year. The remaining \$0.4 million increase was due to increases in allocated Workers Compensation and Liability, Auto and Property (LAP) insurances.
- The Public Works department's budget is \$857,659 or 4.9% more than its prior year appropriation. This net department increase is due to the following increases: Snow/Ice Removal Operation, \$250,000 due to the FY 2013-14 reduced budget which benefited from a prior year surplus; Regular Salary and Wages, \$231,031 due to settled wage agreements; allocated Workers Compensation and Insurance costs, \$190,809; Utility expenses, \$148,065 which includes the new costs at the Ben Franklin building; and a net increase of \$37,754 in miscellaneous other accounts.
- The Police department's budget is \$721,541 or 3.6% more than its prior year appropriation due to the following increases: Vehicles, \$264,300 for the purchase of eight Police and two Detective vehicles; allocated Fleet costs, \$112,860; allocated Workers Compensation and LAP insurances, \$107,963; allocated Building maintenance, \$77,579 due to a citywide reallocation of these expenses; Regular Wages and Salaries, \$67,944 for Police step increases, promotional changes, the addition of one Police Officer, and the budget relocation of one Lieutenant to the Combined Dispatch department; and miscellaneous other increases, \$90,895.
- The Recreation and Parks' budget is \$306,0777 or 8.0% more than its prior year appropriation due to the following increases: allocated Fleet expenses, \$86,068; Workers Compensation and Insurance, \$58,539; Regular Salary and Wages, \$50,806 due to settled wage agreements; Security, \$39,400 due to anticipated costs of security coverage of the parks and beaches; Utility expenses, \$19,063 for water, electric, gas and heating fuel for the parks, beaches and department facilities; Building Maintenance, \$12,130; and various other expenses, \$40,071.

- The City’s Employee Benefits budget is \$275,515 or 0.9% more than its prior year appropriation due to the following year over year changes: increases in BOE Workers Compensation, \$453,761; BOE General Liability, \$106,282; Social Security, \$103,000; and Administration and Unemployment, \$55,598. These increases were offset by a \$443,126 decrease in city health insurance.
- The Library’s budget is \$214,847 or 6.2% more than its prior year appropriation due to the following increases: Overtime Wages and Salary, \$75,780 due to opening of both library branches on Sunday afternoons from Columbus Day to Memorial Day; Regular Wages and Salary, \$55,351 due to settled wage agreements; Part Time Wages and Salary, \$54,597 due to the costs of two Library Assistants to coordinate Literacy Volunteers and by the staffing of the new History Room; and a net increase of \$29,119 in other miscellaneous accounts.
- The Contingency budget is \$280,221 or 15.6% less than its prior year appropriation due to less unsettled contracts in the current year.
- The Debt Service budget is \$372,130 or 1.4% less than its prior year appropriation and reflects the most current bond repayment schedule, including the impact of the August 2014 bond sale.
- The Insurance Deficit Reduction line item was eliminated in the current year. This line item was originally budgeted in FY 2013-14 to eliminate the Insurance Fund deficit over a period of two years; however, the second year was not necessary due to favorable claims experience.

EXPENSES	2013-14 Approved Budget	2014-15 Approved Budget	Variance
Education - Public	162,271,864	166,430,865	4,159,001
Pensions	9,581,281	11,434,148	1,852,867
Fire Department	16,779,405	18,181,563	1,402,158
Public Works	17,542,765	18,400,424	857,659
Police Department	19,995,580	20,717,121	721,541
Other Departments (increases < \$200K)	16,773,103	17,494,297	721,194
Recreation and Parks	3,815,937	4,122,014	306,077
Employee Benefits	29,521,119	29,796,634	275,515
Library	3,474,751	3,689,598	214,847
Contingency	1,800,968	1,520,747	(280,221)
Debt Service	26,126,874	25,754,744	(372,130)
Insurance Fund Deficit Reduction	1,744,302	-	(1,744,302)
TOTAL EXPENSES	\$309,427,949	\$317,542,155	\$8,114,206

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. Municipal aid from the State is distributed largely on the basis of property wealth, and 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.

We formulated the FY 2014-15 budget within the confines of the below adopted policies and a directive from the Mayor to control spending and limit taxes on residential property owners to the lowest practical level:

- Fund Balance Policy – The city's policy is to maintain an unassigned 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, but not more than 10%. The city's 6/30/2014 unassigned fund balance is projected to be 10.0%. The FY 2014-15 budget utilizes \$1,000,000 of general fund to provide tax relief in accordance with this 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 2014-15 contributions are based on the valuations completed as of July 1, 2013. The increase in the required pension contribution for FY 2014-15 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 of return from 7.785% to 7.75%.
- Debt Service - 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 and its Board of Education's contributions to the OPEB trust fund in FY 2013-14 totaled \$15,599,553 or 80.8% of the ARC.

G. NON-GENERAL FUND ACTIVITIES

Water Pollution Control Authority (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 is \$18,866,192 which is a \$2,923,746 or 18.3% increase over its prior year's budget. The primary reason for this is an increase to Replacement Reserve/Capital Projects budget from last year's \$850,000 to this year's \$4,917,284 or a \$4,067,284 increase along with other miscellaneous increases totaling \$159,024. The WPCA elected to fund \$2,950,000 worth of capital improvement projects from its fund balance rather than issuing General Obligation bonds. These increases were offset by a decrease in debt service of \$1,302,562. The sewer user rates for FY 2014-15 are as follows: Single Family Residential User – Flat fee of \$300/year, an increase of \$15/year; Commercial User – Flat fee of \$425/year for first 110,000 gallons of water usage plus \$7.75/1,000 gallons commercial consumption over 110,000 gallons, increases of \$25 and \$0.40 respectively. The Wilton inter-local agreement will be billed on actual metered waste water flow.

A summary of the WPCA budget is provided below:

	FY 2013-14	FY 2014-15	\$ Variance	% Variance
Sewer Use Fees	\$13,052,440	\$14,040,711	988,271	7.6%
Other Revenues	1,221,309	1,025,481	(195,828)	-16.0%
Transfer from Unrestricted Assets	1,668,697	\$3,800,000	2,131,303	127.7%
Total Revenue	\$15,942,446	\$18,866,192	\$2,923,746	18.3%
Operating Expenses	\$8,120,462	\$8,279,486	159,024	2.0%
Debt Service	6,971,984	5,669,422	(1,302,562)	-18.7%
Replacement Reserve/Capital Projects	850,000	4,917,284	4,067,284	478.5%
Total Expense	\$15,942,446	\$18,866,192	2,923,746	18.3%

Table 6

Norwalk Parking Authority (NPA):

The approved budget for the NPA is \$5,624,699 which is a \$123,929 or 2.3% increase over its prior year's budget. The primary reason for this is an operating expense increase of \$114,790 or 2.7% over its prior year budget. This increase is attributed to the addition of part time employees for customer service, security and enhanced parking services. A \$30,449 Debt Service reduction and a \$39,588 Capital Reserve increase account for the balance of the NPA's net increase year-over-year.

The approved Parking Authority budget is provided below:

	FY 2013-14	FY 2014-15	\$ Variance	% Variance
Monthly & Transient Revenue	\$5,390,970	\$5,476,769	85,799	1.6%
Concession & Other Revenue	109,800	147,930	38,130	34.7%
Total Revenue	\$5,500,770	\$5,624,699	123,929	2.3%
Operating Expenses	\$4,252,219	\$4,367,009	114,790	2.7%
Debt Service	1,147,553	1,117,104	(30,449)	-2.7%
Capital Reserve	100,998	140,586	39,588	39.2%
Total Expense	\$5,500,770	\$5,624,699	123,929	2.3%

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 2014-15 is \$22.5 million, an increase of \$2.8 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 \$19.9 million will be financed from the issuance of General Obligation bonds.

Significant projects in the FY 2014-15 Capital Budget include:

The Public Works’ capital budget is \$8,773,000 and represents 39.1% 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 four years. The City intends to improve and sustain the Pavement Condition Index (PCI) for city streets and roads. City Hall building improvements represents the next largest capital expenditure totaling \$730,000. Other capital expenditures detailed in the below chart total \$3,043,000.

The Board of Education’s capital budget is \$5,484,000 and represents 24.4% of the gross capital budget. The appropriations that make up this budget are Common Core state standards, \$2,358,000; Enhancement to school security, \$1,725,000; Rowayton Elementary School, \$780,000; District Technology, \$521,000; and District Paving & Concrete, \$100,000.

The Recreation and Parks’ capital budget is \$3,490,000 and represents 15.5% of the gross capital budget. The largest appropriation in this budget is \$2,000,000 for the Nathan Hale Athletic Complex, followed by \$550,000 for the Cranbury Park/Gallaher Estate, and \$940,000 of miscellaneous other projects.

Additional detail from the above listed departments and others are provided in the below FY 2014-15 capital budget summary:

Department	Amount	Purpose
PUBLIC WORKS-NON BUILDING MGMT.	7,471,000	Road Reconstruction (\$5,200,000); Fleet Replacement (\$805,000); Sidewalks & Curbing (\$500,000); Transfer Station (\$276,000); Storm Water Management (\$250,000); Traffic Management (\$200,000); Bridge Repairs (\$190,000); and Tree Planting (\$50,000).
BOARD OF EDUCATION	5,484,000	Common Core State Standards (\$2,358,000); School Security (\$1,725,000); Rowayton Elementary School Construction (\$780,000); District Technology (\$521,000); and District Paving and Concrete (\$100,000).
RECREATION & PARKS	3,490,000	Nathan Hale Athletic Complex (\$2,000,000); Cranbury Park/Gallaher Estate (\$550,000); Vehicles (\$194,000); Schools, Parks and Playgrounds (\$150,000); Calf Pasture Beach (\$100,000); Fodor Farm (\$100,000); Mathews Park (\$90,000); Veterans Memorial Park (\$75,000); Basketball and Tennis Courts (\$54,000); Open Space (\$52,000); Flax Hill Park (\$50,000); Tree Planting (\$40,000); and Backstop and Fencing (\$35,000).
WATER POLLUTION CONTROL AUTHORITY	1,950,000	Collection System Rehabilitation (\$1,000,000); Supplemental Treatment Upgrade (\$500,000); Pump Station Upgrade/Replacement (\$250,000); Solids Handling Facility (\$200,000).
PUBLIC WORKS-BUILDING MGMT.	1,302,000	City Hall Repairs and Improvements (\$730,000); Nathaniel Ely Design and Window Replacements (\$145,000); Public Works Center Design and Replacement of #10 Piping and Valves (\$105,000); Main Library Cooling Tower Replacement (\$100,000); Benjamin Franklin Window Replacement (\$77,000); Various City Building General Capital Repairs (\$50,000); Lockwood House Foundation Waterproofing (\$30,000); Various Locations Energy Conservation (\$25,000); Police Headquarters Intercom System Replacement (\$20,000); and Various Buildings Environmental Testing and Remediation (\$20,000).
REDEVELOPMENT AGENCY	950,000	Transit Oriented Development (\$350,000); Head of the Harbor (\$350,000); and Affordable Housing (\$250,000).
FIRE DEPARTMENT	615,000	Apparatus Replacement (\$550,000); Underground Storage Tank Removal (\$35,000); and Various Fire Station Repairs (\$30,000).
INFORMATION TECHNOLOGY	374,000	Citywide IT Projects.
HISTORICAL COMMISSION	312,000	LMMM Roof Leak Repair (\$150,000); Mill Hill Master Plan-ADA Access (\$100,000); Lockwood House Museum ADA Access (\$50,000); and WPA Murals (\$12,000).
HUMAN RELATIONS & FAIR RENT	250,000	ADA Compliance.
LIBRARY	86,000	Integrated Library System (\$50,000); Library Auditoriums (\$25,000); Norwalk Newspaper Digitization (\$11,000).
COMBINED DISPATCH	80,000	Radio Receiver Relocation .
POLICE DEPARTMENT	75,000	Building Access FOB System.
HEALTH	18,000	Building Security System Replacement.
Gross Capital Budget	\$22,457,000	
	(2,579,000)	Financed from Grants & Non-GO Bond Financing Sources
Net Amount to be bonded	\$19,878,000	

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 for FY 2014-15 has been a major challenge in the current economic and fiscal environment where the City's budgeted non-levy revenues are over \$7.7 million less than in FY 2007-08. Nevertheless, we believe that the city has met the challenge 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 indigenious 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 sophistication. 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.

- Phase I of the Belpointe Capital, LLC, and Stanley M. Seligson Properties “Waypointe at Norwalk Town Center” development project is well under construction and includes 444 residential units and 60,000 square feet of retail/restaurant business space along with parking facilities. The leasing office is open and the first 50 units expect occupants by March with about 50 units a month coming on market thereafter. Ultimately the project phases I and II will include 545 residential units and approximately 70,000 square feet of commercial space.

Belpointe Capital LLC has submitted preliminary plans for The Berkeley Mixed Use development , located at 500 West Avenue, proposes 127 residential units, about 5,000 SF retail, 6,700 SF medical office and requisite parking.

- In SoNo, Spinnaker is well underway with construction of its mixed use development at 20 North Water Street across the street from SoNo Wharf on the Norwalk River. The five-story building will feature 107 market-rate rental apartments and 20,700 square feet of retail and restaurant space.
- Cervalis has opened its new 167,000 square foot Data Center in Norden Park with significant redundancies to protect against business interruptions.
- Construction is also complete for the new residential Avalon Bay Communities, Inc, Norden Park development of 240 apartments. Phase II will include four single-family homes.

- General Growth Partners closed on the purchase of the 95/7 site on West Avenue.
- Lowe's Home Improvement Centers closed on the purchase of a development site on Connecticut Avenue.
- Marcus Partners has closed on its purchase of 40 Cross Street medical facility and announced 35,000 SF of expansions and lease renewals.
- The Davis Companies, based in Boston, purchased 40 Richards Avenue, a seven story building with 147,487 SF of office space.
- The "SONO Ice House" celebrated its one year anniversary on Wilson Avenue. The complex includes a National Hockey League regulation-size rink and a smaller training rink, has become the home ice for the Connecticut Oilers semipro hockey team and is also an accredited figure staking center.
- Work is concluding 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.
- The historic restoration of the historic Grumman St. John House at the Norwalk Inn and Conference Center is completed and the Inn will commence on its \$6.5 million third story addition project.
- Cannondale Sports Unlimited has signed a lease to bring its 50,977 SF bicycle sales and cycling center to I-Park, 761 Main Avenue.
- 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 operating components to the site. Van Dyk Baler is the exclusive North American distributor of Bollegraaf Recycling Machinery. To date, the company's research and development and repair facilities are located at the site.

Offering more evidence of growth and development:

The Connecticut Technology Council "Top 40" list of the fastest growing technology companies in Connecticut includes 10 in Fairfield County—by far more than any other region. 3 of them are from Norwalk. These include Priceline.com, Mediabistro Inc. and Datto Inc. Additionally Cervalis of Shelton, which has a 167,000 square foot facility in Norwalk, is also on the list among IT services.

Demonstrating short as well as sustaining evidence of development, the Norwalk Planning and Zoning Office issued 1,549 permits in 2013. This is the most permits issued in one year since the city began tracking such statistics in 1992.

SUMMARY OF SERVICES

The City provides a full range of municipal services, including education, public safety, public works, health and social services, planning and development, and recreational/cultural. 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 86,460 residents with an authorized and funded force of 178 sworn officers and 37 civilians including those assigned to Combined Dispatch, utilizing 110 marked and unmarked police vehicles, 3 motorcycles and 3 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 and Recruitment, Planning and Research, Marine Division, Detective Bureau, Special Services (vice, gambling, narcotics), Identification & Crime Scene Unit, 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 Special Victims Unit 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 in addition to investigating all crimes involving youth and special needs populations. 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 143 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. The Office of Emergency Management is also located here. This division is responsible for emergency preparedness planning as well as the operation and maintenance of an Emergency Operations 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; stormwater management; engineering; capital construction; solid waste collection and disposal; recycling; traffic management; wastewater collection and treatment; parking facilities and services; tree management and building management functions. Public Works is authorized 102 positions, including 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 sewer lines, an 18 million gallons per day treatment plant, 22 sanitary sewer pump stations, 3 stormwater pump stations, 90 traffic signals, nearly 30,000 public trees and 3,829 municipal parking spaces including 386 on-street spaces and 3,443 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 (CRRRA) 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 contracted with City Carting, Inc. for transfer station operation, transport and disposal of the City's 30,000 tons of annual MSW. Under that contract, transfer station operation improved and the City 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. The City implemented single-stream recycling on July 1, 2013; in its first month, curbside recycling increased by 65% and continues at a significantly improved separation rate. Leaf and yard waste are also collected and disposed by the City.

Through September 30, 2012, garbage collection was accomplished using City employees. Since October 1, 2012, garbage collection has been done by contract. This move has shifted the Worker Compensation risk (high among sanitation employees) away from the City, saved the City \$1 million per year in direct costs and improved garbage collection service to residents. The City has since entered into 10-year contracts with City Carting; these contracts provide known and very competitive pricing.

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.

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

At Norwalk Public Schools, our mission is to create a student-focused culture that motivates, challenges and supports each individual student to his or her highest levels of achievement. Over 1,000 dedicated professionals work closely with more than 11,000 students in 19 schools. The Norwalk Public Schools district is made up of 13 elementary schools, including two elementary magnet schools, four middle schools, two high schools, and one alternative high school program. Norwalk is also home to the Center for Global Studies, an inter-district high school magnet program housed at Brien McMahon High School.

Our district's rich diversity is a key part of our strength. Norwalk students come from a variety of backgrounds, with more than 38% students speaking a second language at home. The Norwalk Public School system delivers a learning experience that is rich in cultural diversity, as well as one that is reflective of the global society in which our graduates will work and live. Our vision is that all students will graduate prepared to reach their highest potential for college, career and life-long success in a globally competitive society. At Norwalk Public Schools, we believe that "The World Starts Here."

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, which is leased to the Oak Hills Park Authority who manages the operations. 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;

City Profile

and the Norwalk Public Library System, which operates two branches within the City and features a collection of over 250,000 items for public circulation, including books, music CDs, Blu-ray DVDs, print and online magazines, audiobooks on CD, Playaways, software and special collections that include foreign languages, in addition to an interlibrary loan service that lends to and borrows books from other libraries for patrons. The Library System also boasts of a Norwalk History Room, teen rooms with revamped services, children's departments that offer exceptional programs and adult departments that offer a variety of services including small business and job and career development programs and 30 online databases which can be accessed through the library's website.

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 of Norwalk Population (Census, 2013 estimate)	87,776
City per capita money income in the past 12 months (2012 dollars)	\$45,620
City unemployment (CT DOL July 2014 LAUS)	5.4%
City median age	40.5

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			
2010 State Election	41,570	24,452	58.82%
2011 Municipal Election	41,766	14,567	34.88%
2012 National Election	45,474	35,715	78.54%
2013 Municipal Election	44,407	16,781	37.79%

CITY OF NORWALK – LARGEST EMPLOYERS

The Norwalk labor force of 50,909 is 94.6% employed as of July 2014. Broad and diversified the market is not dominated by a single comparatively large company or business sector. Among Norwalk's largest companies are the following

<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)*
Van Dyk Recycling Solutions	High technology recycling equipment*
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*
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 TOGGLER 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 Sclafani Foods	Importer of European Foods*
Bridgewater Associates	Global Investment Management
Graham Capital Management	Global Investment Management*

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

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 9 th	Finance Director receives requests
2nd Monday of February (2/10/14)	Finance Director submits Department's Proposed Budget together with his criticisms and recommendations to the Board of Estimate & Taxation
Immediately following Tuesday (2/11/14)	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 (2/14/14)	Finance Director publishes the Proposed Budget local newspaper
4th Monday of February (2/24/14)	Board of Estimate & Taxation meets to start budget review.
4th Tuesday of February (2/25/14)	Common Council adopts cap on appropriations.
1st Monday of April (4/07/14)	Board of Estimate & Taxation completes review and forwards proposed budget to Council
No later than 3rd Tuesday of April (4/15/14)	Common Council may amend cap on appropriations
Unspecified (logically between 4/17/14 and 4/24/14)	Board of Estimate & Taxation meets to adjust budget based on new cap
Three days before the 4 th Wednesday in April (no later than 4/18/14)	Board of Estimate & Taxation publishes tentative budget
1st Monday of May (5/05/14)	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 may use 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.
- 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.

Pension Funding Policy

- The City's principal objectives are to ensure that the pension funds have sufficient assets on hand to pay all benefits due; minimize the annual volatility of budgeted contributions; provide for equity among different generations of taxpayers with respect to bearing the cost of the benefits; and ensure that all statutory funding requirements are satisfied.
- In order to achieve the objectives, the Board of Estimate and Taxation will base its contributions to the plans on Actuarially Determined Employer Contributions (ADEC) prepared annually in compliance with all applicable Actuarial Standards of Practice.

- The ADEC will be determined using the following elements: 1) The entry age normal actuarial cost method will be used to determine the normal cost and the actuarial accrued liability. 2) In order to minimize the impact of the investment volatility on the ADEC, an actuarial asset valuation method will be used that recognizes market gains or losses over a 5-year period in equal installments. 3) The plans currently have an unfunded actuarial accrued liability (UAAL). The goal of the amortization policy is to achieve 100% funding over a period of time that provides for intergenerational taxpayer equity while minimizing contribution volatility. The UAAL is being amortized over a 25-year closed period and the amortization payments will be calculated as a level percent of payroll. 4) In order that the City know the amount of the ADEC before the budget for a fiscal year has been finalized, the ADEC will be determined based on an actuarial valuation performed as of July 1st of the calendar year prior to the calendar year in which the fiscal year begins. The ADEC will include an interest adjustment to reflect the timing between the actuarial valuation date and the expected date on which the ADEC will be paid.

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 Average Single Family Residential Property Tax Bill is \$8,805

BOARD OF EDUCATION (\$5,461)

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

PUBLIC WORKS/BUILDING MGMT. (\$601)

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

POLICE (\$966)

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

DEBT SERVICE (\$382)

- RETIREMENT OF PRINCIPAL AND INTEREST
ON CAPITAL IMPROVEMENT BONDS

FIRE (\$801)

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

LIBRARY/HISTORICAL COMM. (\$159)

- 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 (\$137)

- 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 DEPTS & CITYWIDE MEMBERSHIPS

RECREATION & PARKS (\$80)

- 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 (\$57)

- 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 (\$72)

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

PLANNING, ZONING, CODE, DISPATCH (\$89)

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

AVERAGE TAX BILL = \$8,805

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 2014-15 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

Department	Budget 2013-14	Requested 2014-15	Approved Budget 2014-15	Variance 14-15 App Vs. 13-14 App Vs.
Mayor	\$290,295	\$322,212	\$296,787	\$6,492
Legislative	12,450	12,450	17,450	5,000
Corporation Counsel	972,678	998,660	997,085	24,407
City Clerk	339,885	364,882	364,882	24,997
Town Clerk	608,139	600,514	595,661	(12,478)
Information Technology	1,598,132	1,643,626	1,644,153	46,021
Personnel & Labor Relations	571,376	588,172	573,546	2,170
Human Relations & Fair Rent	248,091	284,366	268,677	20,586
Youth Services	248,174	325,077	325,598	11,424
Registrar of Voters	354,700	375,627	366,427	11,727
Finance Department:				
Finance Director	197,745	200,650	200,650	2,905
Tax Assessor	836,956	817,324	842,449	5,493
Tax Collector	880,202	813,204	854,611	(25,591)
Accounting & Treasury	690,747	736,828	774,539	83,792
Management & Budgets	387,411	398,338	409,417	22,006
Purchasing	358,250	418,076	415,032	56,782
Health	2,031,468	2,194,424	2,100,421	68,953
Police	19,995,580	20,969,415	20,717,121	721,541
Fire	16,779,405	18,503,834	18,181,563	1,402,158
Planning & Zoning	1,105,684	1,451,596	1,128,871	23,187
Code Enforcement	695,413	730,585	730,407	34,994
Combined Dispatch	2,281,721	2,456,271	2,443,046	161,325
Public Works and Bldg. Management	17,542,765	18,295,802	18,400,424	857,659
Recreation & Parks	3,815,937	4,368,193	4,122,014	306,077
Library	3,474,751	3,665,777	3,689,598	214,847
Historical Commission	223,674	250,523	240,323	16,649
<i>Subtotal City Departments</i>	<i>\$76,541,629</i>	<i>\$81,786,426</i>	<i>\$80,634,752</i>	<i>\$4,093,123</i>
Grants:				
To Outside Agencies				
NEON	\$0	\$763,922	\$0	\$0
NEON Summer Camp	90,694	114,135	92,508	1,814
NEON Head Start	0	0	0	0
AmeriCares Free Clinic	21,012	22,000	22,000	988
Carver Foundation	55,000	55,000	57,200	2,200
South Norwalk Community Center	0	50,000	17,500	17,500
Elderhouse	9,972	13,750	10,171	199
Senior Center	336,080	403,296	342,802	6,722
Sexual Assault Crisis Center	16,810	17,000	17,146	336
CT Counseling Center	2,101	2,101	2,143	42
Norwalk Housing Authority	0	0	30,461	30,461
Mid-Fairfield Child Guidance	14,446	15,000	14,735	289
Human Services Council	13,658	13,658	13,931	273
Norwalk Emergency Shelter	52,530	100,000	53,581	1,051
Domestic Violence Crisis Center	5,778	15,000	5,894	116
Family & Children's Aid	38,167	40,000	38,930	763
SW CT Mental Health Board	15,368	15,067	15,675	307
School Based Health Centers	19,436	19,055	19,825	389
Children's Connection	16,810	16,810	17,146	336
To City Agencies				
Transit District	483,217	497,713	492,881	9,664
Probate Court	24,402	25,332	25,332	930
Harbor Commission	9,822	9,134	9,134	(688)
Redevelopment Agency	137,521	174,499	174,499	36,978
Neighborhood Improvement Coord.	68,525	69,895	71,171	2,646
Housing Site Development Agency	107,054	109,194	109,194	2,140
Fair Housing Officer	128,315	169,808	142,532	14,217
Summer Youth Employment	75,000	75,000	75,000	0
<i>Subtotal Grants</i>	<i>\$1,741,718</i>	<i>\$2,806,369</i>	<i>\$1,871,391</i>	<i>\$129,673</i>

-- APPROPRIATIONS CONTINUED --

<u>Department</u>	Budget 2013-14	Requested 2014-15	Approved Budget 2014-15	Variance 14-15 App Vs. 13-14 App Vs.
Debt Service	\$26,126,874	\$26,011,825	\$25,754,744	(\$372,130)
Organizational Memberships	98,194	98,194	98,874	680
Employee Benefits:				
Health Insurance	11,376,673	11,175,749	10,986,147	(390,526)
Social Security	2,264,152	2,321,653	2,367,152	103,000
OPEB Contribution	13,846,636	13,846,636	13,846,636	0
Board Of Education Benefits	3,642,960	2,458,701	2,458,701	(1,184,259)
Unemployment Compensation	135,000	141,750	137,998	2,998
<i>Subtotal Operating Charges</i>	<i>\$57,490,489</i>	<i>\$56,054,508</i>	<i>\$55,650,252</i>	<i>(\$1,840,237)</i>
Pensions:				
Police	\$3,388,517	\$4,080,602	\$4,080,602	\$692,085
Fire	2,150,257	2,547,300	2,547,300	397,043
City	4,042,507	4,773,585	4,806,246	763,739
<i>Subtotal Pensions</i>	<i>\$9,581,281</i>	<i>\$11,401,487</i>	<i>\$11,434,148</i>	<i>\$1,852,867</i>
Contingency	\$1,800,968	\$1,924,073	\$1,520,747	(\$280,221)
Total City Expenditures (1)	\$147,156,085	\$153,972,863	\$151,111,290	\$3,955,205
Board of Education:				
Board of Education (Locally Funded)	\$162,271,864	\$168,118,385	\$166,430,865	\$4,159,001
Total City Education Expenditures	\$162,271,864	\$168,118,385	\$166,430,865	\$4,159,001
TOTAL ALL EXPENDITURES	\$309,427,949	\$322,091,248	\$317,542,155	\$8,114,206

Notes:

(1) Total City approved expenditures for 2014-15 include approximately \$24.1 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 2014-15
 BASED ON ESTIMATED OCTOBER 2013 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	21.233	21.233	21.233	21.233	21.233	21.233	
FIRE DISTRICT	3.036	3.036	3.036	3.036	3.036		
FOURTH DIST - GARBAGE	0.772	0.772	0.772	0.772			
STREET LIGHTING DIST				0.059	0.059		
SIXTH DIST - ROWAYTON						1.192	
<hr/>							
APPROVED 2014-15	25.041	25.041	25.041	25.100	24.328	22.425	28.241
APPROVED 2013-14	22.142	22.142	22.142	22.187	21.682	20.157	27.365
PERCENT INCR./DECR.	13.09%	13.09%	13.09%	13.13%	12.20%	11.25%	3.20%

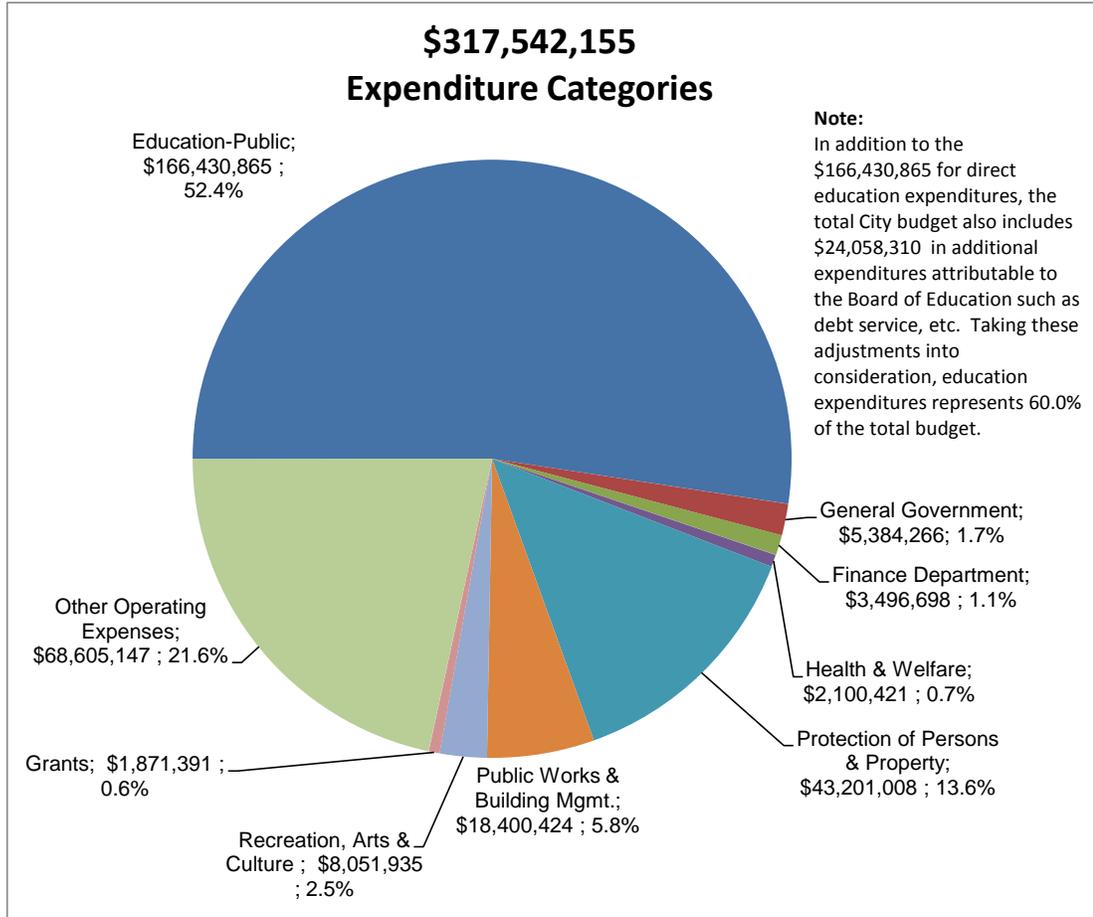
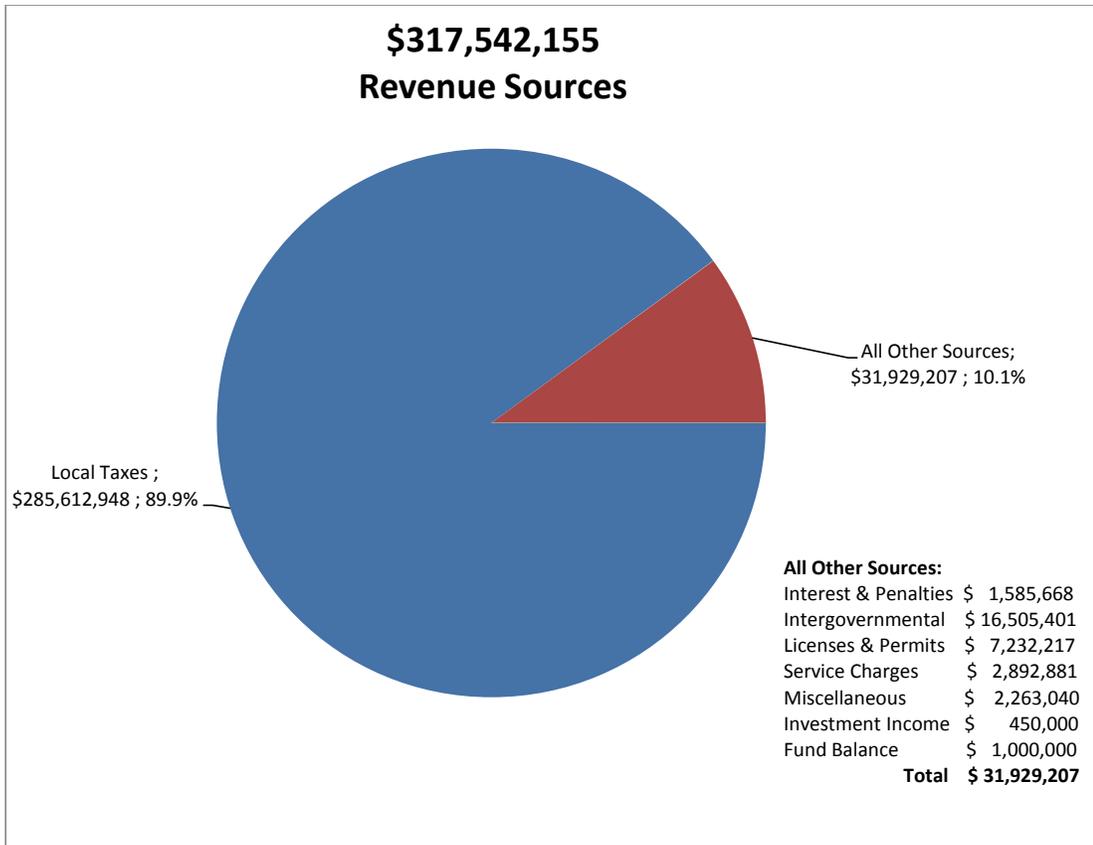
**THE APPROVED 2014-15 TAX RATES COMPARED
WITH THE APPROVED 2012-13 AND 2013-14 TAX RATES**

	APPROVED 2012-13	APPROVED 2013-14	APPROVED 2014-15
FIFTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	250,606,340	260,399,293	264,142,114
LESS ESTIMATED REVENUE	30,312,174	31,940,614	32,343,922
SUBTOTAL	220,294,166	228,458,679	231,798,192
ADJUSTMENT FOR TAX RELIEF PROGRAMS	2,718,502	2,802,212	3,013,262
RESERVE FOR UNCOLLECTED TAXES	3,327,375	2,688,714	3,458,947
AMOUNT TO BE RAISED BY TAX LEVY	226,340,044	233,949,606	238,270,400
ESTIMATED NET GRAND LIST	12,232,588,030	12,228,956,436	11,221,948,305
TAX RATE-MILLS	18.503	19.131	21.233
FIRE TAXING DISTRICT			
TOTAL APPROPRIATIONS	26,008,476	27,940,983	30,646,156
LESS ESTIMATED REVENUE	1,339,422	1,424,293	1,441,168
SUBTOTAL	24,669,055	26,516,690	29,204,988
ADJUSTMENT FOR TAX RELIEF PROGRAMS	282,132	300,679	349,603
RESERVE FOR UNCOLLECTED TAXES	372,275	311,787	435,361
AMOUNT TO BE RAISED BY TAX LEVY	25,323,461	27,129,156	29,989,952
ESTIMATED NET GRAND LIST	10,822,506,380	10,828,013,799	9,878,996,616
TAX RATE-MILLS	2.340	2.505	3.036
FOURTH TAXING DISTRICT-GARBAGE COLLECTION			
TOTAL APPROPRIATIONS	4,152,135	3,979,042	4,454,211
LESS ESTIMATED REVENUE	66,971	71,215	72,058
SUBTOTAL	4,085,164	3,907,828	4,382,153
ADJUSTMENT FOR TAX RELIEF PROGRAMS	45,041	42,819	50,812
RESERVE FOR UNCOLLECTED TAXES	61,623	45,932	65,301
AMOUNT TO BE RAISED BY TAX LEVY	4,191,828	3,996,579	4,498,266
ESTIMATED NET GRAND LIST	8,590,328,783	7,900,463,875	5,824,146,595
TAX RATE-MILLS	0.488	0.506	0.772
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	10,339,161,684	9,164,006,102	8,370,879,423
TAX RATE-MILLS	-	-	-

**THE APPROVED 2014-15 TAX RATES COMPARED
WITH THE APPROVED 2012-13 AND 2013-14 TAX RATES**

	APPROVED 2012-13	APPROVED 2013-14	APPROVED 2014-15
STREET LIGHTING DISTRICT			
TOTAL APPROPRIATIONS	398,636	398,640	466,613
LESS ESTIMATED REVENUE	66,971	71,215	72,058
SUBTOTAL	331,665	327,425	394,555
ADJUSTMENT FOR TAX RELIEF PROGRAMS	4,324	4,290	5,323
RESERVE FOR UNCOLLECTED TAXES	5,013	3,857	5,890
AMOUNT TO BE RAISED BY TAX LEVY	341,002	335,572	405,768
ESTIMATED NET GRAND LIST	7,404,080,040	7,403,606,341	6,833,196,971
TAX RATE-MILLS	0.046	0.045	0.059
SIXTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	2,053,939	1,499,729	1,654,954
LESS ESTIMATED REVENUE	697,950	75,750	67,000
SUBTOTAL	1,355,989	1,423,979	1,587,954
ADJUSTMENT FOR TAX RELIEF PROGRAMS	15,000	-	-
RESERVE FOR UNCOLLECTED TAXES	11,000	13,000	13,000
AMOUNT TO BE RAISED BY TAX LEVY	1,381,989	1,436,979	1,600,954
ESTIMATED NET GRAND LIST	1,410,081,650	1,400,942,637	1,342,951,689
TAX RATE - MILLS	0.980	1.026	1.192
UNIFORM MOTOR VEHICLE TAXING DISTRICT			
TOTAL APPROPRIATIONS	15,093,715	16,709,990	17,833,061
LESS SUPPLEMENTAL AUTOS	2,100,000	2,100,000	2,100,000
SUBTOTAL	12,993,715	14,609,990	15,733,061
RESERVE FOR UNCOLLECTED TAXES	1,167,537	1,167,537	1,257,286
AMOUNT TO BE RAISED BY TAX LEVY	14,161,252	15,777,527	16,990,347
ESTIMATED NET GRAND LIST	576,393,188	576,561,111	601,629,285
TAX RATE - MILLS	26.186	27.365	28.241

2014-15 General Fund Revenue Sources and Expenditure Categories



Financial Summaries & Statistics

Below is a summary of revenues and expenditures for the 2014-15 approved operating budget. This budget represents a 2.6% increase over FY2013-14.

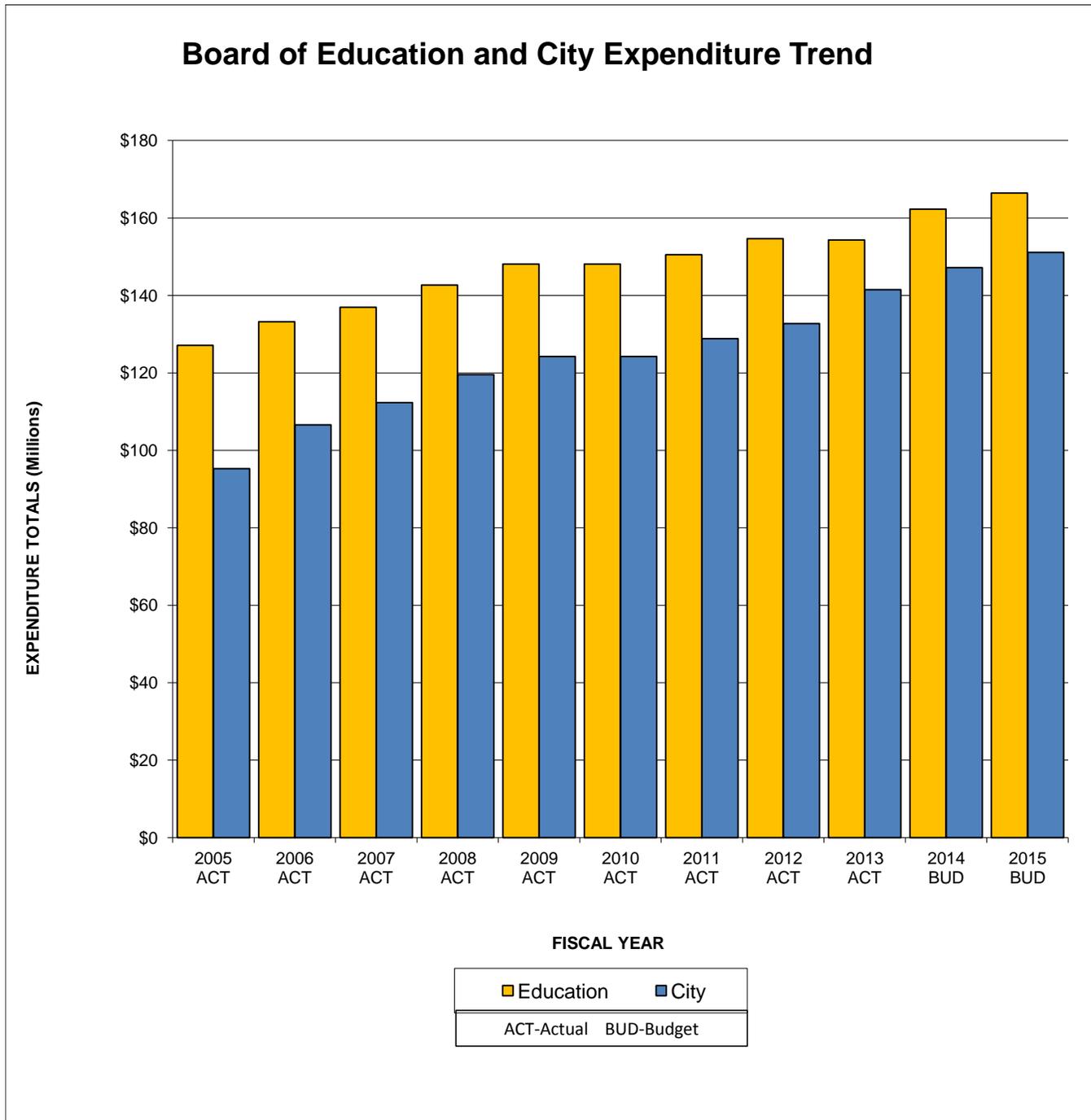
SUMMARY OF OPERATING BUDGET REVENUES

	Actual 2012-13	% Total	Approved 2013-14	% Total	Approved 2014-15	% Total	\$ Change 14-15 vs. 13-14	% Change
Local Taxes	266,479,551	89.4%	278,920,612	90.1%	285,612,948	89.9%	6,692,336	2.4%
All Other Sources	31,638,609	10.6%	30,507,337	9.9%	31,929,207	10.1%	1,421,870	4.7%
TOTAL REVENUE	\$ 298,118,160	100.0%	\$ 309,427,949	100.0%	\$ 317,542,155	100.0%	\$ 8,114,206	2.6%
All Other Sources:								
Interest & Penalties	1,496,225	0.5%	1,923,519	0.6%	1,585,668	0.5%	(337,851)	-17.6%
Intergovernmental	18,204,822	6.1%	15,184,402	4.9%	16,505,401	5.2%	1,320,999	8.7%
Licenses & Permits	6,911,009	2.3%	6,378,420	2.1%	7,232,217	2.3%	853,797	13.4%
Service Charges	2,691,887	0.9%	2,813,400	0.9%	2,892,881	0.9%	79,481	2.8%
Miscellaneous	2,133,419	0.7%	1,751,294	0.6%	2,263,040	0.7%	511,746	29.2%
Investment Income	201,248	0.1%	712,000	0.2%	450,000	0.1%	(262,000)	-36.8%
Transfer from Fund Balance	-	0.0%	1,744,302	0.6%	1,000,000	0.3%	(744,302)	-42.7%
Total All Other Sources	\$ 31,638,609	10.6%	\$ 30,507,337	9.9%	\$ 31,929,207	10.1%	\$ 1,421,870	4.7%

SUMMARY OF OPERATING BUDGET EXPENDITURES

	Actual 2012-13	% Total	Approved 2013-14	% Total	Approved 2014-15	% Total	\$ Change 14-15 vs. 13-14	% Change
Education-Public	154,339,920	52.2%	162,271,864	52.4%	166,430,865	52.4%	4,159,001	2.6%
All Other Categories	141,506,687	47.8%	147,156,085	47.6%	151,111,290	47.6%	3,955,205	2.7%
TOTAL EXPENDITURES	\$ 295,846,607	100.0%	\$ 309,427,949	100.0%	\$ 317,542,155	100.0%	\$ 8,114,206	2.6%
All Other Categories:								
General Government	4,928,907	1.7%	5,243,920	1.7%	5,384,266	1.7%	140,346	2.7%
Finance Department	3,300,285	1.1%	3,351,311	1.1%	3,496,698	1.1%	145,387	4.3%
Health & Welfare	1,941,562	0.7%	2,031,468	0.7%	2,100,421	0.7%	68,953	3.4%
Protection of Persons & Property	40,305,277	13.6%	40,857,803	13.2%	43,201,008	13.6%	2,343,205	5.7%
Public Works & Bldng Mgmt.	17,213,907	5.8%	17,542,765	5.7%	18,400,424	5.8%	857,659	4.9%
Recreation, Arts & Culture	7,956,793	2.7%	7,514,362	2.4%	8,051,935	2.5%	537,573	7.2%
Grants	1,721,983	0.6%	1,741,718	0.6%	1,871,391	0.6%	129,673	7.4%
Other Operating Expenses	64,137,974	21.7%	68,872,738	22.3%	68,605,147	21.6%	(267,591)	-0.4%
Total All Other Categories	\$ 141,506,687	47.8%	\$ 147,156,085	47.6%	\$ 151,111,290	47.6%	\$ 3,955,205	2.7%

This chart represents a history of Board of Education and City expenditures since FY 2004-05. For fiscal year 2004-05, total City expenditures were \$95,240,856 and the total for the Board of Education was \$127,075,024. The 2014-15 approved City expenditures are \$151,111,290 a 58.7% increase from FY 2004-05, while the Board of Education approved budget represents a 31.0% over the ten year period to \$166,430,865.



**FUND BALANCE SUMMARY - GENERAL FUND
FISCAL YEARS 2011-12 TO 2014-15**

	Audited Actual 2011-12	Audited Actual 2012-13	Approved Budget 2013-14	Approved Budget 2014-15
Beginning Fund Balance (GAAP)	\$ 30,574,487	\$ 31,146,450	\$ 33,434,052	\$ 31,689,750
<i>Revenues</i>				
Property Taxes, Interest & Lien Fees	261,268,853	267,975,775	280,844,131	287,198,616
Intergovernmental	16,742,938	18,204,822	15,184,402	16,505,401
Departmental Fees & Charges	8,856,565	11,736,317	10,943,114	12,388,138
Investment Income	1,004,504	201,248	712,000	450,000
<i>Total Revenues</i>	<i>287,872,860</i>	<i>298,118,162</i>	<i>307,683,647</i>	<i>316,542,155</i>
State on-behalf payments	18,462,058	18,672,017	18,672,017	18,672,017
<i>GAAP Revenues</i>	<i>306,334,918</i>	<i>316,790,179</i>	<i>326,355,664</i>	<i>335,214,172</i>
<i>Expenditures</i>				
Education: Public Schools	154,660,105	154,334,920	162,271,864	166,430,865
Public Safety	38,686,030	40,308,879	40,857,803	43,201,008
Employee Benefits	26,874,395	31,256,271	31,265,421	29,796,634
Debt Service	25,122,434	25,655,943	26,126,874	25,754,744
Public Works	16,154,568	17,235,182	17,542,765	18,400,424
Recreation, Arts, Culture	7,426,222	7,976,667	7,514,362	8,051,935
Pension Contributions	5,618,091	7,127,566	9,581,281	11,434,148
General Government	7,760,653	8,993,157	8,595,231	8,880,964
Health Department	1,921,248	1,941,564	2,031,468	2,100,421
Grants	3,016,255	1,721,983	1,741,718	1,871,391
Other Operating Expenditures	112,662	98,194	1,899,162	1,619,621
<i>Total Expenditures</i>	<i>287,352,663</i>	<i>296,650,326</i>	<i>309,427,949</i>	<i>317,542,155</i>
Revenues - Expenditures *	\$ 520,197	\$ 1,467,836	\$ (1,744,302)	\$ (1,000,000)
Change in Encumbrance	3,182	803,720		
Other Program Funds **	48,583	16,047		
Ending Fund Balance (GAAP)	\$ 31,146,450	\$ 33,434,052	\$ 31,689,750	\$ 30,689,750
% of GAAP Revenues	10.2%	10.2%	10.2%	10.2%
Nonspendable	(22,729)	(1,615)	(1,615)	(1,615)
Restricted	-	-		
Committed	-	-		
Assigned	(2,591,791)	(3,681,569)	(3,681,569)	(3,681,569)
Designated				
Unassigned Fund Balance (GAAP)	\$ 28,531,930	\$ 29,750,868	\$ 28,006,566	\$ 27,006,566
% of GAAP Revenues	9.3%	9.4%	8.6%	8.1%

Notes:

* The City budgeted a \$1,744,302 use of fund balance in FY 2013-14 and \$1,000,000 use in FY 2014-15

** 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 beginning with its implementation in FY 2010-11

**FUND BALANCE SUMMARY - APPROPRIATED FUNDS
FISCAL YEAR 2014-15**

	General Fund	Enterprise Funds	Fleet Services Fund	Total
Beginning Fund Balance (projected)	\$ 31,689,750	\$ 96,903,631	\$ 47,645	\$ 128,641,026
<i>Revenues</i>				
Property Taxes, Interest & Lien Fees	287,198,616	-		287,198,616
Intergovernmental	16,505,401	475,000	2,733,329	19,713,730
Departmental Fees & Charges	12,388,138	20,166,810		32,554,948
Investment Income	450,000	49,081		499,081
<i>Total Revenues</i>	<u>316,542,155</u>	<u>20,690,891</u>	<u>2,733,329</u>	<u>339,966,375</u>
<i>Expenditures</i>				
Education: Public Schools	166,430,865	-		166,430,865
Public Safety	43,201,008	-		43,201,008
Employee Benefits	29,796,634	281,513	383,930	30,462,077
Debt Service	25,754,744	6,786,526		32,541,270
Public Works	18,400,424	-		18,400,424
Recreation, Arts, Culture	8,051,935	-		8,051,935
Pension Contributions	11,434,148	-		11,434,148
General Government	8,880,964	-		8,880,964
Health Department	2,100,421	-		2,100,421
Grants	1,871,391	-		1,871,391
Other Operating Expenditures	1,619,621	-		1,619,621
Administration & Operations		17,422,852	9,000	17,431,852
Program Expenses		-	2,340,399	2,340,399
<i>Total Expenditures</i>	<u>317,542,155</u>	<u>24,490,891</u>	<u>2,733,329</u>	<u>344,766,375</u>
Revenues - Expenditures	\$ (1,000,000)	\$ (3,800,000)	\$ -	\$ (4,800,000)
Ending Fund Balance	\$ 30,689,750	\$ 93,103,631	\$ 47,645	\$ 123,841,026
Nonspendable	(1,615)	-		(1,615)
Restricted	-	-		-
Committed	-	-		-
Assigned	(3,681,569)	-		(3,681,569)
Designated		-		-
Unassigned Fund Balance	\$ 27,006,566	\$ 93,103,631	\$ 47,645	\$ 120,157,842

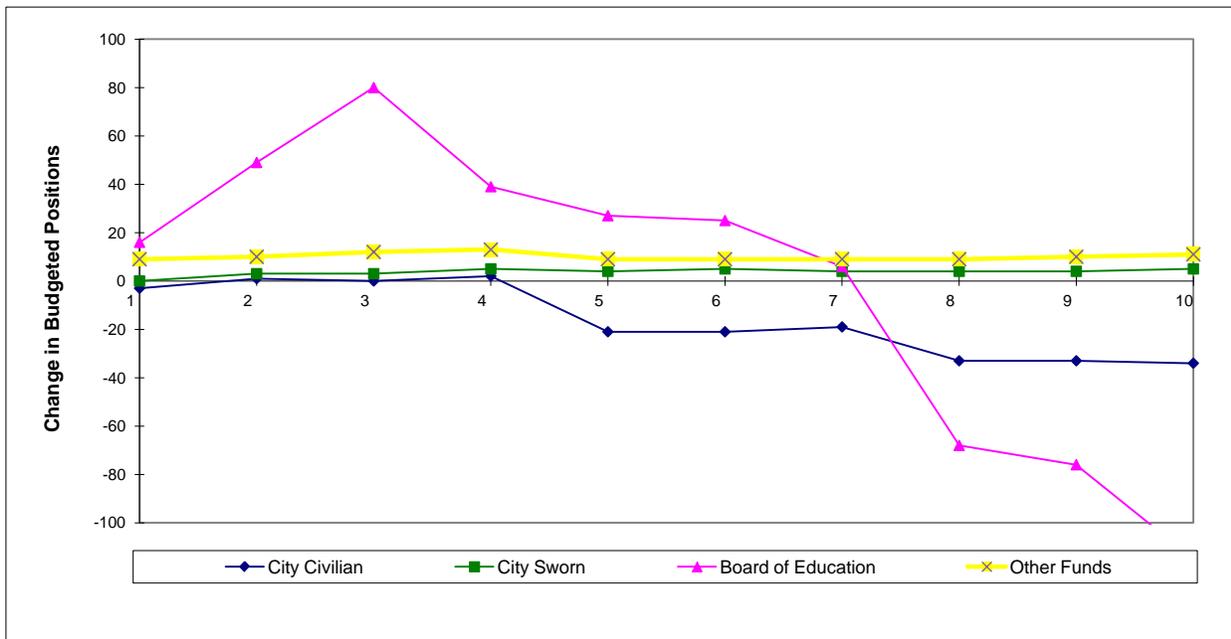
Note:

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 HISTORY**

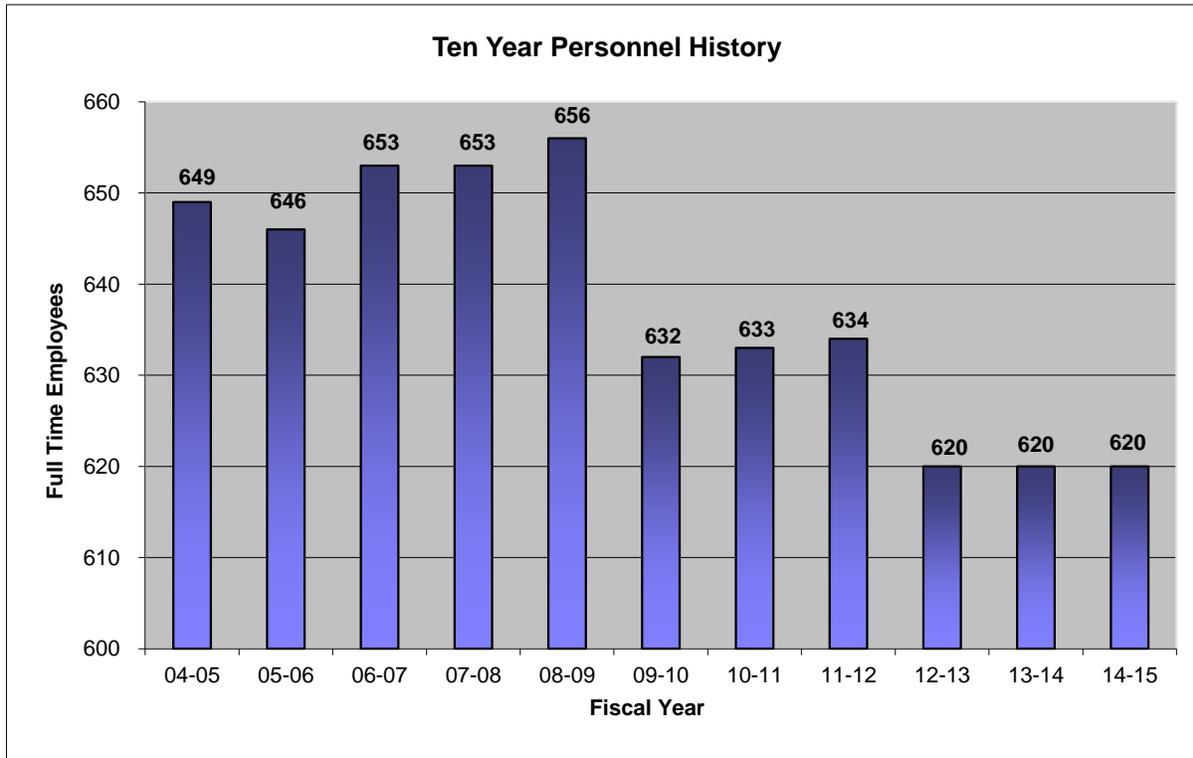
FUNCTION	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	App. 2013-14	App. 2014-15	1 YEAR CHANGE	10 YEAR CHANGE
General Government	45	48	49	47	48	45	45	47	47	47	47	-	2
Finance	34	34	35	35	35	34	34	34	35	35	34	(1)	-
Health & Welfare	21	21	21	21	21	16	16	16	16	16	16	-	(5)
Police (Civilian)	17	17	17	17	17	16	16	16	16	16	16	-	(1)
Fire (Civilian)	4	4	4	5	5	5	5	5	4	4	5	1	1
Other Protection	42	43	45	45	45	43	43	43	43	43	43	-	1
Public Works/Bldg. Mgmt.	114	107	107	107	107	100	100	100	88	88	87	(1)	(27)
Recreation, Arts & Culture	54	54	54	54	55	51	51	51	49	49	49	-	(5)
Subtotal City (Civilian)	331	328	332	331	333	310	310	312	298	298	297	(1)	(34)
Police (Sworn)	179	179	182	182	182	182	182	181	181	181	181	-	2
Fire (Sworn)	139	139	139	139	141	140	141	141	141	141	142	1	3
Subtotal City (Sworn)	318	318	321	321	323	322	323	322	322	322	323	1	5
City Total	649	646	653	652	656	632	633	634	620	620	620	-	(29)
Education Total	1,304	1,320	1,353	1,384	1,343	1,331	1,329	1,310	1,236	1,228	1,189	(39)	(115)
General Fund Total	1,953	1,966	2,006	2,036	1,999	1,963	1,962	1,944	1,856	1,848	1,809	(39)	(144)
Fleet Services Fund	-	9	10	11	11	9	9	9	9	9	10	1	10
Parking Authority	4	4	4	4	4	2	2	2	2	2	2	-	(2)
WPCA	1	1	1	2	3	3	3	3	3	4	4	-	3
Subtotal Other Funds	5	14	15	17	18	14	14	14	14	15	16	1	11
GRAND TOTAL	1,958	1,980	2,021	2,053	2,017	1,977	1,976	1,958	1,870	1,863	1,825	(38)	(133)

The chart below shows a 10-year history of changes to the budgeted full time employees since 2004-05. In FY 2014-15, there is an overall reduction of 38 employees, or 2.0% from the previous year and 133 less employees, or 6.8% than ten years ago,. The majority of the decrease is due to the Board of Education's overall staffing reductions as well as moving many teaching and educational support staff to part-time positions. The City sworn staff has increased slightly, adding five new positions, and City civilian staff has decreased by 34 or 10.3%. Part of this is due to moving fleet services to a separate fund. The total position count in Other Funds is up 11 overall and one next year due to the addition of a position in the Fleet



PERSONNEL BY DEPARTMENT

<u>DEPARTMENT</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>	<u>2011-12</u>	<u>2012-13</u>	App. <u>2013-14</u>	App. <u>2014-15</u>
Mayor's Office	2	3	3	2	2	2	3	3	3	3	3
Legal	8	9	10	9	9	9	9	9	9	9	9
City Clerk	6	6	6	6	6	5	5	5	5	5	5
Town Clerk	7	7	7	7	7	7	7	7	7	7	7
Information Technology	8	9	9	9	9	8	8	9	9	9	9
Personnel & Labor Relations	6	6	6	7	6	6	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	3	2	1	2	2	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	11	11	11	11	10	10	10	11	11	10
Tax Collector	7	7	8	8	8	8	8	8	8	8	8
Accounting & Treasury	8	8	8	8	8	8	8	8	8	8	8
Management & Budgets	4	4	4	4	4	4	4	4	4	4	4
Purchasing	3	3	3	3	3	3	3	3	3	3	3
Health & Welfare	21	21	21	21	21	16	16	16	16	16	16
Police	196	196	199	199	199	198	198	197	197	197	196
Fire	143	143	143	144	146	145	146	146	145	145	147
Planning & Zoning	11	11	12	12	13	11	11	11	11	11	11
Code Enforcement	7	7	8	8	8	8	8	8	8	8	8
Combined Dispatch	24	25	25	25	24	24	24	24	24	24	25
Public Works	114	107	107	107	107	100	100	100	88	88	87
Parks & Recreation	22	22	22	22	23	22	22	22	22	22	22
Library	31	31	31	31	31	28	28	28	27	27	27
Historical Commission	1	1	1	1	1	1	1	1	-	-	-
GRAND TOTAL	649	646	653	653	656	632	633	634	620	620	620



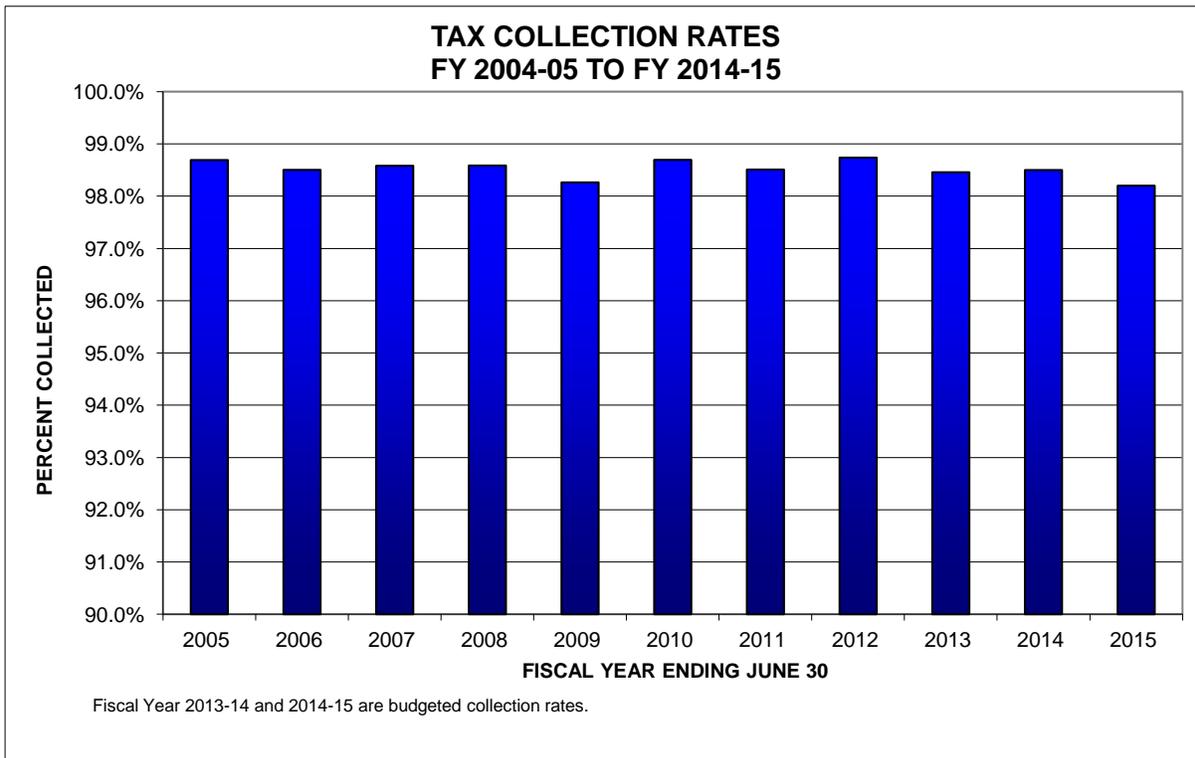
City personnel belong to one of eight bargaining groups. Police, 2405, and Fire unions account for most of the employees, as well as most of the salaries for 2014-15.

CITY PERSONNEL BY BARGAINING GROUP - FISCAL YEAR 2014-15

BARGAINING GROUP	NUMBER OF POSITIONS	% OF TOTAL	TOTAL WAGES	% OF TOTAL
POLICE	181	29.2%	\$ 13,651,856	29.1%
LOCAL 2405	106	17.1%	\$ 6,666,921	14.2%
FIRE	142	22.9%	\$ 11,306,415	24.1%
NMEA	116	18.7%	\$ 7,802,683	16.6%
NASA	51	8.2%	\$ 5,271,182	11.2%
ORDINANCE	20	3.2%	\$ 1,972,089	4.2%
ELECTED	<u>4</u>	<u>0.6%</u>	<u>\$ 308,970</u>	<u>0.7%</u>
TOTAL	620	100%	\$ 46,980,116	100%

**HISTORICAL ANALYSIS OF GRAND LIST, TAX LEVIES & COLLECTIONS
FY 2004-05 TO FY 2014-15**

FISCAL YEAR	YEAR OF GRAND LIST	GRAND LIST	% CHANGE IN LIST FROM PREVIOUS YR	4th DIST. MILL RATE	AUDIT		
					ADJUSTED LEVY	COLLECTED YEAR OF LEVY	PERCENT COLLECTED
2004-2005	2003	7,305,712,294	-	27.23	198,474,780	195,877,618	98.7%
2005-2006	2004	8,274,130,890	13.3%	25.21	208,366,045	205,246,526	98.5%
2006-2007	2005	9,455,304,648	14.3%	23.24	216,241,703	213,174,081	98.6%
2007-2008	2006	10,517,526,971	11.2%	21.72	225,887,723	222,693,849	98.6%
2008-2009	2007	10,672,872,432	1.5%	22.55	236,583,751	232,474,059	98.3%
2009-2010	2008	12,656,343,495	18.6%	19.84	245,698,355	242,491,414	98.7%
2010-2011	2009	12,668,270,823	0.1%	20.58	256,900,612	253,070,482	98.5%
2011-2012	2010	12,786,879,070	0.9%	20.80	261,927,248	258,619,667	98.7%
2012-2013	2011	12,808,981,218	0.2%	21.38	270,616,024	266,442,259	98.5%
2013-2014	2012	12,805,517,547	0.0%	22.19	N/A	N/A	98.5%
2014-2015	2013	11,823,577,590	-7.7%	25.10	N/A	N/A	98.2%



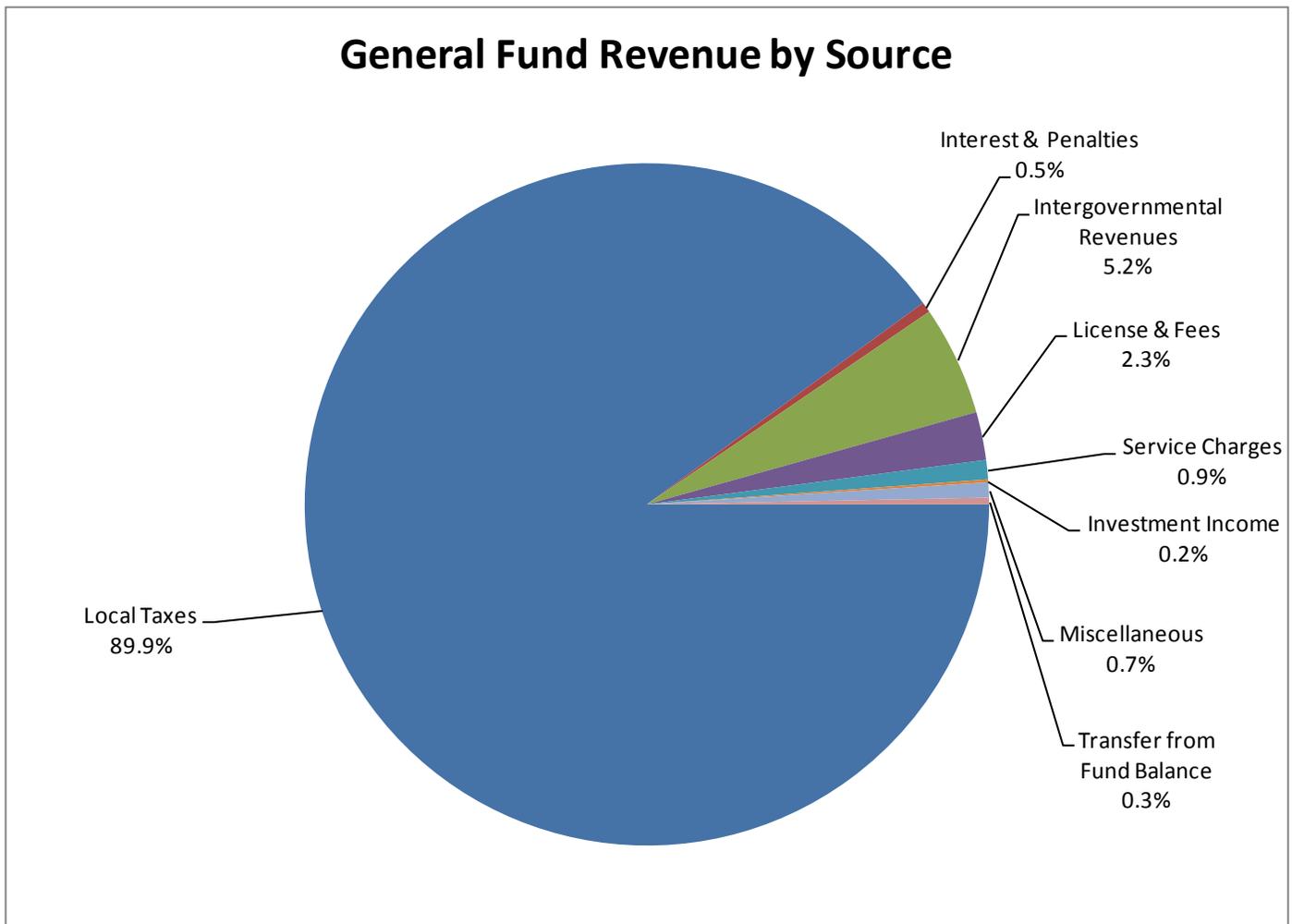
CITY OF NORWALK



ANNUAL BUDGET

Fiscal Year 2014-15 General Fund Revenues

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Local Taxes	259,398,303	266,542,517	278,920,612	285,612,948	6,692,336
Interest & Penalties	1,870,550	1,433,258	1,923,519	1,585,668	(337,851)
Intergovernmental Revenues	16,742,938	18,204,822	15,184,402	16,505,401	1,320,999
License & Fees	5,198,789	6,911,010	6,378,420	7,232,217	853,797
Service Charges	2,257,627	2,691,888	2,813,400	2,892,881	79,481
Investment Income	1,004,504	201,248	712,000	450,000	(262,000)
Miscellaneous	1,400,149	2,133,419	1,751,294	2,263,040	511,746
Transfer from Fund Balance	-	-	1,744,302	1,000,000	(744,302)
GENERAL FUND REVENUE	\$ 287,872,860	\$ 298,118,162	\$ 309,427,949	\$ 317,542,155	\$ 8,114,206



LOCAL TAXES

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Ad Valorem Taxes			281,188,439	290,154,733	8,966,295
Less: Reserve for Uncollected Taxes & Relief Programs			(7,367,827)	(8,641,785)	(1,273,959)
Subtotal: Current Taxes			273,820,612	281,512,948	7,692,336
Prior Years' Tax Collections			3,000,000	2,000,000	(1,000,000)
New Auto Registrations			2,100,000	2,100,000	-
NET LOCAL TAX REVENUE	259,398,303	266,542,517	278,920,612	285,612,948	6,692,336

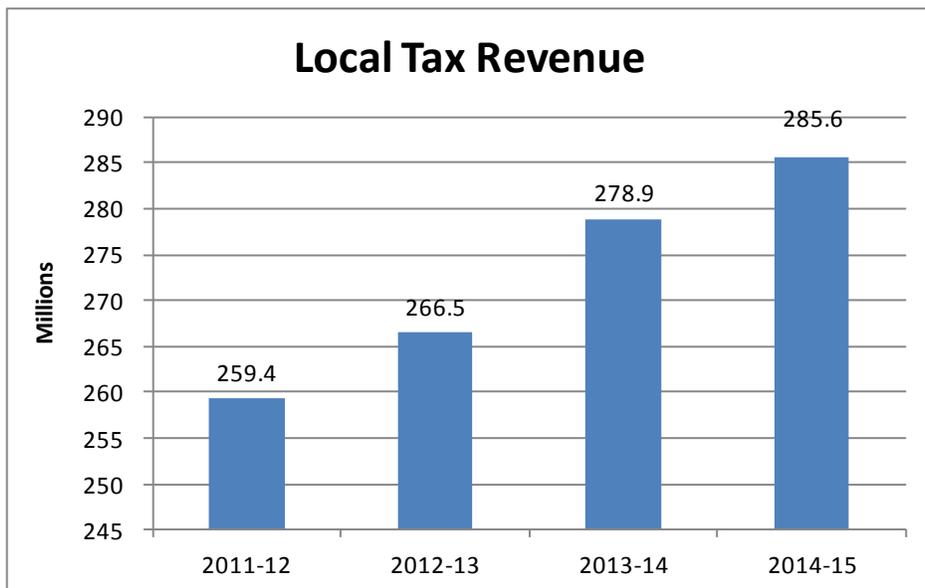
The principal source of revenue for the City of Norwalk is the local property tax. Local taxes, which in FY 2014-15 provide 89.9% of the city’s revenue, are levied annually to cover the operating expenses of the City government. There are four main factors that determine the amount of local taxes that 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 2014-15 is \$11,823,577,590.

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 2014-15 approved budget assumes a collection rate of 98.2%.



INTEREST AND PENALTIES

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Interest	1,754,088	1,398,048	1,800,000	1,471,300	(328,700)
Penalties	116,462	35,210	123,519	114,368	(9,151)
TOTAL INTEREST & PENALTIES	1,870,550	1,433,258	1,923,519	1,585,668	(337,851)

Interest and Penalties are assessments on delinquent taxes and constitute 0.5% 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 \$64,270 in FY 2014-15.



INTERGOVERNMENTAL REVENUES

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Education	10,287,421	10,294,664	10,620,868	10,335,563	(285,305)
Public Works	436,988	438,715	877,430	883,599	6,169
Payment in lieu of Taxes (PILOT)	2,513,465	2,447,524	2,067,449	2,550,182	482,733
Other	3,505,064	5,023,919	1,618,655	2,736,057	1,117,402
TOTAL INTERGOVERNMENTAL	16,742,938	18,204,822	15,184,402	16,505,401	1,320,999

Intergovernmental revenues help to reduce the amount of money that must be raised by local taxes, and they constitute 5.2% of city revenues in the approved budget. Total receipts are expected to increase by \$1,320,999 on a budget basis.

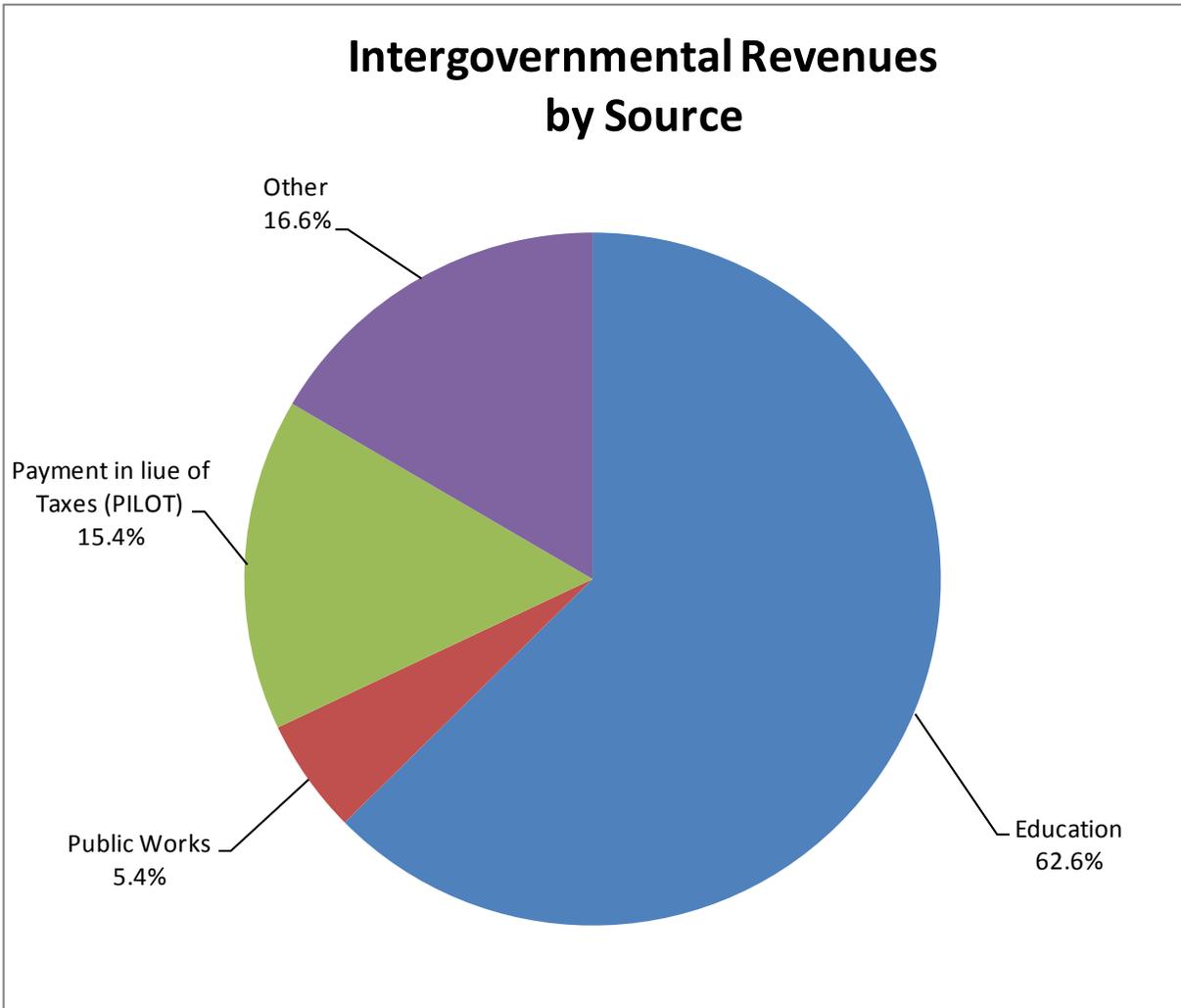
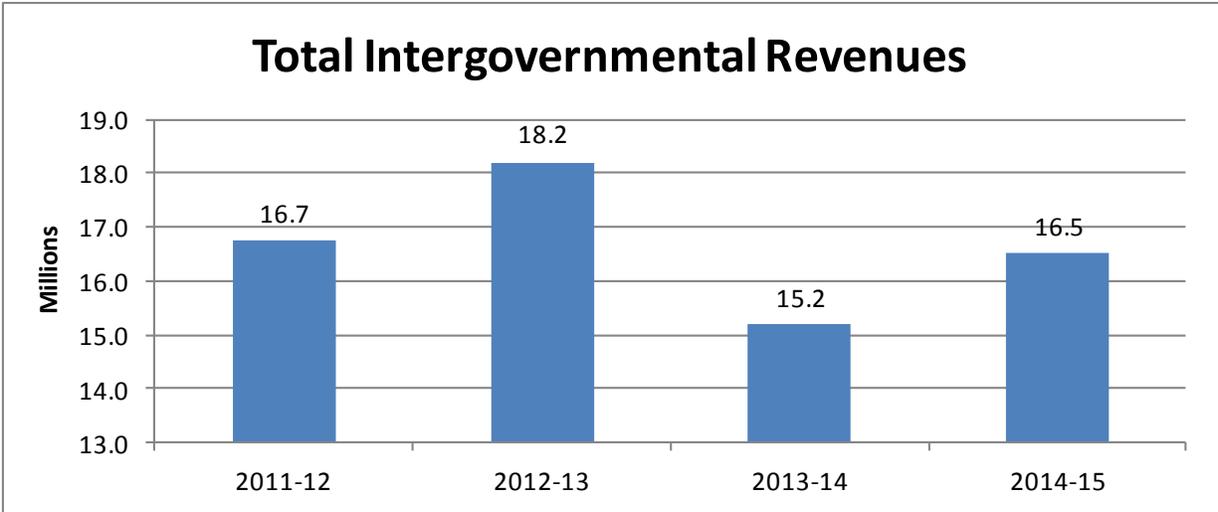
Education – Education revenues, which comprise the bulk of intergovernmental revenues, are budgeted at the State of Connecticut’s most recent published amount for Norwalk.

Public Works – The Department of Public Works State Highway aid revenue is relatively unchanged from FY 2013-14’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 approved amount reflects the State of Connecticut’s most recent published amount for Norwalk.

Other – The City of Norwalk receives other types of revenues that help fund the operation of many programs and projects throughout the City. The approved budget reflects the actual receipts experienced from these revenue sources which include the Norwalk Housing Authority. In the final State of Connecticut budget, adopted after Norwalk’s budgeting process concluded in May of 2013, the following grants were restored or eliminated and account for all but \$209,782 of the total \$1,320,999 intergovernmental increase in the upcoming FY 2014-15:

Mashantucket Pequot, restored	\$860,117
Grants for Municipal Projects, restored	\$393,919
Property Tax Relief, restored	\$184,181
Municipal Video Competition Trust, eliminated	(\$327,000)



LICENSES AND FEES

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Town Clerk	2,476,849	3,053,401	2,952,600	3,255,126	302,526
Health	321,405	342,778	318,000	338,000	20,000
Code Enforcement	1,817,856	3,008,376	2,640,500	3,140,905	500,405
Public Works	314,580	146,242	175,070	176,821	1,751
Other	268,099	360,213	292,250	321,365	29,115
TOTAL LICENSE & FEES	5,198,789	6,911,010	6,378,420	7,232,217	853,797

Licenses and fees revenues help to reduce the amount of money that must be raised by local taxes, and account for 2.3% of all city revenue in the approved FY 2014-15 budget. Total license and fees revenues are budgeted to increase by \$892,420 or 13.4% from the FY 2013-14 budgeted amount.

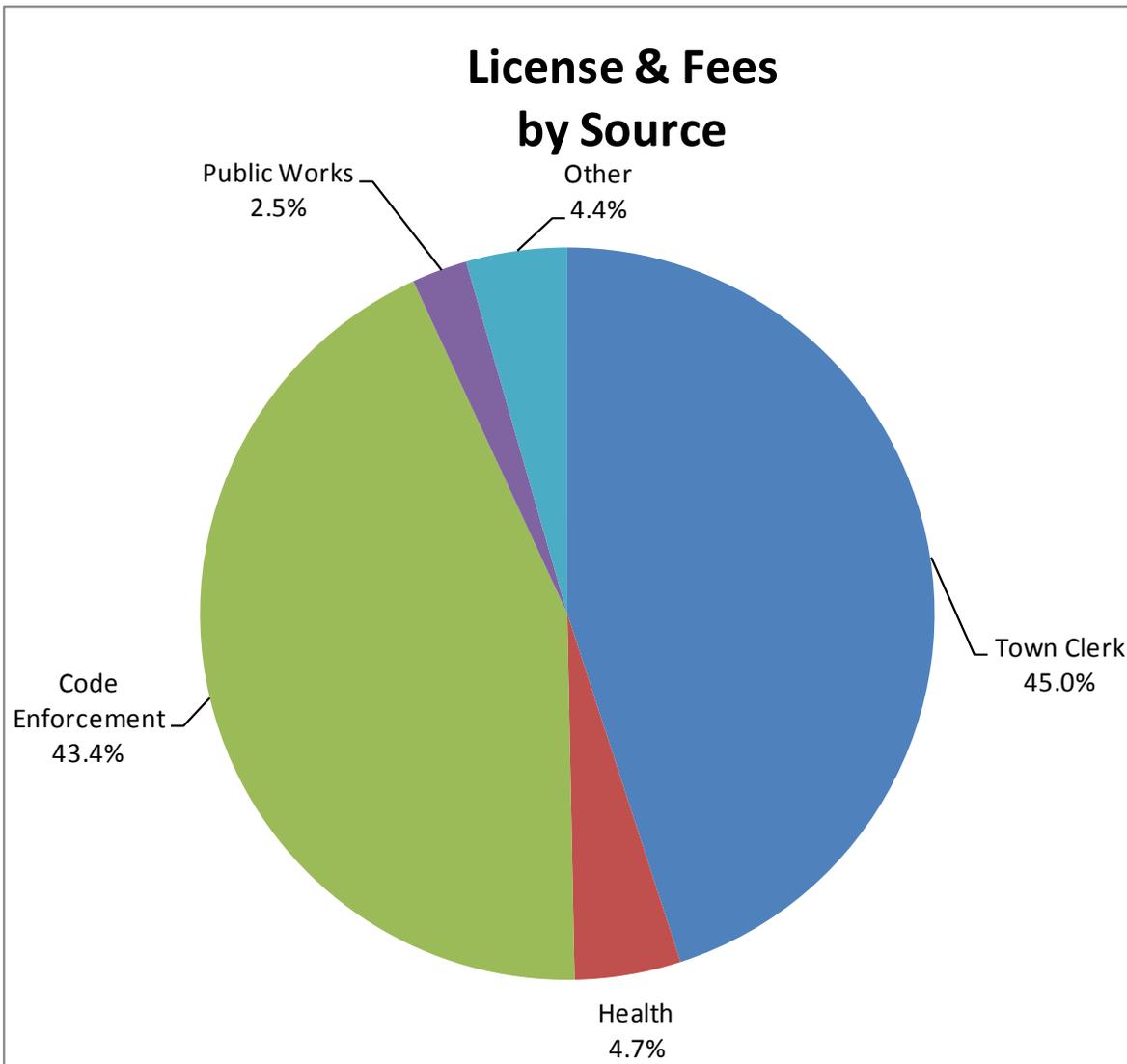
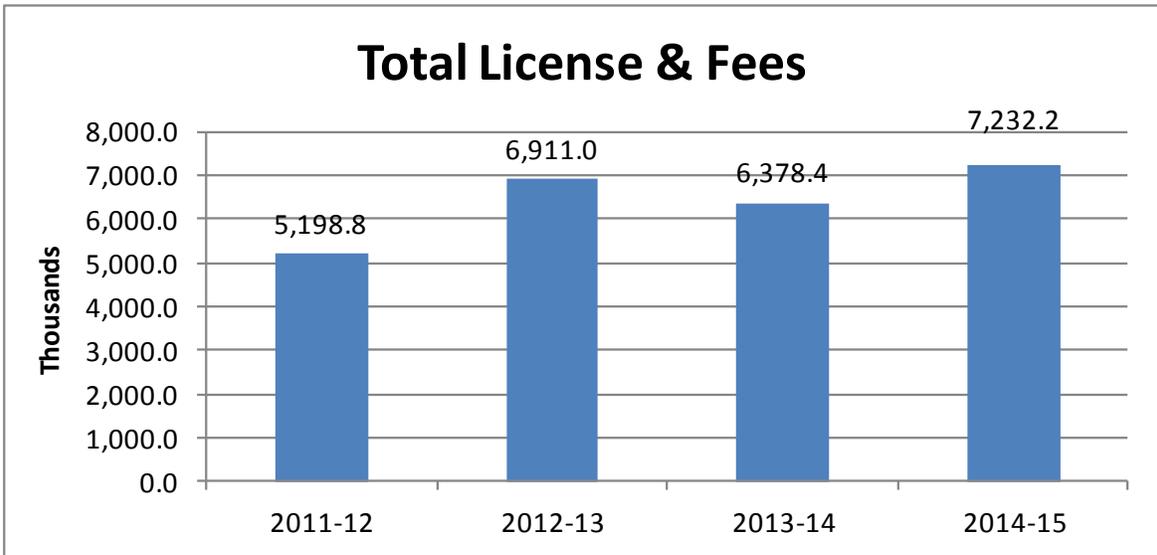
Town Clerk – Revenue collected from the Town Clerk is primarily from the real estate conveyance tax and vital statistics fees. Real Estate Conveyance fees account for \$300,000 of the increase and miscellaneous other increases totaling \$2,526.

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 2014-15 due to a \$10,000 increase in Food License revenue and \$10,000 in Other Environmental and Housing Code fees based on current trends.

Code Enforcement – Revenue is derived from permits issued for building construction and zoning compliance. Revenue is expected to increase by \$500,000 due to higher Building Permit fees and miscellaneous other increases totaling \$405 based on current trends.

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 small increase is due to anticipated increases in Encroachment Fees and miscellaneous Permit revenue.

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.



SERVICE CHARGES

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Town Clerk	525,997	600,110	526,100	531,361	5,261
Health	263,606	251,819	225,400	227,654	2,254
Police	347,932	337,861	483,150	481,561	(1,589)
Public Works	133,879	537,355	542,950	549,630	6,680
Recreation & Parks	888,311	813,008	922,300	997,130	74,830
Other	97,902	151,735	113,500	105,545	(7,955)
TOTAL SERVICE CHARGES	2,257,627	2,691,888	2,813,400	2,892,881	79,481

Service charges are individual fees charged specifically for the use of a particular City service or activity and constitute 0.9% of the City’s revenue sources. This category reflects a small increase over the FY 2013-14 approved budget.

Town Clerk – Service charges associated with the Town Clerk’s office include recording fees for land records and copies for the public. This small increase is driven primarily by an increase in recording fees.

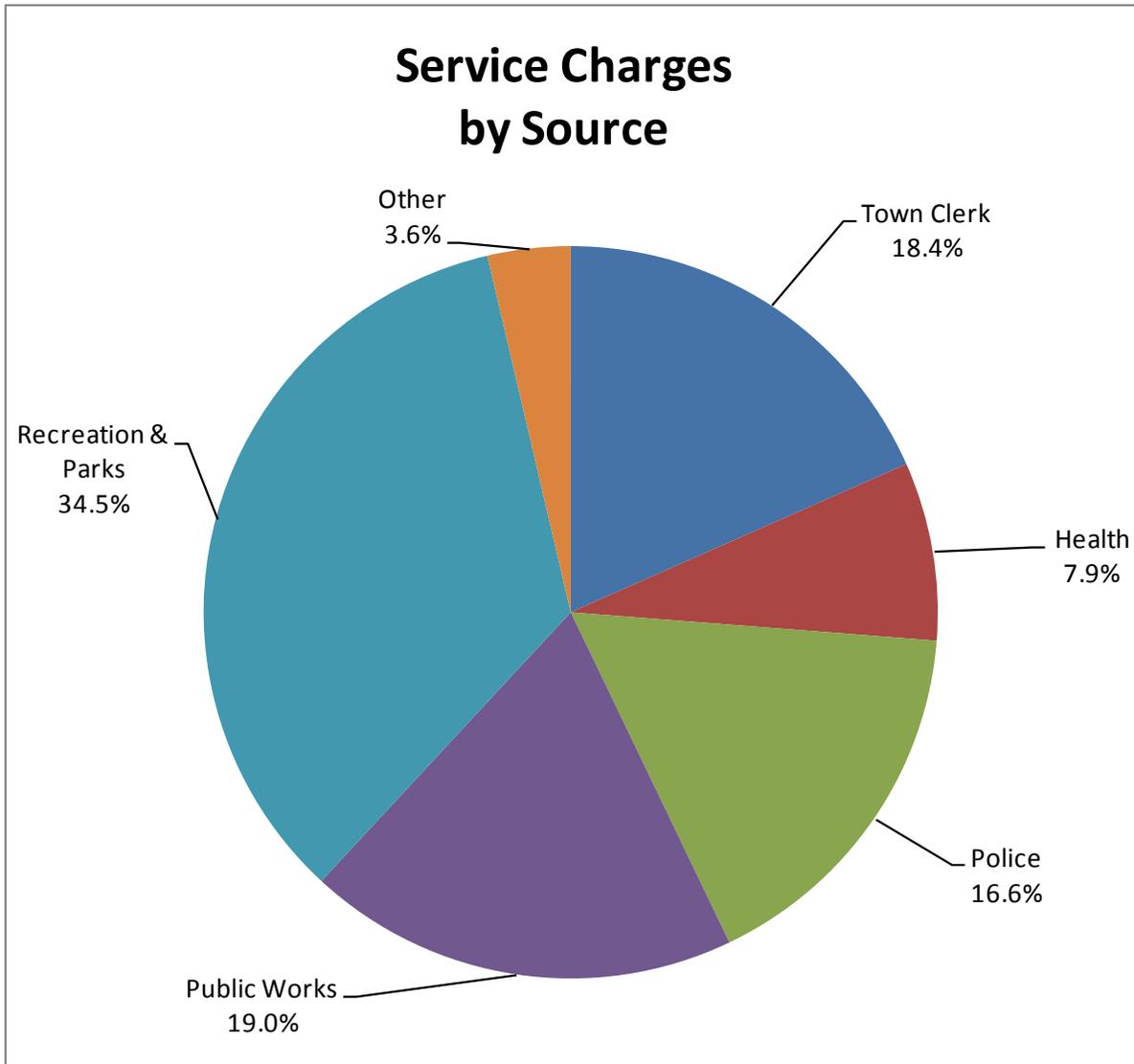
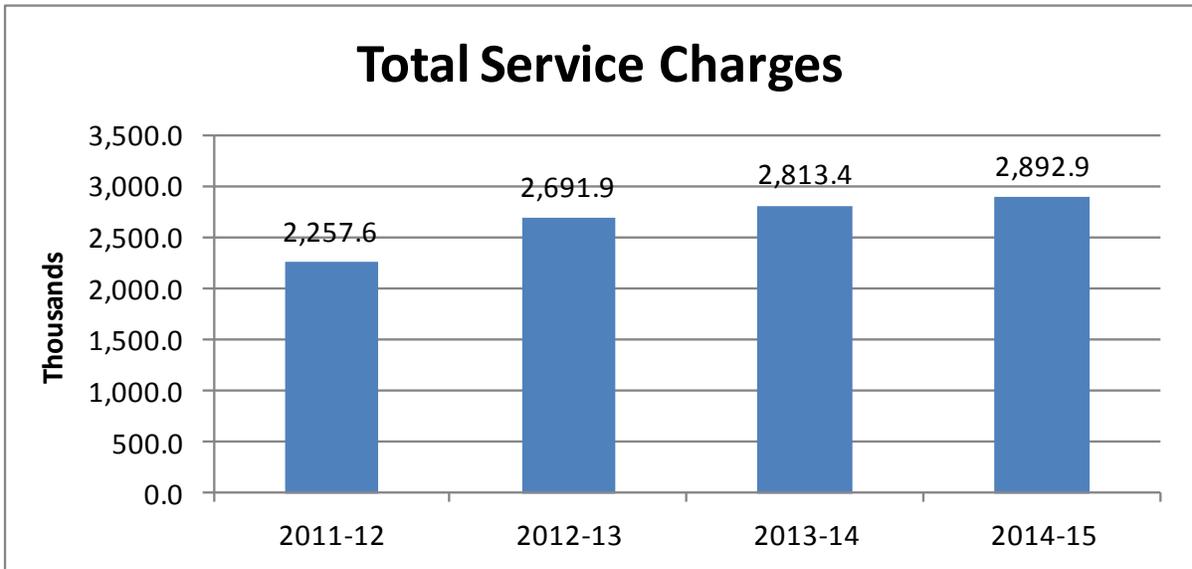
Health – The revenue in this category is derived primarily from the travel and immunization clinic. This small increase is driven primarily by an increase in clinic fees.

Police – This revenue includes service charges for police reports, the dog pound, false alarms and Police services for special events. This increase is driven primarily by an increase in Police Extra Work surcharges based on current trends.

Public Works – The Department of Public Works provides revenue from solid waste disposal and various recycling fees. This small increase is driven primarily by an increase in Solid Waste Disposal fees 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.

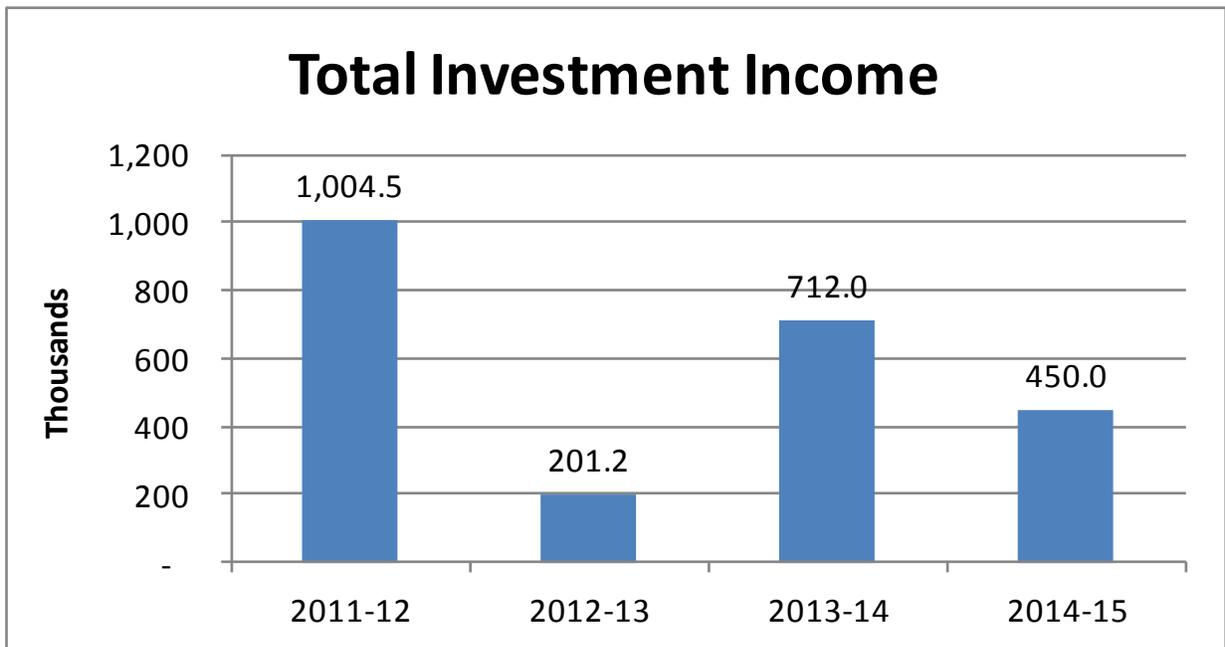
Other – Includes the sale of surplus equipment by the Purchasing department, library fines, copy fees from the Tax Assessor’s office and Tax Collector address research fees. This small decrease is driven by a lower collection of library fees and fines.



INVESTMENT INCOME

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Investment Income	1,004,504	201,248	712,000	450,000	(262,000)
TOTAL	1,004,504	201,248	712,000	450,000	(262,000)

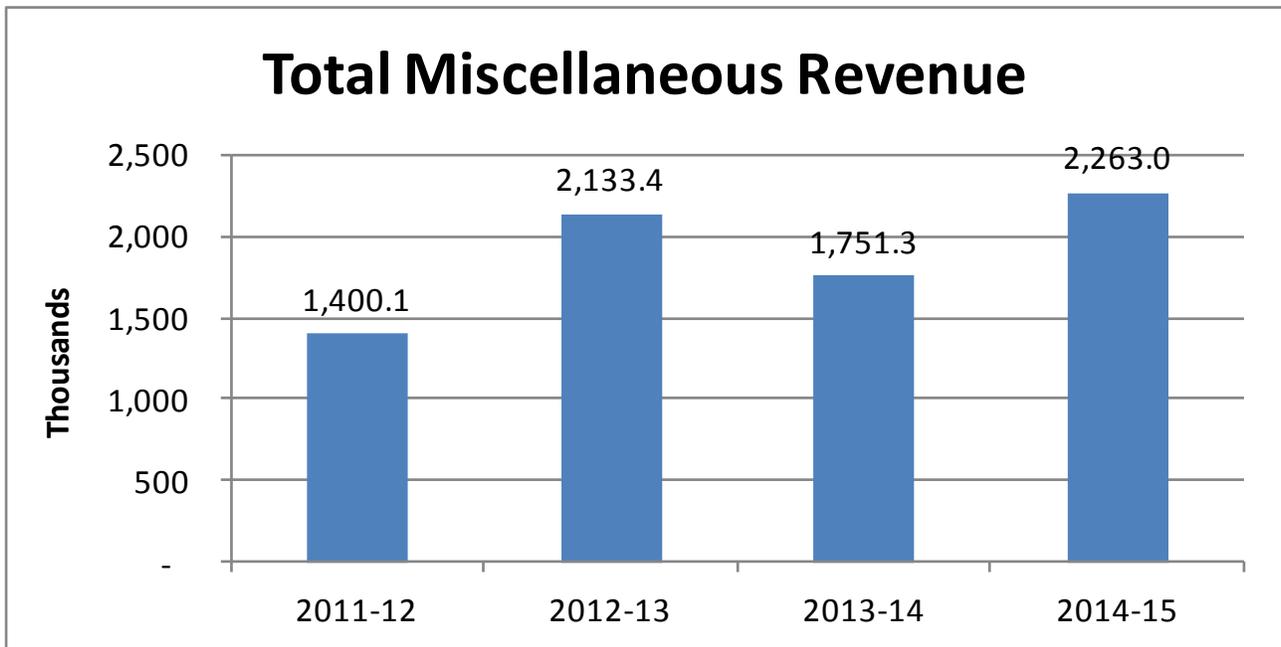
Investment income constitutes 0.2% of all City revenue. Investment income estimates for next year are based upon current rates of return on the City’s investments. While it is difficult to predict the future course of interest rates during FY 2014-15, the City anticipates a flat year over year investment return of approximately 0.45% for the upcoming fiscal year.



MISCELLANEOUS

	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Miscellaneous Revenue	1,400,149	2,133,419	1,751,294	2,263,040	511,746
TOTAL	1,400,149	2,133,419	1,751,294	2,263,040	511,746

Miscellaneous Revenue constitutes 0.7% of all City revenue. Revenue from this category is derived from the rental of city property and from miscellaneous reimbursements from various sources. This increase is due a change in the allocation of expenses to the WPCA and Parking Authorities. Rather than the city allocating a portion of its expenses to the WPCA and Parking Authorities, as was done in the previous year, in FY 2014-15 a bill for all expenses will be provided and when paid will be recognized as Miscellaneous Revenue.

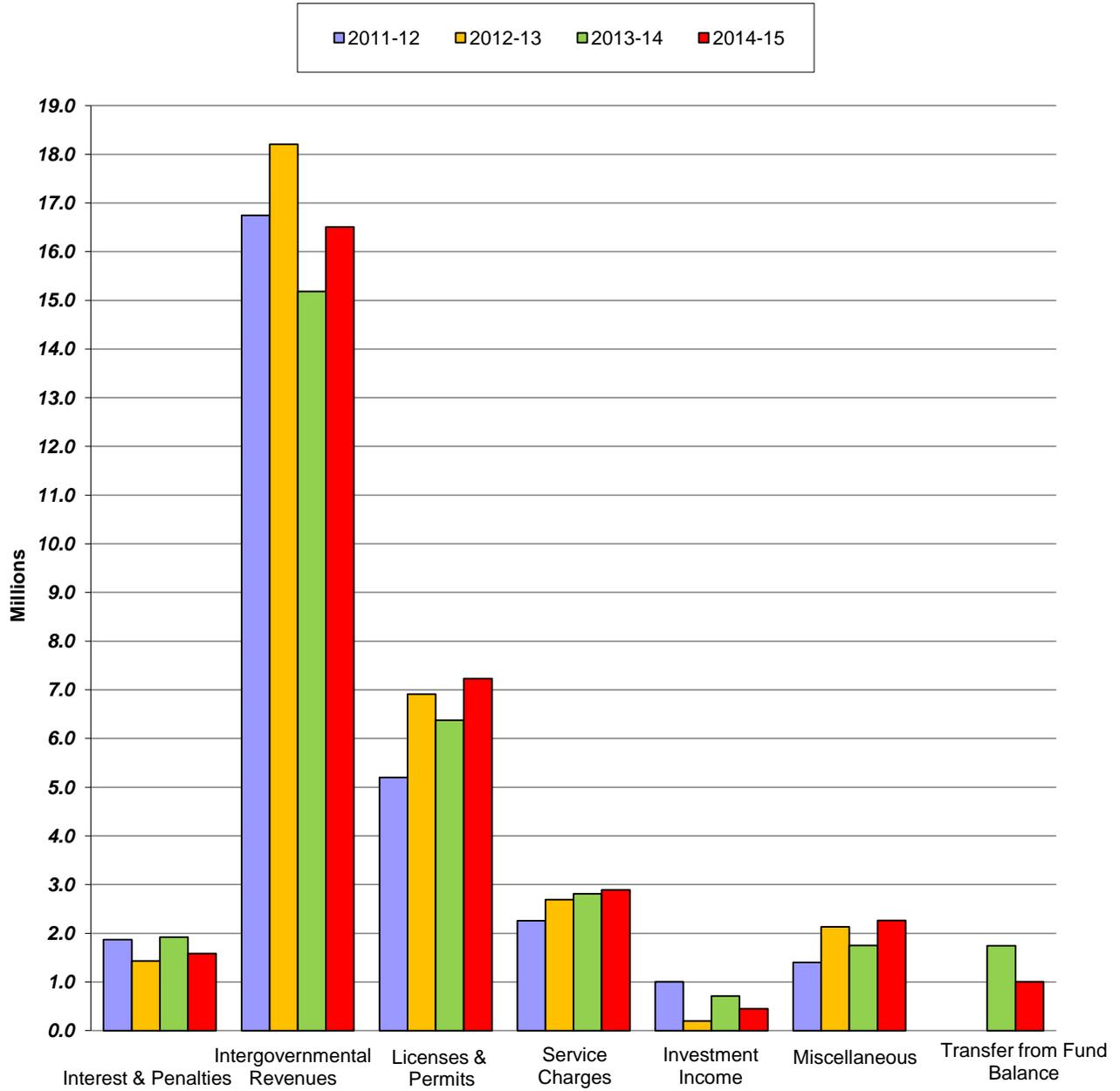


TRANSFER FROM FUND BALANCE

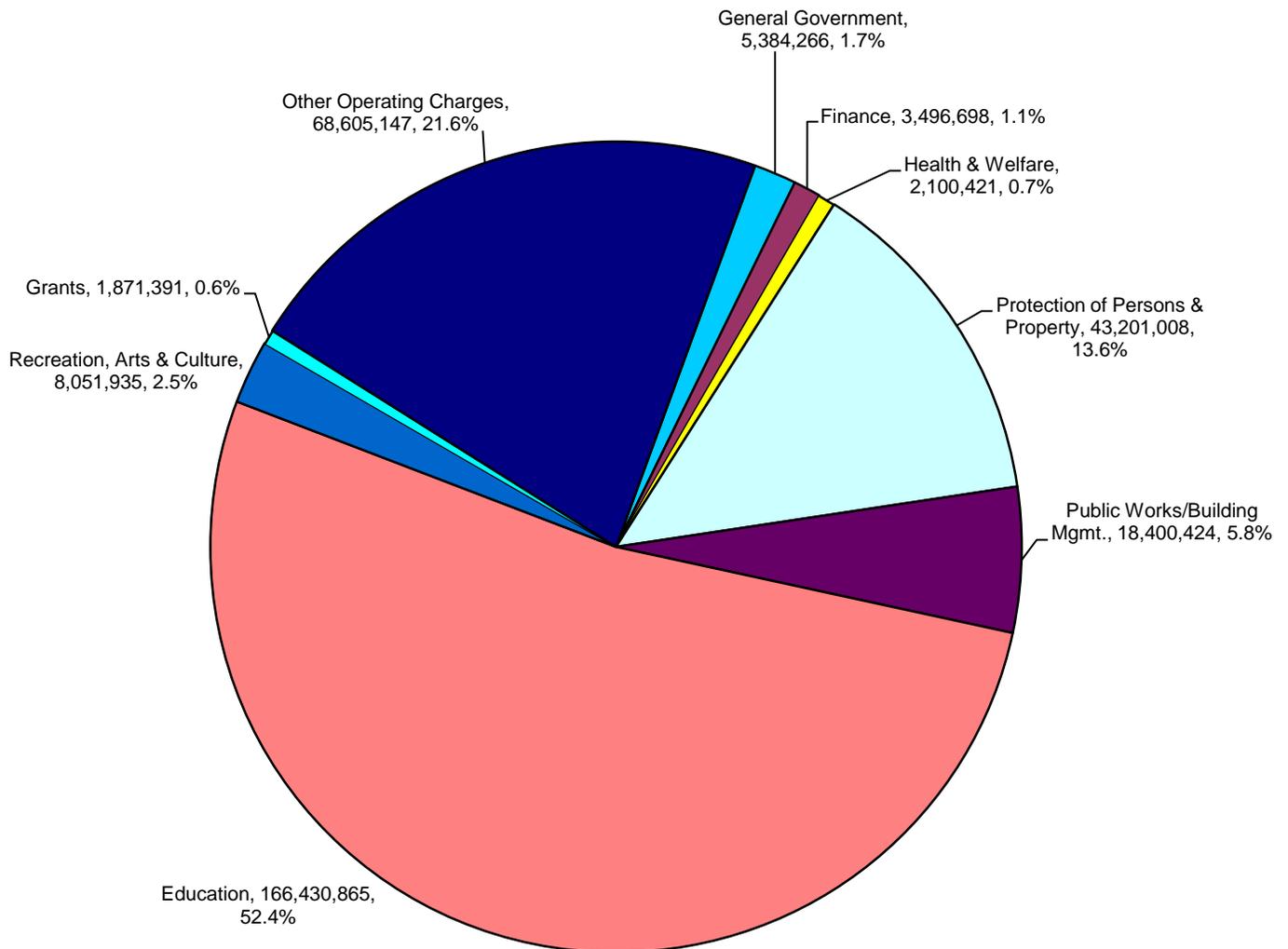
	Audit 2011-12	Audit 2012-13	Approved 2013-14	Approved 2014-15	YoY Change
Transfer from Fund Balance	-	-	1,744,302	1,000,000	(744,302)
TOTAL	-	-	1,744,302	1,000,000	(744,302)

The fiscal year 2014-15 approved budget includes a \$1,000,000 or 0.3% of total revenues use of undesignated fund balance. This use of fund balance is for tax relief purposes consistent with the city's fund balance policy.

