2015-2016
APPROVED OPERATING BUDGET

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City of Norwalk, Connecticut

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Norwalk

Connecticut

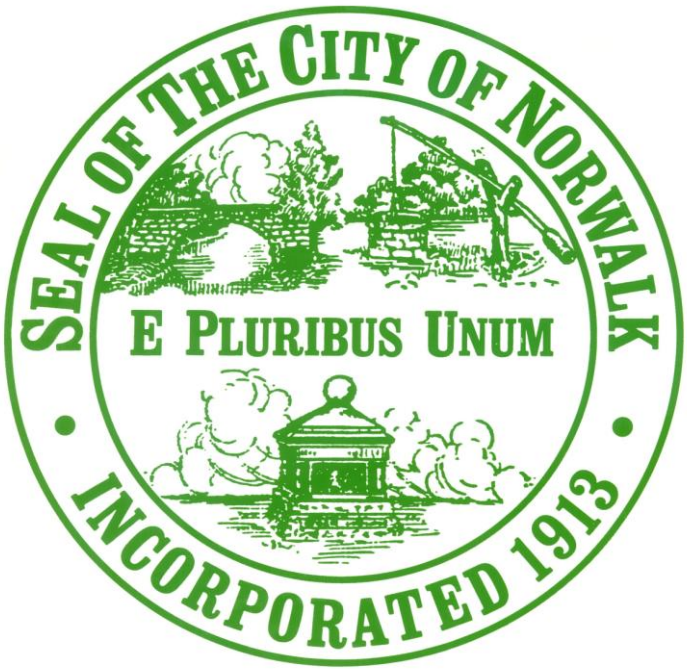
For the Fiscal Year Beginning

July 1, 2014

Executive Director

CITY OF NORWALK

APPROVED OPERATING BUDGET
FISCAL YEAR 2015-16



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:

Jerry E. Petrini, Council President

Douglas E. Hempstead, Majority Leader

Richard R. Bonenfant

Sharon Stewart

David A. Watts

John Kydes

David T. McCarthy

Michelle A. Maggio

John E. Igneri

Glenn A. Iannacone

Eloisa M. Melendez

Bruce I. Kimmel

Travis J. Simms, Minority Leader

Phaedrel L. Bowman

Shannon O'Toole-Giandurco

BOARD OF ESTIMATE & TAXATION:

James C. Clark, Chairman

Greg Burnett

James Feigenbaum

Erik T. Anderson

Anne Yang-Dwyer

Edwin Camacho

BUDGET STAFF:

Thomas Hamilton, Finance Director

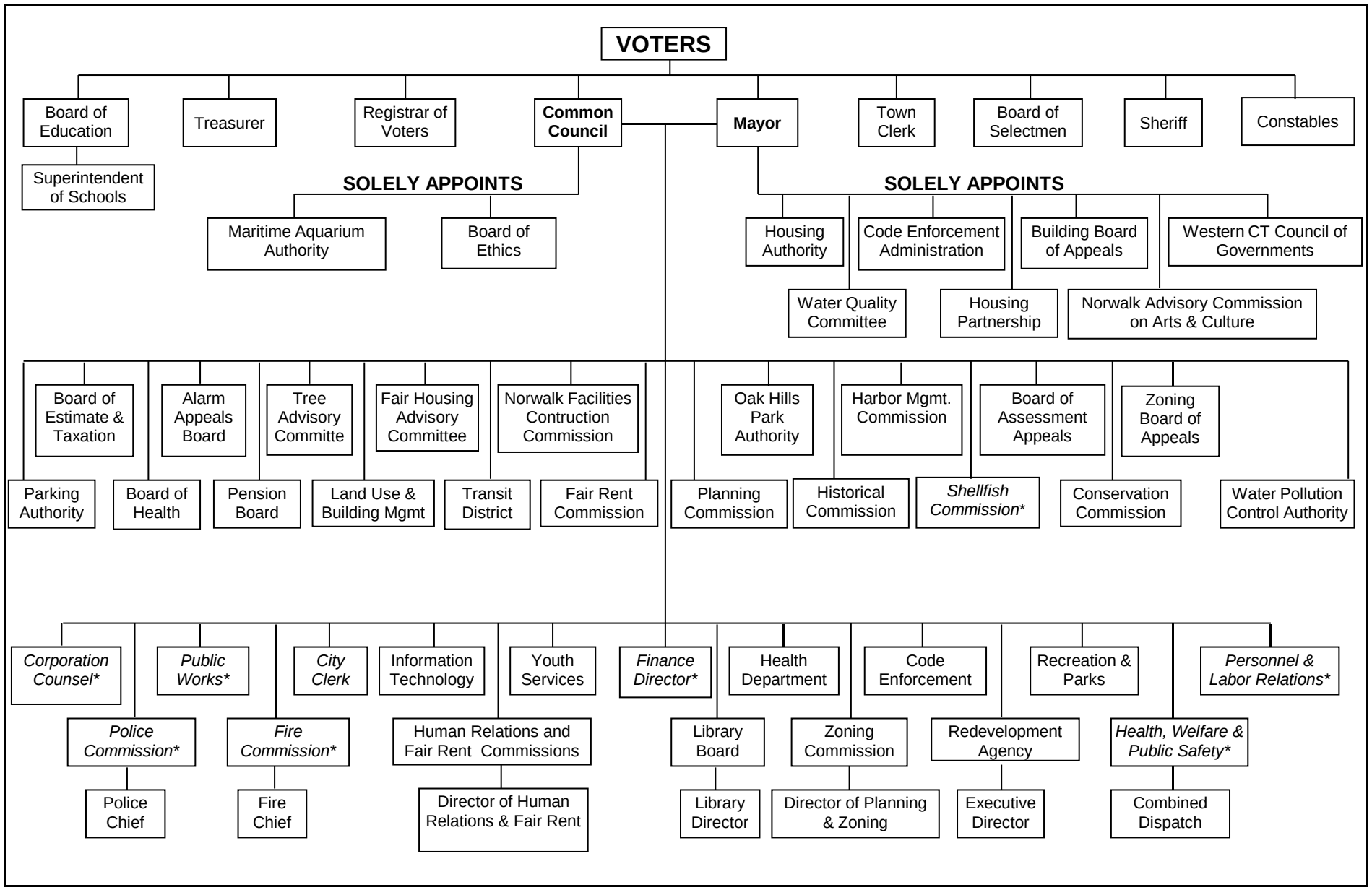
Robert Barron, Director of Management & Budgets

Donna Castracane, Assistant Director of Management & Budgets

Simona Maddox, Budget Analyst/Internal Auditor

Lola A. Phillips, Executive Secretary

City of Norwalk Government Organization



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

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

INTRODUCTION

This 2015-16 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 2015-16 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 2015-16 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, 2015

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, 2015 and ends on June 30, 2016.

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 2015-16 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 showing real signs of recovery; however, its positive impact on the city's grand list is expected to take some time.

After the protracted Great Recession, signs of economic recovery are finally becoming evident. The Connecticut Department of Labor, in its May 2015 release of Labor Force Data, reported

that 106,600 remain unemployed statewide at a rate of 5.6% and 2,380 are unemployed in Norwalk at a rate of 4.7%. We have not seen unemployment rates this low since 2008. Nevertheless, some residual financial impact from the Great Recession remains.

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

- Slow recovery of lost tax base (2008 grand list of $12.8 billion to 2014 grand list of $11.9 billion), growing only 0.7% in the last fiscal year;
- During the recession certain economically sensitive revenues, including interest income, building permits, and real estate conveyance tax dropped, in some cases precipitously, but are now increasing modestly albeit they remain well below pre-recession levels;
- Required contributions to the City's pension funds rose significantly due to market losses incurred in 2008, but have now begun to level off.

Fortunately, Norwalk's primary source of revenue—the property tax at 89.5% 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.

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 for the upcoming budget year.

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 operating 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 (BET) then holds a public hearing prior to submitting its recommendations to the Common Council on the first Monday in April. The Council reviews the BET's recommendations and has until the third Tuesday of April to

adjust the operating budgetary 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 2015-16 operating budget is $326,989,609 which is an expenditure increase of $9,447,454 or 3.0%. The total tax levy necessary to support the approved budget is $296,608,814 which is an increase of $6,454,081 or 2.2%.

	Approved Budget 2014-15	Approved Budget 2015-16	Year over Year $ Variance	Year over Year % Variance
Appropriations	**317,542,155**	**326,989,609**	**9,447,454**	**3.0%**
Less: Non-Levy Revenue	(36,029,207)	(38,410,987)	(2,381,780)	6.6%
Net Tax Collections	281,512,948	288,578,622	7,065,674	2.5%
Plus: Tax Adjustments (Reserve for Uncollected, Tax Relief Programs, and Tax Appeals)	8,641,785	8,030,192	(611,593)	-7.1%
Tax Levy	**290,154,733**	**296,608,814**	**6,454,081**	**2.2%**
Divided by: Net Taxable Grand List	11,823,577,590	11,904,661,061	81,083,471	0.7%
Equals: Average Mill Rate (rate per $1,000 of assessed value)	**24.540**	**24.915**	**0.375**	**1.5%**

Table 1

Non-Levy Revenue

Total budgeted revenues derived from all source other than the current tax levy is $38,410,987; an increase of $2,381,780 or 6.6%. This net increase comes from an $811,099 increase in intergovernmental revenue due to an increase in Payment In Lieu of Taxes (PILOT) payments from the state for Norwalk's tax exempt properties; a $731,652 increase in departmental receipts due primarily to increases in Police Extra Work premiums paid to the city and increases in real estate conveyance and building permits; a $330,514 increase in interest and penalty revenue collected in advance of the July 2016 tax sale; a $310,000 increase in investment income based on current and projected interest rates; and a $198,515 increase in miscellaneous other income driven primarily by the inter-fund revenue from the Water Pollution Control Authority.

Tax Adjustments

Tax adjustments total $8,030,192; a decrease of $611,593 or -7.1% 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 2015-16 increases from the previous year's 98.2% to 98.5% resulting in a decrease of the reserve for uncollectible taxes from 1.8% to 1.5% of the total tax levy. The reserve for uncollectible taxes equals $4,449,132 and other adjustments total $3,581,060 for anticipated tax appeals and tax relief programs.

Grand List

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

	2013 Grand List (FY 2014-15 Budget)		2014 Grand List (FY 2015-16 Budget)		YoY Variance	
	Assesed Value	% of Total	Assesed Value	% of Total	Assesed Value	%
Real Estate	$ 10,540,385,975	89.1%	$ 10,565,685,874	88.8%	$ 25,299,899	0.2%
Personal Property	$ 681,562,330	5.8%	$ 729,456,375	6.1%	$ 47,894,045	7.0%
Automobile	$ 601,629,285	5.1%	$ 609,518,812	5.1%	$ 7,889,527	1.3%
Total	**$11,823,577,590**	**100.0%**	**$11,904,661,061**	**100.0%**	**$81,083,471**	**0.7%**

Table 2

Mill Rate & Property Tax

The city's composite mill rate will increase by 1.5% from 24.540 to 24.915 along with the grand list's increase of 0.7% equals a 2.2% increase in the total tax levy. The resulting FY 2015-16 median single family property tax obligation in the city's fourth taxing district increases by $62.61 or 1.0% from $6,465.76 to $6,528.37.

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 $309,714,111 in February 2015. 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	FY 2015-16 Budget	$ Variance	% Variance
Total Expenditures	326,889,467	326,989,609	100,142	0.0%
Less: Intergovermental Grants	17,175,356	17,316,500	141,144	0.8%
Net Local Funding and Appropriations Cap	**309,714,111**	**309,673,109**	**(41,002)**	**0.0%**

Table 3

E. BUDGET ASSUMPTIONS AND SUMMARY OF SIGNIFICANT CHANGES

Revenues:

- The Current Property Taxes are increasing by $7,065,674 or 2.5% due to the 0.7% grand list and 1.5% average mill rate increases shown above along with an increase in the collection rate from 98.2% to 98.5% due to the impact of biennial tax sales that increase tax collections in the year prior to the sale. The next tax sale is scheduled for July of 2016.

- Intergovernmental Revenue is increasing by $811,099 or 4.9% due primarily to the anticipated increase in the tax exempt property Payment In Lieu of Taxes (PILOT) payments from the State of Connecticut.

- Departmental receipts increase by $731,652 or 7.2% due to increases of $142,681 in total permit fees; $107,800 in Police extra work surcharges; $100,000 in real estate conveyance; $75,000 in Fire Department application fees; and net increases of $306,171 in several other departmental receipts.
- Interest and Penalties increase by $330,514 or 20.8% due to the increased collections in advance of the alternating year tax sales.
- Investment Income increases by $310,000 or 68.9% from the prior year's budget amount. This increase is due to the anticipated earned rate of return in fiscal year 2015-16.
- Miscellaneous revenue increases by $198,515 or 8.8% due to increases of $102,087 in expenditure reimbursements from the city's WPCA; $85,000 in Cranbury Park picnic and mansion rentals; and net increases of $11,428 in several other miscellaneous accounts.
- Supplemental Autos revenue remains flat for the taxes collected on vehicles purchased after the October 1, 2013 grand list date.
- Back Tax Collections remains flat due to the shrinking pool of delinquent back taxes offset by the increased collections in the year prior to the tax sale.
- Transfers from Fund Balance remain flat at $1,000,000.

REVENUES	**FY 2014-15 Budget**	**FY 2015-16 Budget**	**YoY Variance**
Current Property Taxes	$ 281,512,948	$ 288,578,622	$ 7,065,674
Intergovernmental Revenues	$ 16,505,401	$ 17,316,500	$ 811,099
Departmental Receipts	$ 10,125,098	$ 10,856,750	$ 731,652
Interest & Penalties	$ 1,585,668	$ 1,916,182	$ 330,514
Investment Income	$ 450,000	$ 760,000	$ 310,000
Miscellaneous	$ 2,263,040	$ 2,461,555	$ 198,515
Supplemental Auto	$ 2,100,000	$ 2,100,000	$ -
Back Tax Collections	$ 2,000,000	$ 2,000,000	$ -
Use of Fund Balance	$ 1,000,000	$ 1,000,000	$ -
Total Revenue	**$ 317,542,155**	**$326,989,609**	**$ 9,447,454**

Table 4

Expenditures:

- The Board of Education's budget is increasing by $4,556,992 or 2.7% which is equal to the BOE's total request for the year.
- The Protection of Persons & Property is increasing by $1,853,658 or 4.3% which is comprised of the following departments:
    - The Police budget has a net increase of $1,403,238 or 6.8%. This increase is driven by the multi-year settlement of the Police union contract impacting Salaries and Wages by $1,368,311 and other net increases of $34,927.
    - The Fire budget has a net increase of $321,681 or 1.8%. This increase is driven by a $285,268 contractual increase in Regular Wages; a $131,371 increase in multiple training accounts for three promotional exams, consulting and test administration for 100 candidates, three new hire background checks and academy reimbursements; a $102,268 increase in Overtime expenses; a $10,780 increase in Medical expenses for OSHA annual physicals for SCBA use and new hire expenses; an $8,275 contractual increase in uniform allowance; a $4,793 increase in utility expense; offset by a $219,813 decrease in insurance allocations and a $1,261 net decrease in miscellaneous other accounts.
    - The Combined Dispatch budget has a net increase of $84,141 or 3.4%. This increase is driven by a $41,156 contractual increase in Regular Wages; a $17,760 increase in allocated insurance costs; a $10,000 increase in Overtime; a $9,541 increase in Telephone for two new circuits for remote radios and 20 new wireless phones; and a $5,684 net increase in miscellaneous other accounts.
    - The Planning & Zoning budget has a net increase of $28,886 or 2.6%. This increase is driven by a $25,538 contractual increase in Regular Wages; a $5,055 increase in allocated insurance costs; offset by a $1,707 net decrease in miscellaneous other accounts.
    - The Code Enforcement budget has a net increase of $15,712 or 2.2%. This increase is driven by a $14,940 contractual increase in Regular Wages; a $3,388 increase in allocated insurance costs; offset by a $2,616 net decrease in miscellaneous other accounts.
- The Debt Service budget has a net increase of $1,478,726 or 5.7% and reflects the most current bond repayment schedule.
- The Grants budget has a net increase of $475,271 or 25.4%. This increase is driven by a $387,898 increase in funding to Outside Grant Agencies and an $87,373 increase in funding to City Grant Agencies.
- The Employee Benefits budget has a net increase of $477,066 or 1.6%. This increase is driven by a $500,000 increase to the OPEB contribution offset by net decreases of $22,934 in Health Insurance, Workers Compensation, General Liability, and Social Security expenses.
- The Recreation, Arts, Culture budget is increasing by $321,285 or 4.0% which is comprised of the following departments:

- The Recreation & Parks budget has a net increase of $268,428 or 6.5%. This increase is driven by an $87,946 contractual increase and the addition of a Maintainer II position in Regular Wages; a $59,800 increase in Part Time and Temporary Wages supporting sports and physical fitness programs; a $54,826 increase in Utilities; a $25,847 increase in multiple accounts for Supplies and Materials; $15,200 increase in Other Contractual Services which includes increases in tree trimming and fourth of July activities; an $8,120 increase in Other Repair-Maintenance for general park repair and GPS costs for 17 vehicles; a $7,500 increase in pool rental expenses to reflect trend expenses; a $5,000 increase in Buildings for cleaning services at Fodor Farm buildings; a $4,000 increase in Overtime; and a $189 net increase in miscellaneous other accounts.
- The Library budget has a net increase of $77,340 or 2.1%. This increase is driven by a $39,451 contractual increase in Regular Wages; a $20,000 increase in Security Systems as recommended by Guardian Services for monitoring and maintenance expenses at both locations; a $13,100 increase in allocated insurance costs; a $10,591 increase in Utility costs; and a $5,802 net decrease in miscellaneous other expenses.
- The Historical Commission budget has a net decrease of $24,483 or -10.2%. This decrease is driven by a $25,000 decrease in the Lockwood Mathews Mansion Museum funding offset by a $517 net increase in miscellaneous other funds.

- The Pension budget has a net increase of $237,212 or 2.1% 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, as follows:
  - The total contribution to the City Employee Pension Fund (which covers both City employees and Board of Education non-certified staff) is decreasing $15,148 to $4,791,098. As a percentage of pay, the City's contribution is now at 13.4% which is down from 13.5% in the previous year. However, there is an anticipated increase of $50,000 in the city's 401A match contribution for newer employees.
  - The contribution to the Police Pension Fund is increasing by $234,026 to $4,314,628. As a percentage of pay, the City's contribution is now at 33.5% which is up from 32.8% in the previous year.
  - The contribution to the Fire Pension Fund is increasing by $18,334 to $2,565,634. As a percentage of pay, the City's contribution is now at 25.3% which is down from 26.2% in the previous year.
- The Finance budget has a net increase of $211,710 or 6.1%. This increase is driven by a $154,104 increase in multiple accounts for the costs associated with the July 2016 tax sale; a $50,077 contractual increase in Regular Wages; a $15,577 increase in allocated insurance costs; and a $7,048 net decrease in miscellaneous other expenses.
- The General Government budget is increasing by $215,938 or 4.0% which is comprised of the following departments:
  - The Registrar of Voters budget has a net increase of $74,858 or 20.4%. This increase is driven by a $70,000 increase in multiple accounts for the presidential

primary in the spring of 2016; and a $4,858 net increase in miscellaneous other expenses.

- The Corporation Counsel budget has a net increase of $37,200 or 3.7%. This increase is driven by a $42,208 contractual increase in Regular Wages and a $5,008 net decrease in miscellaneous other expenses.
- The Youth Services budget has a net increase of $25,584 or 9.9%. This increase is driven by a $14,290 increase in Part Time Wages to address market rates of pay for existing positions and increased service hours; a $9,848 contractual increase in Regular Wages; and a $1,446 net increase in miscellaneous other expenses.
- The Information Technology budget has a net increase of $23,821 or 1.4%. This increase is driven by a $19,518 increase in Other Repairs & Maintenance for citywide departmental software maintenance net increases, including the new Data Center Environmental system at the Fire Department headquarters; a $12,649 contractual increase in Regular Wages; a $9,500 increase in Overtime for increased utilization of IT staff by the Police department on nights and weekends; an $8,760 increase in Temporary Wages for an additional summer intern; a $6,586 increase in telephone expenses driven by anticipated internet costs for Police body cameras; a $6,999 increase in allocated insurance costs; offset by a $31,763 decrease in Part Time Wages due to an employee that retired and that was not replaced; a $6,750 decrease in GIS Other Repairs & Maintenance due to reductions made after a 2014 evaluation of the software necessary to support the current GIS system; and a $1,678 net decrease in miscellaneous other expenses.
- The Human Relations & Fair Rent budget has a net increase of $23,257 or 8.7% over the approved FY 2014-15 expense budget. This increase is driven by a $26,617 increase in Regular Wages due to the partial funding of a Program Coordinator position and contractual increases; a $1,180 increase in allocated insurance costs and a $4,540 net decrease in miscellaneous other expenses.
- The Mayor, Personnel, City and Town Clerks budgets had a net increase of $31,218 or 1.7% over the approved FY 2014-15 expense budget.

- The Public Works budget has a net increase of $106,749 or 0.6%. This increase is driven by a $231,917 increase in Other Contractual Services which includes disposal and recycling services; a $220,096 increase in Regular Wages due to the addition of a Permit Engineer and contractual increases; a $71,390 increase in Overtime which includes funding for bulky waste pickup and street sweeping; a $67,984 increase in Transfer to Other Funds due to charges for GIS work and increased sewer use charges for city buildings; a $33,755 increase in Buildings due to contractual increases with Guardian Services; and a $16,000 increase in Purchase of Uniforms due to a biennial contractual requirement. This increase is offset by a $334,248 decrease in allocated Insurance; a $144,768 decrease in allocated Fleet fuel and maintenance; a $38,000 decrease in citywide buildings repair and maintenance which returns this account to its prior funding level before this year's increase for repairs to the Ben Franklin wash rooms; a $16,561 decrease in utilities; and a $816 net decrease in other miscellaneous expenses.
- The Health & Welfare budget has a net increase of $9,031 or 0.4%. This increase is driven by a $6,542 increase in allocated insurance costs; a $5,000 increase in Chemical, Lab, Medical Supplies for increases in vaccine costs; offset by a $1,567 decrease in

Regular Wages due to retirements; and a $944 net decrease in miscellaneous other expenses.

- The Contingency budget has a net decrease of $497,184 or -32.7%. This is due to the elimination of the contingency amounts for unsettled contracts. The impact of the settled contracts is now reflected in the wage accounts of each department.

EXPENDITURES	FY 2014-15 Budget	FY 2015-16 Budget	YoY Variance
Education	$ 166,430,865	$ 170,987,857	$ 4,556,992
Protection of Persons & Property	$ 43,201,008	$ 45,054,666	$ 1,853,658
Debt Service	$ 25,754,744	$ 27,233,470	$ 1,478,726
Employee Benefits	$ 29,796,634	$ 30,273,700	$ 477,066
Grants	$ 1,871,391	$ 2,346,662	$ 475,271
Recreation, Arts, Culture	$ 8,051,935	$ 8,373,220	$ 321,285
Pension Contributions	$ 11,434,148	$ 11,671,360	$ 237,212
General Government	$ 5,384,266	$ 5,600,204	$ 215,938
Finance Department	$ 3,496,698	$ 3,709,408	$ 212,710
Public Works	$ 18,400,424	$ 18,507,173	$ 106,749
Health Department	$ 2,100,421	$ 2,109,452	$ 9,031
Contingency	$ 1,619,621	$ 1,122,437	$ (497,184)
GRAND TOTAL	**$317,542,155**	**$326,989,609**	**$9,447,454**

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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 2015-16 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 a minimum unassigned fund balance of at least 7.5% of total revenues as shown in the Governmental Funds Statement of Revenues, Expenditures, and Changes in Fund Balance report of the City's annual audit (GAAP revenues), with the objective of maintaining a fund balance at the median level reported by Aaa-rated municipalities in Connecticut, but not more than 15%.

- 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 2015-16 contributions are based on the valuations completed as of July 1, 2014. In addition, the city's most recent pension valuation includes a change in actuarial assumptions, reducing the expected investment rate of return from 7.75% to 7.625%.

- 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 Actuarial Determined Contribution (ADC) over a multi-year period. In addition, commencing in July 2008 city employees began contributing to the OPEB trust fund. As of 7/1/2014 the OPEB Trust Fund had $50 million in assets and in FY 2014-15 there is an estimated employer contribution to the Trust Fund of $15.6 million or 70.2% of the ADC.

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 $16,274,589 which is a $2,591,603 or 13.7% decrease over its prior year's budget. The primary reason for this decrease is that the Replacement Reserve/Capital Projects budget was decreased by $2,802,352 from last year's $4,917,284 to this year's $2,114,932 slightly offset by other miscellaneous increases totaling $210,749. The sewer user rates for FY 2015-16 are as follows: Single Family Residential User – Flat fee of $315/year, an increase of $15/year; Commercial User – Flat fee of $450/year for first 110,000 gallons of water usage plus $8.15/1,000 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 2014-15	FY 2015-16	$ Variance	% Variance
Sewer Use Fees	$ 14,040,711	$ 14,610,320	$ 569,609	4.1%
Other Revenues	$ 1,025,481	$ 814,269	$ (211,212)	-20.6%
Transfer from Unrestricted Assets	$ 3,800,000	$ 850,000	$ (2,950,000)	-77.6%
Total Revenue	**$ 18,866,192**	**$ 16,274,589**	**$ (2,591,603)**	**-13.7%**
Operating Expenses	$ 8,279,486	$ 8,544,142	$ 264,656	3.2%
Debt Service	$ 5,669,422	$ 5,615,515	$ (53,907)	-1.0%
Replacement Reserve Capital	$ 4,917,284	$ 2,114,932	$ (2,802,352)	-57.0%
Total Expenses	**$ 18,866,192**	**$ 16,274,589**	**$ (2,591,603)**	**-13.7%**

Table 6

Norwalk Parking Authority (NPA):

The approved budget for the NPA is $5,932,101 which is a $307,402 or 5.5% increase over its prior year's budget. The primary reason for this increase is an increase of $135,000 in its Capital Reserve and Replacement account; a $102,601 increase in Permit/Violation Management; a $77,283 increase in Personnel/Benefits; and a net decrease of $7,482 in miscellaneous other accounts.

The approved Parking Authority budget is provided below:

	FY 2014-15	FY 2015-16	$ Variance	% Variance
Monthly & Transient Revenue	$ 5,476,769	$ 5,829,501	$ 352,732	6.4%
Cocession & Other Revenue	$ 147,930	$ 102,600	$ (45,330)	-30.6%
Total Revenue	**$ 5,624,699**	**$ 5,932,101**	**$ 307,402**	**5.5%**
Operating Expenses	$ 4,367,009	$ 4,790,846	$ 423,837	9.7%
Debt Service	$ 1,117,104	$ 1,009,277	$ (107,827)	-9.7%
Capital Reserves	$ 140,586	$ 131,978	$ (8,608)	-6.1%
Total Expense	**$ 5,624,699**	**$ 5,932,101**	**$ 307,402**	**5.5%**

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 new building construction 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 2015-16 is $23.8 million, an increase of $1.4 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 $17.2 million will be financed from the issuance of General Obligation bonds.

Significant projects in the FY 2015-16 Capital Budget include:

The Public Works' capital budget is $9,967,000 and represents 41.8% of the gross capital budget. The Pavement Management program is funded with $5,500,000 for road reconstruction and paving which represents an increase of $500,000 over the prior year's appropriation. The City intends to sustain and improve the Pavement Condition Index (PCI) for city streets and roads. City Hall building improvements represents the next largest capital expenditure totaling $876,000. Other capital expenditures detailed in the below chart total $3,591,000.

The Water Pollution Control Authority (WPCA) capital budget is $6,000,000 and represents 25.2% of the gross capital budget. This request is comprised of a $5,000,000 replacement of pumps at the waste water treatment plant and a $1,000,000 repair to the Ely/Bouton Streets hydraulic unit. While the City finances WPCA capital projects with City general obligation bonds, the WPCA pays its own debt service and as a result WPCA debt does not impact the city's general operating fund.

The Recreation and Parks' capital budget is $2,445,000 and represents 10.3% of the gross capital budget. The largest appropriation in this budget is $1,000,000 for the Veterans Memorial Park, followed by $500,000 for the turf fields at Brien McMahon, and $945,000 of miscellaneous other projects detailed in the below chart.

The Board of Education's capital budget is $2,317,000 and represents 9.7% of the gross capital budget. The appropriations that make up this budget are District Technology, $725,000; Phase II of the Norwalk Early Childhood Center, $557,000; and $1,035,00 of miscellaneous other projects detailed in the below chart.

Additional detail from the above listed departments and others are provided in the below FY 2015-16 capital budget summary:

Department	Amount	Purpose
PUBLIC WORKS	9,967,000	Pavement Programs ($5,800,000); Building Management ($1,573,000); Sidewalks ($1,028,000); Traffic Management ($400,000); Storm Water Management ($350,000); Fleet ($330,000); Bridges ($296,000); Public Works Other ($140,000); Tree Planting ($50,000)
WATER POLLUTION CONTROL AUTHORITY	6,000,000	WWTP Main Lift Pump Replacement ($5,000,000); Ely Ave/Bouton Str. Hydraulic Repair ($1,000,000)
RECREATION & PARKS	2,445,000	Veterans Memorial Park ($1,000,000); Brien McMahon Replace/Refurbish Turf Fields ($500,000); Cranbury Park/Gallaher Estate ($350,000); Vehicles ($188,000); Basketball & Tennis Courts ($152,000); School & Park Playgrounds ($90,000); Backstop & Fencing Improvements ($50,000); Fodor Farm ($40,000); Rowayton Community Docks ($40,000); Tree Planting ($35,000)
BOARD OF EDUCATION	2,317,000	District Technology ($725,000); Norwalk Early Childhood Center-Phase 2 ($557,000); District Building Management System (BMS) ($500,000); District Paving & Concrete ($410,000); West Rocks MS Window Replacement ($75,000); District Fire Alarm System ($50,000)
REDEVELOPMENT AGENCY	1,325,000	Choice Neiborhoods District ($1,300,000); Public Art Fund ($25,000)
HISTORICAL COMMISSION	510,000	LMMM Roof Leak Repair ($216,000); Lockwood House Museum ADA Access ($100,000); Mill Hill Master Plan-ADA Access ($94,000); Mathews Park Buildings ($40,000); WPA Murals ($25,000); LMMM Improvement Project ($25,000); Cemetery Site Work ($10,000)
INFORMATION TECHNOLOGY	438,000	Citywide IT Projects ($425,000); Citywide GIS Technology Projects ($13,000)
FIRE DEPARTMENT	250,000	Fire Station Paving ($120,000); Vehicle Replacement ($95,000); Various Stations: Repairs & Replacements ($35,000)
HUMAN RELATIONS & FAIR RENT	250,000	ADA Compliance ($250,000)
COMBINED DISPATCH	220,000	Radio Communication Upgrade ($220,000)
LIBRARY	62,000	Children's Rooms Renovation ($23,000); Norwalk Newspaper Digitization ($21,000); Library Auditoriums ($18,000)
POLICE DEPARTMENT	38,000	Tactical Vests ($38,000)
Gross Capital Budget	**$ 23,822,000**	
	(6,629,000)	Less Grants & Non-GO Bond Financing Sources
Net Amount to be Bonded	**$ 17,193,000**	

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 2015-16 has been a major challenge in the current economic and fiscal environment where the City's budgeted non-levy revenues are over $4.3 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,

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

Norwalk, a Connecticut seaport community on Long Island Sound is rich in history and personality—a combination of New England tradition and 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 3,301 companies providing 44,463 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.

Nine 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.

- General Growth Properties, Inc., the second largest retail real estate investment trust in the United States with a portfolio comprised predominantly of Class A regional mall and flagship urban retail properties, purchased and plans to develop a world class mixed use development the 12 acre Reed Putnam 95/7 redevelopment parcel. Bloomingdale's and Nordstrom announced intentions to anchor the project.

- Construction of "Waypointe at Norwalk Town Center" by Belpointe Capital, LLC a multi-phased mixed use development is well under way with 279 residential apartments leased of the 305 with CO's. The mixed use development includes 465 apartments plus approximately 95,000 square feet of commercial space and 16,000 square feet of restaurant space plus parking facilities. Sedona Tap House (STH), Chase Bank, JC Salons, iPic Theatre, The Container Store, Colony Grill and Barcelona restaurants have entered into leases to date.

- Two more mixed use developments will be built at Waypointe. The Berkeley at Waypointe will include 127 residential units, about 5,000 SF retail, 6,700 SF medical office and requisite parking. Quincy Lofts at Waypointe includes 69 apartments and 87 parking spaces.

- In SoNo, Spinnaker completed construction on the Ironworks, a mixed use development at 1 North Water Street across from the SoNo Wharf on the Norwalk River. The five-story building is leased up with 107 market-rate rental apartments and 20,700 square feet of retail and restaurant space. Commercial tenants include: Washington Prime, Harlan Publick, The Stand, Think Mac and Saraswati's Yoga Joint. Spinnaker plans to start construction on the Maritime Village, a 68 unit mixed use development on Day Street in 2015.

- Also in SoNo, F.D. Rich Company is constructing The Pearl on Washington Street. The mixed use project includes 66 apartments, restaurant and office space and a parking garage. Nearby on South Main Street the Company plans to construct an extended stay hotel with 121 rooms.

- Construction is complete for the new residential Avalon Bay Community at Norden Park with 240 apartments. Phase II will include four single-family homes.

- A newly constructed 135,000 square foot Lowe's Home Improvement Center on Connecticut Avenue will open during the summer of 2015.

- Matrix Investment Group LLC of Long Island purchased the 179,000 square foot Class A office building at 535 Connecticut Avenue for $13.5 million. New tenant leases for Belvior Media Group (10,000 sf), Meadows Financial Group (7,000 sf) and the expansion of OperationsInc. were announced in 2014.

- The Davis Companies, based in Boston, owner of 40 Richards Avenue, a seven story office building, completed renovations that include the addition of a full service café, a fitness center, landscaping and bathrooms. CT Business Systems celebrated their expanded footprint in the 148,000 square foot building in the fall of 2014.

- Frontier Communications will renovate and occupy 84,504 square feet of office space at 401 Merritt 7.

- RTi Research, a global market research company, moved into a 14,000 square foot office at the Merritt View building at 383 Main Ave. in the spring of 2015.

- Swim Seventy Aquacenter opened its 50-meter indoor swimming pool to the public early 2015. The 27,000 square foot facility at 8 Willard Road features an Olympic-sized pool, a warm-water lesson pool, an endless pool, a triathlon training studio, fitness studio and a room for yoga and Zumba classes.

- The AMF Rip Van Winkle Lanes at 701 Connecticut Avenue reopened as Bowlmor under the Bowlmor AMF banner after an extensive renovation. The 38 lane facility features oversized video screens at the end of each lane, high-definition flat screen TVs throughout and a fully equipped DJ booth. The facility also hosts a laser tag arena and gaming center. Bowlmor refers to the lanes as "Connecticut's first boutique bowling alley."

Offering more evidence of growth and development:

The Connecticut Technology Council "2014 Marcum Tech Top 40" list of the fastest growing technology companies in Connecticut includes 15 in Fairfield County—by far more than any other region, 4 of them are from Norwalk. These include Bolt Technology Corporation, Priceline.com Inc., KenCast Inc and Datto Inc. Additionally Cervalis of Shelton, which has a 168,000 square foot facility in Norwalk, is also on the list among IT services.

Datto Inc's expansion to 131,000 sq. ft. at 101 Merritt 7 was the largest real estate lease signed in Fairfield County in 2014. Austin McChord, founder and CEO of Datto is on CT Magazine's '40 Under 40' List.

Demonstrating sustaining evidence of development, the Norwalk Planning and Zoning Office issued 1,491 permits in 2014. This is the second most permits issued in one year since the city began tracking such statistics in 1992. The office issued 1,549 permits in 2013.

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 and control the spread of disease, promote a healthy environment, and protect the quality of life within our changing community. Program areas include health promotion, preventable diseases, environmental and laboratory services, and public health emergency preparedness. Among the many services provided are Fit Kids, a series of physical activity and nutrition education sessions with a variety of after school programs, the provision of childhood and adult immunizations, WIC, treatment of sexually transmitted diseases, and follow up on tuberculosis and other communicable diseases. Environmental services include inspection of all food establishments, review and approval of private sewage disposal systems, and enforcement of the city's housing code.

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 179 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 and middle 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 Fire Prevention Division is responsible for the enforcement of the State Life Safety and Fire Codes with a staff of 6 personnel. The Office of Emergency Management is a division within the Fire Department. 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, as well as providing several key quality of life services. 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; permitting and building management functions. Public Works is authorized 104 positions, including 2 Parking Enforcement officers, 4 Wastewater Systems personnel and 10 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, 85 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 (CRRA) for operation of the transfer station and for transportation and disposal of municipal solid waste (MSW). That contract expired in December of 2008 and the City contracted with City Carting, Inc. for transfer station operation, transport and disposal of the City's then-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. Recycling tonnage has remained constant at approximately 40% above that prior to implementing single stream. Municipal solid waste (garbage) has correspondingly decreased. 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 over $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 12 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 as well as Connecticut's first ever Early College Academy that allows students to earn an associates degree by the time they graduate.

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. As a district our overall goal is to close the Achievement Gap by 2020 and ensure that all students, regardless of race, ethnicity or economic circumstances are meeting high standards of excellence. 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. The Norwalk Public Library System operates two branches within the City and features a collection of over 250,000 items for public circulation, including downloadable music, video, magazines, and audiobooks, as well as CDs, DVDs, print and EBooks, magazines, and special collections including foreign languages, and an interlibrary loan service that lends to and borrows books from other libraries. 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

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Demographics (July 1, 2013 State of CT Estimates)

City of Norwalk (City) Population:	87,776
City per capita money income in the past 12 months (2011 dollars)	$45,122
City unemployment	5.8%
City median age	40.9

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

Norwalk	Total Names on Registry List	Total Names Checked as Voting	Turnout Percentage
2014 State Election	43,960	22,513	51.21%
2013 Municipal Election	44,407	16,781	37.79%
2012 National Election	45,474	35,715	78.54%

CITY OF NORWALK – LARGEST EMPLOYERS

The Norwalk labor force of 50,285 is 94.8% employed as of December 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

Name	Nature of Business
ABB, Inc.	Engineering firm and provider of power and automation products*
Bloom's Shellfish	Oyster Harvesting*
Bridgewater Associates	Global Investment Management
Covidien	Medical Equipment and supplies manufacturer"
Cablevision of Connecticut	Cable and telecommunications*
Callanen International	Watches
Datto, Inc.	Business Continuity Technology*
Diageo North America	Premium Beverage Manufacturer *
Dooney & Bourke	Accessories and apparel*
E Quilease Financial Svc Inc.	Originates, acquires and manages financial assets
EDGAR Online	Provider of global regulatory reporting
EMCOR Group, Inc.	Energy Infrastructure & Facility Services (Fortune 500)*
FactSet Research Systems	Financial and economic information provider*
FASB & GASB	Financial & Government Account Standards Boards*
G. E. Capital	Financial Services (includes G.E. Commercial Finance and G.E. Real Estate)*
Graham Capital Management	Global Investment Management*
Gus Sclafani Foods	Importer of European Foods*
HealthMarkets, Inc.	Life and Health Insurance Company
Hewitt Associates	Management Consulting Firm*
King Industries	Chemicals Manufacturing*
Klaff's	Lighting & Plumbing Supplies*
Knipschildt Chocolatier	Gourmet Chocolate Maker*
Marsh USA, Inc.	Insurance*
MBI, Inc.	Direct Mail Marketing*
Mechanical Plastics Corporation	Manufacturer TOGGLER High Performance Anchors*
Media Storm	Entertainment Marketing Consultant
Microwarehouse, Inc.	Computer Supplies & Parts Manufacturers
Norwalk Hospital/Western CT Health Network	Hospital*
Norwalk Community College	College
Pepperidge Farm	Bakery*
Priceline.com, Inc.	Online Travel and Mortgage Services*
Reed Expositions	Trade Show Production*
R.T. Vanderbilt Company, Inc.	Industrial Minerals & Chemical Manufacturing*
Stew Leonard's	Retail Grocery Store*
SymphonyIRI Group	Consumer Research Firm
Tauck World Discovery	Travel/Tourism*
Van Dyk Recycling Solutions	High technology recycling equipment*
Virgin Atlantic Airways Ltd.	Airline & Leisure Company*
Wüsthof Trident North America	Fine Cutlery*
XEROX Corporation	Document 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 8th	Finance Director receives requests
2nd Monday of February (2/9/15)	Finance Director submits Department's Proposed Budget together with his criticisms and recommendations to the Board of Estimate & Taxation
Immediately following Tuesday (2/10/15)	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 (2/13/15)	Finance Director publishes the Proposed Budget local newspaper
4th Monday of February (2/23/15)	Board of Estimate & Taxation meets to start budget review.
4th Tuesday of February (2/24/15)	Common Council adopts cap on appropriations.
1st Monday of April (4/06/15)	Board of Estimate & Taxation completes review and forwards proposed budget to Council
No later than 3rd Tuesday of April (4/14/15)	Common Council may amend cap on appropriations
Unspecified (logically between 4/16/15 and 4/23/15)	Board of Estimate & Taxation meets to adjust budget based on new cap
Three days before the 4th Wednesday in April (no later than 4/17/15)	Board of Estimate & Taxation publishes tentative budget
1st Monday of May (5/04/15)	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. Effective July 6, 2015, this reserve was revised to be no less than 7.5% of total revenues as shown in the Governmental Funds Statement of Revenues, Expenditures, and Changes in Fund Balance report of the City's annual audit (GAAP revenues) and no greater than 15 percent.
- 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
    - Debt as % of FMV – maintain at less than 2%
    - Debt Service as % of Expenditures – 10% or less
    - 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 of 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 unassigned fund balance of at least 7.5% of total revenues as shown in the Governmental Funds Statement of Revenues, Expenditures, and Changes in Fund Balance report of the City's annual audit (GAAP 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 (major hurricane, etc.) If the unassigned fund balance falls below this 7.5% of GAAP revenues level, the City will take affirmative steps to restore it to at least 7.5% as soon as practical.
- The City intends to limit its unassigned fund balance to no more than 15% of GAAP revenues. Amounts in excess of 15% will be considered available for appropriation, in accordance with the policies outlined below. The City's overall fund balance objective is to maintain its unassigned fund balance as a percentage of GAAP revenues 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 drawdown 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 22-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 AEDC 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:
    - 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.
    - 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.
    - Interest on general long-term debt is not accrued, but is recorded as an expenditure on its due date.

Basis of Budgeting

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

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

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

FINANCIAL STRUCTURE

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

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

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

- **Special Revenue Funds –** The Special Revenue Funds are used to account for the proceeds of specific revenue sources that meet the qualifications of GASB 54.

- **Capital Projects Fund –** The Capital Projects Fund is used to account for resources used for the acquisition and construction of capital facilities, including those that are financed through special assessments. Included in the Capital Projects Fund are sewer assessments, which are levied in order to finance both the construction of new, and the improvement to existing, sewer systems.

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

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

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

CITY OF NORWALK
ALLOCATION OF TAX DOLLARS

Approximate Median Single Family Residential Property Tax Bill in the 4th District is $6,528

BOARD OF EDUCATION ($4,044)
- 12 ELEMENTARY SCHOOLS
- 4 MIDDLE SCHOOLS
- 1 VOCATIONAL HIGH SCHOOL
- 2 HIGH SCHOOLS
- SPECIAL EDUCATION
- BILINGUAL EDUCATION
- FULL DAY KINDERGARTEN

PUBLIC WORKS/BUILDING MGMT. ($432)
- GARBAGE COLLECTION & DISPOSAL
- SNOW REMOVAL
- STREET MAINTENANCE & PAVING
- TRAFFIC AND ENGINEERING
- RECYCLING
- FLEET MANAGEMENT
- MAINTENANCE OF CITY'S BUILDINGS

POLICE ($708)
- 24 HOURS/DAY LAW ENFORCEMENT
- DRUG INVESTIGATION AND ENFORCEMENT
- STREET AND MARINE PATROL
- DETECTIVE BUREAU
- COMMUNITY POLICING
- SHARED FIRST RESPONDER STATUS

DEBT SERVICE ($316)
- RETIREMENT OF PRINCIPAL AND INTEREST ON CAPITAL IMPROVEMENT BONDS

FIRE ($584)
- FIRE SUPPRESSION AND RESCUE OPERATIONS
- ENFORCEMENT OF FIRE CODES
- HAZARDOUS MATERIAL MONITORING
- FIRE INVESTIGATION AND PREVENTION
- SHARED FIRST RESPONDER STATUS

LIBRARY/HISTORICAL COMM. ($116)
- 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 ($100)
- 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 ($62)
- 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 ($52)
- POVERTY PREVENTION
- HOMELESS SHELTER SERVICE
- WHEELS FIXED ROUTE BUS SERVICE
- PROGRAMS/CARE FOR SENIOR CITIZENS
- DRUG & ALCOHOL TREATMENT/PREVENTION PROGRAMS
- REDEVELOPMENT AND URBAN RENEWAL
- OTHER SOCIAL AND COMMUNITY SERVICES

HEALTH ($50)
- HOUSING CODE ENFORCEMENT
- INSPECTION OF FOOD ESTABLISHMENTS
- PREVENTABLE DISEASE PROGRAM
- TRAVEL AND IMMUNIZATION CLINIC
- EVICTION SERVICES
- SEALER OF WEIGHTS & MEASURES

PLANNING, ZONING, CODE, DISPATCH ($64)
- REGULATION OF CITY LAND USE
- IMPLEMENT PLANS OF DEVELOPMENT
- BUILDING INSPECTION
- APPROVAL & ISSUANCE OF ALL REQUIRED BUILDING PERMITS
- COMBINED DISPATCH
- EMERGENCY MANAGEMENT CONTROL CENTER

MEDIAN TAX BILL = $6,528

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.

The table below shows a summary of departmental appropriations for the 2015-16 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 2014-15	Requested 2015-16	Approved Budget 2015-16	Variance 15-16 App Vs. 14-15 App Vs.
Mayor	$296,787	$303,953	$305,519	$8,732
Legislative	17,450	17,450	17,450	0
Corporation Counsel	997,085	1,029,525	1,034,285	37,200
City Clerk	364,882	371,779	372,610	7,728
Town Clerk	595,661	610,583	598,618	2,957
Information Technology	1,644,153	1,659,414	1,667,974	23,821
Personnel & Labor Relations	573,546	603,786	585,347	11,801
Human Relations & Fair Rent	268,677	298,720	291,934	23,257
Youth Services	259,598	329,544	285,182	25,584
Registrar of Voters	366,427	371,540	441,285	74,858
Finance Department:				
Finance Director	200,650	205,441	205,656	5,006
Tax Assessor	842,449	883,939	886,300	43,851
Tax Collector	854,611	1,016,627	1,008,989	154,378
Accounting & Treasury	774,539	772,653	772,422	(2,117)
Management & Budgets	409,417	423,897	424,884	15,467
Purchasing	415,032	421,012	411,157	(3,875)
Health	2,100,421	2,251,005	2,109,452	9,031
Police	20,717,121	21,210,960	22,120,359	1,403,238
Fire	18,181,563	18,489,676	18,503,244	321,681
Planning & Zoning	1,128,871	1,236,709	1,157,757	28,886
Code Enforcement	730,407	745,178	746,119	15,712
Combined Dispatch	2,443,046	2,533,053	2,527,187	84,141
Public Works and Bldg. Management	18,400,424	19,260,270	18,507,173	106,749
Recreation & Parks	4,122,014	4,495,209	4,390,442	268,428
Library	3,689,598	3,767,641	3,766,938	77,340
Historical Commission	240,323	221,317	215,840	(24,483)
Subtotal City Departments	*$80,634,752*	*$83,530,881*	*$83,354,123*	*$2,719,371*
Grants:				
To Outside Agencies				
NEON Summer Camp	$92,508	0	0	(92,508)
AmeriCares Free Clinic	22,000	22,000	22,440	440
Carver Foundation-Summer Camp	57,200	160,000	152,702	95,502
South Norwalk Community Center	17,500	50,000	0	(17,500)
Carver Foundation-School Transition	0	40,000	25,000	25,000
Elderhouse	10,171	10,171	10,374	203
Senior Center	342,802	370,222	355,000	12,198
Sexual Assault Crisis Center	17,146	17,500	17,489	343
CT Counseling Center	2,143	2,143	2,186	43
Norwalk Housing Authority	30,461	658,340	355,000	324,539
Mid-Fairfield Child Guidance	14,735	50,000	25,000	10,265
Human Services Council	13,931	13,931	14,210	279
Norwalk Emergency Shelter	53,581	100,000	55,724	2,143
Domestic Violence Crisis Center	5,894	15,000	6,012	118
Family & Children's Aid	38,930	40,000	39,709	779
SW CT Mental Health Board	15,675	15,675	15,989	314
School Based Health Centers	19,825	19,825	20,222	397
Children's Connection	17,146	17,146	17,489	343
Person to Person	0	25,000	25,000	25,000
To City Agencies				
Transit District	492,881	507,667	507,667	14,786
Probate Court	25,332	25,478	25,478	146
Harbor Commission	9,134	9,134	9,134	0
Redevelopment Agency	174,499	179,210	204,210	29,711
Neighborhood Improvement Cood.	71,171	95,618	95,618	24,447
Housing Site Development Agency	109,194	111,378	111,378	2,184
Fair Housing Officer	142,532	176,547	138,631	(3,901)
Summer Youth Employement	75,000	75,000	95,000	20,000
Subtotal Grants	*$1,871,391*	*$2,806,985*	*$2,346,662*	*$475,271*

-- APPROPRIATIONS CONTINUED --

Department	Budget 2014-15	Requested 2015-16	Approved Budget 2015-16	Variance 15-16 App Vs. 14-15 App Vs.
Debt Service	$25,754,744	$27,233,470	$27,233,470	$1,478,726
Organizational Memberships	98,874	98,874	98,874	0
Employee Benefits:				
Health Insurance	10,986,147	10,797,744	10,702,284	(283,863)
Social Security	2,367,152	2,485,728	2,465,603	98,451
OPEB Contribution	13,846,636	14,346,636	14,346,636	500,000
Board Of Education Benefits	2,458,701	2,827,734	2,617,911	159,210
Unemployment Compensation	137,998	144,898	141,266	3,268
Subtotal Operating Charges	*$55,650,252*	*$57,935,084*	*$57,606,044*	*$1,955,792*
Pensions:				
Police	$4,080,602	$4,314,628	$4,314,628	$234,026
Fire	2,547,300	2,565,634	2,565,634	18,334
City	4,806,246	4,758,309	4,791,098	(15,148)
Subtotal Pensions	*$11,434,148*	*$11,638,571*	*$11,671,360*	*$237,212*
Contingency	$1,520,747	$1,721,374	$1,023,563	($497,184)
Total City Expenditures (1)	**$151,111,290**	**$157,632,895**	**$156,001,752**	**$4,890,462**
Board of Education:				
Board of Education (Locally Funded)	$166,430,865	$170,987,857	$170,987,857	$4,556,992
Total City Education Expenditures	**$166,430,865**	**$170,987,857**	**$170,987,857**	**$4,556,992**
TOTAL ALL EXPENDITURES	***$317,542,155***	***$328,620,752***	***$326,989,609***	***$9,447,454***

Notes:

(1) Total City approved expenditures for 2015-16 include approximately $24.0 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 sewered 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 sewered 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 2015-16
BASED ON ESTIMATED OCTOBER 2014 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	21.568	21.568	21.568	21.568	21.568	21.568	
FIRE DISTRICT	3.083	3.083	3.083	3.083	3.083		
FOURTH DIST - GARBAGE	0.720	0.720	0.720	0.720			
STREET LIGHTING DIST				0.059	0.059		
SIXTH DIST - ROWAYTON						1.284	
APPROVED 2015-16	25.371	25.371	25.371	25.430	24.710	22.852	28.805
APPROVED 2014-15	25.041	25.041	25.041	25.100	24.328	22.425	28.241
PERCENT INCR./DECR.	1.32%	1.32%	1.32%	1.32%	1.57%	1.91%	2.00%

THE APPROVED 2015-16 TAX RATES COMPARED WITH THE APPROVED 2013-14 AND 2014-15 TAX RATES

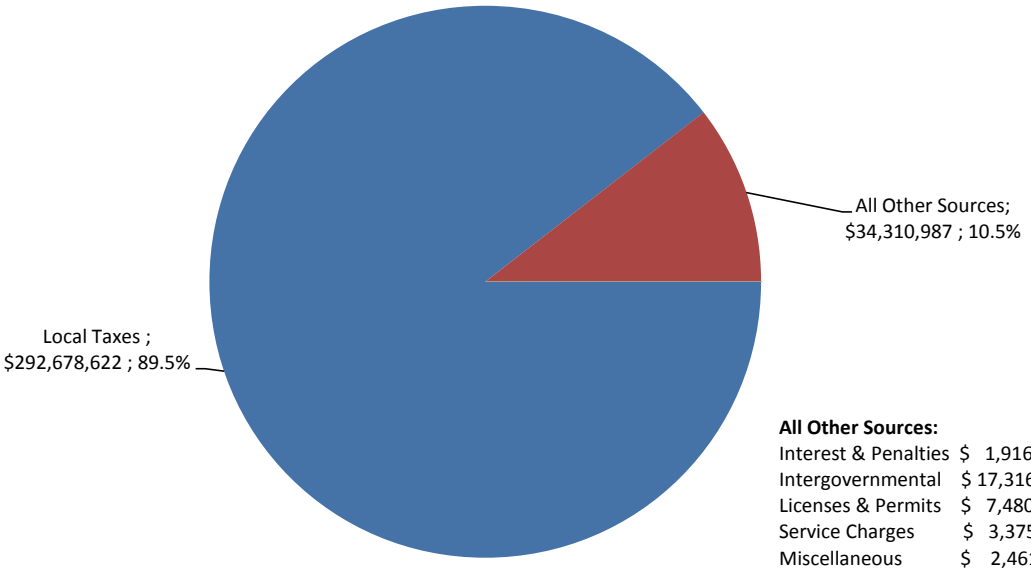
	APPROVED 2013-14	APPROVED 2014-15	APPROVED 2015-16
FIFTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	260,399,293	264,142,114	272,327,287
LESS ESTIMATED REVENUE	31,940,614	32,343,922	34,620,904
SUBTOTAL	228,458,679	231,798,192	237,706,383
ADJUSTMENT FOR TAX RELIEF PROGRAMS	2,802,212	3,013,262	3,159,822
RESERVE FOR UNCOLLECTED TAXES	2,688,714	3,458,947	2,749,896
AMOUNT TO BE RAISED BY TAX LEVY	233,949,606	238,270,400	243,616,101
ESTIMATED NET GRAND LIST	12,228,956,436	11,221,948,305	11,295,142,249
TAX RATE-MILLS	19.131	21.233	21.568
FIRE TAXING DISTRICT			
TOTAL APPROPRIATIONS	27,940,983	30,646,156	31,590,671
LESS ESTIMATED REVENUE	1,424,293	1,441,168	1,536,439
SUBTOTAL	26,516,690	29,204,988	30,054,231
ADJUSTMENT FOR TAX RELIEF PROGRAMS	300,679	349,603	366,548
RESERVE FOR UNCOLLECTED TAXES	311,787	435,361	347,305
AMOUNT TO BE RAISED BY TAX LEVY	27,129,156	29,989,952	30,768,083
ESTIMATED NET GRAND LIST	10,828,013,799	9,878,996,616	9,978,775,380
TAX RATE-MILLS	2.505	3.036	3.083
FOURTH TAXING DISTRICT-GARBAGE COLLECTION			
TOTAL APPROPRIATIONS	3,979,042	4,454,211	4,244,754
LESS ESTIMATED REVENUE	71,215	72,058	76,822
SUBTOTAL	3,907,828	4,382,153	4,167,932
ADJUSTMENT FOR TAX RELIEF PROGRAMS	42,819	50,812	49,252
RESERVE FOR UNCOLLECTED TAXES	45,932	65,301	48,146
AMOUNT TO BE RAISED BY TAX LEVY	3,996,579	4,498,266	4,265,331
ESTIMATED NET GRAND LIST	7,900,463,875	5,824,146,595	5,925,284,818
TAX RATE-MILLS	0.506	0.772	0.720
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	9,164,006,102	8,370,879,423	8,472,678,726
TAX RATE-MILLS	-	-	-

THE APPROVED 2015-16 TAX RATES COMPARED WITH THE APPROVED 2013-14 AND 2014-15 TAX RATES

	APPROVED 2013-14	APPROVED 2014-15	APPROVED 2015-16
STREET LIGHTING DISTRICT			
TOTAL APPROPRIATIONS	398,640	466,613	468,731
LESS ESTIMATED REVENUE	71,215	72,058	76,822
SUBTOTAL	327,425	394,555	391,909
ADJUSTMENT FOR TAX RELIEF PROGRAMS	4,290	5,323	5,439
RESERVE FOR UNCOLLECTED TAXES	3,857	5,890	4,536
AMOUNT TO BE RAISED BY TAX LEVY	335,572	405,768	401,884
ESTIMATED NET GRAND LIST	7,403,606,341	6,833,196,971	6,906,001,734
TAX RATE-MILLS	0.045	0.059	0.058
SIXTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	1,499,729	1,654,954	1,731,580
LESS ESTIMATED REVENUE	75,750	67,000	54,650
SUBTOTAL	1,423,979	1,587,954	1,676,930
ADJUSTMENT FOR TAX RELIEF PROGRAMS	-	-	-
RESERVE FOR UNCOLLECTED TAXES	13,000	13,000	13,000
AMOUNT TO BE RAISED BY TAX LEVY	1,436,979	1,600,954	1,689,930
ESTIMATED NET GRAND LIST	1,400,942,637	1,342,951,689	1,316,366,869
TAX RATE - MILLS	1.026	1.192	1.284
UNIFORM MOTOR VEHICLE TAXING DISTRICT			
TOTAL APPROPRIATIONS	16,709,990	17,833,061	18,358,166
LESS SUPPLEMENTAL AUTOS	2,100,000	2,100,000	2,100,000
SUBTOTAL	14,609,990	15,733,061	16,258,166
RESERVE FOR UNCOLLECTED TAXES	1,167,537	1,257,286	1,299,249
AMOUNT TO BE RAISED BY TAX LEVY	15,777,527	16,990,347	17,557,415
ESTIMATED NET GRAND LIST	576,561,111	601,629,285	609,518,812
TAX RATE - MILLS	27.365	28.241	28.805

2015-16 General Fund
Revenue Sources and Expenditure Categories

$326,989,609
Revenue Sources

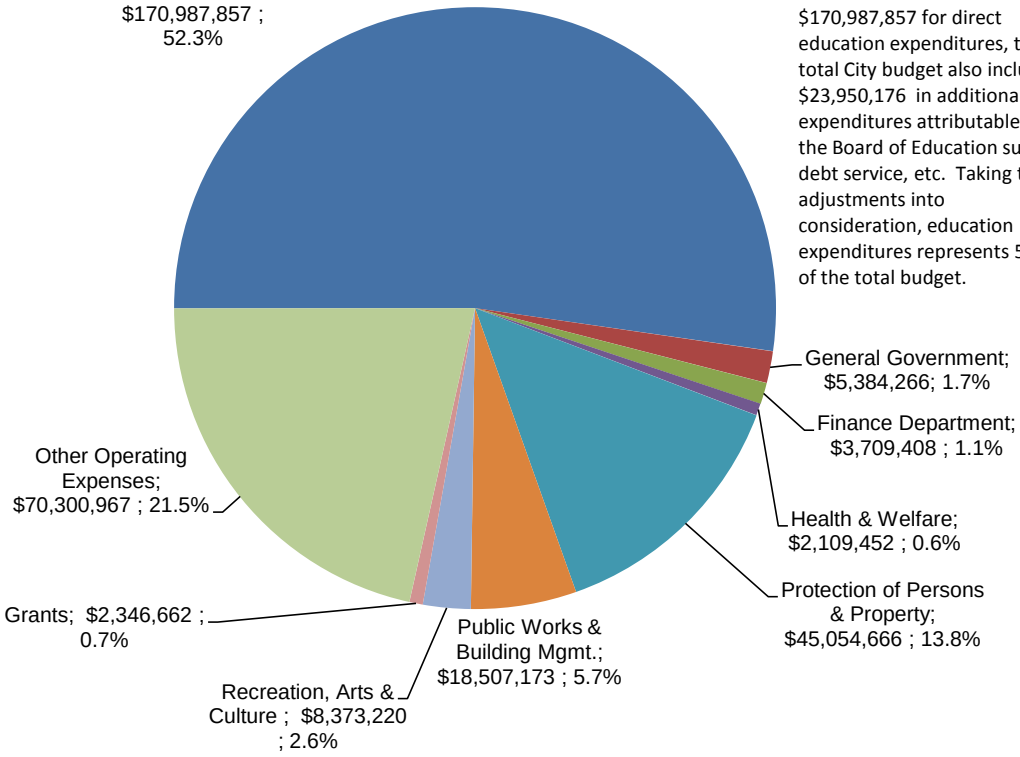


All Other Sources:

Interest & Penalties	$ 1,916,182
Intergovernmental	$ 17,316,500
Licenses & Permits	$ 7,480,814
Service Charges	$ 3,375,936
Miscellaneous	$ 2,461,555
Investment Income	$ 760,000
Fund Balance	$ 1,000,000
Total	**$ 34,310,987**

$326,989,609
Expenditure Categories

Note:
In addition to the $170,987,857 for direct education expenditures, the total City budget also includes $23,950,176 in additional expenditures attributable to the Board of Education such as debt service, etc. Taking these adjustments into consideration, education expenditures represents 59.6% of the total budget.



Below is a summary of revenues and expenditures for the 2015-16 approved operating budget. This budget represents a 3.0% increase over FY2014-15.

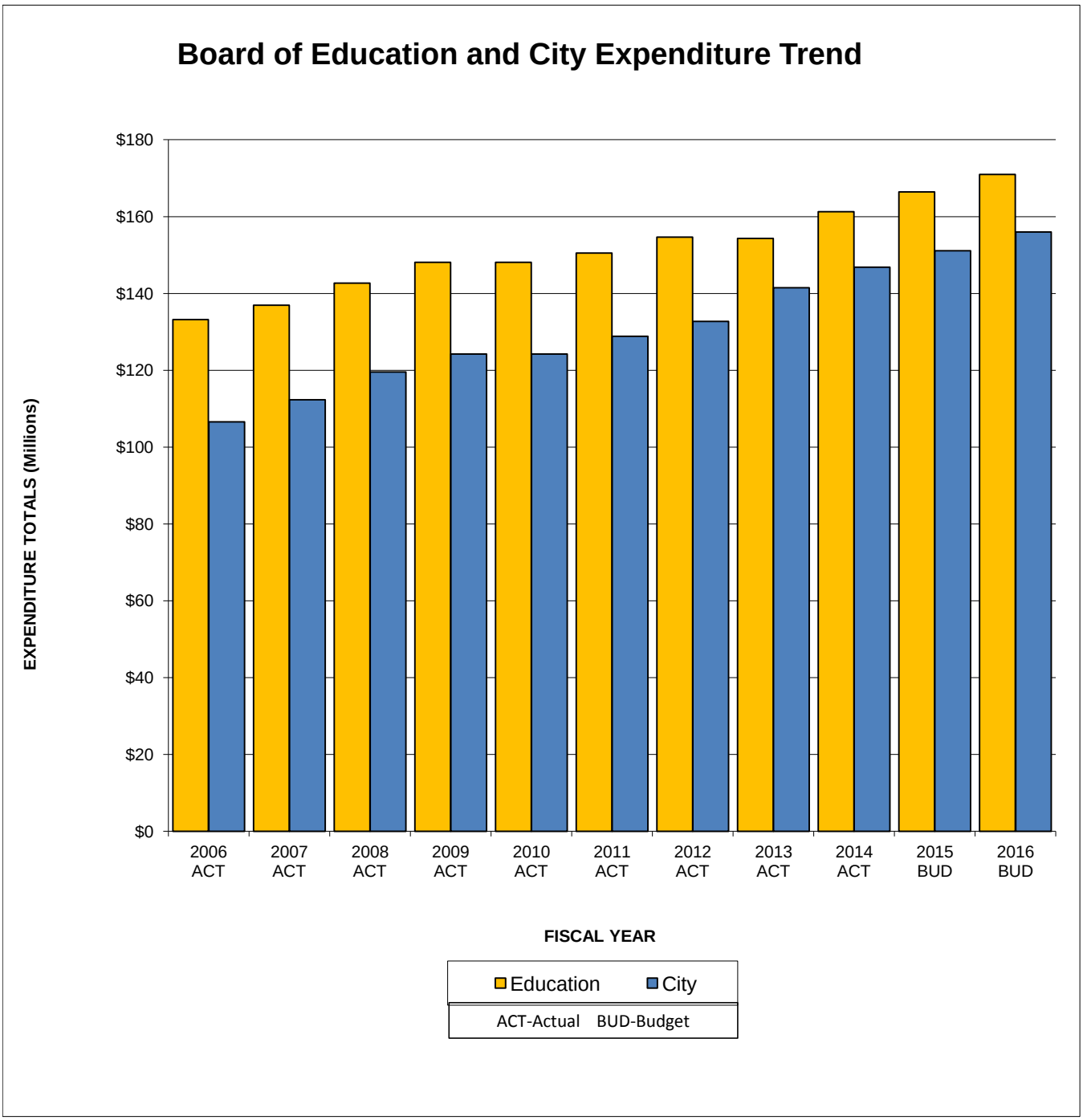
SUMMARY OF OPERATING BUDGET REVENUES

	Actual 2013-14	% Total	Approved 2014-15	% Total	Approved 2015-16	% Total	$ Change 15-16 vs. 14-15	% Change
Local Taxes	280,013,676	89.7%	285,612,948	89.9%	292,678,622	89.5%	7,065,674	2.5%
All Other Sources	32,105,613	10.3%	31,929,207	10.1%	34,310,987	10.5%	2,381,780	7.5%
TOTAL REVENUE	**$ 312,119,289**	**100.0%**	**$ 317,542,155**	**100.0%**	**$ 326,989,609**	**100.0%**	**$ 9,447,454**	**3.0%**
All Other Sources:								
Interest & Penalties	1,934,103	0.6%	1,585,668	0.5%	1,916,182	0.6%	330,514	20.8%
Intergovernmental	16,582,269	5.3%	16,505,401	5.2%	17,316,500	5.3%	811,099	4.9%
Licenses & Permits	7,927,042	2.5%	7,232,217	2.3%	7,480,814	2.3%	248,597	3.4%
Service Charges	2,861,113	0.9%	2,892,881	0.9%	3,375,936	1.0%	483,055	16.7%
Miscellaneous	2,029,990	0.7%	2,263,040	0.7%	2,461,555	0.8%	198,515	8.8%
Investment Income	771,096	0.2%	450,000	0.1%	760,000	0.2%	310,000	68.9%
Transfer from Fund Balance	-	0.0%	1,000,000	0.3%	1,000,000	0.3%	-	0.0%
Total All Other Sources	**$ 32,105,613**	**10.3%**	**$ 31,929,207**	**10.1%**	**$ 34,310,987**	**10.5%**	**$ 2,381,780**	**7.5%**

SUMMARY OF OPERATING BUDGET EXPENDITURES

	Actual 2013-14	% Total	Approved 2014-15	% Total	Approved 2015-16	% Total	$ Change 15-16 vs. 14-15	% Change
Education-Public	161,243,578	52.3%	166,430,865	52.4%	170,987,857	52.3%	4,556,992	2.7%
All Other Categories	146,859,089	47.7%	151,111,290	47.6%	156,001,752	47.7%	4,890,462	3.2%
TOTAL EXPENDITURES	**$ 308,102,668**	**100.0%**	**$ 317,542,155**	**100.0%**	**$ 326,989,609**	**100.0%**	**$ 9,447,454**	**3.0%**
All Other Categories:								
General Government	5,147,146	1.7%	5,384,266	1.7%	5,600,204	1.7%	215,938	4.0%
Finance Department	3,806,713	1.2%	3,496,698	1.1%	3,709,408	1.1%	212,710	6.1%
Health & Welfare	1,967,440	0.6%	2,100,421	0.7%	2,109,452	0.6%	9,031	0.4%
Protection of Persons & Property	41,758,267	13.6%	43,201,008	13.6%	45,054,666	13.8%	1,853,658	4.3%
Public Works & Bldng Mgmt.	17,721,078	5.8%	18,400,424	5.8%	18,507,173	5.7%	106,749	0.6%
Recreation, Arts & Culture	7,683,887	2.5%	8,051,935	2.5%	8,373,220	2.6%	321,285	4.0%
Grants	1,746,663	0.6%	1,871,391	0.6%	2,346,662	0.7%	475,271	25.4%
Other Operating Expenses	67,027,895	21.8%	68,605,147	21.6%	70,300,967	21.5%	1,695,820	2.5%
Total All Other Categories	**$ 146,859,089**	**47.7%**	**$ 151,111,290**	**47.6%**	**$ 156,001,752**	**47.7%**	**$ 4,890,462**	**3.2%**

This chart represents a history of Board of Education and City expenditures since FY 2005-06. For fiscal year 2005-06, total City expenditures were $106,550,968 and the total for the Board of Education was $133,181,658 The 2015-16 approved City expenditures are $156,001,752 a 46.4% increase from FY 2005-06, while the Board of Education approved budget represents a 28.4% over the ten year period to $170,987,857.



FUND BALANCE SUMMARY - GENERAL FUND
FISCAL YEARS 2012-13 TO 2015-16

	Audited Actual 2012-13	Audited Actual 2013-14	Approved Budget 2014-15	Approved Budget 2015-16
Beginning Fund Balance (GAAP)	**$ 31,146,450**	**$ 33,434,052**	**$ 37,483,607**	**$ 36,483,607**
Revenues				
Property Taxes, Interest & Lien Fees	267,975,775	281,947,778	287,198,616	294,594,804
Intergovernmental	18,204,822	16,593,738	16,505,401	17,316,500
Departmental Fees & Charges	11,736,317	12,806,680	12,388,138	13,318,305
Investment Income	201,248	771,096	450,000	760,000
Total Revenues	298,118,162	312,119,292	316,542,155	325,989,609
GASB 54 - Other Funds *	415,301	408,203	408,203	408,203
Special Education Excess Cost	1,736,248	1,810,266	1,810,266	1,810,266
State on-behalf payments	18,672,017	21,537,234	21,537,234	21,537,234
GAAP Revenues	318,941,728	335,874,995	340,297,858	349,745,312
Expenditures				
Education: Public Schools	154,334,920	161,243,578	166,430,865	170,987,857
Public Safety	40,308,879	41,733,490	43,201,008	45,054,666
Employee Benefits	31,256,271	31,222,989	29,796,634	30,273,700
Debt Service	25,655,943	26,126,874	25,754,744	27,233,470
Public Works	17,235,182	17,687,906	18,400,424	18,507,173
Recreation, Arts, Culture	7,976,667	7,664,395	8,051,935	8,373,220
Pension Contributions	7,127,566	9,585,838	11,434,148	11,671,360
General Government	8,993,157	8,360,355	8,880,964	9,309,612
Health Department	1,941,564	1,967,445	2,100,421	2,109,452
Grants	1,721,983	1,746,648	1,871,391	2,346,662
Other Operating Expenditures	98,194	92,194	1,619,621	1,122,437
Total Expenditures	296,650,326	307,431,712	317,542,155	326,989,609
Revenues - Expenditures **	**$ 1,467,836**	**$ 4,687,580**	**$ (1,000,000)**	**$ (1,000,000)**
Change in Encumbrance	803,785	(670,956)		
Change in Other Program Funds **	15,981	32,931		
Ending Fund Balance (GAAP)	**$ 33,434,052**	**$ 37,483,607**	**$ 36,483,607**	**$ 35,483,607**
% of GAAP Revenues	**10.2%**	**10.2%**	**10.2%**	**10.2%**
Nonspendable	(1,615)	(290)	(290)	(290)
Restricted	-	-		
Committed	-	-		
Assigned	(3,681,569)	(2,870,095)	(2,870,095)	(2,870,095)
Designated				
Unassigned Fund Balance (GAAP)	**$ 29,750,868**	**$ 34,613,222**	**$ 33,613,222**	**$ 32,613,222**
% of GAAP Revenues	**9.3%**	**10.3%**	**9.9%**	**9.3%**

Notes:

* 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

** The City budgeted $1,000,000 use of fund balance in both FY 2014-15 and FY 2015-16

*** Budgeted years' % of GAAP Revenues assumes prior year's GASB 54, Special Education, and State on-behalf revenues

FUND BALANCE SUMMARY - APPROPRIATED FUNDS
FISCAL YEAR 2015-16

	General Fund	Enterprise Funds	Fleet Services Fund	Total
Beginning Fund Balance/Net Position	**$ 36,483,607**	**$ 100,671,930**	**$ 71,957**	**$ 137,227,494**
(projected)				
Revenues				
Property Taxes, Interest & Lien Fees	294,594,804	-		294,594,804
Intergovernmental	17,316,500	475,000	2,465,622	20,257,122
Departmental Fees & Charges	13,318,305	20,417,293		33,735,598
Investment Income	760,000	106,000		866,000
Total Revenues	325,989,609	22,206,690	2,465,622	350,661,921
Expenditures				
Education: Public Schools	170,987,857	-		170,987,857
Public Safety	45,054,666	-		45,054,666
Employee Benefits	30,273,700	355,532		30,629,232
Debt Service	27,233,470	6,624,792		33,858,262
Public Works	18,507,173	-		18,507,173
Recreation, Arts, Culture	8,373,220	-		8,373,220
Pension Contributions	11,671,360	-		11,671,360
General Government	9,309,612	-		9,309,612
Health Department	2,109,452	-		2,109,452
Grants	2,346,662	-		2,346,662
Other Operating Expenditures	1,122,437	-		1,122,437
Administration & Operations		16,104,022		16,104,022
Program Expenses		-	2,465,622	2,465,622
Total Expenditures	326,989,609	22,924,712	2,465,622	352,379,943
Revenues - Expenditures	**$ (1,000,000)**	**$ (718,022)**	**$ -**	**$ (1,718,022)**
Ending Fund Balance/Net Position	**$ 35,483,607**	**$ 99,953,908**	**$ 71,957**	**$ 135,509,472**
Nonspendable	(290)			(290)
Restricted	-			-
Committed	-			-
Assigned	(2,870,095)			(2,870,095)
Designated				-
Unassigned Fund Balance/Net Position	**$ 32,613,222**	**$ 99,953,908**	**$ 71,957**	**$ 132,639,087**

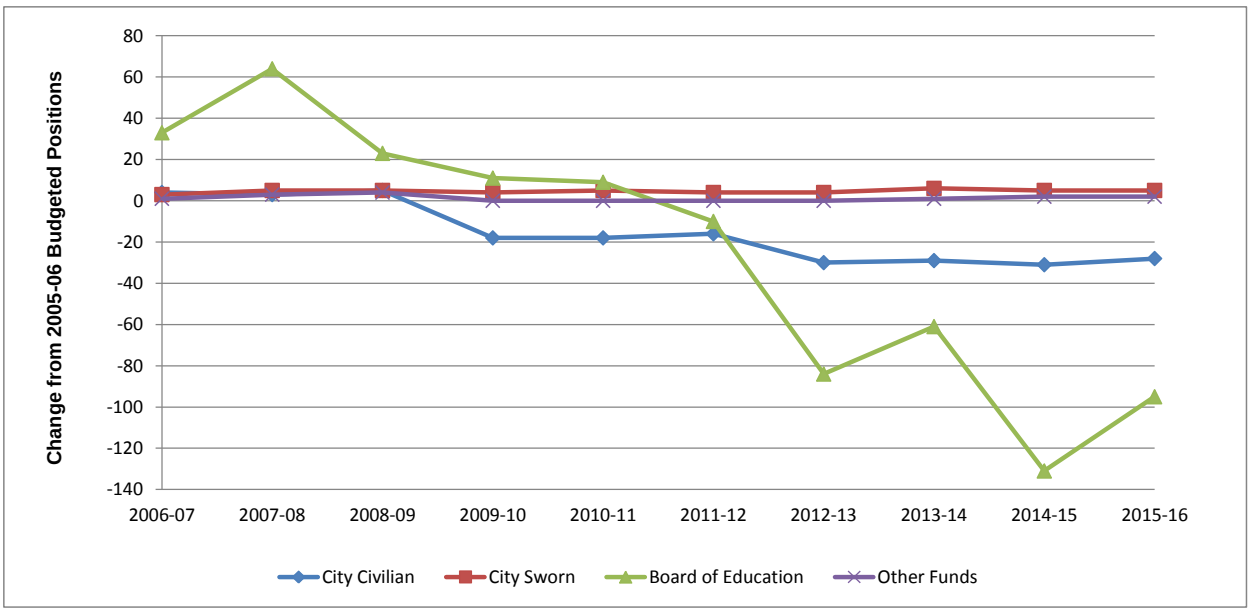
Note:

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

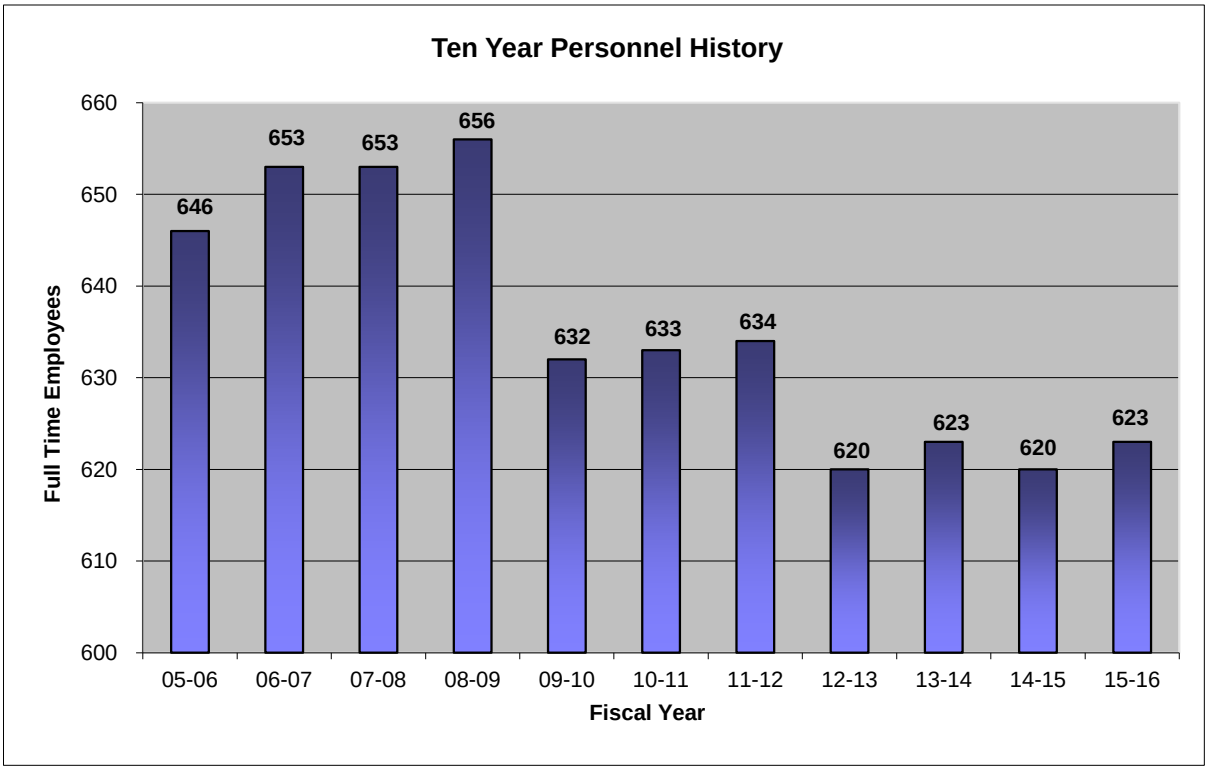
FUNCTION	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	YoY Change	10-Yr. Change
General Government	48	49	47	48	45	45	47	47	47	47	48	1	-
Finance	34	35	35	35	34	34	34	35	35	34	34	-	-
Health & Welfare	21	21	21	21	16	16	16	16	16	16	16	-	(5)
Police (Civilian)	17	17	17	17	16	16	16	16	16	16	16	-	(1)
Fire (Civilian)	4	4	5	5	5	5	5	4	4	5	5	-	1
Other Protection	43	45	45	45	43	43	43	43	43	43	43	-	-
Public Works/Bldg. Mgmt.	107	107	107	107	100	100	100	88	88	87	88	1	(19)
Recreation, Arts & Culture	54	54	54	55	51	51	51	49	50	49	50	1	(4)
Subtotal City (Civilian)	**328**	**332**	**331**	**333**	**310**	**310**	**312**	**298**	**299**	**297**	**300**	**3**	**(28)**
Police (Sworn)	179	182	182	182	182	182	181	181	181	181	181	-	2
Fire (Sworn)	139	139	139	141	140	141	141	141	143	142	142	-	3
Subtotal City (Sworn)	**318**	**321**	**321**	**323**	**322**	**323**	**322**	**322**	**324**	**323**	**323**	**-**	**5**
City Total	646	653	652	656	632	633	634	620	623	620	623	3	(23)
Education Total	1,320	1,353	1,384	1,343	1,331	1,329	1,310	1,236	1,259	1,189	1,225	36	(95)
General Fund Total	**1,966**	**2,006**	**2,036**	**1,999**	**1,963**	**1,962**	**1,944**	**1,856**	**1,882**	**1,809**	**1,848**	**39**	**(118)**
Fleet Services Fund	9	10	11	11	9	9	9	9	9	10	10	-	1
Parking Authority	4	4	4	4	2	2	2	2	2	2	2	-	(2)
WPCA	1	1	2	3	3	3	3	3	4	4	4	-	3
Subtotal Other Funds	**14**	**15**	**17**	**18**	**14**	**14**	**14**	**14**	**15**	**16**	**16**	**-**	**2**
GRAND TOTAL	**1,980**	**2,021**	**2,053**	**2,017**	**1,977**	**1,976**	**1,958**	**1,870**	**1,897**	**1,825**	**1,864**	**39**	**(116)**

The chart below shows a 10-year history of changes to the budgeted full time employees since 2005-06. In FY 2015-16, there is an overall increase of 39 employees, or 2.1% from the previous year. This includes 3 additional city civilian, and 36 additional Board of Education positions. Over the ten year period covered in the chart, there are 116 less employees, or a 5.9% decrease in staffing. The majority of the decrease is due to the Board of Education's reductions due to some teaching and educational support staff being moved to part-time postions. The City sworn staff has increased slightly, adding only five new positions while the city civilian staff has decreased by 28 or 8.5%.