Comparison of All Other Revenue Sources



General Fund Expenditures Approved FY 2014-15



City of Norwalk
Total \$317,542,155

SUMMARY OF OPERATING BUDGET EXPENDITURES

DEPARTMENT	ACTUAL 2012-13	APPROVED 2013-14	APPROVED 2014-15	\$ CHANGE 14-15 vs. 13-14
GENERAL GOVERNMENT	\$4,928,907	\$5,243,920	\$5,384,266	\$140,346
FINANCE DEPARTMENT	3,300,285	3,351,311	3,496,698	145,387
HEALTH & WELFARE	1,941,562	2,031,468	2,100,421	68,953
PROTECTION PERSONS & PROPERTY	40,305,277	40,857,803	43,201,008	2,343,205
PUBLIC WORKS & BUILDING MGT.	17,213,907	17,542,765	18,400,424	857,659
EDUCATION	154,339,920	162,271,864	166,430,865	4,159,001
RECREATION, ARTS & CULTURE	7,956,793	7,514,362	8,051,935	537,573
GRANTS	1,721,983	1,741,718	1,871,391	129,673
OTHER OPERATING SERVICES	64,137,974	68,872,738	68,605,147	(267,591)
GRAND TOTAL	\$295,846,607	\$309,427,949	\$317,542,155	\$8,114,206

General Fund Expenditures

DEPARTMENT	ACTUAL 2012-13	APPROVED 2013-14	APPROVED 2014-15	\$ CHANGE 14-15 vs. 13-14
GENERAL GOVERNMENT				
MAYOR				
MAYOR	\$126,107	\$131,390	\$131,151	(\$239)
GRANTS ADMINISTRATOR	95,464	97,212	99,091	1,879
EARLY CHILDHOOD PROGRAM	33,700	54,540	54,540	-
ARTS COUNCIL	8,028	7,153	12,005	4,852
DEPARTMENT TOTAL	263,299	290,295	296,787	6,492
LEGISLATURE	9,380	12,450	17,450	5,000
CORPORATION COUNSEL	873,549	972,678	997,085	24,407
CITY CLERK	332,541	339,885	364,882	24,997
TOWN CLERK	603,881	608,139	595,661	(12,478)
INFORMATION TECHNOLOGY	1,407,976	1,598,132	1,644,153	46,021
PERSONNEL & LABOR RELATIONS	566,628	571,376	573,546	2,170
HUMAN RELATIONS & FAIR RENT	249,598	248,091	268,677	20,586
YOUTH SERVICES	238,761	248,174	259,598	11,424
REGISTRAR OF VOTERS	383,294	354,700	366,427	11,727
SUBTOTAL - GENERAL GOVERNMENT	4,928,907	\$5,243,920	\$5,384,266	\$140,346
FINANCE DEPARTMENT				
FINANCE DIRECTOR	\$224,627	\$197,745	\$200,650	\$2,905
TAX ASSESSOR	792,436	824,236	835,974	11,738
REVALUATION	270,883	12,720	6,475	(6,245)
TAX COLLECTOR	762,755	880,202	854,611	(25,591)
ACCOUNTING & TREASURY	604,657	690,747	774,539	83,792
MANAGEMENT & BUDGETS	309,888	387,411	409,417	22,006
PURCHASING	273,204	276,900	333,685	56,785
CENTRAL SERVICES	61,835	81,350	81,347	(3)
SUBTOTAL - FINANCE	\$3,300,285	\$3,351,311	\$3,496,698	\$145,387
HEALTH & WELFARE				
HEALTH				
ADMINISTRATION	\$375,788	\$397,586	\$425,071	\$27,485
ENVIRONMENTAL HEALTH & HOUSING	829,783	875,846	894,510	18,664
MEDICAL & EDUCATION SERVICES	78,548	84,596	90,368	5,772
LABORATORY	162,321	168,232	163,665	(4,567)
GRANTS	116,768	116,189	118,771	2,582
PREVENTABLE DISEASES	378,354	389,019	408,036	19,017
SUBTOTAL - HEALTH & WELFARE	\$1,941,562	\$2,031,468	\$2,100,421	\$68,953

General Fund Expenditures

DEPARTMENT	ACTUAL 2012-13	APPROVED 2013-14	APPROVED 2014-15	\$ CHANGE 14-15 vs. 13-14
PROTECTION OF PERSONS & PROPERTY				
POLICE DEPARTMENT				
ADMINISTRATION	\$622,651	\$662,866	\$698,468	\$35,602
PATROL OPERATIONS	11,023,897	11,475,460	11,067,584	(407,876)
INVESTIGATIVE SERVICES	3,504,837	3,427,665	3,829,144	401,479
PROFESSIONAL STANDARDS	969,958	942,446	1,063,892	121,446
SUPPORT SERVICES	2,653,013	2,563,528	3,094,745	531,217
ADMINISTRATIVE SERVICES	943,599	923,615	963,288	39,673
DEPARTMENT TOTAL	19,717,955	19,995,580	20,717,121	721,541
FIRE DEPARTMENT				
ADMINISTRATION	504,087	508,931	548,716	39,785
FIREFIGHTING	14,168,555	14,349,228	15,699,475	1,350,247
PREVENTION	821,972	667,058	637,151	(29,907)
FIRE TRAINING	214,771	218,626	196,674	(21,952)
SUPPORT SERVICES	745,007	915,598	973,643	58,045
EMERGENCY PREPAREDNESS PLANNING	100,812	119,964	125,904	5,940
DEPARTMENT TOTAL	16,555,204	16,779,405	18,181,563	1,402,158
PLANNING AND ZONING				
PLANNING & ZONING	882,531	910,197	928,957	18,760
CONSERVATION	189,961	195,487	199,914	4,427
DEPARTMENT TOTAL	1,072,492	1,105,684	1,128,871	23,187
CODE ENFORCEMENT	687,915	695,413	730,407	34,994
DISPATCH & EMERGENCY MGMT. PLANNING				
ADMINISTRATION	79,936	85,178	183,886	98,708
COMMUNICATIONS/911	2,191,776	2,196,543	2,259,160	62,617
DEPARTMENT TOTAL	2,271,711	2,281,721	2,443,046	161,325
SUBTOTAL - PROTECTION PERSONS	\$40,305,277	\$40,857,803	\$43,201,008	\$2,343,205
PUBLIC WORKS AND BUILDING MANAGEMENT				
PUBLIC WORKS DEPARTMENT				
ADMINISTRATIVE SERVICES	\$1,555,619	\$1,481,460	\$1,744,772	\$263,312
OPERATIONS	11,692,461	11,981,750	12,323,111	341,361
ENGINEERING/BLDG. MGMT.	3,764,537	3,878,239	4,124,302	246,063
CUSTOMER SERVICE CENTER	201,290	201,316	208,239	6,923
SUBTOTAL - DPW & BLDG MGT	\$17,213,907	\$17,542,765	\$18,400,424	\$857,659
EDUCATION				
PUBLIC SCHOOLS	\$154,339,920	\$162,271,864	\$166,430,865	\$4,159,001
SUBTOTAL - EDUCATION	\$154,339,920	\$162,271,864	\$166,430,865	\$4,159,001

General Fund Expenditures

DEPARTMENT	ACTUAL 2012-13	APPROVED 2013-14	APPROVED 2014-15	\$ CHANGE 14-15 vs. 13-14
RECREATION, ARTS & CULTURE				
RECREATION & PARKS				
ADMINISTRATION	\$1,062,631	\$651,143	\$726,657	\$75,514
RECREATION	504,713	586,077	563,340	(22,737)
PARK MAINTENANCE	2,623,808	2,492,350	2,724,213	231,863
BUILDING MANAGEMENT	68,715	72,015	92,450	20,435
GRANTS	14,517	14,352	15,354	1,002
DEPARTMENT TOTAL	4,274,384	3,815,937	4,122,014	306,077
LIBRARY	3,274,702	3,474,751	3,689,598	214,847
OAK HILLS	150,000	-	-	-
HISTORICAL COMMISSION	257,708	223,674	240,323	16,649
SUBTOTAL - RECREATION, ARTS	\$7,956,793	\$7,514,362	\$8,051,935	\$496,410
GRANTS				
TO OUTSIDE AGENCIES				
NEON - SUMMER CAMP	\$145,694	\$90,694	\$92,508	\$1,814
AMERICARES FREE CLINIC	20,600	21,012	22,000	988
CARVER FOUNDATION	-	55,000	57,200	2,200
SOUTH NORWALK COMMUNITY CENTER	-	-	17,500	17,500
ELDERHOUSE	9,682	9,972	10,171	199
SENIOR CENTER	326,291	336,080	342,802	6,722
SEXUAL ASSAULT CRISIS CENTER	16,480	16,810	17,146	336
CONNECTICUT COUNSELING CENTERS	2,060	2,101	2,143	42
NORWALK HOUSING AUTHORITY	-	-	30,461	30,461
MID FAIRFIELD CHILD GUIDANCE CTR	14,163	14,446	14,735	289
HUMAN SERVICES COUNCIL	13,390	13,658	13,931	273
OPEN DOOR SHELTER	51,500	52,530	53,581	1,051
DOMESTIC VIOLENCE CRISIS CENTER	5,665	5,778	5,894	116
FAMILY & CHILDREN'S AGENCY	37,419	38,167	38,930	763
SOUTHWEST CT MENTAL HEALTH	15,067	15,368	15,675	307
SCHOOL BASED HEALTH CENTERS	19,055	19,436	19,825	389
CHILDREN'S CONNECTION	16,480	16,810	17,146	336
OUTSIDE AGENCIES TOTAL	693,546	707,862	771,648	63,786
TO CITY AGENCIES				
TRANSIT DISTRICT	\$473,742	\$483,217	\$492,881	\$9,664
PROBATE COURT	23,924	24,402	25,332	930
HARBOR COMMISSION	11,368	9,822	9,134	(688)
REDEVELOPMENT AGENCY	141,601	137,521	174,499	36,978
NEIGHBORHOOD IMPROVEMENT COOD.	67,783	68,525	71,171	2,646
HOUSING SITE DEV. AGENCY	104,955	107,054	109,194	2,140
FAIR HOUSING OFFICER	130,064	128,315	142,532	14,217
SUMMER YOUTH EMPLOYMENT	75,000	75,000	75,000	-
CITY AGENCIES TOTAL	1,028,437	1,033,856	1,099,743	65,887
SUBTOTAL - GRANTS	\$1,721,983	\$1,741,718	\$1,871,391	\$129,673

General Fund Expenditures

DEPARTMENT	ACTUAL 2012-13	APPROVED 2013-14	APPROVED 2014-15	\$ CHANGE 14-15 vs. 13-14
OPERATING CHARGES				
DEBT SERVICE	\$25,655,943	\$26,126,874	\$25,754,744	(\$372,130)
ORGANIZATIONAL MEMBERSHIPS	98,194	98,194	98,874	680
EMPLOYEE BENEFITS				
HEALTH INSURANCE	10,142,504	11,376,673	10,986,147	(390,526)
SOCIAL SECURITY	2,113,735	2,264,152	2,367,152	103,000
OPEB CONTRIBUTION	13,846,636	13,846,636	13,846,636	-
BOARD OF EDUCATION BENEFITS	5,049,707	3,642,960	2,458,701	(1,184,259)
UNEMPLOYMENT COMPENSATION	103,689	135,000	137,998	2,998
DEPARTMENT TOTAL	31,256,271	31,265,421	29,796,634	(1,468,787)
PENSIONS				
POLICE	2,588,602	3,388,517	4,080,602	692,085
FIRE	1,455,860	2,150,257	2,547,300	397,043
CITY	3,083,104	4,042,507	4,806,246	763,739
DEPARTMENT TOTAL	7,127,566	9,581,281	11,434,148	1,852,867
CONTINGENCY	-	1,800,968	1,520,747	(280,221)
SUBTOTAL - OPERATING CHARGES	\$64,137,974	\$68,872,738	\$68,605,147	(\$267,591)
GRAND TOTAL	295,846,607	309,427,949	\$317,542,155	\$8,114,206

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 2013- 2014:

- Instituted Mayor's Night Out to give residents the opportunity to meet with the Mayor and department heads on a monthly basis to discuss community issues and concerns.
- Instituted monthly department head meetings to provide better coordination among the various City departments.
- Established a Business Advisory Council to advise the Mayor and the City on matters of concern to Norwalk's business community.
- Established a SoNo Task Force to develop recommendations on how to improve the vitality and competitiveness of South Norwalk as a location of choice for business and residents.
- Completed construction of a new Fire Headquarters in the Fall, 2013. The building opened on-time and on-budget.
- Maintained the City's top-tier 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.
- Financed the City's capital improvement program with a \$21.0 million bond sale in August 2013, at a favorable 2.95% interest rate.

Goals For 2014 - 2015:

- Constrain taxes to the lowest practical level for FY 2014-15, while maintaining all vital City services.
- Improve and enhance Norwalk's business and residential environment through the efforts of the SoNo Task Force and the establishment of a Wall Street Task Force.
- Support the work of the recently formed Business Advisory Council. Examine the City's permit processing function with the objective of reducing unnecessary delays in the processing of City permits needed for new construction.
- Provide opportunities for Norwalk citizens to engage with their City government through Mayor's Night Out events which will be held in various City neighborhoods on a monthly basis. Promote transparency in the operation of City government.

SIGNIFICANT CHANGES

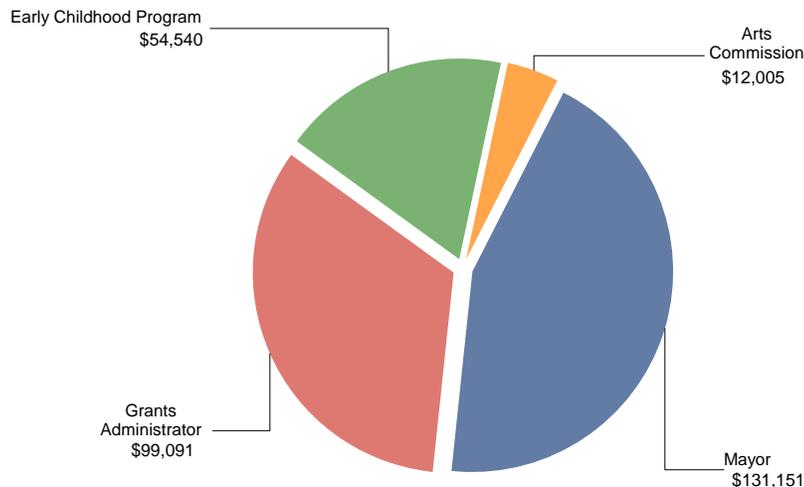
The approved FY 2014-15 budget has a net increase of \$6,492 or 2.2% over the approved FY 2013-14 budget. This increase is due to a \$1,950 increase in the Arts Council budget for curating and galleries exhibit programs; \$1,873 increase in the Grants Administrator's salary; an additional \$1,390 for Typing Services and \$1,097 for Printing and Duplication; along with a net increase of \$182 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Mayor	\$131,834	\$126,107	\$131,390	\$131,151	(\$239)	(0.18%)
Grants Administrator	\$92,934	\$95,464	\$97,212	\$99,091	\$1,879	1.93 %
Early Childhood Program	\$33,810	\$33,700	\$54,540	\$54,540	\$0	0.00 %
Arts Commission	\$7,075	\$8,028	\$7,153	\$12,005	\$4,852	67.83 %
Total	\$265,654	\$263,299	\$290,295	\$296,787	\$6,492	2.24 %
<u>Budget By Major Group</u>						
Personnel Services	\$220,634	\$226,303	\$250,951	\$252,349	\$1,398	0.56 %
Contractual Services	\$39,955	\$33,425	\$34,923	\$39,791	\$4,868	13.94 %
Supplies and Materials	\$1,015	\$1,069	\$1,500	\$1,500	\$0	0.00 %
Fixed Charges	\$4,050	\$2,502	\$2,921	\$3,147	\$226	7.74 %
Total	\$265,654	\$263,299	\$290,295	\$296,787	\$6,492	2.24 %
NON-TAX REVENUE						
Miscellaneous	\$110	\$2,913	\$0	\$0	\$0	0.00 %
Total	\$110	\$2,913	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$265,544	\$260,386	\$290,295	\$296,787	\$6,492	2.24 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.
Mayor									
Mayor	1	\$108,160	1	\$114,524	1	\$114,524	1	\$114,524	\$0
Total	1	\$108,160	1	\$114,524	1	\$114,524	1	\$114,524	\$0
Grants Administrator									
Grants Coordinator	1	\$90,875	1	\$93,637	1	\$93,637	1	\$95,510	\$1,873
Total	1	\$90,875	1	\$93,637	1	\$93,637	1	\$95,510	\$1,873
Early Childhood Program									
NECC Coordinator	1	\$20,700	1	\$27,360	1	\$41,840	1	\$41,840	\$0
Total	1	\$20,700	1	\$27,360	1	\$41,840	1	\$41,840	\$0
Department Total	3	\$219,735	3	\$235,521	3	\$250,001	3	\$251,874	\$1,873

MAYOR

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$115,519	\$114,085	\$114,999	\$114,524	(\$475)	(0.41%)
Contractual Services	\$12,266	\$9,519	\$13,470	\$13,480	\$10	0.07 %
Fixed Charges	\$4,050	\$2,502	\$2,921	\$3,147	\$226	7.74 %
Total	\$131,834	\$126,107	\$131,390	\$131,151	(\$239)	(0.18%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$131,834	\$126,107	\$131,390	\$131,151
Employees	1	1	1	1
Outputs				
Conduct Monthly Department Head Meetings			6	12
Conduct monthly Mayor's Night Out for Public			7	12
Establish Norwalk Business Advisory Council				1
Establish SoNo Task Force				1
Establish Wall Street Task Force				1
Prepare and distribute Common Council agendas			15	24
Effectiveness				
Adhere to operating budget cap and departmental expenditure cap				100%
Attend all Board of Estimate & Taxation meetings				100%
Distribute Common Council agendas by Friday deadline				100%
Meet all Charter requirements and deadlines with respect to operating and capital budgets				100%
Preside over all Common Council meetings				100%

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.

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$90,955	\$93,318	\$94,112	\$95,985	\$1,873	1.99 %
Contractual Services	\$1,239	\$1,651	\$2,100	\$2,106	\$6	0.29 %
Supplies and Materials	\$740	\$495	\$1,000	\$1,000	\$0	0.00 %
Total	\$92,934	\$95,464	\$97,212	\$99,091	\$1,879	1.93 %

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$14,160	\$18,900	\$41,840	\$41,840	\$0	0.00 %
Contractual Services	\$19,650	\$14,800	\$12,700	\$12,700	\$0	0.00 %
Total	\$33,810	\$33,700	\$54,540	\$54,540	\$0	0.00 %

ARTS COMMISSION

DESCRIPTION OF SERVICES

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 networking events. The Commission has also been awarded grants from Connecticut Commission on Culture and Tourism to expand its activities. The results include a "Traffic Graphic" program developed with the Norwalk Library to decorate power terminals along City streets, an "Arts in the Windows" program and a variety of events throughout the City.

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contractual Services	\$6,800	\$7,455	\$6,653	\$11,505	\$4,852	72.93 %
Supplies and Materials	\$275	\$573	\$500	\$500	\$0	0.00 %
Total	\$7,075	\$8,028	\$7,153	\$12,005	\$4,852	67.83 %

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

The approved FY 2014-15 budget has a net increase of \$5,000 or 40.2% over the approved FY 2013-14 budget. This increase is due to a \$5,000 increase in the Common Council's Office Supplies & Materials.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Legislative	\$12,174	\$9,380	\$12,450	\$17,450	\$5,000	40.16 %
Total	\$12,174	\$9,380	\$12,450	\$17,450	\$5,000	40.16 %
<u>Budget By Major Group</u>						
Personnel Services	\$10,588	\$9,264	\$11,550	\$11,550	\$0	0.00 %
Contractual Services	\$0	-\$500	\$0	\$0	\$0	0.00 %
Supplies and Materials	\$1,587	\$616	\$900	\$5,900	\$5,000	555.56 %
Total	\$12,174	\$9,380	\$12,450	\$17,450	\$5,000	40.16 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$12,174	\$9,380	\$12,450	\$17,450	\$5,000	40.16 %

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 2013- 2014:

- 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 2014 - 2015:

- 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 2014-15 expense budget has a net increase of \$24,407 or 2.5% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$24,229 increase in Regular Wages and Salary along with a net increase of \$178 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Corporation Counsel	\$840,423	\$873,549	\$972,678	\$997,085	\$24,407	2.51 %
Total	\$840,423	\$873,549	\$972,678	\$997,085	\$24,407	2.51 %
<u>Budget By Major Group</u>						
Personnel Services	\$686,734	\$702,930	\$799,409	\$823,203	\$23,794	2.98 %
Contractual Services	\$135,397	\$159,380	\$161,793	\$161,870	\$77	0.05 %
Supplies and Materials	\$6,396	\$5,299	\$5,500	\$6,000	\$500	9.09 %
Fixed Charges	\$11,896	\$5,940	\$5,976	\$6,012	\$36	0.60 %
Total	\$840,423	\$873,549	\$972,678	\$997,085	\$24,407	2.51 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$840,423	\$873,549	\$972,678	\$997,085	\$24,407	2.51 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Corporation Counsel</u>					
Corporation Counsel	1 \$82,314	1 \$84,816	1 \$84,816	1 \$86,512	0 \$1,696
Deputy Corporation Counsel	1 \$139,337	1 \$143,572	1 \$143,572	1 \$146,443	0 \$2,871
Assistant Corporation Counsel	3 \$283,225	3 \$302,419	3 \$304,417	3 \$318,263	0 \$13,846
Assistant Corporation Counsel P/T	1 \$32,465	1 \$68,282	1 \$68,282	1 \$66,779	0 (\$1,503)
Senior Legal Secretary	2 \$125,870	2 \$131,712	2 \$137,532	2 \$143,692	0 \$6,160
Assistant Legal Secretary	1 \$52,908	1 \$56,814	1 \$57,950	1 \$59,109	0 \$1,159
Total	9 \$716,119	9 \$787,615	9 \$796,569	9 \$820,798	0 \$24,229
Department Total	9 \$716,119	9 \$787,615	9 \$796,569	9 \$820,798	0 \$24,229

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$840,423	\$873,549	\$972,678	\$997,085
Employees	9	9	9	9
Outputs				
Administration				
# of FOI requests received	18	18	TBD	TBD
# of special appropriations/BET transfers required	0	0	0	
Legal Opinions				
# of opinions rendered	10	12	TBD	TBD
# of requests for opinions received	10	12	TBD	TBD
Ordinances				
# of ordinance change requests received	3	3	TBD	TBD
# of ordinance changes prepared	3	3	TBD	TBD
Contracts				
# of contracts prepared	162	149	TBD	TBD
# of contracts requests received	162	149	TBD	TBD
Litigation				
# of closed lawsuits	87	45	TBD	TBD
# of lawsuits received [note: includes CIRMA claims, grievances, temporary injunctions, warnings of zoning violations and FOI complaints]	277	308	TBD	TBD
# of open lawsuits	270	139	TBD	TBD
Effectiveness				
Administration				
% of approved budget expended	100%	93%	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 2013- 2014:

- 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 2014 but no longer impacting City Budget as the Ball is now a 501-C3
- Assist all area agencies in their fund raising efforts
- Streamlined room rentals and schedule postings, maintained weekly calendar of meetings and events in City Hall
- Notify vendors in the City of licensing procedures, manage compliance and collect over \$4,000 in permit fees
- Streamlined process of BoE permits and licensing
- Update and Maintain positions on all Agencies, Boards and Commissions on website
- Work with outside agencies to promote awareness of various programs
- Update and maintain NorwalkCT website listings, agendas, minutes and events
- Oversee contracts for companies filming in Norwalk for television and movies

Goals For 2014 - 2015:

- Continue efficient office operation (agendas, schedules, research, etc.) and improve public contact
- Attend CCM seminars for further improvements on efficiency and regulation, as well as any additional on-going training, as needed
- Monitor all vendors in the city to be sure permits and insurance are current and all applicable fees have been paid
- Better prepare concert hall for larger public gatherings, including contracts and negotiations with outside vendors
- Transitioning paper files to Excel files, i.e. providing alphabetical meetings and special events on an online calendar
- Develop a communication plan with the department in the event of an emergency/disaster to maximize dissemination of accurate and consistent information within the department, Customer Service and the public
- To continue to be a reliable resource for the citizens of Norwalk
- Maintain the City website with IT to be sure information is updated and accurate
- Work with IT to pursue Electronic means of transmitting Common Council agendas and back-up materials and eliminate paper packets
- Post more forms and applications on City website for public access

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a net increase of \$24,997 or 7.4% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$24,504 increase in the Regular Wages and Salary due to salary increases for the City Clerk and Assistant City Clerk positions in addition to settled wage agreements and a net increase of \$493 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$319,192	\$332,541	\$339,885	\$364,882	\$24,997	7.35 %
Total	\$319,192	\$332,541	\$339,885	\$364,882	\$24,997	7.35 %
<u>Budget By Major Group</u>						
Personnel Services	\$279,901	\$297,117	\$300,666	\$325,245	\$24,579	8.17 %
Contractual Services	\$28,382	\$28,499	\$31,072	\$31,340	\$268	0.86 %
Supplies and Materials	\$5,762	\$4,042	\$5,000	\$5,000	\$0	0.00 %
Fixed Charges	\$5,147	\$2,883	\$3,147	\$3,297	\$150	4.77 %
Total	\$319,192	\$332,541	\$339,885	\$364,882	\$24,997	7.35 %
NON-TAX REVENUE						
Licenses & Permits	\$2,460	\$6,103	\$2,600	\$2,626	\$26	1.00 %
Service Charges	\$2,765	\$1,120	\$1,000	\$1,010	\$10	1.00 %
Miscellaneous	\$49,056	\$58,105	\$46,000	\$46,000	\$0	0.00 %
Total	\$54,281	\$65,328	\$49,600	\$49,636	\$36	0.07 %
AMT. SUPPORTED BY TAXES	\$264,911	\$267,213	\$290,285	\$315,246	\$24,961	8.60 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>City Clerk</u>					
Assistant City Clerk	1 \$52,834	1 \$54,224	1 \$54,224	1 \$64,816	0 \$10,592
City Clerk	1 \$64,735	1 \$66,274	1 \$66,274	1 \$76,600	0 \$10,326
Administrative Support II	1 \$52,908	1 \$54,098	1 \$55,180	1 \$56,284	0 \$1,104
Mayor's Executive Secretary	1 \$61,382	1 \$63,248	1 \$63,248	1 \$64,513	0 \$1,265
Administrative Secretary II	1 \$58,334	1 \$59,647	1 \$60,840	1 \$62,057	0 \$1,217
Total	5 \$290,193	5 \$297,491	5 \$299,766	5 \$324,270	0 \$24,504
Department Total	5 \$290,193	5 \$297,491	5 \$299,766	5 \$324,270	0 \$24,504

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$319,192	\$332,541	\$339,885	\$364,882
Employees	5	5	5	5
Outputs				
Administration				
# of Boards, Commissions & Committees	38	38	75	75
# of hours spent preparing Common Council meeting agendas	15 per mtg.	15 per mtg.	15 per meeting	15 per meeting
# of Legal Notices	8	1	35	35
# of Ordinances passed	3	3	TBD	TBD
# of special appropriations required	0	1	1	0
Communications/Outreach				
# of contacts entered in database		TBD	300	TBD
# of FOI requests	15	30	35	50
# of information requests received	70	200	500	200
# of insurance claims referred to Corporation Counsel's Office	33	50	150	150
City Hall Booking				
# of City Hall meetings or events booked	19	50	500	500
# of Concert Hall/Community Room Events Scheduled	26	30	475	200
Permits				
# of permit signing days	2	2	2	2
# of permits issued	80	80	350	200
Projects				
# of special projects initiated	1	10	20	20
Effectiveness				
Administration				
% of approved budget expended	97%	100%	99%	99%
Communications/Outreach				
% of FOI requests responded to/resolved in a timely manner	96%	96%	98	98
% of information requests answered/referred to the appropriate department within a timely manner	98	98	99	100
% of new contacts entered into database within a timely manner	TBD	TBD	98	N/A
City Hall Booking				
% increase in room rental revenue	TBD	35%	TBD	
Permits				
% of permits issued within a timely manner	100	100	100	100%
Projects				
% of special projects completed in a timely manner	100	100	98	98%

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 Hunting and Fishing 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 2013- 2014:

- Conducted 2 primary elections, and 1 municipal election during the year including a Same day voter registration/voter ballot location at City Hall with close to 100 voters on Election day.
- Continue the Installation of upgrade of New Vision Public Search System which began in November of 2012 to be completed with new equipment in January of 2014.
- Implemented new procedures to account for daily activities.
- Completed 6 modules toward Town Clerk certification.

Goals For 2014 - 2015:

- Fill the vacancies of Assistant Town Clerk and Indexing Clerk.
- Installation of more Land records shelving in the vault as we approach volume 8000 in recordings.
- Continue to upgrade New Visions System to allow more public access and explore the E-recording system the State is implementing.
- Establish a customer survey/newsletter to receive feedback from customers on services offered in Town Clerk's office.
- Procure a new State grant or grants to restore more of the Historical records and maps.
- Continue to upgrade accounting and recording procedures in Town Clerk daily operations.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a net decrease of \$12,478 or -2.1% over the approved FY 2013-14 expense budget. This decrease is due primarily to a \$12,422 reduction in the Regular Wages and Salary due employee turnover in the department and a net decrease of \$56 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Town Clerk	\$609,931	\$603,881	\$608,139	\$595,661	(\$12,478)	(2.05%)
Total	\$609,931	\$603,881	\$608,139	\$595,661	(\$12,478)	(2.05%)
<u>Budget By Major Group</u>						
Personnel Services	\$485,654	\$499,776	\$500,481	\$487,494	(\$12,987)	(2.59%)
Contractual Services	\$103,305	\$91,309	\$95,592	\$95,930	\$338	0.35 %
Supplies and Materials	\$12,068	\$8,093	\$7,000	\$7,000	\$0	0.00 %
Fixed Charges	\$8,904	\$4,703	\$5,066	\$5,237	\$171	3.38 %
Total	\$609,931	\$603,881	\$608,139	\$595,661	(\$12,478)	(2.05%)
NON-TAX REVENUE						
Interest and Penalties	\$20,001	\$12,410	\$24,367	\$24,854	\$487	2.00 %
Licenses & Permits	\$2,479,153	\$3,053,400	\$2,952,600	\$3,255,126	\$302,526	10.25 %
Service Charges	\$525,997	\$600,110	\$526,100	\$531,361	\$5,261	1.00 %
Total	\$3,025,151	\$3,665,920	\$3,503,067	\$3,811,341	\$308,274	8.80 %
AMT. SUPPORTED BY TAXES	(\$2,415,221)	(\$3,062,039)	(\$2,894,928)	(\$3,215,680)	(\$320,752)	11.08 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Town Clerk</u>					
Assistant Town Clerk	2 \$137,908	2 \$141,010	2 \$145,773	2 \$140,761	0 (\$5,012)
Town Clerk	1 \$85,893	1 \$85,893	1 \$93,031	1 \$88,384	0 (\$4,647)
Administrative Support II	3 \$156,470	3 \$162,434	3 \$165,682	3 \$161,702	0 (\$3,980)
Land Records Analyst	1 \$58,334	1 \$59,647	1 \$60,840	1 \$62,057	0 \$1,217
Total	7 \$438,605	7 \$448,984	7 \$465,326	7 \$452,904	0 (\$12,422)
Department Total	7 \$438,605	7 \$448,984	7 \$465,326	7 \$452,904	0 (\$12,422)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$600,931	\$603,881	\$608,139	\$595,661
Employees	7	7	7	7
Outputs				
Administration				
# of contracts managed	4	4	4	4
# of grants received	0	0	1	1
# of information inquiries received		-		
# of revenue transactions	-	-		
# of special appropriations/BET transfers required	0	0	0	0
# of state reports filed		-		0
Land Records				
# of corrections made to land records	-	-		
# of land records books printed	215	215	215	210
# of land records books proofed	215	215	215	210
# of land records indexed	17,000	17,000	17250	17000
# of land records recorded	17,000	17,000	17250	17000
# of land records returned	17,000	17,000	17250	17000
# of land records scanned	17,000	17,000	17250	17000
# of land records verified	17,000	17,000	17250	17000
# of maps recorded	75	75	80	85
# of state agency invoices billed	75	75	75	70
Vital Records				
# of confidential files processed/registered	80	80	80	75
# of marriage licenses/civil unions issued	650	650	650	521
# of military discharges processed	50	50	50	65
# of vital records corrections	-	-		
# of vital records indexed	3,500	3,500	3600	3650
# of vital records recorded	3,500	3,500	3600	3650
# of vitals records issued	19,000	19,000	20,000	20000
Licenses and Permits				
# of dog licenses issued	2,700	2,700	2700	2730
# of game licenses issued	-	-		
# of liquor permits issued	-	-		
Elections				
# of absentee ballots issued	700	700	700	1400
# of absentee ballots received	650	650	650	
# of election ballots prepared	3,000	3,000	3000	3000
# of legal notices issued	8	8	10	10
Miscellaneous/Copies				
# of copies made	-	-		
# of notaries registered	100	100		100
# of notary verifications	-	-		
# of public computer terminals, printers, copiers	9	9	10	10
# of trade name certificates indexed	660	660	640	
# of trade name certificates registered	660	660	640	625

Department Summary - TOWN CLERK

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
Licenses and Permits				
% of dog licenses processed within a timely manner	98%	98%	99%	99%
% of game licenses processed within a timely manner	75%	75%	60%	85%
% of liquor permits processed within a timely manner	100%	100%		100%
Elections				
% of absentee ballots which need to be resent	0.01%	0.01%	0.01%	.01%
% of election activities deadlines met	99%	99%	99%	100%
Miscellaneous/Copies				
% of time public terminals are fully functional	99%	99%	99%	97%
% of trade name certificates processed in a timely manner	95%	95%	97%	99%
Average wait time for copiers/to get a question answered	2 - 3 mins.	2 - 3 mins	2 -3 mins	2-3 mins.
Effectiveness				
% of approved budget expended	95%	95%	95%	95
% of confidential files processed within a timely manner	100%	100%	100%	100%
% of current contracts renewed	100%	100%		
% of grants renewed	100%	100%		
% of marriage licenses filed within a timely manner	99%	99%	99%	100%
% 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	99%	99%	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 2013- 2014:

- Developed and implemented an online Business Personal Property Declarations system to allow commercial accounts to file Personal Property Declarations on the City Website eliminating the need to mail physical forms and re-data enter the information in the Assessor's office. The system was used by over 50% of filers and feedback from business users was overwhelmingly positive.
- Provided and supported internet/Skype and laptop use by the poll workers for election day eliminating paper-based look-ups and telephone calls. Provided equipment and support for the Registrar of Voters to meet the same-day-registration/voting requirements.
- Launched GIS and mapping services for public use on the City website and anticipate having a tablet version by year end.
- In conjunction with the Health Department, launched an iphone app of the Health Department website.
- Participated in the construction of the new Fire headquarters, providing input to technology decisions; installed new fiber-based technology systems for telephone, internet, and data communications.
- Build a state-of-the-art data center at the new Fire headquarters.
- Relocated the Fire Administration, Operations, Training, Emergency Management and Fire Prevention Bureau and associated technologies into the new fire headquarters.
- Utilizing grant funding, replaced the archaic audio recording system in the Common Council chambers and upgraded the presentation capabilities of the facility, including improvements for the hearing impaired.
- Working with Public Works, completed the technology upgrade to the Customer Service system to provide better service to the public and more efficient work order processing and closure.
- Implemented wireless tablet and mobile applications (work orders, email,) for Public Works road superintendents.
- Installed open, wireless internet access for the all areas of the Main and South Norwalk Libraries; public feedback has been overwhelmingly positive.
- Upgraded Police patrol vehicles communication system to 4G.
- Replaced all eight-year-old Combined Dispatch Radio Console workstations with new and upgraded the Motorola software with the latest version.
- Completed the change-over from unreliable Sprint to Verizon Wireless for City cellphones; deployed Iphone technology to authorized staff.
- Deployed tablet computers and mobile applications to Fire Apparatus, providing fire fighters with access to CAD call information and critical, pre-arrival information while en-route to an incident.
- Developed and implemented a successful IT Internship program for college level interns. ?We hope to expand this program in 2014/2015.

Goals For 2014 - 2015:

- Continue to identify and implement improvements to processes and systems to generate revenue, reduce operating costs, and promote efficiency.
- Identify and deliver mobile services and applications where applicable to provide the public, staff, business, visitors and other government agencies with a fast, easy, and convenient way to access City information and conduct transactions.
- Continue to enhance the reliability, effectiveness, and security of the City's information infrastructure, vital to its ability to successfully deliver services to the public.
- Re-engineer or automate at least one internal business processes and cross-department workflow 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.
- Expand the highly successful IT Internship program to 2 Interns.

SIGNIFICANT CHANGES

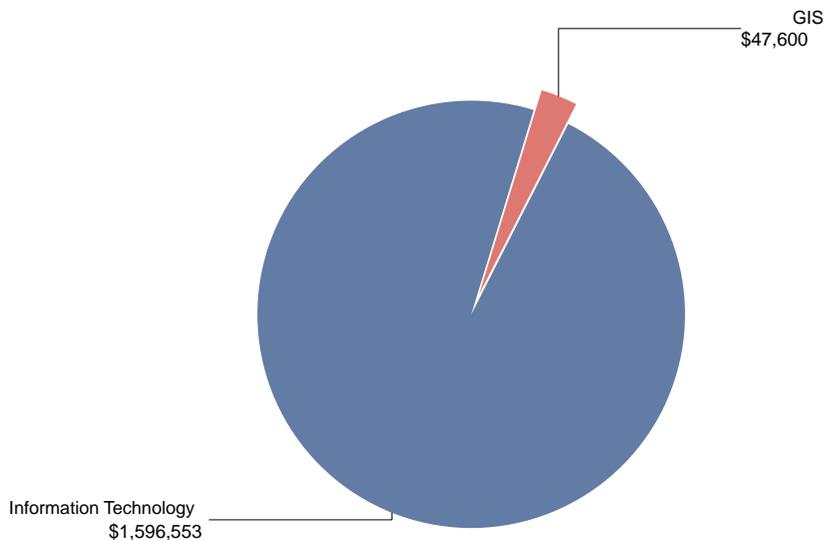
The approved FY 2014-15 expense budget has a net increase of \$46,021 or 2.9% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$21,057 increase in Regular Wages and Salary due to settled wage agreements; a net increase of \$8,760 in the part time and temporary wage accounts for an additional summer intern; \$10,541 in Other Repair & Maintenance due primarily to Dispatch Priority Dispatch EMS software maintenance; \$7,500 in Overtime for increased Police utilization of staff on weekends and after business hours; and a net decrease of \$1,837 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Information Technology	\$1,266,160	\$1,362,400	\$1,548,032	\$1,596,553	\$48,521	3.13 %
GIS	\$30,885	\$45,576	\$50,100	\$47,600	(\$2,500)	(4.99%)
Total	\$1,297,045	\$1,407,976	\$1,598,132	\$1,644,153	\$46,021	2.88 %
<u>Budget By Major Group</u>						
Personnel Services	\$816,147	\$896,281	\$923,619	\$961,416	\$37,797	4.09 %
Contractual Services	\$448,506	\$491,759	\$646,284	\$655,821	\$9,537	1.48 %
Supplies and Materials	\$4,866	\$5,322	\$6,000	\$4,616	(\$1,384)	(23.07%)
Fixed Charges	\$16,439	\$7,460	\$7,229	\$7,300	\$71	0.98 %
Capital Outlay	\$11,087	\$7,154	\$15,000	\$15,000	\$0	0.00 %
Total	\$1,297,045	\$1,407,976	\$1,598,132	\$1,644,153	\$46,021	2.88 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$1,297,045	\$1,407,976	\$1,598,132	\$1,644,153	\$46,021	2.88 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
Information Technology					
Director of Information Technology	1 \$134,380	1 \$137,404	1 \$140,152	1 \$146,819	0 \$6,667
Sr. Systems Engineer - Public Safety	1 \$82,092	1 \$88,127	1 \$94,392	1 \$96,280	0 \$1,888
Network Engineer	1 \$90,505	1 \$92,541	1 \$94,392	1 \$96,280	0 \$1,888
Senior Systems Engineer	1 \$90,505	1 \$92,541	1 \$94,392	1 \$96,280	0 \$1,888
Database Administrator/Programmer	1 \$90,505	1 \$92,541	1 \$94,392	1 \$96,280	0 \$1,888
Manager, Citywide Applications	1 \$99,790	1 \$102,035	1 \$104,076	1 \$106,158	0 \$2,082
E-Government Coordinator	1 \$86,188	1 \$88,127	1 \$89,890	1 \$91,688	0 \$1,798
Desktop Support Technician	2 \$141,838	2 \$145,030	2 \$147,930	2 \$150,888	0 \$2,958
Total	9 \$815,803	9 \$838,346	9 \$859,616	9 \$880,673	0 \$21,057
Department Total	9 \$815,803	9 \$838,346	9 \$859,616	9 \$880,673	0 \$21,057

INFORMATION TECHNOLOGY SERVICES

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$816,147	\$896,281	\$923,619	\$961,416	\$37,797	4.09 %
Contractual Services	\$417,622	\$446,183	\$596,184	\$608,221	\$12,037	2.02 %
Supplies and Materials	\$4,866	\$5,322	\$6,000	\$4,616	(\$1,384)	(23.07%)
Fixed Charges	\$16,439	\$7,460	\$7,229	\$7,300	\$71	0.98 %
Capital Outlay	\$11,087	\$7,154	\$15,000	\$15,000	\$0	0.00 %
Total	\$1,266,160	\$1,362,400	\$1,548,032	\$1,596,553	\$48,521	3.13 %

GIS

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contractual Services	\$30,885	\$45,576	\$50,100	\$47,600	(\$2,500)	(4.99%)
Total	\$30,885	\$45,576	\$50,100	\$47,600	(\$2,500)	(4.99%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$1,297,045	\$1,407,976	\$1,598,132	\$1,644,153
Employees	9	9	9	9
Outputs				
Administration				
# of cash management transactions (payments processed/bills paid)	100 reqs, 256 invoices	250+ invoices	250+ invoices	385
# of contracts managed	40	40	42	50+
# of special appropriations/BET transfers	1	0	0	0
Total dollars of contracts managed	\$500,000 +	\$500,000+	500,000+	500000+
Information Infrastructure				
# of backups performed successfully as scheduled	1053	1120	1120	1120
# of e-mail messages sent/received	5,250,000	6,000,000+	6,000,000+	6,000,000+
# of hardware platforms supported	9	10	12	10
# of pieces of equipment maintained	900-1000	900-1000	1000+	1500+
# of remote connections	20+	21+	21+	20+
# of software licenses	825	925	1000+	1000+
# of spam/viruses/bulk messages filtered out	>30,000,000	90,000,000	100,100,000	150,000,000+
# of systems and critical metrics monitored	50	75	85	92
# of virtual servers maintained	45	35	31	50+
% of time services available to users (uptime)	98%	98%	89%	92%
Help Desk/technical support services				
# of desktops, tablets, and laptops older than 5 years	approx 20%	approx 20%	approx 20%	approx 20%
# of desktops, tablets, and laptops in the City	600+	600+	600+	700+
# of Help Desk calls	>13,000	>14,500	12,500	12500+
# of hours spent responding to Help Desk calls	>6,500	6,500	7200	7000
# of printers supported	50+	50+	50+	50+
# of user training classes offered	1	0	0	0
# of workstations supported	See above	See above	see above	see above
Software Applications				
# of application systems supported	>55	53	55	57
# of custom applications or interfaces written	17	10	8	33
# of hours computer systems are down for scheduled maintenance	90	48	42	50
# of hours spent on computer maintenance	68% of staff time	65%	60%	75%
# of new applications brought online	20	10	13	3
# of software packages upgraded	10	8	8	11
E-government enterprise initiatives				
# of document and forms available on website	200+	200+	200+	11,300
# of hours website is fully functional	8,700+/yr	8700+/yr	8700+/yr	8704/yr
# of service requests processed through website	~1240	~800	approx 800	716
# of transactions on the website	8 service areas	9 service areas	11 service areas	11 service areas
# of visits to website	50,000/month	571,793	600,000+	612,000

Department Summary - INFORMATION TECHNOLOGY

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
Administration				
% of approved budget expended	97%	99%	100%	100%
Information Infrastructure				
% of backups performed successfully as scheduled	92%	94%	95%	97%
% of systems and critical metrics proactively monitored	85%	90%	93%	95%
% of time services available to users (uptime)	>94%	>94%	95%+	96%
Help Desk/technical support services				
% of Help Desk calls closed within 5 days	75%	85%	80%	75%
% of Help Desk calls responded to within 1 business day	50%	60%	50%	50%
% of Help Desk calls responded to within 2 days	60%	65%	58%	65%
% of Help Desk calls responded to within 5 days	90%	95%	88%	89%
% of total staff time spent on break/fix calls	83%	78%	75%	79%
Help Desk calls answered by a staff member	72%	75%	70%	68%
Software Applications				
% availability of applications and services	95%	997%	97%	97%
% of time applications down for scheduled maintenance	<5%	7%	6%	>5%
E-government enterprise initiatives				
% of all transactions available on the website	17%	19%	20%	22%
% of time website available to the public	>98%	>99%	99%	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 2013- 2014:

- Implemented high deductible health plan.
- Implemented HSA account.
- Implemented 401a pension plan for new hires.
- Began City Wellness program.

Goals For 2014 - 2015:

- Increase awareness and participation of City's Wellness program.
- Upgrade City's HRIS system
- Begin Training programs for managers and employees
- Complete Police negotiations
- Update 457A plan summary documents

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a net increase of \$2,170 or 0.4% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$1,214 increase in Regular Wages and Salary due to settled wage agreements and employee turnover and a net increase of \$956 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel & Labor Relations	\$552,105	\$566,628	\$571,376	\$573,546	\$2,170	0.38 %
Total	\$552,105	\$566,628	\$571,376	\$573,546	\$2,170	0.38 %
<u>Budget By Major Group</u>						
Personnel Services	\$444,210	\$461,108	\$466,164	\$467,488	\$1,324	0.28 %
Contractual Services	\$97,218	\$99,255	\$97,999	\$98,716	\$717	0.73 %
Supplies and Materials	\$2,462	\$2,180	\$3,000	\$3,000	\$0	0.00 %
Fixed Charges	\$8,215	\$4,085	\$4,213	\$4,342	\$129	3.06 %
Total	\$552,105	\$566,628	\$571,376	\$573,546	\$2,170	0.38 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$552,105	\$566,628	\$571,376	\$573,546	\$2,170	0.38 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Personnel & Labor Relations</u>					
Dir. Of Personnel & Labor Relations	1 \$123,204	1 \$126,948	1 \$126,948	1 \$129,487	0 \$2,539
Personnel Administrator	1 \$76,014	1 \$78,324	1 \$78,324	1 \$81,640	0 \$3,316
Personnel Records & Benefit Tech II	1 \$74,457	1 \$76,132	1 \$77,655	1 \$79,208	0 \$1,553
HR Assistant	2 \$116,668	2 \$125,312	2 \$127,818	2 \$118,790	0 (\$9,028)
Executive Assistant	1 \$52,660	1 \$54,224	1 \$54,224	1 \$57,058	0 \$2,834
Total	6 \$443,003	6 \$460,940	6 \$464,969	6 \$466,183	0 \$1,214
Department Total	6 \$443,003	6 \$460,940	6 \$464,969	6 \$466,183	0 \$1,214

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$552,105	\$566,628	\$571,376	\$573,546
Employees	6	6	6	6
Outputs				
Administration				
# of special appropriations/BET transfers required	1	1	0	0
# of state reports filed	TBD	TBD	TBD	TBD
Recruitment & Selection				
# of advertisements for outside recruitment	23	40	22	27
# of applications received reviewed	1164	2062	2044	1764
# of interviews conducted	49	37	186	70
# of promotions/bids	15	20	12	8
Job Classifications/Reclassifications				
# of classifications revised	TBD	TBD	TBD	TBD
# of new classifications approved	TBD	TBD	TBD	TBD
# of reclassification requests received	TBD	TBD	TBD	TBD
# of reclassification requests reviewed	TBD	TBD	TBD	TBD
# of reclassifications recommended	TBD	TBD	TBD	TBD
Contracts/Collective Bargaining				
# of contract negotiations completed	1	1	1	2
# of contracts initiated	2	1	5	1
Grievances				
# of grievances filed	50	45	50	45
# of grievances filed for arbitration with State	20	22	27	26
# of grievances resolved/disposed of	6	9	10	19
Employee Benefits				
# of employee records maintained	2300	1901	2000	2000
# of retirements	28	29	30	33
# of severance pays issued	TBD	50	35	32
Effectiveness				
Administration				
% of approved budget expended	99%	100%	99%	99%
Recruitment & Selection				
% of promotion/bids reviewed in a timely manner	100%	100%	100%	100%
% of vacant positions filled in a timely manner	100%	100%	100%	100%
Job Classifications/Reclassifications				
% of reclassifications requests reviewed in a timely manner	100%	100%	100%	100%
Grievances				
% of grievances resolved before arbitration	50%	50%	50%	50%
% of grievances responded to within deadlines	100%	100%	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; to coordinate the City's efforts to comply with the Americans with Disabilities Act, Title II; to coordinate language access to municipal programs and services for people with limited English proficiency, and; to represent the City of Norwalk on Greater Norwalk Opening Doors: a Regional Alliance to Prevent and End Homelessness.

Highlights For 2013- 2014:

- Played a lead role in the Greater Norwalk Opening Doors implementation of our Ten Year Plan to Prevent and End Homelessness including negotiations between agencies and in the planning and implementation of substantial accomplishments including:
 - > Obtained five Section 8 Housing Choice Vouchers from the Bridgeport Housing Authority for use by chronically homeless individuals or families in Norwalk and established Norwalk as a recipient of up to 5 Veteran's Affairs Supportive Housing vouchers;
 - > Launched a Community Care Team which is made up of social service case workers from a variety of agencies who meet regularly to better collaborate on and meet the individual needs of our chronically homeless population;
 - > Negotiated on behalf of the City for its interests in a merger of Continua of Care (federally recognized anti-poverty grant receiving entities) including Greater Bridgeport and Stamford/Greenwich.
- Established a new ADA Committee with the stated purpose of prioritizing the projects identified by the City's ADA Compliance and Transition Plan. For the first time, secured funding for ADA capital projects through the City's capital budget process and through the Community Development Block Grant process. On target to complete 21 ADA projects.
- On target to complete a utilization analysis of city workforce and set goals as required by the City's Affirmative Action Program by the end of December, 2013.
- Helped to draft, pass, and implement the City's Language Access Plan as required by the U.S. Department of Housing and Urban Development including the training of City employees who have routine interactions with the public on their obligations to provide language assistance to individuals who have limited English proficiency, and provided them with a means to serve individuals with limited English proficiency over the phone, in office, and through written communications.
- Increased the visibility of the Commissions through continued use of free landlord/tenant seminars and outreach with new community leaders, 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, Greater Norwalk Opening Doors, and continued collaborations with the Norwalk Housing Authority.
- Conducted Commission meetings and hearings, and processed complaints in a timely manner.

Goals For 2014 - 2015:

- Obtain funding for ADA capital projects and implement projects outlined in the ADA Compliance and Transition Plan as prioritized by the City's ADA Committee.
- In collaboration with Personnel Department, complete annual affirmative action utilization analysis and set composition goals.
- Further meet goals to prevent and end homelessness as set out in the Greater Norwalk Ten Year Plan and complete the merger between the Greater Norwalk, Greater Bridgeport, and Stamford/Greenwich continua of care.
- Complete the testing and training of City employees to serve as language interpreters for individuals with limited English proficiency.
- Increase the visibility of the Human Relations and Fair Rent 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, Americans with Disabilities Act, and landlord/tenant rights and responsibilities.
- Conduct meetings and hearings and process complaints in a timely manner.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a net increase of \$20,586 or 8.3% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$13,152 increase in Regular Wages and Salary due to settled wage agreements; a \$6,900 increase in Temporary Wages and Salary and a net increase of \$534 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Human Relations & Fair Rent	\$165,941	\$249,598	\$248,091	\$268,677	\$20,586	8.30 %
Total	\$165,941	\$249,598	\$248,091	\$268,677	\$20,586	8.30 %
<u>Budget By Major Group</u>						
Personnel Services	\$145,748	\$201,946	\$218,269	\$239,096	\$20,827	9.54 %
Contractual Services	\$14,310	\$43,411	\$25,140	\$24,710	(\$430)	(1.71%)
Supplies and Materials	\$2,177	\$1,958	\$2,000	\$2,000	\$0	0.00 %
Fixed Charges	\$3,706	\$2,284	\$2,682	\$2,871	\$189	7.05 %
Total	\$165,941	\$249,598	\$248,091	\$268,677	\$20,586	8.30 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$165,941	\$249,598	\$248,091	\$268,677	\$20,586	8.30 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Human Relations & Fair Rent</u>					
Dir. of Human Relations & Fair Rent	1 \$89,299	1 \$94,864	1 \$99,608	1 \$104,500	0 \$4,892
Administrative Support II	1 \$45,699	1 \$49,078	1 \$52,552	1 \$56,284	0 \$3,732
Civil Rights/Fair Rent Investigator	1 \$58,334	1 \$59,647	1 \$63,909	1 \$68,437	0 \$4,528
Total	3 \$193,332	3 \$203,589	3 \$216,069	3 \$229,221	0 \$13,152
Department Total	3 \$193,332	3 \$203,589	3 \$216,069	3 \$229,221	0 \$13,152

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

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$165,941	\$249,598	\$248,091	\$268,677
Employees	3	3	3	3
Outputs				
Human Relations Commission				
# of complaints settled w/o a hearing	2	3	1	1
# of educational/awareness Programs Conducted	5	3	3	3
# of follow-up contacts	2591	5,330	5,600	5,300
# of formal written complaints filed	3	0	3	2
# of intakes	60	69	60	80
# of new educational brochures/columns	1	0	1	0
Fair Rent Commission				
# of complaints settled w/o a hearing	19	24	18	24
# of educational/awareness seminars conducted	5	4	5	5
# of follow-up contacts	2,347	2,996	3,000	2,800
# of formal written complaints filed	20	25	20	25
# of intakes	475	478	475	500
Americans With Disabilities Act				
# Capital projects completed to comply w/plan	2	4	50	15
# of ADA related intakes	18	16	20	16
# of educational programs ADA	1	0	1	1
# of new informational brochures created	0	0	0	0
# Steps completed towards AAP compliance	1	1	1	N/A
Greater Norwalk Opening Doors				
# Meetings Related to Ten Year Plan to Prevent/End Homelessness	59	54	50	72
Effectiveness				
Human Relations Commission				
% of cases referred to a formal complaint	5.00%	1.19%	2.5%	2.5%
% of cases resolved in a timely manner	100%	100%	100%	100%
% of complaints settled by mediation w/o a hearing	67%	100%	50%	50%
% of intakes responded to within 1 business day	100%	100%	100%	100%
Fair Rent Commission				
% of cases referred to a formal complaint	4.21%	5.21%	5%	5%
% of cases resolved in a timely manner	95%	100%	100%	100%
% of complaints settled w/o a hearing	95%	88%	95%	95%
% of intakes responded to within 1 business day	99%	100%	100%	100%
Greater Norwalk Opening Doors				
# of permanent supportive housing units created		10	10	5



Description of Service/Mission Statements:

To promote the healthy development of Norwalk's children, youth and families through collaboration, resource development, juvenile justice, prevention and early intervention. This is achieved through planning, evaluating, coordinating and implementing services for children, youth and families in Norwalk. The Department provides adolescent services such as: intervention, counseling; juvenile justice, and related programming such as youth development and anger management programs. The Department is also a collaborator in it's provision of services with the Norwalk Public Schools, Norwalk Police Department, and other local social services agencies. In the past year Juvenile Justice services have begun a regionalization process to include the Town of Westport.

Highlights For 2013- 2014:

- Continued collabortion with Norwalk Public Schools in offering of "Better Choices" Program at Brien McMahon High School. This is a weekly decision making group delivered in a weekly ISS classroom and afterschool.
- Continued provision of "Peer Outreach" program; a Middle School, activity based, Youth Development program offered afterschool each week.
- Continued provision of Counseling services to adolescents and their families serving approximately 130 families per year.
- Continued provision and expansion of Juvenile Justice Services. This entails the coordination of the local Juvenile Review Board, a Juvenile Court diversionary program. This program has also been expanded to incorporate the Town of Westport. Westport has contracted with the City of Norwalk for \$15K to utilize the Norwalk JRB and related services for the current pilot year. The Norwalk JRB is expected to manage approximately 200 cases this year.
- Continued provision of Aggression Replacement Training (A.R.T.), a structured 10-week anger management program that is age and gender specific. This program is currently funded through a Federal DOJ grant.