PERSONNEL BY DEPARTMENT

DEPARTMENT	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	App. 2014-15	App. 2015-16
Mayor's Office	3	3	2	2	2	3	3	3	3	3	3
Legal	9	10	9	9	9	9	9	9	9	9	9
City Clerk	6	6	6	6	5	5	5	5	5	5	5
Town Clerk	7	7	7	7	7	7	7	7	7	7	7
Information Technology	9	9	9	9	8	8	9	9	9	9	9
Personnel & Labor Relations	6	6	7	6	6	6	6	6	6	6	6
Human Relations & Fair Rent	3	3	3	3	3	3	3	3	3	3	4
Youth Services	2	2	2	3	2	1	2	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	10	10	10	11	11	10	10
Tax Collector	7	8	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	16	16	16	16	16	16	16
Police	196	199	199	199	198	198	197	197	196	196	196
Fire	143	143	144	146	145	146	146	145	147	147	147
Planning & Zoning	11	12	12	13	11	11	11	11	11	11	11
Code Enforcement	7	8	8	8	8	8	8	8	8	8	8
Combined Dispatch	25	25	25	24	24	24	24	24	25	25	25
Public Works	107	107	107	107	100	100	100	88	88	87	88
Parks & Recreation	22	22	22	23	22	22	22	22	23	22	23
Library	31	31	31	31	28	28	28	27	27	27	27
Historical Commission	1	1	1	1	1	1	1	-	-	-	-
GRAND TOTAL	**646**	**653**	**653**	**656**	**632**	**633**	**634**	**620**	**623**	**620**	**623**



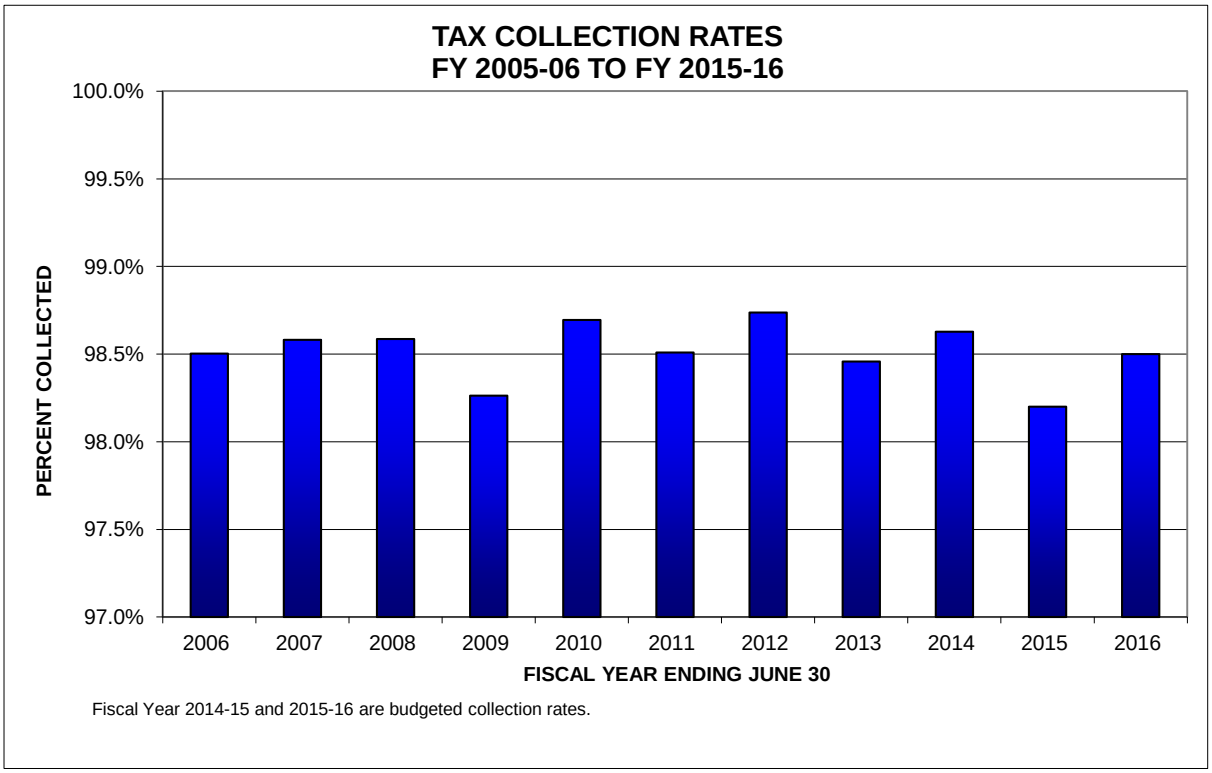
City personnel belong to one of eight bargaining groups. Police, 2405, and Fire unions account for most of the employees, as well as most of the salaries for 2015-16.

CITY PERSONNEL BY BARGAINING GROUP - FISCAL YEAR 2015-16

BARGAINING GROUP	NUMBER OF POSITIONS	% OF TOTAL		TOTAL WAGES	% OF TOTAL
POLICE	181	29.1%	$	14,490,551	29.7%
LOCAL 2405	107	17.2%	$	6,886,787	14.1%
FIRE	142	22.8%	$	11,616,507	23.8%
NMEA	116	18.6%	$	7,906,360	16.2%
NASA	56	9.0%	$	5,898,852	12.1%
ORDINANCE/NON AFFILIATED	17	2.7%	$	1,637,097	3.4%
ELECTED	4	0.6%	$	308,970	0.6%
TOTAL	**623**	**100%**	**$**	**48,745,124**	**100%**

HISTORICAL ANALYSIS OF GRAND LIST, TAX LEVIES & COLLECTIONS
FY 2005-06 TO FY 2015-16

FISCAL YEAR	YEAR OF GRAND LIST	GRAND LIST	% CHANGE IN LIST FROM PREVIOUS YR	4th DIST. MILL RATE	AUDIT ADJUSTED LEVY	AUDIT COLLECTED YEAR OF LEVY	AUDIT PERCENT COLLECTED
2005-2006	2004	8,274,130,890	-	25.21	208,366,045	205,246,526	98.50%
2006-2007	2005	9,455,304,648	14.3%	23.24	216,241,703	213,174,081	98.58%
2007-2008	2006	10,517,526,971	11.2%	21.72	225,887,723	222,693,849	98.59%
2008-2009	2007	10,672,872,432	1.5%	22.55	236,583,751	232,474,059	98.26%
2009-2010	2008	12,656,343,495	18.6%	19.84	245,698,355	242,491,414	98.69%
2010-2011	2009	12,668,270,823	0.1%	20.58	256,900,612	253,070,482	98.51%
2011-2012	2010	12,786,879,070	0.9%	20.64	261,927,248	258,619,667	98.74%
2012-2013	2011	12,808,981,218	0.2%	21.38	270,616,024	266,442,259	98.46%
2013-2014	2012	12,805,517,547	0.0%	22.19	281,643,493	277,778,490	98.63%
2014-2015	2013	11,823,577,590	-7.7%	25.10	-	-	98.20%
2015-2016	2014	11,904,661,061	0.7%	25.43	-	-	98.50%

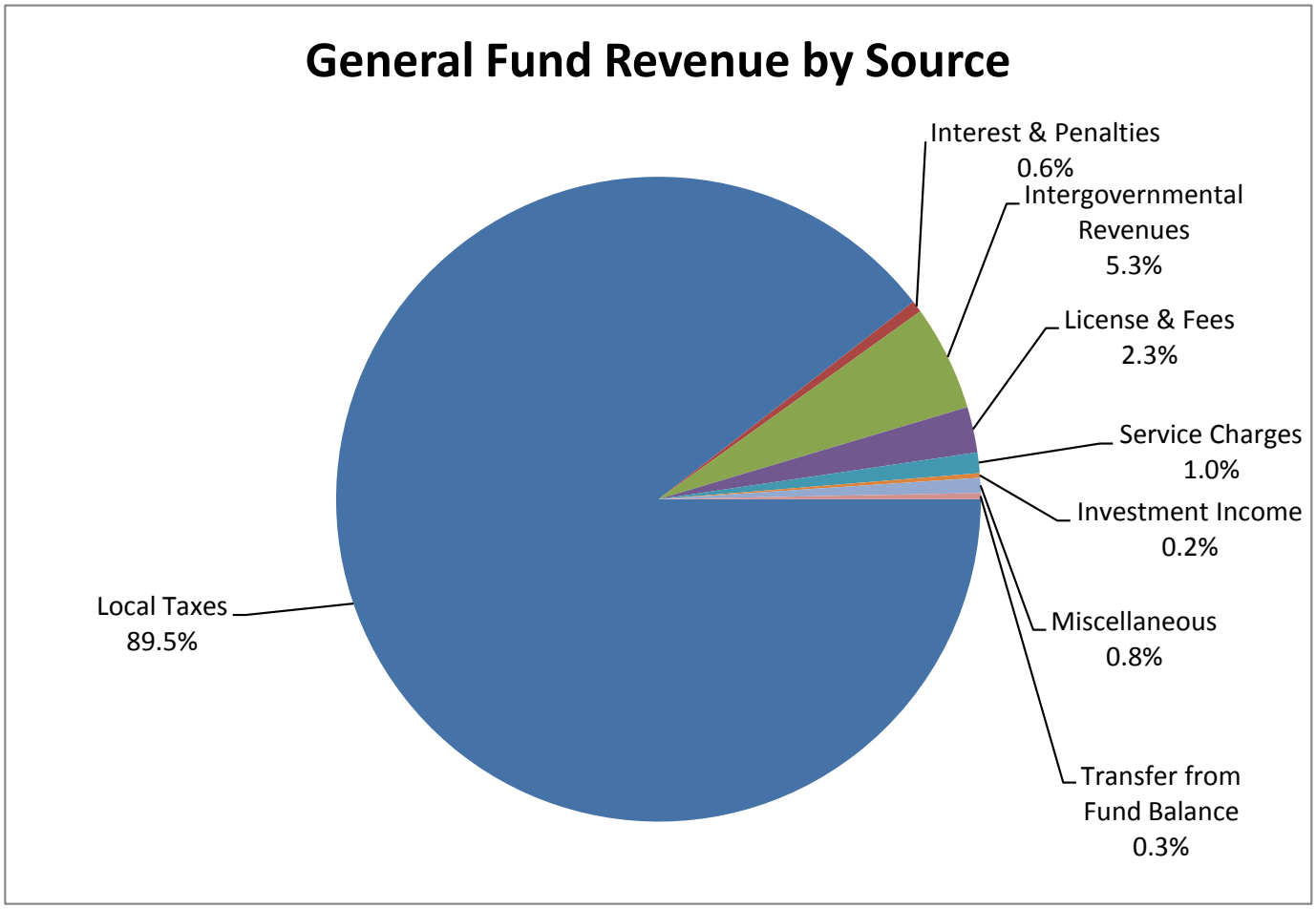


CITY OF NORWALK

ANNUAL BUDGET

Fiscal Year 2015-16
General Fund Revenues

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Local Taxes	266,542,517	280,077,282	285,612,948	292,678,622	7,065,674
Interest & Penalties	1,433,258	1,870,496	1,585,668	1,916,182	330,514
Intergovernmental Revenues	18,204,822	16,593,738	16,505,401	17,316,500	811,099
License & Fees	6,911,010	7,927,043	7,232,217	7,480,814	248,597
Service Charges	2,691,888	2,861,113	2,892,881	3,375,936	483,055
Investment Income	201,248	771,096	450,000	760,000	310,000
Miscellaneous	2,133,419	2,018,524	2,263,040	2,461,555	198,515
Transfer from Fund Balance	-	-	1,000,000	1,000,000	-
GENERAL FUND REVENUE	**$ 298,118,162**	**$ 312,119,292**	**$ 317,542,155**	**$ 326,989,609**	**$ 9,447,454**



LOCAL TAXES

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Ad Valorem Taxes			290,154,733	296,608,814	6,454,081
Less: Reserve for Uncollected			(5,222,785)	(4,449,132)	773,653
Taxes & Relief Programs			(3,419,000)	(3,581,060)	(162,060)
Subtotal: Current Taxes			281,512,948	288,578,622	7,065,674
Prior Years' Tax Collections			2,000,000	2,000,000	-
New Auto Registrations			2,100,000	2,100,000	-
NET LOCAL TAX REVENUE	**$ 266,542,517**	**$ 280,077,282**	**$ 285,612,948**	**$ 292,678,622**	**$ 7,065,674**

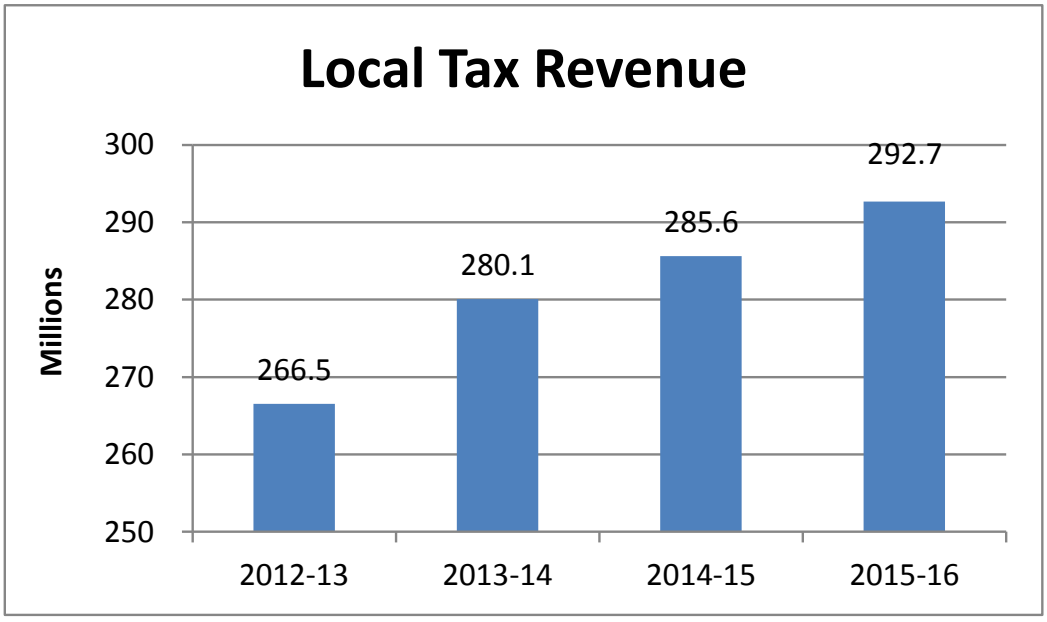
The principal source of revenue for the City of Norwalk is the local property tax. Local taxes, which in FY 2015-16 provide 89.5% of the city's revenue, are levied annually to cover the operating expenses of the City government. There are four main factors that determine the amount of local taxes that 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 2015-16 is $11,904,661,061.

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 2015-16 approved budget assumes a collection rate of 98.5%.

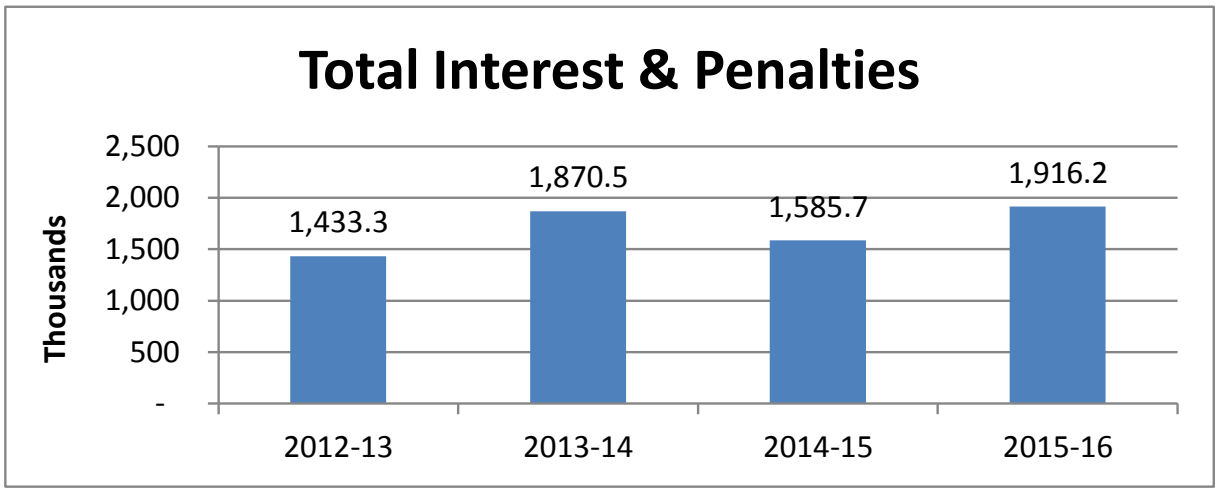


INTEREST AND PENALTIES

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Interest	1,398,048	1,829,200	1,471,300	1,828,000	356,700
Penalties	35,210	41,296	114,368	88,182	(26,186)
TOTAL INTEREST & PENALTIES	**$ 1,433,258**	**$ 1,870,496**	**$ 1,585,668**	**$ 1,916,182**	**$ 330,514**

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

Interest & Penalties – The purpose of charging interest and penalties is to place a financial incentive on taxpayers to make timely payments to allow the City to collect the revenue it needs to provide services to its citizens. In FY 2004-05 the City began charging a motor vehicle clearance fee in order to recover the cost imposed upon the city by the State of Connecticut for participation in the tax collection enforcement mechanism of denying motor vehicle registrations to taxpayers who have been reported as owing delinquent vehicle taxes to the City. This fee is expected to bring in $64,500 in FY 2015-16.



INTERGOVERNMENTAL REVENUES

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Education	10,294,664	10,167,383	10,335,563	10,173,342	(162,221)
Public Works	438,715	883,599	883,599	887,652	4,053
Payment in liue of Taxes (PILOT)	2,447,524	2,416,960	2,550,182	3,695,646	1,145,464
Other	5,023,919	3,125,796	2,736,057	2,559,860	(176,197)
TOTAL INTERGOVERNMENTAL	**$ 18,204,822**	**$ 16,593,738**	**$ 16,505,401**	**$ 17,316,500**	**$ 811,099**

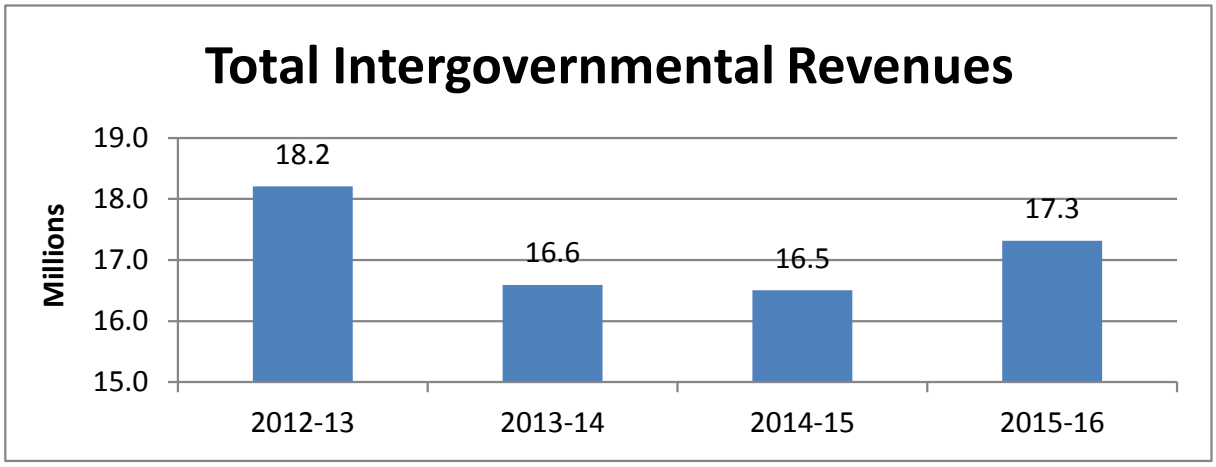
Intergovernmental revenues help to reduce the amount of money that must be raised by local taxes, and they constitute 5.3% of city revenues in the approved budget. Total receipts are expected to increase by $811,099 on a budget basis.

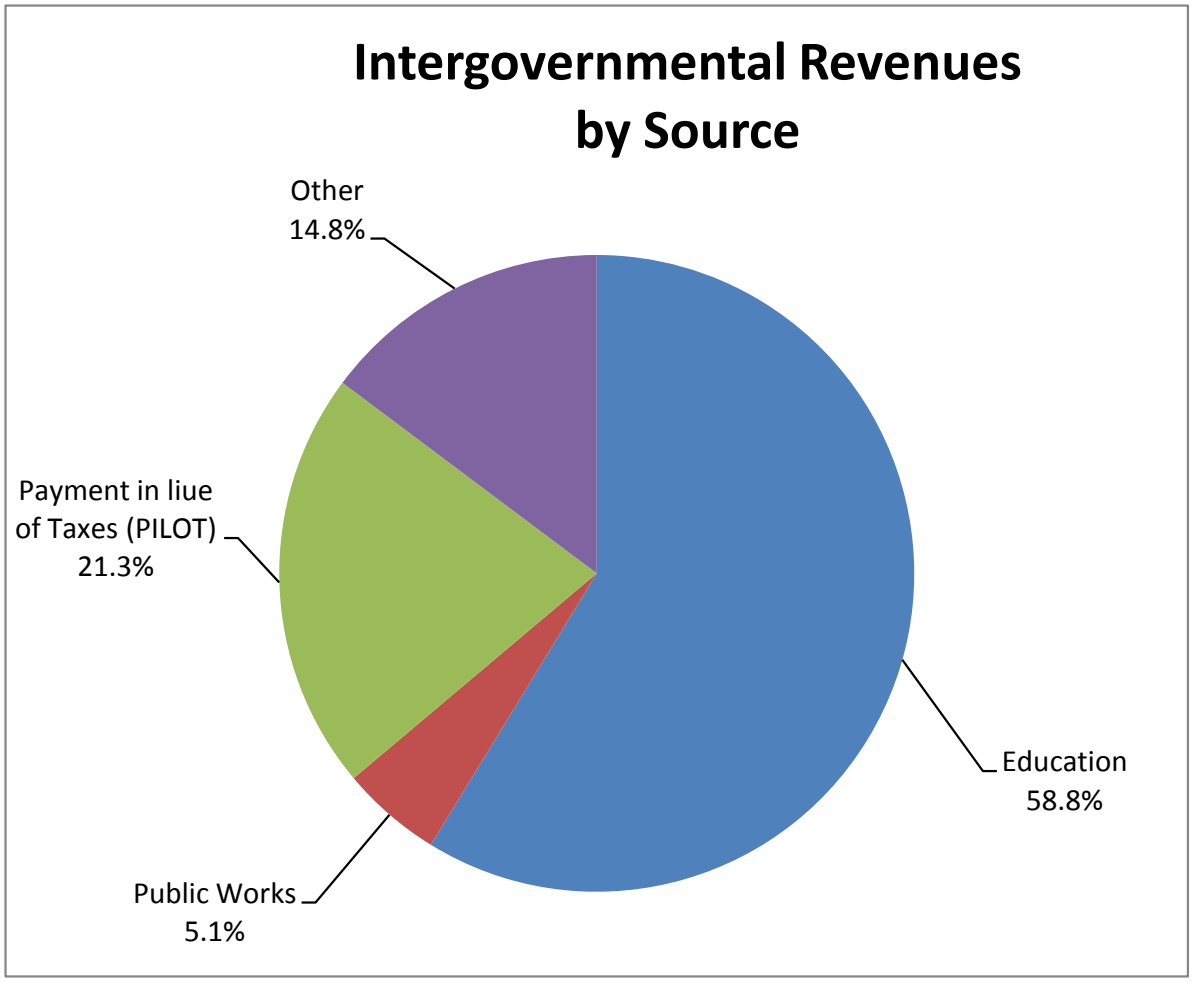
Education – Education revenues, which comprise the bulk of intergovernmental revenues, are budgeted at the State of Connecticut's most recent published amount for Norwalk.

Public Works – The Department of Public Works State Highway aid revenue is relatively unchanged from FY 2014-15'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.


Total Intergovernmental Revenues
Millions
19.0
18.0
17.0
16.0
15.0
18.2
16.6
16.5
17.3
2012-13
2013-14
2014-15
2015-16


Intergovernmental Revenues by Source
Other 14.8%
Payment in liue of Taxes (PILOT) 21.3%
Public Works 5.1%
Education 58.8%

LICENSES AND FEES

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Town Clerk	3,053,401	3,605,566	3,255,126	3,354,441	99,315
Health	342,778	356,085	338,000	363,000	25,000
Code Enforcement	3,008,376	3,572,053	3,140,905	3,248,510	107,605
Public Works	146,242	139,754	176,821	178,590	1,769
Other	360,213	253,585	321,365	336,273	14,908
TOTAL LICENSE & FEES	**$ 6,911,010**	**$ 7,927,043**	**$ 7,232,217**	**$ 7,480,814**	**$ 248,597**

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 2015-16 budget. Total license and fees revenues are budgeted to increase by $248,597 or 3.4% from the FY 2014-15 budgeted amount.

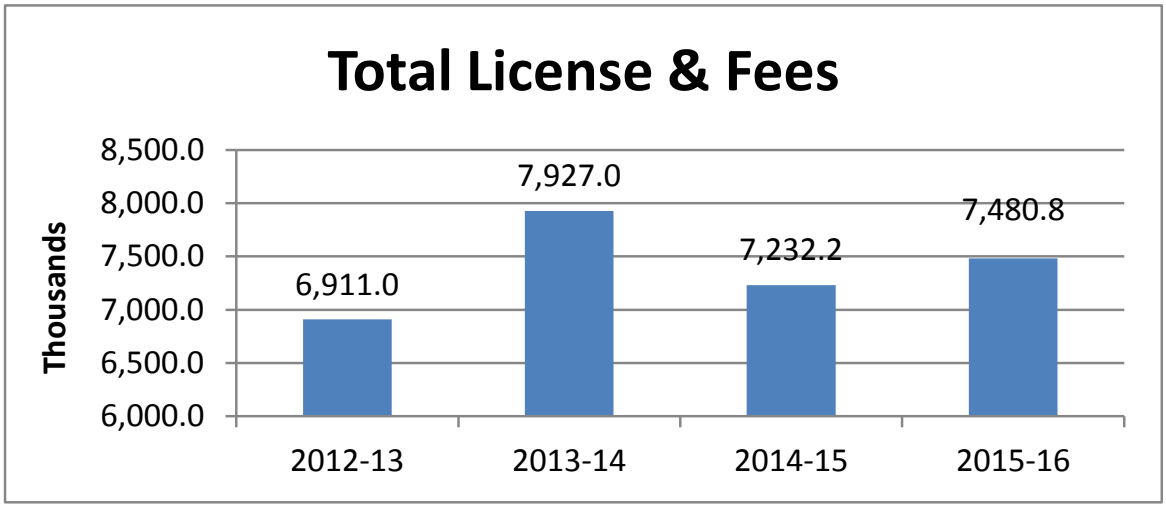
Town Clerk – Revenue collected from the Town Clerk is primarily from the real estate conveyance tax and vital statistics fees. Real Estate Conveyance fees account for $100,000 of the increase offset slightly by miscellaneous other net decreases of $(685).

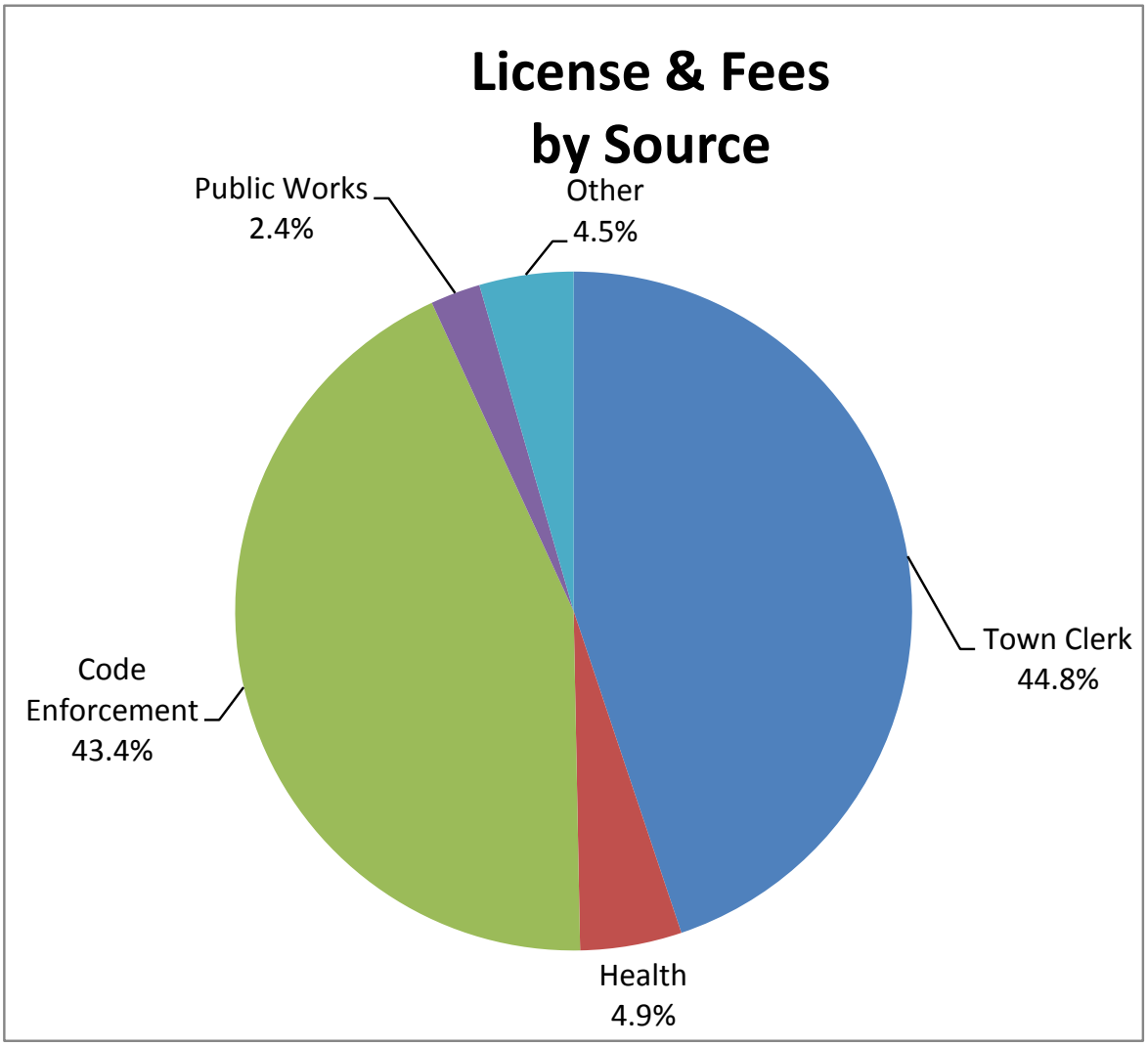
Health – The Health Department issues certificates of occupancy to landlords and issues permits for septic sewage, rooming houses, restaurants and salons. Revenue is expected to increase in FY 2015-16 by $25,000 due to an increase in Food License fees based on current trends.

Code Enforcement – Revenue is derived from permits issued for building construction and zoning compliance. Revenue is expected to increase by $100,000 due to higher Building Permit fees and miscellaneous other increases totaling $7,605 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 solid waste registration, encroachment, driveway permit, and miscellaneous other fees.

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, the Fire Department collects fire permit fees, and the Planning and Zoning Department collects fees for zoning approvals, applications, conservation permits and outdoor dining permits. The primary drivers of this increase are due to a $9,700 increase in fire permits; a $4,000 increase in Planning and Zoning outdoor dining permit fees; along with a net increase of $1,208 in miscellaneous other fees.


Total License & Fees
Thousands
8,500.0
8,000.0
7,500.0
7,000.0
6,500.0
6,000.0
6,911.0
7,927.0
7,232.2
7,480.8
2012-13
2013-14
2014-15
2015-16


License & Fees by Source
Public Works 2.4%
Other 4.5%
Town Clerk 44.8%
Code Enforcement 43.4%
Health 4.9%

SERVICE CHARGES

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Town Clerk	600,110	562,217	531,361	566,421	35,060
Health	251,819	254,984	227,654	257,400	29,746
Police	337,861	444,625	481,561	605,178	123,617
Public Works	537,355	597,328	549,630	653,303	103,673
Recreation & Parks	813,008	896,709	997,130	1,088,936	91,806
Other	151,735	105,250	105,545	204,698	99,153
TOTAL SERVICE CHARGES	**$ 2,691,888**	**$ 2,861,113**	**$ 2,892,881**	**$ 3,375,936**	**$ 483,055**

Service charges are individual fees charged specifically for the use of a particular City service or activity and constitute 1.0% of the City's revenue sources. This category reflects a modest increase over the FY 2014-15 approved budget.

Town Clerk – Service charges associated with the Town Clerk's office include recording fees for land records and copies for the public. A net increase of $35,060 is driven primarily by an increase in recording fees.

Health – The revenue in this category is derived primarily from the travel and immunization clinic. A net increase of $29,746 is driven primarily by an increase in clinic fees.

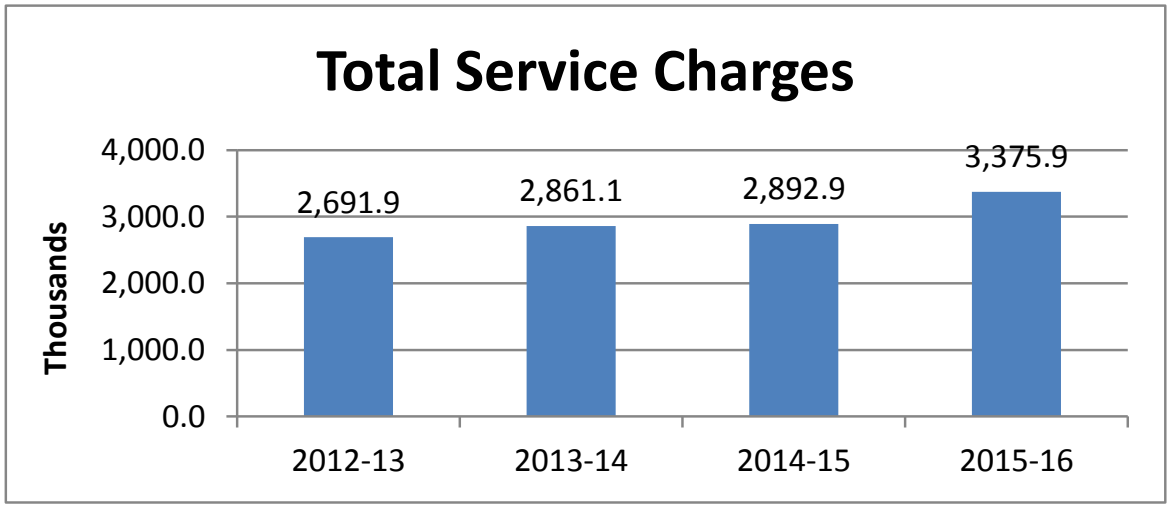
Police – This revenue includes service charges for police reports, the dog pound, false alarms and Police services for special events. A net increase of $123,617 is driven primarily by an increase in police extra work surcharges based on current trends.

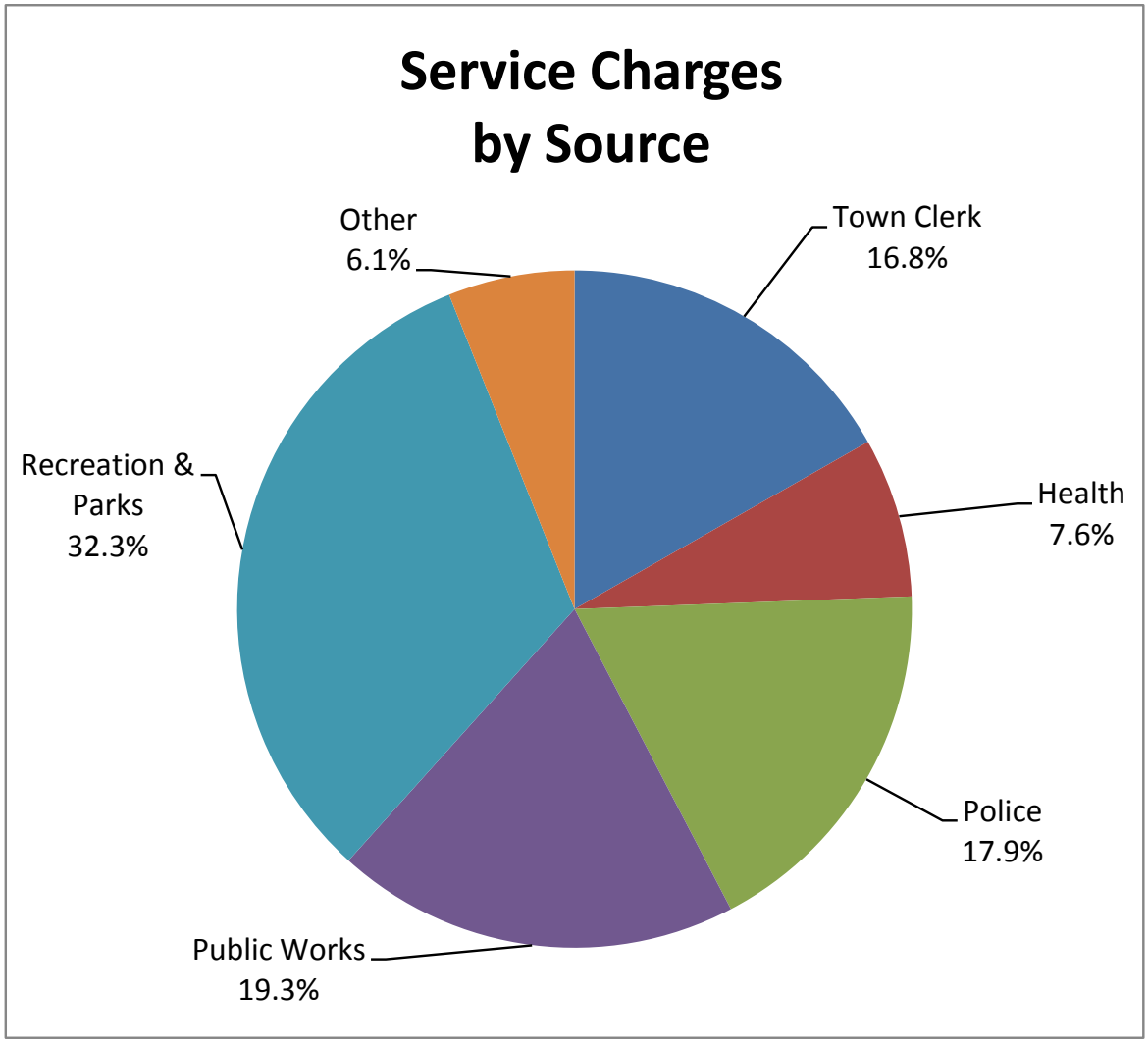
Fire – An increase of $75,000 is due to anticipated recruiting application fees.

Public Works – The Department of Public Works provides revenue from solid waste disposal and various recycling fees. A net increase of $103,673 is driven primarily by an increase in solid waste disposal fees and an increase in the city's share of recycling revenue 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. A net increase of $91,806 is due to increases in many budgeted revenue accounts 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. A total net increase of $24,153 is budgeted in these miscellaneous other accounts.

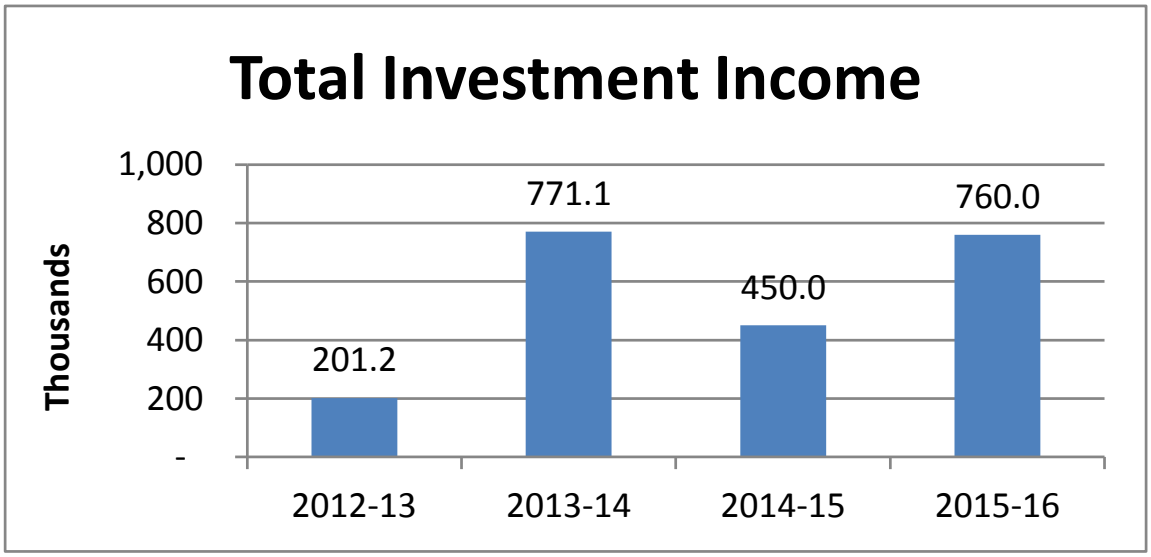

Total Service Charges
Thousands
4,000.0
3,000.0
2,000.0
1,000.0
0.0
2,691.9
2,861.1
2,892.9
3,375.9
2012-13
2013-14
2014-15
2015-16


Service Charges
by Source
Other
6.1%
Town Clerk
16.8%
Recreation &
Parks
32.3%
Health
7.6%
Police
17.9%
Public Works
19.3%

INVESTMENT INCOME

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Investment Income	201,248	771,096	450,000	760,000	310,000
TOTAL	**$ 201,248**	**$ 771,096**	**$ 450,000**	**$ 760,000**	**$ 310,000**

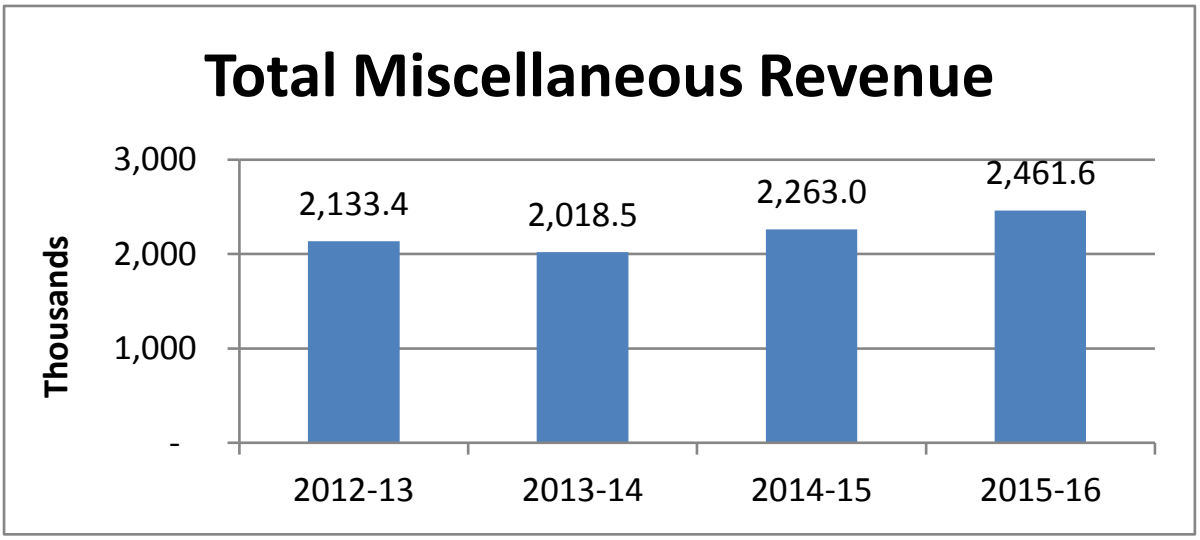
Investment income constitutes 0.2% of all City revenue. Investment income estimates for next year are based upon current rates of return on the City's investments. While it is difficult to predict the future course of interest rates during FY 2015-16, the City anticipates the above increase based on current interest rate trends. The current fiscal year 2014-15 forecast actual investment income is greater than $600,000.



MISCELLANEOUS

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Miscellaneous Revenue	2,133,419	2,018,524	2,263,040	2,461,555	198,515
TOTAL	**$ 2,133,419**	**$ 2,018,524**	**$ 2,263,040**	**$ 2,461,555**	**$ 198,515**

Miscellaneous Revenue constitutes 0.8% 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 driven primarily by a $102,087 increase in the expenses for which the WPCA reimburses the city and a $60,000 increase in the rental income from the Gallaher Mansion. The remaining $36,428 of net increases is spread across many other miscellaneous accounts in several departments.

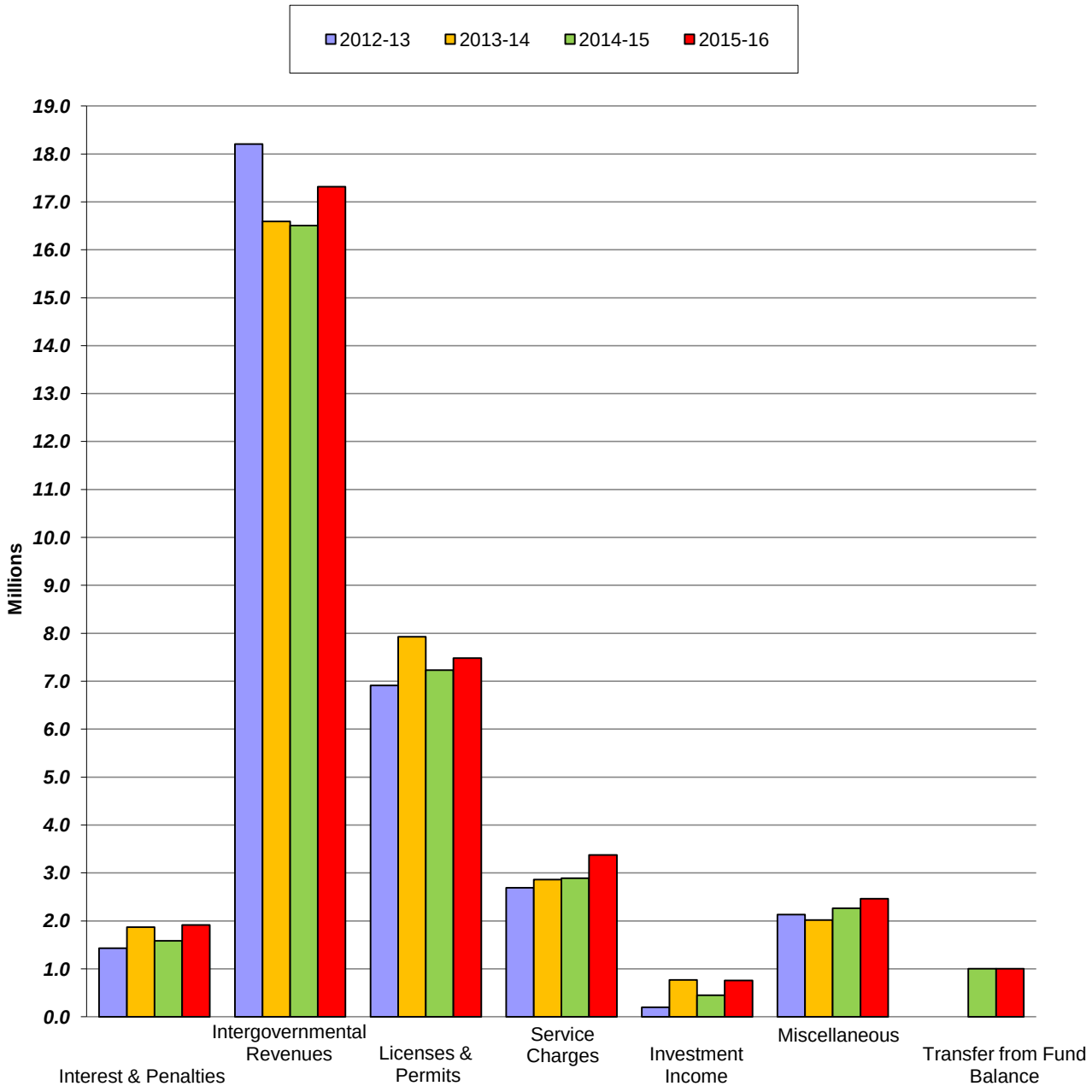


TRANSFER FROM FUND BALANCE

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Transfer from Fund Balance	-	-	1,000,000	1,000,000	-
TOTAL	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ -**

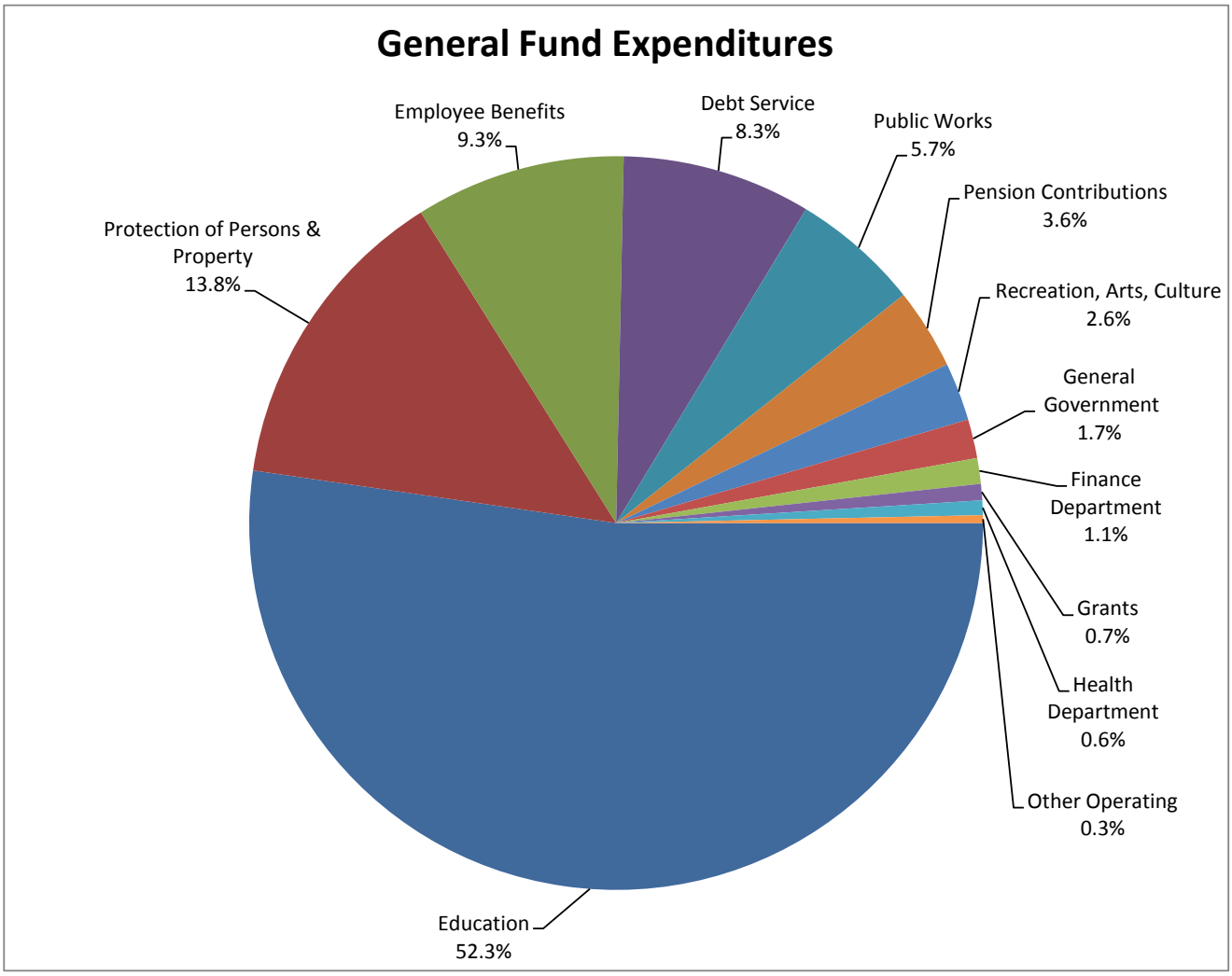
The fiscal year 2015-16 approved budget includes a $1,000,000 or 0.3% of total revenues use of undesignated fund balance. This use of fund balance is for tax relief purposes consistent with the city's fund balance policy.

Comparison of All Other Revenue Sources



FISCAL YEAR 2015-16
General Fund Expenditures

	Audit 2012-13	Audit 2013-14	Approved 2014-15	Approved 2015-16	YoY Change
Education	154,334,920	161,243,578	166,430,865	170,987,857	4,556,992
Protection of Persons & Propert	40,308,879	41,733,490	43,201,008	45,054,666	1,853,658
Employee Benefits	31,256,271	31,222,989	29,796,634	30,273,700	477,066
Debt Service	25,655,943	26,126,874	25,754,744	27,233,470	1,478,726
Public Works	17,235,182	17,687,906	18,400,424	18,507,173	106,749
Pension Contributions	7,127,566	9,585,838	11,434,148	11,671,360	237,212
Recreation, Arts, Culture	7,976,667	7,664,395	8,051,935	8,373,220	321,285
General Government	4,928,908	5,147,147	5,384,266	5,600,204	215,938
Finance Department	4,064,249	3,213,208	3,496,698	3,709,408	212,710
Grants	1,721,983	1,746,648	1,871,391	2,346,662	475,271
Health Department	1,941,564	1,967,445	2,100,421	2,109,452	9,031
Other Operating	98,194	92,194	1,619,621	1,122,437	(497,184)
GENERAL FUND EXPENSE	**$ 296,650,326**	**$ 307,431,712**	**$ 317,542,155**	**$ 326,989,609**	**$ 9,447,454**



DEPARTMENT	ACTUAL 2013-14	APPROVED 2014-15	APPROVED 2015-16	YoY Change
GENERAL GOVERNMENT				
MAYOR				
MAYOR	173,627	131,151	132,541	1,390
GRANTS ADMINISTRATOR	99,666	99,091	101,001	1,910
EARLY CHILDHOOD PROGRAM	54,400	54,540	57,672	3,132
ARTS COUNCIL	8,736	12,005	14,305	2,300
DEPARTMENT TOTAL	336,429	296,787	305,519	8,732
LEGISLATURE	11,610	17,450	17,450	-
CORPORATION COUNSEL	870,280	997,085	1,034,285	37,200
CITY CLERK	364,532	364,882	372,610	7,728
TOWN CLERK	558,492	595,661	598,618	2,957
INFORMATION TECHNOLOGY	1,561,625	1,644,153	1,667,974	23,821
PERSONNEL & LABOR RELATIONS	592,784	573,546	585,347	11,801
HUMAN RELATIONS & FAIR RENT	241,163	268,677	291,934	23,257
YOUTH SERVICES	250,276	259,598	285,182	25,584
REGISTRAR OF VOTERS	359,954	366,427	441,285	74,858
SUBTOTAL - GENERAL GOVERNMENT	**$ 5,147,146**	**$ 5,384,266**	**$ 5,600,204**	**$ 215,938**
FINANCE DEPARTMENT				
FINANCE DIRECTOR	197,027	200,650	205,656	5,006
TAX ASSESSOR	718,911	835,974	879,825	43,851
REVALUATION	613,733	6,475	6,475	-
TAX COLLECTOR	904,400	854,611	1,008,989	154,378
ACCOUNTING & TREASURY	651,349	774,539	772,422	(2,117)
MANAGEMENT & BUDGETS	377,580	409,417	424,884	15,467
PURCHASING	280,945	333,685	330,774	(2,911)
CENTRAL SERVICES	62,767	81,347	80,383	(964)
SUBTOTAL - FINANCE	**$ 3,806,713**	**$ 3,496,698**	**$ 3,709,408**	**$ 212,710**
HEALTH & WELFARE				
HEALTH				
ADMINISTRATION	403,781	425,071	426,880	1,809
ENVIRONMENTAL HEALTH & HOUSING	848,279	894,510	887,612	(6,898)
MEDICAL & EDUCATION SERVICES	69,939	90,368	92,412	2,044
LABORATORY	162,243	163,665	165,753	2,088
GRANTS	116,229	118,771	118,769	(2)
PREVENTABLE DISEASES	366,969	408,036	418,026	9,990
SUBTOTAL - HEALTH & WELFARE	**$ 1,967,440**	**$ 2,100,421**	**$ 2,109,452**	**$ 9,031**

DEPARTMENT	ACTUAL 2013-14	APPROVED 2014-15	APPROVED 2015-16	YoY Change
PROTECTION OF PERSONS & PROPERTY				
POLICE DEPARTMENT				
ADMINISTRATION	672,586	698,468	920,137	221,669
PATROL OPERATIONS	11,212,233	11,067,584	11,772,712	705,128
INVESTIGATIVE SERVICES	3,779,284	3,829,144	4,201,991	372,847
PROFESSIONAL STANDARDS	1,011,545	1,063,892	1,112,540	48,648
SUPPORT SERVICES	2,724,296	3,094,745	3,115,920	21,175
ADMINISTRATIVE SERVICES	959,230	963,288	997,059	33,771
DEPARTMENT TOTAL	20,359,173	20,717,121	22,120,359	1,403,238
FIRE DEPARTMENT				
ADMINISTRATION	523,445	548,716	615,526	66,810
FIREFIGHTING	14,934,308	15,699,475	15,822,618	123,143
PREVENTION	634,529	637,151	627,576	(9,575)
FIRE TRAINING	219,568	196,674	326,604	129,930
SUPPORT SERVICES	891,929	973,643	983,424	9,781
EMERGENCY PREPAREDNESS PLANNING	122,953	125,904	127,496	1,592
DEPARTMENT TOTAL	17,326,732	18,181,563	18,503,244	321,681
PLANNING AND ZONING				
PLANNING & ZONING	883,740	928,957	953,796	24,839
CONSERVATION	180,899	199,914	203,961	4,047
DEPARTMENT TOTAL	1,064,638	1,128,871	1,157,757	28,886
CODE ENFORCEMENT	708,552	730,407	746,119	15,712
DISPATCH & EMERGENCY MGMT. PLANNING				
ADMINISTRATION	165,697	183,886	197,113	13,227
COMMUNICATIONS/911	2,133,476	2,259,160	2,330,074	70,914
DEPARTMENT TOTAL	2,299,173	2,443,046	2,527,187	84,141
SUBTOTAL - PROTECTION PERSONS	**$ 41,758,267**	**$ 43,201,008**	**$ 45,054,666**	**$ 1,853,658**
PUBLIC WORKS AND BUILDING MANAGEMENT				
PUBLIC WORKS DEPARTMENT				
ADMINISTRATIVE SERVICES	1,502,967	1,744,772	1,577,077	(167,695)
OPERATIONS	12,035,910	12,323,111	12,466,695	143,584
ENGINEERING/BLDG. MGMT.	3,979,491	4,124,302	4,253,453	129,151
CUSTOMER SERVICE CENTER	202,711	208,239	209,948	1,709
SUBTOTAL - DPW & BLDG MGT	**$ 17,721,078**	**$ 18,400,424**	**$ 18,507,173**	**$ 106,749**
EDUCATION				
PUBLIC SCHOOLS	161,243,578	166,430,865	170,987,857	4,556,992
SUBTOTAL - EDUCATION	**$ 161,243,578**	**$ 166,430,865**	**$ 170,987,857**	**$ 4,556,992**

DEPARTMENT	ACTUAL 2013-14	APPROVED 2014-15	APPROVED 2015-16	YoY Change
RECREATION, ARTS & CULTURE				
RECREATION & PARKS				
ADMINISTRATION	700,632	726,657	770,110	43,453
RECREATION	517,154	563,340	614,036	50,696
PARK MAINTENANCE	2,664,132	2,724,213	2,884,054	159,841
BUILDING MANAGEMENT	94,093	92,450	106,888	14,438
GRANTS	13,113	15,354	15,354	-
DEPARTMENT TOTAL	3,989,124	4,122,014	4,390,442	268,428
LIBRARY	3,478,060	3,689,598	3,766,938	77,340
HISTORICAL COMMISSION	216,703	240,323	215,840	(24,483)
SUBTOTAL - RECREATION, ARTS	**$ 7,683,887**	**$ 8,051,935**	**$ 8,373,220**	**$ 321,285**
GRANTS				
TO OUTSIDE AGENCIES				
NEON - SUMMER CAMP	90,694	92,508	-	(92,508)
AMERICARES FREE CLINIC	21,012	22,000	22,440	440
CARVER FOUNDATION-SUMMER CAMP	55,000	57,200	152,702	95,502
SOUTH NORWALK COMMUNITY CENTER	-	17,500	-	(17,500)
CARVER FOUNDATION-SCHOOL TRANSITION	-	-	25,000	25,000
ELDERHOUSE	9,972	10,171	10,374	203
SENIOR CENTER	336,080	342,802	355,000	12,198
SEXUAL ASSAULT CRISIS CENTER	16,810	17,146	17,489	343
CONNECTICUT COUNSELING CENTERS	2,101	2,143	2,186	43
NORWALK HOUSING AUTHORITY	-	30,461	355,000	324,539
MID FAIRFIELD CHILD GUIDANCE CTR	14,446	14,735	25,000	10,265
HUMAN SERVICES COUNCIL	13,658	13,931	14,210	279
OPEN DOOR SHELTER	52,530	53,581	55,724	2,143
DOMESTIC VIOLENCE CRISIS CENTER	5,778	5,894	6,012	118
FAMILY & CHILDREN'S AGENCY	38,167	38,930	39,709	779
SOUTHWEST CT MENTAL HEALTH	15,368	15,675	15,989	314
SCHOOL BASED HEALTH CENTERS	19,436	19,825	20,222	397
CHILDREN'S CONNECTION	16,810	17,146	17,489	343
PERSON TO PERSON	-	-	25,000	25,000
OUTSIDE AGENCIES TOTAL	707,862	771,648	1,159,546	387,898
TO CITY AGENCIES				
TRANSIT DISTRICT	483,217	492,881	507,667	14,786
PROBATE COURT	24,402	25,332	25,478	146
HARBOR COMMISSION	9,822	9,134	9,134	-
REDEVELOPMENT AGENCY	138,447	174,499	204,210	29,711
NEIGHBORHOOD IMPROVEMENT COOD.	68,525	71,171	95,618	24,447
HOUSING SITE DEV. AGENCY	107,054	109,194	111,378	2,184
FAIR HOUSING OFFICER	132,334	142,532	138,631	(3,901)
SUMMER YOUTH EMPLOYMENT	75,000	75,000	95,000	20,000
CITY AGENCIES TOTAL	1,038,801	1,099,743	1,187,116	87,373
SUBTOTAL - GRANTS	**$ 1,746,663**	**$ 1,871,391**	**$ 2,346,662**	**$ 475,271**

DEPARTMENT	ACTUAL 2013-14	APPROVED 2014-15	APPROVED 2015-16	YoY Change
OPERATING CHARGES				
DEBT SERVICE	26,126,874	25,754,744	27,233,470	1,478,726
ORGANIZATIONAL MEMBERSHIPS	92,194	98,874	98,874	-
EMPLOYEE BENEFITS				
HEALTH INSURANCE	11,376,673	10,986,147	10,702,284	(283,863)
SOCIAL SECURITY	2,195,734	2,367,152	2,465,603	98,451
OPEB CONTRIBUTION	13,846,636	13,846,636	14,346,636	500,000
BOARD OF EDUCATION BENEFITS	3,642,960	2,458,701	2,617,911	159,210
UNEMPLOYMENT COMPENSATION	160,986	137,998	141,266	3,268
DEPARTMENT TOTAL	31,222,989	29,796,634	30,273,700	477,066
PENSIONS				
POLICE	3,388,517	4,080,602	4,314,628	234,026
FIRE	2,150,257	2,547,300	2,565,634	18,334
CITY	4,047,064	4,806,246	4,791,098	(15,148)
DEPARTMENT TOTAL	9,585,838	11,434,148	11,671,360	237,212
CONTINGENCY	-	1,520,747	1,023,563	(497,184)
SUBTOTAL - OPERATING CHARGES	**$ 67,027,895**	**$ 68,605,147**	**$ 70,300,967**	**$ 1,695,820**
GRAND TOTAL	**$ 308,102,668**	**$ 317,542,155**	**$ 326,989,609**	**$ 9,447,454**

CITY OF NORWALK

ANNUAL BUDGET

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 2014- 2015:

- Held monthly 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.
- Lead monthly department head meetings to provide better coordination among the various City departments.
- Hired a new Economic Development Director to foster business retention and attract new businesses to Norwalk.
- Advanced major redevelopment projects in the Wall Street area, including the Poko and Head of Harbor projects.
- Established an Energy and Environmental Task Force to spearhead improvements in energy efficiency and environmental stewardship throughout the City.
- 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 $15.0 million bond sale in August 2014, at a favorable true interest cost of 2.437%.

Goals For 2015 - 2016:

- Constrain taxes to the lowest practical level for FY 2015-16, 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 Wall Street Task Force.
- Begin Implementation of a Master Plan for Wall Street/Norwalk Center.
- Implement recommendations to promote Transit Oriented Development in the vicinity of the South Norwalk Train Station
- Support the work of the 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.
- Examine the feasibility of establishing a Tax Increment Financing District to promote development in Norwalk's urban core.
- Establish and support the work of a Mayor's Youth Advisory Council.
- Develop a master plan for bike and pedestrian safety
- Establish and support the work of a Charter Revision Commission to update the City Charter.
- 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 Mayor's departmental approved FY 2015-16 budget has a net increase of $8,732 or 2.9% over the approved FY 2014-15 expense budget. The largest increase is a $3,132 Regular Wage increase for the Early Childhood Development Coordinator; other increases include: a $2,000 increase in the Arts Council's Other Professional Services which supports curating and related expenses for gallery exhibit, traffic graphic, and WPA mural programs; a $1,910 Regular Wage increase for the Grants Administrator; a $1,210 increase in insurance allocations; and a $480 net increase in miscellaneous other expenses.

FUNDING SUMMARY

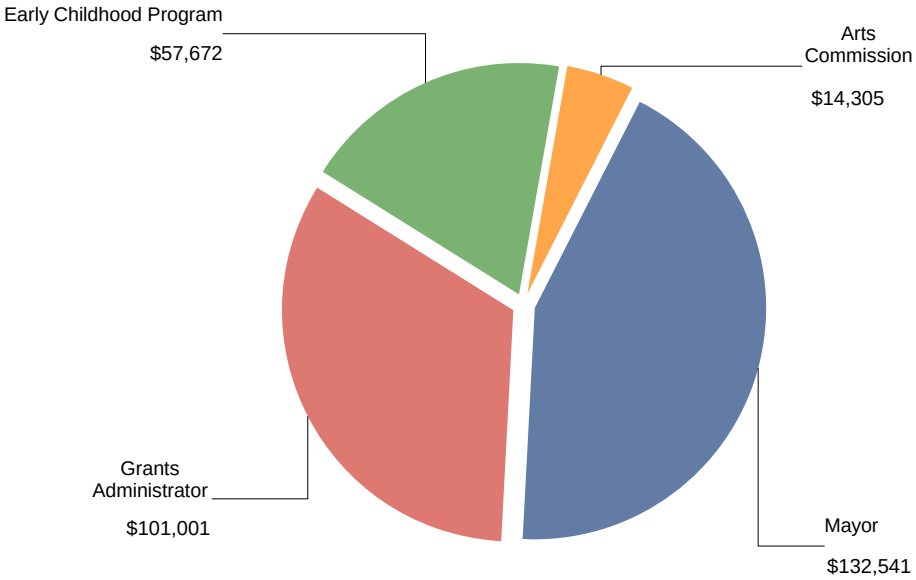
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Mayor	$126,107	$173,627	$131,151	$132,541	$1,390	1.06 %
Grants Administrator	$95,464	$99,666	$99,091	$101,001	$1,910	1.93 %
Early Childhood Program	$33,700	$54,400	$54,540	$57,672	$3,132	5.74 %
Arts Commission	$8,028	$8,736	$12,005	$14,305	$2,300	19.16 %
Total	$263,299	$336,429	$296,787	$305,519	$8,732	2.94 %
Budget By Major Group						
Personnel Services	$226,303	$298,635	$252,349	$257,391	$5,042	2.00 %
Contractual Services	$33,425	$33,674	$39,791	$42,271	$2,480	6.23 %
Supplies and Materials	$1,069	$1,199	$1,500	$1,500	$0	0.00 %
Fixed Charges	$2,502	$2,921	$3,147	$4,357	$1,210	38.45 %
Total	$263,299	$336,429	$296,787	$305,519	$8,732	2.94 %

NON-TAX REVENUE

Miscellaneous	$2,913	$0	$0	$0	$0	0.00 %
Total	$2,913	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$260,386	$336,429	$296,787	$305,519	$8,732	2.94 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Mayor										
Mayor	1	$114,524	1	$114,524	1	$114,524	1	$114,524	0	$0
Total	1	$114,524	1	$114,524	1	$114,524	1	$114,524	0	$0
Grants Administrator										
Grants Coordinator	1	$93,637	1	$95,510	1	$95,510	1	$97,420	0	$1,910
Total	1	$93,637	1	$95,510	1	$95,510	1	$97,420	0	$1,910
Early Childhood Program										
NECC Coordinator	1	$27,360	1	$41,840	1	$41,840	1	$44,972	0	$3,132
Total	1	$27,360	1	$41,840	1	$41,840	1	$44,972	0	$3,132
Department Total	3	$235,521	3	$251,874	3	$251,874	3	$256,916	0	$5,042

MAYOR

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$114,085	$159,024	$114,524	$114,524	$0	0.00 %
Contractual Services	$9,519	$11,682	$13,480	$13,660	$180	1.34 %
Fixed Charges	$2,502	$2,921	$3,147	$4,357	$1,210	38.45 %
Total	$126,107	$173,627	$131,151	$132,541	$1,390	1.06 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$126,107	$173,627	$131,151	$132,541
Employees	1	1	1	1
Outputs				
Conduct Monthly Department Head Meetings		6	12	12
Conduct Monthly Mayor's Night Out for Public		7	12	12
Establish Norwalk Business Advisory Council			1	Established
Establish SoNo Task Force			1	Established
Establish Wall Street Task Force			1	Established
Prepare and Distribute Common Council Agendas		15	24	12
Effectiveness				
Adhere to operating budget cap and departmental expenditure cap			100%	100%
Attend all Board of Estimate & Taxation meetings			100%	100%
Distribute Common Council agendas by Friday deadline			100%	100%
Meet all Charter requirements and deadlines with respect to operating and capital budgets			100%	100%
Preside over all Common Council meetings			100%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$93,318	$97,771	$95,985	$97,895	$1,910	1.99 %
Contractual Services	$1,651	$1,151	$2,106	$2,106	$0	0.00 %
Supplies and Materials	$495	$744	$1,000	$1,000	$0	0.00 %
Total	$95,464	$99,666	$99,091	$101,001	$1,910	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$18,900	$41,840	$41,840	$44,972	$3,132	7.49 %
Contractual Services	$14,800	$12,560	$12,700	$12,700	$0	0.00 %
Total	$33,700	$54,400	$54,540	$57,672	$3,132	5.74 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$7,455	$8,282	$11,505	$13,805	$2,300	19.99 %
Supplies and Materials	$573	$454	$500	$500	$0	0.00 %
Total	$8,028	$8,736	$12,005	$14,305	$2,300	19.16 %

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 Legislative departmental approved FY 2015-16 budget has no changes over the approved FY 2014-15 expense budget.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Legislative	$9,380	$11,610	$17,450	$17,450	$0	0.00 %
Total	$9,380	$11,610	$17,450	$17,450	$0	0.00 %
Budget By Major Group						
Personnel Services	$9,264	$10,245	$11,550	$11,550	$0	0.00 %
Contractual Services	($500)	$0	$0	$0	$0	0.00 %
Supplies and Materials	$616	$1,365	$5,900	$5,900	$0	0.00 %
Total	$9,380	$11,610	$17,450	$17,450	$0	0.00 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$9,380	$11,610	$17,450	$17,450	$0	0.00 %

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 2014- 2015:

- 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 2015 - 2016:

- 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.
- Represent the City's interest in the large number of tax appeals that have already been filed and in those that are anticipated.