Goals For 2014 - 2015:

- Continue to expand the regionalization of the Juvenile Review Board (JRB) and related services to the Town of Weston. Norwalk, Westport, and Weston all share the same Juvenile Court catchment area currently located in Bridgeport. Funds would be sought from the Town of Weston to support their inclusion in the Norwalk JRB.
- Continue to advocate and seek funding from Court Support Services Division (CSSD) to provide funding for Juvenile Justice related services. This services defers approximately 200 cases per year from the Juvenile Court to the local JRB without any current support from CSSD. This is an advocacy focus of Youth Service Bureaus (YSB) around the state as YSBs have been the designated coordinators of JRBs throughout the state.
- Continue to pursue current and increased funding level from the State Department of Education (SDE) that provides funding to the Norwalk Department of Youth Services as the designated local YSB. Last years funding level was approximately \$66K.
- Continue to work with the City's Grants Manager to identify and procure additional grants, State or Federal, to support, subsidize, and augment the services the Norwalk YSB provides.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a net increase of \$11,424 or 4.6% over the approved FY 2013-14 expense budget. This increase is due primarily to a \$8,946 increase in Regular Wages and Salary due to settled wage agreements; a \$2,500 increase in overtime to fund an evening life skills program; and a net decrease of \$22 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

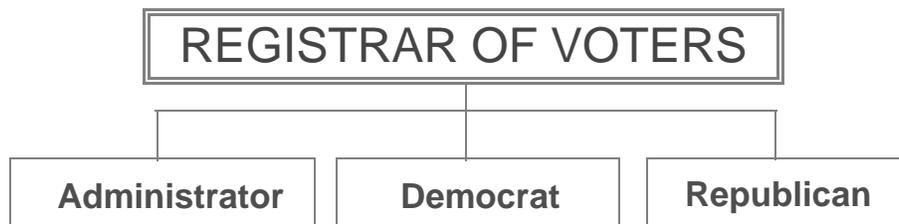
<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Youth Services	\$256,224	\$238,761	\$248,174	\$259,598	\$11,424	4.60 %
Total	\$256,224	\$238,761	\$248,174	\$259,598	\$11,424	4.60 %
<u>Budget By Major Group</u>						
Personnel Services	\$199,188	\$222,687	\$235,886	\$247,332	\$11,446	4.85 %
Contractual Services	\$2,512	\$8,110	\$6,737	\$6,503	(\$234)	(3.47%)
Supplies and Materials	\$6,954	\$5,396	\$2,478	\$2,478	\$0	0.00 %
Fixed Charges	\$4,131	\$2,567	\$3,073	\$3,285	\$212	6.90 %
Grants & Donations	\$43,439	\$0	\$0	\$0	\$0	0.00 %
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$256,224	\$238,761	\$248,174	\$259,598	\$11,424	4.60 %
NON-TAX REVENUE						
Intergovernmental	\$66,013	\$65,984	\$65,984	\$65,984	\$0	0.00 %
Service Charges	\$0	\$0	\$0	\$15,000	\$15,000	0.00 %
Total	\$66,013	\$65,984	\$65,984	\$80,984	\$15,000	22.73 %
AMT. SUPPORTED BY TAXES	\$190,211	\$172,777	\$182,190	\$178,614	(\$3,576)	(1.96%)

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Youth Services</u>					
Director of Youth Services	0 \$0	1 \$92,067	1 \$96,761	1 \$101,600	0 \$4,839
Youth Advocate	1 \$74,457	0 \$0	0 \$0	0 \$0	0 \$0
Coordinator of Juvenile Justice and Prevention Programs	1 \$29,232	1 \$54,098	1 \$57,950	1 \$62,057	0 \$4,107
Total	2 \$103,689	2 \$146,165	2 \$154,711	2 \$163,657	0 \$8,946
Department Total	2 \$103,689	2 \$146,165	2 \$154,711	2 \$163,657	0 \$8,946

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$256,224	\$238,761	\$248,174	\$259,598
Employees	2	2	2	2
Outputs				
General				
# of coalition efforts joined	4	3	3	3
# of grants received	4	2	2	1
# of grants written/applied for	4	2	2	2
# of Juvenile Review Board clients referred to the court due to lack of capacity	0	0	70	120
# of Juvenile Review Board clients referred to the court due to program failure	11	16	20	15
# of Juvenile Review Board clients served	78	108	137	100
# of social skills group participants	540	273	320	220
# of social skills groups conducted	62	64	72	62
# of special appropriations/BET transfers required	0	0	0	0
# of State/Federal grant reports submitted	5	2	2	4
# of State/regional meetings attended	7	7	8	8
# of youth/families counseled	128	131	135	140
Total dollar amount of contracts managed	\$45,239	0	0	\$16,800.00
Effectiveness				
General				
% of approved budget expended	98%	100%	100%	100%
% of grant reports submitted in a timely manner	100%	100%	100%	100%
% of grants refunded	100%	50%	50%	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%	100%	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 2013- 2014:

- Successfully completed Municipal Election on November 5, 2013 and Democratic Mayoral Primary on Sept. 10, 2013.
- Maintained state CVRS voter system for over 50,200 voters and integrated it with local systems.
- Successfully completed state-mandated canvass of 45,000 active voters to identify and remove those who have moved away.
- Successfully implemented Election Day Registration and voting (EDR) per new State Law.
- Working with SOTS to update moderator training procedures for use throughout the State.
- Identified and successfully switched voting districts for over 600 voters whose residences were incorrectly assigned 40 years ago.

Goals For 2014 - 2015:

- Complete State/Federal Election on November 4, 2014 and any Necessary Primaries.
- Maintain State CVRS voter system for over 50,200 voters and integrate it with local systems.
- Complete state-mandated canvass of 45,000 active voters to identify and remove those who have moved away.
- Implement new State laws such as On-line Voter Registration.
- Work with SOTS to update poll worker training procedures for use throughout the State.
- Continue voter registration outreach to High School students and new residents.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$11,727 or 3.3% over the approved FY 2013-14 expense budget. This increase is due primarily to the increases in costs of the FY 2014-15 State/Federal election versus the prior year's Mayoral election seen specifically in the following accounts: \$3,429 net increase in Temporary and Part Time Wages to reflect actual spending in these accounts at election time; \$3,175 in Election Supplies (ballots and related expenses) for the increased number of voters; \$2,800 for 13 election day telephones required for IVS voting, VOIP devices and IVS program; \$1,104 in Regular Wages and Salary due to settled wage agreements; and a net increase of \$1,219 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$368,195	\$383,294	\$354,700	\$366,427	\$11,727	3.31 %
Total	\$368,195	\$383,294	\$354,700	\$366,427	\$11,727	3.31 %
<u>Budget By Major Group</u>						
Personnel Services	\$291,193	\$318,535	\$277,547	\$282,090	\$4,543	1.64 %
Contractual Services	\$56,525	\$31,714	\$54,978	\$58,850	\$3,872	7.04 %
Supplies and Materials	\$14,242	\$24,596	\$16,550	\$19,725	\$3,175	19.18 %
Fixed Charges	\$6,235	\$4,540	\$4,625	\$4,762	\$137	2.96 %
Capital Outlay	\$0	\$3,910	\$1,000	\$1,000	\$0	0.00 %
Total	\$368,195	\$383,294	\$354,700	\$366,427	\$11,727	3.31 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$368,195	\$383,294	\$354,700	\$366,427	\$11,727	3.31 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Registrar of Voters</u>					
Registrar of Voters	2 \$100,070	2 \$103,066	2 \$106,062	2 \$106,062	0 \$0
Administrative Support II	1 \$52,908	1 \$54,098	1 \$55,180	1 \$56,284	0 \$1,104
Total	3 \$152,978	3 \$157,164	3 \$161,242	3 \$162,346	0 \$1,104
Department Total	3 \$152,978	3 \$157,164	3 \$161,242	3 \$162,346	0 \$1,104

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$368,195	\$383,294	\$354,700	\$366,427
Employees	3	3	3	3
Outputs				
New Item				
Administration				
# Of pieces mailed	7,000	N/A	6,500	6,500
# Of special appropriations/BET transfers required	1	2	1	0
Voter Registration				
# Of new voters registered	TDB	1,779	1,578	1,000
# of notification letters sent for yearly voter canvass	7000	2,200	4,000	4,000
# of registered voters added			1,559	
# of registered voters removed			6,278	
# Of registered voters who have moved within or out of town	TBD	N/A	5,400	TBD
# of registered voters with changes			4,939	
Election Day				
# of polling place notification cards sent to registered voters	50,000	0	700	700
# of registered voters	50,000	41,823	44,357	44,357
# of training sessions held	20	21	25	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	200
Effectiveness				
Administration				
% of approved budget expended	92%	86%	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 are sent notification letters	100%	100%	100%	100%
State Voter Registration Canvass Report Submitted on time/within statutory guidelines	TBD	100%	100%	100%
Election Day				
% of poll workers who have worked the polls before	75%	85%	85%	85%
% of registered voters who voted in the primary	42%	Dem 14.9% Rep 24.2%	Dem 20.8%	TBD
% of registered voters who voted on Election Day	34.88%	78.54%	37.78%	Est 55%
% of time voting machines need to be repaired on Election Day	0	0	0	0
% of voters who were sent polling place notification card	80%	0	0	TBD

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 2013- 2014:

- Ended FY 2013 with positive financial results of operation. FY 2013 ended with a total fund balance of \$33.4 million an increase of \$2.3 million. Unassigned fund balance also increased by \$1.2 million to \$29.75 million.
- Maintained the City's Aaa/AAA bond rating, in a difficult credit environment.
- Issued \$21.0 million of general obligation bonds in August 2013 to finance the City's capital program at a favorable 2.95% rate.
- Received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Gov't. Finance Officers' Assoc.
- Completed the State-mandated 2013 property revaluation on-time and on-budget.
- Transitioned Board of Education and Police employees on to the City's automated time and attendance system.
- Hired an internal auditor, and developed an internal audit work plan to bolster the City's efforts to maintain necessary internal controls.

Goals For 2014 - 2015:

- 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.
- Complete a Tax Sale in July, 2014 to maintain the City's excellent tax collection rate.
- Conduct at least 4 internal audits during the course of the year to ensure compliance with internal control procedures

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$145,387 or 24.5% over the approved FY 2013-14 expense budget.

This increase is driven by a \$129,841 increase in Regular Wages and Salary which is the net impact of the following three changes: a \$104,655 increase due to a change in the allocation of Finance wages to the WPCA and Parking Authority--this expense is now fully charged to Finance and a like amount is shown as a Miscellaneous Revenue receipt; a \$71,422 increase due to settled contract and wage agreements and the upgrade of two positions in the Tax Assessor's office; and a \$46,246 decrease due to the elimination of a budgeted position in the Tax Assessor's office.

Other non-Regular Salary & Wage increases total \$15,546 from the following divisions of the Finance department:

Central Services and Purchasing, increase of \$51,847 due primarily to \$50,767 in Part Time Wages to fund two additional buyer positions and \$1,080 of miscellaneous other expenses.

Accounting and Treasury, increase \$32,276 due primarily to \$31,335 of increased Novatime (payroll) hosting costs which now includes the Board of Education and \$941 of miscellaneous other expenses.

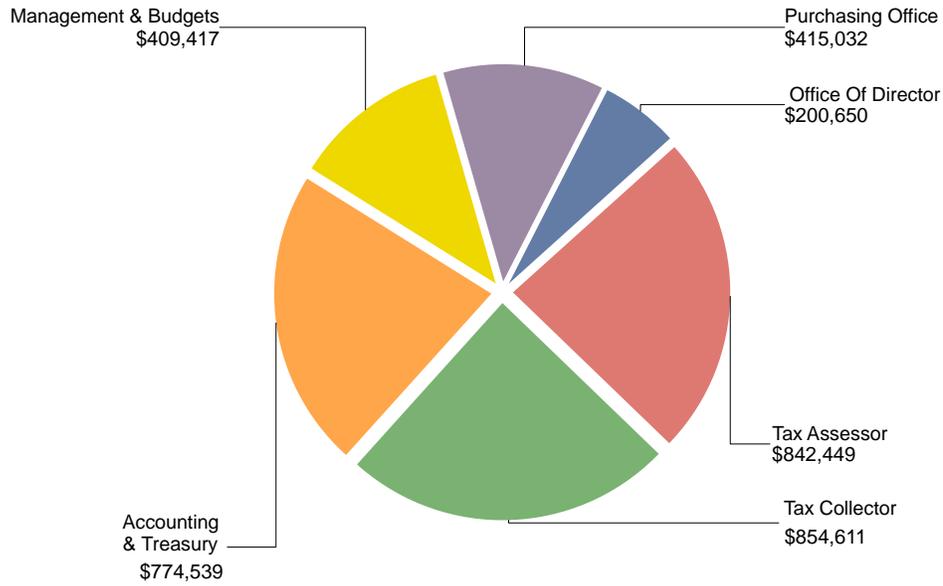
Tax Assessor and Revaluation, decrease of \$2,462 due to a net decrease of \$6,245 in Revaluation expenses and net other decreases of \$616 offset by increases of \$2,241 in Printing and Duplication due to anticipated increase in Board of Assessment Appeals work in the second year after revaluation and \$2,158 in Overtime.

Tax Collector, decrease of \$66,266 due to the non-tax sale year's reduction in costs associated with the tax sale.

FUNDING SUMMARY EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Office Of Director	\$189,322	\$224,627	\$197,745	\$200,650	\$2,905	1.47 %
Tax Assessor	\$742,202	\$1,063,320	\$836,956	\$842,449	\$5,493	0.66 %
Tax Collector	\$878,321	\$762,755	\$880,202	\$854,611	(\$25,591)	(2.91%)
Accounting & Treasury	\$616,097	\$604,657	\$690,747	\$774,539	\$83,792	12.13 %
Management & Budgets	\$305,644	\$309,888	\$387,411	\$409,417	\$22,006	5.68 %
Purchasing Office	\$355,348	\$335,039	\$358,250	\$415,032	\$56,782	15.85 %
Total	\$3,086,933	\$3,300,285	\$3,351,311	\$3,496,698	\$145,387	4.34 %
<u>Budget By Major Group</u>						
Personnel Services	\$2,404,834	\$2,517,738	\$2,700,841	\$2,885,769	\$184,928	6.85 %
Contractual Services	\$529,365	\$718,953	\$587,496	\$548,839	(\$38,657)	(6.58%)
Supplies and Materials	\$35,381	\$33,180	\$35,396	\$33,726	(\$1,670)	(4.72%)
Fixed Charges	\$117,051	\$29,728	\$27,578	\$28,364	\$786	2.85 %
Capital Outlay	\$302	\$685	\$0	\$0	\$0	0.00 %
Total	\$3,086,933	\$3,300,285	\$3,351,311	\$3,496,698	\$145,387	4.34 %
NON-TAX REVENUE						
Interest and Penalties	\$1,850,549	\$1,483,815	\$1,899,152	\$1,560,814	(\$338,338)	(17.82%)
Intergovernmental	\$5,685,228	\$7,106,955	\$3,388,402	\$4,589,248	\$1,200,846	35.44 %
Service Charges	\$23,694	\$39,023	\$31,500	\$32,415	\$915	2.90 %
Miscellaneous	\$153,886	\$181,499	\$128,180	\$135,043	\$6,863	5.35 %
Investment Income	\$1,004,504	\$201,248	\$712,000	\$450,000	(\$262,000)	(36.80%)
Total	\$8,717,861	\$9,012,540	\$6,159,234	\$6,767,520	\$608,286	9.88 %
AMT. SUPPORTED BY TAXES	(\$5,630,928)	(\$5,712,255)	(\$2,807,923)	(\$3,270,822)	(\$462,899)	16.49 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
Finance Director					
Director of Finance	1 \$137,603	1 \$141,785	1 \$141,785	1 \$144,621	0 \$2,836
Total	1 \$137,603	1 \$141,785	1 \$141,785	1 \$144,621	0 \$2,836
Tax Assessor					
Assistant Assessor	1 \$90,731	1 \$95,420	1 \$100,037	1 \$107,408	0 \$7,371
Assessor	1 \$112,917	1 \$118,524	1 \$120,894	1 \$129,802	0 \$8,908
Assessment Clerk	1 \$47,869	2 \$97,892	2 \$99,848	0 \$0	(2) (\$99,848)
Assessment Analyst	2 \$128,318	2 \$131,206	2 \$133,830	3 \$202,801	1 \$68,971
Administrative Support I	1 \$45,598	1 \$46,624	1 \$47,557	0 \$0	(1) (\$47,557)
Assessment Technician I	1 \$58,213	1 \$59,523	1 \$60,714	1 \$65,187	0 \$4,473
Administrative Assessment Technician	2 \$100,526	1 \$51,393	1 \$52,421	3 \$168,852	2 \$116,431
Assessment Data Technician	0 \$0	1 \$51,393	1 \$55,053	1 \$62,057	0 \$7,004
Assessment Technician	1 \$55,417	1 \$56,665	1 \$57,798	0 \$0	(1) (\$57,798)
Total	10 \$639,589	11 \$708,640	11 \$728,152	10 \$736,107	(1) \$7,955
Tax Collector					
Tax Collector	1 \$108,347	1 \$110,784	1 \$113,000	1 \$121,326	0 \$8,326
Assistant Tax Collector	1 \$91,905	1 \$93,973	1 \$95,852	1 \$102,915	0 \$7,063
Delinquent Tax Collector	1 \$72,060	1 \$73,682	1 \$75,155	1 \$80,693	0 \$5,538
Supervisor of Data Records	1 \$55,417	1 \$56,665	1 \$57,798	1 \$62,057	0 \$4,259
Tax Administrative Aide I	2 \$100,526	2 \$102,786	2 \$104,842	2 \$112,568	0 \$7,726
Cashier/Clerk	1 \$45,598	1 \$46,624	1 \$47,557	1 \$51,061	0 \$3,504
Sr Cashier	1 \$55,417	1 \$56,665	1 \$57,798	1 \$62,057	0 \$4,259
Total	8 \$529,270	8 \$541,179	8 \$552,002	8 \$592,677	0 \$40,675

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Accounting & Treasury</u>										
Principal Accountant	1	\$101,105	1	\$103,380	1	\$105,447	1	\$113,217	0	\$7,770
Comptroller	1	\$124,211	1	\$127,006	1	\$129,546	1	\$146,819	0	\$17,273
Account Clerk II	3	\$158,466	3	\$164,611	3	\$167,904	3	\$180,275	0	\$12,371
Administrative Support II	1	\$41,355	1	\$42,285	1	\$43,131	1	\$46,309	0	\$3,178
Budget Analyst/Accountant	1	\$70,734	1	\$75,941	1	\$81,337	1	\$87,330	0	\$5,993
Payroll & Accounts Payable Supervisor	1	\$64,159	1	\$65,603	1	\$66,915	1	\$71,846	0	\$4,931
Total	8	\$560,030	8	\$578,826	8	\$594,280	8	\$645,796	0	\$51,516
<u>Management & Budgets</u>										
Director of Management & Budgets	1	\$126,437	1	\$129,863	1	\$129,863	1	\$132,460	0	\$2,597
Budget Analyst/Internal Auditor	1	\$32,864	1	\$69,056	1	\$70,437	1	\$75,444	0	\$5,007
Assistant Dir. Management & Budgets	1	\$90,868	1	\$92,913	1	\$97,333	1	\$110,311	0	\$12,978
Executive Secretary	1	\$64,332	1	\$65,779	1	\$67,095	1	\$68,437	0	\$1,342
Total	4	\$314,501	4	\$357,611	4	\$364,728	4	\$386,652	0	\$21,924
<u>Purchasing</u>										
Purchasing Agent	1	\$103,694	1	\$106,027	1	\$108,148	1	\$110,311	0	\$2,163
Purchasing Officer	1	\$79,953	1	\$81,752	1	\$83,387	1	\$85,055	0	\$1,668
Administrative Support II	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Total	3	\$236,555	3	\$241,877	3	\$246,715	3	\$251,650	0	\$4,935
Department Total	34	\$2,417,548	35	\$2,569,918	35	\$2,627,662	34	\$2,757,503	(1)	\$129,841

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$138,201	\$141,657	\$142,260	\$145,096	\$2,836	1.99 %
Contractual Services	\$48,060	\$81,122	\$53,293	\$53,191	(\$102)	(0.19%)
Fixed Charges	\$3,061	\$1,847	\$2,192	\$2,363	\$171	7.80 %
Total	\$189,322	\$224,627	\$197,745	\$200,650	\$2,905	1.47 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$189,322	\$224,627	\$197,745	\$200,650
Employees	1	1	1	1
Outputs				
General				
# of bond financing transactions conducted	1	1	1	1
# of budget projection reports prepared	4	4	4	4
# of days after end of fiscal year required to close books	69	85	75	75
Dollar value of bond financings	\$20.2M	\$24.0M	\$21.0M	\$21.7M
Total City assets under management (millions)	\$1,040	\$1,100	\$1,119	\$1,188
Effectiveness				
Variance between budgeted and actual				
General Fund Expenditures	98.8%	98.8%	100%	100%
General Fund Revenues	99.9%	100.1%	100%	100%
General				
# of Auditor Findings reported by Outside Auditors	4	0	0	0
Cost of Financial Operations as % of total budget	1.1%	1.1%	1.1%	1.1%
Years Received GFOA CAFR Award	21	22	23	24
Years Received GFOA Distinguished Budget Award	11	12	13	14

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$647,655	\$728,304	\$751,094	\$760,265	\$9,171	1.22 %
Contractual Services	\$41,635	\$321,391	\$71,010	\$68,220	(\$2,790)	(3.93%)
Supplies and Materials	\$5,421	\$6,575	\$7,000	\$6,213	(\$787)	(11.24%)
Fixed Charges	\$47,491	\$7,050	\$7,852	\$7,751	(\$101)	(1.29%)
Total	\$742,202	\$1,063,320	\$836,956	\$842,449	\$5,493	0.66 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$742,222	\$1,063,320	\$836,956	\$842,449
Employees	10	11	11	10
Outputs				
Administration				
# of boards, commissions & committees staff to	1	1	1	1
# of elderly and disabled tax credit applications received/entered	1450	1,257	1,300	1350
# of FOI requests	95	89	90	70
# of hours processing personnel, requisition and facility matters	950	715	925	725
# of hours spent preparing meeting agendas	245	275	300	310
# of information requests/public inquiries	6,355	6,305	7,500	7,000
# of information sessions held	255	245	300	250
# of Personal Property Audit	35	30	35	25
# of special appropriations/BET transfers required	17	6	10	4
# of staff training classes and workshops attended	12	10	12	15
# of State forms filed	16	16	19	16
Assessment Grand List				
Motor Vehicles - # of vehicles	68,600	70,500	71,000	70,000
Personal Property - # of accounts	3640	3,612	3,550	3,560
Real Estate - # of properties	29,700	29,700	29,700	29,700
Suppl. MV's - # of vehicles	12,300	13,071	14,100	14,200
Data Collection				
# of building permits, other inspections completed	1,195	1,720	1,795	1,905
# of personal property declarations processed	3,790	3,710	3,690	3,610
# of vehicles priced, added, deleted	8,450	8,505	9,015	10,025

Department Summary - FINANCE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Adjustments				
# of BAA appeals completed/processed	355	295	145	1,225
# of motor vehicle adjustments completed/processed	2,655	2,594	2,776	2,800
# of personal property adjustments completed/processed	335	395	320	315
# of real estate adjustments completed/processed	785	790	755	1,500
Total dollar value of BAA appeals	235,985,100	235,100,000	104,167,900	960,000,000
Superior Court Appeals				
# of Court appeals completed/processed	33	55	50	395
Total dollar value of Court appeals	980,000.000		297,000,000	910,000,000
Effectiveness				
Administration				
# of personal property non-filers	500	400	400	400
% of approved budget expended	100%	95%	100%	100%
% of information requests/inquiries answered in a timely manner	98%	99%	99%	99%
% of State forms filed within statutory deadlines	100%	100%	100%	100%
% of tax credit applications processed in a timely manner	99%	99%	99%	98%
Data Collection				
% of properties inspected & entered into the system/processed in a timely manner	94%	96%	96%	96%
Real Estate				
% of C of O Prorate Certificate processed within 90 days of CO	90%	95%	95%	95%
Data entry error rate	3%	3%	3%	3
Quality control of 5% of inspections – field review error rate	3%	3%	3%	3
Adjustments				
% of BAA appeals that result in property adj.	30%	40%	40%	40%
% of Court appeals that result in property adj.	85%	85%	85%	90%

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$555,234	\$567,420	\$573,686	\$615,927	\$42,241	7.36 %
Contractual Services	\$307,587	\$186,253	\$296,145	\$228,266	(\$67,879)	(22.92%)
Supplies and Materials	\$4,906	\$3,816	\$5,216	\$5,158	(\$58)	(1.11%)
Fixed Charges	\$10,594	\$5,266	\$5,155	\$5,260	\$105	2.04 %
Total	\$878,321	\$762,755	\$880,202	\$854,611	(\$25,591)	(2.91%)

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$525,032	\$533,678	\$604,226	\$656,697	\$52,471	8.68 %
Contractual Services	\$30,136	\$50,564	\$67,955	\$99,262	\$31,307	46.07 %
Supplies and Materials	\$17,011	\$15,401	\$13,765	\$13,765	\$0	0.00 %
Fixed Charges	\$43,918	\$4,798	\$4,801	\$4,815	\$14	0.29 %
Capital Outlay	\$0	\$215	\$0	\$0	\$0	0.00 %
Total	\$616,097	\$604,657	\$690,747	\$774,539	\$83,792	12.13 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$616,097	\$604,657	\$690,747	\$774,539
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	1,231	1,196	1,154	1,200
# of direct deposit checks	80,440	83,069	84,000	85,000
# of payroll checks (City and Board of Education)	27,081	22,720	22,000	21,000
# of W2's prepared	3,596	3,638	3,559	3,600
Accounts Payable/General Ledger				
# of 1099 interest prepared	20	18	20	20
# of 1099 misc. prepared	484	465	475	475
# of electronic payments (Accounts Payable)	5,258	4,431	3,000	4,000
# of invoices	19,729	19,165	19,000	19,000
# of journal entries	179,151	168,091	170,000	170,000
# of vendor checks	13,704	14,008	14,000	14,000
Investment				
Total basis points earned	102	25	40	40
Effectiveness				
Administration				
% of approved budget expended	99%	91%	100%	100%

Department Summary - FINANCE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Awarded GFOA Certificate for Excellence in Financial Reporting	5 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%	99.9%
% of payroll checks issued correctly and on time	99.90%	99.90%	99.90%	99.9%
% 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%	99.9%
% of time financial system is up to date	99.90%	99.90%	99.90%	99.9%
% of vendor checks proc. within a timely manner	99.90%	99.90%	99.90%	99.9%
Investment				
Inc./dec. in basis points earned from 91 T-Bill rate	25	4	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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$283,643	\$289,613	\$366,265	\$388,747	\$22,482	6.14 %
Contractual Services	\$13,894	\$14,527	\$15,664	\$15,003	(\$661)	(4.22%)
Supplies and Materials	\$2,270	\$2,031	\$1,953	\$2,000	\$47	2.41 %
Fixed Charges	\$5,535	\$3,246	\$3,529	\$3,667	\$138	3.91 %
Capital Outlay	\$302	\$470	\$0	\$0	\$0	0.00 %
Total	\$305,644	\$309,888	\$387,411	\$409,417	\$22,006	5.68 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$305,644	\$309,888	\$387,411	\$409,417
Employees	4	4	4	4
Outputs				
General				
# of appropriations sent to the BET	12	11	10	10
# of audits and special projects completed	5	7	7	5
# of awards applied to for financial reporting	1	1	1	1
# of department/agency/authority operating budget submittals reviewed & processed	48	48	48	48
Effectiveness				
General				
% of approved budget expended	97.57%	98.45%	100%	100%
% of audits and projects completed on time	100%	100%	100%	100%
% of transfers processed in a timely manner	100%	100%	100%	100%

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$255,070	\$257,066	\$263,310	\$319,037	\$55,727	21.16 %
Contractual Services	\$88,053	\$65,096	\$83,429	\$84,897	\$1,468	1.76 %
Supplies and Materials	\$5,773	\$5,357	\$7,462	\$6,590	(\$872)	(11.69%)
Fixed Charges	\$6,452	\$7,521	\$4,049	\$4,508	\$459	11.34 %
Total	\$355,348	\$335,039	\$358,250	\$415,032	\$56,782	15.85 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$355,348	\$335,039	\$358,250	\$415,032
Employees	3	3	3	3
Outputs				
Administration				
# of boards, commission & committee meetings attended	242	230	140	140
# of contracts managed	TBD	TBD	TBD	TBD
# of payments processed/bills paid	184	115	115	115
# 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	923	968	970	970
Total Dollar Value of Purchase Orders processed	41,483,546	35,862,193	40,000,000	45,000,000
Requisitions				
# of requisitions received	923	997	1,000	1,000
Number of days to convert a requisition into a Purchase Orders	11	12	13	14
Bids				
# of bids processed	145	140	142	150
# of Council runs	26	26	26	26
# of locations serviced	32	33	33	33
# of pieces of mail delivered	96,367	105,031	106,000	106,000
Bid savings	11,216,370	8,262,742	9,000,000	9,500,000
Dollar value of bids	23,627,438	49,848,632	30,000,000	33,750,000
Mail Processing	96,367	105,031	106,000	106,000

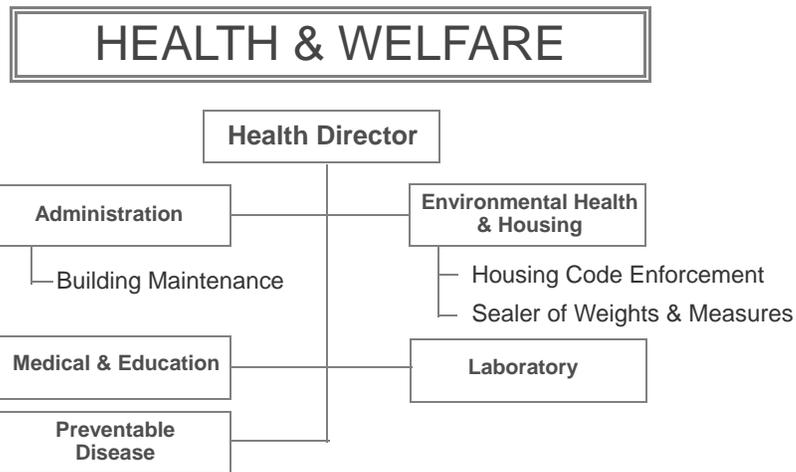
Department Summary - FINANCE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
Administration				
% of approved budget expended	96%	94%	100%	100%
% of meetings attended	80%	75%	70%	68%
% of payments sent to accounts payable within 16 days of receipt	83%	80%	79%	78%
Requisitions				
% of requisitions over \$10,000 converted into a Purchase Order in less than 20 days.	90%	85%	80%	79%
% of requisitions under \$10,000 converted into a Purchase Order in less than 20 days.	90%	85%	80%	79%
Bids				
% of bids processed within 45 days of receipt	92%	90%	85%	80%
Mail Processing				
% of mail processed within two days of receipt	98%	97%	95%	94%

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.

Value Statements:

- We value our role in providing opportunities for all community members to be healthy.
- We value quality and incorporate public health standards and best practices into our operations.
- We value ethical behavior, accountability and integrity.
- We value customer service and operate with the goal of achieving high levels of internal and external customer satisfaction.
- We value our diverse community and strive to deliver our services in the best way possible.
- We value collaboration and partner with a variety of individuals and organizations to improve community health by sharing information, resources and ideas.

Highlights For 2013- 2014:

Goal 1: Take a Leadership Role in Implementing the Community Health Improvement Plan Strategies to Address Obesity

- Implemented strategies to increase opportunities for physical activity, including International Walk to School Day.

Goal 2: Continue to Improve our Use of Technology to Make Services More Effective and Staff More Accountable

- Completed implementation of a clinical software program.
- Explored alternative financial management software and a more reliable mobile credit card system.
- Utilized a software program to review capabilities for dispensing medication during a public health emergency.

Goal 3: Achieve Accreditation by the Public Health Accreditation Board (PHAB)

- Submitted final documentation in October 2013.
- Site Visit scheduled for April 2014.

Goal 4: Continue to Deliver Mandated and Core Services

- Maintained and expanded health department communications and media outreach, including distributing press releases and more than doubling Facebook "likes".
- Delivered Fit Kids to six schools and two summer camp sites in 2013. Assessed BMI on school aged children.
- Completed 99.6% of state mandated food establishment inspections and 99.9% of goal for housing inspections.
- Tested 390 beach water samples on 15 Norwalk beaches from May to Labor Day 2013.
- Reviewed and adjusted fees charged for various services.
- Results from travel clinic customer satisfaction survey are driving a quality improvement initiative.
- Secured funding to become an In-Person Assister agency to help people apply for health insurance.

Goal 5: Establish an Agency Performance Management System, Quality Improvement System, and Workforce Development Plan

- Finalized Department Quality Improvement Plan.
- Completed work force needs assessment, finalized Workforce Development Plan, and conducted several trainings.

Goals For 2014 - 2015:

- Take a Leadership Role in Implementing the Community Health Improvement Plan Strategies to Address Obesity
- Continue to use technology to make services more effective and staff more accountable
- Achieve Accreditation by the Public Health Accreditation Board (PHAB)
- Continue to Deliver Mandated and Core Services
- Establish an Agency Performance Management System, Quality Improvement System, and Workforce Development Plan

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$68,953 or 3.4% over the approved FY 2013-14 expense budget. The primary driver of this increase is a \$36,160 increase to Regular Wages and Salary due to settled wage agreements. Other increases include: \$17,260 to the Building Maintenance account due to a reallocation of Guardian provided janitorial services to city buildings (no further allocation to Nathaniel Ely, and limited allocations to Roosevelt Senior Center and Ben Franklin); \$15,000 for Preventable Diseases Laboratory Supplies due to historical expenditures and the increased prices of vaccines; and a net increase of \$533 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$379,592	\$375,788	\$397,586	\$425,071	\$27,485	6.91 %
Enviro Health	\$821,882	\$829,783	\$875,846	\$894,510	\$18,664	2.13 %
Medical & Education Services	\$71,619	\$78,548	\$84,596	\$90,368	\$5,772	6.82 %
Laboratory	\$154,485	\$162,321	\$168,232	\$163,665	(\$4,567)	(2.71%)
Grants	\$116,471	\$116,768	\$116,189	\$118,771	\$2,582	2.22 %
Preventable Diseases	\$377,199	\$378,354	\$389,019	\$408,036	\$19,017	4.89 %
Total	\$1,921,248	\$1,941,562	\$2,031,468	\$2,100,421	\$68,953	3.39 %

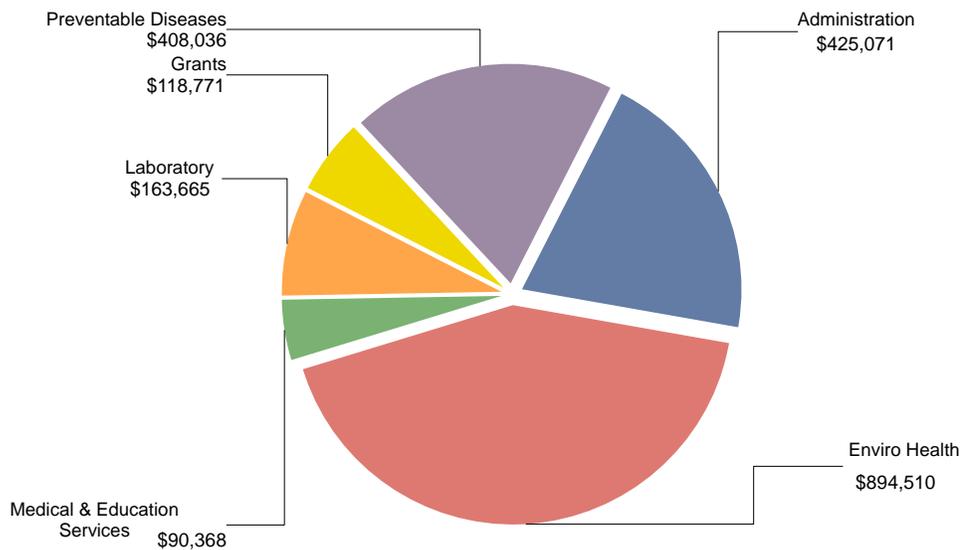
Budget By Major Group

Personnel Services	\$1,360,631	\$1,434,068	\$1,488,886	\$1,528,054	\$39,168	2.63 %
Contractual Services	\$284,869	\$266,564	\$296,205	\$314,651	\$18,446	6.23 %
Supplies and Materials	\$173,281	\$171,522	\$167,003	\$176,108	\$9,105	5.45 %
Fixed Charges	\$29,467	\$25,413	\$26,374	\$28,608	\$2,234	8.47 %
Debt Service	\$7,905	\$3,358	\$0	\$0	\$0	0.00 %
Grants & Donations	\$52,366	\$40,636	\$53,000	\$53,000	\$0	0.00 %
Capital Outlay	\$12,729	\$0	\$0	\$0	\$0	0.00 %
Total	\$1,921,248	\$1,941,562	\$2,031,468	\$2,100,421	\$68,953	3.39 %

NON-TAX REVENUE

Intergovernmental	\$0	\$1,500	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$321,405	\$342,778	\$318,000	\$338,000	\$20,000	6.29 %
Service Charges	\$263,606	\$251,819	\$225,400	\$227,654	\$2,254	1.00 %
Miscellaneous	\$710	\$2,400	\$4,000	\$14,400	\$10,400	260.00 %
Total	\$585,721	\$598,497	\$547,400	\$580,054	\$32,654	5.97 %
AMT. SUPPORTED BY TAXES	\$1,335,527	\$1,343,065	\$1,484,068	\$1,520,367	\$36,299	2.45 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.					
<u>Administration</u>										
Director of Health	1	\$112,310	1	\$115,723	1	\$115,723	1	\$119,787	0	\$4,064
Administrative Support II	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Receptionist Bilingual	1	\$50,388	1	\$51,522	1	\$52,552	1	\$53,603	0	\$1,051
Total	3	\$215,606	3	\$221,343	3	\$223,455	3	\$229,674	0	\$6,219
<u>Environmental Health</u>										
Dir. of Environmental Health & Housing	1	\$103,694	1	\$106,027	1	\$110,997	1	\$113,217	0	\$2,220
Housing Inspector	3	\$234,537	3	\$239,814	3	\$244,611	3	\$249,504	0	\$4,893
Sanitarian	4	\$291,609	4	\$301,787	4	\$315,048	4	\$324,948	0	\$9,900
Sealer of Weights & Measures	1	\$61,277	1	\$62,656	1	\$63,909	1	\$65,187	0	\$1,278
Total	9	\$691,117	9	\$710,284	9	\$734,565	9	\$752,856	0	\$18,291
<u>Preventable Diseases - Education Services</u>										
Health Educator	1	\$70,919	1	\$76,132	1	\$81,537	1	\$87,330	0	\$5,793
Total	1	\$70,919	1	\$76,132	1	\$81,537	1	\$87,330	0	\$5,793
<u>Laboratory</u>										
Administrative Technician	1	\$82,092	1	\$83,939	1	\$85,618	1	\$87,330	0	\$1,712
Total	1	\$82,092	1	\$83,939	1	\$85,618	1	\$87,330	0	\$1,712
<u>Medical Services</u>										
Supervisor of Clinical Services	1	\$103,694	1	\$106,027	1	\$108,148	1	\$110,311	0	\$2,163
Nurse Practitioner	1	\$89,393	1	\$97,177	1	\$99,121	1	\$101,103	0	\$1,982
Total	2	\$193,087	2	\$203,204	2	\$207,269	2	\$211,414	0	\$4,145
Department Total	16	\$1,252,821	16	\$1,294,902	16	\$1,332,444	16	\$1,368,604	0	\$36,160

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$224,629	\$240,006	\$240,505	\$249,593	\$9,088	3.78 %
Contractual Services	\$118,179	\$110,023	\$132,282	\$147,962	\$15,680	11.85 %
Supplies and Materials	\$5,303	\$4,216	\$4,932	\$4,932	\$0	0.00 %
Fixed Charges	\$23,576	\$18,184	\$19,867	\$22,584	\$2,717	13.68 %
Debt Service	\$7,905	\$3,358	\$0	\$0	\$0	0.00 %
Total	\$379,592	\$375,788	\$397,586	\$425,071	\$27,485	6.91 %

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$705,558	\$743,288	\$772,003	\$791,623	\$19,620	2.54 %
Contractual Services	\$41,325	\$36,797	\$40,563	\$40,897	\$334	0.82 %
Supplies and Materials	\$7,281	\$5,945	\$7,378	\$6,500	(\$878)	(11.90%)
Fixed Charges	\$2,623	\$3,117	\$2,902	\$2,490	(\$412)	(14.20%)
Grants & Donations	\$52,366	\$40,636	\$53,000	\$53,000	\$0	0.00 %
Capital Outlay	\$12,729	\$0	\$0	\$0	\$0	0.00 %
Total	\$821,882	\$829,783	\$875,846	\$894,510	\$18,664	2.13 %

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$69,208	\$76,242	\$82,137	\$87,930	\$5,793	7.05 %
Contractual Services	\$1,811	\$901	\$1,155	\$1,166	\$11	0.95 %
Supplies and Materials	\$346	\$1,084	\$995	\$995	\$0	0.00 %
Fixed Charges	\$254	\$321	\$309	\$277	(\$32)	(10.36%)
Total	\$71,619	\$78,548	\$84,596	\$90,368	\$5,772	6.82 %

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$122,820	\$129,604	\$133,872	\$134,394	\$522	0.39 %
Contractual Services	\$2,916	\$2,836	\$4,080	\$4,084	\$4	0.10 %
Supplies and Materials	\$28,319	\$29,362	\$29,777	\$24,760	(\$5,017)	(16.85%)
Fixed Charges	\$431	\$520	\$503	\$427	(\$76)	(15.11%)
Total	\$154,485	\$162,321	\$168,232	\$163,665	(\$4,567)	(2.71%)

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contractual Services	\$113,551	\$113,259	\$112,997	\$115,397	\$2,400	2.12 %
Supplies and Materials	\$1,284	\$1,380	\$1,377	\$1,377	\$0	0.00 %
Fixed Charges	\$1,636	\$2,129	\$1,815	\$1,997	\$182	10.03 %
Total	\$116,471	\$116,768	\$116,189	\$118,771	\$2,582	2.22 %

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.

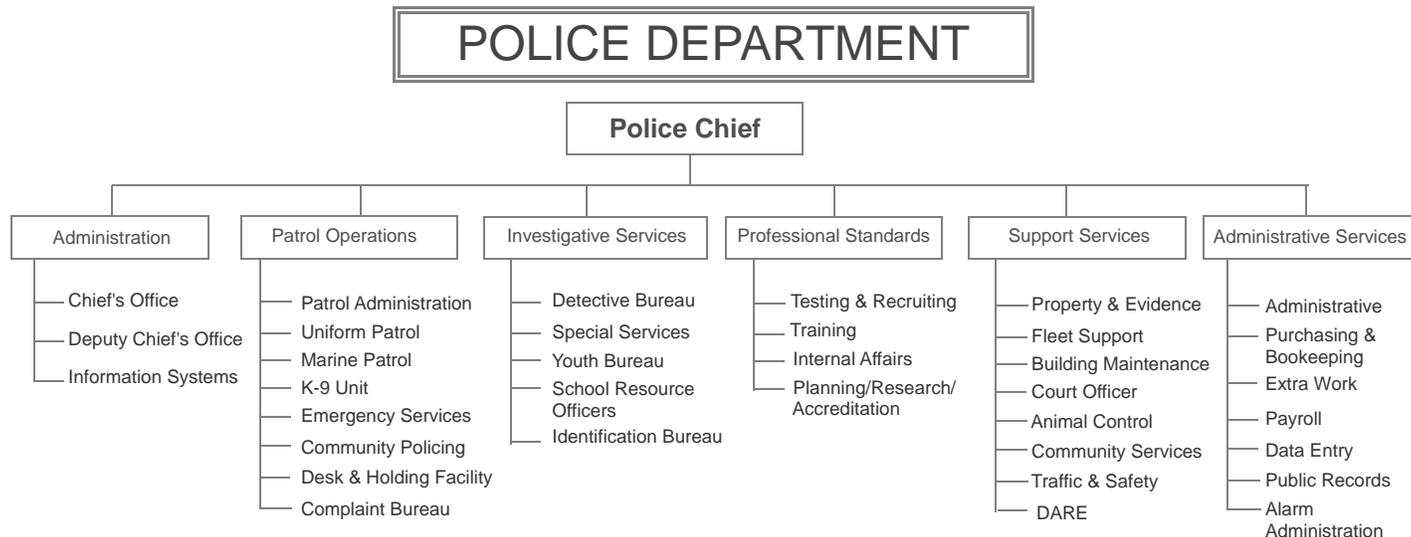
FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$238,416	\$244,929	\$260,369	\$264,514	\$4,145	1.59 %
Contractual Services	\$7,087	\$2,748	\$5,128	\$5,145	\$17	0.33 %
Supplies and Materials	\$130,749	\$129,535	\$122,544	\$137,544	\$15,000	12.24 %
Fixed Charges	\$947	\$1,142	\$978	\$833	(\$145)	(14.83%)
Total	\$377,199	\$378,354	\$389,019	\$408,036	\$19,017	4.89 %

CITY OF NORWALK



ANNUAL BUDGET



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 2013- 2014:

- Instituted a new traffic safety plan including use of speed radar, increasing enforcement and road safety.
- Increased School Resource Officers to provide coverage at all 19 Norwalk Public Schools.
- Made significant impact into the sale of street level narcotics through the street task force and partnerships.
- Completed School Security Assessments for 19 Norwalk Public Schools.
- Established interoperability with Norwalk Fire Marine Unit(s) to form a combined Search, Rescue and Recovery resource.
- Implemented a new DARE Program for 8th grade students at two schools.

Goals For 2014 - 2015:

- Transition to a paperless Accreditation management system and complete re-accreditation onsite assessment.
- Enhance the searchable electronic database for the Personal Early Warning system.
- Reorganize the Detective Division to better deploy resources to enhance the investigation of more complex crimes.
- Enhance method of data analysis in motor vehicle violations to more effectively deploy resources including the formation of a regional motor vehicle task force.
- Process a diverse group of police applicants in a timely manner to hire competent people to fulfill the departments sworn personnel needs.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$721,541 or 3.6% over the FY 2013-14 approved expense budget.

Vehicle and allocated expense increases total \$562,702, as follows:

\$264,300 of the increase is for the purchase of eight 2015 SUVs and two Detective Bureau vehicles. An allocated cost for Centralized Fuel and Fleet Maintenance associated with a 5-year running average of the department's share of the citywide fleet operations increases by \$112,860; an allocated cost for Workers' Compensation and Liability, Auto and Property Insurance premiums increases by \$107,963; and an allocated cost for Building Maintenance due to a reallocation of Guardian provided janitorial services to city buildings (no further allocation to Nathaniel Ely, and limited allocations to Roosevelt Senior Center and Ben Franklin) increases by \$77,579. Without the vehicle purchase or allocated costs increases the department's recommended budget would be increasing by only 0.8%. The Police contract is currently unsettled so the anticipated salary increases due to the pending contract have been reserved in the city's Contingency account.

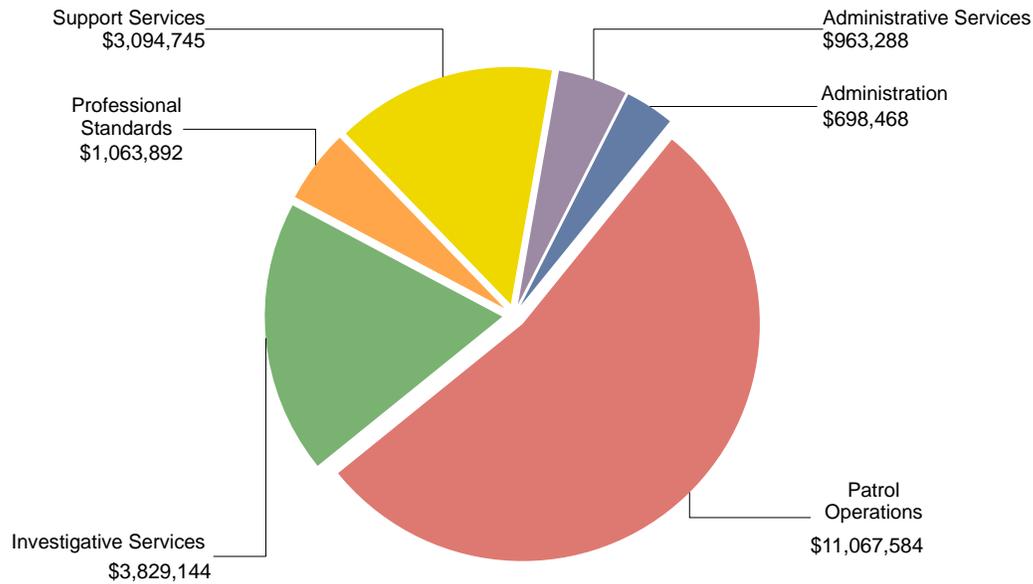
Other non vehicle and allocated expense increases total \$158,839, as follows:

Regular Wages and Salary, increases by \$67,944 and includes step increases, promotional changes, the addition of one Police Officer, and the budget relocation of one Lieutenant to the Combined Dispatch department. The uniform accounts increase \$19,749 and provide for an allowance for a full staff of 178 officers, repairs and replacement based on historical expenses, as well as uniforms for five new hires. Other Professional Services, increases by \$10,780 and provides for promotional exams for Sergeant and Lieutenant positions which are more expensive than the Detective testing budgeted for in the current year. Other Contractual Services, increases by \$7,497 and provides for a variety of testing, inspection, and repairs at headquarters. Other Miscellaneous expenses increase by \$52,869 for categories of spending that include Seminars and Conference fees, Business Expenses, Other Operating Supplies, Training and Education, Building and Office Rental, Firearm Supplies, Sundry purchases and others.

FUNDING SUMMARY EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$476,953	\$622,651	\$662,866	\$698,468	\$35,602	5.37 %
Patrol Operations	\$10,813,663	\$11,023,897	\$11,475,460	\$11,067,584	(\$407,876)	(3.55%)
Investigative Services	\$3,325,729	\$3,504,837	\$3,427,665	\$3,829,144	\$401,479	11.71 %
Professional Standards	\$914,009	\$969,958	\$942,446	\$1,063,892	\$121,446	12.89 %
Support Services	\$2,341,959	\$2,653,013	\$2,563,528	\$3,094,745	\$531,217	20.72 %
Administrative Services	\$942,891	\$943,599	\$923,615	\$963,288	\$39,673	4.30 %
Total	\$18,815,205	\$19,717,955	\$19,995,580	\$20,717,121	\$721,541	3.61 %
<u>Budget By Major Group</u>						
Personnel Services	\$16,149,290	\$16,627,157	\$16,764,331	\$16,823,142	\$58,811	0.35 %
Contractual Services	\$939,507	\$927,373	\$973,658	\$1,116,359	\$142,701	14.66 %
Supplies and Materials	\$131,689	\$136,519	\$132,551	\$146,512	\$13,961	10.53 %
Fixed Charges	\$1,550,086	\$1,802,396	\$1,983,640	\$2,210,613	\$226,973	11.44 %
Grants & Donations	\$10,434	\$15,748	\$15,700	\$21,700	\$6,000	38.22 %
Capital Outlay	\$34,199	\$208,762	\$125,700	\$398,795	\$273,095	217.26 %
Total	\$18,815,205	\$19,717,955	\$19,995,580	\$20,717,121	\$721,541	3.61 %
<u>NON-TAX REVENUE</u>						
Intergovernmental	\$69,339	\$48,561	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$20,334	\$41,620	\$23,300	\$24,705	\$1,405	6.03 %
Service Charges	\$347,932	\$337,861	\$483,150	\$481,561	(\$1,589)	(0.33%)
Miscellaneous	\$10,532	\$1,642	\$0	\$0	\$0	0.00 %
Total	\$448,137	\$429,684	\$506,450	\$506,266	(\$184)	(0.04%)
AMT. SUPPORTED BY TAXES	\$18,367,068	\$19,288,271	\$19,489,130	\$20,210,855	\$721,725	3.70 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Chief of Police	1	\$118,798	1	\$128,800	1	\$128,800	1	\$128,800	0	\$0
Deputy Chief	1	\$112,704	2	\$234,800	2	\$234,000	2	\$234,800	0	\$800
Executive Secretary	1	\$64,332	1	\$65,779	1	\$67,095	1	\$68,437	0	\$1,342
Total	3	\$295,834	4	\$429,379	4	\$429,895	4	\$432,037	0	\$2,142
Patrol Operations										
Police Captain	1	\$100,868	0	\$0	0	\$0	0	\$0	0	\$0
Police Lieutenant	4	\$370,040	5	\$467,331	4	\$379,252	3	\$284,339	(1)	(\$94,913)
Sergeant	16	\$1,336,162	17	\$1,455,824	17	\$1,462,324	18	\$1,549,896	1	\$87,572
Police Officer	110	\$7,237,513	110	\$7,436,279	111	\$7,637,429	103	\$7,124,421	(8)	(\$513,008)
Bilingual Pay	0	\$9,200	0	\$0	0	\$0	0	\$0	0	\$0
Total	131	\$9,053,783	132	\$9,359,434	132	\$9,479,005	124	\$8,958,656	(8)	(\$520,349)
Investigative Services										
Police Lieutenant	3	\$277,430	3	\$280,322	4	\$379,552	4	\$379,252	0	(\$300)
Detective	20	\$1,553,147	19	\$1,508,592	19	\$1,521,612	17	\$1,360,516	(2)	(\$161,096)
Sergeant	5	\$420,615	3	\$257,016	3	\$258,116	4	\$344,288	1	\$86,172
Police Officer	7	\$469,462	9	\$626,666	8	\$569,110	14	\$1,005,588	6	\$436,478
Administrative Support II	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Bilingual Pay	0	\$2,400	0	\$0	0	\$0	0	\$0	0	\$0
Total	36	\$2,775,962	35	\$2,726,694	35	\$2,783,570	40	\$3,145,928	5	\$362,358

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Professional Standards</u>										
Police Lieutenant	2	\$184,220	2	\$188,826	2	\$188,826	3	\$284,039	1	\$95,213
Detective	0	\$0	0	\$0	0	\$0	1	\$80,548	1	\$80,548
Sergeant	1	\$84,383	1	\$86,472	1	\$86,472	0	\$0	(1)	(\$86,472)
Police Officer	2	\$140,982	2	\$144,488	2	\$144,488	2	\$144,488	0	\$0
Bilingual Pay	0	\$400	0	\$0	0	\$0	0	\$0	0	\$0
Total	5	\$409,985	5	\$419,786	5	\$419,786	6	\$509,075	1	\$89,289
<u>Support Services</u>										
Police Lieutenant	3	\$277,130	3	\$281,122	3	\$284,839	2	\$190,426	(1)	(\$94,413)
Sergeant	1	\$84,383	1	\$86,472	1	\$86,472	1	\$85,672	0	(\$800)
Assistant Dog Warden	1	\$61,277	1	\$62,656	1	\$63,909	1	\$65,187	0	\$1,278
Dog Warden	1	\$64,332	1	\$65,779	1	\$67,095	1	\$68,437	0	\$1,342
Police Officer	4	\$280,714	3	\$215,882	3	\$215,882	5	\$360,370	2	\$144,488
Administrative Support II	0	\$0	1	\$51,522	0	\$0	1	\$56,284	1	\$56,284
Sr Clerk II	1	\$55,564	0	\$0	1	\$47,662	0	\$0	(1)	(\$47,662)
Custodian	1	\$52,980	1	\$54,172	1	\$55,255	1	\$56,360	0	\$1,105
Kennel Keeper	1	\$52,980	1	\$54,172	1	\$55,255	1	\$56,360	0	\$1,105
Total	13	\$929,360	12	\$871,777	12	\$876,369	13	\$939,096	1	\$62,727
<u>Administrative Services</u>										
Administrative Manager	1	\$89,299	1	\$93,845	1	\$95,722	1	\$97,636	0	\$1,914
Information Specialist	1	\$58,334	1	\$59,647	1	\$60,840	1	\$62,057	0	\$1,217
Administrative Support I	5	\$233,454	5	\$232,123	5	\$247,902	5	\$255,305	0	\$7,403
Administrative Support II	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Payroll/Account Clerk	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Total	9	\$486,903	9	\$493,811	9	\$514,824	9	\$527,566	0	\$12,742
Department Total	197	\$13,951,827	197	\$14,300,881	197	\$14,503,449	196	\$14,512,358	(1)	\$8,909

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$297,673	\$346,714	\$432,695	\$435,392	\$2,697	0.62 %
Contractual Services	\$10,654	\$12,227	\$10,095	\$12,513	\$2,418	23.95 %
Supplies and Materials	\$0	\$1,034	\$950	\$950	\$0	0.00 %
Fixed Charges	\$168,626	\$228,914	\$219,126	\$249,613	\$30,487	13.91 %
Capital Outlay	\$0	\$33,762	\$0	\$0	\$0	0.00 %
Total	\$476,953	\$622,651	\$662,866	\$698,468	\$35,602	5.37 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$476,953	\$622,651	\$662,866	\$698,468
Employees	3	4	4	4
Outputs				
Administration				
# of boards, commissions & committees	17	19	20	22
# of general liability claims	52	40	32	15
# of grants applied for	6	7	8	10
# of grants received	5	6	6	8
# of special appropriations/BET transfers required	2	3	5	2
# of sworn officers trained in NIMS	150	160	164	178
# of sworn staff	165	170	171	178
# of worker's compensation claims	16	12	14	12
Total Injury hours used	11400	10400	8,450	4320
Total Sick hours used	15600	13000	11,800	10,600
Information Systems				
# of computers on data network	154	160	164	168
# of high speed modems replaced	16	14	18	23
# of MDTs replaced/installed	14	12	22	26
# of servers supported	15	17	18	18
# of workstations supported	164	170	180	182
Effectiveness				
Administration				
% of approved budget expended	99%	100%	100%	98%
% of documented yearly compliance w/ CALEA stds.	100%	100%	100%	100%

Department Summary - POLICE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
% of general liability claims processed in a timely manner	100%	100%	100%	100%
% of meetings attended	100%	100%	100%	100%
% of positions vacant	4%	2%	4%	2%
% of sworn officers trained	100%	100%	100%	100%
Overtime as a percent of regular salary cost	16%	14%	16%	17%
Information Systems				
% of time network is down for repairs	2%	1%	.5%	1%
% of time repairing workstations	10%	10%	8%	6%
% of vehicles equipped with MDTs	61%	75%	80%	80%
% of workstations that are fully functional	94%	100%	100%	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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$10,277,852	\$10,445,322	\$10,781,762	\$10,312,899	(\$468,863)	(4.35%)
Contractual Services	\$50,666	\$44,454	\$45,171	\$54,483	\$9,312	20.61 %
Supplies and Materials	\$16,901	\$14,277	\$20,358	\$25,465	\$5,107	25.09 %
Fixed Charges	\$468,244	\$519,844	\$628,169	\$674,737	\$46,568	7.41 %
Total	\$10,813,663	\$11,023,897	\$11,475,460	\$11,067,584	(\$407,876)	(3.55%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$10,813,663	\$11,023,897	\$11,475,460	11,067,584
Employees	131	132	132	124
Outputs				
Uniform Patrol				
# of accidents with injury	475	480	403	470
# of calls for service	67100	67500	67511	68,100
# of criminal arrests	3375	3380	3314	3,370
# of medical emergencies responded to	9150	9300	8128	8,650
# of property damage only accidents	3550	3700	2731	2,550
# of traffic citations issued	6650	6900	7000	7,050
# of traffic fatalities	6	5	4	3
Marine Division				
# marine enforcement citations	75	85	99	115
# of marine assistance calls	150	165	190	212
Effectiveness				
Uniform Patrol				
Calls for service per officer	583	577	591	600
Criminal arrests or crimes per 1,000 population	39.7	39.76	40.41	40.25
Response time to 911 calls within X minutes	6	4.5	4.2	3.9
Traffic accidents per 1,000 population	41.76	43.52	42.51	40.60
Traffic fatalities per 1,000 population	.070	.058	.05	.05
Marine Division				
% of marine enforcement citations cleared	100%	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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$3,147,184	\$3,299,015	\$3,189,485	\$3,545,659	\$356,174	11.17 %
Contractual Services	\$21,465	\$17,403	\$24,225	\$35,622	\$11,397	47.05 %
Supplies and Materials	\$9,527	\$11,448	\$12,300	\$13,340	\$1,040	8.46 %
Fixed Charges	\$137,553	\$161,971	\$186,655	\$207,728	\$21,073	11.29 %
Grants & Donations	\$10,000	\$15,000	\$15,000	\$20,000	\$5,000	33.33 %
Capital Outlay	\$0	\$0	\$0	\$6,795	\$6,795	0.00 %
Total	\$3,325,729	\$3,504,837	\$3,427,665	\$3,829,144	\$401,479	11.71 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$3,325,729	\$3,504,837	\$3,427,665	\$3,829,144
Employees	36	35	35	40
Outputs				
Detective Bureau				
# of cases closed by arrest	240	250	280	120
# of cases investigated	750	800	840	550
Special Services				
# of inspections for alcohol and tobacco offenses	125	135	145	150
# of joint investigations with federal agencies	40	45	55	60
# of narcotics related investigations	280	325	350	500
# of prostitution related arrests	8	12	14	20
# of search/arrest warrants (narcotics) executed	125	140	160	200
Youth Bureau				
# of education seminars	60	65	65	70
# of investigations conducted	275	342	364	430
# of juvenile arrests	297	365	412	450
Identification Bureau				
# of crime scenes processed inc. evidence	21	25	100	300
# of criminal arrest records processed inc. erasures	4050	4150	2800	4,100
# of digital photo cases processed	430	450	953	1,000
# of evidentiary court presentations	40	60	30	35
# of fingerprints processed			1,816	1,900
# of pistol permits processed	180	553	400	400

Department Summary - POLICE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
Detective Bureau				
% of arrest warrants obtained vs. requested	95%	97%	98%	98%
% of investigative cases cleared	75%	80	85%	85%
Investigative cases per police investigator	70	75	80	42
Special Services				
% of arrest warrants obtained vs. requested	95%	97%	98%	97%
Value of narcotics seized & removed from the street	400,000	425,000	600,000	900,000
Youth Bureau				
% of arrest warrants obtained vs. requested	96%	97%	93%	95%
Juvenile arrests as a percent of total arrests	24	30	38%	42%
Identification Bureau				
% of arrest warrants obtained vs. requested	96%	100%	100%	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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$790,953	\$816,436	\$799,329	\$888,635	\$89,306	11.17 %
Contractual Services	\$62,240	\$79,370	\$66,975	\$91,291	\$24,316	36.31 %
Supplies and Materials	\$26,136	\$33,121	\$29,364	\$34,925	\$5,561	18.94 %
Fixed Charges	\$34,680	\$41,031	\$46,778	\$49,041	\$2,263	4.84 %
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$914,009	\$969,958	\$942,446	\$1,063,892	\$121,446	12.89 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$914,009	\$969,958	\$942,446	\$1,063,892
Employees	5	5	5	6
Outputs				
Testing & Recruiting				
# of candidates processed for entry level testing	350	375	291	100
# of minority candidates processed for entry level testing	120	125	130	30
# of recruitment activities	21	25	22	20
Training				
# of officers re-certified	75	80	52	60
# of specialized training assignments	85	90	112	115
Internal Affairs				
# of investigations conducted	8	5	6	7
Effectiveness				
Testing & Recruiting				
% of candidates that pass entry level test	50%	60%	50%	45%
% of minority candidates that pass entry level test	35%	50%	50%	45%
Training				
% of officers to get specialized training assignments	50%	55%	80%	60%
% 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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$1,098,367	\$1,179,181	\$1,021,531	\$1,087,431	\$65,900	6.45 %
Contractual Services	\$453,325	\$446,063	\$506,631	\$579,607	\$72,976	14.40 %
Supplies and Materials	\$38,076	\$27,346	\$38,329	\$40,182	\$1,853	4.83 %
Fixed Charges	\$717,993	\$825,422	\$871,337	\$995,525	\$124,188	14.25 %
Capital Outlay	\$34,199	\$175,000	\$125,700	\$392,000	\$266,300	211.85 %
Total	\$2,341,959	\$2,653,013	\$2,563,528	\$3,094,745	\$531,217	20.72 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$2,341,959	\$2,653,013	\$2,563,528	\$3,094,745
Employees	13	12	12	13
Outputs				
General				
# of (at fault) accidents involving police vehicles	10	7	4	8
# of animal complaints responded to	1800	2000	1600	1,500
# of citations issued for animal violations	125	100	95	80
# of crime prevention and traffic safety presentations	300	325	340	300
# of school crossing posts staffed	27	28	28	28
# of students attending DARE presentations	1200	1500	1700	1,500
Effectiveness				
General				
% of DARE students completing program	95%	97%	98%	99%
% of time crossing posts fully staffed with civilians (not police OT)	95%	95%	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.