SIGNIFICANT CHANGES

The Corporation Counsel's departmental approved FY 2015-16 budget has a net increase of $37,200 or 3.7% over the approved FY 2014-15 expense budget. This increase is driven by a $42,208 contractual increase in Regular Wages and a $5,008 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Corporation Counsel	$873,549	$870,280	$997,085	$1,034,285	$37,200	3.73 %
Total	$873,549	$870,280	$997,085	$1,034,285	$37,200	3.73 %
Budget By Major Group						
Personnel Services	$702,930	$723,238	$823,203	$879,051	$55,848	6.78 %
Contractual Services	$159,380	$127,836	$161,870	$138,720	($23,150)	(14.30%)
Supplies and Materials	$5,299	$4,171	$6,000	$6,000	$0	0.00 %
Fixed Charges	$5,940	$5,976	$6,012	$10,514	$4,502	74.88 %
Capital Outlay	$0	$9,060	$0	$0	$0	0.00 %
Total	$873,549	$870,280	$997,085	$1,034,285	$37,200	3.73 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$873,549	$870,280	$997,085	$1,034,285	$37,200	3.73 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Corporation Counsel										
Corporation Counsel	1	$84,816	1	$86,512	1	$86,512	1	$88,025	0	$1,513
Deputy Corporation Counsel	1	$143,572	1	$146,443	1	$146,443	1	$150,836	0	$4,393
Assistant Corporation Counsel	3	$302,419	3	$317,759	3	$318,263	3	$342,784	0	$24,521
Assistant Corporation Counsel P/T	1	$68,282	1	$66,779	1	$66,779	1	$73,996	0	$7,217
Senior Legal Secretary	2	$131,712	2	$137,532	2	$143,692	2	$146,926	0	$3,234
Assistant Legal Secretary	1	$56,814	1	$57,950	1	$59,109	1	$60,439	0	$1,330
Total	9	$787,615	9	$812,975	9	$820,798	9	$863,006	0	$42,208
Department Total	9	$787,615	9	$812,975	9	$820,798	9	$863,006	0	$42,208

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$873,549	$870,280	$997,085	$1,034,285
Employees	9	9	9	9
Outputs				
Administration				
# of FOI requests received	18	19	TBD	TBD
# of special appropriations/BET transfers required	0	0		
Legal Opinions				
# of opinions rendered	12	5	TBD	TBD
# of requests for opinions received	12	5	TBD	TBD
Ordinances				
# of ordinance change requests received	3	10	TBD	TBD
# of ordinance changes prepared	3	10	TBD	TBD
Contracts				
# of contracts prepared	149	160	TBD	TBD
# of contracts requests received	149	160	TBD	TBD
Litigation				
# of closed lawsuits	45	50	TBD	TBD
# of lawsuits received [note: includes CIRMA claims, grievances, temporary injunctions, warnings of zoning violations and FOI complaints]	308	243	TBD	TBD
# of open lawsuits	139	127	TBD	TBD
Effectiveness				
Administration				
% of approved budget expended	93%	89%	100%	100%
% of FOI requests responded to (within legal guidelines)	100% as needed	100% as needed	100% as needed	100%
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 2014- 2015:

- Continued to maintain minutes and actions of the Common Council and Board of Estimate and Taxation in an organized and timely manner
- Instituted cash reporting and auditing procedures for City Clerk's Office
- Organized the Mayor's Ball 20145 and increased profits for charities through additional fund raisers
- 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
  - Revised room rental contracts to reflect increased prices for some rooms
  - Working with Economic Development Director on trash and litter issues in Business Districts
  - Produced a new VideoTourbook for our website to attract business, new residents and tourists
  - Collaborated on better communication with Seniors regarding City Tax Relief programs
  - Updated special events contract
  - Helped 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
- Notified vendors in the City of licensing procedures, manage compliance and collect over $4,600 in permit fees
- Streamlined process of BoE permits and licensing
- Updated and Maintain positions on all Agencies, Boards and Commissions on website
- Working 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 2015 - 2016:

- 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
  - Create a recorded message to be played in advance of all performances re: emergency exits in Concert Hall
  - Work with IT on updating website for easier access and navigation on the City website
  - Make City Telephone Directory available online for easy access from the field
- 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
- Post more forms and applications on City website for public access

SIGNIFICANT CHANGES

The City Clerk's departmental approved FY 2015-16 budget has a net increase of $7,728 or 2.1% over the approved FY 2014-15 expense budget. This increase is driven by a $6,141 contractual increase in Regular Wages and increases in allocated insurance costs totaling $1,587.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$332,541	$364,532	$364,882	$372,610	$7,728	2.12 %
Total	$332,541	$364,532	$364,882	$372,610	$7,728	2.12 %
Budget By Major Group						
Personnel Services	$297,117	$318,905	$325,245	$331,386	$6,141	1.89 %
Contractual Services	$28,499	$37,915	$31,340	$31,340	$0	0.00 %
Supplies and Materials	$4,042	$4,566	$5,000	$5,000	$0	0.00 %
Fixed Charges	$2,883	$3,147	$3,297	$4,884	$1,587	48.13 %
Total	$332,541	$364,532	$364,882	$372,610	$7,728	2.12 %

NON-TAX REVENUE

Licenses & Permits	$6,103	$5,273	$2,626	$2,652	$26	0.99 %
Service Charges	$1,120	$1,188	$1,010	$1,020	$10	0.99 %
Miscellaneous	$58,105	$53,141	$46,000	$46,000	$0	0.00 %
Total	$65,328	$59,602	$49,636	$49,672	$36	0.07 %
AMT. SUPPORTED BY TAXES	$267,213	$304,930	$315,246	$322,938	$7,692	2.44 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
City Clerk										
Assistant City Clerk	1	$54,224	1	$64,816	1	$64,816	1	$66,112	0	$1,296
City Clerk	1	$66,274	1	$76,600	1	$76,600	1	$77,493	0	$893
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Mayor's Executive Secretary	1	$63,248	1	$64,513	1	$64,513	1	$65,803	0	$1,290
Administrative Secretary II	1	$59,647	1	$60,840	1	$62,057	1	$63,453	0	$1,396
Total	5	$297,491	5	$321,949	5	$324,270	5	$330,411	0	$6,141
Department Total	5	$297,491	5	$321,949	5	$324,270	5	$330,411	0	$6,141

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$332,541	$364,532	$364,882	$372,610
Employees	5	5	5	5
Outputs				
Administration				
# of Boards, Commissions & Committees	38	75	75	75
# of hours spent preparing Common Council meeting agendas	15 per mtg.	15 per meeting	15 per meeting	15 per meeting
# of Legal Notices	1	35	35	35
# of Ordinances passed	3	TBD	TBD	TBD
# of special appropriations required	1	1	0	0
Communications/Outreach				
# of FOI requests	30	35	50	50
# of information requests received	200	500	500	500
# of insurance claims referred to Corporation Counsel's Office	50	150	150	150
City Hall Booking				
# of City Hall meetings or events booked	50	500	500	500
# of Concert Hall/Community Room Events Scheduled	30	475	500	500
Permits				
# of permit signing days	2	2	2	2
# of permits issued	80	350	400	400
Projects				
# of special projects initiated	10	20	20	20
Effectiveness				
Administration				
% of approved budget expended	100%	100%	99%	99%
Communications/Outreach				
% of FOI requests responded to/resolved in a timely manner	96%	98%	98%	98%
% of information requests answered/referred to the appropriate department within a timely manner	98	99%	100%	100%
City Hall Booking				
% increase in room rental revenue	35%	TBD		TBD
Permits				
% of permits issued within a timely manner	100	100	100%	100%
Projects				
% of special projects completed in a timely manner	100	98	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 2014- 2015:

- Conducted 2 City wide elections this year. A primary election in August and a State election in November issuing close to 1200 Absentee ballots.
- Completed the upgrade of New Visions recording system.
- Filled the vacancies of Assistant Town Clerk, Indexing Clerk, and Admin. I positions.
- Completed the new shelving in vault for Land Records, including recording our 8000 land record volume book.
- Received a grant from The State of Connecticut for $7500. for restoring birth records from 1948 -1949.
- Continue to upgrade accounting and recording procedures for better daily Town Clerk procedures.

Goals For 2015 - 2016:

- Procure State grants to restore more of the Historical records and maps.
- Complete the Town Clerk certification program and to have staff attend classes on various Town Clerk duties, including vitals, elections and land recordings.
- Establish a customer survey/newsletter to receive feedback from customers on services offered in the Town Clerk office.
- Continue to upgrade Land Record system to include more public access and E- recording system that the State is moving forward with.

SIGNIFICANT CHANGES

The Town Clerk's departmental aproved FY 2015-16 budget has a net increase of $2,957 or 0.5% over the approved FY 2014-15 expense budget. This increase is driven by an $8,678 increase in IT Services for the land record indexing system's lease increase; offset by a $5,106 decrease in Regular Wages due to retirements; and a $615 net decrease of miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Town Clerk	$603,881	$558,492	$595,661	$598,618	$2,957	0.50 %
Total	$603,881	$558,492	$595,661	$598,618	$2,957	0.50 %
Budget By Major Group						
Personnel Services	$499,776	$454,185	$487,494	$478,948	($8,546)	(1.75%)
Contractual Services	$91,309	$92,167	$95,930	$104,508	$8,578	8.94 %
Supplies and Materials	$8,093	$7,074	$7,000	$7,000	$0	0.00 %
Fixed Charges	$4,703	$5,066	$5,237	$8,162	$2,925	55.85 %
Total	$603,881	$558,492	$595,661	$598,618	$2,957	0.50 %

NON-TAX REVENUE

Interest and Penalties	$12,410	$14,880	$24,854	$0	($24,854)	(100.00%)
Licenses & Permits	$3,053,400	$3,605,566	$3,255,126	$3,354,441	$99,315	3.05 %
Service Charges	$600,110	$562,217	$531,361	$566,421	$35,060	6.60 %
Total	$3,665,920	$4,182,663	$3,811,341	$3,920,862	$109,521	2.87 %
AMT. SUPPORTED BY TAXES	($3,062,039)	($3,624,171)	($3,215,680)	($3,322,244)	($106,564)	3.31 %

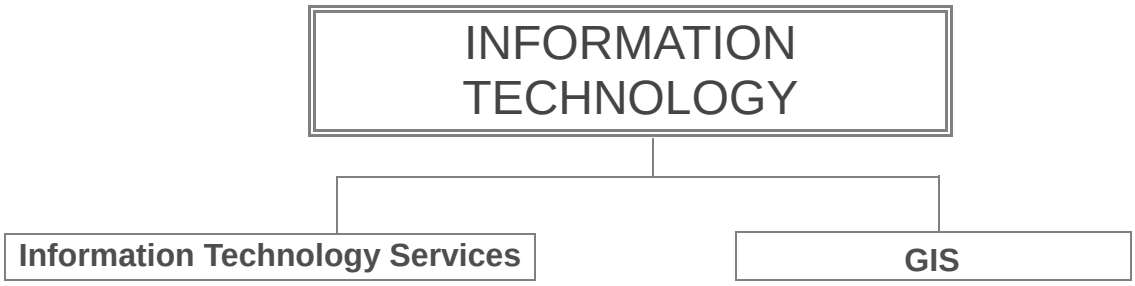
PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Town Clerk										
Assistant Town Clerk	2	$141,010	2	$138,001	2	$140,761	2	$145,960	0	$5,199
Town Clerk	1	$85,893	1	$88,384	1	$88,384	1	$88,384	0	$0
Administrative Support II	3	$162,434	3	$168,310	3	$161,702	2	$104,901	(1)	($56,801)
Administrative Support I	0	$0	0	$0	0	$0	1	$45,100	1	$45,100
Land Records Analyst	1	$59,647	1	$57,950	1	$62,057	1	$63,453	0	$1,396
Total	7	$448,984	7	$452,645	7	$452,904	7	$447,798	0	($5,106)
Department Total	7	$448,984	7	$452,645	7	$452,904	7	$447,798	0	($5,106)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$603,881	$558,492	$595,661	$598,618
Employees	7	7	7	7
Outputs				
Administration				
# of contracts managed	4	4	4	4
# of grants received	0	1	1	1
# of information inquiries received	-			TBD
# of revenue transactions	-			TBD
# of special appropriations/BET transfers required	0	0	0	
# of state reports filed	-		0	60
Land Records				
# of corrections made to land records	-			
# of land records books printed	215	215	210	180
# of land records books proofed	215	215	210	180
# of land records indexed	17,000	17250	17000	13600
# of land records recorded	17,000	17250	17000	13600
# of land records returned	17,000	17250	17000	13600
# of land records scanned	17,000	17250	17000	13600
# of land records verified	17,000	17250	17000	13600
# of maps recorded	75	80	85	120
# of state agency invoices billed	75	75	70	70
Vital Records				
# of confidential files processed/registered	80	80	75	70
# of marriage licenses/civil unions issued	650	650	521	480
# of military discharges processed	50	50	65	80
# of vital records corrections	-			
# of vital records indexed	3,500	3600	3650	3700
# of vital records recorded	3,500	3600	3650	3700
# of vitals records issued	19,000	20,000	20000	18500
Licenses and Permits				
# of dog licenses issued	2,700	2700	2730	2710
# of game licenses issued	-			180
# of liquor permits issued	-			190
Elections				
# of absentee ballots issued	700	700	1400	1200
# of absentee ballots received	650	650		950
# of election ballots prepared	3,000	3000	3000	2500
# of legal notices issued	8	10	10	10
Miscellaneous/Copies				
# of copies made	-			51000
# of notaries registered	100		100	125
# of notary verifications	-			50
# of public computer terminals, printers, copiers	9	10	10	11
# of trade name certificates indexed	660	640		625
# of trade name certificates registered	660	640	625	525
Effectiveness				
Licenses and Permits				
% of dog licenses processed in a timely manner	98%	99%	99%	99%
% of game licenses processed within a timely manner	75%	60%	85%	90%
% of liquor permits processed within a timely manner	100%		100%	100%

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Elections				
% of absentee ballots which need to be resent	0.01%	0.01%	.01%	.01%
% of election activities deadlines met	99%	99%	100%	100%
Miscellaneous/Copies				
% of time public terminals are fully functional	99%	99%	97%	99%
% of trade name certificates processed in a timely manner	95%	97%	99%	100%
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%	92%	95%	95%
% of confidential files processed within a timely manner	100%	100%	100%	100%
% of current contracts renewed	100%			
% of grants renewed	100%			
% of marriage licenses filed within a timely manner	99%	99%	100%	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 2014- 2015:

- Consolidated the City's production data center from City Hall to the new Fire HQ data center.
- Implemented a new Automated Vehicle Locator system for DPW and Parks which provides real-time GPS information on City vehicles.
- Working with Customer Service, implemented a Citizen Engagement smartphone app for residents to communicate problems or concerns to the City, providing residents with immediate tracking and notification on their concerns 24 X 7.
- Implemented a document management system specifically for the City's Law Department.
- Upgraded the Library's integrated library management system to a new technology platform.
- Joined the Connecticut Municipalities Broadband Infrastructure Upgrade and Expansion Project RFQ.
- Implemented a new access control system for Norwalk Police headquarters.
- Launched interactive GIS and mapping services for public use on the City website, tablets and smartphones.
- Launched 2013 aerial photography on the interactive GIS and mapping services website.
- Upgraded the Law Enforcement Administrative System for Norwalk Police.
- Launched the enhanced Norwalk Video Tourbook on the City website.
- 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.
- Expanded the successful IT Internship program to 2 college level interns.

Goals For 2015 - 2016:

- Continue to identify and implement improvements to processes and system to generate revenue, reduce operating costs, and promote efficiency.
- Identify and deliver mobile services and applications were applicable to provide the public, staff, businesses, 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 process 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.
- Continue to expand the successful IT internship program beyond 2 interns.

SIGNIFICANT CHANGES

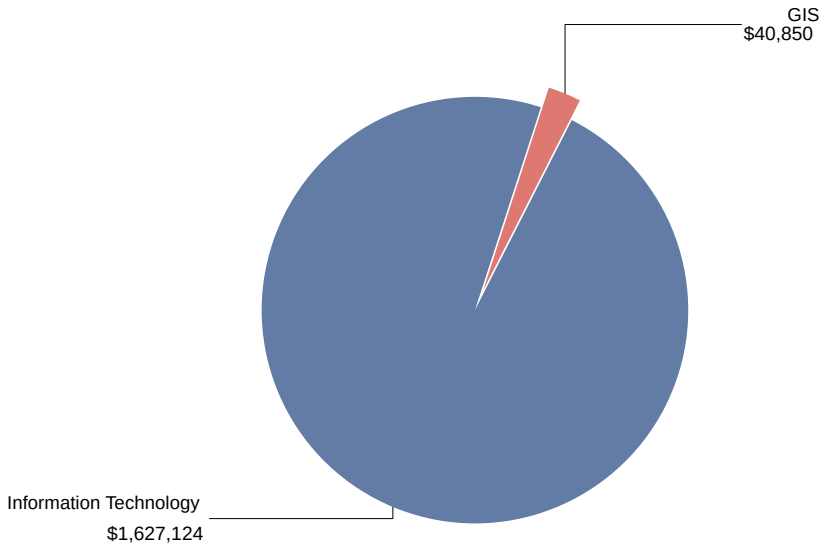
The Information Technology's departmental approved FY 2015-16 budget has a net increase of $23,821 or 1.4% over the approved FY 2014-15 expense budget. This increase is driven by a $19,518 increase in Other Repairs & Maintenance for citywide departmental software maintenance net increases, including the new Data Center Environmental system at the Fire Department headquarters; a $12,649 contractual increase in Regular Wages; a $9,500 increase in Overtime for increased utilization of IT staff by the Police department on nights and weekends; an $8,760 increase in Temporary Wages for an additional summer intern; a $6,586 increase in telephone expenses driven by anticipated internet costs for Police body cameras; a $6,999 increase in allocated insurance costs; offset by a $31,763 decrease in Part Time Wages due to an employee that retired and that was not replaced; a $6,750 decrease in GIS Other Repairs & Maintenance due to reductions made after a 2014 evaluation of the software necessary to support the current GIS system; and a $1,678 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Information Technology	$1,362,400	$1,521,971	$1,596,553	$1,627,124	$30,571	1.91 %
GIS	$45,576	$39,654	$47,600	$40,850	($6,750)	(14.18%)
Total	$1,407,976	$1,561,625	$1,644,153	$1,667,974	$23,821	1.45 %
Budget By Major Group						
Personnel Services	$896,281	$926,455	$961,416	$960,517	($899)	(0.09%)
Contractual Services	$491,759	$607,929	$655,821	$674,600	$18,779	2.86 %
Supplies and Materials	$5,322	$2,640	$4,616	$3,558	($1,058)	(22.92%)
Fixed Charges	$7,460	$7,229	$7,300	$14,299	$6,999	95.88 %
Capital Outlay	$7,154	$17,373	$15,000	$15,000	$0	0.00 %
Total	$1,407,976	$1,561,625	$1,644,153	$1,667,974	$23,821	1.45 %
NON-TAX REVENUE						
Miscellaneous	$0	$4,233	$0	$0	$0	0.00 %
Total	$0	$4,233	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$1,407,976	$1,557,392	$1,644,153	$1,667,974	$23,821	1.45 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Information Technology										
Director of Information Technology	1	$137,404	1	$140,152	1	$146,819	1	$150,122	0	$3,303
Sr. Systems Engineer - Public Safety	1	$88,127	1	$94,392	1	$96,280	1	$98,446	0	$2,166
Network Engineer	1	$92,541	1	$94,392	1	$96,280	1	$98,446	0	$2,166
Senior Systems Engineer	1	$92,541	1	$94,392	1	$96,280	1	$98,446	0	$2,166
Database Administrator/Programmer	1	$92,541	1	$94,392	1	$96,280	1	$98,446	0	$2,166
Manager, Citywide Applications	1	$102,035	1	$104,076	1	$106,158	1	$108,547	0	$2,389
E-Government Coordinator	1	$88,127	1	$89,890	1	$91,688	1	$93,751	0	$2,063
Desktop Support Technician	2	$145,030	2	$147,930	2	$150,888	2	$147,118	0	($3,770)
Total	9	$838,346	9	$859,616	9	$880,673	9	$893,322	0	$12,649
Department Total	9	$838,346	9	$859,616	9	$880,673	9	$893,322	0	$12,649

INFORMATION TECHNOLOGY SERVICES

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$896,281	$926,455	$961,416	$960,517	($899)	(0.09%)
Contractual Services	$446,183	$568,275	$608,221	$633,750	$25,529	4.20 %
Supplies and Materials	$5,322	$2,640	$4,616	$3,558	($1,058)	(22.92%)
Fixed Charges	$7,460	$7,229	$7,300	$14,299	$6,999	95.88 %
Capital Outlay	$7,154	$17,373	$15,000	$15,000	$0	0.00 %
Total	$1,362,400	$1,521,971	$1,596,553	$1,627,124	$30,571	1.91 %

GIS

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$45,576	$39,654	$47,600	$40,850	($6,750)	(14.18%)
Total	$45,576	$39,654	$47,600	$40,850	($6,750)	(14.18%)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$1,407,976	$1,561,626	$1,644,153	$1,667,974
Employees	9	9	9	9
Outputs				
Administration				
# of cash management transactions (payments processed/bills paid)	250+ invoices	250+ invoices	385	150
# of contracts managed	40	42	50+	50+
# of special appropriations/BET transfers	0	0	0	2
Total dollars of contracts managed	$500,000+	500,000+	500000+	50000+
Information Infrastructure				
# of backups performed successfully as scheduled	1120	1120	1120	1120
# of e-mail messages sent/received	6,000,000+	6,000,000+	6,000,000+	6,000,000+
# of hardware platforms supported	10	12	10	10
# of pieces of equipment maintained	900-1000	1000+	1500+	1500+
# of remote connections	21+	21+	20+	20+
# of software licenses	925	1000+	1000+	1000+
# of spam/viruses/bulk messages filtered out	90,000.000	100,100,000	150,000,000+	150,000,000+
# of systems and critical metrics monitored	75	85	92	95
# of virtual servers maintained	35	31	50+	54
% of time services available to users (uptime)	98%	89%	92%	90%
Help Desk/technical support services				
# of desktops, tablets, and laptops older than 5 years	approx 20%	approx 20%	approx 20%	approx 15%
# of desktops, tablets, and laptops in the City	600+	600+	700+	700+
# of Help Desk calls	>14,500	12,500	12500+	15,500+
# of hours spent responding to Help Desk calls	6,500	7200	7000	6800
# of printers supported	50+	50+	50+	50+
# of user training classes offered	0	0	0	2
# of workstations supported	See above	see above	see above	see above
Software Applications				
# of application systems supported	53	55	57	58
# of custom applications or interfaces written	10	8	33	13
# of hours computer systems are down for scheduled maintenance	48	42	50	50
# of hours spent on computer maintenance	65%	60%	75%	65%
# of new applications brought online	10	13	3	9
# of software packages upgraded	8	8	11	15
E-government enterprise initiatives				
# of document and forms available on website	200+	200+	11,300	10000+
# of hours website is fully functional	8700+/yr	8700+/yr	8704/yr	8750/yr
# of service requests processed through website	~800	approx 800	716	over 700
# of transactions on the website	9 service areas	11 service areas	11 service areas	12 servce areas
# of visits to website	571,793	600,000+	612,000	600,000+
Effectiveness				
Administration				
% of approved budget expended	99%	98%	100%	100%
Information Infrastructure				
% of backups performed successfully as scheduled	94%	95%	97%	96%
% of systems and critical metrics proactively monitored	90%	93%	95%	95%
% of time services available to users (uptime)	>94%	95%+	96%	96%

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Help Desk/technical support services				
% of Help Desk calls closed within 5 days	85%	80%	75%	80%
% of Help Desk calls responded to within 1 business day	60%	50%	50%	65%
% of Help Desk calls responded to within 2 days	65%	58%	65%	72%
% of Help Desk calls responded to within 5 days	95%	88%	89%	90%
% of total staff time spent on break/fix calls	78%	75%	79%	75%
Help Desk calls answered by a staff member	75%	70%	68%	72%
Software Applications				
% availability of applications and services	997%	97%	97%	97%
% of time applications down for scheduled maintenance	7%	6%	>5%	5%
E-government enterprise initiatives				
% of all transactions available on the website	19%	20%	22%	24%
% of time website available to the public	>99%	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 2014- 2015:

- Increased awareness and participation of City's Wellness program.
- Completed Police negotiations.
- Updated 457A plan summary documents.

Goals For 2015 - 2016:

- Upgrade City's HRIS system
- Begin Training programs for managers and employees
- Align City's healthcare plan year with budget fiscal year
- Implement annual performance evaluations for NASA employees

SIGNIFICANT CHANGES

The Personnel & Labor Relations' departmental approved FY 2015-16 budget has a net increase of $11,801 or 2.1% over the approved FY 2014-15 expense budget. This increase is driven by a $9,738 contractual increase in Regular Wages and a $2,063 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel & Labor Relations	$566,628	$592,784	$573,546	$585,347	$11,801	2.06 %
Total	$566,628	$592,784	$573,546	$585,347	$11,801	2.06 %
Budget By Major Group						
Personnel Services	$461,108	$477,618	$467,488	$477,686	$10,198	2.18 %
Contractual Services	$99,255	$109,670	$98,716	$97,868	($848)	(0.86%)
Supplies and Materials	$2,180	$1,162	$3,000	$3,000	$0	0.00 %
Fixed Charges	$4,085	$4,213	$4,342	$6,793	$2,451	56.45 %
Grants & Donations	$0	$122	$0	$0	$0	0.00 %
Total	$566,628	$592,784	$573,546	$585,347	$11,801	2.06 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$566,628	$592,784	$573,546	$585,347	$11,801	2.06 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Personnel & Labor Relations										
Dir. Of Personnel & Labor Relations	1	$126,948	1	$126,948	1	$129,487	1	$127,583	0	($1,904)
Personnel Administrator	1	$78,324	1	$81,640	1	$81,640	1	$84,089	0	$2,449
Personnel Records & Benefit Tech II	1	$76,132	1	$77,655	1	$79,208	1	$80,990	0	$1,782
HR Assistant	1	$62,656	1	$63,909	1	$65,187	1	$66,654	0	$1,467
HR Project Coordinator	1	$62,656	1	$52,552	1	$53,603	1	$57,550	0	$3,947
Executive Assistant	1	$54,224	1	$57,058	1	$57,058	1	$59,055	0	$1,997
Total	6	$460,940	6	$459,762	6	$466,183	6	$475,921	0	$9,738
Department Total	6	$460,940	6	$459,762	6	$466,183	6	$475,921	0	$9,738

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$566,628	$592,784	$573,546	$585,347
Employees	6	6	6	6
Outputs				
Administration				
# of special appropriations/BET transfers required	1	0	0	0
# of state reports filed	TBD	TBD	TBD	TBD
Recruitment & Selection				
# of advertisements for outside recruitment	40	22	27	133
# of applications received reviewed	2062	2044	1764	4044
# of interviews conducted	37	186	70	80
# of promotions/bids	20	12	8	22
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	2	1
# of contracts initiated	1	5	1	5
Grievances				
# of grievances filed	45	50	45	23
# of grievances filed for arbitration with State	22	27	26	8
# of grievances resolved/disposed of	9	10	19	13
Employee Benefits				
# of employee records maintained	1901	2000	2000	2015
# of retirements	29	30	33	45
# of severance pays issued	50	35	32	45
Effectiveness				
Administration				
% of approved budget expended	100%	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 2014- 2015:

- 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:
  - Worked with the Norwalk Housing Authority to amend their Annual Plan to include a limited local preference for 5 chronically homeless individuals on their waitlist;
  - Obtained 24 Rental Assistance Payment vouchers for use by our chronically homeless from the Connecticut Department of Housing including funding for supportive services for RAP voucher beneficiaries;
  - Accepted role as Co-Chair of the Interim Coordinating Council of Opening Doors of Fairfield County and worked with HUD to recognize this new entity as the functioning Continuum of Care for southern Fairfield County (federally recognized anti-poverty grant receiving entity).

- Coordinated construction of our first year of capital ADA projects through multiple departments and secured second year capital funding for ADA projects with the assistance of the City's ADA Committee.

- Completed utilization analysis of city workforce and set goals as required by the City's Affirmative Action Program.

- Tested and trained City employees for in-house interpreting for residents with limited English proficiency seeking services from City Hall.

- 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 2015 - 2016:

- Create formal procedures for distribution to parties who file or respond to complaint before the Fair Rent and Human Relations Commissions.

- 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 including ending chronic homeless and veteran homelessness of all those homeless in Greater Norwalk now by the end of 2016.

- Assess the Language Access Plan and use of in-house interpreters and Language Line services.

- 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 Human Relations & Fair Rent's departmental approved FY 2015-16 budget has a net increase of $23,257 or 8.7% over the approved FY 2014-15 expense budget. This increase is driven by a $26,617 increase in Regular Wages due to the partial funding of a Program Coordinator position and contractual increases; a $1,180 increase in allocated insurance costs and a $4,540 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Human Relations & Fair Rent	$249,598	$241,163	$268,677	$291,934	$23,257	8.66 %
Total	$249,598	$241,163	$268,677	$291,934	$23,257	8.66 %
Budget By Major Group						
Personnel Services	$201,946	$219,453	$239,096	$259,813	$20,717	8.66 %
Contractual Services	$43,411	$17,136	$24,710	$26,070	$1,360	5.50 %
Supplies and Materials	$1,958	$1,892	$2,000	$2,000	$0	0.00 %
Fixed Charges	$2,284	$2,682	$2,871	$4,051	$1,180	41.10 %
Total	$249,598	$241,163	$268,677	$291,934	$23,257	8.66 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$249,598	$241,163	$268,677	$291,934	$23,257	8.66 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Human Relations & Fair Rent										
Dir. of Human Relations & Fair Rent	1	$94,864	1	$99,608	1	$104,500	1	$109,825	0	$5,325
Administrative Support II	1	$49,078	1	$52,552	1	$56,284	1	$57,550	0	$1,266
Civil Rights/Fair Rent Investigator	1	$59,647	1	$63,909	1	$68,437	1	$73,463	0	$5,026
Program Coordinator	0	$0	0	$0	0	$0	1	$15,000	1	$15,000
Total	3	$203,589	3	$216,069	3	$229,221	4	$255,838	1	$26,617
Department Total	3	$203,589	3	$216,069	3	$229,221	4	$255,838	1	$26,617

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.

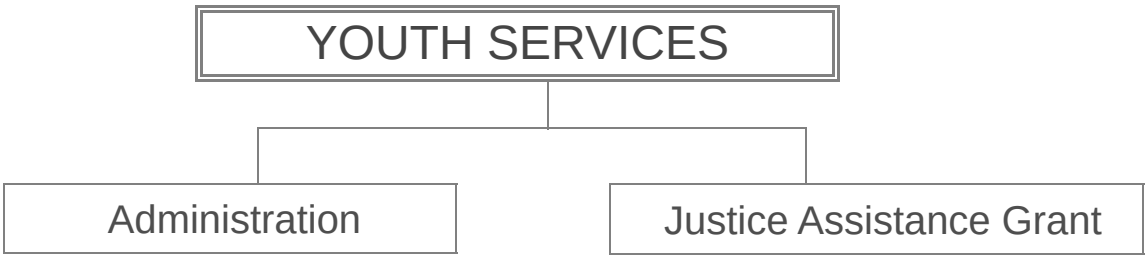
FAIR RENT

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

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$249,598	$241,163	$268,677	$291,934
Employees	3	3	3	3
Outputs				
Human Relations Commission				
# of HRC complaints settled w/o a hearing	3	2	1	2
# of HRC educational/awareness Programs Conducted	3	1	2	2
# of HRC follow-up contacts	5,330	7,904	7,250	7,000
# of HRC formal written complaints filed	0	2	1	2
# of HRC intakes	69	44	41	45
Fair Rent Commission				
# of FRC complaints settled w/o a hearing	24	26	17	18
# of FRC educational/awareness seminars conducted	4	6	3	4
# of FRC follow-up contacts	2,996	3,535	2,705	2,500
# of FRC formal written complaints filed	25	27	19	20
# of FRC intakes	478	541	552	525
Americans With Disabilities Act				
# Capital projects completed to comply w/ ADA plan	4	6	15	22
# of ADA related intakes	16	11	5	6
# of educational programs ADA	0	1	1	1
# Steps completed towards AAP compliance	1	1	2	4
Greater Norwalk Opening Doors				
# Meetings Related to Ten Year Plan to Prevent/End Homelessness	54	97	84	75
Effectiveness				
Human Relations Commission				
% of HRC cases referred to a formal complaint	1.19%	2.27%	2.45%	2.5%
% of HRC cases resolved in a timely manner	100%	100%	100%	100%
% of HRC complaints settled by mediation w/o a hearing	100%	100%	100%	100%
% of HRC intakes responded to within 1 business day	100%	100%	100%	100%
Fair Rent Commission				
% of FRC cases referred to a formal complaint	5.21%	4.99%	5.21%	5%
% of FRC cases resolved in a timely manner	100%	96.3%	94.7%	100%
% of FRC complaints settled w/o a hearing	88%	96.3%	93.1%	95%
% of FRC intakes responded to within 1 business day	100%	100%	100%	100%
Greater Norwalk Opening Doors				
# of permanent supportive housing units created	10	5	19	20



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 2014- 2015:

• 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 approximately130 families per year.

• Continued provision of Juvenile Justice Services. This entails the coordination of the local Juvenile Review Board, a Juvenile Court diversionary program. This program has also been renewed with the Town of Westport. Westport has contracted with the City of Norwalk for $15K to utilize the Norwalk JRB and related services for the second consecutive year. The Norwalk JRB is expected to manage approximately 100 cases this year; it should be noted this is a 50% contraction over services provided last year due to funding constraints.

• 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 OPM state grant (Right Response - 1 year grant).

• Received Grant award of $30K from State of CT OPM - Right Response. This is a one year grant expiring 9/2015 and supports the Aggression Replacement Program (A.R.T.), psychiatric evaluations via Mid-Fairfield Child Guidance, and provides a few additional case management hours for Juvenile Review Board staff.

Goals For 2015 - 2016:

• 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. This goal is contingent on City funding to address capacity constraints of current program.

• 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 additonal grants, State or Federal, to support, subsidize, and augment the services the Norwalk YSB provides.

SIGNIFICANT CHANGES

The Youth Services' departmental approved FY 2015-16 budget has a net increase of $25,584 or 9.9% over the approved FY 2014-15 expense budget. This increase is driven by a $14,290 increase in Part Time Wages to address market rates of pay for existing positions and increased service hours; a $9,848 contractual increase in Regular Wages; and a $1,446 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

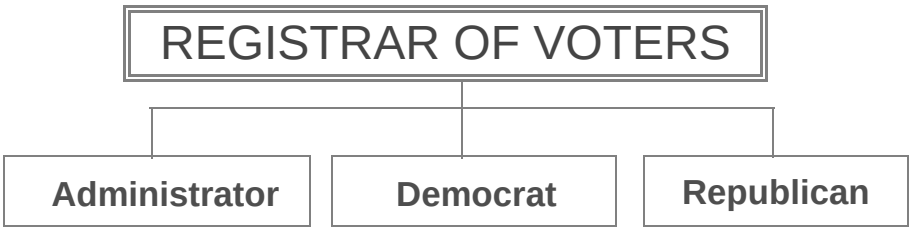
Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Youth Services	$238,761	$250,276	$259,598	$285,182	$25,584	9.86 %
Total	$238,761	$250,276	$259,598	$285,182	$25,584	9.86 %
Budget By Major Group						
Personnel Services	$222,687	$239,698	$247,332	$271,470	$24,138	9.76 %
Contractual Services	$8,110	$5,847	$6,503	$6,603	$100	1.54 %
Supplies and Materials	$5,396	$1,657	$2,478	$2,478	$0	0.00 %
Fixed Charges	$2,567	$3,073	$3,285	$4,631	$1,346	40.97 %
Total	$238,761	$250,276	$259,598	$285,182	$25,584	9.86 %
NON-TAX REVENUE						
Intergovernmental	$65,984	$66,887	$65,984	$65,984	$0	0.00 %
Service Charges	$0	$15,000	$15,000	$15,000	$0	0.00 %
Total	$65,984	$81,887	$80,984	$80,984	$0	0.00 %
AMT. SUPPORTED BY TAXES	$172,777	$168,389	$178,614	$204,198	$25,584	14.32 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Youth Services										
Director of Youth Services	1	$92,067	1	$96,761	1	$101,600	1	$106,851	0	$5,251
Coordinator of Juvenile Justice and Prevention Programs	1	$54,098	1	$57,950	1	$62,057	1	$66,654	0	$4,597
Total	2	$146,165	2	$154,711	2	$163,657	2	$173,505	0	$9,848
Department Total	2	$146,165	2	$154,711	2	$163,657	2	$173,505	0	$9,848

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$238,761	$250,276	$259,598	$285,182
Employees	2	2	2	2
Outputs				
General				
# of coalition efforts joined	3	3	3	3
# of grants received	2	2	2	2
# of grants written/applied for	2	2	2	3
# of Juvenile Review Board clients referred to the court due to lack of capacity	0	4	120	120
# of Juvenile Review Board clients referred to the court due to program failure	16	20	15	15
# of Juvenile Review Board clients served	108	194	100	100
# of social skills group participants	273	320	220	60
# of social skills groups conducted	64	72	62	33
# of special appropriations/BET transfers required	0	0	0	0
# of State/Federal grant reports submitted	2	2	4	2
# of State/regional meetings attended	7	8	8	18
# of youth/familes counseled	131	135	140	140
Total dollar amount of contracts managed	0	0	$16,800.00	16,800
Effectiveness				
General				
% of approved budget expended	100%	100%	100%	100%
% of grant reports submitted in a timely manner	100%	100%	100%	100%
% of grants refunded	50%	50%	50%	50%
% of Juvenile Review Board Clients who successfully complete their contracts.	85%	85%	85%	87%
% 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 2014- 2015:

- Successfully completed State & Federal Election on November 4, 2014
- Successfully completed Republican State and Republican and Democratic Legislative primaries on August 12, 2014.
- Maintained state CVRS voter system for over 50,000 active and inactive voters and integrated it with local systems.
- Norwalk Election Day Registration set up used as model for State of Connecticut.
- Successfully completed state-mandated canvass of 45,000 active voters to identify and remove those who have moved away.
- Continuing to work with the Secretary of the State to update moderator and poll worker training procedures for use throughout the State.
- Updated registration records for over 9,800 voters who moved into or out of Norwalk, or changed addresses, names, or party registration.

Goals For 2015 - 2016:

- Complete State/Federal Election on November 3, 2015 and any Necessary Primaries.
- Maintain State CVRS voter system for over 50,000 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 Electronic Poll-books.
- Work with the Secretary of the State 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 Registrar of Voters' departmental approved FY 2015-16 budget has a net increase of $74,858 or 20.4% over the approved FY 2014-15 expense budget. This increase is driven by a $70,000 increase in multiple accounts for the presidential primary in the spring of 2016; and a $4,858 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$383,294	$359,954	$366,427	$441,285	$74,858	20.43 %
Total	$383,294	$359,954	$366,427	$441,285	$74,858	20.43 %
Budget By Major Group						
Personnel Services	$318,535	$294,269	$282,090	$334,237	$52,147	18.49 %
Contractual Services	$31,714	$41,147	$58,850	$66,325	$7,475	12.70 %
Supplies and Materials	$24,596	$9,866	$19,725	$33,750	$14,025	71.10 %
Fixed Charges	$4,540	$5,125	$4,762	$6,973	$2,211	46.43 %
Capital Outlay	$3,910	$9,547	$1,000	$0	($1,000)	(100.00%)
Total	$383,294	$359,954	$366,427	$441,285	$74,858	20.43 %

NON-TAX REVENUE

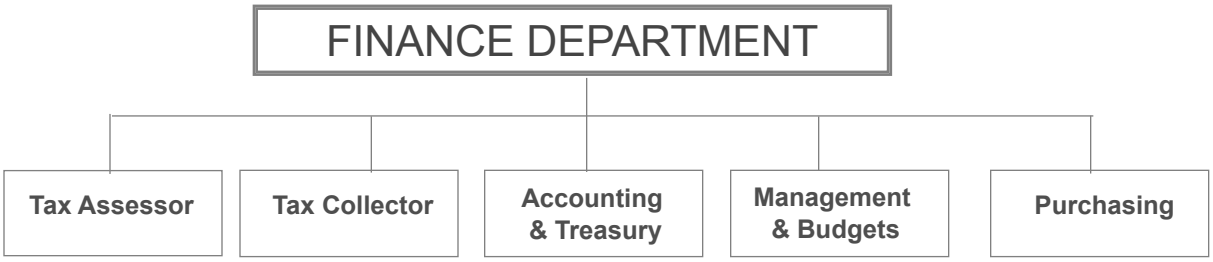
Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$383,294	$359,954	$366,427	$441,285	$74,858	20.43 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Registrar of Voters										
Registrar of Voters	2	$103,066	2	$106,062	2	$106,062	2	$106,062	0	$0
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Total	3	$157,164	3	$161,242	3	$162,346	3	$163,612	0	$1,266
Department Total	3	$157,164	3	$161,242	3	$162,346	3	$163,612	0	$1,266

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$383,294	$359,954	$366,427	$441,285
Employees	3	3	3	3
Outputs				
Administration				
# Of pieces mailed	N/A	6,500	6,500	7500
# Of special appropriations/BET transfers required	2	1	0	1
Voter Registration				
# Of new voters registered	1,779	1,578	1,000	2500
# of notification letters sent for yearly voter canvass	2,200	4,000	4,000	4000
# of registered voters added		1,559		
# of registered voters removed		6,278		
# Of registered voters who have moved within or out of town	N/A	5,400	TBD	5000
# of registered voters with changes		4,939		
Election Day				
# of polling place notification cards sent to registered voters	0	700	700	45000
# of registered voters	41,823	44,357	44,357	43960
# of training sessions held	21	25	21	25
# 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	250	200	200	200
Effectiveness				
Administration				
% of approved budget expended	86%	100%	100%	100%
Voter Registration				
% of new voter registration processed within one business day	100%	100%	100%	100%
% of new voter registrations submitted to State within the statutory guidelines	100%	100%	100%	100%
% of voters who have moved who are sent notification letters	100%	100%	100%	100%
State Voter Registration Canvass Report Submitted on time/within statutory guidelines	100%	100%	100%	100%
Election Day				
% of poll workers who have worked the polls before	85%	85%	85%	80%
% of registered voters who voted in the primary	Dem 14.9% Rep 24.2%	Dem 20.8%	TBD	Dem 18.33% Rep. 18.74%
% of registered voters who voted on Election Day	78.54%	37.78%	Est 55%	Est. 37.5%
% of time voting machines need to be repaired on Election Day	0	0	0	0
% of voters who were sent polling place notification card	0	0	TBD	TBD



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 2014- 2015:

• Ended FY 2014 with positive financial results of operation. FY 2014 ended with a total fund balance of $37.5 million an increase of $4.0 million. Unassigned fund balance also increased by $4.9 million to $34.6 million.

• Maintained the City's Aaa/AAA bond rating from all three major rating agencies.

• Issued $15.0 million of general obligation bonds in August 2014 to finance the City's capital program at a favorable true interest cost of 2.437%.

• Received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Gov't. Finance Officers' Association.

• Conducted a Tax Sale for delinquent taxes, resulting in the collection of approximately $5.0 million of delinquent tax revenue.

• Implemented the October 2013 revaluation and handled resulting Board of Assessment Appeals applications. Developed and implemented an online reporting system for business personal property tax filings.

• Developed an internal audit work plan and completed six (6) internal audits to date.

Goals For 2015 - 2016:

• Maintain the City's strong financial condition by developing realistic budgets that result in balanced financial results of operation.

• Maintain the City's strong oversight over financial operations through regular revenue and expenditure forecasting. Prepare quarterly forecasts of revenues, expenditures, and changes in fund balance for the general fund. Monitor and prepare quarterly forecasts of revenues and expenses, and changes in net position for the insurance internal services fund.

• Prepare and update the City's three-year pro forma operating budget projection in advance of the annual budget process, so as to assist the Mayor in formulating his budgetary priorities.

• Maintain the City's excellence in financial reporting by regularly producing timely and accurate financial reports.

• Conduct at least five (5) internal audits during the course of the year to ensure compliance with internal control procedures.

• Implement payroll record-keeping and reporting changes necessary to comply with the Affordable Care Act.

• Assist the Mayor's Office in evaluating the feasibility, benefits, and costs associated with implementing a Tax Increment Financing District and/or other incentive programs designed to promote economic growth and development in Norwalk's urban core.

SIGNIFICANT CHANGES

The Finance departmental approved FY 2015-16 budget has a net increase of $212,710 or 6.1% over the approved FY 2014-15 expense budget. This increase is driven by a $154,104 increase in multiple accounts for the costs associated with the July 2016 tax sale; a $50,077 contractual increase in Regular Wages; a $15,577 increase in allocated insurance costs; and a $7,048 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

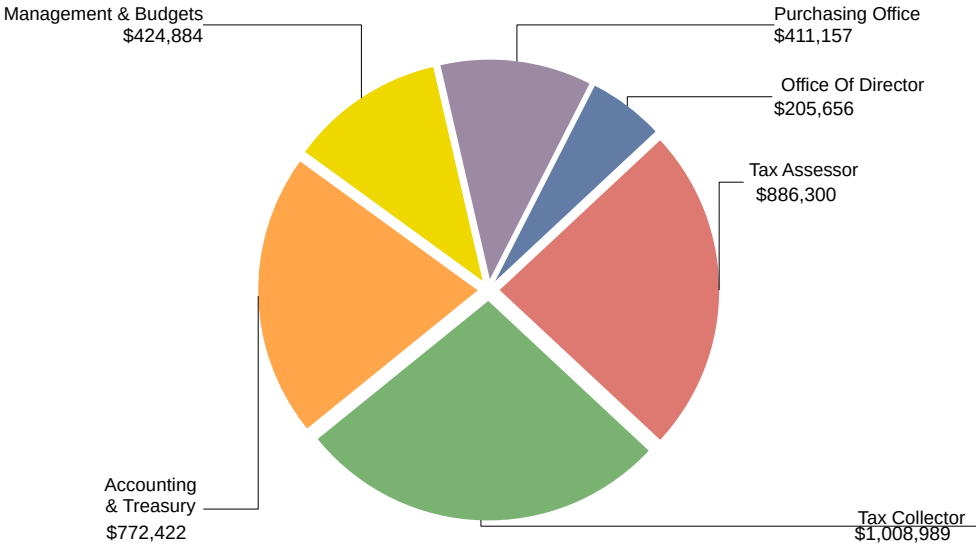
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Office Of Director	$224,627	$197,027	$200,650	$205,656	$5,006	2.49%
Tax Assessor	$1,063,320	$1,332,644	$842,449	$886,300	$43,851	5.21%
Tax Collector	$762,755	$904,400	$854,611	$1,008,989	$154,378	18.06%
Accounting & Treasury	$604,657	$651,349	$774,539	$772,422	($2,117)	(0.27%)
Management & Budgets	$309,888	$377,580	$409,417	$424,884	$15,467	3.78%
Purchasing Office	$335,039	$343,712	$415,032	$411,157	($3,875)	(0.93%)
Total	**$3,300,285**	**$3,806,713**	**$3,496,698**	**$3,709,408**	**$212,710**	**6.08%**
Budget By Major Group						
Personnel Services	$2,517,738	$2,577,389	$2,885,769	$2,962,059	$76,290	2.64%
Contractual Services	$718,953	$1,166,618	$548,839	$671,364	$122,525	22.32%
Supplies and Materials	$33,180	$25,985	$33,726	$32,205	($1,521)	(4.51%)
Fixed Charges	$29,728	$28,262	$28,364	$43,780	$15,416	54.35%
Debt Service	$0	$13	$0	$0	$0	0.00%
Capital Outlay	$685	$8,446	$0	$0	$0	0.00%
Total	**$3,300,285**	**$3,806,713**	**$3,496,698**	**$3,709,408**	**$212,710**	**6.08%**

NON-TAX REVENUE

Interest and Penalties	$1,483,815	$1,919,223	$1,560,814	$1,916,182	$355,368	22.77%
Intergovernmental	$7,106,955	$4,795,927	$4,589,248	$5,554,489	$965,241	21.03%
Service Charges	$39,023	$21,896	$32,415	$26,437	($5,978)	(18.44%)
Miscellaneous	$181,499	$300,046	$135,043	$160,549	$25,506	18.89%
Investment Income	$201,248	$771,096	$450,000	$760,000	$310,000	68.89%
Total	**$9,012,540**	**$7,808,189**	**$6,767,520**	**$8,417,657**	**$1,650,137**	**24.38%**
AMT. SUPPORTED BY TAXES	**($5,712,255)**	**($4,001,476)**	**($3,270,822)**	**($4,708,249)**	**($1,437,427)**	**43.95%**

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Finance Director										
Director of Finance	1	$141,785	1	$144,621	1	$144,621	1	$148,960	0	$4,339
Total	1	$141,785	1	$144,621	1	$144,621	1	$148,960	0	$4,339
Tax Assessor										
Assistant Assessor	1	$95,420	1	$100,037	1	$107,408	1	$109,825	0	$2,417
Assessor	1	$118,524	1	$120,894	1	$129,802	1	$132,723	0	$2,921
Assessment Clerk	2	$97,892	2	$82,162	0	$0	1	$54,809	1	$54,809
Assessment Analyst	2	$131,206	2	$133,830	3	$202,801	3	$210,379	0	$7,578
Administrative Support I	1	$46,624	0	$0	0	$0	0	$0	0	$0
Assessment Technician I	1	$59,523	1	$60,714	1	$65,187	1	$66,654	0	$1,467
Administrative Assessment Technician	1	$51,393	3	$157,263	3	$168,852	2	$115,100	(1)	($53,752)
Assessment Data Technician	1	$51,393	1	$55,053	1	$62,057	1	$63,453	0	$1,396
Assessment Technician	1	$56,665	0	$0	0	$0	0	$0	0	$0
Total	11	$708,640	11	$709,953	10	$736,107	10	$752,943	0	$16,836
Tax Collector										
Tax Collector	1	$110,784	1	$113,000	1	$121,326	1	$124,056	0	$2,730
Assistant Tax Collector	1	$93,973	1	$95,852	1	$102,915	1	$105,231	0	$2,316
Delinquent Tax Collector	1	$73,682	1	$75,155	1	$80,693	1	$84,740	0	$4,047
Supervisor of Data Records	1	$56,665	1	$57,798	1	$62,057	1	$63,453	0	$1,396
Tax Administrative Aide I	2	$102,786	2	$104,842	2	$112,568	2	$104,901	0	($7,667)
Cashier/Clerk	1	$46,624	1	$47,557	1	$51,061	1	$52,210	0	$1,149
Sr Cashier	1	$56,665	1	$57,798	1	$62,057	1	$63,453	0	$1,396
Total	8	$541,179	8	$552,002	8	$592,677	8	$598,044	0	$5,367

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Accounting & Treasury										
Principal Accountant	1	$103,380	1	$105,447	1	$113,217	1	$115,764	0	$2,547
Comptroller	1	$127,006	1	$129,546	1	$146,819	1	$150,122	0	$3,303
Account Clerk II	3	$164,611	3	$167,904	3	$180,275	3	$184,331	0	$4,056
Administrative Support II	1	$42,285	1	$43,131	1	$46,309	1	$47,351	0	$1,042
Budget Analyst/Accountant	1	$75,941	1	$81,337	1	$87,330	1	$89,295	0	$1,965
Payroll & Accounts Payable Supervisor	1	$65,603	1	$66,915	1	$71,846	1	$73,463	0	$1,617
Total	8	$578,826	8	$594,280	8	$645,796	8	$660,326	0	$14,530
Management & Budgets										
Director of Management & Budgets	1	$129,863	1	$132,460	1	$132,460	1	$136,434	0	$3,974
Budget Analyst/Internal Auditor	1	$69,056	1	$70,437	1	$75,444	1	$80,990	0	$5,546
Assistant Dir. Management & Budgets	1	$92,913	1	$97,333	1	$110,311	1	$112,793	0	$2,482
Executive Secretary	1	$65,779	1	$67,095	1	$68,437	1	$69,977	0	$1,540
Total	4	$357,611	4	$367,325	4	$386,652	4	$400,194	0	$13,542
Purchasing										
Purchasing Agent	1	$106,027	1	$108,148	1	$110,311	1	$112,793	0	$2,482
Purchasing Officer	1	$81,752	1	$83,387	1	$85,055	1	$86,969	0	$1,914
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$47,351	0	($8,933)
Total	3	$241,877	3	$246,715	3	$251,650	3	$247,113	0	($4,537)
Department Total	35	$2,569,918	35	$2,614,896	34	$2,757,503	34	$2,807,580	0	$50,077

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$141,657	$146,900	$145,096	$149,435	$4,339	2.99 %
Contractual Services	$81,122	$42,215	$53,191	$53,191	$0	0.00 %
Fixed Charges	$1,847	$2,192	$2,363	$3,030	$667	28.23 %
Capital Outlay	$0	$5,720	$0	$0	$0	0.00 %
Total	$224,627	$197,027	$200,650	$205,656	$5,006	2.49 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$224,627	$197,027	$200,650	$205,656
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	85	75	75	75
Dollar value of bond financings	$24.0M	$21.0M	$21.7M	$15.0M
Total City assets under management (millions)	$1,100	$1,119	$1,188	$1,275
Effectiveness				
Variance between budgeted and actual				
General Fund Expenditures	98.8%	98.3%	100%	100%
General Fund Revenues	100.1%	101.4%	100%	100%
General				
# of Auditor Findings reported by Outside Auditors	0	1	0	0
Cost of Financial Operations as % of total budget	1.37%	1.1%	1.1%	1.1%
Years Received GFOA CAFR Award	22	23	24	25
Years Received GFOA Distinguished Budget Award	12	13	14	15

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 statues.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$728,304	$671,847	$760,265	$800,036	$39,771	5.23 %
Contractual Services	$321,391	$646,211	$68,220	$68,741	$521	0.76 %
Supplies and Materials	$6,575	$6,811	$6,213	$6,100	($113)	(1.82%)
Fixed Charges	$7,050	$7,775	$7,751	$11,423	$3,672	47.37 %
Total	$1,063,320	$1,332,644	$842,449	$886,300	$43,851	5.21 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$1,063,320	$1,332,644	$842,449	$886,304
Employees	11	11	10	10
Outputs				
Administration				
# of boards, commissions & committees staff to	1	1	1	1
# of elderly and disabled tax credit applications received/entered	1,257	1,300	1350	1,425
# of FOI requests	89	90	70	65
# of hours processing personnel, requisition and facility matters	715	925	725	755
# of hours spent preparing meeting agendas	275	300	310	305
# of information requests/public inquiries	6,305	7,500	7,000	7,150
# of information sessions held	245	300	250	245
# of Personal Property Audit	30	35	25	20
# of special appropriations/BET transfers required	6	10	4	3
# of staff training classes and workshops attended	10	12	15	22
# of State forms filed	16	19	16	16
Assessment Grand List				
Motor Vehicles - # of vehicles	70,500	71,000	70,000	70,500
Personal Property - # of accounts	3,612	3,550	3,560	3,555
Real Estate - # of properties	29,700	29,700	29,700	29,700
Suppl. MV's - # of vehicles	13,071	14,100	14,200	14,855
Data Collection				
# of building permits, other inspections completed	1,720	1,795	1,905	1,942

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
# of personal property declarations processed	3,710	3,690	3,610	3,650
# of vehicles priced, added, deleted	8,505	9,015	10,025	14,225
Adjustments				
# of BAA appeals completed/processed	295	145	1,225	750
# of motor vehicle adjustments completed/processed	2,594	2,776	2,800	2,600
# of personal property adjustments completed/processed	395	320	315	305
# of real estate adjustments completed/processed	790	755	1,500	699
Total dollar value of BAA appeals	235,100,000	104,167,900	960,000,000	760,000,000
Superior Court Appeals				
# of Court appeals completed/processed	55	50	395	105
Total dollar value of Court appeals		297,000,000	910,000,000	637,000,000
Effectiveness				
Administration				
# of personal property non-filers	400	400	400	250
% of approved budget expended	95%	100%	100%	100%
% of information requests/inquiries answered in a timely manner	99%	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%	98%	99%
Data Collection				
% of permitted properties inspected & entered into the system/processed in a timely manner	96%	96%	96%	97%
Real Estate				
% of C of O Prorate Certificate processed within 90 days of CO	95%	95%	95%	95%
Data entry error rate	3%	3%	3	2%
Quality control of 5% of inspections – field review error rate	3%	3%	3	2%
Adjustments				
% of BAA appeals that result in property adj.	40%	40%	40%	40%
% of Court appeals that result in property adj.	85%	85%	90%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$567,420	$578,115	$615,927	$624,725	$8,798	1.43 %
Contractual Services	$186,253	$317,755	$228,266	$370,440	$142,174	62.28 %
Supplies and Materials	$3,816	$3,376	$5,158	$4,800	($358)	(6.94%)
Fixed Charges	$5,266	$5,155	$5,260	$9,024	$3,764	71.56 %
Total	$762,755	$904,400	$854,611	$1,008,989	$154,378	18.06 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$533,678	$559,101	$656,697	$671,399	$14,702	2.24 %
Contractual Services	$50,564	$71,216	$99,262	$78,556	($20,706)	(20.86%)
Supplies and Materials	$15,401	$14,898	$13,765	$14,315	$550	4.00 %
Fixed Charges	$4,798	$4,801	$4,815	$8,152	$3,337	69.30 %
Debt Service	$0	$13	$0	$0	$0	0.00 %
Capital Outlay	$215	$1,320	$0	$0	$0	0.00 %
Total	$604,657	$651,349	$774,539	$772,422	($2,117)	(0.27%)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$604,657	$651,349	$774,539	$772,422
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	1,196	1176	1,200	1200
# of direct deposit checks	83,069	86801	85,000	90000
# of payroll checks (City and Board of Education)	22,720	14662	14000	12000
# of W2's prepared	3640	3584	3,600	3600
Accounts Payable/General Ledger				
# of 1099 interest prepared	18	9	15	15
# of 1099 misc. prepared	465	506	500	500
# of electronic payments (Accounts Payable)	4,431	2284	3000	3500
# of invoices	19,165	21375	22000	20000
# of journal entries	168,191	166841	170,000	170000
# of vendor checks	14,008	18259	19000	17500
Investment				
Total basis points earned	25	57	70	80
Effectiveness				
Administration				
% of approved budget expended	91%	95%	100%	100%
Awarded GFOA Certificate for Excellence in Financial Reporting	5 GFOA comments	5 GFOA comments	5 GFOA comments	5 GFOA comments

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
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%	99.9%	99.9%
% of payroll checks issued correctly and on time	99.90%	99.90%	99.9%	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%	99.9%	99.9%
% of time financial system is up to date	99.90%	99.90%	99.9%	99.9%
% of vendor checks proc. within a timely manner	99.90%	99.90%	99.9%	99.9%
Investment				
Inc./dec. in basis points earned from 91 T-Bill rate	4	32	50	50

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$289,613	$357,526	$388,747	$402,399	$13,652	3.51 %
Contractual Services	$14,527	$14,156	$15,003	$15,003	$0	0.00 %
Supplies and Materials	$2,031	$964	$2,000	$2,000	$0	0.00 %
Fixed Charges	$3,246	$3,529	$3,667	$5,482	$1,815	49.50 %
Capital Outlay	$470	$1,406	$0	$0	$0	0.00 %
Total	$309,888	$377,580	$409,417	$424,884	$15,467	3.78 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$309,888	$377,580	$409,417	$424,884
Employees	4	4	4	4
Outputs				
General				
# of appropriations sent to the BET	11	10	10	10
# of audits and special projects completed	7	7	5	7
# 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	98%	97%	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, materails, 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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$257,066	$263,900	$319,037	$314,065	($4,972)	(1.56%)
Contractual Services	$65,096	$75,066	$84,897	$85,433	$536	0.63 %
Supplies and Materials	$5,357	($63)	$6,590	$4,990	($1,600)	(24.28%)
Fixed Charges	$7,521	$4,810	$4,508	$6,669	$2,161	47.94 %
Total	$335,039	$343,712	$415,032	$411,157	($3,875)	(0.93%)

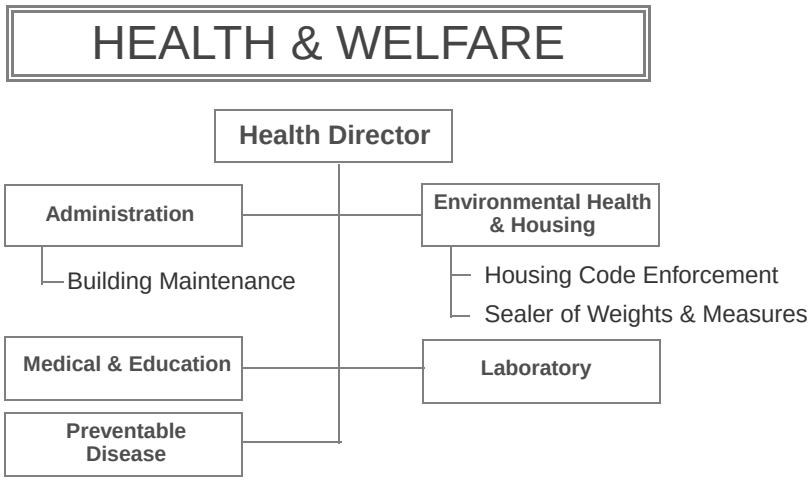
PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$335,039	$343,712	$415,032	$411,157
Employees	3	3	3	3
Outputs				
Administration				
# of boards, commission & committee meetings attended	230	140	140	140
# of contracts managed	TBD	TBD	TBD	TBD
# of payments processed/bills paid	115	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	968	970	970	970
Total Dollar Value of Purchase Orders processed	35,862,193	40,000,000	45,000,000	45,000,000
Requisitions				
# of requisitions received	997	1,000	1,000	1,000
Number of days to convert a requisition into a Purchase Orders	12	13	14	14
Bids				
# of bids processed	140	142	150	150
# of Council runs	26	26	26	26
# of locations serviced	33	33	33	33
# of pieces of mail delivered	105,031	106,000	106,000	106,000
Bid savings	8,262,742	9,000,000	9,500,000	9,500,000
Dollar value of bids	49,848,632	30,000,000	33,750,000	33,750,000
Mail Processing	105,031	106,000	106,000	106,000
Effectiveness				
Administration				
% of approved budget expended	94%	96%	100%	100%
% of meetings attended	75%	70%	68%	68%

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
% of payments sent to accounts payable within 16 days of receipt	80%	79%	78%	78%
Requisitions				
% of requisitions over $10,0000 converted into a Purchase Order in less than 20 days.	85%	80%	79%	79%
% of requisitions under $10,0000 converted into a Purchase Order in less than 20 days.	85%	80%	79%	79%
Bids				
% of bids processed within 45 days of receipt	90%	85%	80%	80%
Mail Processing				
% of mail processed within two days of receipt	97%	95%	94%	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 2014- 2015:

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 and healthy eating, including International Walk to School Day, the NorWALKER neighborhood walking project, and developing a Healthy Restaurant Initiative.

Goal 2: Continue to Improve our Use of Technology to Make Services More Effective and Staff More Accountable
• Identified priorities for second phase of clinical software program improvements, including barcoding, electronic billing, and electronic signatures.

Goal 3: Achieve Accreditation by the Public Health Accreditation Board (PHAB)
• Became accredited on June 18, 2014. Norwalk Health Department is the first local health department in New England to achieve this distinction.

Goal 4: Continue to Deliver Mandated and Core Services
• Maintained and expanded health department communications and media outreach, including distributing press releases, establishing a Twitter account, and increasing Facebook “likes”.
• Delivered Fit Kids to students at two summer camps and five elementary schools in 2014. Monitored implementation in two additional elementary schools as part of a sustainability initiative.
• Completed 98.5% of state mandated food establishment inspections and 107% of goal for housing inspections.
• Tested 390 beach water samples on 15 Norwalk beaches from May to Labor Day 2014.
• Reviewed and adjusted fees charged for various services.

Goal 5: Establish an Agency Performance Management System, Quality Improvement System, and Workforce Development Plan
• Developed dashboards for use in monitoring quarterly and annual performance measures.
• Implemented quality improvement project using Lean methodology for Travel and Adult Immunization Program.
• Conducted workforce trainings and tracked staff continuing education.

Goals For 2015 - 2016:

• Enhance the Department’s Information Management Systems

• Enhance the Department’s Communications Capacity

• Continue Taking a Leadership Role in the Community Health Improvement Initiative

• Continue to Deliver Mandated and Core Services

• Explore Ways to Leverage Accreditation to Enhance Public Health Efforts

SIGNIFICANT CHANGES

The Health & Welfare departmental approved FY 2015-16 budget has a net increase of $9,031 or 0.4% over the approved FY 2014-15 expense budget. This increase is driven by a $6,542 increase in allocated insurance costs; a $5,000 increase in Chemical, Lab, Medical Supplies for increases in vaccine costs; offset by a $1,567 decrease in Regular Wages due to retirements; and a $944 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

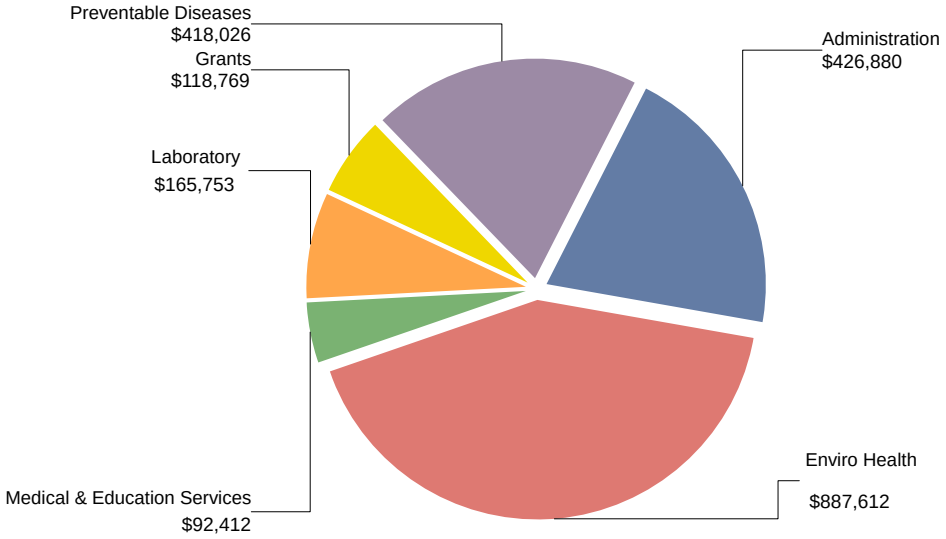
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$375,788	$403,781	$425,071	$426,880	$1,809	0.43 %
Enviro Health	$829,783	$848,279	$894,510	$887,612	($6,898)	(0.77%)
Medical & Education Services	$78,548	$69,939	$90,368	$92,412	$2,044	2.26 %
Laboratory	$162,321	$162,243	$163,665	$165,753	$2,088	1.28 %
Grants	$116,768	$116,229	$118,771	$118,769	($2)	0.00 %
Preventable Diseases	$378,354	$366,969	$408,036	$418,026	$9,990	2.45 %
Total	$1,941,562	$1,967,440	$2,100,421	$2,109,452	$9,031	0.43 %
Budget By Major Group						
Personnel Services	$1,434,068	$1,441,630	$1,528,054	$1,524,798	($3,256)	(0.21%)
Contractual Services	$266,564	$276,638	$314,651	$315,396	$745	0.24 %
Supplies and Materials	$171,522	$175,651	$176,108	$181,108	$5,000	2.84 %
Fixed Charges	$25,413	$26,374	$28,608	$35,150	$6,542	22.87 %
Debt Service	$3,358	$6,507	$0	$0	$0	0.00 %
Grants & Donations	$40,636	$40,641	$53,000	$53,000	$0	0.00 %
Total	$1,941,562	$1,967,440	$2,100,421	$2,109,452	$9,031	0.43 %

NON-TAX REVENUE

Intergovernmental	$1,500	$0	$0	$0	$0	0.00 %
Licenses & Permits	$342,778	$356,085	$338,000	$363,000	$25,000	7.40 %
Service Charges	$251,819	$254,984	$227,654	$257,400	$29,746	13.07 %
Miscellaneous	$2,400	$15,808	$14,400	$14,400	$0	0.00 %
Total	$598,497	$626,876	$580,054	$634,800	$54,746	9.44 %
AMT. SUPPORTED BY TAXES	$1,343,065	$1,340,564	$1,520,367	$1,474,652	($45,715)	(3.01%)

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Health	1	$115,723	1	$119,787	1	$119,787	1	$123,381	0	$3,594
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$47,351	0	($8,933)
Receptionist Bilingual	1	$51,522	1	$52,552	1	$53,603	1	$54,809	0	$1,206
Total	3	$221,343	3	$227,519	3	$229,674	3	$225,541	0	($4,133)
Environmental Health										
Dir. of Environmental Health & Housing	1	$106,027	1	$110,997	1	$113,217	1	$115,764	0	$2,547
Housing Inspector	3	$239,814	3	$244,611	3	$249,504	3	$240,055	0	($9,449)
Sanitarian	4	$301,787	4	$315,048	4	$324,948	4	$336,107	0	$11,159
Sealer of Weights & Measures	1	$62,656	1	$63,909	1	$65,187	1	$54,809	0	($10,378)
Total	9	$710,284	9	$734,565	9	$752,856	9	$746,735	0	($6,121)
Preventable Diseases - Education Services										
Health Educator	1	$76,132	1	$81,537	1	$87,330	1	$89,295	0	$1,965
Total	1	$76,132	1	$81,537	1	$87,330	1	$89,295	0	$1,965
Laboratory										
Administrative Technician	1	$83,939	1	$85,618	1	$87,330	1	$89,295	0	$1,965
Total	1	$83,939	1	$85,618	1	$87,330	1	$89,295	0	$1,965
Medical Services										
Supervisor of Clinical Services	1	$106,027	1	$108,148	1	$110,311	1	$112,793	0	$2,482
Nurse Practitioner	1	$97,177	1	$99,121	1	$101,103	1	$103,378	0	$2,275
Total	2	$203,204	2	$207,269	2	$211,414	2	$216,171	0	$4,757
Department Total	16	$1,294,902	16	$1,336,508	16	$1,368,604	16	$1,367,037	0	($1,567)

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$240,006	$251,202	$249,593	$245,266	($4,327)	(1.73%)
Contractual Services	$110,023	$122,230	$147,962	$148,709	$747	0.50 %
Supplies and Materials	$4,216	$3,974	$4,932	$4,932	$0	0.00 %
Fixed Charges	$18,184	$19,867	$22,584	$27,973	$5,389	23.86 %
Debt Service	$3,358	$6,507	$0	$0	$0	0.00 %
Total	$375,788	$403,781	$425,071	$426,880	$1,809	0.43 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$743,288	$763,665	$791,623	$783,997	($7,626)	(0.96%)
Contractual Services	$36,797	$34,819	$40,897	$40,897	$0	0.00 %
Supplies and Materials	$5,945	$6,253	$6,500	$6,500	$0	0.00 %
Fixed Charges	$3,117	$2,902	$2,490	$3,218	$728	29.24 %
Grants & Donations	$40,636	$40,641	$53,000	$53,000	$0	0.00 %
Total	$829,783	$848,279	$894,510	$887,612	($6,898)	(0.77%)

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 seperate division in 2004-05.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$76,242	$67,690	$87,930	$89,895	$1,965	2.23 %
Contractual Services	$901	$893	$1,166	$1,166	$0	0.00 %
Supplies and Materials	$1,084	$1,048	$995	$995	$0	0.00 %
Fixed Charges	$321	$309	$277	$356	$79	28.52 %
Total	$78,548	$69,939	$90,368	$92,412	$2,044	2.26 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$129,604	$131,061	$134,394	$136,369	$1,975	1.47 %
Contractual Services	$2,836	$1,236	$4,084	$4,084	$0	0.00 %
Supplies and Materials	$29,362	$29,443	$24,760	$24,760	$0	0.00 %
Fixed Charges	$520	$503	$427	$540	$113	26.46 %
Total	$162,321	$162,243	$163,665	$165,753	$2,088	1.28 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$113,259	$113,577	$115,397	$115,395	($2)	0.00 %
Supplies and Materials	$1,380	$838	$1,377	$1,377	$0	0.00 %
Fixed Charges	$2,129	$1,815	$1,997	$1,997	$0	0.00 %
Total	$116,768	$116,229	$118,771	$118,769	($2)	0.00 %

PREVENTABLE DISEASES

DESCRIPTION OF SERVICES

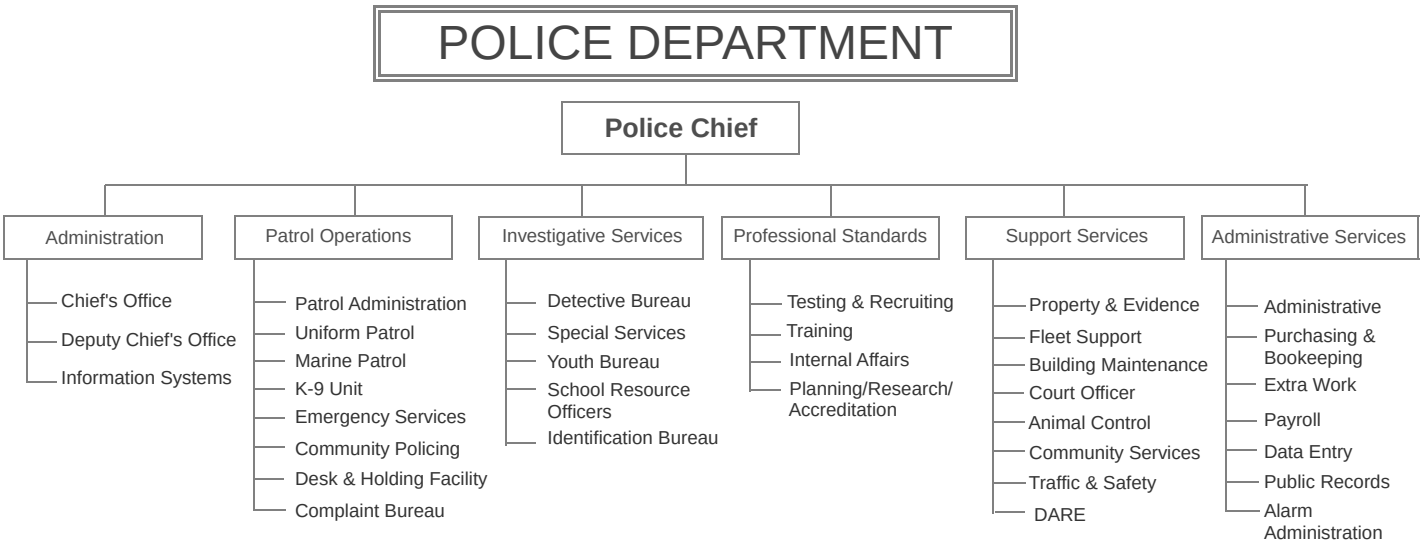
The goal of the Preventable Disease Division is to decrease the incidents of disease and promote high levels of health among Norwalk residents. These services, previously grouped in Preventable Diseases, were put into a separate division in 2004-05.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$244,929	$228,012	$264,514	$269,271	$4,757	1.80 %
Contractual Services	$2,748	$3,884	$5,145	$5,145	$0	0.00 %
Supplies and Materials	$129,535	$134,095	$137,544	$142,544	$5,000	3.64 %
Fixed Charges	$1,142	$978	$833	$1,066	$233	27.97 %
Total	$378,354	$366,969	$408,036	$418,026	$9,990	2.45 %

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 2014- 2015:

- Completed successful paperless CALEA onsite for reaccreditation.
- Personal early warning system enhanced and up to date.
- Enhanced data collection and analysis for motor vehicle speed violations and established a regional motor vehicle task force.
- Hired and trained seven new sworn personnel.
- Completed a successful body camera trial.

Goals For 2015 - 2016:

- Enhance training related to communications and community relations.
- Maintain CALEA Accreditation
- Expand use of PowerDMS software to command staff to assist with Accreditation and Training.
- Continue recruitment efforts and administer entry level test.
- Implement and evaluate body camera program.
- Transition to new firearms to reduce cost and improve accuracy.

SIGNIFICANT CHANGES

The Police departmental approved FY 2015-16 budget has a net increase of $1,403,238 or 6.8% over the approved FY 2014-15 expense budget. This increase is driven by the settled Police union contract impacting Salaries and Wages by $1,368,311 and other net increases of $34,927, specifically:

Salaries and Wages
- $850,576 increase in Regular Wages
- $409,181 increase in Overtime Wages which addresses both the contracted wage increase and the trend of overtime utilization
- $107,504 increase in Premium Wages
- $ 1,050 increase in Longevity

Other Net Increase
- $ 39,986 increase in allocated Insurance costs
- $ 33,500 increase in Cars and Vans to purchase nine patrol and two detective vehicles
- $ 38,559 net decrease in miscellaneous other expenses

FUNDING SUMMARY

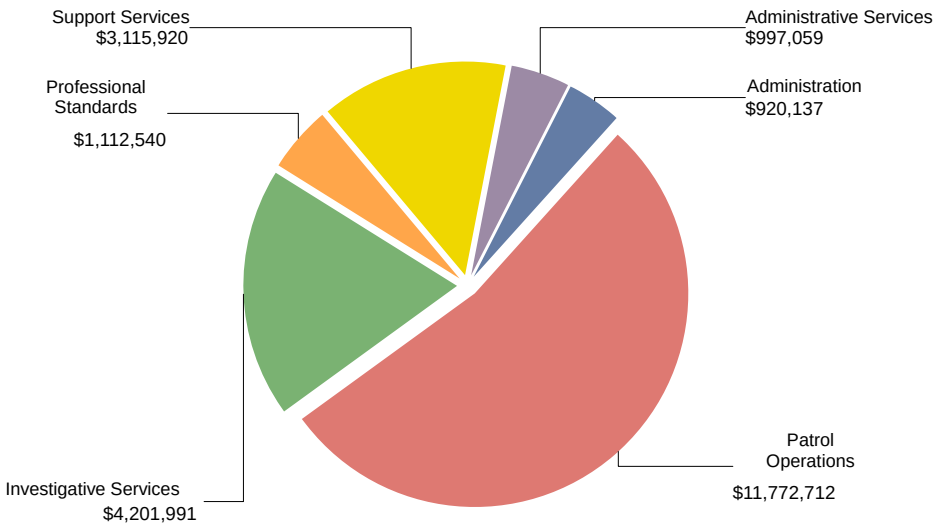
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$622,651	$672,586	$698,468	$920,137	$221,669	31.74 %
Patrol Operations	$11,023,897	$11,212,233	$11,067,584	$11,772,712	$705,128	6.37 %
Investigative Services	$3,504,837	$3,779,284	$3,829,144	$4,201,991	$372,847	9.74 %
Professional Standards	$969,958	$1,011,545	$1,063,892	$1,112,540	$48,648	4.57 %
Support Services	$2,653,013	$2,724,296	$3,094,745	$3,115,920	$21,175	0.68 %
Administrative Services	$943,599	$959,230	$963,288	$997,059	$33,771	3.51 %
Total	$19,717,955	$20,359,173	$20,717,121	$22,120,359	$1,403,238	6.77 %
Budget By Major Group						
Personnel Services	$16,627,157	$17,084,877	$16,823,142	$18,191,453	$1,368,311	8.13 %
Contractual Services	$927,373	$974,841	$1,116,359	$1,127,416	$11,057	0.99 %
Supplies and Materials	$136,519	$138,678	$146,512	$163,262	$16,750	11.43 %
Fixed Charges	$1,802,396	$2,016,567	$2,210,613	$2,184,708	($25,905)	(1.17%)
Grants & Donations	$15,748	$15,342	$21,700	$26,700	$5,000	23.04 %
Capital Outlay	$208,762	$128,868	$398,795	$426,820	$28,025	7.03 %
Total	$19,717,955	$20,359,173	$20,717,121	$22,120,359	$1,403,238	6.77 %

NON-TAX REVENUE

Intergovernmental	$48,561	$88,114	$0	$0	$0	0.00 %
Licenses & Permits	$41,620	$21,426	$24,705	$23,010	($1,695)	(6.86%)
Service Charges	$337,861	$444,625	$481,561	$605,178	$123,617	25.67 %
Miscellaneous	$1,642	$2,390	$0	$0	$0	0.00 %
Total	$429,684	$556,555	$506,266	$628,188	$121,922	24.08 %
AMT. SUPPORTED BY TAXES	$19,288,271	$19,802,618	$20,210,855	$21,492,171	$1,281,316	6.34 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Chief of Police	1	$128,800	1	$128,800	1	$128,800	1	$137,268	0	$8,468
Deputy Chief	2	$234,800	2	$234,800	2	$234,800	2	$248,932	0	$14,132
Executive Secretary	1	$65,779	1	$67,095	1	$68,437	1	$69,977	0	$1,540
Total	4	$429,379	4	$430,695	4	$432,037	4	$456,177	0	$24,140
Patrol Operations										
Police Lieutenant	5	$467,331	3	$284,339	3	$284,339	3	$290,549	0	$6,210
Sergeant	17	$1,455,824	18	$1,534,696	18	$1,549,896	18	$1,647,984	0	$98,088
Police Officer	110	$7,436,279	103	$7,017,320	103	$7,124,421	101	$7,448,987	(2)	$324,566
Total	132	$9,359,434	124	$8,836,355	124	$8,958,656	122	$9,387,520	(2)	$428,864
Investigative Services										
Police Lieutenant	3	$280,322	4	$379,252	4	$379,252	4	$387,532	0	$8,280
Detective	19	$1,508,592	17	$1,350,151	17	$1,360,516	17	$1,447,029	0	$86,513
Sergeant	3	$257,016	4	$344,288	4	$344,288	5	$458,090	1	$113,802
Police Officer	9	$626,666	14	$996,132	14	$1,005,588	15	$1,143,581	1	$137,993
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Total	35	$2,726,694	40	$3,125,003	40	$3,145,928	42	$3,493,782	2	$347,854
Professional Standards										
Police Lieutenant	2	$188,826	3	$280,322	3	$284,039	3	$290,249	0	$6,210
Detective	0	$0	1	$77,093	1	$80,548	1	$84,837	0	$4,289
Sergeant	1	$86,472	0	$0	0	$0	0	$0	0	$0
Police Officer	2	$144,488	2	$144,488	2	$144,488	2	$153,658	0	$9,170
Total	5	$419,786	6	$501,903	6	$509,075	6	$528,744	0	$19,669