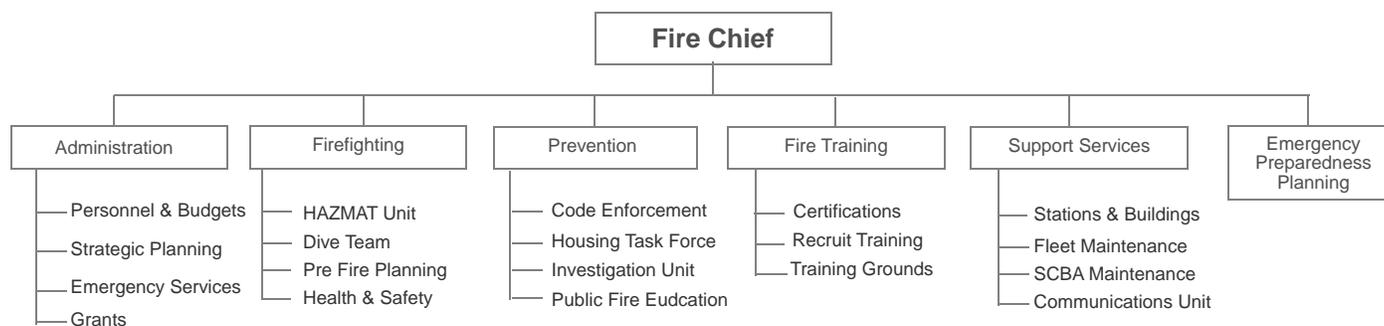
FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$537,261	\$540,489	\$539,529	\$553,126	\$13,597	2.52 %
Contractual Services	\$341,157	\$327,854	\$320,561	\$342,843	\$22,282	6.95 %
Supplies and Materials	\$41,049	\$49,293	\$31,250	\$31,650	\$400	1.28 %
Fixed Charges	\$22,990	\$25,214	\$31,575	\$33,969	\$2,394	7.58 %
Grants & Donations	\$434	\$748	\$700	\$1,700	\$1,000	142.86 %
Total	\$942,891	\$943,599	\$923,615	\$963,288	\$39,673	4.30 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$942,891	\$943,599	\$923,615	\$963,288
Employees	9	9	9	9
Outputs				
General				
# of cash management transactions	940	950	1,060	1,100
# of extra work assignments	11950	12100	13,500	15,200
# of FOI requests	1400	1600	900	200
# of new alarm registrations	80	110	300	320
# of procurement actions	12	14	20	28
# of records entered into records management system	52000	52000	45,000	50,000
Total false alarm revenue	58000	61000	40,000	48,000
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	60%	70%	70%	80%

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 2013- 2014:

- Completed construction on new Fire Headquarters and EOC with \$1 million Homeland Security Grant.
- Designed renovations for Westport Avenue Station, project put to bid and construction started.
- Completed training progra of MNRR and city staff.
- Continued Fire Station upgrades and renovations.
- Created a Firefighter training center in the new Fire headquarters.
- Continued officer development.
- Developed a public fire Safety Curriculum in the new station.

Goals For 2014 - 2015:

- Complete renovations to Westport Avenue Station.
- Complete manpower realignment plan to include relocation of a ladder truck at Westport Avenue for better response to Cranbury.
- Test and Exercise the Norwalk Public Schools Emergency Plan.
- Complete renovations to Van Zant Streer Station in partnership with the Third Taxing District (landlord).
- Develop a regional Fire Fleet Maintenance Facility at 100 Fairfield Avenue with Connecticut Regional Performance Grant.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$1,402,158 or 8.4% over the approved FY 2013-14 expense budget.

This increase is driven by a \$789,181 or 7.6% increase in Regular Wages and Salary expenses which includes the 2-year impact of the settled contract whose increase was held in the city's Contingency account in FY 2013-14. Also included is the prior mid-year unbudgeted hiring of two unbudgeted Lieutenant positions whose FY 2014-15 cost is \$178,268.

Other non-Regular Wage expenses increased by a total of \$612,977 in the following categories of spending:

Workers Compensation and Insurance increases by \$438,045 which provides an allocated cost for citywide Workers Compensation costs (\$426,466) and an allocated Insurance Premium associated with the citywide Liability, Auto and Property insurances (\$11,579).

Overtime increases by \$159,574 or 4.5% which accounts for the settled contract's increase in wages and prior and current year utilization of overtime.

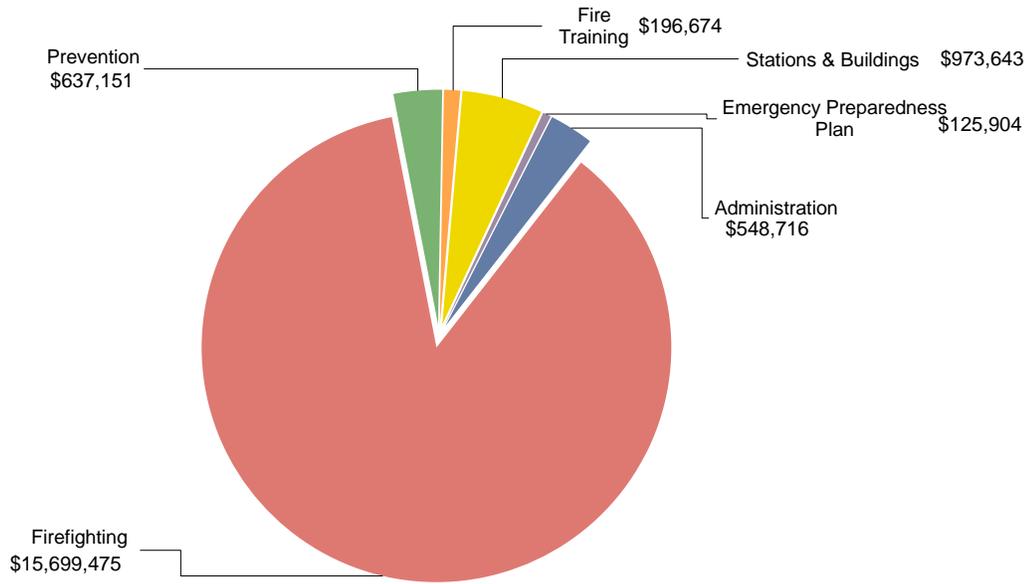
There is a net increase of \$15,358 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$509,337	\$504,087	\$508,931	\$548,716	\$39,785	7.82 %
Firefighting	\$13,646,214	\$14,168,555	\$14,349,228	\$15,699,475	\$1,350,247	9.41 %
Prevention	\$660,474	\$821,972	\$667,058	\$637,151	(\$29,907)	(4.48%)
Fire Training	\$207,037	\$214,771	\$218,626	\$196,674	(\$21,952)	(10.04%)
Stations & Buildings	\$777,667	\$745,007	\$915,598	\$973,643	\$58,045	6.34 %
Emergency Preparedness Plan	\$137,482	\$100,812	\$119,964	\$125,904	\$5,940	4.95 %
Total	\$15,938,212	\$16,555,204	\$16,779,405	\$18,181,563	\$1,402,158	8.36 %
<u>Budget By Major Group</u>						
Personnel Services	\$13,843,748	\$14,193,221	\$14,161,482	\$15,114,989	\$953,507	6.73 %
Contractual Services	\$931,006	\$945,919	\$1,163,468	\$1,151,300	(\$12,168)	(1.05%)
Supplies and Materials	\$311,284	\$279,928	\$313,614	\$344,602	\$30,988	9.88 %
Fixed Charges	\$740,049	\$975,801	\$1,119,261	\$1,554,672	\$435,411	38.90 %
Grants & Donations	\$182	\$1,088	\$400	\$400	\$0	0.00 %
Capital Outlay	\$111,943	\$159,246	\$21,180	\$15,600	(\$5,580)	(26.35%)
Total	\$15,938,212	\$16,555,204	\$16,779,405	\$18,181,563	\$1,402,158	8.36 %
NON-TAX REVENUE						
Intergovernmental	\$0	\$42,793	\$40,000	\$40,000	\$0	0.00 %
Licenses & Permits	\$14,727	\$44,484	\$30,000	\$30,300	\$300	1.00 %
Service Charges	\$0	\$55,925	\$0	\$0	\$0	0.00 %
Miscellaneous	\$6,534	\$6,553	\$2,120	\$2,120	\$0	0.00 %
Total	\$21,261	\$149,755	\$72,120	\$72,420	\$300	0.42 %
AMT. SUPPORTED BY TAXES	\$15,916,951	\$16,405,449	\$16,707,285	\$18,109,143	\$1,401,858	8.39 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
Administration					
Assistant Fire Chief	1 \$118,738	1 \$118,738	1 \$118,738	1 \$126,624	0 \$7,886
Fire Chief	1 \$130,199	1 \$130,199	1 \$130,199	1 \$138,846	0 \$8,647
Account Clerk II	1 \$55,564	1 \$56,814	1 \$57,950	1 \$59,109	0 \$1,159
Administrative Support I	1 \$39,489	0 \$0	0 \$0	0 \$0	0 \$0
Computer Specialist	1 \$55,564	1 \$56,814	1 \$57,950	1 \$59,109	0 \$1,159
Total	5 \$399,554	4 \$362,565	4 \$364,837	4 \$383,688	0 \$18,851
Firefighting					
Deputy Fire Chief	4 \$403,908	4 \$403,908	4 \$403,908	4 \$430,728	0 \$26,820
Fire Captain	11 \$1,013,210	11 \$1,013,210	11 \$1,013,210	11 \$1,080,497	0 \$67,287
Fire Lieutenant	19 \$1,588,077	19 \$1,588,077	19 \$1,588,077	21 \$1,871,814	2 \$283,737
Firefighter	96 \$6,294,746	96 \$6,363,565	96 \$6,446,092	96 \$6,896,654	0 \$450,562
Certification Pay	0 \$78,500	0 \$0	0 \$0	0 \$0	0 \$0
Total	130 \$9,378,441	130 \$9,368,760	130 \$9,451,287	132 \$10,279,693	2 \$828,406
Prevention					
Deputy Fire Marshal	1 \$92,110	1 \$92,110	1 \$92,110	1 \$98,227	0 \$6,117
Fire Marshal	1 \$100,977	1 \$100,977	1 \$100,977	1 \$89,810	0 (\$11,167)
Fire Inspector	4 \$334,332	4 \$324,008	4 \$327,141	4 \$356,536	0 \$29,395
Administrative Support II	1 \$52,908	1 \$54,098	1 \$55,180	1 \$56,284	0 \$1,104
Certification Pay	0 \$2,500	0 \$0	0 \$0	0 \$0	0 \$0
Total	7 \$582,827	7 \$571,193	7 \$575,408	7 \$600,857	0 \$25,449

PERSONNEL SUMMARY										
	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Fire Training</u>										
Deputy Fire Chief Training	1	\$111,075	1	\$111,075	1	\$111,075	1	\$118,452	0	\$7,377
Certification Pay	0	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0
Total	1	\$112,075	1	\$111,075	1	\$111,075	1	\$118,452	0	\$7,377
<u>Fire Equipment</u>										
Fire Mechanic	1	\$92,110	1	\$92,110	1	\$92,110	1	\$98,227	0	\$6,117
Assistant Fire Mechanic	1	\$83,583	1	\$83,583	1	\$69,753	1	\$62,142	0	(\$7,611)
Certification Pay	0	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0
Total	2	\$176,693	2	\$175,693	2	\$161,863	2	\$160,369	0	(\$1,494)
<u>Emergency Preparedness Planning</u>										
Deputy Dir. Emergency Preparedness Planning	1	\$70,166	1	\$72,298	1	\$72,298	1	\$75,494	0	\$3,196
Total	1	\$70,166	1	\$72,298	1	\$72,298	1	\$75,494	0	\$3,196
Department Total	146	\$10,719,756	145	\$10,661,584	145	\$10,736,768	147	\$11,618,553	2	\$881,785

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$366,382	\$367,095	\$368,382	\$387,273	\$18,891	5.13 %
Contractual Services	\$19,731	\$24,099	\$21,895	\$22,111	\$216	0.99 %
Supplies and Materials	\$13,527	\$12,350	\$15,666	\$15,666	\$0	0.00 %
Fixed Charges	\$47,697	\$75,290	\$102,988	\$123,666	\$20,678	20.08 %
Capital Outlay	\$62,000	\$25,253	\$0	\$0	\$0	0.00 %
Total	\$509,337	\$504,087	\$508,931	\$548,716	\$39,785	7.82 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$509,337	\$504,087	\$508,931	\$548,716
Employees	5	4	4	4
Outputs				
General				
# of grants applied for	4	4	2	4
# of grants received	2	2	1	4
# of injury days used	728	728	836	799
# of sick days used	1,024	1,024	1136	1232
# of workers compensation claims	25	25		50
Effectiveness				
General				
Increase/Decrease in Injury Leave	N/A	N/A	14.84%	-4.43%
Increase/Decrease in Sick Leave	N/A	N/A	10.94%	8.45%
Increase/Decrease in workers compensation claims	N/A	N/A		-2%
Overtime as a percentage of total budget	N/A	N/A	30.27%	28.29%

FIREFIGHTING						
FUNDING SUMMARY						
Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$12,436,235	\$12,731,100	\$12,774,927	\$13,748,320	\$973,393	7.62 %
Contractual Services	\$510,683	\$552,501	\$565,270	\$544,018	(\$21,252)	(3.76%)
Supplies and Materials	\$92,315	\$81,714	\$98,299	\$105,919	\$7,620	7.75 %
Fixed Charges	\$591,254	\$784,847	\$895,332	\$1,286,218	\$390,886	43.66 %
Grants & Donations	\$182	\$1,088	\$400	\$400	\$0	0.00 %
Capital Outlay	\$15,546	\$17,305	\$15,000	\$14,600	(\$400)	(2.67%)
Total	\$13,646,214	\$14,168,555	\$14,349,228	\$15,699,475	\$1,350,247	9.41 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$13,646,214	\$14,168,555	\$14,349,228	\$15,699,475
Employees	130	130	130	132
Outputs				
General				
# outside/rubbish/brush/other Fires	69	69	130	99
# fire alarms answered	1,051	1,051	1043	1001
# mutual aid calls given & received	26	26	38	34
# of buildings maintained	6	6	7	7
# of car fires	58	58	39	48
# of fire calls	2,358	2,358	2806	843
# of hazmat conditions calls	272	272	457	340
# of medical/EMS calls	3,167	3,167	3749	3521
# of public service calls	396	396	348	340
# of structure fires	157	157	165	168
Effectiveness				
General				
Average # of minutes it takes to respond to a fire call	4	4	4.5	4.55
Average # of minutes it takes to respond to a medical/EMS call	4	4	4.5	4.55

PREVENTION						
FUNDING SUMMARY						
Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$616,959	\$663,990	\$609,808	\$563,470	(\$46,338)	(7.60%)
Contractual Services	\$7,856	\$4,261	\$8,477	\$9,843	\$1,366	16.11 %
Supplies and Materials	\$7,471	\$5,875	\$6,040	\$5,040	(\$1,000)	(16.56%)
Fixed Charges	\$28,189	\$37,847	\$42,733	\$58,798	\$16,065	37.59 %
Capital Outlay	\$0	\$110,000	\$0	\$0	\$0	0.00 %
Total	\$660,474	\$821,972	\$667,058	\$637,151	(\$29,907)	(4.48%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$660,474	\$821,972	\$667,058	\$637,151
Employees	7	7	7	7
Outputs				
There are no values for FY13-14 as a result of new tracking software				
Code Enforcement				
# of commercial properties in Norwalk	3500	3500		unknown
# of residential properties in Norwalk	1730	1730		unknown
Inspections				
# of commercial inspections	500	600		865
# of commercial properties	1000	1000		unknown
# of multi-family dwellings	925	1000		unknown
# of multi-family inspections	925	1000		639
# of violations per year				will track
Hazardous Materials				
# of companies with hazardous materials on sight	306	300		unknown
# of violations per year				unknown
Plan Review				
# of building plans reviewed	150	140		216
# of evacuation plans reviewed				unknown
Investigation				
# of fires investigated	30	30		106
Education				
# of resident fire prevention programs	25	40		74
# of residents educated about fire prevention	750	1000		unknown
# of school aged children educated about fire prevention	7000	7000		7000
# of school fire prevention programs	15	20		130

Department Summary - FIRE DEPARTMENT

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
There are no values for FY13-14 as a result of no tracking software				Firehouse upgrade in progress
Code Enforcement				
% of commercial properties that are in accordance with all codes		N/A		unknown
% of residential properties that are in accordance with all codes		N/A		unknown
% of violations resolved/followed up on in a timely manner		90%		100%
Inspections				
% of buildings that should be inspected				100%
% of commercial properties inspected	25%	40%		unknown
% of inspections performed in a timely manner	100%	100%		100%
% of multi-family dwellings inspected	50%	60%		unknown
% of violations resolved/followed up on in a timely manner	75%	90%		100%
% receiving violations during inspections	60%	65%		90%
Hazardous Materials				
% change in companies educated				0
% change in companies with hazardous materials				unknown
% of companies in compliance with laws	100%	N/A		N/A
% of violations resolved/followed up on in a timely manner	100%	100%		100%
Plan Review				
% of building plans in accordance to standards and codes	100%	100%		100%
% of plans reviewed in a timely manner	100%	100%		100%
% of working fire alarm systems at each company				99%
Investigation				
% change in reoccurrences of the same type of fire	N/A	N/A		N/A
% of investigations completed in a timely manner		100%		100%
Education				
% change in number of school fire prev. prog. held		10%		unknown
% change in the # of resident fire prev. prog. held		25%		unknown

FIRE TRAINING

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$117,423	\$121,804	\$126,260	\$132,077	\$5,817	4.61 %
Contractual Services	\$81,332	\$81,620	\$79,525	\$38,305	(\$41,220)	(51.83%)
Supplies and Materials	\$2,469	\$3,551	\$4,000	\$14,250	\$10,250	256.25 %
Fixed Charges	\$5,814	\$7,796	\$8,841	\$12,042	\$3,201	36.21 %
Total	\$207,037	\$214,771	\$218,626	\$196,674	(\$21,952)	(10.04%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$207,037	\$214,771	\$218,626	\$196,674
Employees	1	1	1	1
Outputs				
New Recruits				
# of new recruits	4	2	5	1-3
# of new recruits needing Firefighter I/II certification	4	2	5	1-3
# of training hours for new recruits	1,680	840	2800	600-1800
Continued Training				
# of firefighters with Paramedic certification	4	4	4	4
# of firefighters trained on a daily basis	32	32	32	33
# of firefighters with EMT certification	36	36	51	52
# of firefighters with Firefighter I certification	122	122		126
# of firefighters with MRT certification	81	81	68	70
# of training hours per year	29,750	29,750	21750.	26,400
Effectiveness				
New Recruits				
% of new recruits with Firefighter I/II certification	100%	100%	100%	100%
Average number of training hours per new recruit	760	760	820	820
Continued Training				
% of firefighters with EMT certification	30%	30%	38.93%	44%
% of firefighters with Firefighter I certification	92%	92%	94%	100%
% of firefighters with MRT certification	68%	68%	52%	53%
% of firefighters with Paramedic certification	3%	3%	3%	3%
Average number of training hours per firefighter	250	250	250	250

SUPPORT SERVICES						
FUNDING SUMMARY						
Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$236,573	\$237,242	\$209,807	\$208,355	(\$1,452)	(0.69%)
Contractual Services	\$276,197	\$263,138	\$449,697	\$498,415	\$48,718	10.83 %
Supplies and Materials	\$189,261	\$172,246	\$185,609	\$198,727	\$13,118	7.07 %
Fixed Charges	\$63,901	\$65,694	\$64,305	\$67,146	\$2,841	4.42 %
Capital Outlay	\$11,734	\$6,687	\$6,180	\$1,000	(\$5,180)	(83.82%)
Total	\$777,667	\$745,007	\$915,598	\$973,643	\$58,045	6.34 %

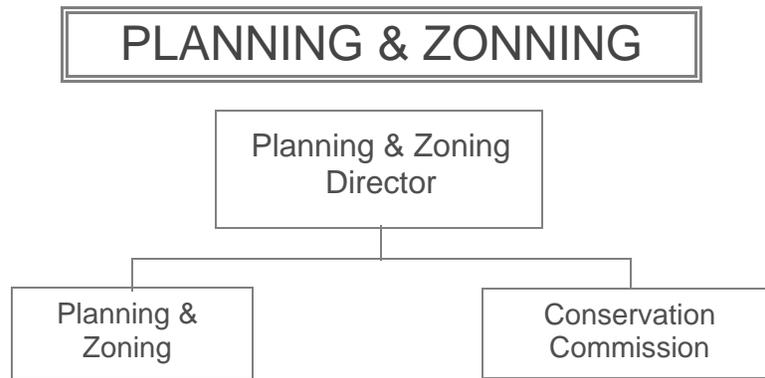
PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$777,667	\$745,007	\$915,598	\$973,643
Employees	2	2	2	2
Outputs				
General				
# of generators maintained	6	6	6	5
# of trucks and cars maintained	50	50	48	49
Effectiveness				
General				
These are still being developed				

EMERGENCY PREPAREDNESS PLANNING						
FUNDING SUMMARY						
Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$70,176	\$71,990	\$72,298	\$75,494	\$3,196	4.42 %
Contractual Services	\$35,207	\$20,301	\$38,604	\$38,608	\$4	0.01 %
Supplies and Materials	\$6,241	\$4,193	\$4,000	\$5,000	\$1,000	25.00 %
Fixed Charges	\$3,194	\$4,327	\$5,062	\$6,802	\$1,740	34.37 %
Capital Outlay	\$22,664	\$0	\$0	\$0	\$0	0.00 %
Total	\$137,482	\$100,812	\$119,964	\$125,904	\$5,940	4.95 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$137,482	\$100,812	\$119,964	\$125,904
Employees	1	1	1	1
Outputs				
General				
# of families assisted thru fire victims fund/referrals for services	5	5	5	20
# of people reached through education programs/workshops	984	984	2000	5000
# Public Education programs/workshops	2	2	2	10
Effectiveness				
General				
# change in # of people reached			2	20%
% change in number drills /exercises	20%	20%	0%	20%
% change in number of programs	20%	20%	0%	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 2013- 2014:

- Review and acted upon : 12 Zone change Requests; 12 Zoning Amendment Requests; 25 Special Permit Applications; 25 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.
- 1,300 Zoning Permits issued; 300 Violations were investigated and acted upon

Goals For 2014 - 2015:

- Continue to review and act upon applications and referrals within the required statutory time limits
- Review and act upon 1,300 zoning permits.
- Continue implementation of the 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

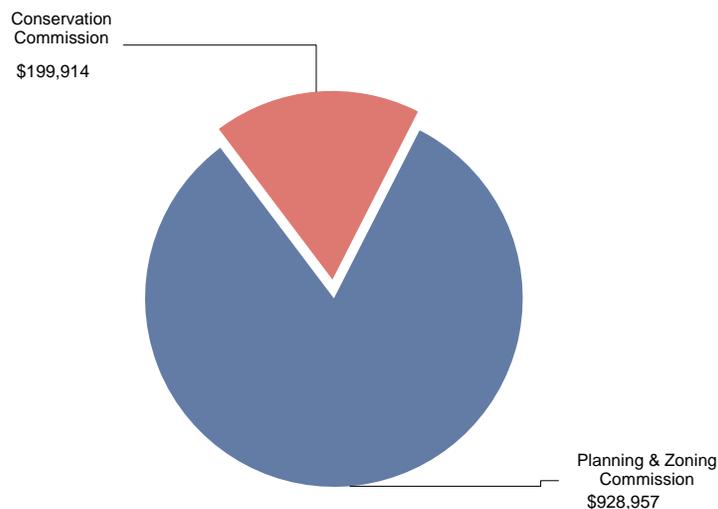
The approved FY 2014-15 expense budget has an increase of \$23,187 or 2.1% over the approved FY 2013-14 expense budget. The primary drivers of this increase are net increases of \$11,695 in Part Time Wages for administrative work associated with increased permitting activity; \$8,509 in Regular Wages and Salary due to settled wage agreements; and a \$2,740 increase in Overtime Wages due to the increased number and complexity of applications being processed by the department. There is net increase of \$243 in other miscellaneous accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Planning & Zoning Commission	\$863,597	\$882,531	\$910,197	\$928,957	\$18,760	2.06 %
Conservation Commission	\$181,850	\$189,961	\$195,487	\$199,914	\$4,427	2.26 %
Total	\$1,045,447	\$1,072,492	\$1,105,684	\$1,128,871	\$23,187	2.10 %
Budget By Major Group						
Personnel Services	\$989,308	\$1,024,375	\$1,056,099	\$1,080,193	\$24,094	2.28 %
Contractual Services	\$29,768	\$28,309	\$32,589	\$31,916	(\$673)	(2.07%)
Supplies and Materials	\$9,547	\$7,814	\$7,700	\$7,700	\$0	0.00 %
Fixed Charges	\$16,823	\$8,418	\$9,296	\$9,062	(\$234)	(2.52%)
Capital Outlay	\$0	\$3,575	\$0	\$0	\$0	0.00 %
Total	\$1,045,447	\$1,072,492	\$1,105,684	\$1,128,871	\$23,187	2.10 %
NON-TAX REVENUE						
Licenses & Permits	\$230,578	\$268,007	\$236,350	\$263,734	\$27,384	11.59 %
Miscellaneous	\$0	\$975	\$0	\$0	\$0	0.00 %
Total	\$230,578	\$268,982	\$236,350	\$263,734	\$27,384	11.59 %
AMT. SUPPORTED BY TAXES	\$814,869	\$803,510	\$869,334	\$865,137	(\$4,197)	(0.48%)

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Planning & Zoning</u>					
Director of Planning & Zoning	1 \$141,647	1 \$144,834	1 \$147,731	1 \$150,686	0 \$2,955
Assistant Director of Planning & Zoning	1 \$117,045	1 \$119,679	1 \$122,073	1 \$124,514	0 \$2,441
Deputy Zoning Inspector	1 \$78,179	1 \$79,938	1 \$81,537	1 \$83,168	0 \$1,631
Zoning Inspector	1 \$82,092	1 \$83,939	1 \$85,618	1 \$87,330	0 \$1,712
Site Planner	1 \$90,505	1 \$92,541	1 \$94,392	1 \$96,280	0 \$1,888
Sr Planner	1 \$95,039	1 \$97,177	1 \$99,121	1 \$101,103	0 \$1,982
Compliance Inspector	1 \$70,919	1 \$76,132	1 \$77,655	1 \$79,208	0 \$1,553
Compliance Assistant	2 \$111,128	2 \$119,294	2 \$127,818	2 \$118,790	0 (\$9,028)
Total	9 \$786,554	9 \$813,534	9 \$835,945	9 \$841,079	0 \$5,134
<u>Conservation Commission</u>					
Senior Environmental Officer	1 \$91,780	1 \$96,377	1 \$98,305	1 \$100,271	0 \$1,966
Environmental Compliance Officer	1 \$64,332	1 \$69,056	1 \$70,437	1 \$71,846	0 \$1,409
Total	2 \$156,112	2 \$165,433	2 \$168,742	2 \$172,117	0 \$3,375
Department Total	11 \$942,666	11 \$978,967	11 \$1,004,687	11 \$1,013,196	0 \$8,509

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$817,724	\$843,259	\$870,150	\$889,681	\$19,531	2.24 %
Contractual Services	\$21,149	\$20,949	\$24,750	\$24,110	(\$640)	(2.59%)
Supplies and Materials	\$8,521	\$7,088	\$6,700	\$6,700	\$0	0.00 %
Fixed Charges	\$16,203	\$7,660	\$8,597	\$8,466	(\$131)	(1.52%)
Capital Outlay	\$0	\$3,575	\$0	\$0	\$0	0.00 %
Total	\$863,597	\$882,531	\$910,197	\$928,957	\$18,760	2.06 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$863,597	\$882,531	\$910,197	\$928,957
Employees	9	9	9	9
Outputs				
New Item				
Administration				
# of questions regarding zoning	25,000	25,000	25,000	30,000
Applications				
# of site plans processed	40	40	40	40
# of site plans received	40	40	40	40
# of special permits processed	20	20	20	20
# of special permits received	20	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	15	15	15	20
# of zoning changes processed	5	5	5	20
# of zoning permits issued without appointments	1,100	1,100	1,200	1,300
Enforcement				
# of certificates of occupancy issued	1000	1000	1,100	1,100
# of construction sites inspected	50	50	70	80
# of violations prosecuted in court/resolved	100	100	150	150
# of violations received/inspected	300	300	300	300
Planning				
#of amendments to the Plan of Cons and Dev.	1	0	0	0

Department Summary - PLANNING & ZONNING

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
#of DEP/Army Corps applications comments	15	15	15	15
#of municipal improvements processed	15	15	15	15
Outreach & Education				
# of changes made to Inland Wetland Map	100	42	44	40
# of changes/updates needed on Inland Wetland Map	100	42	44	40
# of information requests	1,500+	1,500+	1,500+	1,700+
# of informational pamphlets and presentations produced	1	1	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			100	100%
% of activities assessed for permit need	100%	100%	100%	100%
% of APA registrations filed within statutory timelines			100	100%
% of Inland Wetland violations resolved within three months			100	92%
Outreach & Education				
% of required changes made to regulations	100%	100%	100%	100%
% of required changes to map	100%	100%	100%	100%
% of target audience receiving information each year				

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$171,585	\$181,116	\$185,949	\$190,512	\$4,563	2.45 %
Contractual Services	\$8,619	\$7,361	\$7,839	\$7,806	(\$33)	(0.42%)
Supplies and Materials	\$1,026	\$726	\$1,000	\$1,000	\$0	0.00 %
Fixed Charges	\$620	\$758	\$699	\$596	(\$103)	(14.74%)
Total	\$181,850	\$189,961	\$195,487	\$199,914	\$4,427	2.26 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$181,850	\$189,961	\$195,487	\$199,914
Employees	2	2	2	2
Outputs				
Application				
# of Aquifer Protection (APA) registration or permit applications decided w/in 65 days	0	1	0	1
# of Inland Wetland (IWW) permit applications reviewed & decided w/in 65 days	65	50	45	35
Enforcement & Regulatory Action				
# of activities receiving permit-need assessment	1190	1140	1220	1230
# of activities requiring permit-need assessment	1190	1140	1220	1230
# of Aquifer Protection Area regulations violations	5	2	1	1
# of Aquifer Protection Area regulations violations resolved w/in 30 days	4	2	1	1
# of changes made to IWW regulations	1	0	1	0
# of facilities within APA registered and monitored	34	33	33	33
# of Inland Wetland violations noted	20	10	14	12
# of Inland Wetland violations resolved within 30 days	17	9	12	11
# of required changes to IWW regulations	1	0	1	0
Outreach & Education				
# of changes made to Inland Wetland Map	97	42	44	40
# of changes/updates needed on Inland Wetland Map	97	42	44	40
# of information requests	1500+	1500+	1550+	1550+
# of informational pamphlets and presentations produced/added to website	6	5	5	

Department Summary - PLANNING & ZONNING

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 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	80%	100	50	100%
% of activities assessed for permit need	100%	100	100	100%
% of APA registrations filed within statutory timelines	97	97	97	100%
% of Inland Wetland violations resolved within three months	87%	91	90	92%
Outreach & Education				
% of required changes made to regulations	100%	100	100	100%
% of required changes to map	100%	100	100	100%
% of target audience receiving information each year	75%	75	90	85%

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 2013- 2014:

- We provided monthly Code Related Educational Classes to the public at various locations.
- Our revenue increased to an all time high, along with permit applications.
- Blight Ordinance has been approved and will go into effect January 1, 2014.

Goals For 2014 - 2015:

- iPads for the inspectors for on site documentation purposes.
- The ability for the public to review permit statuses on line.
- Interrogated software between departments for continuity purposes.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$34,994 or 5.0% over the approved FY 2013-14 expense budget. The primary drivers of this increase are a \$17,100 increase in Regular Wages and Salary due to settled wage agreements and a \$13,296 increase in Part Time Salary and Wages due to the current and anticipated increased volume of permitting activity. Centralized Fleet Maintenance, an allocated cost associated with citywide Fleet Maintenance costs, is increasing by \$2,534 along with a net increase of \$2,064 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

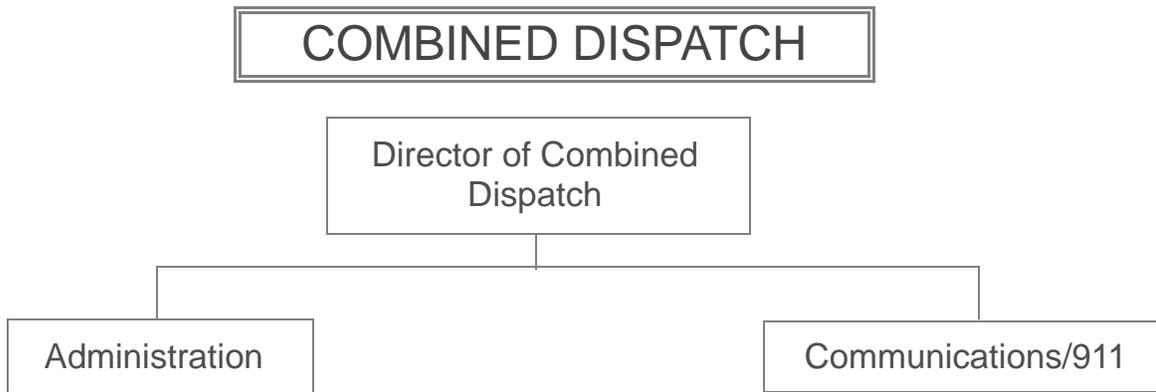
<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Building Inspector	\$656,232	\$687,915	\$695,413	\$730,407	\$34,994	5.03 %
Total	\$656,232	\$687,915	\$695,413	\$730,407	\$34,994	5.03 %
<u>Budget By Major Group</u>						
Personnel Services	\$625,048	\$658,046	\$665,338	\$697,194	\$31,856	4.79 %
Contractual Services	\$10,258	\$9,805	\$11,807	\$11,861	\$54	0.46 %
Supplies and Materials	\$4,906	\$4,618	\$5,700	\$6,700	\$1,000	17.54 %
Fixed Charges	\$16,021	\$15,445	\$12,568	\$14,652	\$2,084	16.58 %
Total	\$656,232	\$687,915	\$695,413	\$730,407	\$34,994	5.03 %
NON-TAX REVENUE						
Licenses & Permits	\$1,817,856	\$3,008,376	\$2,640,500	\$3,140,905	\$500,405	18.95 %
Total	\$1,817,856	\$3,008,376	\$2,640,500	\$3,140,905	\$500,405	18.95 %
AMT. SUPPORTED BY TAXES	(\$1,161,624)	(\$2,320,461)	(\$1,945,087)	(\$2,410,498)	(\$465,411)	23.93 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Building Inspection</u>					
Chief Building Official	1 \$128,770	1 \$131,667	1 \$134,300	1 \$136,986	0 \$2,686
Assistant Building Official	2 \$153,011	2 \$160,071	2 \$167,155	2 \$174,660	0 \$7,505
Electrical Inspector	1 \$82,092	1 \$83,939	1 \$85,618	1 \$87,330	0 \$1,712
Mechanical Inspector	1 \$82,092	1 \$83,939	1 \$85,618	1 \$87,330	0 \$1,712
Technical Assistant	2 \$116,668	2 \$119,294	2 \$121,680	2 \$124,114	0 \$2,434
Office Technician	1 \$47,998	1 \$51,522	1 \$52,552	1 \$53,603	0 \$1,051
Total	8 \$610,631	8 \$630,432	8 \$646,923	8 \$664,023	0 \$17,100
Department Total	8 \$610,631	8 \$630,432	8 \$646,923	8 \$664,023	0 \$17,100

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$656,232	\$687,915	\$695,413	\$730,407
Employees	8	8	8	8
Outputs				
Administration				
# of CEAC meetings	20	20	24	24
# of FOI requests received	2700	2700	3400	6950
ISO grade	4	4	4	4
Permits & Applications				
# of building permits issued	1550	1600	1650	2000
# of demolition permits issued	52	65	60	72
# of electrical permits issued	1478	1500	1550	1680
# of HVAC permits issued	1249	1275	1350	1575
# of plumbing permits issued	901	950	1100	1162
# of pre-demolition applications received	35	35	45	45
# of sewer permits issued	96	125	175	168
# of sign permits issued	89	100	115	136
# of temporary permits issued	198	200	200	225
Licenses				
# of sign licenses issued	41	35	40	45
Inspections				
# of inspections	14,000	14,000	14,500	16,000.
Violations				
# of violation notices issued	96	120	160	175
Information Technology				
# of records maintained on system	9400	10,800	16,000	24000
Effectiveness				
Administration				
% of approved budget expended	96%	98%		
% of FOI requests processed in a timely manner	95%	98%	100%	100%
Favorable ISO grade received	AVG	AVG	AVG	Avg
Permits & Applications				
% building permits issued in a timely manner	96%	98%	98%	98%
% demolition permits issued in a timely manner	97%	98%	98%	98%
% electrical permits issued in a timely manner	97%	97%	98%	98%
% HVAC permits issued in a timely manner	97%	97%	98%	98%
% plumbing permits issued in a timely manner	97%	97%	98%	98%
% pre-demolition permits issued in a timely manner	97%	98%	99%	99%
% sewer permits issued in a timely manner	97%	97%	98%	99%
% sign permits issued in a timely manner	97%	98%	98%	98%
% temporary permits issued in a timely manner	90%	98%	99%	99%



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 2013- 2014:

- Continued work on FCC mandated 800MHz Radio Re-banding.
- Continuation of physical improvements and the general overall maintenance of the Communications Center.
- Strengthened Combined Dispatch's relationships with the Norwalk Fire Department, Norwalk Office of Emergency Management and Norwalk Hospital EMS.

Goals For 2014 - 2015:

- Reduce Overtime expenditure by 20% from previous year.
- Replace HP computers that operate the radio system.
- Replace Dell computers that are at the eight dispatch stations since they are over 5 years old.
- Replace two desktops that are at the Supervisor station and FD station due to the fact they are old and slow.
- Reduce sick time overall by 10% over the same time next year.

SIGNIFICANT CHANGES

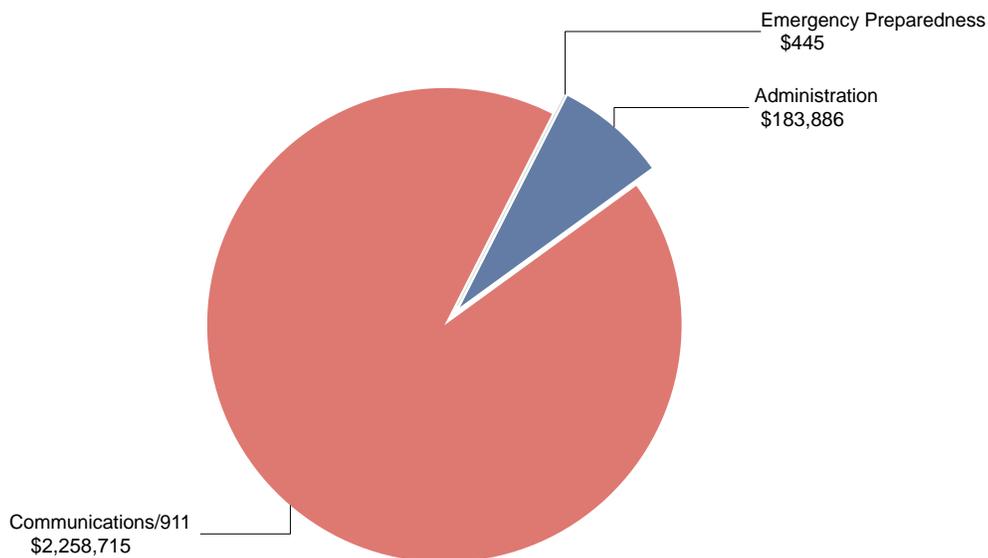
The approved FY 2014-15 expense budget has an increase of \$161,325 or 7.1% over the approved FY 2013-14 expense budget. The primary driver of this increase is a \$159,431 increase in Regular Wages and Salary that includes the budget relocation of one Police Lieutenant to the Combined Dispatch department and the impact of settled wage agreements. Workers Compensation, an allocated cost associated with citywide Workers Compensation expenses, increased by \$8,682 which was offset by a net decrease of \$6,788 in miscellaneous other accounts including overtime expenses.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$97,307	\$79,936	\$85,178	\$183,886	\$98,708	115.88 %
Communications/911	\$2,124,154	\$2,191,353	\$2,196,111	\$2,258,715	\$62,604	2.85 %
Emergency Preparedness	\$412	\$423	\$432	\$445	\$13	3.01 %
Total	\$2,221,873	\$2,271,711	\$2,281,721	\$2,443,046	\$161,325	7.07 %
<u>Budget By Major Group</u>						
Personnel Services	\$1,928,931	\$1,965,286	\$1,987,514	\$2,132,682	\$145,168	7.30 %
Contractual Services	\$189,058	\$216,370	\$198,440	\$205,895	\$7,455	3.76 %
Supplies and Materials	\$364	\$2,234	\$4,800	\$1,500	(\$3,300)	(68.75%)
Fixed Charges	\$29,338	\$12,299	\$10,858	\$20,071	\$9,213	84.85 %
Grants & Donations	\$74,183	\$75,522	\$80,109	\$82,898	\$2,789	3.48 %
Total	\$2,221,873	\$2,271,711	\$2,281,721	\$2,443,046	\$161,325	7.07 %
NON-TAX REVENUE						
Intergovernmental	\$186,208	\$190,321	\$186,118	\$186,118	\$0	0.00 %
Total	\$186,208	\$190,321	\$186,118	\$186,118	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$2,035,665	\$2,081,390	\$2,095,603	\$2,256,928	\$161,325	7.70 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY										
	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Administration</u>										
Police Lieutenant	0	\$0	0	\$0	0	\$0	1	\$94,413	1	\$94,413
Total	0	\$0	0	\$0	0	\$0	1	\$94,413	1	\$94,413
<u>Communications/911</u>										
Dispatch Supervisor	6	\$442,818	6	\$456,972	6	\$470,386	6	\$486,340	0	\$15,954
Public Safety Telecommunicator II	15	\$926,693	15	\$939,774	15	\$973,278	15	\$1,013,610	0	\$40,332
Public Safety Telecommunicator I	3	\$148,975	3	\$152,444	3	\$160,772	3	\$169,504	0	\$8,732
Total	24	\$1,518,486	24	\$1,549,190	24	\$1,604,436	24	\$1,669,454	0	\$65,018
Department Total	24	\$1,518,486	24	\$1,549,190	24	\$1,604,436	25	\$1,763,867	1	\$159,431

ADMINISTRATION

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$0	\$0	\$0	\$95,388	\$95,388	0.00 %
Contractual Services	\$247	\$0	\$1,531	\$1,531	\$0	0.00 %
Fixed Charges	\$22,878	\$4,414	\$3,538	\$4,069	\$531	15.01 %
Grants & Donations	\$74,183	\$75,522	\$80,109	\$82,898	\$2,789	3.48 %
Total	\$97,307	\$79,936	\$85,178	\$183,886	\$98,708	115.88 %

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$1,928,931	\$1,965,286	\$1,987,514	\$2,037,294	\$49,780	2.50 %
Contractual Services	\$188,399	\$215,948	\$196,477	\$203,919	\$7,442	3.79 %
Supplies and Materials	\$364	\$2,234	\$4,800	\$1,500	(\$3,300)	(68.75%)
Fixed Charges	\$6,460	\$7,885	\$7,320	\$16,002	\$8,682	118.61 %
Total	\$2,124,154	\$2,191,353	\$2,196,111	\$2,258,715	\$62,604	2.85 %

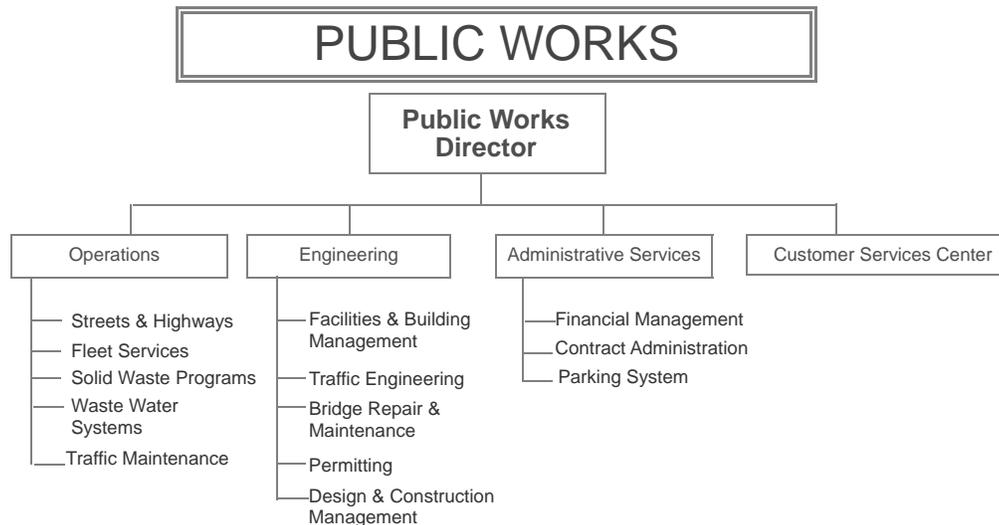
PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$2,124,154	\$2,191,353	\$2,196,111	\$2,258,715
Employees	24	24	24	24
Outputs				
Call Center				
# of emergency calls received	35,000	35,000	38,000	40,000
# of non-emergency calls received (est.)	130,000	130,000	140,000	143,000
Effectiveness				
Call Center				
% of calls to center logged with appropriate times	98	98	99	99
% of emergency calls given to the appropriate units within one minute and 30 seconds of receipt of call	99	99	96	97
% of emergency calls sent to the dispatcher within one minute	90	90	96	97
% of non-emergency calls given to the dispatcher within four minutes	98	98	100	100
% of non-emergency calls stacked or dispatched within six minutes	99	99	99	99

EMERGENCY PREPAREDNESS PLANNING

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contractual Services	\$412	\$423	\$432	\$445	\$13	3.01 %
Total	\$412	\$423	\$432	\$445	\$13	3.01 %



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 2013- 2014:

- Continued to focus on the maintenance and repair of critical infrastructure in a seriously deficient resource environment.
- Sought and acquired significant additional external funding for traffic signal system upgrades.
- Continued a safety program that strives for zero accidents/incidents/injuries, meets OSHA requirements and reduces risk management costs.
- Successfully implemented single stream recycling.
- Significantly improved routine and emergency communications capabilities.
- Constructed backup City Hall power to facilitate full operational capability during natural disasters.
- Despite serious obstacles, continued to develop and implement approaches to infrastructure maintenance that improved productivity.
- Conducted a pavement management program that improved the condition and extended the useful life of streets throughout the City.
- Worked closely with the state to facilitate timely repair and replacement of state infrastructure within the City.
- Certified as Tree City USA for 10th consecutive year and earned Growth Award for 7th consecutive year

Goals For 2014 - 2015:

- Continue to focus on the maintenance and repair of critical infrastructure in a seriously deficient resource environment.
- Continue to seek and acquire 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.
- Continue to improve the efficiency and effectiveness of the City's storm drainage system.
- Continue to develop and implement approaches to infrastructure maintenance that improve productivity.
- Reduce the backlog of capital projects.
- Continue a pavement management program intended to steadily increase the average condition and extend the useful life of streets throughout the City.
- Insofar as resources allow, broaden the Department's face to the community and expand volunteerism.
- Maintain as many effective services as possible given the economic environment.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$857,659 or 4.9% over the approved FY 2013-14 expense budget. This increase is driven by the following changes in categories of expenses:

Snow/Ice Removal Operation, increase of \$250,000

This increase is due to the FY 2013-14 reduced budget which benefited from a prior year surplus due to its light winter and utilization of salt. The increase in the approved FY 2014-15 budget is the cost of fully funding this account with no anticipated surplus from the prior year.

Regular Wages and Salary increase by \$231,031 due to settled wage agreements.

Workers Compensation and Insurance increase by \$190,809 and are allocated costs for the department's share of citywide Workers Compensation (\$104,002) and Liability, Auto and Property (\$86,807) insurance costs.

Utility expenses increase by \$148,065 and include an additional \$86,939 in electricity costs at the Ben Franklin facility due to the current tenant's inability to pay and a yet to be determined contract with the new tenant. The remaining \$61,126 is for anticipated increases in electricity, water, gas, and heating fuels for the following city owned buildings: City Hall, DPW Center, Benjamin Franklin, Nathaniel Ely, Roosevelt Senior Center, and Lockwood House.

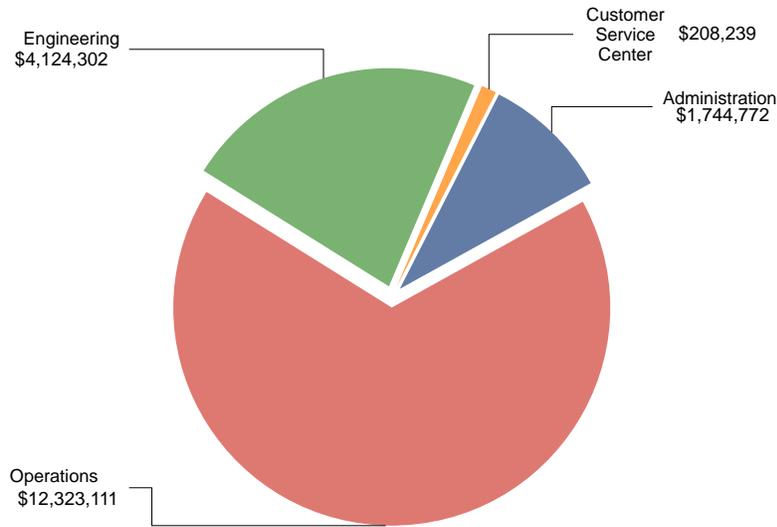
There is a net increase of \$37,754 in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$2,127,197	\$1,555,619	\$1,481,460	\$1,744,772	\$263,312	17.77 %
Operations	\$10,176,824	\$11,692,461	\$11,981,750	\$12,323,111	\$341,361	2.85 %
Engineering	\$3,655,918	\$3,764,537	\$3,878,239	\$4,124,302	\$246,063	6.34 %
Customer Service Center	\$192,342	\$201,290	\$201,316	\$208,239	\$6,923	3.44 %
Total	\$16,152,282	\$17,213,907	\$17,542,765	\$18,400,424	\$857,659	4.89 %
<u>Budget By Major Group</u>						
Personnel Services	\$6,187,159	\$6,293,772	\$6,287,489	\$6,540,942	\$253,453	4.03 %
Contractual Services	\$6,274,783	\$7,417,666	\$7,694,133	\$7,875,504	\$181,371	2.36 %
Supplies and Materials	\$378,308	\$582,917	\$632,907	\$872,267	\$239,360	37.82 %
Fixed Charges	\$2,923,057	\$2,199,167	\$2,505,700	\$2,599,971	\$94,271	3.76 %
Debt Service	\$37,253	\$23,861	\$35,000	\$73,000	\$38,000	108.57 %
Grants & Donations	\$351,723	\$369,442	\$387,536	\$435,100	\$47,564	12.27 %
Capital Outlay	\$0	\$327,083	\$0	\$3,640	\$3,640	0.00 %
Total	\$16,152,282	\$17,213,907	\$17,542,765	\$18,400,424	\$857,659	4.89 %
NON-TAX REVENUE						
Intergovernmental	\$436,988	\$438,715	\$877,430	\$1,277,518	\$400,088	45.60 %
Licenses & Permits	\$314,580	\$146,242	\$175,070	\$176,821	\$1,751	1.00 %
Service Charges	\$133,879	\$537,355	\$542,950	\$549,630	\$6,680	1.23 %
Miscellaneous	\$97,007	\$69,487	\$71,276	\$530,759	\$459,483	644.65 %
Total	\$982,454	\$1,191,798	\$1,666,726	\$2,534,728	\$868,002	52.08 %
AMT. SUPPORTED BY TAXES	\$15,169,828	\$16,022,109	\$15,876,039	\$15,865,696	(\$10,343)	(0.07%)

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Public Works	1	\$93,220	1	\$96,055	1	\$96,055	1	\$139,965	0	\$43,910
Administrative Services Manager	1	\$53,213	1	\$54,411	1	\$55,499	1	\$113,217	0	\$57,718
Public Works Administrative Assistant	1	\$61,277	1	\$62,656	1	\$63,909	1	\$65,187	0	\$1,278
Records Data Entry Clerk	1	\$47,290	1	\$48,354	1	\$49,321	1	\$59,186	0	\$9,865
Executive Secretary	1	\$64,332	1	\$65,779	1	\$67,095	1	\$68,437	0	\$1,342
Total	5	\$319,332	5	\$327,255	5	\$331,879	5	\$445,992	0	\$114,113
Operations										
Highway Superintendent	0	\$0	0	\$0	0	\$0	1	\$98,696	1	\$98,696
Superintendent of Maintenance	1	\$111,046	1	\$101,272	1	\$103,297	0	\$0	(1)	(\$103,297)
Waste Programs Manager	1	\$69,703	1	\$73,366	1	\$76,971	1	\$80,693	0	\$3,722
Signal System Technician	1	\$79,303	1	\$80,982	1	\$82,507	1	\$84,062	0	\$1,555
Traffic Signal Mechanic	1	\$67,623	1	\$72,604	1	\$77,764	1	\$79,319	0	\$1,555
Operations Manager	1	\$61,008	1	\$62,381	1	\$63,629	1	\$129,802	0	\$66,173
Supervisor-Traffic Maintenance	1	\$75,853	1	\$77,560	1	\$79,111	1	\$82,875	0	\$3,764
Dispatcher/Clerk	1	\$67,623	1	\$69,145	1	\$70,528	1	\$71,939	0	\$1,411
Maintainer II (Refuse) Driver	4	\$242,062	0	\$47,985	0	\$0	0	\$0	0	\$0
Maintainer II (Truck Driver)	21	\$1,100,533	21	\$1,173,185	21	\$1,212,985	20	\$1,183,720	(1)	(\$29,265)
Roads Supervisor	3	\$227,559	3	\$234,777	3	\$241,611	3	\$235,532	0	(\$6,079)
Maintainer III (Equipment Operator)	13	\$797,368	13	\$812,321	13	\$831,610	13	\$848,237	0	\$16,627
Mason I	3	\$187,374	3	\$197,714	3	\$208,226	3	\$215,817	0	\$7,591
Weighmaster	2	\$135,246	2	\$138,290	2	\$141,056	2	\$143,878	0	\$2,822
Maintainer I (Laborer)	14	\$663,093	14	\$654,089	14	\$744,520	14	\$754,187	0	\$9,667
Maintainer I (Refuse) Laborer	8	\$415,063	0	\$70,595	0	\$0	0	\$0	0	\$0
Lump Sum Solid Waste Wages	0	\$0	0	\$48,131	0	\$0	0	\$0	0	\$0
Total	75	\$4,300,457	63	\$3,914,397	63	\$3,933,815	62	\$4,008,757	(1)	\$74,942

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Engineering</u>										
Building & Facilities Manager	1	\$111,046	1	\$113,545	1	\$115,816	1	\$121,326	0	\$5,510
Traffic Engineer	1	\$83,433	1	\$85,310	1	\$87,016	1	\$88,756	0	\$1,740
Principal Civil Engineer	1	\$128,770	1	\$131,667	1	\$134,300	1	\$136,986	0	\$2,686
Structural Engineer	1	\$111,046	1	\$113,545	1	\$118,947	1	\$121,326	0	\$2,379
Senior Civil Engineer-Design	2	\$212,852	2	\$217,642	2	\$221,994	2	\$226,434	0	\$4,440
Traffic Analyst	1	\$74,560	1	\$76,239	1	\$77,764	1	\$79,319	0	\$1,555
Junior Engineer	5	\$290,340	5	\$302,194	5	\$311,596	5	\$321,426	0	\$9,830
Assistant Civil Engineer	2	\$173,631	2	\$177,538	2	\$181,088	2	\$187,106	0	\$6,018
Engineering Aide III	1	\$74,560	1	\$76,239	1	\$77,764	1	\$79,319	0	\$1,555
Permit Inspector	1	\$74,560	1	\$76,239	1	\$77,764	1	\$79,319	0	\$1,555
Custodian	1	\$50,388	1	\$51,522	1	\$52,552	1	\$53,603	0	\$1,051
Total	17	\$1,385,186	17	\$1,421,680	17	\$1,456,601	17	\$1,494,920	0	\$38,319
<u>Customer Service</u>										
Customer Service Representative	2	\$100,776	2	\$103,044	2	\$105,104	2	\$107,206	0	\$2,102
Customer Service Manager	1	\$74,560	1	\$76,239	1	\$77,764	1	\$79,319	0	\$1,555
Total	3	\$175,336	3	\$179,283	3	\$182,868	3	\$186,525	0	\$3,657
Department Total	100	\$6,180,311	88	\$5,842,615	88	\$5,905,163	87	\$6,136,194	(1)	\$231,031

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$336,323	\$348,300	\$352,446	\$469,378	\$116,932	33.18 %
Contractual Services	\$88,081	\$91,647	\$90,499	\$95,457	\$4,958	5.48 %
Supplies and Materials	\$17,675	\$28,559	\$28,600	\$29,000	\$400	1.40 %
Fixed Charges	\$1,333,396	\$390,589	\$622,379	\$715,837	\$93,458	15.02 %
Grants & Donations	\$351,723	\$369,442	\$387,536	\$435,100	\$47,564	12.27 %
Capital Outlay	\$0	\$327,083	\$0	\$0	\$0	0.00 %
Total	\$2,127,197	\$1,555,619	\$1,481,460	\$1,744,772	\$263,312	17.77 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Input				
Direct expenditures				\$1,744,772
Employees				5
Outputs				
Major service contracts managed				1
Number of budgets managed				7
Number of committees, authorities staff to				2
Number of employees managed				6
Director				
Area managed (square miles)				36.3
Major service contracts managed				6
Number of budgets managed				8
Number of committees, authorities staff to				6
Number of employees managed				103
Population serviced				87,000
Effectiveness				
% of approved operating budgets expended				100%
% of contracts that meet performance goals				100%
Director				
% of approved operating budget expended				100%
% of contracts that meet performance goals				100%
% of service requests handled efficiently				100%

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$4,149,859	\$4,247,701	\$4,216,632	\$4,302,547	\$85,915	2.04 %
Contractual Services	\$4,242,386	\$5,296,236	\$5,544,304	\$5,586,683	\$42,379	0.76 %
Supplies and Materials	\$301,824	\$489,271	\$506,256	\$745,856	\$239,600	47.33 %
Fixed Charges	\$1,482,756	\$1,659,252	\$1,714,558	\$1,688,025	(\$26,533)	(1.55%)
Total	\$10,176,824	\$11,692,461	\$11,981,750	\$12,323,111	\$341,361	2.85 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Input				
Direct expenditures				\$12,323,111
Employees				62
Outputs				
Collection system operated, maintained (miles)				182
Number of committees, authorities staff to				1
Number of employees managed				76
Number of interns managed				1
Number of lane miles maintained				625
Pumping stations operated, maintained				25
Solid waste services, facilities operated				5
Effectiveness				
% efficiency maintaining public right-of-way				98
% of approved operating budgets expended				100
% of collection system fully operational				100
% of contracts that meet performance goals				100
% of service requests adequately concluded				100
% pumping station fully operational				100
% solid waste services effectively delivered				100

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$1,519,635	\$1,511,842	\$1,534,428	\$1,580,917	\$46,489	3.03 %
Contractual Services	\$1,944,316	\$2,029,783	\$2,059,330	\$2,193,364	\$134,034	6.51 %
Supplies and Materials	\$58,809	\$65,086	\$98,051	\$97,411	(\$640)	(0.65%)
Fixed Charges	\$95,906	\$133,965	\$151,430	\$175,970	\$24,540	16.21 %
Debt Service	\$37,253	\$23,861	\$35,000	\$73,000	\$38,000	108.57 %
Capital Outlay	\$0	\$0	\$0	\$3,640	\$3,640	0.00 %
Total	\$3,655,918	\$3,764,537	\$3,878,239	\$4,124,302	\$246,063	6.34 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Input				
Direct expenditures				\$4,124,302
Employees				17
Outputs				
Average annual number of grants pursued				10
Average annual number of permits issued				900
Average number external projects coordinated				28
Average number of projects under management				86
Number of committees, authorities staff to				4
Number of departments, agencies served				24
Number of employees managed				17
Number of interns managed				5
Effectiveness				
% grant reimbursements received				100
% of approved operating budgets expended				100
% of contracts that meet performance goals				100
% of permits issued within proscribed time				80
% of public data, map requests satisfied				100
% of service requests adequately concluded				100
% projects completed within budget				100

CUSTOMER SERVICE CENTER

DESCRIPTION OF SERVICES

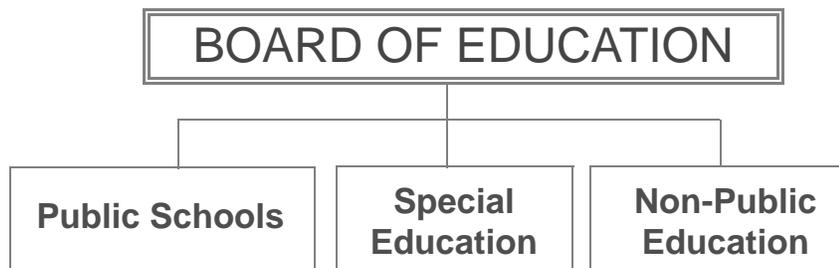
To provide superior service to residents and the public by ensuring that all contacts are handled competently, courteously and efficiently. The Center will receive, record and track all service requests and complaints and forward service requests and complaints to the appropriate department for action. It will also follow through on all service requests that have not been resolved and respond to requests for general information on services.

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$181,343	\$185,929	\$183,983	\$188,100	\$4,117	2.24 %
Fixed Charges	\$10,999	\$15,361	\$17,333	\$20,139	\$2,806	16.19 %
Total	\$192,342	\$201,290	\$201,316	\$208,239	\$6,923	3.44 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Input				
Direct expenditures				\$208,239
Employees				3
Outputs				
Average annual contacts				15,000
Average annual number of letters/notices issued				250
Average annual number of mailed schedules				1,200
Average annual service requests				13,000
Number of employees managed				3
Population serviced				86,000
Effectiveness				
% accuracy in information relayed				100
% letters/notices/schedules issued timely				100
% of calls handled efficiently and courteously				100



Description of Service/Mission Statements:

At Norwalk Public Schools, our mission is to create a student-focused culture that motivates, challenges and supports each individual student to his or her highest levels of achievement. Over 1,000 dedicated professionals work closely with more than 11,000 students in 19 schools. The Norwalk Public Schools district is made up of 13 elementary schools, four middle schools, two high schools, and one alternative high school program. Norwalk is also home to the Center for Global Studies, an inter-district high school magnet program housed at Brien McMahon High School.

Our district's rich diversity is a key part of our strength. Norwalk students come from a variety of backgrounds, with more than 38% of students speaking a second language at home. The Norwalk Public School system delivers a learning experience that is rich in cultural diversity, as well as one that is reflective of the global society in which our graduates will work and live. Our vision is that all students will graduate prepared to reach their highest potential for college, career and life-long success in a globally competitive society. At Norwalk Public Schools, we believe that "The World Starts Here."

Norwalk offers two magnet schools at the elementary level, Columbus Magnet School and Jefferson Science Magnet School, as well as the Center for Global Studies, an inter-district high school magnet program housed at Brien McMahon High School. Norwalk Public Schools provides comprehensive special education and bilingual education programs, full day Kindergarten, and expanded Pre-K opportunities. Before and after-school programs are available throughout the city for both elementary and secondary students. Students can also take advantage of a full array of interscholastic athletics and extra-curricular activities that cover a full range of interests, from computers to chess to community service. Programs like the Center for Youth Leadership, and the Norwalk High School and Brien McMahon Marching Bands, have received national recognition.

As of October 1, 2013, total enrollment in Norwalk Public Schools was 11,078 students, an increase of 21 compared to the prior year.

Highlights 2013-14

Highlights from the 2013-14 school year in Norwalk included a continued focus on performance for our students and schools, as well as new programs and changes designed to prepare students for college and careers.

- In July, Dr. Manuel Rivera joined the district as Superintendent of Norwalk Public Schools. A nationally recognized school leader, Dr. Rivera was hired by the Board of Education following a nationwide search.
- Columbus Magnet School was featured on the Rachael Ray Show after winning a \$30,000 cafeteria makeover in the "Ben's Beginners" cooking contest.
- From US History to English to Physics and beyond, Norwalk students are participating in a wide variety of in Advanced Placement and Honors classes.
- Principals and teachers at Norwalk Public Schools are emphasizing a data-driven decision making process to analyze and support student achievement.
- Norwalk students consistently demonstrate excellence in music and the arts. The Norwalk High Marching Band has earned first place in the Musical Arts Conference two years in a row, and the Brien McMahon Marching Band performs throughout the region. Annual high school musicals and holiday concerts are events enjoyed by the entire community.
- Norwalk Public Schools has expanded its community partnerships with corporate and non-profit organizations to build innovative programs that support students. An example includes our recent partnerships with GE Capital, Norwalk Children's Foundation, Fairfield County Community Foundation, and the Norwalk Education Foundation to

support implementation of Common Core State Standards.

- Norwalk's location on Long Island Sound offers students unique opportunities for learning. A prime example is Jefferson Science Magnet School and its ongoing partnership with the Norwalk Maritime Aquarium.
- In 2013-14, Norwalk Public Schools worked in close collaboration with the Norwalk Fire and Police Departments to create an inclusive safety culture, so that everyone can improve his or her level of readiness in the event of an emergency. Accomplishments include individual school safety assessments, a district-wide emergency planning guide, and school safety drills.
- To enable an expanded focused on technology in education, wireless access has been completed for all school buildings. The district has also invested in Chromebooks to further expand the availability of computers for both online testing and classroom use.
- In 2013, Norwalk Public Schools launched a new online "Parent Portal" to give families a place to track their students work and progress. Norwalk Public Schools also rolled out other initiatives designed to communicate with parents and guardians, including an expanded automated call system, text messaging system, e-newsletters and social media sites.
- Like other districts in Connecticut, Norwalk is transitioning to Common Core State Standards, a set of standards adopted by almost every state that have been designed to make sure that students are college and career ready when they leave high school. Instead of focusing on knowledge and skills, Common Core standards are designed for deeper learning, to make sure U.S. students can think critically and solve problems. Norwalk is ahead of many other districts in implementing Common Core, although work will continue throughout the upcoming school year.

Goals 2014-15

Our Primary Goal: To close the Achievement Gap by 2020 and assure that all students regardless of race, ethnicity or economic circumstances are meeting high standards.

Goals for 2014-15 include ensuring that:

- All children are ready to enter Kindergarten
- Students meet the goal level in 3rd grade reading
- Children demonstrate master in Common Core State Standards mathematics
- Norwalk students demonstrate mastery in Common Core State Standards English Language Arts
- English Language Learners will meet/exceed State annual Measureable Achievement Objectives
- Norwalk's schools reach higher performance
- Norwalk students graduate from high school "College and Career Ready"

2014-15 Focus Areas and Priorities:

- Build greater accountability against high expectations and standards
- Build the knowledge, skills and capacity of teachers and leaders
- Improve and transform the learning environment for all
- Continue to focus on quality control and decision making for Special Education programming
- Improve or build systems and structures necessary to support our new learning environment
- Build partnerships and a new Pre-K through Grade 14/16 mindset for students and parents

SPECIAL EDUCATION

Highlights 2013-14

- Trained all social workers and psychologist in cognitive behavior therapy.
- Provided embedded coaching to PreK teachers on use of preschool curriculum and assessment frameworks. Full implementation of curriculum has begun.
- Created a PreK task force to deliver support and training to district PreK teachers. Task force made up of administrators, a doctoral-level Board Certified Behavioral Analyst (BCBA), OT/PT supervisor and independent PreK

consultant.

- Completed a PreK environmental assessment of the eight district classes.
- Contracted a BCBA to support the teams working with students with autism spectrum disorders and other behavior concerns.
- Training provided by Literacy How to K-3 Special Education teachers on Scientific Research-Based Interventions (SRBI) and using Reading 3D for progress monitoring.
- Trained all NPS social workers, psychologist and speech pathologists in the use of Social Thinking curriculum (Michelle Garcia Winner).
- Provided Physical and Psychological Management Training to 60 district staff members.
- Continued working with parent advisory group, with monthly parent-focused workshops provided.
- Held discussions with the Institute for Professional Practice about the creation of a PreK/K class for students with autism.
- Engaging an independent assistive technology consultant to increase the use of technology in Individualized Education Programs (IEPs).

Goals 2014-2015

- Develop targeted plan for increased paraprofessional training.
- Increase the role of the Special Education administrator in instructional coaching. This will assist teams in using targeted progress monitoring for students to refine present levels of performance and drive instruction.
- Conduct professional development for building administrators on Special Education policies and procedures.
- Continue to increase the use of assistive technology for students to access grade level curriculum.
- Implement professional development for Special Education teachers on research-based reading instruction.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$4,159,001 or 2.6% over the approved FY 2013-14 expense budget. This budget represents the funding of the entire Board of Education request except for a \$1,187,520 insurance reserve. The requested reserve was determined to be unnecessary after a review of the reserve balance in the Insurance Fund at the end of fiscal year 2013-14.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Education	\$154,655,105	\$154,339,920	\$162,271,864	\$166,430,865	\$4,159,001	2.56 %
Total	\$154,655,105	\$154,339,920	\$162,271,864	\$166,430,865	\$4,159,001	2.56 %
<u>Budget By Major Group</u>						
Personnel Services	\$100,587,504	\$99,179,359	\$100,866,007	\$105,554,233	\$4,688,226	4.65 %
Fixed Charges	\$30,639,608	\$30,895,189	\$35,542,584	\$34,098,521	(\$1,444,063)	(4.06%)
Contractual Services	\$17,828,124	\$18,815,723	\$19,651,354	\$20,482,947	\$831,593	4.23 %
Supplies and Materials	\$5,199,644	\$5,137,217	\$5,792,407	\$5,790,008	(\$2,399)	(0.04%)
Capital Outlay	\$295,966	\$240,715	\$313,015	\$366,571	\$53,556	17.11 %
Grants & Donations	\$104,259	\$71,717	\$106,497	\$138,585	\$32,088	30.13 %
Total	\$154,655,105	\$154,339,920	\$162,271,864	\$166,430,865	\$4,159,001	2.56 %
NON-TAX REVENUE						
Intergovernmental	\$10,287,421	\$10,294,664	\$10,620,868	\$10,335,563	(\$285,305)	(2.69%)
Service Charges	\$0	\$0	\$12,000	\$12,120	\$120	1.00 %
Total	\$10,287,421	\$10,294,664	\$10,632,868	\$10,347,683	(\$285,185)	(2.68%)
AMT. SUPPORTED BY TAXES	\$144,367,684	\$144,045,256	\$151,638,996	\$156,083,182	\$4,444,186	2.93 %

FUND SUMMARY

OBJ DESCRIPTION	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
EDUCATION OBJECT CODES					
100 DEGREE LEVEL CHANGES	\$ -	\$ -	\$ 375,000	\$ 300,000	\$ (75,000)
101 LONG TERM SUBSTITUTES	\$ 419,023	\$ 908,946	\$ 690,606	\$ 700,410	9,804
102 PROFESSIONAL DEVELOPMENT	\$ -	\$ 2,545	\$ 800	\$ 500	(300)
111 SUPERINTENDENT	\$ 230,000	\$ 209,738	\$ 250,000	\$ 250,000	-
112 CENTRAL ADMIN SUP TEAM	\$ 461,273	\$ 498,335	\$ 640,873	\$ 904,247	263,374
113 PRINCIPALS	\$ 6,074,994	\$ 5,482,182	\$ 5,435,493	\$ 4,861,619	(573,874)
114 SUPERVISORS	\$ 640,123	\$ 360,261	\$ 529,267	\$ 590,219	60,952
115 ASSISTANT SUPERVISORS	\$ 410,881	\$ 355,095	\$ 487,601	\$ 606,406	118,805
116 DLC-TEACHERS AFTER BUDGET ROLL	\$ 24,233	\$ 5,000	\$ -	\$ -	-
117 TEACHERS (NON-RATIO)	\$ 64,108,362	\$ 63,389,351	\$ 62,750,298	\$ 66,295,602	3,545,304
118 SUBSTITUTES	\$ 889,586	\$ 913,964	\$ 814,720	\$ 930,769	116,049
119 OTHER CERTIFIED	\$ 7,050,680	\$ 6,983,729	\$ 7,633,288	\$ 7,320,337	(312,951)
121 SECRETARY	\$ 2,563,586	\$ 2,489,069	\$ 2,597,526	\$ 2,730,346	132,820
122 AIDE	\$ 5,491,869	\$ 6,079,159	\$ 6,699,033	\$ 7,133,808	434,775
123 CLERKS	\$ 1,558,911	\$ 1,213,389	\$ 1,446,368	\$ 1,388,529	(57,839)
124 CUSTODIANS	\$ 4,247,463	\$ 4,245,575	\$ 4,583,209	\$ 4,744,036	160,827
125 MAINTENANCE	\$ 678,623	\$ 689,728	\$ 720,369	\$ 659,413	(60,956)
126 NON-AFFILIATED	\$ 1,398,672	\$ 1,231,335	\$ 1,315,551	\$ 1,280,794	(34,757)
127 OTHER NON-CERTIFIED	\$ 986,086	\$ 907,352	\$ 371,882	\$ 395,408	23,526
128 SUBSTITUTES (NON-CERTIFIED)	\$ 233,209	\$ 264,852	\$ 236,192	\$ 303,068	66,876
130 OVERTIME SALARIES	\$ 357,125	\$ 455,928	\$ 402,585	\$ 367,735	(34,850)
131 CERTIFIED OVERTIME	\$ 22,055	\$ 20,452	\$ 38,000	\$ 25,000	(13,000)
133 SALARIES-WORKSHOPS	\$ 20,648	\$ 12,228	\$ 60,235	\$ 52,336	(7,899)
134 SALARIES-EXTRA	\$ 577,394	\$ 573,660	\$ 572,621	\$ 580,421	7,800
135 SECURITY	\$ 75,110	\$ 56,743	\$ 96,000	\$ 96,000	-
137 CERTIFIED HOURLY	\$ 672,987	\$ 463,215	\$ 566,686	\$ 596,925	30,239
138 NON-CERTIFIED HOURLY	\$ 22,921	\$ 19,664	\$ 28,750	\$ 28,750	-
139 EXTRA - CURRICULAR	\$ 87,613	\$ 119,722	\$ 145,463	\$ 139,738	(5,725)
143 NURSES	\$ 1,244,690	\$ 1,188,666	\$ 1,336,693	\$ 1,359,946	23,253
145 PHYSICAL THERAPIST	\$ 39,388	\$ 39,479	\$ 40,898	\$ 41,871	973
150 COMMON CORE IMPLEMENTATION	\$ -	\$ -	\$ -	\$ 870,000	870,000
200 PERSONAL SERVICES - EMPL	\$ 21,652	\$ -	\$ -	\$ -	-
212 FRINGE BENEFITS	\$ 25,963,473	\$ 25,557,039	\$ 30,311,941	\$ 28,739,344	(1,572,597)
230 RETIREMENT BENEFITS	\$ 1,099,042	\$ 2,130,893	\$ 1,636,273	\$ 1,722,337	86,064
235 LONGEVITY	\$ 216,360	\$ 246,732	\$ 270,000	\$ 270,000	-
240 SOCIAL SECURITY	\$ 3,152,426	\$ 2,771,007	\$ 3,043,674	\$ 3,161,840	118,166
250 UNEMPLOYMENT	\$ 186,655	\$ 189,518	\$ 279,696	\$ 204,000	(75,696)
300 PURCHASED PROF AND TECH	\$ 155,014	\$ 138,789	\$ 203,250	\$ 227,250	24,000
301 ATTENDANCE AT MEETINGS	\$ 15,629	\$ 13,912	\$ 49,158	\$ 46,376	(2,782)
311 RECRUITMENT	\$ -	\$ -	\$ 1,300	\$ 1,300	-
312 IN SERVICE	\$ 4,244	\$ -	\$ 7,000	\$ 7,000	-
322 INSTRUCTIONAL PROGRAM IMP.	\$ 800	\$ 800	\$ 800	\$ 800	-
329 MEDICAID REIMBURSEMENT CREDIT	\$ -	\$ -	\$ (400,000)	\$ (750,000)	(350,000)
330 OTHER PROF TECH	\$ 2,976,297	\$ 3,243,180	\$ 3,547,010	\$ 3,696,631	149,621
331 SPECIAL ED LEGAL FEES	\$ 352,340	\$ 492,143	\$ 354,000	\$ 460,000	106,000
400 PURCHASED PROPERTY SERVI	\$ 2,538	\$ -	\$ -	\$ -	-
410 UTILITY SERV	\$ 164,862	\$ 185,228	\$ 165,000	\$ 195,000	30,000
412 BOILER REPAIRS	\$ 17,739	\$ 17,999	\$ 20,000	\$ 75,000	55,000
413 TUBES & REFRACTORY	\$ 6,966	\$ 8,796	\$ 15,000	\$ 10,000	(5,000)
414 BURNER SERVICE	\$ 20,332	\$ 15,569	\$ 25,000	\$ 25,000	-
415 OTHER REPAIRS	\$ 34,848	\$ 19,523	\$ 38,000	\$ 15,000	(23,000)
416 PNEUMATIC CONTROLS	\$ 6,944	\$ 29,170	\$ 12,000	\$ 35,200	23,200
417 CLOCKS & INTERCOMS	\$ 11,086	\$ 13,876	\$ 15,000	\$ 15,000	-
420 CLEANING SERVICES	\$ 25,065	\$ 25,151	\$ 29,000	\$ 27,000	(2,000)
421 DISPOSAL SERVICES	\$ 110,435	\$ 116,408	\$ 125,000	\$ 125,000	-

Department Summary - BOARD OF EDUCATION

OBJ	DESCRIPTION	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
425	GLASS	\$ 22,876	\$ 13,912	\$ 30,000	\$ 10,000	(20,000)
430	REPAIRS AND MAINT SERV	\$ 1,087,252	\$ 1,094,958	\$ 1,239,817	\$ 1,190,022	(49,795)
431	ELEVATOR SERVICE	\$ 28,348	\$ 28,244	\$ 30,000	\$ 30,000	-
432	ELECTRIC SERVICE	\$ 27,249	\$ 29,837	\$ 35,000	\$ 35,000	-
433	ELECTRIC MOTORS	\$ 24,956	\$ 27,748	\$ 30,000	\$ 30,000	-
434	FOLDING PARTITIONS	\$ 9,802	\$ 14,170	\$ 20,000	\$ 15,000	(5,000)
440	RENTALS	\$ 309,225	\$ 309,888	\$ 271,309	\$ 241,309	(30,000)
441	RENTAL OF LAND AND	\$ 11,570	\$ 16,000	\$ 16,000	\$ 16,000	-
450	CONSTRUCTION SERVICES	\$ 176,619	\$ 149,891	\$ 175,000	\$ 150,000	(25,000)
490	SECURITY SERVICES	\$ 156,377	\$ 144,514	\$ 175,000	\$ 150,000	(25,000)
492	LIFE SAFETY SYSTEMS	\$ 111,750	\$ 100,291	\$ 120,000	\$ 110,000	(10,000)
494	PURCHASED SERVICE SWIMMING POOL	\$ -	\$ (583)	\$ -	\$ -	-
500	OTHER PURCHASED	\$ 352,769	\$ 379,807	\$ 335,000	\$ 350,000	15,000
510	STUDENT TRANS SERV	\$ 5,347,670	\$ 5,634,232	\$ 6,123,925	\$ 6,785,631	661,706
511	STUDENT TRANS	\$ 261,028	\$ 178,739	\$ 233,757	\$ 294,486	60,729
514	STUDENT TRANS REIMBURSEMENT	\$ -	\$ -	\$ (234,445)	\$ (219,909)	14,536
519	STUDENT TRANS IND ARTS	\$ 21,816	\$ 23,571	\$ 38,340	\$ 36,180	(2,160)
521	LIABILITY INS (GEN)	\$ -	\$ -	\$ 1,000	\$ 1,000	-
529	INTER ACTI INSUR PREM	\$ 79,629	\$ 98,977	\$ 80,000	\$ 110,000	30,000
530	COMMUNICATIONS	\$ 271,394	\$ 298,085	\$ 275,323	\$ 268,115	(7,208)
540	ADVERTISING	\$ 299	\$ 642	\$ 1,000	\$ 1,000	-
562	TUIT TO OTHER LEA'S	\$ 1,876,281	\$ 2,099,643	\$ 2,125,000	\$ 2,405,000	280,000
563	TUITION+STATE AGNCY	\$ 5,249,160	\$ 5,523,855	\$ 5,750,000	\$ 5,900,000	150,000
564	OUT OF DIST. TUITION-EXCESS COST	\$ (1,846,569)	\$ (1,934,758)	\$ (1,955,000)	\$ (2,006,000)	(51,000)
565	REGULAR ED. TUITION OTHER LEA'S	\$ 91,107	\$ 102,744	\$ 126,200	\$ 154,846	28,646
566	REGULAR ED. OUT OF DIST. TUITION	\$ 115,606	\$ 37,930	\$ 250,000	\$ 78,500	(171,500)
580	TRAVEL	\$ 135,993	\$ 122,062	\$ 151,960	\$ 134,560	(17,400)
590	MISCELL PURCH SERV	\$ 780	\$ 780	\$ 1,650	\$ 1,650	-
600	SUPPLIES	\$ 91,316	\$ 60,975	\$ 113,389	\$ 120,284	6,895
610	GENERAL SUPPLIES	\$ 254,484	\$ 272,725	\$ 271,000	\$ 271,000	-
611	INSTRUCTIONAL SUPPLIES	\$ 551,457	\$ 557,187	\$ 704,460	\$ 698,787	(5,673)
612	ADMINISTRATIVE SUPPLIES	\$ 842	\$ 1,414	\$ 1,900	\$ 1,900	-
613	MAINTENANCE SUPPLIES	\$ 172,413	\$ 163,389	\$ 185,000	\$ 170,000	(15,000)
614	POSTAGE	\$ 104,447	\$ 102,824	\$ 115,375	\$ 115,000	(375)
616	TESTING	\$ 11,972	\$ 10,080	\$ 15,300	\$ 15,900	600
622	ELECTRICITY	\$ 1,900,383	\$ 1,845,507	\$ 2,008,042	\$ 2,000,000	(8,042)
623	PROPANE GAS	\$ 7,621	\$ 8,196	\$ 8,000	\$ 8,400	400
624	OIL	\$ 660,034	\$ 648,922	\$ 774,900	\$ 814,009	39,109
625	NATURAL GAS	\$ 617,818	\$ 709,129	\$ 711,731	\$ 605,919	(105,812)
626	GASOLINE	\$ 263,113	\$ 290,684	\$ 282,723	\$ 281,847	(876)
641	TEXTBOOKS	\$ 70,836	\$ 82,909	\$ 85,658	\$ 79,688	(5,970)
642	LIBRARY BOOKS AND	\$ 104,501	\$ 861	\$ 2,800	\$ 7,749	4,949
643	AUDIOVISUAL	\$ 37,534	\$ 37,943	\$ 66,204	\$ 75,941	9,737
644	CONSUMABLES/WORKBOOKS	\$ 182,327	\$ 173,050	\$ 203,364	\$ 235,639	32,275
645	TEXTBOOKS (SOFT COVER)	\$ 42,090	\$ 24,997	\$ 25,094	\$ 28,472	3,378
646	BOOK BINDING	\$ 4,159	\$ 2,642	\$ 4,330	\$ 5,000	670
690	OTHER SUPPLIES AND	\$ 100,805	\$ 120,209	\$ 186,417	\$ 194,453	8,036
692	GRADUATION EXPENSES	\$ 17,502	\$ 19,889	\$ 19,720	\$ 24,020	4,300
693	ACCREDITATION	\$ 3,990	\$ 3,685	\$ 7,000	\$ 36,000	29,000
730	INSTRUCTIONAL EQUIPMENT	\$ 82,925	\$ 53,389	\$ 86,252	\$ 112,526	26,274
733	INSTRUCTIONAL SOFTWARE	\$ 103,773	\$ 161,113	\$ 182,227	\$ 210,698	28,471
739	NON-INSTRUCTIONAL EQUIPMENT	\$ 15,557	\$ 26,213	\$ 44,536	\$ 43,347	(1,189)
749	LEASE PAYMENTS	\$ 93,712	\$ -	\$ -	\$ -	-
810	DUES,FEES & MEMBERSHIPS	\$ 104,259	\$ 71,717	\$ 106,497	\$ 138,585	32,088
	TOTAL EXPENSES	\$ 154,655,105	\$ 154,339,920	\$ 162,271,864	\$ 166,430,865	\$ 4,159,001



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 2013- 2014:

- Installed through community collaboration and funding a new playground dedicated to Allison Wyatt in Oyster Shell Park.
- Installed heating system and bathroom in Fodor barn.
- Renovated Meadow Street Park, including new sidewalks, painted basketball poles, repaired/painted benches and tables and added new mulch for the playground.
- New playground installed and 26 new trees planted at Oyster Shell Park in memory of Sandy Hook victims.
- New plantings installed at Woodward Ave Park.
- New plantings at Cranbury Park.
- Removed storm damaged trees around Town.
- New ADA walkways at Cranbury Park, Fodor Farm, Vets Park, Calf and Shady Beaches.
- Installed new hot water heater at Cranbury Gallaher Mansion.
- Continued with the historic renovation at the 1802 Fodor House.
- Mulched playgrounds at Broad River, Roosevelt, Marvin School, Fitch Park, Silvermine School.
- Installed new playground, fencing, plantings and drainage at Bouton Street Playground.
- Cleared brushy island areas at Taylor Farm.
- Continued on schedule for re-occurring maintenance tasks, i.e. mowing, trimming, garbage pickup, field maintenance, field striping, leaf pickup and snow removal.
- Continued process of replacing tennis and basketball nets through City as needed.
- Continued our repair schedule to maintain our picnic tables and player benches throughout the City.
- Installed trial remote web based irrigation controllers at City Hall, Calf Pasture and Brien McMahon High School.
- Installed lighting on large flagpole at Vets Park.
- Removed chain link fencing and replaced with wooden guardrail at City Hall.
- Removed old shrubs and planted rosebushes at City Hall.
- Repaired various backstops throughout the City including at Malmquist Field and Brien McMahon Baseball.
- Renovated baseball diamond at Malmquist Field.
- Install a new playground and splash pad at Calf Pasture Beach.
- Created new outdoor enclosed space for Recreational Programming at Calf Pasture Beach Bathhouse Complex.
- Installed septic system at the adaptive re-use of the Gallaher Estate Bunk House at Cranbury Park.
- Established a 9 hold urban disc golf course in Oyster Shell Park.
- The planting of 30 trees in Veterans Park.

Goals For 2014 - 2015:

- Purchase a new garbage truck to replace existing Parks garbage truck with 110,000 miles.
- Purchase a new pickup truck to replace a 1990 truck.
- Continue record of lower Workers Compensation claims through Cirma seminars and videos.
- Continue to properly maintain existing sports fields in order to lessen chance of injury and future expensive renovation projects.
- Continue to renovate playing fields to aid in proper drainage to save employee maintenance hours, and to increase safety of users, and to lower number of insurance claims.
- Continue a small equipment replacement program to save maintenance costs and to lessen the need of major bulk equipment replacement in the future.
- Obtain proper equipment necessary to complete larger jobs "in house", which includes the proper equipment to maintain the Cities 2 artificial athletic fields.
- Continue to have realistic maintenance schedules to keep our Parks and Schools in a respectable and useable/safe condition.
- Continue a standardized program for playground repair and maintenance to minimize injury and expensive future repairs.
- Pursue the purchase of new and updated equipment to save man hours and to lessen repair costs of outdated equipment.
- Begin replacement program for existing padlocks throughout the City. Over the years, number of existing keys has increased and we are having issues with unauthorized access throughout our locked parks/structures.
- Completion of the 2 turf multipurpose fields at Nathan Hale Middle School, accommodating 50% additional play by Norwalk Adult and Youth Athletics.
- Continue renovations at the Fodor Farm Homestead to include the completion of the Main House and utilize revenue derived for rental to pay for facility and future costs.
- Install two new playgrounds in Cranbury Park.
- Decrease workers compensation claims by 10%.
- To raise Department Revenue 10% by initiating an aggressive marketing company for Department facilities.
- 100% completion of plans for 2015 replacement of the City Launch Ramps.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$306,077 or 8.0% over the approved FY 2013-14 expense budget. This increase is driven by the following changes in categories of expenses:

Centralized Fuel and Fleet Maintenance increase by \$86,068 and are allocated costs associated with a 5-year running average of the department's share of the citywide fleet operations.

Workers Compensation and Insurance increase by \$58,539 and are allocated costs for the department's share of citywide Workers Compensation (\$41,784) and Liability, Auto and Property (\$16,755) insurance costs.

Regular Wages and Salary increase by \$50,806 due to settled wage agreements.

Security increases by \$39,400 due to anticipated costs of Park Rangers and Police Officer coverage of the parks and beaches and special events such as the annual fireworks show.

Utility expenses increase by \$19,063 for water, electric, gas and heating fuels for parks, beaches and facilities.

Grounds Maintenance and Plumbing Supplies increase by \$12,660 due to the purchase of seven weed trimmers, four snow blowers and plumbing supplies for irrigation systems and park restrooms.

Building Maintenance increases by \$12,130 due to the reallocation of Guardian provided janitorial services to city buildings (no further allocation to Nathaniel Ely, and limited allocations to Roosevelt Senior Center and Ben Franklin).

Other Contractual Services increase by \$12,000 due to the historical cost of tree removal, pruning and trimming.

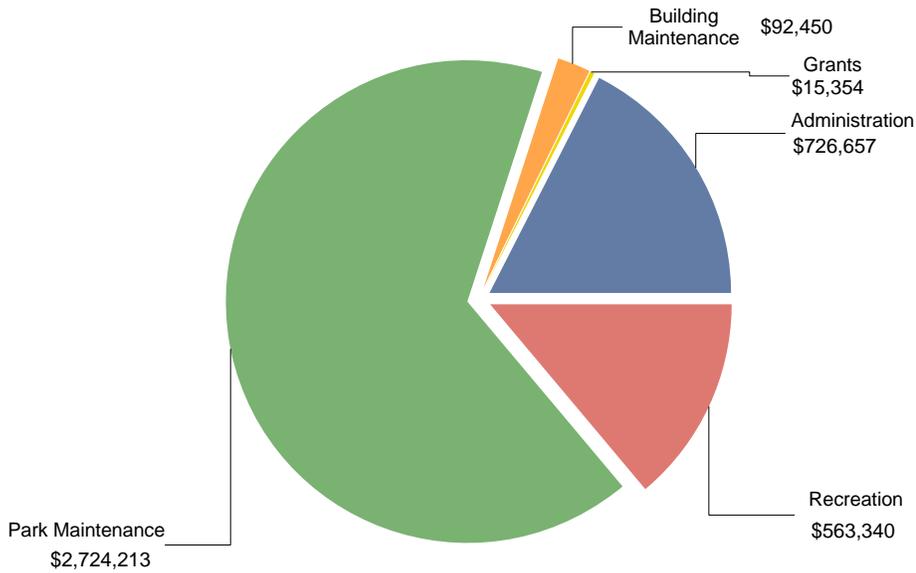
Temporary Salary and Wages increase by \$12,601 due primarily to additional staffing at Calf Pasture Beach.

There is a net increase of \$2,810 in miscellaneous other accounts.

FUNDING SUMMARY EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Administration	\$562,234	\$1,062,631	\$651,143	\$726,657	\$75,514	11.60 %
Recreation	\$488,928	\$504,713	\$586,077	\$563,340	(\$22,737)	(3.88%)
Park Maintenance	\$2,553,023	\$2,623,808	\$2,492,350	\$2,724,213	\$231,863	9.30 %
Building Maintenance	\$70,850	\$68,715	\$72,015	\$92,450	\$20,435	28.38 %
Grants	\$13,809	\$14,517	\$14,352	\$15,354	\$1,002	6.98 %
Total	\$3,688,845	\$4,274,384	\$3,815,937	\$4,122,014	\$306,077	8.02 %
<u>Budget By Major Group</u>						
Personnel Services	\$2,395,930	\$2,461,372	\$2,450,037	\$2,501,615	\$51,578	2.11 %
Contractual Services	\$566,228	\$724,191	\$621,117	\$709,339	\$88,222	14.20 %
Supplies and Materials	\$171,227	\$212,079	\$232,420	\$250,130	\$17,710	7.62 %
Fixed Charges	\$436,613	\$439,510	\$428,245	\$573,152	\$144,907	33.84 %
Debt Service	\$87,407	\$70,661	\$65,000	\$65,000	\$0	0.00 %
Grants & Donations	\$11,368	\$0	\$11,368	\$11,368	\$0	0.00 %
Capital Outlay	\$20,072	\$366,572	\$7,750	\$11,410	\$3,660	47.23 %
Total	\$3,688,845	\$4,274,384	\$3,815,937	\$4,122,014	\$306,077	8.02 %
NON-TAX REVENUE						
Intergovernmental	\$5,598	\$11,626	\$5,600	\$6,000	\$400	7.14 %
Service Charges	\$888,311	\$813,008	\$922,300	\$997,130	\$74,830	8.11 %
Miscellaneous	\$75,706	\$125,308	\$144,300	\$179,300	\$35,000	24.26 %
Total	\$969,615	\$949,942	\$1,072,200	\$1,182,430	\$110,230	10.28 %
AMT. SUPPORTED BY TAXES	\$2,719,230	\$3,324,442	\$2,743,737	\$2,939,584	\$195,847	7.14 %

Summary by Division - Approved FY 2014-15



PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
Administration					
Director of Recreation & Parks	1 \$123,977	1 \$127,746	1 \$127,746	1 \$130,301	0 \$2,555
Administrative Support II	1 \$52,908	1 \$54,098	1 \$55,180	1 \$56,284	0 \$1,104
Secretary/Bookkeeper	1 \$58,334	1 \$59,647	1 \$60,840	1 \$62,057	0 \$1,217
Athletic Supervisor	1 \$67,536	1 \$69,056	1 \$70,437	1 \$71,846	0 \$1,409
Total	4 \$302,755	4 \$310,547	4 \$314,203	4 \$320,488	0 \$6,285
Grounds/Facilities					
Superintendent of Park Maintenance	1 \$84,339	1 \$88,770	1 \$93,134	1 \$97,636	0 \$4,502
Carpenter	1 \$64,404	1 \$69,145	1 \$74,056	1 \$79,319	0 \$5,263
Carpenter Assistant	1 \$64,404	1 \$65,853	1 \$67,170	1 \$68,513	0 \$1,343
Maintenance Tradesworker	2 \$128,808	2 \$131,706	2 \$134,340	2 \$137,026	0 \$2,686
Park Maintainer III	2 \$119,751	2 \$125,432	2 \$127,940	2 \$130,498	0 \$2,558
Plumber/Pipefitter	1 \$58,415	1 \$62,716	1 \$67,170	1 \$71,939	0 \$4,769
Park Maintainer I	4 \$211,920	4 \$204,965	4 \$209,063	4 \$225,440	0 \$16,377
Park Maintainer II	6 \$336,590	6 \$344,164	6 \$351,049	6 \$358,072	0 \$7,023
Total	18 \$1,068,631	18 \$1,092,751	18 \$1,123,922	18 \$1,168,443	0 \$44,521
Department Total	22 \$1,371,386	22 \$1,403,298	22 \$1,438,125	22 \$1,488,931	0 \$50,806

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$338,730	\$353,322	\$339,353	\$357,653	\$18,300	5.39 %
Contractual Services	\$113,058	\$218,562	\$184,482	\$219,276	\$34,794	18.86 %
Supplies and Materials	\$9,702	\$9,271	\$7,750	\$7,750	\$0	0.00 %
Fixed Charges	\$100,744	\$120,611	\$119,558	\$141,978	\$22,420	18.75 %
Capital Outlay	\$0	\$360,866	\$0	\$0	\$0	0.00 %
Total	\$562,234	\$1,062,631	\$651,143	\$726,657	\$75,514	11.60 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$562,234	\$1,062,631	\$651,143	\$726,657
Employees	4	4	4	4
Outputs				
Administration				
# of awards/special recognitions received	N/A	N/A	N/A	N/A
# of contracts managed	10	9	9	12
# of grants received	5	5	2	3
# of revenue transactions	9,800	10,000	11,000	13,000
# of special appropriations/BET transfers required	0	0	1	0
Total dollars collected	1,300,000	1,300,000	1,200,000	1,300,000
Total dollars of contracts managed	1,000,000	1,000,000	2,200,000	3,500,000
Customer Service/Outreach				
# of ads., information pamphlets produced/distributed	All web based	All web based	All web based	All web based
# of residents utilizing department programs	60,000	55,000	60,000	65,000
Effectiveness				
Administration				
% of approved budget expended	100%	98%	100%	100%
% of current contracts renewed	TBD	TBD	TBD	TBD
% of grants renewed	2	2	1	1
% 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	90%	90%	90%	90%
% of residents who would rate services received as good/satisfied with services received	97%	97%	97%	97.5%

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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$284,912	\$306,040	\$366,057	\$333,970	(\$32,087)	(8.77%)
Contractual Services	\$116,262	\$133,476	\$130,530	\$133,733	\$3,203	2.45 %
Supplies and Materials	\$44,626	\$42,066	\$49,646	\$49,646	\$0	0.00 %
Fixed Charges	\$31,761	\$23,131	\$28,476	\$34,623	\$6,147	21.59 %
Grants & Donations	\$11,368	\$0	\$11,368	\$11,368	\$0	0.00 %
Total	\$488,928	\$504,713	\$586,077	\$563,340	(\$22,737)	(3.88%)

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$488,928	\$504,713	\$586,077	\$563,340
no full-time employees	0	0	0	0
Outputs				
Special Events				
# of families participating at special events	8,000	8,000	15,000	16,000
# of special events offered/co-sponsored	62	62	62	90
Social Programs				
# of social programs offered	10	8	8	12
Total participants in social programs	1,500	1,500	1,500	1,600
Physical Fitness Programs				
# of physical fitness programs offered	10	8	6	16
Total participants in physical fitness programs	5,000	5,000	4,000	4,500
Arts/Cultural Programs				
# of arts/cultural programs offered	23	23	15	25
Total partic. in arts/cultural programs Specialty Camp	3,500	2,800	2,000	3,800
Sports Programs				
# of sports programs offered	46	48	50	55
Total participants in sports programs - League	8,000	10,000	15,000	17,000
Play & Learn Program (Youth)				
Total participants in program	750	750	750	860
Aquatics				
# of aquatics programs offered	15	13	13	15
Total participants in aquatics programs	8,000	8,000	10,000	12,000
Scheduling				
# of facilities and fields available for use	152	152	151	162
# of facilities and fields used	152	152	151	151

Department Summary - RECREATION & PARKS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Effectiveness				
Special Events				
% change in number of participants	45%	0%	53%	10.6%
% change in number of Special Events offered	5%	0%	0%	14.5%
% of participants satisfied with Special Events	95%	95%	95%	95%
Social Programs				
% change in number of participants	-25%	0%	0%	10.6%
% change in number of Social Programs offered	-35%	-20%	0%	66%
% 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	10%	-20%	-20%	37.5%
% of participants satisfied with physical fitness programs	95%	95%	95%	95%
Arts/Cultural Programs				
% change in number of arts/cultural programs offered	15%	23%	-35%	93%
% change in number of participants	100%	20%	-39%	52%
% of participants satisfied with arts/cultural programs	99%	99%	99%	99%
Sports Programs				
% change in field and facility usage	+10%	+15%	+4%	+9%
Play & Learn Program				
% change in number of events offered	20%	20%	0%	5%
% change in participation	7%	0%	0%	8.7%
Aquatics				
% change in number of aquatics programs offered	8%	-15%	0%	11%
% change in number of participants	20%	0%	+20%	+12%
% of participants satisfied with aquatics programs	95%	95%	98%	98%
Scheduling				
% change in number of participants	7%	7%	<1%	8.8%
% 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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$1,761,168	\$1,789,966	\$1,736,575	\$1,797,380	\$60,805	3.50 %
Contractual Services	\$265,489	\$305,113	\$232,265	\$265,953	\$33,688	14.50 %
Supplies and Materials	\$114,979	\$156,759	\$170,735	\$188,234	\$17,499	10.25 %
Fixed Charges	\$303,909	\$295,604	\$280,025	\$396,236	\$116,211	41.50 %
Debt Service	\$87,407	\$70,661	\$65,000	\$65,000	\$0	0.00 %
Capital Outlay	\$20,072	\$5,706	\$7,750	\$11,410	\$3,660	47.23 %
Total	\$2,553,023	\$2,623,808	\$2,492,350	\$2,724,213	\$231,863	9.30 %

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$2,553,023	\$2,623,808	\$2,492,350	\$2,724,213
Employees	18	18	18	18
Outputs				
Park Maintenance & Repair				
# of acres/areas plowed	50	50	50	50
# of parks maintained	57	57	58	58
# of parks receiving scheduled maintenance	57	57	58	58
Turf Management				
# of acres managed	1,200	1,200	1,210	1,240
# of acres receiving scheduled maintenance	600	600	616	625
# of irrigation systems controlled	19	19	19	20
# of irrigation systems receiving scheduled maintenance.	19	19	19	20
Facilities/Building Maintenance & Repair				
# of facilities maintained	18	18	18	20
# of facilities receiving scheduled maintenance/repair	18	18	18	20
Tree Maintenance				
# of trees and shrubs maintained	TBD	TBD	TBD	TBD
# of trees and shrubs planted/replaced	100		50	200
Beautification/Landscape Design				
# of landscape beds, perennials, annuals maintained	70	80	82	85
# of landscape beds, perennials, annuals planted/rep.	40	40	40	50
Special Projects & Events				
# of special events planned	242	242	242	255
# of special projects suggested	8	8	8	15

Department Summary - RECREATION & PARKS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Athletics				
# of athletic activities practiced at City venues	7,000	7,000	7,000	7,500
# of athletic contests played at City venues	32,000	32,000	32,000	32,500
Vehicle Maintenance				
# of pieces receiving scheduled maintenance	51	51	51	53
pieces of equipment maintained	234	240	246	249
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%		7%	100%
% of parks that are not able to be used due to lack of regularly scheduled maintenance	0%	0%	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	95%	95%	95%	100%
% 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	90%	90%	90%	95%
Beautification/Landscape Design				
% of landscape beds, perennials, annuals replaced on schedule	90%	85%	85%	90%
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	+5%	+5%	0%	.98%
Vehicle Maintenance				
% of acres not maintained due to lack of vehicles	0%	0%	0%	0%
% of vehicles out of service due to non-replacement	0%	0%	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	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Personnel Services	\$11,120	\$12,044	\$8,052	\$12,612	\$4,560	56.63 %
Contractual Services	\$58,956	\$55,517	\$60,988	\$77,523	\$16,535	27.11 %
Supplies and Materials	\$575	\$989	\$2,789	\$2,000	(\$789)	(28.29%)
Fixed Charges	\$199	\$164	\$186	\$315	\$129	69.35 %
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$70,850	\$68,715	\$72,015	\$92,450	\$20,435	28.38 %

GRANTS

FUNDING SUMMARY

Budget By Major Group	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contractual Services	\$12,464	\$11,523	\$12,852	\$12,854	\$2	0.02 %
Supplies and Materials	\$1,345	\$2,995	\$1,500	\$2,500	\$1,000	66.67 %
Total	\$13,809	\$14,517	\$14,352	\$15,354	\$1,002	6.98 %

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 Norwalk Public Library System serves an increasingly diverse community in a stable city about 30 miles south of New Haven and 50 miles north of Manhattan. The Library is comprised of the Main Library on Belden Avenue and the South Norwalk Branch on Washington Street in South Norwalk. Service is available 6 days/week for 52 weeks/year. The Library features a collection of over 250,000 items for public circulation, including books, music CDs, blu-ray DVDs, magazines, audiobooks on CD, playaways and software, in addition to an interlibrary loan service where we lend to other libraries and borrow books from other libraries for our patrons. Serving a core population of more than 87,000 and drawing patrons from the Greater Norwalk area/Fairfield County, the Library is well regarded as an important information, education, entertainment, historical and community resource for people of all ages. It is well known for its wide array of fiction and non-fiction book collections and its DVD collection which includes foreign films. The Norwalk Public Library System boasts of a Norwalk History Room with materials acquired from the former Norwalk Museum, teen rooms with revamped services, children's departments that offer exceptional programs and adult departments that offer a variety of exceptional reference services including small business and job and career development sections. The Library also boasts of special collections which include foreign languages, adult basic literacy and an extensive summer school reading section to serve the city's school population. The Library actively brings in new technologies, offering a downloadable collection of over 2000 audio and eBooks on the Overdrive platform accessible from the library's website, 71 high-speed Internet accessible computers, WiFi throughout both buildings, a computer lab, technology training sessions and 30 online databases that can be accessed both at home and in the Library for Norwalk Public Library card holders. The Library also offers meeting spaces that the public is able to reserve.