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Support Services										
Police Lieutenant	3	$281,122	2	$190,426	2	$190,426	2	$194,566	0	$4,140
Sergeant	1	$86,472	1	$85,672	1	$85,672	1	$91,138	0	$5,466
Assistant Dog Warden	1	$62,656	1	$63,909	1	$65,187	1	$66,654	0	$1,467
Dog Warden	1	$65,779	1	$67,095	1	$68,437	1	$69,977	0	$1,540
Police Officer	3	$215,882	5	$358,656	5	$360,370	5	$369,668	0	$9,298
Administrative Support II	1	$51,522	1	$52,552	1	$56,284	1	$57,550	0	$1,266
Custodian	1	$54,172	1	$55,255	1	$56,360	1	$57,628	0	$1,268
Kennel Keeper	1	$54,172	1	$55,255	1	$56,360	1	$57,628	0	$1,268
Total	12	$871,777	13	$928,820	13	$939,096	13	$964,809	0	$25,713
Administrative Services										
Administrative Manager	1	$93,845	1	$95,722	1	$97,636	1	$99,833	0	$2,197
Information Specialist	1	$59,647	1	$60,840	1	$62,057	1	$63,453	0	$1,396
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Administrative Support I	5	$232,123	5	$247,902	5	$255,305	5	$261,050	0	$5,745
Payroll/Account Clerk	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Total	9	$493,811	9	$514,824	9	$527,566	9	$539,436	0	$11,870
Department Total	197	$14,300,881	196	$14,337,600	196	$14,512,358	196	$15,370,468	0	$858,110

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$346,714	$437,925	$435,392	$459,007	$23,615	5.42 %
Contractual Services	$12,227	$12,167	$12,513	$12,693	$180	1.44 %
Supplies and Materials	$1,034	$709	$950	$950	$0	0.00 %
Fixed Charges	$228,914	$219,126	$249,613	$447,487	$197,874	79.27 %
Capital Outlay	$33,762	$2,659	$0	$0	$0	0.00 %
Total	$622,651	$672,586	$698,468	$920,137	$221,669	31.74 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$622,651	$672,586	$698,468	$920,137
Employees	4	4	4	4
Outputs				
Administration				
# of boards, commissions & committees	19	20	22	24
# of general liability claims	40	32	12	12
# of grants applied for	7	8	5	7
# of grants received	6	6	5	7
# of special appropriations/BET transfers required	3	5	2	2
# of sworn officers trained in NIMS	160	164	176	179
# of sworn staff	170	171	176	179
# of worker's compensation claims	12	14	15	15
Total Injury hours used	10400	8,450	3,400	3,600
Total Sick hours used	13000	11,800	12,300	13,600
Information Systems				
# of computers on data network	160	164	180	180
# of high speed modems replaced	14	18	26	30
# of MDTs replaced/installed	12	22	26	20
# of servers supported	17	18	25	22
# of workstations supported	170	180	182	184
Effectiveness				
Administration				
% of approved budget expended	100%	100%	96%	100%
% of documented yearly compliance w/ CALEA stds.	100%	100%	100%	100%
% of general liability claims processed in a timely manner	100%	100%	100%	100%
% of meetings attended	100%	100%	100%	100%
% of positions vacant	2%	4%	0%	0%

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
% of sworn officers trained	100%	100%	100%	100%
Overtime as a percent of regular salary cost	14%	16%	19%	19%
Information Systems				
% of time network is down for repairs	1%	.5%	2%	1%
% of time repairing workstations	10%	8%	40%	20%
% of vehicles equipped with MDTs	75%	80%	80%	80%
% of workstations that are fully functional	100%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$10,445,322	$10,512,268	$10,312,899	$11,134,703	$821,804	7.97 %
Contractual Services	$44,454	$53,266	$54,483	$59,092	$4,609	8.46 %
Supplies and Materials	$14,277	$18,529	$25,465	$27,145	$1,680	6.60 %
Fixed Charges	$519,844	$628,169	$674,737	$551,772	($122,965)	(18.22%)
Total	$11,023,897	$11,212,233	$11,067,584	$11,772,712	$705,128	6.37 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$11,023,897	$11,212,233	$11,067,584	$11,772,712
Employees	132	124	124	122
Outputs				
Uniform Patrol				
# of accidents with injury	480	403	480	480
# of calls for service	67500	67511	70000	68207
# of criminal arrests	3380	3314	3440	3500
# of medical emergencies responded to	9300	8128	9000	9000
# of property damage only accidents	3700	2731	2600	2600
# of traffic citations issued	6900	7000	7200	7200
# of traffic fatalities	5	4	4	4
Marine Division				
# marine enforcement citations	85	99	123	187
# of marine assistance calls	165	190	240	342
Effectiveness				
Uniform Patrol				
Calls for service per officer	577	591	600	620
Criminal arrests or crimes per 1,000 population	39.76	40.41	41.25	42.00
Response time to 911 calls within X minutes	4.5	4.2	4.0	4.0
Traffic accidents per 1,000 population	43.52	42.51	35.00	40.00
Traffic fatalities per 1,000 population	.058	.05	.02	.02
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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$3,299,015	$3,545,588	$3,545,659	$3,931,061	$385,402	10.87 %
Contractual Services	$17,403	$21,765	$35,622	$35,101	($521)	(1.46%)
Supplies and Materials	$11,448	$9,767	$13,340	$19,257	$5,917	44.36 %
Fixed Charges	$161,971	$186,655	$207,728	$188,252	($19,476)	(9.38%)
Grants & Donations	$15,000	$15,000	$20,000	$25,000	$5,000	25.00 %
Capital Outlay	$0	$509	$6,795	$3,320	($3,475)	(51.14%)
Total	$3,504,837	$3,779,284	$3,829,144	$4,201,991	$372,847	9.74 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$3,504,837	$3,779,284	$3,829,144	$4,201,991
Employees	35	40	40	42
Outputs				
Detective Bureau				
# of cases closed by arrest	143	124	140	140
# of cases investigated	550	587	580	580
Special Services				
# of inspections for alcohol and tobacco offenses	135	145	150	160
# of joint investigations with federal agencies	45	55	65	70
# of narcotics related investigations	325	350	500	525
# of prostitution related arrests	12	14	20	30
# of search/arrest warrants (narcotics) executed	140	160	200	225
Youth Bureau				
# of education seminars	65	65	70	75
# of investigations conducted	342	364	450	450
# of juvenile arrests	365	412	460	475
Identification Bureau				
# of crime scenes processed inc. evidence	25	100	210	250
# of criminal arrest records processed inc. erasures	4150	2800	2,600	2700
# of digital photo cases processed	450	953	950	1100
# of evidentiary court presentations	60	30	28	30
# of fingerprints processed		1,816	1,700	1800
# of pistol permits processed	553	400	280	300
Effectiveness				
Detective Bureau				
% of arrest warrants obtained vs. requested	97%	98%	98%	98%
% of investigative cases cleared	80	80%	80%	80%

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Investigative cases per police investigator	45	45	45	45
Special Services				
% of arrest warrants obtained vs. requested	97%	98%	97%	98%
Value of narcotics seized & removed from the street	425,000	600,000	900,000	900,000
Youth Bureau				
% of arrest warrants obtained vs. requested	97%	93%	95%	96%
Juvenile arrests as a percent of total arrests	30	38%	30%	32%
Identification Bureau				
% of arrest warrants obtained vs. requested	100%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$816,436	$863,134	$888,635	$939,860	$51,225	5.76 %
Contractual Services	$79,370	$68,673	$91,291	$82,490	($8,801)	(9.64%)
Supplies and Materials	$33,121	$32,959	$34,925	$44,100	$9,175	26.27 %
Fixed Charges	$41,031	$46,778	$49,041	$46,090	($2,951)	(6.02%)
Total	$969,958	$1,011,545	$1,063,892	$1,112,540	$48,648	4.57 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$969,958	$1,011,545	$1,063,892	$1,112,540
Employees	5	5	6	6
Outputs				
Testing & Recruiting				
# of candidates processed for entry level testing	375	291	100	350
# of minority candidates processed for entry level testing	125	130	30	140
# of recruitment activities	25	22	20	30
Training				
# of officers re-certified	80	52	60	60
# of specialized training assignments	90	112	115	120
Internal Affairs				
# of investigations conducted	5	6	8	6
Effectiveness				
Testing & Recruiting				
% of candidates that pass entry level test	60%	50%	45%	65%
% of minority candidates that pass entry level test	50%	50%	45%	65%
Training				
% of officers to get specialized training assignments	55%	80%	60%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$1,179,181	$1,179,293	$1,087,431	$1,155,971	$68,540	6.30 %
Contractual Services	$446,063	$484,096	$579,607	$572,477	($7,130)	(1.23%)
Supplies and Materials	$27,346	$30,943	$40,182	$40,860	$678	1.69 %
Fixed Charges	$825,422	$904,264	$995,525	$923,112	($72,413)	(7.27%)
Capital Outlay	$175,000	$125,700	$392,000	$423,500	$31,500	8.04 %
Total	$2,653,013	$2,724,296	$3,094,745	$3,115,920	$21,175	0.68 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$2,653,013	$2,724,296	$3,094,745	$3,115,920
Employees	12	13	13	13
Outputs				
General				
# of (at fault) accidents involving police vehicles	7	4	4	5
# of animal complaints responded to	2000	1600	1200	1200
# of citations issued for animal violations	100	95	100	100
# of crime prevention and traffic safety presentations	325	340	300	250
# of school crossing posts staffed	28	28	28	25
# of students attending DARE presentations	1500	1700	1,500	1,024
Effectiveness				
General				
% of DARE students completing program	97%	98%	99%	95%
% of time crossing posts fully staffed with civilians (not police OT)	95%	95%	95%	100%

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.

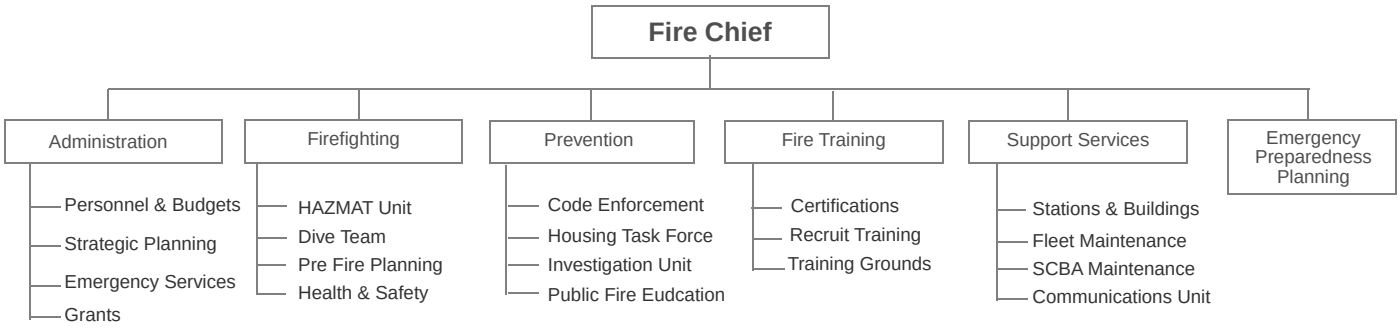
FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$540,489	$546,668	$553,126	$570,851	$17,725	3.20 %
Contractual Services	$327,854	$334,875	$342,843	$365,563	$22,720	6.63 %
Supplies and Materials	$49,293	$45,769	$31,650	$30,950	($700)	(2.21%)
Fixed Charges	$25,214	$31,575	$33,969	$27,995	($5,974)	(17.59%)
Grants & Donations	$748	$342	$1,700	$1,700	$0	0.00 %
Total	$943,599	$959,230	$963,288	$997,059	$33,771	3.51 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$943,599	$959,230	$963,288	$997,059
Employees	9	9	9	9
Outputs				
General				
# of cash management transactions	950	1,060	1,187	1,210
# of extra work assignments	12100	13,500	16,000	16,500
# of FOI requests	1600	900	200	230
# of new alarm registrations	110	300	290	270
# of procurement actions	14	20	30	30
# of records entered into records management system	52000	45,000	65,000	70,000
Total false alarm revenue	61000	40,000	50,025	52,000
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	70%	70%	45%	55%

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 2014- 2015:

- Developed alternative service plan for Fire Protection in Cranbury and Northeast Norwalk (Consultant Study).

- Developed Station Rehabilitation Plan.

- Completed Van Zant St Station Renovations.

- Continued Apparatus Replacement Plan.

- Upgraded Firefighter Escape System Equipment and Training (grant funded).

- Implemented Phase 2 of School Safety Plan Integrating School Safety Teams and PTO's.

- Updated City Hall Emergency Plan and Employee Training.

Goals For 2015 - 2016:

- Complete New Canaan Av Renovation.

- Implement Cranbury Fire Protection Study Recommendations.

- Renovate Van Zant St Station Apparatus Floor (Third Taxing District Funded).

- Implement Phase 3 of School Safety Plan including full scale exercises.

- Conduct entry level firefighter recruitment and testing.

- Hire 3 Firefighters to replace vacancies.

- Continue Firefighter training and officer development

SIGNIFICANT CHANGES

The Fire departmental approved FY 2015-16 budget has a net increase of $321,681 or 1.8% over the approved FY 2014-15 expense budget. This increase is driven by a $285,268 contractual increase in Regular Wages; a $131,371 increase in multiple training accounts for three promotional exams, consulting and test administration for 100 candidates, three new hire background checks and academy reimbursements; a $102,268 increase in Overtime expenses; a $10,780 increase in Medical expenses for OSHA annual physicals for SCBA use and new hire expenses; an $8,275 contractual increase in uniform allowance; a $4,793 increase in utility expense; offset by a $219,813 decrease in insurance allocations and a $1,261 net decrease in miscellaneous other accounts.

FUNDING SUMMARY

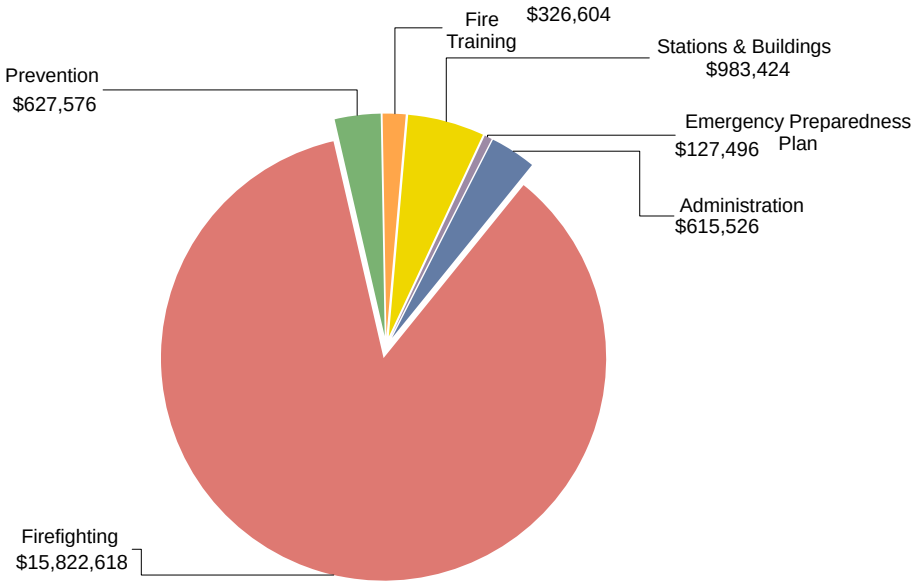
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$504,087	$523,445	$548,716	$615,526	$66,810	12.18 %
Firefighting	$14,168,555	$14,934,308	$15,699,475	$15,822,618	$123,143	0.78 %
Prevention	$821,972	$634,529	$637,151	$627,576	($9,575)	(1.50%)
Fire Training	$214,771	$219,568	$196,674	$326,604	$129,930	66.06 %
Stations & Buildings	$745,007	$891,929	$973,643	$983,424	$9,781	1.00 %
Emergency Preparedness Plan	$100,812	$122,953	$125,904	$127,496	$1,592	1.26 %
Total	$16,555,204	$17,326,732	$18,181,563	$18,503,244	$321,681	1.77 %
Budget By Major Group						
Personnel Services	$14,193,221	$14,765,243	$15,114,989	$15,509,755	$394,766	2.61 %
Contractual Services	$945,919	$1,125,846	$1,151,300	$1,316,784	$165,484	14.37 %
Supplies and Materials	$279,928	$294,568	$344,602	$330,699	($13,903)	(4.03%)
Fixed Charges	$975,801	$1,115,662	$1,554,672	$1,331,606	($223,066)	(14.35%)
Grants & Donations	$1,088	$2,098	$400	$400	$0	0.00 %
Capital Outlay	$159,246	$23,314	$15,600	$14,000	($1,600)	(10.26%)
Total	$16,555,204	$17,326,732	$18,181,563	$18,503,244	$321,681	1.77 %

NON-TAX REVENUE

Intergovernmental	$42,793	$0	$40,000	$40,000	$0	0.00 %
Licenses & Permits	$44,484	$39,363	$30,300	$40,000	$9,700	32.01 %
Service Charges	$55,925	$0	$0	$75,000	$75,000	0.00 %
Miscellaneous	$6,553	$3,445	$2,120	$2,120	$0	0.00 %
Total	$149,755	$42,808	$72,420	$157,120	$84,700	116.96 %
AMT. SUPPORTED BY TAXES	$16,405,449	$17,283,924	$18,109,143	$18,346,124	$236,981	1.31 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Assistant Fire Chief	1	$118,738	1	$124,141	1	$126,624	1	$124,141	0	($2,483)
Fire Chief	1	$130,199	1	$136,123	1	$138,846	1	$136,123	0	($2,723)
Account Clerk II	1	$56,814	1	$57,950	1	$59,109	1	$60,439	0	$1,330
Computer Specialist	1	$56,814	1	$57,950	1	$59,109	1	$60,439	0	$1,330
Total	4	$362,565	4	$376,164	4	$383,688	4	$381,142	0	($2,546)
Firefighting										
Deputy Fire Chief	4	$403,908	4	$422,284	4	$430,728	4	$439,344	0	$8,616
Fire Captain	11	$1,013,210	11	$1,059,311	11	$1,080,497	11	$1,102,112	0	$21,615
Fire Lieutenant	19	$1,588,077	21	$1,835,106	21	$1,871,814	21	$1,909,257	0	$37,443
Firefighter	96	$6,363,565	96	$6,670,252	96	$6,896,654	96	$7,110,821	0	$214,167
Total	130	$9,368,760	132	$9,986,953	132	$10,279,693	132	$10,561,534	0	$281,841
Prevention										
Deputy Fire Marshal	1	$92,110	1	$96,301	1	$98,227	1	$100,192	0	$1,965
Fire Marshal	1	$100,977	1	$105,571	1	$89,810	1	$109,836	0	$20,026
Fire Inspector	4	$324,008	4	$349,544	4	$356,536	4	$363,668	0	$7,132
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Total	7	$571,193	7	$606,596	7	$600,857	7	$631,246	0	$30,389
Fire Training										
Deputy Fire Chief Training	1	$111,075	1	$116,129	1	$118,452	1	$120,821	0	$2,369
Total	1	$111,075	1	$116,129	1	$118,452	1	$120,821	0	$2,369

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Fire Equipment										
Fire Mechanic	1	$92,110	1	$96,301	1	$98,227	1	$100,192	0	$1,965
Assistant Fire Mechanic	1	$83,583	1	$72,927	1	$62,142	1	$66,717	0	$4,575
Total	2	$175,693	2	$169,228	2	$160,369	2	$166,909	0	$6,540
Emergency Preparedness Planning										
Deputy Dir. Emergency Preparedness Planning	1	$72,298	1	$75,494	1	$75,494	1	$77,759	0	$2,265
Total	1	$72,298	1	$75,494	1	$75,494	1	$77,759	0	$2,265
Department Total	145	$10,661,584	147	$11,330,564	147	$11,618,553	147	$11,939,411	0	$320,858

ADMINISTRATION

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$367,095	$383,797	$387,273	$384,842	($2,431)	(0.63%)
Contractual Services	$24,099	$20,424	$22,111	$22,306	$195	0.88 %
Supplies and Materials	$12,350	$14,998	$15,666	$15,666	$0	0.00 %
Fixed Charges	$75,290	$102,988	$123,666	$192,712	$69,046	55.83 %
Grants & Donations	$0	$1,238	$0	$0	$0	0.00 %
Capital Outlay	$25,253	$0	$0	$0	$0	0.00 %
Total	$504,087	$523,445	$548,716	$615,526	$66,810	12.18 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$504,087	$523,445	$548,716	$615,526
Employees	4	4	4	4
Outputs				
General				
# of grants applied for	4	2	4	3
# of grants received	2	1	4	
# of injury days used	728	836	799	909
# of sick days used	1,024	1136	1232	1,226
# of workers compensation claims	25		50	33
Effectiveness				
General				
Increase/Decrease in Injury Leave	N/A	14.84%	-4.43%	+4%
Increase/Decrease in Sick Leave	N/A	10.94%	8.45%	-1%
Increase/Decrease in workers compensation claims	N/A		-2%	
Overtime as a percentage of total budget	N/A	30.27%	28.29%	29.28%

FIREFIGHTING

DESCRIPTION OF SERVICES

To coordinate and manage response units including; firefighting, EMS, marine and hazardous materials. The Firefighting division operates 24/7/365 with 132 firefighting positions operating out of 5 fire stations.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$12,731,100	$13,433,113	$13,748,320	$14,127,942	$379,622	2.76 %
Contractual Services	$552,501	$510,924	$544,018	$566,236	$22,218	4.08 %
Supplies and Materials	$81,714	$77,918	$105,919	$93,700	($12,219)	(11.54%)
Fixed Charges	$784,847	$895,332	$1,286,218	$1,021,340	($264,878)	(20.59%)
Grants & Donations	$1,088	$860	$400	$400	$0	0.00 %
Capital Outlay	$17,305	$16,161	$14,600	$13,000	($1,600)	(10.96%)
Total	$14,168,555	$14,934,308	$15,699,475	$15,822,618	$123,143	0.78 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$14,168,555	$14,934,308	$15,699,475	$15,822,618
Employees	130	132	132	132
Outputs				
General				
# of buildings maintained	6	7	7	7
Total Calls for Service	6507	6446	6685	6546
Unit Responses	11269	11071	12030	11457
Fires				
# of other fires	101	200	126	142
# of structure fires	169	159	146	158
# of vehicle fires	34	41	30	35
Rescue/EMS				
# of EMS	3782	3873	4070	3908
# of extrications	7	13	10	10
# of motor vehicle accidents	427	417	456	433
# of water/ice related rescues	8	19	42	23
Other				
# of explosions	12	20	20	17
# of false alarms/false calls	1045	1055	1125	1075
# of good intent calls	445	385	389	406
# of hazardous conditions	479	348	452	436
# of natural disaster/weather calls	41	5	7	17
# of service calls	380	431	298	370
# of special incidents	19	19	22	20
Effectiveness				
General				
Average response time	4:55	4.59	5:07	5:01

PREVENTION

DESCRIPTION OF SERVICES

The prevention division includes a Fire Marshal, Deputy Fire Marshal, 4 Inspectors and a Secretary. The division is responsible for fire/life safety inspection of all commercial buildings and residential buildings, except for one and two family dwellings. The division also creates and delivers public safety educational programs.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$663,990	$574,341	$563,470	$569,366	$5,896	1.05 %
Contractual Services	$4,261	$11,486	$9,843	$10,246	$403	4.09 %
Supplies and Materials	$5,875	$4,815	$5,040	$5,040	$0	0.00 %
Fixed Charges	$37,847	$42,733	$58,798	$42,924	($15,874)	(27.00%)
Capital Outlay	$110,000	$1,155	$0	$0	$0	0.00 %
Total	$821,972	$634,529	$637,151	$627,576	($9,575)	(1.50%)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$821,972	$634,529	$637,151	$627,576
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		unknown	unknown
# of residential properties in Norwalk	1730		unknown	unknown
Inspections				
# of commercial inspections	600		865	865
# of commercial properties	1000		unknown	unknown
# of multi-family dwellings	1000		unknown	unknown
# of multi-family inspections	1000		639	639
# of violations per year			will track	will track
Hazardous Materials				
# of companies with hazardous materials on sight	300		unknown	unknown
# of violations per year			unknown	unknown
Plan Review				
# of building plans reviewed	140		216	216
# of evacuation plans reviewed			unknown	unknown
Investigation				
# of fires investigated	30		106	106
Education				
# of resident fire prevention programs	40		74	74
# of residents educated about fire prevention	1000		unknown	unknown
# of school aged children educated about fire prevention	7000		7000	7000
# of school fire prevention programs	20		130	130

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 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	unknown
% of residential properties that are in accordance with all codes	N/A		unknown	unknown
% of violations resolved/followed up on in a timely manner	90%		100%	100%
Inspections				
% of buildings that should be inspected			100%	100%
% of commercial properties inspected	40%		unknown	unknown
% of inspections performed in a timely manner	100%		100%	100%
% of multi-family dwellings inspected	60%		unknown	unknown
% of violations resolved/followed up on in a timely manner	90%		100%	100%
% receiving violations during inspections	65%		90%	90%
Hazardous Materials				
% change in companies educated			0	0
% change in companies with hazardous materials			unknown	unknown
% of companies in compliance with laws	N/A		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%	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%	100%
Education				
% change in number of school fire prev. prog. held	10%		unknown	unknown
% change in the # of resident fire prev. prog. held	25%		unknown	unknown

FIRE TRAINING

DESCRIPTION OF SERVICES

The Training division is staffed by a Training Director and coordinates all department training for all divisions. The position is also responsible for OSHA compliance, entry and promotional testing as well as department annual employee physicals.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$121,804	$120,955	$132,077	$134,461	$2,384	1.81 %
Contractual Services	$81,620	$86,508	$38,305	$173,176	$134,871	352.10 %
Supplies and Materials	$3,551	$3,264	$14,250	$9,250	($5,000)	(35.09%)
Fixed Charges	$7,796	$8,841	$12,042	$9,717	($2,325)	(19.31%)
Total	$214,771	$219,568	$196,674	$326,604	$129,930	66.06 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$214,771	$219,568	$196,674	$326,604
Employees	1	1	1	1
Outputs				
New Recruits				
# of new recruits	2	5	1-3	1-3
# of new recruits needing Firefighter I/II certification	2	5	1-3	1-3
# of training hours for new recruits	840	2800	600-1800	600-800
Continued Training				
# of firefighters with Paramedic certification	4	4	4	4
# of firefighters trained on a daily basis	32	32	33	33
# of firefighters with EMT certification	36	51	52	61
# of firefighters with Firefighter I certification	122		126	33
# of firefighters with MRT certification	81	68	70	64
# of training hours per year	29,750	21750.	26,400	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	820	820	820
Continued Training				
% of firefighters with EMT certification	30%	38.93%	44%	44%
% of firefighters with Firefighter I certification	92%	94%	100%	100%
% of firefighters with MRT certification	68%	52%	53%	53%
% of firefighters with Paramedic certification	3%	3%	3%	3%
Average number of training hours per firefighter	250	250	250	250

SUPPORT SERVICES

DESCRIPTION OF SERVICES

The maintenance division is responsible for maintenance of the department's apparatus fleet, motorized equipment and tools. This includes the self contained breathing apparatus.

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$237,242	$177,482	$208,355	$214,910	$6,555	3.15 %
Contractual Services	$263,138	$458,003	$498,415	$506,212	$7,797	1.56 %
Supplies and Materials	$172,246	$189,740	$198,727	$202,043	$3,316	1.67 %
Fixed Charges	$65,694	$60,706	$67,146	$59,259	($7,887)	(11.75%)
Capital Outlay	$6,687	$5,998	$1,000	$1,000	$0	0.00 %
Total	$745,007	$891,929	$973,643	$983,424	$9,781	1.00 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$745,007	$891,929	$973,643	$983,424
Employees	2	2	2	2
Outputs				
General				
# of generators maintained	6	6	5	5
# of trucks, cars and equipment maintained	50	48	49	53
Effectiveness				
General				
These are still being developed				

EMERGENCY PREPAREDNESS PLANNING

DESCRIPTION OF SERVICES

The Office of Emergency Management provides mitigation preparedness, response and recovery programs for the City in partnership with municipal department, the Board of Education, and public and non-profit entities. The office is lead in coordinating the City's response to major emergencies.

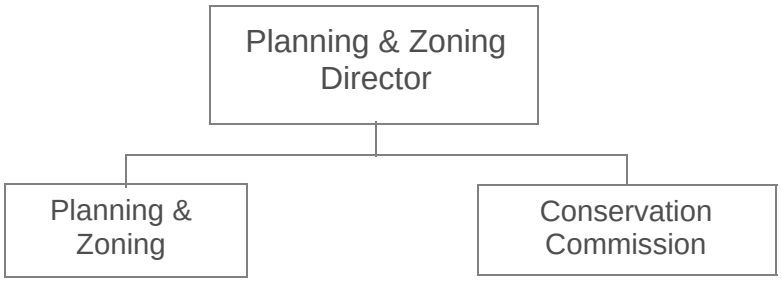
FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$71,990	$75,555	$75,494	$78,234	$2,740	3.63 %
Contractual Services	$20,301	$38,502	$38,608	$38,608	$0	0.00 %
Supplies and Materials	$4,193	$3,834	$5,000	$5,000	$0	0.00 %
Fixed Charges	$4,327	$5,062	$6,802	$5,654	($1,148)	(16.88%)
Total	$100,812	$122,953	$125,904	$127,496	$1,592	1.26 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$100,812	$122,953	$125,904	$127,496
Employees	1	1	1	1
Outputs				
General				
# of families assisted thru fire victims fund/referrals for services	5	8	12	15
# of people reached through education programs/workshops	984	2500	2500	3000
# Public Education programs/workshops	10	12	14	17
Effectiveness				
General				
% change in # of people reached		2	25%	20%
% change in number drills /exercises	20%	0%	10%	10%
% change in number of programs	20%	20%	20%	20%

PLANNING & ZONNING



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 2014- 2015:

- Review and acted upon : 8 Zone change Requests; 15 Zoning Amendment Requests; 20 Special Permit Applications; 20 Site Plan Review Applications, 22 Coastal Site Plan Applications; 10 Subdivisions; and 52 Inland Wetland Permit Applications.
- Continued to implement the goals and policies of the Plan of Conservation and Development.
- 1,400 Zoning Permits issued; 300 Violations were investigated and acted upon

Goals For 2015 - 2016:

- Continue to review and act upon applications and referrals within the required statutory time limits
- Review and act upon 1,400 zoning permits.
- Continue implementation of the Plan of Conservation and Development
- Bring 50 zoning violations to court for resolution and implement the ordinance allowing fines for violations
- Inspect all construction sites at least 3 times per week.

SIGNIFICANT CHANGES

The Planning & Zoning departmental approved FY 2015-16 budget has a net increase of $28,886 or 2.6% over the approved FY 2014-15 expense budget. This increase is driven by a $25,538 contractual increase in Regular Wages; a $5,055 increase in allocated insurance costs; offset by a $1,707 net decrease in miscellaneous other accounts.

FUNDING SUMMARY

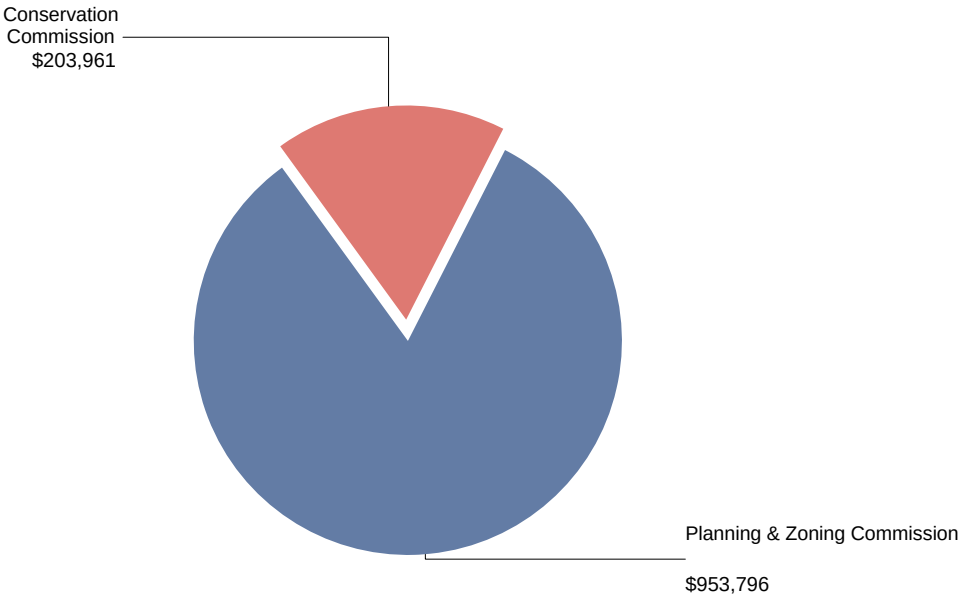
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Planning & Zoning Commission	$882,531	$883,740	$928,957	$953,796	$24,839	2.67 %
Conservation Commission	$189,961	$180,899	$199,914	$203,961	$4,047	2.02 %
Total	$1,072,492	$1,064,638	$1,128,871	$1,157,757	$28,886	2.56 %
Budget By Major Group						
Personnel Services	$1,024,375	$1,027,079	$1,080,193	$1,105,781	$25,588	2.37 %
Contractual Services	$28,309	$21,457	$31,916	$30,441	($1,475)	(4.62%)
Supplies and Materials	$7,814	$7,287	$7,700	$7,700	$0	0.00 %
Fixed Charges	$8,418	$8,815	$9,062	$13,835	$4,773	52.67 %
Capital Outlay	$3,575	$0	$0	$0	$0	0.00 %
Total	$1,072,492	$1,064,638	$1,128,871	$1,157,757	$28,886	2.56 %

NON-TAX REVENUE

Licenses & Permits	$268,007	$187,523	$263,734	$270,611	$6,877	2.61 %
Miscellaneous	$975	$2,586	$0	$0	$0	0.00 %
Total	$268,982	$190,109	$263,734	$270,611	$6,877	2.61 %
AMT. SUPPORTED BY TAXES	$803,510	$874,529	$865,137	$887,146	$22,009	2.54 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Planning & Zoning										
Director of Planning & Zoning	1	$144,834	1	$147,731	1	$150,686	1	$154,076	0	$3,390
Assistant Director of Planning & Zoning	1	$119,679	1	$122,073	1	$124,514	1	$127,316	0	$2,802
Deputy Zoning Inspector	1	$79,938	1	$81,537	1	$83,168	1	$85,039	0	$1,871
Zoning Inspector	1	$83,939	1	$85,618	1	$87,330	1	$89,295	0	$1,965
Site Planner	1	$92,541	1	$94,392	1	$96,280	1	$98,446	0	$2,166
Sr Planner	1	$97,177	1	$99,121	1	$101,103	1	$103,378	0	$2,275
Compliance Inspector	1	$76,132	1	$77,655	1	$79,208	1	$80,990	0	$1,782
Compliance Assistant	2	$119,294	2	$116,461	2	$118,790	2	$124,204	0	$5,414
Total	9	$813,534	9	$824,588	9	$841,079	9	$862,744	0	$21,665
Conservation Commission										
Senior Environmental Officer	1	$96,377	1	$98,305	1	$100,271	1	$102,527	0	$2,256
Environmental Compliance Officer	1	$69,056	1	$67,095	1	$71,846	1	$73,463	0	$1,617
Total	2	$165,433	2	$165,400	2	$172,117	2	$175,990	0	$3,873
Department Total	11	$978,967	11	$989,988	11	$1,013,196	11	$1,038,734	0	$25,538

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$843,259	$854,557	$889,681	$911,396	$21,715	2.44 %
Contractual Services	$20,949	$14,582	$24,110	$22,635	($1,475)	(6.12%)
Supplies and Materials	$7,088	$6,484	$6,700	$6,700	$0	0.00 %
Fixed Charges	$7,660	$8,116	$8,466	$13,065	$4,599	54.32 %
Capital Outlay	$3,575	$0	$0	$0	$0	0.00 %
Total	$882,531	$883,740	$928,957	$953,796	$24,839	2.67 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$882,531	$883,740	$928,957	$953,796
Employees	9	9	9	9
Outputs				
Administration				
# of questions regarding zoning	25,000	25,000	30,000	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 processed	36	36	36	36
# of variances received	36	36	36	36
# of zoning applications/amendments /approved	15	15	20	20
# of zoning changes processed	5	5	20	20
# of zoning permits issued without appointments	1,100	1,200	1,300	1,400
Enforcement				
# of certificates of occupancy issued	1000	1,100	1,100	1,200
# of construction sites inspected	50	70	80	100
# of violations prosecuted in court	100	150	150	50
# of violations received/inspected	300	300	300	300
Planning				
#of amendments to the Plan of Cons and Dev.	0	0	0	2
#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	42	44	40	40

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
# of changes/updates needed on Inland Wetland Map	42	44	40	40
# of information requests	1,500+	1,500+	1,700+	2,000
# 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 activities assessed for permit need	100%	100%	100%	100%
Outreach & Education				
% of required changes made to regulations	100%	100%	100%	
% of required changes to map	100%	100%	100%	

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$181,116	$172,522	$190,512	$194,385	$3,873	2.03 %
Contractual Services	$7,361	$6,875	$7,806	$7,806	$0	0.00 %
Supplies and Materials	$726	$802	$1,000	$1,000	$0	0.00 %
Fixed Charges	$758	$699	$596	$770	$174	29.19 %
Total	$189,961	$180,899	$199,914	$203,961	$4,047	2.02 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$189,961	$180,899	$199,914	$203,961
Employees	2	2	2	2
Outputs				
Application				
# of Aquifer Protection (APA) registration or permit applications decided w/in 65 days	1	0	1	30
# of Inland Wetland (IWW) permit applications reviewed & decided w/in 65 days	50	45	35	45
Enforcement & Regulatory Action				
# of activities receiving permit-need assessment	1140	1220	1230	1230
# of activities requiring permit-need assessment	1140	1220	1230	1230
# of Aquifer Protection Area regulations violations	2	1	1	3
# of Aquifer Protection Area regulations violations resolved w/in 30 days	2	1	1	2
# of changes made to IWW regulations	0	1	0	1
# of facilities within APA registered and monitored	33	33	33	33
# of Inland Wetland violations noted	10	14	12	14
# of Inland Wetland violations resolved within 30 days	9	12	11	
# of required changes to IWW regulations	0	1	0	1
Outreach& Education				
# of changes made to Inland Wetland Map	42	44	40	45
# of changes/updates needed on Inland Wetland Map	42	44	40	45
# of information requests	1500+	1550+	1550+	1550+
# of informational pamphlets and presentations produced/added to website	5	5		1
Effectiveness				
Administration				

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
% 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	50	100%	70
% of activities assessed for permit need	100	100	100%	100
% of APA registrations filed within statutory timelines	97	97	100%	100
% of Inland Wetland violations resolved within three months	91	90	92%	91
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	90	85%	90

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 2014- 2015:

- Blight enforcement now in effect
- New method for categorizing plans
- We have streamlined our research procedure

Goals For 2015 - 2016:

- New computer system
- Ipads for the inspectors similar to the Fire Marshals
- Improve the efficiency of the blight program

SIGNIFICANT CHANGES

The Code Enforcement departmental approved FY 2015-16 budget has a net increase of $15,712 or 2.2% over the approved FY 2014-15 expense budget. This increase is driven by a $14,940 contractual increase in Regular Wages; a $3,388 increase in allocated insurance costs; offset by a $2,616 net decrease in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

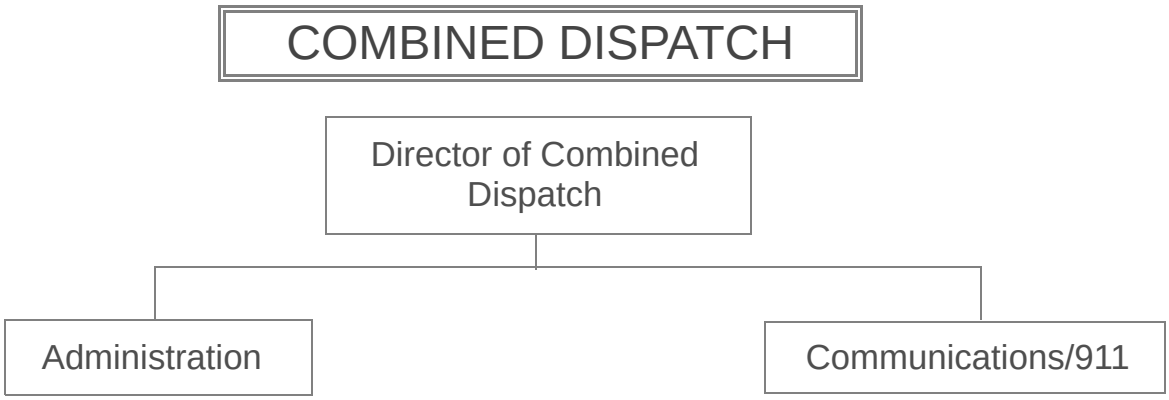
Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Building Inspector	$687,915	$708,552	$730,407	$746,119	$15,712	2.15 %
Total	$687,915	$708,552	$730,407	$746,119	$15,712	2.15 %
Budget By Major Group						
Personnel Services	$658,046	$682,064	$697,194	$710,923	$13,729	1.97 %
Contractual Services	$9,805	$9,062	$11,861	$11,655	($206)	(1.74%)
Supplies and Materials	$4,618	$3,925	$6,700	$6,200	($500)	(7.46%)
Fixed Charges	$15,445	$13,501	$14,652	$17,341	$2,689	18.35 %
Total	$687,915	$708,552	$730,407	$746,119	$15,712	2.15 %
NON-TAX REVENUE						
Licenses & Permits	$3,008,376	$3,572,053	$3,140,905	$3,248,510	$107,605	3.43 %
Total	$3,008,376	$3,572,053	$3,140,905	$3,248,510	$107,605	3.43 %
AMT. SUPPORTED BY TAXES	($2,320,461)	($2,863,501)	($2,410,498)	($2,502,391)	($91,893)	3.81 %

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Building Inspection										
Chief Building Official	1	$131,667	1	$134,300	1	$136,986	1	$140,068	0	$3,082
Assistant Building Official	2	$160,071	2	$167,155	2	$174,660	2	$178,590	0	$3,930
Electrical Inspector	1	$83,939	1	$85,618	1	$87,330	1	$89,295	0	$1,965
Mechanical Inspector	1	$83,939	1	$85,618	1	$87,330	1	$89,295	0	$1,965
Technical Assistant	2	$119,294	2	$121,680	2	$124,114	2	$126,906	0	$2,792
Office Technician	1	$51,522	1	$52,552	1	$53,603	1	$54,809	0	$1,206
Total	8	$630,432	8	$646,923	8	$664,023	8	$678,963	0	$14,940
Department Total	8	$630,432	8	$646,923	8	$664,023	8	$678,963	0	$14,940

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$687,915	$708,552	$730,407	$746,119
Employees	8	8	8	8
Outputs				
Administration				
# of CEAC meetings	20	24	24	24
# of FOI requests received	2700	3400	6950	6800
ISO grade	4	4	4	4
Permits & Applications				
# of building permits issued	1600	1650	2000	1800
# of demolition permits issued	65	60	72	70
# of electrical permits issued	1500	1550	1680	2400
# of HVAC permits issued	1275	1350	1575	2200
# of plumbing permits issued	950	1100	1162	1850
# of pre-demolition applications received	35	45	45	55
# of sewer permits issued	125	175	168	160
# of sign permits issued	100	115	136	140
# of temporary permits issued	200	200	225	225
Licenses				
# of sign licenses issued	35	40	45	45
Inspections				
# of inspections	14,000	14,500	16,000.	17500
Violations				
# of violation notices issued	120	160	175	200
Information Technology				
# of records maintained on system	10,800	16,000	24000	27000
Effectiveness				
Administration				
% of approved budget expended	98%	100%	100%	100%
% of FOI requests processed in a timely manner	98%	100%	100%	100%
Favorable ISO grade received	AVG	AVG	Avg	Average
Permits & Applications				
% building permits issued in a timely manner	98%	98%	98%	98%
% demolition permits issued in a timely manner	98%	98%	98%	98%
% electrical permits issued in a timely manner	97%	98%	98%	98%
% HVAC permits issued in a timely manner	97%	98%	98%	98%
% plumbing permits issued in a timely manner	97%	98%	98%	98%
% pre-demolition permits issued in a timely manner	98%	99%	99%	99%
% sewer permits issued in a timely manner	97%	98%	99%	99%
% sign permits issued in a timely manner	98%	98%	98%	98%
% temporary permits issued in a timely manner	98%	99%	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 2014- 2015:

- Continued improvements and the general maintenance of the Combined Dispatch Center.
- Strengthened Combined Dispatch's relationships with the Norwalk Fire Department, Norwalk Office of Emergency Management, and Norwalk Hospital EMS.
- Nexgen upgrades to the CAD system.
- Two supervisors overseeing the EMD-QA for Combined Dispatch
- Reduced Overtime expenditure by 20% from previous year.
- Replaced HP computers that operate the radio system.
- Replaced desktop computer at the Supervisor console.
- Reduced sick time by 10% from previous year.