Highlights For 2013- 2014:

- The number of library visits increased from 414,259 in FY 2012 to 420,528 in FY 2013.
- The Norwalk History Room was opened in 2013 to house the archives from the Norwalk Museum. Reference service is offered six days a week for 24 hours a week and by appointment. The History Room is supervised by library staff and volunteers.
- Database usage increased from 8819 sessions in 2012 to 24,667 in 2013. Homework Help, NPL's online tutoring service for students in grade 3 through 12, skyrocketed to 13,494 sessions in FY 2013, up from 3352 in FY 2012. Mango language learning database use rose 40% from 2012 to 2013.
- NPL started a Volunteer Program and increased programs for teens by 50%.
- We launched the first Online Summer Reading Program, a collaboration between Norwalk's library, schools, Stepping Stones Museum for Children, and the Early Childhood Council.
- The number of Norwalk residents who are registered borrowers is 32,394, 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. Use of JobNow, an online interactive database, jumped from 141 sessions in 2012 to 1828 sessions in 2013.
- Both library buildings have free WiFi throughout.
- In addition to four FT and four PT Spanish-speaking staff, in 2013, we added one staff member who speaks Cantonese and one staff member who speaks Japanese.
- The Main Library houses Literacy Volunteers, which provides free tutoring services for adults learning to speak, understand, and read English. LV serves an average of 200 students at any given time. FSW, the social service agency based in Bridgeport, which funded Literacy Volunteers in Norwalk for 13 years, cut funding in June, 2013. The Norwalk Library Board Foundation has since been funding the two PT coordinator positions.
- Attendance at library programs for children aged 3-5 and 6-11 increased by 20% and 30% respectively; attendance at library programs for adults went up 150%.
- Norwalk Public Library Board of Trustees became the fiduciary for Norwalk Reads in 2013; library staff have been coordinating the delivery of free new and used books to children.
- Main library is now open to the public on Wednesday mornings, for a total of 60 hours/week.

Goals For 2014 - 2015:

- Incorporate Literacy Volunteers into library operations.
- Open the main library on Sunday afternoons during the school year.
- Increase lifelong learning opportunities by teaching the use of online databases, especially those serving small business. Continue to grow online database use with the addition of Freegal, Zinio, and ValueLine.
- Develop a five year strategic plan for public library service 2015-2020.
- Increase collaboration with Norwalk Public Schools and Norwalk Education Foundation to help parents and students prepare for college admission.
- Expand and improve on Norwalk's Citywide Summer Reading Program.
- Digitize Norwalk History Room holdings, especially The Hour.
- Proceed with Teen Room Renovations for both buildings.
- Improve branch library staffing by adding a FT Librarian and a FT Library Assistant from existing staff.
- Gain the ability to collect WiFi usage stats.
- The Library's biggest problem is a lack of parking in both buildings. The branch was renovated in 2006, but the main library is housed in a 1903 Carnegie building which was renovated in 1981. Both the building and the parking need to be improved to signal the city's commitment to redeveloping the Wall Street area. We need to gain access to contiguous surface parking for patrons of the main library.

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$214,847 or 6.2% over the approved FY 2013-14 expense budget. This increase is driven by the following changes in categories of expenses:

Overtime Wages and Salary increase by \$75,780 due to opening of both library branches on Sunday afternoons from Columbus Day to Memorial Day.

Regular Wages and Salary increases by \$55,351 due to settled wage agreements.

Part Time Wages and Salary increases by \$54,597 due to a increase for the costs for two Library Assistants (\$30,600) to coordinate Literacy Volunteers due to the loss of a grant that previously paid for these employees and a net increase in other staffing (\$23,997) driven primarily by the staffing of the new History Room.

Other Contractual Service increases by \$14,550 due to various inspections, including the sprinkler system, elevator along with pest control and bed bug detection services.

Other Repairs and Maintenance increase by \$10,490 due to budgeting for general repairs and maintenance and supplies.

There is net increase of \$4,079 in other miscellaneous accounts.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Library	\$3,401,667	\$3,274,702	\$3,474,751	\$3,689,598	\$214,847	6.18 %
Total	\$3,401,667	\$3,274,702	\$3,474,751	\$3,689,598	\$214,847	6.18 %
<u>Budget By Major Group</u>						
Personnel Services	\$2,325,506	\$2,368,931	\$2,434,446	\$2,621,089	\$186,643	7.67 %
Contractual Services	\$575,544	\$525,878	\$648,479	\$675,019	\$26,540	4.09 %
Supplies and Materials	\$348,818	\$347,652	\$363,378	\$363,378	\$0	0.00 %
Fixed Charges	\$151,800	\$28,421	\$28,448	\$30,112	\$1,664	5.85 %
Capital Outlay	\$0	\$3,820	\$0	\$0	\$0	0.00 %
Total	\$3,401,667	\$3,274,702	\$3,474,751	\$3,689,598	\$214,847	6.18 %
NON-TAX REVENUE						
Intergovernmental	\$2,367	\$3,703	\$0	\$4,970	\$4,970	0.00 %
Service Charges	\$71,443	\$55,666	\$69,000	\$45,000	(\$24,000)	(34.78%)
Miscellaneous	\$0	\$0	\$500	\$500	\$0	0.00 %
Total	\$73,810	\$59,369	\$69,500	\$50,470	(\$19,030)	(27.38%)
AMT. SUPPORTED BY TAXES	\$3,327,857	\$3,215,333	\$3,405,251	\$3,639,128	\$233,877	6.87 %

PERSONNEL SUMMARY										
	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Library</u>										
Assistant Library Director	1	\$99,044	1	\$101,272	1	\$106,424	1	\$111,750	0	\$5,326
Director of Library Technology	1	\$100,965	1	\$103,237	1	\$108,148	1	\$110,311	0	\$2,163
Circulation Systems Manager	1	\$78,923	1	\$83,006	1	\$87,016	1	\$88,756	0	\$1,740
Library Director	1	\$108,951	1	\$118,160	1	\$120,523	1	\$129,802	0	\$9,279
Director of Library Information Services	1	\$94,256	1	\$96,377	1	\$98,305	1	\$87,080	0	(\$11,225)
Manager of Branch Children's Services	1	\$77,904	0	\$0	0	\$0	0	\$0	0	\$0
Director of Children's Library Services	1	\$90,041	1	\$92,067	1	\$96,761	1	\$101,600	0	\$4,839
Librarian	1	\$74,457	1	\$62,656	1	\$67,095	1	\$71,846	0	\$4,751
Reference Librarian	4	\$284,648	4	\$294,175	4	\$303,402	4	\$313,068	0	\$9,666
Administrative Support I	4	\$166,465	4	\$176,263	4	\$186,263	3	\$148,291	(1)	(\$37,972)
Catalog Librarian	1	\$74,457	1	\$76,132	1	\$77,655	1	\$79,208	0	\$1,553
Accounts Clerk	1	\$52,908	1	\$54,098	1	\$55,180	1	\$56,284	0	\$1,104
Assistant Circulation Coordinator	1	\$55,564	1	\$56,814	1	\$57,950	1	\$59,109	0	\$1,159
Library Assistant	6	\$314,928	6	\$324,588	6	\$331,080	7	\$388,765	1	\$57,685
Custodian	2	\$105,960	2	\$108,344	3	\$153,808	3	\$159,091	0	\$5,283
Director of Building Services	1	\$61,501	1	\$62,885	0	\$0	0	\$0	0	\$0
Total	28	\$1,840,972	27	\$1,810,074	27	\$1,849,610	27	\$1,904,961	0	\$55,351
Department Total	28	\$1,840,972	27	\$1,810,074	27	\$1,849,610	27	\$1,904,961	0	\$55,351

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures	\$3,401,683	\$3,274,702	\$3,474,751	\$3,689,598
Employees	28	27	27	27
Outputs				
Customer Services				
# of children's programs planned	915	1090	1200	1250
# of class visits	60	135	150	150
# of databases available	28	28	28	31
# of hours branch library open each week	54	54	51	51
# of hours main library open each week	57	57	60	64
# of Internet classes offered	125	132	140	150
# of public PCs	71	71	71	71
# of teen programs	60	90	120	130
# of visitors to library	414,259	420528	440000	460,000
Total circulation	680278	585594	585360	585,500
Membership				
# of registered borrowers	28499	32,394	34000	35,700
Effectiveness				
Administration				
% change in # of visitors	8%	2%	5%	5%
Customer Services				
% change in class visits			10%	0%
Collections				
% of approved budget expended	100%	100%	100%	100
IT Services				
% change in circulation	17%	-15%	0%	0%
Membership				
% increase in attendance at Internet classes	-10%	0%	5%	5%
% increase in online database usage	15%	180%	15%	15%

HISTORICAL COMMISSION

Description of Service/Mission Statements:

The duties of the Historical Commission are: specify and manage repairs, maintenance, and improvements to city-owned historical properties under the purview of the commission; hold demolition delay hearings regarding private and public properties when appropriate according to city code chapter 55; Support and manage 501c.3 tenant relationships (Center for Contemporary Printmaking, Lockwood Mathews Mansion Museum, Inc., Western CT Visitors Bureau, Fairfield County Cultural Alliance and the Norwalk Historical Society) to ensure there is adequate public access to our historical sites through the various programs they provide; and to manage the city's museum collection

Highlights For 2013- 2014:

City Museum Collection

- Completed transfer of archives to library; completed inventory, archival packing and storing of museum collection at City Hall Complex.
- Created digital database of museum inventory with photographs and storage location of each item.

Mathews Park

- Completed installation of new electrical service to park and mansion; began phase 1 of roof leak repair project; replaced old safety glass in rotunda with Plexiglas; completed architectural plans for recreating missing porch on Gate Lodge and numerous other repairs; painted trim and sealed cedar shakes on Gardener's Cottage
- Completed 10 year lease extension with Center for Contemporary Printmaking

Mill Hill Historic Park

- Painted Schoolhouse, cleaned and sealed cedar shingle roofs on Schoolhouse and Law Office; replace Well House roof; completed roof repairs to Jail; awarded contract to repair Barn and to restore Town House Bell Tower; completed bid package for upper site ADA access

Pine Island Cemetery

- Completed extensive tree removal and pruning from hurricane damage and repaired and reset over 60 tombstones; planted 27 trees and 1000 daffodils; awarded contract for the repair of 67 tombstones

Goals For 2014 - 2015:

City Museum Collection

- Work with Historical Society to complete renovations to Lockwood House and establish new museum
- Establish Historical Commission office in Lockwood House
- Work with Historical Society to establish five year curatorial plan for collection

Mathews Park

- Complete phases I and II of the Mansion roof leak repair project; complete construction of Elevator and ADA bathrooms in the Mansion; complete replacement of leaking bathroom pipes and complete replacement of kitchen wing roof and flashing in the Gate Lodge

Mill Hill Historic Park

- Complete Town House Bell Tower restoration; complete Law Office rotted wood replacement and exterior painting; complete installation of windows, mortar repair and replacement, and exterior painting of Jail; complete repairs to Barn roof; complete construction of upper site exterior ADA Access

Cemeteries

- Mill Hill Burying Ground: complete application of D2 cleaning solution to all tombstones
- Pine Island Cemetery: complete two Boy Scout projects to reset 50 tombstones; complete professional restoration of 67 tombstones

WPA Murals

- Complete implementation of conservation recommendations in conjunction with Arts Commission; obtain quotes and plan for 2015/16 restoration of Ben Franklin School murals

Rogers-Ritch-Merritt House

- Find use or re-use for timber-framing materials and dispose of trailers

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget increased by \$16,649 or 7.4% over the approved FY 2013-14 expense budget. This increase is driven by the following changes in categories of expenses:

Lockwood Mathews Mansion grants, increased by \$30,000 to help offset lost revenues during building renovations;

Part Time Wages and Salary, increased by \$6,486 due to an increase in the handyman's weekly hours and an increase of the project manager's hourly rate of pay to manage building projects and organize and pay bills.

Allocated costs, increase by \$5,121 due to Liability, Auto and Property insurance increase of \$2,890; Building Maintenance increase of \$2,250; and Workers Compensation decrease of (\$19).

Utility costs, increase \$42 for Electricity and Water.

Other grant funding was decreased by a transfer of \$25,000 for the Commission's Archivist to staff the history room at the Library. This expense is now in the Library's Part Time Wages and Salary account for a Reference Librarian.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Historical Commission	\$335,694	\$257,708	\$223,674	\$240,323	\$16,649	7.44 %
Total	\$335,694	\$257,708	\$223,674	\$240,323	\$16,649	7.44 %
<u>Budget By Major Group</u>						
Personnel Services	\$115,758	\$41,089	\$31,080	\$37,566	\$6,486	20.87 %
Contractual Services	\$23,377	\$16,477	\$11,495	\$13,787	\$2,292	19.94 %
Supplies and Materials	\$2,145	\$7,294	\$717	\$717	\$0	0.00 %
Fixed Charges	\$11,204	\$11,860	\$19,382	\$22,253	\$2,871	14.81 %
Grants & Donations	\$183,211	\$180,988	\$161,000	\$166,000	\$5,000	3.11 %
Total	\$335,694	\$257,708	\$223,674	\$240,323	\$16,649	7.44 %
<u>NON-TAX REVENUE</u>						
Intergovernmental	\$1,472	\$0	\$0	\$0	\$0	0.00 %
Total	\$1,472	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$334,222	\$257,708	\$223,674	\$240,323	\$16,649	7.44 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Historical Commission</u>					
Museum Curator	1 \$74,457	0 \$0	0 \$0	0 \$0	0 \$0
Total	1 \$74,457	0 \$0	0 \$0	0 \$0	0 \$0
Department Total	1 \$74,457	0 \$0	0 \$0	0 \$0	0 \$0

PERFORMANCE INDICATORS

	FY2011-12 Actual	FY2012-13 Actual	FY2013-14 Projected	FY2014-15 Approved
Inputs				
Direct Expenditures				\$240,323
No Full Time Employees				
Outputs				
Due to transition, historical amounts may not be accurate and therefore are not included. Statistics will be tracked starting next fiscal year				
Building Maintenance				
Maintenance Service Requests Completed				
Cemetery Repairs				
Tombstone Repairs Completed				
Other				
Demolition Delay Hearings Completed				
Public Visitation Statistics				
Center for Contemporary Printmaking (Carriage House)				
Fairfield County Cultural Alliance (Gate Lodge)				
Fairfield County Visitors Center (Gate Lodge)				
Lockwood House (Norwalk Historical Society)				
Lockwood Mathews Mansion				
Mill Hill Historic Park (Norwalk Historical Society)				

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.

- **Americares 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.

- **Carver Ceter Foundation**

Description: An organization that provides community, educational, enrichment and recreational programs, as well as summer camp and college tours

Purpose: To help low income youth reach their greatest potential.

- **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.

- **Norwalk Housing Authority - Head Start**

Description: A comprehensive pre-school program operated by the Norwalk Housing Authority.

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: 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 an 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 2014-15 expense budget has an increase of \$129,673 or 7.4% over the approved FY 2013-14 expense budget.

City Agencies, increase by \$65,887

- Redevelopment, increases by \$55,981 or 10.9%

* Business Development Officer, increased by \$36,978 due to the inclusion of insurance coverage for the new employee

* Fair Housing Officer, increased by \$14,217 due to pay, benefit and supply increases

* Neighborhood Improvement Coordinator, increases by \$2,646 due to pay and benefit increases

* Housing Site Development, increases by \$2,140 due to pay and benefit increases

- Transit District, increases by \$9,664 or 2%

- Probate Court, increases by \$930 or 3.8%

- Harbor Commission, decreases by \$688 or -7.0%

Outside Agencies, increase by \$63,786 which is a 2% increase for all outside agencies except the following:

- Americare Free Clinic, increases by \$988 or 4.7%

- Carver Foundation, increases by \$2,200 or 4.0%

- South Norwalk Community Center, a new recipient, receives an initial year funding of \$17,500

FUNDING SUMMARY EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Grants to Outside Agencies						
Neon	\$389,500	\$0	\$0	\$0	\$0	0.00 %
Neon Summer Camp	\$141,450	\$145,694	\$90,694	\$92,508	\$1,814	2.00 %
Headstart	\$937,875	\$0	\$0	\$0	\$0	0.00 %
Americare Free Clinic	\$20,000	\$20,600	\$21,012	\$22,000	\$988	4.70 %
Grants-carver Foundation	\$0	\$0	\$55,000	\$57,200	\$2,200	4.00 %
South Norwalk Community Ctr	\$0	\$0	\$0	\$17,500	\$17,500	0.00 %
Elderhouse	\$9,400	\$9,682	\$9,972	\$10,171	\$199	2.00 %
Norwalk Senior Center	\$316,787	\$326,291	\$336,080	\$342,802	\$6,722	2.00 %
Sexual Assault Crisis Center	\$9,134	\$16,480	\$16,810	\$17,146	\$336	2.00 %
Conn. Counseling Center	\$2,000	\$2,060	\$2,101	\$2,143	\$42	2.00 %
Norwalk Housing Authority	\$0	\$0	\$0	\$30,461	\$30,461	0.00 %
Mid Fairfield Child Guidance	\$13,750	\$14,163	\$14,446	\$14,735	\$289	2.00 %
Human Services Council	\$13,000	\$13,390	\$13,658	\$13,931	\$273	2.00 %
Open Door Shelter	\$50,000	\$51,500	\$52,530	\$53,581	\$1,051	2.00 %
Domestic Violence Center	\$5,500	\$5,665	\$5,778	\$5,894	\$116	2.01 %
Family & Children's Aid	\$36,329	\$37,419	\$38,167	\$38,930	\$763	2.00 %
Sw Ct Mental Health Bd	\$14,628	\$15,067	\$15,368	\$15,675	\$307	2.00 %
School Based Health Center	\$18,500	\$19,055	\$19,436	\$19,825	\$389	2.00 %
Children's Connection	\$16,000	\$16,480	\$16,810	\$17,146	\$336	2.00 %
Total	\$1,993,853	\$693,546	\$707,862	\$771,648	\$63,786	9.01 %
Grants to City Agencies						
Transit District	\$473,742	\$473,742	\$483,217	\$492,881	\$9,664	2.00 %
Probate Court	\$40,579	\$23,924	\$24,402	\$25,332	\$930	3.81 %
Harbor Commission	\$11,368	\$11,368	\$9,822	\$9,134	(\$688)	(7.00%)
Redevelopment Agency	\$135,566	\$141,601	\$137,521	\$174,499	\$36,978	26.89 %
Grants-neighborhood Impv Coord	\$67,783	\$67,783	\$68,525	\$71,171	\$2,646	3.86 %
Housing Site Development	\$104,955	\$104,955	\$107,054	\$109,194	\$2,140	2.00 %
Fair Housing Officer	\$113,409	\$130,064	\$128,315	\$142,532	\$14,217	11.08 %
Grants-summer Yth Employment	\$75,000	\$75,000	\$75,000	\$75,000	\$0	0.00 %
Total	\$1,022,402	\$1,028,437	\$1,033,856	\$1,099,743	\$65,887	6.37 %
Total	\$3,016,255	\$1,721,983	\$1,741,718	\$1,871,391	\$129,673	7.45 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$3,016,255	\$1,721,983	\$1,741,718	\$1,871,391	\$129,673	7.45 %

DEBT SERVICE

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a decrease of \$372,130 or -1.4% over the approved FY 2013-14 expense budget. This budget reflects the most current bond repayment schedule, including the impact of the August 2014 bond sale.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Bonds	\$23,437,434	\$23,970,943	\$26,126,874	\$25,754,744	(\$372,130)	(1.42%)
Maritime Center Bonds	\$1,685,000	\$1,685,000	\$0	\$0	\$0	0.00 %
Total	\$25,122,434	\$25,655,943	\$26,126,874	\$25,754,744	(\$372,130)	(1.42%)
<u>Budget By Major Group</u>						
Debt Service	\$25,122,434	\$25,655,943	\$26,126,874	\$25,754,744	(\$372,130)	(1.42%)
Total	\$25,122,434	\$25,655,943	\$26,126,874	\$25,754,744	(\$372,130)	(1.42%)
NON-TAX REVENUE						
Miscellaneous	\$1,006,608	\$1,675,610	\$1,354,918	\$1,354,918	\$0	0.00 %
Total	\$1,006,608	\$1,675,610	\$1,354,918	\$1,354,918	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$24,115,826	\$23,980,333	\$24,771,956	\$24,399,826	(\$372,130)	(1.50%)

ORGANIZATIONAL MEMBERSHIPS

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget remains essentially unchanged from the approved FY 2013-14 expense budget growing by only \$680 or 0.7%.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Organizational Memberships	\$112,662	\$98,194	\$98,194	\$98,874	\$680	0.69 %
Total	\$112,662	\$98,194	\$98,194	\$98,874	\$680	0.69 %
 <u>Budget By Major Group</u>						
Contractual Services	\$112,662	\$98,194	\$98,194	\$98,874	\$680	0.69 %
Total	\$112,662	\$98,194	\$98,194	\$98,874	\$680	0.69 %
 NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$112,662	\$98,194	\$98,194	\$98,874	\$680	0.69 %

EMPLOYEE BENEFITS

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a decrease of \$1,468,787 or -4.7% over the approved FY 2013-14 expense budget. This decrease is driven by the elimination of the FY 2013-14 \$1,744,302 insurance fund deficit reduction contribution from the approved FY 2014-15 budget. This decrease is offset by net increases of \$275,515 in Health, Workers Compensation, and LAP (Liability, Auto and Property) insurance costs.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Insurance	\$8,621,856	\$10,142,504	\$11,376,673	\$10,986,147	(\$390,526)	(3.43%)
Social Security	\$2,254,826	\$2,113,735	\$2,264,152	\$2,367,152	\$103,000	4.55 %
Opeb Contribution	\$13,846,636	\$13,846,636	\$13,846,636	\$13,846,636	\$0	0.00 %
BOE Benefits	\$2,016,658	\$5,049,707	\$3,642,960	\$2,458,701	(\$1,184,259)	(32.51%)
Unemployment	\$134,419	\$103,689	\$135,000	\$137,998	\$2,998	2.22 %
Total	\$26,874,395	\$31,256,271	\$31,265,421	\$29,796,634	(\$1,468,787)	(4.70%)
<u>Budget By Major Group</u>						
Contractual Services	\$604,400	\$646,200	\$732,800	\$785,400	\$52,600	7.18 %
Fixed Charges	\$26,269,995	\$30,610,071	\$30,532,621	\$29,011,234	(\$1,521,387)	(4.98%)
Total	\$26,874,395	\$31,256,271	\$31,265,421	\$29,796,634	(\$1,468,787)	(4.70%)
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$26,874,395	\$31,256,271	\$31,265,421	\$29,796,634	(\$1,468,787)	(4.70%)

PENSIONS

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has an increase of \$1,852,867 or 19.3% over the approved FY 2013-14 expense budget for 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 2014-15 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 \$763,739 to \$4,806,246. As a percentage of pay, the City's contribution is now at 13.6% which is up from 11.4% in the current year.

The contribution to the Police Pension Fund is increasing by \$692,085 to \$4,080,602. As a percentage of pay, the City's contribution is now at 32.8% which is up from 30.0% in the current year.

The contribution to the Fire Pension Fund is increasing by \$397,043 to \$2,547,300. As a percentage of pay, the City's contribution is now at 26.2% which is up from 22.7% in the current year.

By comparison, typical private sector pension plans provide for an employer matching contribution in the range of 3-6% of base pay.

Because the City is still recognizing losses incurred by the pension funds in 2008-09, for actuarial purposes the City's annual required contributions (ARC) will continue to increase through this approved FY 2014-15. The current forecast of pension costs call for a relatively flat city contribution for the following two fiscal years, FY 2015-16 and FY 2016-17.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Police	\$2,272,357	\$2,588,602	\$3,388,517	\$4,080,602	\$692,085	20.42 %
Fire	\$898,283	\$1,455,860	\$2,150,257	\$2,547,300	\$397,043	18.46 %
City	\$2,447,451	\$3,083,104	\$4,042,507	\$4,806,246	\$763,739	18.89 %
Total	\$5,618,091	\$7,127,566	\$9,581,281	\$11,434,148	\$1,852,867	19.34 %
<u>Budget By Major Group</u>						
Contractual Services	\$22,066	\$28,870	\$50,838	\$51,601	\$763	1.50 %
Fixed Charges	\$5,596,025	\$7,098,696	\$9,530,443	\$11,382,547	\$1,852,104	19.43 %
Total	\$5,618,091	\$7,127,566	\$9,581,281	\$11,434,148	\$1,852,867	19.34 %
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$5,618,091	\$7,127,566	\$9,581,281	\$11,434,148	\$1,852,867	19.34 %

CONTINGENCY

SIGNIFICANT CHANGES

The approved FY 2014-15 expense budget has a decrease of \$280,221 or -15.6% over the approved FY 2013-14 expense budget. The contingency account holds reserves for unsettled contracts in addition to an unallocated contingency reserve.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Contingency	\$0	\$0	\$1,800,968	\$1,520,747	(\$280,221)	(15.56%)
Total	\$0	\$0	\$1,800,968	\$1,520,747	(\$280,221)	(15.56%)
<u>Budget By Major Group</u>						
Others	\$0	\$0	\$1,800,968	\$1,520,747	(\$280,221)	(15.56%)
Total	\$0	\$0	\$1,800,968	\$1,520,747	(\$280,221)	(15.56%)
NON-TAX REVENUE						
Total	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$0	\$0	\$1,800,968	\$1,520,747	(\$280,221)	(15.56%)

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 19, 2014.

Total FY 2013 tax collections (including interest and lien fees):	\$ 269,741,123
State reimbursement of revenue loss on:	
Tax Relief for the elderly	<u>16,000</u>
Base for establishing debt limit	<u>\$ 269,757,123</u>

DEBT LIMIT

	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Past Pension	Total
General Purpose (2.25 times base)	<u>\$606,953,527</u>					
Schools (4.5 times base)		\$1,213,907,054				
Sewers (3.75 times base)			\$1,011,589,212			
Urban Renewal (3.25 times base)				\$876,710,650		
Unfunded Pension (3.0 times base)					\$809,271,369	
Total Debt (7.0 times base)						\$1,888,299,862

INDEBTEDNESS (Including the Bonds and Maritime Center Debt)

Bonds Payable	\$ 128,054,688 (1)	\$ 85,380,145	\$ 44,473,013 (2)	\$ 13,469,966	\$ -	\$ 271,377,812
Authorized but Unissued Debt	8,700,000	7,748,330	13,885,000	7,009,200	-	37,342,530
Overlapping Indebtedness	<u>35,432,619 (3)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,432,619</u>
Total Bonded Indebtedness	172,187,307	93,128,475	58,358,013	20,479,166	-	344,152,961
Excess of Limit Over Outstanding and Authorized Debt	<u>\$ 434,766,220</u>	<u>\$ 1,120,778,579</u>	<u>\$ 953,231,199</u>	<u>\$ 856,231,484</u>	<u>\$ 809,271,369</u>	<u>\$ 1,544,146,901</u>

(1) Parking Authority bonds total \$8,787,219 and are guaranteed by the full faith and credit of the City but will be repaid from parking revenues.

(2) Includes \$8,675,200 of general obligation bonds and \$35,297,813 of State of Connecticut Clean Water Fund ("CWF") Program Project Loan Obligations

(3) Includes State of Connecticut Drinking Water Loans in the amount of \$7,000,000 for the First Taxing District and \$18,432,619 for the Second Taxing District, and \$10,000,000 in General Obligation Bonds for the Second Taxing District. Any loans undertaken will be supported by the full faith and credit of the districts and not the City.

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

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
REVENUES					
General and property taxes and sewer assessments	\$ 39,906	\$ 39,381	\$ 19,364	\$ 10,707	\$ 10,707
State and Federal government	5,886,702	4,337,468	5,122,483	7,412,541	4,689,510
Licenses, permits, fees and other	205,000	-0-	-0-	102,000	-0-
Interest on investments	350,749	202,651	343,962	8,487	175,727
Miscellaneous	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTAL REVENUES	6,482,357	4,579,500	5,485,809	7,533,735	4,875,944
 EXPENDITURES					
Public Works	-0-	-0-	-0-	4,400,000	-0-
Capital Outlay	14,334,901	17,314,958	27,126,784	28,690,439	21,000,000
Debt Service	<u>271,118</u>	<u>176,086</u>	<u>1,141,074</u>	<u>235,178</u>	<u>-0-</u>
TOTAL EXPENDITURES	14,606,019	17,491,044	28,267,858	33,325,617	21,000,000
 Revenues over (under) expenditures	(8,123,662)	(12,911,544)	(22,782,049)	(25,791,882)	(16,124,056)
 OTHER FINANCING SOURCES					
Issuance of debt	14,995,000	18,844,000	17,289,583	24,000,000	21,000,000
Premium on bond issuance	449,264	-0-	-0-	154,289	-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	15,444,264	18,844,000	17,289,583	24,154,289	21,000,000
 Excess (deficiency) of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	7,320,602	5,932,456	(5,492,466)	(1,637,593)	4,875,944
 Beginning Fund Balance as of July 1	\$13,077,964	\$20,398,566	\$26,331,022	\$20,838,556	\$19,200,963
Ending Fund Balance as of June 30	\$20,398,566	\$26,331,022	\$20,838,556	\$19,200,963	\$24,076,907

Note: The City does not make projections for its capital fund balance, therefore fiscal year 2013-14 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>
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
2013	\$ 276,765,135	\$16,560,812,571	1.67%	87,190	\$ 3,174
2014	\$ 273,630,935	\$16,572,378,408	1.65%	87,776	\$ 3,117

SCHEDULE OF CURRENT AND PROJECTED FUTURE DEBT

Fiscal Year	Debt Service Financed by Taxes *	Projected Future Borrowing
2014-15	24,782,009	15,000,000
2015-16	26,213,522	21,557,000
2016-17	26,318,599	26,109,000
2017-18	26,812,653	17,455,000
2018-19	29,173,852	20,917,000
2019-20	29,286,506	20,000,000

* These amounts are less than total debt service due to reimbursements from the 1st and 6th Taxing Districts, Oak Hills Park Authority, and Federal BABs reimbursement and enterprise funds.

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/19/2014**

<u>Fiscal Year</u>	<u>City Principal Payments</u>	<u>City Interest Payments</u>	<u>Total Debt Service</u>
2014-15	22,772,815	9,768,451	32,541,266
2015-16	24,545,356	8,647,000	33,192,356
2016-17	22,760,734	7,753,882	30,514,616
2017-18	21,173,660	6,920,767	28,094,427
2018-19	21,334,021	6,169,613	27,503,634
2019-20	18,550,263	5,472,104	24,022,367
2020-21	16,972,083	4,827,905	21,799,988
2021-22	16,559,860	4,201,118	20,760,978
2022-23	16,586,588	3,588,015	20,174,603
2023-24	16,648,420	2,973,885	19,622,305
2024-25	14,710,691	2,371,775	17,082,466
2025-26	13,333,413	1,790,575	15,123,988
2026-27	12,416,593	1,387,612	13,804,205
2027-28	10,455,241	975,683	11,430,924
2028-29	8,167,366	697,708	8,865,074
2029-30	6,575,978	428,468	7,004,446
2030-31	4,864,087	237,383	5,101,470
2031-32	3,744,702	98,500	3,843,202
2032-33	<u>1,459,064</u>	<u>20,432</u>	<u>1,479,496</u>
	<u>\$273,630,935</u>	<u>\$68,330,876</u>	<u>\$341,961,811</u>

(1) 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.

(2) Includes principal payments of \$17,254,122 made as of August 19, 2014.

Capital Fund - Funded Capital Projects

DEPARTMENT	Council Approved	Planning Commission Recommended			
	2014-15	2015-16	2016-17	2017-18	2018-19
SUMMARY					
POLICE DEPARTMENT	75,000	57,000	118,000	0	0
COMBINED DISPATCH	80,000	0	0	0	0
FIRE DEPARTMENT	615,000	160,000	855,000	790,000	135,000
PLANNING & ZONING	0	0	0	0	0
PUBLIC WORKS	8,773,000	9,655,000	9,881,000	10,198,000	9,809,000
PARKING AUTHORITY	0	0	302,000	452,000	350,000
WATER POLLUTION CONTROL AUTHORITY	1,950,000	6,000,000	3,000,000	1,000,000	1,000,000
BOARD OF EDUCATION	5,484,000	1,709,000	9,188,000	1,555,000	6,923,000
RECREATION & PARKS	3,490,000	2,060,000	1,027,000	1,605,000	1,045,000
LIBRARY	86,000	43,000	91,000	90,000	90,000
HISTORICAL COMMISSION	312,000	475,000	342,000	450,000	265,000
REDEVELOPMENT AGENCY	950,000	950,000	870,000	870,000	870,000
HEALTH	18,000	0	0	0	0
INFORMATION TECHNOLOGY	374,000	198,000	185,000	195,000	180,000
HUMAN RELATIONS & FAIR RENT	250,000	250,000	250,000	250,000	250,000
Total Capital	\$22,457,000	\$21,557,000	\$26,109,000	\$17,455,000	\$20,917,000
LESS: REVENUES					
LOCIP	629,000	628,837	628,837	628,837	628,837
PARKING AUTHORITY	0	0	302,000	452,000	350,000
WATER POLLUTION CONTROL AUTHORITY	1,950,000	6,000,000	3,000,000	1,000,000	1,000,000
Total Revenues	\$2,579,000	\$6,628,837	\$3,930,837	\$2,080,837	\$1,978,837
NET AMOUNT TO BE BONDED	\$19,878,000	\$14,928,163	\$22,178,163	\$15,374,163	\$18,938,163

Capital Fund - Funded Capital Projects

DEPARTMENT	Council Approved	Planning Commission Recommended			
	2014-15	2015-16	2016-17	2017-18	2018-19

A. POLICE						
	1. Building Access FOB system	75,000				
	2. Hypalon Tubes for inflatable boat		20,000			
	3. Mobile Command Vehicle			118,000		
	4. Tactical Vests		37,000			
C0107	Prisoner Van					
C0524	Pickup Truck					
	SUBTOTAL - POLICE DEPARTMENT	\$75,000	\$57,000	\$118,000	\$0	\$0

COMBINED DISPATCH						
	1. Radio Receiver Relocation	80,000				
	SUBTOTAL - COMBINED DISPATCH	\$80,000	\$0	\$0	\$0	\$0

B. FIRE						
C0437	1. Apparatus Replacement	550,000		550,000		100,000
C0412	2. Various Stations: Repairs & Replacements	30,000	35,000	35,000	35,000	35,000
	3. New Canaan (Stn#2) Renovations	0	30,000	270,000		
	4. Vehicles	0	95,000			
C0343	5. 100 Fairfield Ave (Mx) Building Repairs	0			475,000	
	6. Removal of Underground Storage Tanks	35,000				
C0310	7. SCBA Replacement		0		280,000	
C0525	Westport Ave (Stn#4) Addition/Renovation					
	SUBTOTAL - FIRE DEPARTMENT	\$615,000	\$160,000	\$855,000	\$790,000	\$135,000

Capital Fund - Funded Capital Projects

DEPARTMENT		Council Approved	Planning Commission Recommended			
		2014-15	2015-16	2016-17	2017-18	2018-19
C. PUBLIC WORKS						
C0439	A-1. City Hall Repairs & Improvements	730,000	530,000	530,000	265,000	300,000
C0476	A-2. Various City Bldgs - General Capital Repair	50,000	50,000	50,000	50,000	50,000
C0266	A-3. Nathaniel Ely	145,000	130,000	0	35,000	750,000
C0119	A-4. Public Works Center - Repairs/Improvement	105,000	253,000	20,000		
C0149	A-5. Energy Conservation Various Locations	25,000	25,000	25,000	25,000	25,000
C0137	A-6. Police Headquarters	20,000	49,000	15,000		
	A-7. Various Bldgs - Environmental Remediation	20,000	0	20,000	0	20,000
C0325	A-8. Lockwood House	30,000				
C0295	A-9. Ben Franklin	77,000	162,000	86,000	165,000	165,000
	A-10. Main Library	100,000	42,000	35,000	500,000	121,000
	BUILDING MANAGEMENT SUBTOTAL	\$1,302,000	\$1,241,000	\$781,000	\$1,040,000	\$1,431,000
C0392	B-1. Perry Avenue Bridge Over Norwalk River	190,000				
C0526	B-2. Glover Avenue Bridge Rails					
C0315	B-3. General Bridge & Retaining Wall Repairs		65,000		65,000	
	BRIDGES SUBTOTAL	\$190,000	\$65,000	\$0	\$65,000	\$0
C0313	C-1. Fleet Replacement	805,000	841,000	900,000	843,000	578,000
	FLEET SUBTOTAL	\$805,000	\$841,000	\$900,000	\$843,000	\$578,000
	D-1. Infrastructure Mapping	0	0	0	0	0
	MAPPING SUBTOTAL	\$0	\$0	\$0	\$0	\$0
C0021	E-1. Pavement Management Program	5,000,000	5,000,000	5,000,000	5,000,000	6,000,000
C0021	E-2. Washington Street - Water to MLK	200,000				
C0021	E-3. City Hall Parking Facilities		220,000			
	E-4. Norwalk River Valley Trail			300,000		
	ROAD RECONSTRUCTION SUBTOTAL	\$5,200,000	\$5,220,000	\$5,300,000	\$5,000,000	\$6,000,000

Capital Fund - Funded Capital Projects

DEPARTMENT		Council Approved	Planning Commission Recommended			
		2014-15	2015-16	2016-17	2017-18	2018-19
C. PUBLIC WORKS (continued)						
C0318	F-1. Sidewalks & Curbing - Citywide	500,000	500,000	500,000	500,000	500,000
C0349	F-2. Sidewalk and Curb - City Bldgs & Property			50,000		50,000
C0503	F-3. Footpath Replacement		100,000	100,000	100,000	100,000
C0504	Sidewalk and Curb - Cudlipp Avenue					
	SIDEWALKS SUBTOTAL	\$500,000	\$600,000	\$650,000	\$600,000	\$650,000
C0302	G-1. General Drainage	250,000	250,000	250,000	250,000	250,000
C0440	G-2. Watercourse Maintenance	0	250,000	250,000	250,000	250,000
C0395	G-3. Keeler Brook Drainage Area			1,000,000	1,000,000	
	G-4. Culvert Rehabilitation			0		
	G-5. Water Street Outlet Maintenance		0		300,000	
	G-6. Buckingham/Lockwood				0	
C0425	G-7. Stormwater Management Plan		100,000	100,000	100,000	
	STORM WATER MANAGEMENT SUBTOTAL	\$250,000	\$600,000	\$1,600,000	\$1,900,000	\$500,000
C0232	H-1. Traffic Signals at Various Locations	0	150,000	150,000	150,000	150,000
C0528	H-2. Traffic System Enhancements	0	100,000		100,000	
C0514	H-3. Transportation Master Plan Implementation	200,000	400,000	400,000	400,000	400,000
C0497	Roton Middle School Crossing					
	Citywide Sign Inventory/Replacement					
	TRAFFIC MANAGEMENT SUBTOTAL	\$200,000	\$650,000	\$550,000	\$650,000	\$550,000
C0233	I-1. Tree Planting General	50,000	50,000	50,000	50,000	50,000
	TREE PLANTING SUBTOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
CO234	J-1. FHWA Matching Funds		50,000	50,000	50,000	50,000
C0441	J-2. Safe Routes to Schools		200,000			
C0443	Fairfield Avenue Construction Match					
C0442	Route 1 Widening					
	Strawberry Hill Avenue Green Street Match					
	SAFETEALU MATCH SUBTOTAL	\$0	\$250,000	\$50,000	\$50,000	\$50,000

Capital Fund - Funded Capital Projects

DEPARTMENT	Council Approved	Planning Commission Recommended			
	2014-15	2015-16	2016-17	2017-18	2018-19

C. PUBLIC WORKS (continued)						
C0515	K-1. Transfer Station	276,000	138,000			
	K-2. Document Management System	0			0	
	PUBLIC WORKS OTHER SUBTOTAL	\$276,000	\$138,000	\$0	\$0	\$0
	SUBTOTAL - PUBLIC WORKS	\$8,773,000	\$9,655,000	\$9,881,000	\$10,198,000	\$9,809,000

D. PARKING AUTHORITY						
C0465	1. Revenue Control (smart parking)					
C0303	2. Parking Facilities			302,000	452,000	350,000
C0498	Emergency Generator\South Norwalk RR					
	SUBTOTAL - PARKING AUTHORITY	\$0	\$0	\$302,000	\$452,000	\$350,000

E. WATER POLLUTION CONTROL AUTHORITY						
C0360	1. Pump Station Upgrade/Replacement	250,000				
C0529	2. Sammis Street Pump Station and Ann St. Siphon Flow Monitoring Rehabilitation					
C0530	3. Ann St. Siphon Sluice Gates Rehabilitation					
C0361	4. Collection System Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TBD	5. Supplemental Treatment Upgrade	500,000	2,000,000			
TBD	6. Solids Handling Facility	200,000	3,000,000	2,000,000		
	SUBTOTAL - WPCA	\$1,950,000	\$6,000,000	\$3,000,000	\$1,000,000	\$1,000,000

F. BOARD OF EDUCATION						
C0538	1. District Common Core State Standards	2,358,000				
C0537	2. Enhancement to School Security	1,725,000	0			
C0112	3. District Technology	521,000	750,000	750,000	750,000	750,000
C0519	4. Rowayton Elementary School Construction	780,000				
C0516	5. District Paving & Concrete	100,000	365,000	270,000	350,000	280,000

Capital Fund - Funded Capital Projects

DEPARTMENT		Council Approved	Planning Commission Recommended			
		2014-15	2015-16	2016-17	2017-18	2018-19
F. BOARD OF EDUCATION (continued)						
TBD	6. District Gymnasium Equipment		45,000	220,000	200,000	
TBD	7. District Stage Rigging & Curtains		192,000			
TBD	8. Jefferson Elementary School Construction		357,000	7,948,000		
TBD	9. Cranbury Elementary School Construction				255,000	5,756,000
TBD	10. Columbus Elementary School Construction					137,000
	SUBTOTAL - BOARD OF EDUCATION	\$5,484,000	\$1,709,000	\$9,188,000	\$1,555,000	\$6,923,000

G. RECREATION & PARKS						
C0486	1. Vehicles	194,000	70,000	32,000		
C0518	2. Nathan Hale Athletic Complex	2,000,000				
	3. Mathews Park	90,000	45,000	50,000		
C0462	4. Fodor Farm	100,000				
C0366	5. Cranbury Park/Gallaher Estate	550,000	300,000	0	200,000	200,000
C0367	6. Veterans Memorial Park	75,000	750,000	0		
C0365	7. Calf Pasture Beach	100,000	550,000	0	550,000	
C0364	8. School & Park Playgrounds	150,000	200,000	200,000	200,000	200,000
C0321	9. Basketball & Tennis Courts	54,000	50,000	50,000	50,000	50,000
TBD	10. Oyster Shell Park	0	0	0	400,000	500,000
C0131	11. Backstop & Fencing Improvements	35,000	35,000	35,000	35,000	35,000
C0364	12. Flax Hill Park	50,000	0	0	50,000	
C0370	13. Tree Planting	40,000	35,000	35,000	35,000	35,000
TBD	14. Parks Garage Paving of Lot	0			60,000	
TBD	15. Rowayton Pond Dredging	0	0			
TBD	16. Brien McMahon Replace/Refurb. Turf Fields		0	600,000		
C0372	17. Open Space Fund	52,000	25,000	25,000	25,000	25,000
TBD	18. Master Plan of Parks		0			
	SUBTOTAL - RECREATION AND PARKS	\$3,490,000	\$2,060,000	\$1,027,000	\$1,605,000	\$1,045,000

Capital Fund - Funded Capital Projects

DEPARTMENT		Council Approved	Planning Commission Recommended			
		2014-15	2015-16	2016-17	2017-18	2018-19
H. LIBRARY						
	1. Integrated Library System	50,000				
	2. Norwalk Newspaper Digitization	11,000	18,000	15,000	25,000	25,000
	3. Library Auditoriums	25,000	25,000	26,000	15,000	15,000
	4. RFID Conversion & Implementation	0	0	50,000	50,000	50,000
C0381	Teen Tech Rooms					
C0531	Main Library Preservation					
C0532	Building Plan for Main Library					
	SUBTOTAL - LIBRARY	\$86,000	\$43,000	\$91,000	\$90,000	\$90,000
I. HISTORICAL COMMISSION						
C0186	1. LMMM Roof Leak Repair	150,000	216,000			
C0374	2. Mill Hill Master Plan-ADA Access	100,000	94,000	150,000	150,000	150,000
	3. Lockwood House Museum ADA Access	50,000	100,000	100,000		
	4. WPA Murals	12,000	25,000			
C0501	5. Mathews Park Buildings	0	40,000	42,000		
C0294	6. Cemetery Site Work	0	0	15,000	15,000	0
C0294	7. Cemetery Conservation/Restoration	0	0	35,000	35,000	35,000
C0533	8. Museum Collection Archive/Cataloguing		0			
C0374	9. Mill Hill Buildings					80,000
C0186	10. LMMM Improvement Project		0		250,000	
C0430	11. Barn/Smith Street Buildings		0			
	SUBTOTAL - HISTORICAL COMMISSION	\$312,000	\$475,000	\$342,000	\$450,000	\$265,000

Capital Fund - Funded Capital Projects

DEPARTMENT		Council Approved	Planning Commission Recommended			
		2014-15	2015-16	2016-17	2017-18	2018-19
J. REDEVELOPMENT AGENCY						
C0288	1. Affordable Housing	250,000	250,000	250,000	250,000	250,000
C0451	2. Transit Oriented Development	350,000	500,000	500,000	500,000	500,000
	3. Head of the Harbor	350,000				
	4. Façade Improvements	0	0	120,000	120,000	120,000
C0534	5. North Water Street Lighting	0	200,000			
C0535	Public Art Fund					
	SUBTOTAL - REDEVELOPMENT AGENCY	\$950,000	\$950,000	\$870,000	\$870,000	\$870,000
K. INFORMATION TECHNOLOGY						
C0375	1. Citywide IT Projects	\$374,000	\$198,000	\$185,000	\$195,000	\$180,000
	2. Citywide GIS Technology Projects					
	SUBTOTAL - INFORMATION TECHNOLOGY	\$374,000	\$198,000	\$185,000	\$195,000	\$180,000
L. HEALTH						
	1. Security System Replacement	\$18,000				
C0453	Building Repairs and Improvement					
	SUBTOTAL - HEALTH	\$18,000	\$0	\$0	\$0	\$0
M. PLANNING & ZONING						
C0467	1. Waterfront Public Access					
C0468	2. Bikeway Plan					
C0473	3. Sidewalk Plan					
	SUBTOTAL - PLANNING & ZONING	\$0	\$0	\$0	\$0	\$0
N. HUMAN RELATIONS AND FAIR RENT						
C0536	1. ADA Compliance	250,000	250,000	250,000	250,000	250,000
	SUBTOTAL - HR & FAIR RENT	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
GRAND TOTAL		\$22,457,000	\$21,557,000	\$26,109,000	\$17,455,000	\$20,917,000

2014-15 FUNDED CAPITAL PROJECTS

POLICE DEPARTMENT

PROJECT TITLE:	Building Access/FOB System	
PROJECT LIFE:	20 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: Jan. 2015
FUNDING AMOUNT:	\$75,000	
DESCRIPTION:	Install a new FOB system in the building. This will replace the current one, which is failing and will be Phased out next year.	
IMPACT ON OPERATING BUDGET:	None	

COMBINED DISPATCH

PROJECT TITLE:	Radio Receiver Relocation	
PROJECT LIFE:	Indefinite	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2014
FUNDING AMOUNT:	\$80,000	
DESCRIPTION:	Relocation of three radio receivers. The property where they are currently located has been listed for sale and these receivers are necessary for proper communication and protection.	
IMPACT ON OPERATING BUDGET:	None	

FIRE DEPARTMENT

PROJECT TITLE:	Apparatus Replacement	
PROJECT LIFE:	15 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: 2014
FUNDING AMOUNT:	\$550,000	
DESCRIPTION:	Ongoing vehicle replacement program. Funds in FY2014-15 will be used to replace Engine #4 and Engine #5.	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	Various Stations – Repairs & Replacements	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$30,000	
DESCRIPTION:	Continual maintenance of building systems at four Fire Stations and the maintenance facility. The average age of these buildings is 40 years old and much of the routine maintenance has been deferred.	
IMPACT ON OPERATING BUDGET:	Should be a reduction in repair costs as newer items require only routine maintenance.	

PROJECT TITLE:	Removal of Underground Storage Tanks	
PROJECT LIFE:		
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2014
FUNDING AMOUNT:	\$35,000	
DESCRIPTION:	Removal of four underground storage tanks at 100 Fairfield Avenue in accordance with the State of Connecticut DEEP regulations.	
IMPACT ON OPERATING BUDGET:	None.	

PUBLIC WORKS

PROJECT TITLE:	City Hall – Repairs and Improvements	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$730,000	
DESCRIPTION:	Various updates, repairs and replacements to City Hall. FY 2014-15 funds will be used to replace two aging heating boilers (\$200,000), as well as complete Phase 1 of the roof replacement for the building (\$530,000).	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	Various Buildings – 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 these unexpected repairs and replacements.	
IMPACT ON OPERATING BUDGET:	In the past, many of these large repairs have been covered through a special appropriation. Funding this project has helped save \$50,000 in the City's operating budget.	

PROJECT TITLE:	Nathaniel Ely	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$145,000	
DESCRIPTION:	Phase I of a two year program to replace 83 of the windows and frames in the rear of the building. These windows are not only aging, but tests have shown that they contain hazardous materials.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Public Works Center – Repairs and Improvements	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$105,000	
DESCRIPTION:	Multi-year project to address infrastructure issues at the Public Works Center. Funds for FY 2014-2015 will be used to perform the engineering and design to raise the roof structure of the existing wash bay (\$20,000), and replace all of the schedule #10 piping and valves throughout the building.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

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:	Previous projects have reduced usage by approximately 13.76%. (120,173 Kwh).	

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 FY14-15 funds will be used to replace the current intercom system, which has become obsolete.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Various Buildings – Environmental Remediation	
PROJECT LIFE:	Permanent	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$20,000	
DESCRIPTION:	An ongoing program to remove asbestos material from City buildings as required. It will also address new EPA remediation requirements regarding PCBs in the caulking of some City buildings.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Lockwood House	
PROJECT LIFE:		
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$30,000	
DESCRIPTION:	Installation of waterproof membrane around the foundation of the building to prevent water from getting in and damaging the City's historical artifacts.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Ben Franklin	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$77,000	
DESCRIPTION:	Ongoing repair and maintenance program for Ben Franklin. Funds in FY 2014-15 will be used to replace 18 original windows in the building that are over 50 years old.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Main Library	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Ongoing repair and maintenance program for the main Library. Funds for FY 2014-15 will be used to replace the cooling tower.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Perry Avenue Bridge over the Norwalk River	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: Jan. 2016
FUNDING AMOUNT:	\$190,000	
DESCRIPTION:	Increase width of the travel way 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 will be the final portion of the City's construction costs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Fleet Replacement	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$805,000	
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 FY14-15 the following were funded: two dump trucks (\$440,000), crawl camera truck accessories (\$25,000), a tractor mount mower unit (\$70,000), the replacement of GPS units on vehicles (\$75,000), a wood chipper (\$75,000) and a water truck chassis (\$120,000).	
IMPACT ON OPERATING BUDGET:	The department will save money on continuous repairs to aging and outdated equipment.	

PROJECT TITLE:	Pavement Management Program	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2015
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:	Washington Street – Water to Martin Luther King Jr. Blvd.	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$200,000	
DESCRIPTION:	Reconstruction of a portion of Washington Street. Work will include the removal and reconstruction of the 30 plus year old brick paver cross walks in four locations as well as milling and overlaying the road with pavement.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Sidewalks & Curbing – Citywide	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$500,000	
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:	Transportation Master Plan Implementation	
PROJECT LIFE:	15 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$200,000	
DESCRIPTION:	Design and implementation of intersection and roadway 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:	\$50,000	
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:	30 Years	
SCHEDULED START:	2013	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$276,000	
DESCRIPTION:	Upgrades to the City's Transfer Station. Funds will be used to replace two of the three Municipal Solid Waste Compactors.	
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	

PROJECT TITLE:	Collection System Rehabilitation	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2005	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$1,000,000	
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	

PROJECT TITLE:	Supplemental Treatment Upgrade	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	\$500,000	
DESCRIPTION:	Upgrade the CSO/wet weather drum screens that are used to treat flow above 30 mgd. The current screens are original to the facility and beyond their expected useful life.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Solids Handling Facility	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	\$200,000	
DESCRIPTION:	Upgrades to the solids handling facility.	
IMPACT ON OPERATING BUDGET:	None	

BOARD OF EDUCATION

PROJECT TITLE:	District Common Core State Standards	
PROJECT LIFE:	2 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$2,358,000	
DESCRIPTION:	Complete the Norwalk Public Schools transition to the new, mandatory Common Core Standards. This plan was approved by the State Department of Education and must be in place by September 2014. Costs include books, tablets and WiFi for all school buildings.	
IMPACT ON OPERATING BUDGET:	The Board of Education estimates 13 new positions will be required at a cost of \$1,913,000. There will also be \$293,100 in Other Operating Expenses for a total estimated cost of \$2,206,100.	

PROJECT TITLE:	School Security Enhancements	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2013	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$1,725,000	
DESCRIPTION:	Expand and increase security provisions within school buildings based on survey done in conjunction with the Norwalk Police Department. These include enhancement to security systems, door access control systems and CCTV.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Technology Implementation	
PROJECT LIFE:	5 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$521,000	
DESCRIPTION:	The implementation of 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 gateways, and a refresh of the art and music technology, as well as networks and services	
IMPACT ON OPERATING BUDGET:	Finance Department estimates an increase in annual operating costs (electricity, training and computer supplies/equipment).	

PROJECT TITLE:	Rowayton Elementary School PCB Remediation	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$780,000	
DESCRIPTION:	Removal and replacement of twelve windows as part of the Rowayton School improvement project. These windows have been identified by the Environmental Consultant as containing PCBs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	District Paving & Concrete	
PROJECT LIFE:	25 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Replace broken and deteriorated Asphalt Pavement and Concrete to all school sites citywide. The current condition of sidewalks and parking lots could lead to potential safety issues and suits against the City.	
IMPACT ON OPERATING BUDGET:	By deferring repairs, there is the potential of lawsuits.	

RECREATION & PARKS

PROJECT TITLE:	Vehicles	
PROJECT LIFE:	10+Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: Winter 2015
FUNDING AMOUNT:	\$194,000	
DESCRIPTION:	Vehicle replacement program. Funding will be used to purchase an 8 yard Garbage Truck (\$120,000), a Ford F-250 Pick-up Truck (\$42,000), and a 72" Mower (\$32,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Nathan Hale Athletic Complex	
PROJECT LIFE:	12+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: April 2015
FUNDING AMOUNT:	\$2,000,000	
DESCRIPTION:	The final Phase of turf and lighting installation at Nathan Hale Fields.	
IMPACT ON OPERATING BUDGET:	The installation of turf will result in lower maintenance costs (mowing, watering, etc.), and the new field will likely bring in more revenue, but there will be an increase in electricity due to the additional lighting.	

PROJECT TITLE:	Mathews Park	
PROJECT LIFE:		
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: April 2015
FUNDING AMOUNT:	\$90,000	
DESCRIPTION:	Updates to Mathews Park to address safety issues for visitors. Funds in FY 2014-15 will be used to repave the sidewalks (\$45,000), install new lighting around the mansion parking area (\$30,000), and repair the road adjacent to the great lawn (\$15,000).	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Fodor Farm	
PROJECT LIFE:	100+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Make the appropriate repairs to prepare the property for the National Historic Registry designation. Funds in FY 2014-15 will be used to complete plumbing, heating, electrical, sheetrock, insulation and structural work in the Main House Caretaker's Cottage as well as complete the insulation and finishes in the barn.	
IMPACT ON OPERATING BUDGET:	Once the buildings are complete, the City will be able to bring in tenants to help cover operating costs, which will increase as a result of usage.	

PROJECT TITLE:	Cranbury Park/Gallaher Estate	
PROJECT LIFE:		
SCHEDULED START:	Sept. 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$550,000	
DESCRIPTION:	Replace the roof at Gallagher Estate as part of the Master Plan for renovation at Cranbury Park.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Veteran's Memorial Park	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$75,000	
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 for design and engineering for the new launch ramp.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Calf Pasture Beach	
PROJECT LIFE:	25+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$100,000	
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 to repair the roof and masonry on the existing bathhouse (\$50,000), and repair the bathhouse restrooms (\$50,000).	
IMPACT ON OPERATING BUDGET	New equipment should help reduce cost of replacement parts in the bathhouse.	

PROJECT TITLE:	School & Park Playgrounds	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$150,000	
DESCRIPTION:	Maintain a safe and well-equipped City playground system by replacing and adding playground equipment to school and park areas, as needed, specifically Cranbury Park as well as replenish all City playgrounds with new fiber chips.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Basketball & Tennis Courts	
PROJECT LIFE:	5+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$54,000	
DESCRIPTION:	Repair and resurface basketball and tennis court facilities, as needed, in order to maintain safe, quality athletic areas. Funds will be used to resurface the Ponus basketball and tennis courts.	
IMPACT ON OPERATING BUDGET:	None	

Capital Fund – Funded Capital Projects

PROJECT TITLE:	Backstop & Fencing Improvements	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	\$35,000	
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. Those highlighted in FY 2014-15 include the backstops at Marvin and Kendall Schools.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Flax Hill Park	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: Nov. 2015
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	To provide water and power to the new pavilion that was built with a "Keep America Beautiful" grant.	
IMPACT ON OPERATING BUDGET:	Amenities, while increasing the operating costs, will also help bring in rental income.	

PROJECT TITLE:	Tree Planting	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Fall 2014	SCHEDULED COMPLETION: Spring 2015
FUNDING AMOUNT:	\$40,000	
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.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Open Space Fund	
PROJECT LIFE:		
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	\$52,000	
DESCRIPTION:	Preserve or create Norwalk’s Open Space and protect its natural resources by providing financial support for initiatives and activities that seek to acquire and secure Open Space. These include acquiring real property, paying acquisition related costs, contributing to land acquisitions by not-for-profit organizations and making payments required to designate properties as Open Space.	
IMPACT ON OPERATING BUDGET:	None	

LIBRARY

PROJECT TITLE:	Integrated Library System	
PROJECT LIFE:	5 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: Dec. 2014
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	The Library’s current Integrated Library System is obsolete and will stop being supported in the near future. Funds will help transition to a new Integrated Library System.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Norwalk Newspaper Digitization	
PROJECT LIFE:	4 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$11,000	
DESCRIPTION:	A multi-year project to digitize old volumes of local newspapers and put them in a searchable database in order to preserve them. Money in FY 2014-15 will be used to digitize 52 volumes of the Norwalk Gazette (1818-1899).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Library Auditoriums	
PROJECT LIFE:	10 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: Dec. 2014
FUNDING AMOUNT:	\$25,000	
DESCRIPTION:	A multi-year project to update the Library's auditoriums and conference rooms.. Work in FY 2014-15 will include installing projectors in the branch auditorium and classroom (\$11,950) and replace the speakers, microphones and sound controls (\$13,050).	
IMPACT ON OPERATING BUDGET:	None	

HISTORICAL COMMISSION

PROJECT TITLE:	Lockwood Mathews Manson Museum – Roof Repair	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$150,000	
DESCRIPTION:	A three phase project to repair the roof leaks that were identified in a 2013 architectural report. The first phase is in progress. FY2014-15 funds will pay for Phase II of the program.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Mill Hill Master Plan – ADA Access	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$100,000	
DESCRIPTION:	Implementation of the Master Preservation Plan as well as ensuring that the historic green space is preserved and made ADA compliant. This project will be done in Phases, with FY 2014-15 focusing on ADA accessibility of the upper site, including the three buildings.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Lockwood House Museum – ADS Access	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$50,000	
DESCRIPTION:	Make the building that will house the relocated Norwalk Museum, as well as the area around it, ADA accessible. The first phase of this project will be to hire architects and engineers to create designs and solutions to address the compliance issues.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	WPA Murals	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$12,000	
DESCRIPTION:	Help implement the Arts Commission’s Plan to Preserve, Protect and Improve the Historical experience associated with the City’s collection of WPA murals. It will take two years to complete, and next year the focus will be on protecting the murals throughout City Hall.	
IMPACT ON OPERATING BUDGET:	None	

REDEVELOPMENT AGENCY

PROJECT TITLE:	Affordable Housing Development	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: 2044
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.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	South Norwalk – Transit Oriented Development	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2015
FUNDING AMOUNT:	\$350,000	
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 be used for design and construction of bicycle accessible corridors in South Norwalk.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	Head of the Harbor	
PROJECT LIFE:	30 Years	
SCHEDULED START:	Sept. 2014	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	\$350,000	
DESCRIPTION:	Perform the relevant planning, design and legal work necessary to complete the Head of Harbor Projects.	
IMPACT ON OPERATING BUDGET:	None	

INFORMATION TECHNOLOGY

PROJECT TITLE:	Citywide Information Technology Plan	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2013	SCHEDULED COMPLETION: 2014
FUNDING AMOUNT:	\$374,000	
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 FY14-15 will be used to address all projects identified as critical by the IT Department. These include the yearly desktop printing refresh program (\$105,700), an email archive system (\$40,000), replacing the current Fire paging system (\$110,000), various other Police, Fire and Library upgrades (\$118,300).	
IMPACT ON OPERATING BUDGET:	None	

HEALTH

PROJECT TITLE:	Security System Replacement	
PROJECT LIFE:	20 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: Dec. 2014
FUNDING AMOUNT:	\$18,000	
DESCRIPTION:	Replace the current outdated security system. The new one will allow for isolating areas of the building, key card entry to exterior doors and stairwells, and elevator lock out to the basement.	
IMPACT ON OPERATING BUDGET:	None	

HUMAN RELATIONS & FAIR RENT

PROJECT TITLE:	ADA Compliance	
PROJECT LIFE:	10 Years	
SCHEDULED START:	2013	SCHEDULED COMPLETION: 2018
FUNDING AMOUNT:	\$250,000	
DESCRIPTION:	Improvements to public spaces to correct physical barriers to public access. The City's ADA Consultant identified 222 areas in need of correction. Funds for FY14-15 will be used to install assisted listening devices in some City Hall rooms, create accessible routes in several parks and address outstanding issues in the schools.	
IMPACT ON OPERATING BUDGET:	None	

CITY OF NORWALK



ANNUAL BUDGET

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 in order to provide a clean and safe environment, a positive and friendly experience, continuously improve and maintain municipal facilities and continue to expand partnerships to enhance the community.

Highlights For 2013- 2014:

- Opportunities to the community by leveraging city parking assets using best practices; provided excellent service while ensuring financial stability; continued to implement exhibits through the Art in Parking Places program; Collaborated with private developer projects to capture parking consistency and economies of scale.
- Customer Service – provided enhanced customer service efforts through interactive, user friendly, functional website, mobilized smartphone applications, social media alerts and outreach community programs; researched shared parking program opportunities at the South Norwalk Railroad Station and at the Maritime Garage; continued to offer valet and enhanced parking services at the Maritime Garage and at the South Norwalk Railroad Station.
- Financial Stability – diversified revenue stream through long term facility and parking leases and increased compliance; continued interactive kiosk and advertising efforts throughout the community.
- Maintenance and Security – continued facility improvements to extend their useful life and enhance operational efficiencies. Updated security system and installed additional cameras for wider coverage and assisted the Norwalk Police Department with investigations; updated the parking facility condition assessment.
- Technology and Communication – Updated the smartparking/technology plan to capture utilization data, wayfinding opportunities and distributed enforcement efforts and continued to implement popular technology to simplify user engagement and minimize operating costs including electronic space monitoring, license plate recognition and wireless maintenance monitoring; Created a new marketing campaign, ‘we have a spot for you’ linked to on street signage.
- Environmental sustainability and energy management efforts - continued systemwide efforts; purchased an electric maintenance and security vehicle

Goals For 2014 - 2015:

- Opportunities to the community by leveraging city parking assets using best practice and providing excellent service while ensuring financial stability; expand the Art in Parking Places program to include performing arts; collaborate with private developer projects and business programs to capture parking consistency and economies of scale; collaborate with annual community events.
- Customer Service –provide parking incentives through interactive, user friendly, functional website, mobilized smartphone applications, social media alerts; implement a shared car program at the South Norwalk Railroad Station and the Maritime Garage; implement a Bike Share program, collaborating with City’s Parks and Recreation Department at the South Norwalk Railroad Station and at the Maritime Garage; continue to offer valet and enhanced parking services at the Maritime Garage and at the South Norwalk Railroad Station and expand services at the N. Water Parking Lot.
- Financial Stability – diversified revenue stream through long term facility and parking leases and increased compliance; continue interactive kiosk and advertising efforts throughout the community.
- Maintenance and Security – implement facility maintenance improvements recommended in the condition assessment to extend facility useful life and enhance operational efficiencies.
- Technology and Communication – Implement the first phase of the smartparking/technology plan to capture utilization data, wayfinding opportunities and operational efficiency efforts through on street sensor and facility counter technology to enhance, improve easy wayfinding and payment, linked to on street wayfinding signage, and increase compliance and parking capacity decisions; Expand marketing campaign, ‘we have a spot for you’ by helping to market the whole city of Norwalk.
- Environmental sustainability and energy management efforts - continued systemwide efforts; research a solar powered energy program at the South Norwalk Railroad Station.

SIGNIFICANT CHANGES

The FY2015 budget represents an increase of \$84,340 or 1.56%

Expenses: There is a 7.14% increase in wages, which reflects the engagement of part-time coverage for customer service, security and enhanced parking services. This is offset by decreases in debt service (\$30,449 or 2.65%) and parking violation management (\$13,988 or 15.20%) for a reduction in parking violation tickets, increased warnings and distributed enforcement for egregious violations.

Revenues: There is an overall revenue increase of \$123,928 or 2.25%. Permit revenues are increasing by \$155,865 or 6.73%, which reflects an increase in demand and parking violation revenue is expected to go up \$13,603 or 1.94%. There is a decrease in transient parking (\$77,061 or 3.36%) due to a shift to longer term parking.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
South Norwalk Lots	\$1,221,611	\$1,224,099	\$2,641,109	\$1,744,892	(\$896,217)	(33.93%)
Wall Street District Lots	\$205,304	\$194,164	\$451,761	\$321,052	(\$130,709)	(28.93%)
Administrative	\$2,115,378	\$2,336,001	\$754,697	\$2,235,341	\$1,581,643	241.95 %
Railroad Station Lots	\$1,879,672	\$1,840,409	\$1,653,203	\$1,323,414	(\$329,789)	(19.95%)
Total	\$5,421,965	\$5,594,674	\$5,500,770	\$5,624,699	\$123,929	2.25 %

Budget By Major Group

Personnel Services	\$192,916	\$193,323	\$191,233	\$114,680	(\$76,553)	(40.03%)
Contractual Services	\$3,758,856	\$3,907,340	\$3,918,611	\$4,014,002	\$95,391	2.43 %
Supplies and Materials	\$64	\$0	\$0	\$0	\$0	0.00 %
Fixed Charges	\$132,799	\$118,744	\$142,382	\$150,109	\$7,727	5.43 %
Debt Service	\$400,893	\$424,042	\$1,147,545	\$1,117,104	(\$30,441)	(2.65%)
Grants & Donations	\$0	\$0	\$0	\$88,217	\$88,217	0.00 %
Capital Outlay	\$0	\$0	\$100,999	\$140,587	\$39,588	39.20 %
Depreciation	\$936,438	\$951,225	\$0	\$0	\$0	0.00 %
Total	\$5,421,965	\$5,594,674	\$5,500,770	\$5,624,699	\$123,929	2.25 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.	2012-13 Actual Pers./Exp.	2013-14 Approved Pers./Exp.	2014-15 Approved Pers./Exp.	Variance Pers./Exp.
<u>Parking Enforcement</u>					
PARKING AIDE I	2 \$105,960	2 \$108,344	2 \$110,510	2 \$112,720	0 \$2,210
Total	2 \$105,960	2 \$108,344	2 \$110,510	2 \$112,720	0 \$2,210
Department Total	2 \$105,960	2 \$108,344	2 \$110,510	2 \$112,720	0 \$2,210

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/19/2014 (1)**

<u>Fiscal Year</u>	<u>Parking Principal Payments</u>	<u>Parking Interest Payments</u>	<u>Total Debt Service (2)</u>
2014-15	\$751,101	\$365,999	\$1,117,100
2015-16	661,196	348,080	1,009,276
2016-17	617,912	368,098	986,010
2017-18	627,633	347,792	975,425
2018-19	642,073	325,141	967,214
2019-20	590,681	271,856	862,537
2020-21	620,497	243,192	863,689
2021-22	635,652	218,300	853,952
2022-23	669,572	189,618	859,190
2023-24	715,222	157,081	872,303
2024-25	788,462	120,983	909,445
2025-26	770,537	83,411	853,948
2026-27	797,462	46,003	843,465
2027-28	256,916	21,595	278,511
2028-29	218,986	12,406	231,392
2029-30	149,316	7,526	156,842
2030-31	12,556	753	13,309
2031-32	12,548	251	12,799
2032-33	<u>0</u>	<u>0</u>	<u>0</u>
	\$9,538,322	\$3,128,085	\$12,666,407

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

(2) Parking Authority debt is guaranteed by the full faith and credit of the City but is self-supporting from parking fees.

**NORWALK PARKING AUTHORITY
COMBINING STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUND NET ASSETS
FISCAL YEARS 2011-12 TO 2014-15**

	Audited Actual 2011-12	Audited Actual 2012-13	Approved Budget 2012-13	Approved Budget 2014-15
Revenues				
Charges for services	5,298,397	5,510,814	5,494,770	5,618,699
Investment income	20,722	1,828	6,000	6,000
<i>Total Revenues</i>	<u>5,319,119</u>	<u>5,512,642</u>	<u>5,500,770</u>	<u>5,624,699</u>
Expenditures				
Salaries, Benefits and Claims	234,946	237,815	274,123	205,297
Administration & Operations	3,849,688	3,981,592	4,079,102	4,302,298
Depreciation	936,438	951,225	-	-
Principal Expense	-	-	759,899	751,104
Interest Expense	400,893	424,042	387,646	366,000
<i>Total Expenditures</i>	<u>5,421,965</u>	<u>5,594,674</u>	<u>5,500,770</u>	<u>5,624,699</u>
Net (loss) income	<u>\$ (102,846)</u>	<u>\$ (82,032)</u>	<u>\$ -</u>	<u>\$ -</u>
Net Assets, beginning	<u>\$ 19,412,332</u>	<u>\$ 19,309,486</u>	<u>\$ 19,227,454</u>	<u>\$ 19,227,454</u>
Net Assets, ending	<u><u>\$ 19,309,486</u></u>	<u><u>\$ 19,227,454</u></u>	<u><u>\$ 19,227,454</u></u>	<u><u>\$ 19,227,454</u></u>

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 2013- 2014:

- 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.
- Completed construction of Supervisory Control and Data Acquisition (SCADA) Telemetry System for communications between the City's pumping stations and Wastewater Treatment Plant.
- Continued to implement Sanitary Sewer Collection System Master Plan.
- Hired GIS Analyst.
- Updated the financial model to reflect current capital plan.

Goals For 2014 - 2015:

- 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.
- Utilize tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).
- Initiate solids handling alternatives analysis project for implementation by 2020.

SIGNIFICANT CHANGES

The FY2015 Operating Budget represents an overall increase of \$2,923,746 or 18.3%

Expenses: The biggest increase is for \$2,950,000 from the WPCA fund balance to fund capital improvement projects, rather than financing through general obligation bonds. Other changes include a \$1,302,562 reduction in debt service due to a Clean Water Fund project payment, and an increase in legal fees of \$50,000 related to pending litigation.

Revenues: The largest increase is from the 5.16% blended rate increase over the previous fiscal year due to the fact that there was no rate increase in FY13-14. There is a decrease of \$138,909 or (67.80%) in Nitrogen credits. Most other revenues stayed level.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Water Pollution Control	\$10,789,266	\$11,352,256	\$15,942,446	\$18,866,192	\$2,923,746	18.34 %
Total	\$10,789,266	\$11,352,256	\$15,942,446	\$18,866,192	\$2,923,746	18.34 %
<u>Budget By Major Group</u>						
Personnel Services	\$232,150	\$251,629	\$333,849	\$348,210	\$14,361	4.30 %
Contractual Services	\$6,790,974	\$6,697,939	\$7,189,273	\$7,297,371	\$108,098	1.50 %
Supplies and Materials	\$0	\$45	\$0	\$0	\$0	0.00 %
Fixed Charges	\$178,983	\$388,238	\$288,708	\$346,604	\$57,896	20.05 %
Debt Service	\$796,872	\$936,802	\$6,971,984	\$5,669,422	(\$1,302,562)	(18.68%)
Grants & Donations	\$215,616	\$222,653	\$288,632	\$267,301	(\$21,331)	(7.39%)
Capital Outlay	(\$6,817)	\$9,940	\$870,000	\$4,937,284	\$4,067,284	467.50 %
Depreciation	\$2,581,488	\$2,845,010	\$0	\$0	\$0	0.00 %
Total	\$10,789,266	\$11,352,256	\$15,942,446	\$18,866,192	\$2,923,746	18.34 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
<u>Water Pollution Control Authority</u>										
GIS Analyst	1	\$74,561	1	\$76,239	1	\$67,095	1	\$71,846	0	\$4,751
Wastewater Systems Manager	1	\$91,780	1	\$93,845	1	\$95,722	0	\$0	(1)	(\$95,722)
Wastewater Systems Technician	1	\$61,277	1	\$65,779	1	\$70,437	1	\$70,437	0	\$0
Supervisory Environmental Engineer	0	\$0	0	\$0	0	\$0	1	\$107,408	1	\$107,408
Junior Engineer	1	\$74,561	1	\$76,239	1	\$77,764	1	\$79,319	0	\$1,555
Total	4	\$302,179	4	\$312,102	4	\$311,018	4	\$329,010	0	\$17,992
Department Total	4	\$302,179	4	\$312,102	4	\$311,018	4	\$329,010	0	\$17,992

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 8/19/2014 (1)**

<u>Fiscal Year</u>	<u>WPCA Principal Payments</u>	<u>WPCA Interest Payments</u>	<u>Total Debt Service (2)</u>
2014-15 (3)	\$4,693,509	\$975,913	\$5,669,422
2015-16	4,750,050	865,465	5,615,515
2016-17	4,520,428	754,518	5,274,946
2017-18	4,462,154	653,214	5,115,368
2018-19	4,529,254	554,167	5,083,421
2019-20	2,661,125	454,687	3,115,812
2020-21	2,052,695	415,988	2,468,683
2021-22	1,815,829	385,023	2,200,852
2022-23	1,692,461	338,047	2,030,508
2023-24	1,828,570	293,109	2,121,679
2024-25	1,627,241	248,742	1,875,983
2025-26	1,688,713	207,265	1,895,978
2026-27	1,681,693	165,610	1,847,303
2027-28	1,541,541	127,154	1,668,695
2028-29	1,340,666	95,899	1,436,565
2029-30	1,364,278	68,335	1,432,613
2030-31	1,236,507	42,368	1,278,875
2031-32	1,322,702	16,810	1,339,512
2032-33	<u>109,064</u>	<u>182</u>	<u>109,246</u>
	\$44,918,480	\$6,662,496	\$51,580,976

(1) Does not include current year bond issue.

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

(3) Includes principal payments of \$1,696,570 made as of August 19, 2014.

**WATER POLLUTION CONTROL AUTHORITY
COMBINING STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUND NET ASSETS
FISCAL YEARS 2011-12 TO 2014-15**

	Audited Actual 2011-12	Audited Actual 2012-13	Approved Budget 2013-14	Approved Budget 2014-15
Revenues				
Charges for Services	14,566,767	14,664,481	13,052,440	14,040,711
Investment Income	194,217	(21,923)	100,000	43,081
Other Income	134,737	-	1,121,309	982,400
Transfer From Fund Balance	-	-	1,668,697	3,800,000
Capital Contributions	5,991,361	1,032,097	-	-
<i>Total Revenues</i>	<u>20,887,082</u>	<u>15,674,655</u>	<u>15,942,446</u>	<u>18,866,192</u>
Expenditures				
Salaries, Benefits and Claims	411,133	639,867	506,491	539,106
Administration & Operations	6,999,773	6,930,578	7,613,971	7,740,380
Depreciation	2,581,488	2,845,010	-	-
Principal Expense	-	-	5,681,050	4,693,509
Interest Expense	796,872	936,801	1,290,934	975,913
Capital Projects	-	-	-	2,950,000
Replacement Reserve	-	-	850,000	1,967,284
<i>Total Expenditures</i>	<u>10,789,266</u>	<u>11,352,256</u>	<u>15,942,446</u>	<u>18,866,192</u>
Net (loss) income	<u>\$ 10,097,816</u>	<u>\$ 4,322,399</u>	<u>\$ -</u>	<u>\$ -</u>
Net Assets, beginning	<u>\$ 63,255,962</u>	<u>\$ 73,353,778</u>	<u>\$ 77,676,177</u>	<u>\$ 77,676,177</u>
Net Assets, ending	<u><u>\$ 73,353,778</u></u>	<u><u>\$ 77,676,177</u></u>	<u><u>\$ 77,676,177</u></u>	<u><u>\$ 77,676,177</u></u>

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 2013- 2014:

- Reduced down time and increased equipment availability through procedural changes and tracking driver reports.
- Continued to expand the use of Assetworks and identified areas for improvement on work orders and preventive maintenance for reporting accuracies.
- Modified our fleet maintenance program to accommodate needs with minimal interruptions for all departments to meet changing fleet customer needs.
- Initiated vehicle replacement program for Police Department
- Improved winter equipment calibration to achieve a more accurate application rate with salt and liquid brine.

Goals For 2014 - 2015:

- Purchase diagnostic tools for our medium duty and heavy duty equipment.
- Continue to work on changes with data input for Assetworks fleet maintenance program for better accuracy and reporting.
- Continue to work with the Police Department to implement vehicle standardization and replacement program to help control costs and reduce repairs.
- Continue to revise Public Works liquid brine application equipment rates and delivery controls for winter operations.
- Improve Fleet Services' safe work practices and housekeeping.

SIGNIFICANT CHANGES

The Fleet Services approved budget is 4.6% higher than the FY13-14 budget.

Regular Wages is \$82,223 higher due to contractual increases as well as the addition of a new Tool Mechanic/Shop Keeper at \$59,186.

Automotive Fuel and Fluids is \$54,598 higher due to anticipated price increases.

Employee Benefits are \$15,999 less than the FY13-14 approved due to switching to a high deductible health plan.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2011-12 Actual	2012-13 Actual	2013-14 Approved	2014-15 Approved	Variance	% Change
Centralized Fleet Maintenance	\$2,287,360	\$2,548,267	\$2,612,082	\$2,733,329	\$121,247	4.64 %
Total	\$2,287,360	\$2,548,267	\$2,612,082	\$2,733,329	\$121,247	4.64 %
<u>Budget By Major Group</u>						
Personnel Services	\$585,532	\$651,080	\$678,509	\$761,157	\$82,648	12.18 %
Contractual Services	\$42,747	\$48,649	\$31,675	\$31,675	\$0	0.00 %
Supplies and Materials	\$1,349,464	\$1,505,326	\$1,501,969	\$1,556,567	\$54,598	3.64 %
Fixed Charges	\$309,617	\$343,212	\$399,929	\$383,930	(\$15,999)	(4.00%)
Total	\$2,287,360	\$2,548,267	\$2,612,082	\$2,733,329	\$121,247	4.64 %

PERSONNEL SUMMARY

	2011-12 Actual Pers./Exp.		2012-13 Actual Pers./Exp.		2013-14 Approved Pers./Exp.		2014-15 Approved Pers./Exp.		Variance Pers./Exp.	
Fleet Management										
Tool Mechanic/Stores Keeper	0	\$0	0	\$0	0	\$0	1	\$59,186	1	\$59,186
Fleet Services Manager	1	\$85,689	1	\$87,617	1	\$91,719	1	\$91,156	0	(\$563)
Automotive Stores Clerk	1	\$55,635	1	\$56,887	1	\$58,025	1	\$59,186	0	\$1,161
Class I Mechanic (1/2 ASE)	1	\$71,006	1	\$72,604	1	\$74,056	1	\$65,249	0	(\$8,807)
Preventive Maintenance Mechanic	1	\$48,055	1	\$49,136	1	\$52,628	1	\$56,360	0	\$3,732
Class I Mechanic	5	\$351,220	5	\$359,128	5	\$369,081	5	\$396,595	0	\$27,514
Total	9	\$611,605	9	\$625,372	9	\$645,509	10	\$727,732	1	\$82,223
Department Total	9	\$611,605	9	\$625,372	9	\$645,509	10	\$727,732	1	\$82,223

FLEET SERVICES				
COMBINING STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUND NET ASSETS				
FISCAL YEARS 2011-12 TO 2014-15				
	Audited Actual 2011-12	Audited Actual 2012-13	Approved Budget 2013-14	Approved Budget 2014-15
Revenues				
City and Member's Contributions	\$2,338,125	\$2,530,260	\$2,612,082	\$2,733,329
Investment Income	<u>1,407</u>	<u>1,308</u>	<u>-</u>	<u>-</u>
<i>Total Revenues</i>	2,339,532	2,531,568	2,612,082	2,733,329
Expenditures				
Adminsitration & Operations	8,648	7,856	9,000	9,000
Program Expenses	<u>2,278,711</u>	<u>2,540,410</u>	<u>2,603,082</u>	<u>2,724,329</u>
<i>Total Expenditures</i>	2,287,359	2,548,266	2,612,082	2,733,329
Net (loss) Income	<u>\$ 52,173</u>	<u>\$ (16,698)</u>	<u>-</u>	<u>-</u>
Net Assets, beginning	<u>\$ 12,170</u>	<u>\$ 64,343</u>	<u>\$ 47,645</u>	<u>\$ 47,645</u>
Net Assets, ending	<u>\$ 64,343</u>	<u>\$ 47,645</u>	<u>\$ 47,645</u>	<u>\$ 47,645</u>

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	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
CITY OBJECT CODES					
110 WAGES & SALARY-REGULAR	\$ 42,081,584	\$ 42,948,621	\$ 45,317,536	\$ 46,980,116	\$ 1,662,580
111 SALARY ADJUSTMENT	\$ -	\$ -	\$ (498,501)	\$ (532,070)	\$ (33,569)
120 WAGES & SALARY-OVERTIME	\$ 6,741,283	\$ 7,022,001	\$ 6,291,998	\$ 6,540,394	248,396
121 WAGES & SALARY-PREMIUM	\$ 359,979	\$ 598,714	\$ 572,777	\$ 571,245	(1,532)
130 WAGES & SALARY-TEMPORARY	\$ 792,368	\$ 923,438	\$ 802,827	\$ 819,387	16,560
140 WAGES & SALARY-PART TIME	\$ 1,375,271	\$ 1,370,844	\$ 1,322,080	\$ 1,470,564	148,484
141 PART-TIME TYPING SERVICES	\$ 4,425	\$ 8,288	\$ 10,000	\$ 10,200	200
150 LONGEVITY	\$ 184,985	\$ 185,685	\$ 193,368	\$ 200,662	7,294
175 RETRO WAGE ADJUSTMENTS	\$ 2,327	\$ 363,413	\$ -	\$ -	-
211 POSTAGE,BOX RENT ETC.	\$ 144,774	\$ 154,540	\$ 167,601	\$ 178,198	10,597
212 FREIGHT,EXPRESS,TRUCK	\$ 449	\$ 245	\$ 250	\$ 250	-
214 MESSENGER AND DELIVERY SRVC	\$ 3,291	\$ 3,304	\$ 5,500	\$ 5,000	(500)
216 OTHER COMMUN.&TRANSPORT.	\$ 244	\$ 869	\$ 850	\$ 850	-
221 PRINTING AND DUPLICATION	\$ 131,368	\$ 125,355	\$ 144,679	\$ 152,487	7,808
225 TYPING SERVICES	\$ 18,884	\$ 19,715	\$ 26,436	\$ 26,975	539
226 CENTRAL PRINTING SERVICE	\$ 1,867	\$ 1,508	\$ 2,800	\$ 2,800	-
227 MAP PRINTING	\$ 1,408	\$ -	\$ 450	\$ 200	(250)
231 PUBLICATION OF NOTICES	\$ 29,939	\$ 21,690	\$ 33,605	\$ 29,432	(4,173)
233 SUBSCRIPTION-NEWSPAPER	\$ 48,318	\$ 43,826	\$ 49,301	\$ 50,761	1,460
234 SUBSCRIPTION-OTHER SVC.	\$ 161,593	\$ 163,472	\$ 161,265	\$ 164,585	3,320
235 MEMBERSHIPS AND DUES	\$ 132,220	\$ 146,977	\$ 152,077	\$ 155,782	3,705
237 ADVERTISING	\$ 27,643	\$ 29,276	\$ 37,535	\$ 33,468	(4,067)
241 ELECTRIC	\$ 1,551,868	\$ 1,397,627	\$ 1,561,350	\$ 1,684,206	122,856
242 WATER	\$ 180,757	\$ 282,171	\$ 251,650	\$ 264,009	12,359
244 NATURAL GAS	\$ 316,354	\$ 244,904	\$ 264,080	\$ 308,283	44,203
245 TELEPHONE	\$ 376,799	\$ 383,280	\$ 398,594	\$ 400,155	1,561
246 HEATING FUELS	\$ 183,999	\$ 218,063	\$ 202,122	\$ 231,503	29,381
247 OTHER UTILITY SERVICES	\$ 2,744	\$ 9,094	\$ 7,402	\$ 13,364	5,962
251 MEDICAL,DENTAL & VET.	\$ 96,245	\$ 87,225	\$ 97,035	\$ 98,350	1,315
253 AUDIT	\$ 70,415	\$ 103,825	\$ 71,086	\$ 71,086	-
254 ARCHITECTURAL, LANDSCAPE	\$ -	\$ 47,350	\$ 3,000	\$ 4,000	1,000
255 IT SERVICES	\$ 86,467	\$ 84,808	\$ 82,532	\$ 82,732	200
258 OTHER PROFESSIONAL SVCS.	\$ 1,406,724	\$ 2,637,637	\$ 2,748,509	\$ 2,871,868	123,359
259 PROFESSIONAL SERVICES	\$ 65,429	\$ 57,390	\$ 146,175	\$ 59,897	(86,278)
25J EMPLOYEE ASSISTANCE PROGRAM	\$ 16,288	\$ 16,579	\$ 16,490	\$ 17,303	813
261 REPAIR-MAINT. VEHICLE	\$ 514	\$ -	\$ -	\$ 2,000	2,000
262 OTHER MACHINERY & EQUIP.	\$ 40,713	\$ 42,032	\$ 66,635	\$ 70,948	4,313
263 FURNITURE,OFFICE MACHINE	\$ 16,260	\$ 15,694	\$ 17,513	\$ 18,418	905
264 TRAFFIC LIGHTS,RELATED	\$ 7,482	\$ 4,680	\$ 6,650	\$ 6,650	-
265 GROUND IMPROVEMENTS	\$ 6,545	\$ 7,533	\$ 7,350	\$ 14,075	6,725
266 BUILDINGS	\$ 801,869	\$ 847,148	\$ 1,039,297	\$ 1,062,689	23,392
267 PLUMBING,HEAT,ELECT. SVC	\$ 226,004	\$ 223,594	\$ 231,068	\$ 228,489	(2,579)
269 OTHER REPAIR/MAIN. SVCS.	\$ 477,653	\$ 600,352	\$ 739,076	\$ 792,707	53,631
271 UNIFORM ALLOWANCE	\$ 467,635	\$ 459,630	\$ 465,170	\$ 471,225	6,055
272 TRAINING AND EDUCATION	\$ 123,288	\$ 91,936	\$ 109,181	\$ 118,467	9,286
273 OTHER	\$ 6,532	\$ 8,837	\$ 7,698	\$ 7,198	(500)
275 LINEN SERVICE	\$ 6,503	\$ 6,173	\$ 8,500	\$ 8,500	-
276 PURCHASE/CLEANING OF UNIFORMS	\$ 147,059	\$ 117,404	\$ 171,448	\$ 144,023	(27,425)
281 MILEAGE REIMBURSEMENT	\$ 43,889	\$ 42,685	\$ 50,261	\$ 50,033	(228)
286 BUSINESS EXPENSE	\$ 23,523	\$ 17,224	\$ 20,375	\$ 27,245	6,870
292 BOARDING OF PRISONERS	\$ 15,785	\$ 12,816	\$ 15,000	\$ 15,000	-
293 RECORDING DOCUMENTS	\$ 472	\$ 424	\$ 500	\$ 500	-
294 MACHINERY,EQUIPMENT RENT	\$ 109,726	\$ 94,104	\$ 107,540	\$ 95,754	(11,786)
295 SEMINAR&CONFERENCE FEES	\$ 19,652	\$ 27,751	\$ 31,510	\$ 38,762	7,252
296 SECURITY SYSTEMS	\$ 160,472	\$ 284,074	\$ 240,044	\$ 290,854	50,810
297 STORAGE/TOWING	\$ 10,527	\$ 10,044	\$ 10,000	\$ 13,600	3,600
298 OTHER CONTRACTUAL SERVICES	\$ 3,411,797	\$ 4,069,732	\$ 3,937,547	\$ 4,029,195	91,648
299 DISPOSAL SERVICES	\$ 320,576	\$ 292,537	\$ 360,500	\$ 350,000	(10,500)

Appendix - City Fund Summary

OBJ	DESCRIPTION	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
311	OFFICE SUPPLIES & MAT'LS	\$ 185,887	\$ 195,412	\$ 190,406	\$ 191,739	1,333
321	AGRICULTURE SUPPLIES	\$ 25,070	\$ 12,027	\$ 30,000	\$ 30,000	-
322	CHEMICAL,LAB,MEDICAL SUP	\$ 593,594	\$ 376,457	\$ 364,788	\$ 617,261	252,473
323	FOOD	\$ 13,649	\$ 16,992	\$ 14,500	\$ 14,200	(300)
324	HOUSEHOLD&JANITORIAL SUP	\$ 75,503	\$ 75,882	\$ 87,605	\$ 87,008	(597)
325	RECREATION SUPPLIES	\$ 45,231	\$ 69,295	\$ 71,355	\$ 77,355	6,000
326	CLOTHING AND UNIFORMS	\$ 16,952	\$ 17,314	\$ 20,600	\$ 20,615	15
327	FIREARM SUPPLIES	\$ 20,216	\$ 29,075	\$ 25,500	\$ 30,900	5,400
328	EDUCATIONAL SUPPLIES	\$ 14,072	\$ 19,008	\$ 16,495	\$ 27,105	10,610
329	OTHER OPERATING SUPPLIES	\$ 83,351	\$ 92,933	\$ 86,142	\$ 102,059	15,917
32A	ELECTION SUPPLIES	\$ 16,485	\$ 21,902	\$ 12,550	\$ 15,725	3,175
330	REPAIR & MAINT SUPPLIES	\$ 81	\$ -	\$ -	\$ -	-
331	AUTOMOTIVE FUEL & FLUIDS	\$ 61,388	\$ 73,907	\$ 94,899	\$ 96,719	1,820
332	MOTOR VEHICLE PARTS	\$ 102,953	\$ 100,147	\$ 102,900	\$ 104,817	1,917
333	MACHINERY&EQUIPMENT PART	\$ 34,990	\$ 41,791	\$ 57,138	\$ 58,960	1,822
334	PAINTING SUPPLIES	\$ 15,515	\$ 12,843	\$ 13,856	\$ 14,855	999
335	PLUMBING SUPPLIES	\$ 16,879	\$ 26,696	\$ 17,975	\$ 24,975	7,000
336	ELECTRICAL SUPPLIES.	\$ 12,637	\$ 12,045	\$ 16,157	\$ 18,157	2,000
339	TIRE,TUBES,BATTERIES,ETC	\$ 26,386	\$ 29,073	\$ 35,000	\$ 45,000	10,000
341	CONSUMABLE TOOL/HARDWARE	\$ 43,451	\$ 46,767	\$ 44,611	\$ 44,611	-
342	SIGN PARTS AND SUPPLIES	\$ 34,382	\$ 32,676	\$ 35,000	\$ 35,000	-
343	TRAFFIC SIGNAL SUPPLIES	\$ 49,989	\$ 24,481	\$ 50,000	\$ 50,000	-
344	COMMUNICATIONS SUPPLIES	\$ -	\$ 3,020	\$ 500	\$ 500	-
345	ROAD MARKING MATERIALS	\$ 8,468	\$ 7,779	\$ 9,000	\$ 9,000	-
351	CEMENT/CONCRETE PRODUCTS	\$ 30,985	\$ 26,592	\$ 25,000	\$ 29,000	4,000
361	METAL PRODUCTS/SUPPLIES.	\$ 12,583	\$ 14,924	\$ 15,000	\$ 15,000	-
371	LUMBER & WOOD PRODUCTS.	\$ 5,913	\$ 23,113	\$ 15,750	\$ 15,750	-
375	CLAY/BALLFIELD PRODUCTS	\$ 5,958	\$ 2,808	\$ 9,000	\$ 9,000	-
381	ASPHALT & ASPHALT FILLER	\$ 149,186	\$ 127,015	\$ 150,000	\$ 140,000	(10,000)
391	AUDIO VISUAL EQUIPMENT	\$ 59,397	\$ 54,241	\$ 58,645	\$ 58,645	-
392	BOOKS	\$ 247,562	\$ 241,251	\$ 254,064	\$ 255,225	1,161
393	PHOTOGRAPHIC SUPPLIES	\$ 704	\$ 890	\$ 1,591	\$ 1,991	400
394	OTHER MATERIALS	\$ 16,768	\$ 15,971	\$ 20,087	\$ 19,387	(700)
412	GENERAL LIABILITY	\$ 1,589	\$ 2,129	\$ 1,815	\$ 1,997	182
418	INSURANCE PREMIUM	\$ 25,115,837	\$ 30,394,136	\$ 28,663,068	\$ 28,591,952	(71,116)
419	OTHER	\$ 7,853	\$ 7,103	\$ 10,000	\$ 10,150	150
421	BUILDING&OFFICE RENTALS	\$ 39,400	\$ 39,400	\$ 38,900	\$ 44,800	5,900
430	PENSIONS	\$ 3,890,816	\$ 7,098,696	\$ 9,505,443	\$ 11,307,547	1,802,104
442	WORKERS COMP INSURANCE	\$ 2,884,242	\$ 3,427,141	\$ 3,885,325	\$ 4,992,275	1,106,950
451	POOL RENTAL	\$ 21,425	\$ 14,300	\$ 20,000	\$ 20,300	300
461	CENTRALIZED FUEL	\$ 741,479	\$ (648)	\$ 859,380	\$ 894,781	35,401
462	CENTRALIZED FLEET MNTNCE.	\$ 1,424,346	\$ 833,379	\$ 1,520,113	\$ 1,586,762	66,649
465	401A PENSION MATCH	\$ -	\$ 1,478,554	\$ 25,000	\$ 75,000	50,000
466	INSURANCE DEFICIT REPAYMENT	\$ -	\$ 150,000	\$ 1,744,302	\$ -	(1,744,302)
521	PRINCIPAL	\$ 17,418,897	\$ 17,345,999	\$ 17,695,163	\$ 17,328,205	(366,958)
522	INTEREST	\$ 7,708,007	\$ 8,309,944	\$ 8,431,711	\$ 8,426,539	(5,172)
561	BUILDING RENOVATIONS	\$ 45,750	\$ 27,219	\$ 35,000	\$ 73,000	38,000
585	GEN. PARK IMPROVEMENTS	\$ 52,030	\$ 70,661	\$ 65,000	\$ 65,000	-
613	HEALTH DEPT CONDEMNATION	\$ 942	\$ -	\$ 10,000	\$ 10,000	-
617	OTHER GRANTS, CONTRIBUTIONS	\$ 42,215	\$ 40,636	\$ 43,000	\$ 43,000	-
620	GRANTS&DONATIONS-INSTITU	\$ 294,680	\$ 256,509	\$ 241,109	\$ 248,898	7,789
623	SPECIAL EVENTS	\$ 3,161	\$ 1,979	\$ 1,700	\$ 2,700	1,000
631	AWARDS-SPEC.SERV.RENDER	\$ 482	\$ 1,836	\$ 1,100	\$ 2,100	1,000
635	EMPLOYEE TUITION REIMBURSEMENT	\$ 1,650	\$ -	\$ -	\$ -	-
650	TRANSFERS TO OTHER FUNDS	\$ 329,518	\$ 367,463	\$ 397,204	\$ 443,768	46,564
661	SUNDRY	\$ 10,000	\$ 15,000	\$ 15,000	\$ 20,000	5,000
711	DESKS, CHAIRS, ETC.	\$ 200	\$ -	\$ -	\$ 3,155	3,155
715	PICNIC TABLES	\$ -	\$ -	\$ 4,000	\$ 2,000	(2,000)
729	OTHER EQUIPMENT & MACHINERY	\$ -	\$ -	\$ 1,000	\$ 1,000	-
731	CARS AND VANS	\$ 588,355	\$ 285,000	\$ 125,700	\$ 390,000	264,300
741	IT HARDWARE	\$ 20,538	\$ 8,576	\$ 10,000	\$ 15,840	5,840
742	IT SOFTWARE	\$ 7,819	\$ 6,747	\$ 5,000	\$ 6,440	1,440
743	RADIOS,MOBILE,WALKIE-TAL	\$ 4,616	\$ 8,134	\$ 7,500	\$ 9,600	2,100
764	OTHER PUBLIC ORDER EQUIP	\$ 8,189	\$ 9,171	\$ 7,500	\$ 5,000	(2,500)

OBJ	DESCRIPTION	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
775	GROUNDS MAINTENANCE	\$ 21,563	\$ 5,706	\$ 3,750	\$ 9,410	5,660
776	OTHER	\$ -	\$ -	\$ -	\$ 2,000	2,000
777	CONSTRUCTION	\$ 47,515	\$ -	\$ -	\$ -	-
790	OTHER	\$ 14,726	\$ 6,687	\$ 6,180	\$ 1,000	(5,180)
795	STORM SANDY	\$ -	\$ 750,785	\$ -	\$ -	-
900	CONTINGENCY	\$ -	\$ -	\$ 1,800,968	\$ 1,520,747	(280,221)
A0620	GRANTS - OUTSIDE AGENCIES	\$ 1,982,641	\$ 693,546	\$ 707,862	\$ 771,648	63,786
B0225	GRANTS - TYPING SERVICES	\$ 3,000	\$ 6,000	\$ 3,000	\$ 3,000	-
B0245	TELEPHONE	\$ 1,257	\$ 1,080	\$ -	\$ -	-
B0620	GRANTS - CITY AGENCIES	\$ 1,029,625	\$ 1,021,357	\$ 1,030,856	\$ 960,511	(70,345)
C0620	GRANTS - FHO PAYROLL	\$ -	\$ -	\$ -	\$ 136,232	136,232
	TOTAL EXPENSES	\$ 128,833,328	\$ 141,506,687	\$ 147,156,085	\$ 151,111,290	\$ 3,955,205

EDUCATION OBJECT CODES

100	DEGREE LEVEL CHANGES	\$ -	\$ -	\$ 375,000	\$ 300,000	\$ (75,000)
101	LONG TERM SUBSTITUTES	\$ 419,023	\$ 908,946	\$ 690,606	\$ 700,410	9,804
102	PROFESSIONAL DEVELOPMENT	\$ -	\$ 2,545	\$ 800	\$ 500	(300)
111	SUPERINTENDENT	\$ 230,000	\$ 209,738	\$ 250,000	\$ 250,000	-
112	CENTRAL ADMIN SUP TEAM	\$ 461,273	\$ 498,335	\$ 640,873	\$ 904,247	263,374
113	PRINCIPALS	\$ 6,074,994	\$ 5,482,182	\$ 5,435,493	\$ 4,861,619	(573,874)
114	SUPERVISORS	\$ 640,123	\$ 360,261	\$ 529,267	\$ 590,219	60,952
115	ASSISTANT SUPERVISORS	\$ 410,881	\$ 355,095	\$ 487,601	\$ 606,406	118,805
116	DLC-TEACHERS AFTER BUDGET ROLL	\$ 24,233	\$ 5,000	\$ -	\$ -	-
117	TEACHERS (NON-RATIO)	\$ 64,108,362	\$ 63,389,351	\$ 62,750,298	\$ 66,295,602	3,545,304
118	SUBSTITUTES	\$ 889,586	\$ 913,964	\$ 814,720	\$ 930,769	116,049
119	OTHER CERTIFIED	\$ 7,050,680	\$ 6,983,729	\$ 7,633,288	\$ 7,320,337	(312,951)
121	SECRETARY	\$ 2,563,586	\$ 2,489,069	\$ 2,597,526	\$ 2,730,346	132,820
122	AIDE	\$ 5,491,869	\$ 6,079,159	\$ 6,699,033	\$ 7,133,808	434,775
123	CLERKS	\$ 1,558,911	\$ 1,213,389	\$ 1,446,368	\$ 1,388,529	(57,839)
124	CUSTODIANS	\$ 4,247,463	\$ 4,245,575	\$ 4,583,209	\$ 4,744,036	160,827
125	MAINTENANCE	\$ 678,623	\$ 689,728	\$ 720,369	\$ 659,413	(60,956)
126	NON-AFFILIATED	\$ 1,398,672	\$ 1,231,335	\$ 1,315,551	\$ 1,280,794	(34,757)
127	OTHER NON-CERTIFIED	\$ 986,086	\$ 907,352	\$ 371,882	\$ 395,408	23,526
128	SUBSTITUTES (NON-CERTIFIED)	\$ 233,209	\$ 264,852	\$ 236,192	\$ 303,068	66,876
130	OVERTIME SALARIES	\$ 357,125	\$ 455,928	\$ 402,585	\$ 367,735	(34,850)
131	CERTIFIED OVERTIME	\$ 22,055	\$ 20,452	\$ 38,000	\$ 25,000	(13,000)
133	SALARIES-WORKSHOPS	\$ 20,648	\$ 12,228	\$ 60,235	\$ 52,336	(7,899)
134	SALARIES-EXTRA	\$ 577,394	\$ 573,660	\$ 572,621	\$ 580,421	7,800
135	SECURITY	\$ 75,110	\$ 56,743	\$ 96,000	\$ 96,000	-
137	CERTIFIED HOURLY	\$ 672,987	\$ 463,215	\$ 566,686	\$ 596,925	30,239
138	NON-CERTIFIED HOURLY	\$ 22,921	\$ 19,664	\$ 28,750	\$ 28,750	-
139	EXTRA - CURRICULAR	\$ 87,613	\$ 119,722	\$ 145,463	\$ 139,738	(5,725)
143	NURSES	\$ 1,244,690	\$ 1,188,666	\$ 1,336,693	\$ 1,359,946	23,253
145	PHYSICAL THERAPIST	\$ 39,388	\$ 39,479	\$ 40,898	\$ 41,871	973
150	COMMON CORE IMPLEMENTATION	\$ -	\$ -	\$ -	\$ 870,000	870,000
200	PERSONAL SERVICES - EMPL	\$ 21,652	\$ -	\$ -	\$ -	-
212	FRINGE BENEFITS	\$ 25,963,473	\$ 25,557,039	\$ 30,311,941	\$ 28,739,344	(1,572,597)
230	RETIREMENT BENEFITS	\$ 1,099,042	\$ 2,130,893	\$ 1,636,273	\$ 1,722,337	86,064
235	LONGEVITY	\$ 216,360	\$ 246,732	\$ 270,000	\$ 270,000	-
240	SOCIAL SECURITY	\$ 3,152,426	\$ 2,771,007	\$ 3,043,674	\$ 3,161,840	118,166
250	UNEMPLOYMENT	\$ 186,655	\$ 189,518	\$ 279,696	\$ 204,000	(75,696)
300	PURCHASED PROF AND TECH	\$ 155,014	\$ 138,789	\$ 203,250	\$ 227,250	24,000
301	ATTENDANCE AT MEETINGS	\$ 15,629	\$ 13,912	\$ 49,158	\$ 46,376	(2,782)
311	RECRUITMENT	\$ -	\$ -	\$ 1,300	\$ 1,300	-
312	IN SERVICE	\$ 4,244	\$ -	\$ 7,000	\$ 7,000	-
322	INSTRUCTIONAL PROGRAM IMP.	\$ 800	\$ 800	\$ 800	\$ 800	-
329	MEDICAID REIMBURSEMENT CREDIT	\$ -	\$ -	\$ (400,000)	\$ (750,000)	(350,000)
330	OTHER PROF TECH	\$ 2,976,297	\$ 3,243,180	\$ 3,547,010	\$ 3,696,631	149,621
331	SPECIAL ED LEGAL FEES	\$ 352,340	\$ 492,143	\$ 354,000	\$ 460,000	106,000
400	PURCHASED PROPERTY SERVI	\$ 2,538	\$ -	\$ -	\$ -	-
410	UTILITY SERV	\$ 164,862	\$ 185,228	\$ 165,000	\$ 195,000	30,000
412	BOILER REPAIRS	\$ 17,739	\$ 17,999	\$ 20,000	\$ 75,000	55,000
413	TUBES & REFRACTORY	\$ 6,966	\$ 8,796	\$ 15,000	\$ 10,000	(5,000)

Appendix - City Fund Summary

OBJ	DESCRIPTION	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 APPROVED	2014-15 APPROVED	VARIANCE 14-15/13-14
414	BURNER SERVICE	\$ 20,332	\$ 15,569	\$ 25,000	\$ 25,000	-
415	OTHER REPAIRS	\$ 34,848	\$ 19,523	\$ 38,000	\$ 15,000	(23,000)
416	PNEUMATIC CONTROLS	\$ 6,944	\$ 29,170	\$ 12,000	\$ 35,200	23,200
417	CLOCKS & INTERCOMS	\$ 11,086	\$ 13,876	\$ 15,000	\$ 15,000	-
420	CLEANING SERVICES	\$ 25,065	\$ 25,151	\$ 29,000	\$ 27,000	(2,000)
421	DISPOSAL SERVICES	\$ 110,435	\$ 116,408	\$ 125,000	\$ 125,000	-
425	GLASS	\$ 22,876	\$ 13,912	\$ 30,000	\$ 10,000	(20,000)
430	REPAIRS AND MAINT SERV	\$ 1,087,252	\$ 1,094,958	\$ 1,239,817	\$ 1,190,022	(49,795)
431	ELEVATOR SERVICE	\$ 28,348	\$ 28,244	\$ 30,000	\$ 30,000	-
432	ELECTRIC SERVICE	\$ 27,249	\$ 29,837	\$ 35,000	\$ 35,000	-
433	ELECTRIC MOTORS	\$ 24,956	\$ 27,748	\$ 30,000	\$ 30,000	-
434	FOLDING PARTITIONS	\$ 9,802	\$ 14,170	\$ 20,000	\$ 15,000	(5,000)
440	RENTALS	\$ 309,225	\$ 309,888	\$ 271,309	\$ 241,309	(30,000)
441	RENTAL OF LAND AND	\$ 11,570	\$ 16,000	\$ 16,000	\$ 16,000	-
450	CONSTRUCTION SERVICES	\$ 176,619	\$ 149,891	\$ 175,000	\$ 150,000	(25,000)
490	SECURITY SERVICES	\$ 156,377	\$ 144,514	\$ 175,000	\$ 150,000	(25,000)
492	LIFE SAFETY SYSTEMS	\$ 111,750	\$ 100,291	\$ 120,000	\$ 110,000	(10,000)
494	PURCHASED SERVICE SWIMMING POOL	\$ -	\$ (583)	\$ -	\$ -	-
500	OTHER PURCHASED	\$ 352,769	\$ 379,807	\$ 335,000	\$ 350,000	15,000
510	STUDENT TRANS SERV	\$ 5,347,670	\$ 5,634,232	\$ 6,123,925	\$ 6,785,631	661,706
511	STUDENT TRANS	\$ 261,028	\$ 178,739	\$ 233,757	\$ 294,486	60,729
514	STUDENT TRANS REIMBURSEMENT	\$ -	\$ -	\$ (234,445)	\$ (219,909)	14,536
519	STUDENT TRANS IND ARTS	\$ 21,816	\$ 23,571	\$ 38,340	\$ 36,180	(2,160)
521	LIABILITY INS (GEN)	\$ -	\$ -	\$ 1,000	\$ 1,000	-
529	INTER ACTI INSUR PREM	\$ 79,629	\$ 98,977	\$ 80,000	\$ 110,000	30,000
530	COMMUNICATIONS	\$ 271,394	\$ 298,085	\$ 275,323	\$ 268,115	(7,208)
540	ADVERTISING	\$ 299	\$ 642	\$ 1,000	\$ 1,000	-
562	TUIT TO OTHER LEA'S	\$ 1,876,281	\$ 2,099,643	\$ 2,125,000	\$ 2,405,000	280,000
563	TUITION+STATE AGENCY	\$ 5,249,160	\$ 5,523,855	\$ 5,750,000	\$ 5,900,000	150,000
564	OUT OF DIST. TUITION-EXCESS COST	\$ (1,846,569)	\$ (1,934,758)	\$ (1,955,000)	\$ (2,006,000)	(51,000)
565	REGULAR ED. TUITION OTHER LEA'S	\$ 91,107	\$ 102,744	\$ 126,200	\$ 154,846	28,646
566	REGULAR ED. OUT OF DIST. TUITION	\$ 115,606	\$ 37,930	\$ 250,000	\$ 78,500	(171,500)
580	TRAVEL	\$ 135,993	\$ 122,062	\$ 151,960	\$ 134,560	(17,400)
590	MISCELL PURCH SERV	\$ 780	\$ 780	\$ 1,650	\$ 1,650	-
600	SUPPLIES	\$ 91,316	\$ 60,975	\$ 113,389	\$ 120,284	6,895
610	GENERAL SUPPLIES	\$ 254,484	\$ 272,725	\$ 271,000	\$ 271,000	-
611	INSTRUCTIONAL SUPPLIES	\$ 551,457	\$ 557,187	\$ 704,460	\$ 698,787	(5,673)
612	ADMINISTRATIVE SUPPLIES	\$ 842	\$ 1,414	\$ 1,900	\$ 1,900	-
613	MAINTENANCE SUPPLIES	\$ 172,413	\$ 163,389	\$ 185,000	\$ 170,000	(15,000)
614	POSTAGE	\$ 104,447	\$ 102,824	\$ 115,375	\$ 115,000	(375)
616	TESTING	\$ 11,972	\$ 10,080	\$ 15,300	\$ 15,900	600
622	ELECTRICITY	\$ 1,900,383	\$ 1,845,507	\$ 2,008,042	\$ 2,000,000	(8,042)
623	PROPANE GAS	\$ 7,621	\$ 8,196	\$ 8,000	\$ 8,400	400
624	OIL	\$ 660,034	\$ 648,922	\$ 774,900	\$ 814,009	39,109
625	NATURAL GAS	\$ 617,818	\$ 709,129	\$ 711,731	\$ 605,919	(105,812)
626	GASOLINE	\$ 263,113	\$ 290,684	\$ 282,723	\$ 281,847	(876)
641	TEXTBOOKS	\$ 70,836	\$ 82,909	\$ 85,658	\$ 79,688	(5,970)
642	LIBRARY BOOKS AND	\$ 104,501	\$ 861	\$ 2,800	\$ 7,749	4,949
643	AUDIOVISUAL	\$ 37,534	\$ 37,943	\$ 66,204	\$ 75,941	9,737
644	CONSUMABLES/WORKBOOKS	\$ 182,327	\$ 173,050	\$ 203,364	\$ 235,639	32,275
645	TEXTBOOKS (SOFT COVER)	\$ 42,090	\$ 24,997	\$ 25,094	\$ 28,472	3,378
646	BOOK BINDING	\$ 4,159	\$ 2,642	\$ 4,330	\$ 5,000	670
690	OTHER SUPPLIES AND	\$ 100,805	\$ 120,209	\$ 186,417	\$ 194,453	8,036
692	GRADUATION EXPENSES	\$ 17,502	\$ 19,889	\$ 19,720	\$ 24,020	4,300
693	ACCREDITATION	\$ 3,990	\$ 3,685	\$ 7,000	\$ 36,000	29,000
730	INSTRUCTIONAL EQUIPMENT	\$ 82,925	\$ 53,389	\$ 86,252	\$ 112,526	26,274
733	INSTRUCTIONAL SOFTWARE	\$ 103,773	\$ 161,113	\$ 182,227	\$ 210,698	28,471
739	NON-INSTRUCTIONAL EQUIPMENT	\$ 15,557	\$ 26,213	\$ 44,536	\$ 43,347	(1,189)
749	LEASE PAYMENTS	\$ 93,712	\$ -	\$ -	\$ -	-
810	DUES,FEES & MEMBERSHIPS	\$ 104,259	\$ 71,717	\$ 106,497	\$ 138,585	32,088
	TOTAL EXPENSES	\$ 154,655,105	\$ 154,339,920	\$ 162,271,864	\$ 166,430,865	\$ 4,159,001
GRAND TOTAL		\$ 283,488,433	\$ 295,846,607	\$ 309,427,949	\$ 317,542,155	\$ 8,114,206