Goals For 2015 - 2016:

- Reduce overtime expenditure by 5% from previous year.
- Upgrade Nexgen CAD to accept EMD-PROQA
- Upgrade Nex Gen 911 via State Communications.
- Replace desktops in Combined Dispatch that are over 6 years old.
- Upgrade infrastructure in Data room to prepare for upgrade to Nex gen 911.
- Reduce sick time by 5% from previous year.

SIGNIFICANT CHANGES

The Combined Dispatch departmental approved FY 2015-16 budget has a net increase of $84,141 or 3.4% over the approved FY 2014-15 expense budget. This increase is driven by a $41,156 contractual increase in Regular Wages; a $17,760 increase in allocated insurance costs; a $10,000 increase in Overtime; a $9,541 increase in Telephone for two new circuits for remote radios and 20 new wireless phones; and a $5,684 net increase in miscellaneous other accounts.

FUNDING SUMMARY

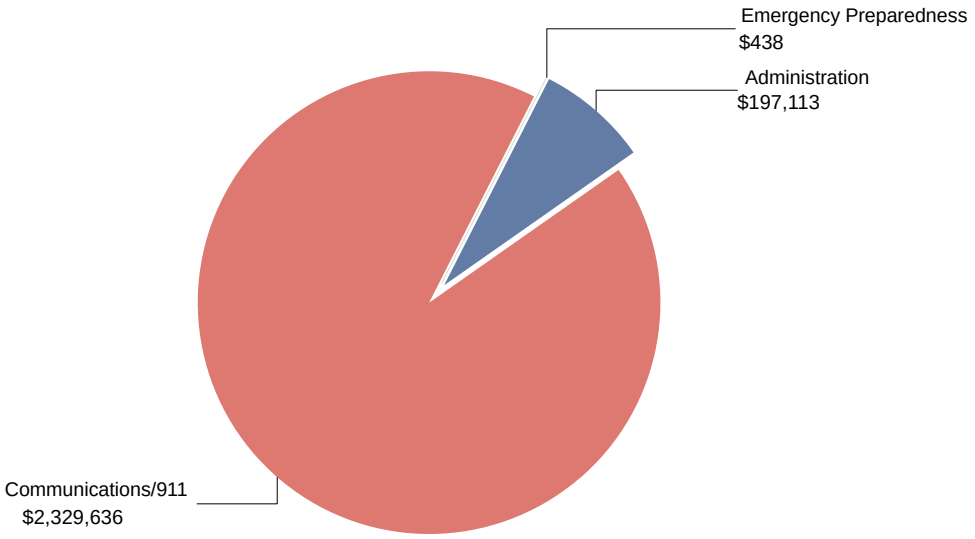
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$79,936	$165,697	$183,886	$197,113	$13,227	7.19 %
Communications/911	$2,191,353	$2,133,059	$2,258,715	$2,329,636	$70,921	3.14 %
Emergency Preparedness	$423	$417	$445	$438	($7)	(1.57%)
Total	$2,271,711	$2,299,173	$2,443,046	$2,527,187	$84,141	3.44 %
Budget By Major Group						
Personnel Services	$1,965,286	$2,032,290	$2,132,682	$2,186,333	$53,651	2.52 %
Contractual Services	$216,370	$174,083	$205,895	$216,329	$10,434	5.07 %
Supplies and Materials	$2,234	$3,943	$1,500	$1,000	($500)	(33.33%)
Fixed Charges	$12,299	$10,858	$20,071	$37,831	$17,760	88.49 %
Grants & Donations	$75,522	$77,999	$82,898	$85,694	$2,796	3.37 %
Total	$2,271,711	$2,299,173	$2,443,046	$2,527,187	$84,141	3.44 %

NON-TAX REVENUE

Intergovernmental	$190,321	$192,114	$186,118	$186,118	$0	0.00 %
Total	$190,321	$192,114	$186,118	$186,118	$0	0.00 %
AMT. SUPPORTED BY TAXES	$2,081,390	$2,107,059	$2,256,928	$2,341,069	$84,141	3.73 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Police Lieutenant	0	$0	1	$94,413	1	$94,413	1	$96,483	0	$2,070
Total	0	$0	1	$94,413	1	$94,413	1	$96,483	0	$2,070
Communications/911										
Dispatch Supervisor	6	$456,972	6	$470,386	6	$486,340	6	$501,747	0	$15,407
Public Safety Telecommunicator II	14	$877,058	14	$908,735	14	$941,671	14	$977,906	0	$36,235
Public Safety Telecommunicator I	4	$215,160	4	$225,433	4	$241,443	4	$228,887	0	($12,556)
Total	24	$1,549,190	24	$1,604,554	24	$1,669,454	24	$1,708,540	0	$39,086
Department Total	24	$1,549,190	25	$1,698,967	25	$1,763,867	25	$1,805,023	0	$41,156

ADMINISTRATION

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$0	$84,161	$95,388	$97,973	$2,585	2.71 %
Contractual Services	$0	$0	$1,531	$1,131	($400)	(26.13%)
Fixed Charges	$4,414	$3,538	$4,069	$12,315	$8,246	202.65 %
Grants & Donations	$75,522	$77,999	$82,898	$85,694	$2,796	3.37 %
Total	$79,936	$165,697	$183,886	$197,113	$13,227	7.19 %

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$1,965,286	$1,948,129	$2,037,294	$2,088,360	$51,066	2.51 %
Contractual Services	$215,948	$173,666	$203,919	$214,760	$10,841	5.32 %
Supplies and Materials	$2,234	$3,943	$1,500	$1,000	($500)	(33.33%)
Fixed Charges	$7,885	$7,320	$16,002	$25,516	$9,514	59.46 %
Total	$2,191,353	$2,133,059	$2,258,715	$2,329,636	$70,921	3.14 %

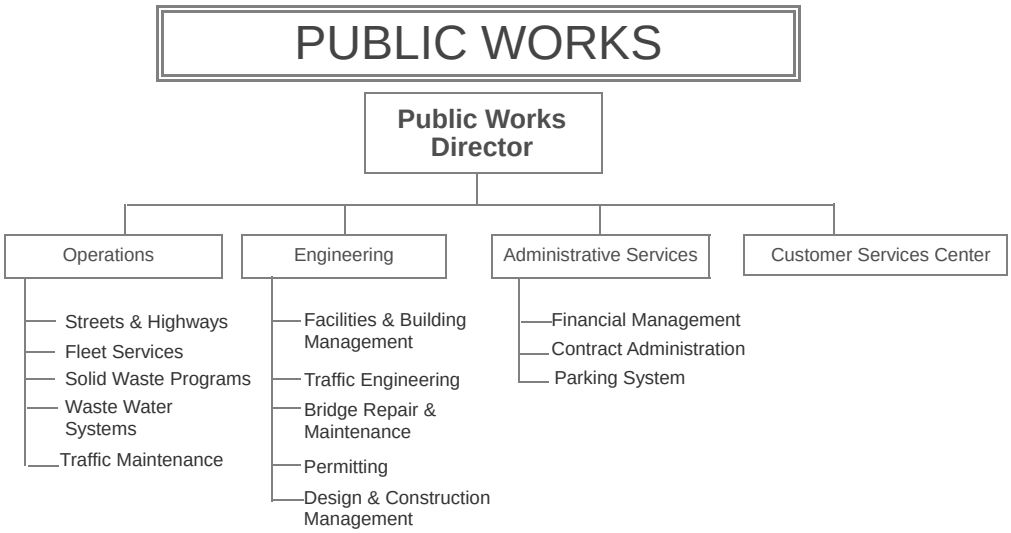
PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$2,191,353	$2,133,059	$2,258,715	$2,329,636
Employees	24	24	24	24
Outputs				
Call Center				
# of emergency calls received	35,000	38,000	42,000	43,000
# of non-emergency calls received (est.)	130,000	140,000	145,000	146,000
Effectiveness				
Call Center				
% of calls to center logged with appropriate times	98	99	98	99
% of emergency calls given to the appropriate units within one minute and 30 seconds of receipt of call	99	96	98	98
% of emergency calls sent to the dispatcher within one minute	90	96	96	97
% of non-emergency calls given to the dispatcher within four minutes	98	100	100	100
% of non-emergency calls stacked or dispatched within six minutes	99	99	100	100

EMERGENCY PREPAREDNESS PLANNING

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$423	$417	$445	$438	($7)	(1.57%)
Total	$423	$417	$445	$438	($7)	(1.57%)



Description of Service/Mission Statements:

With severely limited resources and the requirement to provide additional unfunded services, 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 2014- 2015:

- Continued to focus on the maintenance and repair of critical infrastructure in a seriously deficient resource environment.
- Sought and acquired significant 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.
- As allowed, reduced non-critical services, maximized revenue and sought new revenue opportunities.
- Continued to improve the efficiency and effectiveness of the City's storm drainage system.
- Completed a record number of capital projects.
- Despite obstacles, continued to develop and implement approaches to infrastructure maintenance that improved productivity.
- Continued a pavement management program that steadily increased the condition and extended the useful life of streets throughout the City.
- Increased recycling tonnage and reduced solid waste tonnage.
- Maintained as many effective services as possible given the economic environment.
- Certified as Tree City USA for 11th consecutive year and earned Growth Award for 8th consecutive year.

Goals For 2015 - 2016:

- 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.
- As resources allow, work to improve timely issuance of permits.
- 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.
- Complete Phase 3 of the traffic signal upgrade program and seek a Phase 4.
- Maintain certification as Tree City USA.

SIGNIFICANT CHANGES

The Public Works departmental approved FY 2015-16 budget has a net increase of $106,749 or 0.6% over the approved FY 2014-15 expense budget. This increase is driven by a $231,917 increase in Other Contractual Services which includes disposal and recycling services; a $220,096 increase in Regular Wages due to the addition of a Permit Engineer and contractual increases; a $71,390 increase in Overtime which includes funding for bulky waste pickup and street sweeping; a $67,984 increase in Transfer to Other Funds due to charges for GIS work and increased sewer use charges for city buildings; a $33,755 increase in Buildings due to contractual increases with Guardian Services; and a $16,000 increase in Purchase of Uniforms due to a biennial contractual requirement. This increase is offset by a $334,248 decrease in allocated Insurance; a $144,768 decrease in allocated Fleet fuel and maintenance; a $38,000 decrease in citywide buildings repair and maintenance which returns this account to its prior funding level before this year's increase for repairs to the Ben Franklin wash rooms; a $16,561 decrease in utilities; and a $816 net decrease in other miscellaneous expenses.

FUNDING SUMMARY

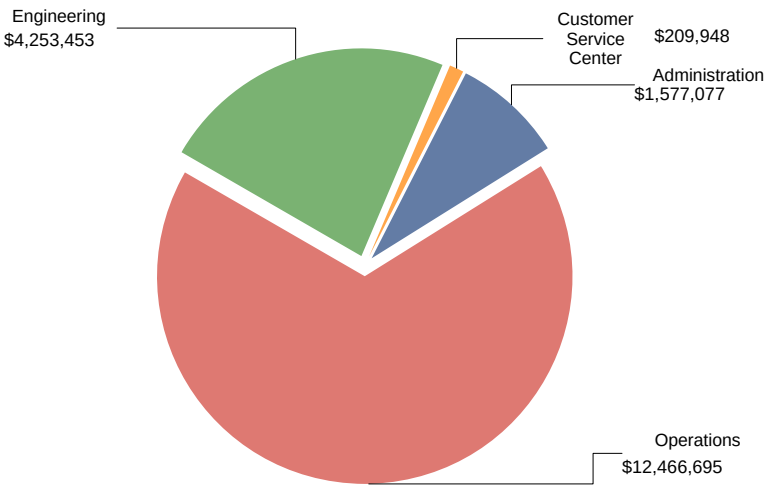
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$1,555,619	$1,502,967	$1,744,772	$1,577,077	($167,695)	(9.61%)
Operations	$11,692,461	$12,035,910	$12,323,111	$12,466,695	$143,584	1.17 %
Engineering	$3,764,537	$3,979,491	$4,124,302	$4,253,453	$129,151	3.13 %
Customer Service Center	$201,290	$202,711	$208,239	$209,948	$1,709	0.82 %
Total	$17,213,907	$17,721,078	$18,400,424	$18,507,173	$106,749	0.58 %
Budget By Major Group						
Personnel Services	$6,293,772	$6,244,391	$6,540,942	$6,834,916	$293,974	4.49 %
Contractual Services	$7,417,666	$7,724,164	$7,875,504	$8,142,453	$266,949	3.39 %
Supplies and Materials	$582,917	$821,047	$872,267	$870,765	($1,502)	(0.17%)
Fixed Charges	$2,199,167	$2,505,700	$2,599,971	$2,120,955	($479,016)	(18.42%)
Debt Service	$23,861	$36,418	$73,000	$35,000	($38,000)	(52.05%)
Grants & Donations	$369,442	$388,598	$435,100	$503,084	$67,984	15.62 %
Capital Outlay	$327,083	$760	$3,640	$0	($3,640)	(100.00%)
Total	$17,213,907	$17,721,078	$18,400,424	$18,507,173	$106,749	0.58 %

NON-TAX REVENUE

Intergovernmental	$438,715	$1,262,540	$1,277,518	$1,290,567	$13,049	1.02 %
Licenses & Permits	$146,242	$139,754	$176,821	$178,590	$1,769	1.00 %
Service Charges	$537,355	$597,328	$549,630	$653,303	$103,673	18.86 %
Miscellaneous	$69,487	$122,552	$530,759	$617,768	$87,009	16.39 %
Total	$1,191,798	$2,122,174	$2,534,728	$2,740,228	$205,500	8.11 %
AMT. SUPPORTED BY TAXES	$16,022,109	$15,598,904	$15,865,696	$15,766,945	($98,751)	(0.62%)

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Public Works	1	$96,055	1	$97,975	1	$139,965	1	$139,965	0	$0
Administrative Services Manager	1	$54,411	1	$55,499	1	$113,217	1	$115,764	0	$2,547
Public Works Administrative Assistant	1	$62,656	1	$63,909	1	$65,187	1	$66,654	0	$1,467
Records Data Entry Clerk	1	$48,354	1	$49,321	1	$59,186	1	$60,518	0	$1,332
Executive Secretary	1	$65,779	1	$67,095	1	$68,437	1	$69,977	0	$1,540
Total	5	$327,255	5	$333,799	5	$445,992	5	$452,878	0	$6,886
Operations										
Highway Superintendent	0	$0	1	$93,908	1	$98,696	1	$103,886	0	$5,190
Superintendent of Maintenance	1	$101,272	0	$0	0	$0	0	$0	0	$0
Waste Programs Manager	1	$73,366	1	$76,971	1	$80,693	1	$82,509	0	$1,816
Signal System Technician	1	$80,982	1	$82,507	1	$84,062	1	$67,776	0	($16,286)
Traffic Signal Mechanic	1	$72,604	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Operations Manager	1	$62,381	1	$63,629	1	$129,802	1	$136,473	0	$6,671
Supervisor-Traffic Maintenance	1	$77,560	1	$81,250	1	$82,875	1	$73,583	0	($9,292)
Dispatcher/Clerk	1	$69,145	1	$70,528	1	$71,939	0	$0	(1)	($71,939)
Maintainer II (Refuse) Driver Part Yr	0	$47,985	0	$0	0	$0	0	$0	0	$0
Maintainer II (Truck Driver)	21	$1,173,185	21	$1,200,422	20	$1,183,720	20	$1,210,360	0	$26,640
Roads Supervisor	3	$234,777	3	$230,914	3	$235,532	3	$243,067	0	$7,535
Maintainer III (Equipment Operator)	13	$812,321	13	$803,908	13	$848,237	13	$857,790	0	$9,553
Mason I	3	$197,714	3	$208,226	3	$215,817	3	$231,711	0	$15,894
Weighmaster	2	$138,290	2	$141,056	2	$143,878	3	$207,634	1	$63,756
Maintainer I (Laborer)	14	$654,089	14	$732,563	14	$754,187	14	$737,782	0	($16,405)
Maintainer I (Refuse) Laborer Part Yr	0	$70,595	0	$0	0	$0	0	$0	0	$0
Lump Sum Solid Waste Wages	0	$48,131	0	$0	0	$0	0	$0	0	$0
Total	63	$3,914,397	63	$3,863,646	62	$4,008,757	62	$4,033,675	0	$24,918

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Engineering										
Permit Engineer	0	$0	0	$0	0	$0	1	$80,942	1	$80,942
Building & Facilities Manager	1	$113,545	1	$115,816	1	$121,326	1	$124,056	0	$2,730
Traffic Engineer	1	$85,310	1	$87,016	1	$88,756	1	$90,753	0	$1,997
Principal Civil Engineer	1	$131,667	1	$134,300	1	$136,986	1	$132,723	0	($4,263)
Assistant Principal Engineer	1	$113,545	1	$118,947	1	$121,326	1	$124,056	0	$2,730
Senior Civil Engineer-Design	2	$217,642	2	$221,994	2	$226,434	2	$231,528	0	$5,094
Traffic Analyst	1	$76,239	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Junior Engineer	5	$302,194	5	$311,596	5	$321,426	5	$405,520	0	$84,094
Assistant Civil Engineer	2	$177,538	2	$181,088	2	$187,106	2	$191,316	0	$4,210
Engineering Aide III	1	$76,239	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Permit Inspector	1	$76,239	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Custodian	1	$51,522	1	$52,552	1	$53,603	1	$54,809	0	$1,206
Total	17	$1,421,680	17	$1,456,601	17	$1,494,920	18	$1,679,015	1	$184,095
Customer Service										
Customer Service Representative	2	$103,044	2	$105,104	2	$107,206	2	$109,618	0	$2,412
Customer Service Manager	1	$76,239	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Total	3	$179,283	3	$182,868	3	$186,525	3	$190,722	0	$4,197
Department Total	88	$5,842,615	88	$5,836,914	87	$6,136,194	88	$6,356,290	1	$220,096

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$348,300	$365,741	$469,378	$476,638	$7,260	1.55 %
Contractual Services	$91,647	$99,705	$95,457	$101,914	$6,457	6.76 %
Supplies and Materials	$28,559	$25,784	$29,000	$29,000	$0	0.00 %
Fixed Charges	$390,589	$622,379	$715,837	$466,441	($249,396)	(34.84%)
Grants & Donations	$369,442	$388,598	$435,100	$503,084	$67,984	15.62 %
Capital Outlay	$327,083	$760	$0	$0	$0	0.00 %
Total	$1,555,619	$1,502,967	$1,744,772	$1,577,077	($167,695)	(9.61%)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Input				
Direct expenditures			$1,744,772	$1,577,077
Employees			5	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	36.3
Major service contracts managed			6	6
Number of budgets managed			8	8
Number of committees, authorities staff to			6	6
Number of employees managed			103	103
Population serviced			87,000	87,000
Effectiveness				
% of approved operating budgets expended			100%	100%
% of contracts that meet performance goals			100%	100%
Director				
% of approved operating budget expended			100%	100%
% of contracts that meet perofrmance goals			100%	100%
% of service requests handled efficiently			100%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$4,247,701	$4,148,138	$4,302,547	$4,400,691	$98,144	2.28 %
Contractual Services	$5,296,236	$5,497,094	$5,586,683	$5,839,624	$252,941	4.53 %
Supplies and Materials	$489,271	$676,121	$745,856	$744,754	($1,102)	(0.15%)
Fixed Charges	$1,659,252	$1,714,558	$1,688,025	$1,481,626	($206,399)	(12.23%)
Total	$11,692,461	$12,035,910	$12,323,111	$12,466,695	$143,584	1.17 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Input				
Direct expenditures			$12,323,111	$12,466,695
Employees			62	62
Outputs				
Collection system operated, maintained (miles)			182	182
Number of committees, authorities staff to			1	1
Number of employees managed			76	76
Number of interns managed			1	1
Number of lane miles maintained			625	625
Pumping stations operated, maintained			25	25
Solid waste services, facilities operated			5	5
Effectiveness				
% efficiency maintaining public right-of-way			98	98%
% of approved operating budgets expended			100	100%
% of collection system fully operational			100	100%
% of contracts that meet performance goals			100	100%
% of service requests adequately concluded			100	100%
% pumping station fully operational			100	100%
% solid waste services effectively delivered			100	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$1,511,842	$1,545,134	$1,580,917	$1,765,280	$184,363	11.66 %
Contractual Services	$2,029,783	$2,127,365	$2,193,364	$2,200,915	$7,551	0.34 %
Supplies and Materials	$65,086	$119,143	$97,411	$97,011	($400)	(0.41%)
Fixed Charges	$133,965	$151,430	$175,970	$155,247	($20,723)	(11.78%)
Debt Service	$23,861	$36,418	$73,000	$35,000	($38,000)	(52.05%)
Capital Outlay	$0	$0	$3,640	$0	($3,640)	(100.00%)
Total	$3,764,537	$3,979,491	$4,124,302	$4,253,453	$129,151	3.13 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Input				
Direct expenditures			$4,124,302	$4,253,453
Employees			17	18
Outputs				
Average annual number of grants pursued			10	10
Average annual number of permits issued			900	900
Average number external projects coordinated			28	28
Average number of projects under management			86	86
Number of committees, authorities staff to			4	4
Number of departments, agencies served			24	24
Number of employees managed			17	17
Number of interns managed			5	5
Effectiveness				
% grant reimbursements received			100	100%
% of approved operating budgets expended			100	100%
% of contracts that meet performance goals			100	100%
% of permits issued within proscribed time			80	80%
% of public data, map requests satisfied			100	100%
% of service requests adequately concluded			100	100%
% projects completed within budget			100	100%

CUSTOMER SERVICE CENTER

DESCRIPTION OF SERVICES

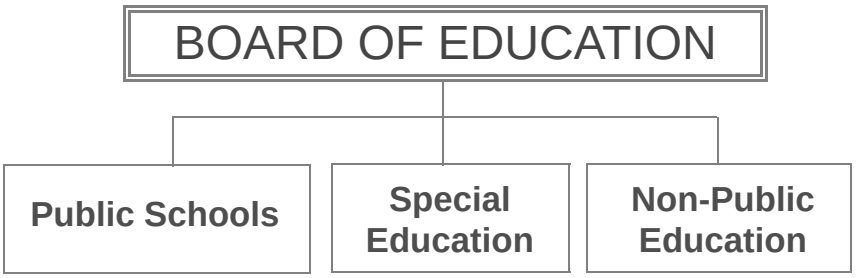
To provide superior service to residents and the public by ensuring that all contacts are handled competently, courteously and efficiently. The Center will receive, record and track all service requests and complaints and forward service requests and complaints to the appropriate department for action. 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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$185,929	$185,378	$188,100	$192,307	$4,207	2.24 %
Fixed Charges	$15,361	$17,333	$20,139	$17,641	($2,498)	(12.40%)
Total	$201,290	$202,711	$208,239	$209,948	$1,709	0.82 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Input				
Direct expenditures			$208,239	$209,948
Employees			3	3
Outputs				
Average annual contacts			15,000	15,000
Average annual number of letters/notices issued			250	250
Average annual number of mailed schedules			1,200	1,200
Average annual service requests			13,000	13,000
Number of employees managed			3	3
Population serviced			86,000	86,000
Effectiveness				
% accuracy in information relayed			100	100%
% letters/notices/schedules issued timely			100	100%
% of calls handled efficiently and courteously			100	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 12 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, as well as Norwalk Early College Academy, the State's first early college, P-TECH model program.

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, which was named a 2014 National Blue Ribbon School for its work in closing the achievement gap. At the high school level, Norwalk offers 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, 2014, total enrollment in Norwalk Public Schools was 11,254 students.

Highlights 2014-15
The 2014-15 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 career. Highlights included:

- The Norwalk Board of Education approved a comprehensive and viable strategic plan to make sure Norwalk students are college and career ready.

- A new K-5 Literacy Strategy was approved and continues to roll out.

- With the addition of a second site focused on early literacy, NPS nearly doubled the number of students in summer school programs this year.

- Full-time curriculum and instruction site directors for each of our elementary schools, partially funded by a major grant, and filled other key positions with highly qualified people.

- Jefferson Science Magnet School was named a 2014 Blue Ribbon School.

- Norwalk Public Schools opened the State's first P-TECH model school, Norwalk Early College Academy, a districtwide early college program housed at Norwalk High School.

- Work began on the design and development phase of other programs, including an International Baccalaureate program at Brien McMahon.

- Our Pupil Personnel Services department was reorganized to better serve students and families.

- Standards of excellence are being developed to guide our schools and the work of our school leaders.

- Wireless technology is now available in all schools. We deployed more than 4,500 Chromebooks to all grade levels, and went live with a new ParentPortal and mobile app.

- In 2014, NPS established new ways to communicate with families and the community, including a new website, email blasts, and a reverse phone message system. We also launched a social media presence on Facebook, Twitter and You Tube.

- A comprehensive Facilities Utilization study was approved that will help NPS plan for the future.

Goals 2015-16
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 2015-16 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"

2015-16 Focus Areas and Priorities:
In 2015-16, work will continue in alignment with our Strategic Plan, with a focus on the following areas:

1. Accountability

- Standards Initiative
  - School quality standards
  - Leadership standards
  - Indicators & evidence

- Goals, Common Assessments and Progress Monitoring

- School Governance & Improvement Teams in all schools

- District Data Dashboards

- Align standards with performance appraisal systems

2. Build Knowledge, Skills & Capacity of Teachers & Leaders

- Conn. State Standards
  - Literacy
  - Math

- Curriculum & Instruction Site Directors

- Professional Development
  - Student Engagement
  - Literacy: K-3
  - Math
  - Special Education

- o Sheltered Instruction Observation Protocol (SIOP) Training
- o New Technologies & Tools

- Summer School

- Diversity

- Early recruitment, early hiring

3. Transform the Learning Environment

- Focus on school culture, student engagement, and student progress monitoring and engagement

- NEASC accreditation at NHS & BMHS

- Continued design & development of new programs:
  - o Norwalk Early College Academy
  - o International Baccalaureate (IB) at BMHS
  - o Performing Arts at NHS
  - o K-8 expansion at Columbus Magnet
  - o Norwalk International Academy
  - o Norwalk Early Childhood Center
  - o ELLI Pilot Program-PreK Model Expansion
  - o Briggs Turnaround

- Technology: next phase

4. Build Systems & Structures

- Human Resources
  - o Diversity recruitment & hiring
  - o New policies & procedures

- Financial management
  - o Position control
  - o Enhanced oversight of SpEd & Grants
  - o Financial excellence (Audits/Surplus/Budget management)

- Curriculum & Instruction
  - o K-5 Writing
  - o Social Studies
  - o Science
  - o World Language

- Facilities
  - o Long-term Facility Utilization Plan
  - o District Building Management System (heat)
  - o Building Specific Improvements
  - o Paving

5. Partnerships

- Pre-K: Partnership with Norwalk ACTS to provide greater access for more children to quality programs

- Parent engagement and learning

- Expand summer school participation and student learning

- Increase number of mentors

- Student health: physical, social & emotional services

SIGNIFICANT CHANGES

The Board of Education's approved FY 2015-16 budget has a net increase of $4,556,992 or 2.7% over the approved FY 2014-15 expense budget. This represents the full funding of the Board of Education request to the City of Norwalk for the upcoming fiscal year.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Education	$154,339,920	$161,244,758	$166,430,865	$170,987,857	$4,556,992	2.74%
Total	**$154,339,920**	**$161,244,758**	**$166,430,865**	**$170,987,857**	**$4,556,992**	**2.74%**
Budget By Major Group						
Personnel Services	$99,179,359	$98,875,613	$105,554,233	$109,916,428	$4,362,195	4.13%
Fixed Charges	$30,895,189	$35,194,360	$34,098,521	$31,946,099	($2,152,422)	(6.31%)
Contractual Services	$18,815,723	$20,270,886	$20,482,947	$21,868,695	$1,385,748	6.77%
Supplies and Materials	$5,137,217	$5,828,424	$5,790,008	$6,185,941	$395,933	6.84%
Capital Outlay	$240,715	$962,692	$366,571	$927,511	$560,940	153.02%
Grants & Donations	$71,717	$112,785	$138,585	$143,183	$4,598	3.32%
Total	**$154,339,920**	**$161,244,758**	**$166,430,865**	**$170,987,857**	**$4,556,992**	**2.74%**

NON-TAX REVENUE

Intergovernmental	$10,294,664	$10,167,383	$10,335,563	$10,173,342	($162,221)	(1.57%)
Service Charges	$0	$8,790	$12,120	$12,241	$121	1.00%
Others	$0	$130	$0	$0	$0	0.00%
Total	**$10,294,664**	**$10,176,303**	**$10,347,683**	**$10,185,583**	**($162,100)**	**(1.57%)**
AMT. SUPPORTED BY TAXES	**$144,045,256**	**$151,068,455**	**$156,083,182**	**$160,802,274**	**$4,719,092**	**3.02%**

FUND SUMMARY

(encumbrances not included)

BOARD OF EDUCATION OBJ	DESCRIPTION	2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
100	DEGREE LEVEL CHANGES	$ -	$ 68,759.00	$ 300,000.00	$ 300,000.00	$ -
101	LONG TERM SUBSTITUTES	$ 908,945.87	$ 922,503.42	$ 700,410.00	$ 715,410.00	$ 15,000.00
102	PROFESSIONAL DEVELOPMENT	$ 2,545.00	$ -	$ 500.00	$ 28,500.00	$ 28,000.00
111	SUPERINTENDENT	$ 209,738.18	$ 258,051.34	$ 250,000.00	$ 250,000.00	$ -
112	CENTRAL ADMIN SUP TEAM	$ 498,334.52	$ 665,328.61	$ 904,247.00	$ 1,024,344.00	$ 120,097.00
113	PRINCIPALS	$ 5,482,181.87	$ 5,734,020.51	$ 4,861,619.00	$ 5,060,048.00	$ 198,429.00
114	SUPERVISORS	$ 360,260.65	$ 272,449.97	$ 590,219.00	$ 603,057.00	$ 12,838.00
115	ASSISTANT SUPERVISORS	$ 355,094.81	$ 563,295.72	$ 606,406.00	$ 787,166.00	$ 180,760.00
116	DLC-TEACHERS AFTER BUDGET ROLL	$ 5,000.00	$ -	$ -	$ -	$ -
117	TEACHERS	$ 63,389,351.34	$ 62,350,832.85	$ 66,295,602.00	$ 69,750,718.25	$ 3,455,116.25
118	SUBSTITUTES	$ 913,963.54	$ 1,100,716.38	$ 930,769.00	$ 960,720.00	$ 29,951.00
119	OTHER CERTIFIED	$ 6,983,729.07	$ 6,743,218.04	$ 7,320,337.00	$ 7,363,629.00	$ 43,292.00
121	SECRETARY	$ 2,489,068.66	$ 2,556,325.41	$ 2,730,346.00	$ 2,710,261.00	$ (20,085.00)
122	AIDE	$ 6,079,159.46	$ 6,317,772.50	$ 7,133,808.00	$ 7,929,680.00	$ 795,872.00
123	CLERKS	$ 1,213,389.25	$ 1,346,621.24	$ 1,388,529.00	$ 1,569,384.00	$ 180,855.00
124	CUSTODIANS	$ 4,245,574.51	$ 4,352,439.75	$ 4,744,036.00	$ 4,143,374.00	$ (600,662.00)
125	MAINTENANCE	$ 689,727.54	$ 590,754.06	$ 659,413.00	$ 556,593.00	$ (102,820.00)
126	NON-AFFILIATED	$ 1,231,334.76	$ 1,147,098.30	$ 1,280,794.00	$ 1,791,284.75	$ 510,490.75
127	OTHER NON-CERTIFIED	$ 907,351.59	$ 380,953.79	$ 395,408.00	$ 438,751.00	$ 43,343.00
128	SUBSTITUTES	$ 264,852.28	$ 317,112.19	$ 303,068.00	$ 306,280.00	$ 3,212.00
130	OVERTIME SALARIES	$ 455,927.78	$ 430,651.94	$ 367,735.00	$ 421,685.00	$ 53,950.00
131	CERTIFIED OVERTIME SALAR	$ 20,451.68	$ 22,641.66	$ 25,000.00	$ 25,000.00	$ -
133	SALARIES-WORKSHOPS	$ 12,227.97	$ 3,459.13	$ 52,336.00	$ 39,136.00	$ (13,200.00)
134	SALARIES-EXTRA CURRICULA	$ 573,659.64	$ 596,522.77	$ 580,421.00	$ 639,931.00	$ 59,510.00
135	SECURITY	$ 56,742.80	$ 90,251.12	$ 96,000.00	$ 96,000.00	$ -
137	CERTIFIED HOURLY	$ 463,214.78	$ 544,110.02	$ 596,925.00	$ 643,261.00	$ 46,336.00
138	NON-CERTIFIED HOURLY	$ 19,664.40	$ 15,549.64	$ 28,750.00	$ 28,750.00	$ -
139	EXTRA-CURRICULAR STIPENDS	$ 119,722.05	$ 113,977.47	$ 139,738.00	$ 124,450.00	$ (15,288.00)
143	NURSES	$ 1,188,665.90	$ 1,328,596.79	$ 1,359,946.00	$ 1,372,148.00	$ 12,202.00
145	PHYSICAL THERAPIST	$ 39,478.83	$ 41,598.90	$ 41,871.00	$ 42,867.00	$ 996.00
150	REDESIGN FUNDS	$ -	$ -	$ 870,000.00	$ 194,000.00	$ (676,000.00)
200	PERSONAL SERVICES-EMPL B	$ -	$ -	$ -	$ -	$ -
212	FRINGE BENEFITS	$ 25,557,039.00	$ 30,424,145.00	$ 28,739,344.00	$ 26,672,362.00	$ (2,066,982.00)
230	RETIREMENT BENEFITS	$ 2,130,893.14	$ 1,367,713.13	$ 1,722,337.00	$ 1,639,290.00	$ (83,047.00)
235	LONGEVITY	$ 246,731.94	$ 247,705.00	$ 270,000.00	$ 294,332.00	$ 24,332.00
240	SOCIAL SECURITY	$ 2,771,006.64	$ 3,079,545.20	$ 3,161,840.00	$ 3,259,115.00	$ 97,275.00
250	UNEMPLOYMENT COMPENSATIO	$ 189,518.34	$ 69,947.70	$ 204,000.00	$ 80,000.00	$ (124,000.00)
300	PURCHASED PROF AND TECH	$ 138,789.25	$ 117,845.69	$ 227,250.00	$ 239,560.00	$ 12,310.00
301	ATTENDANCE AT MEETINGS	$ 13,912.01	$ 10,884.24	$ 46,376.00	$ 54,945.00	$ 8,569.00
311	RECRUITMENT	$ -	$ 1,248.95	$ 1,300.00	$ 4,000.00	$ 2,700.00
312	IN SERVICE	$ -	$ 7,960.75	$ 7,000.00	$ 7,000.00	$ -
322	INSTRUCTIONAL PROGRAM IM	$ 799.50	$ 840.00	$ 800.00	$ 850.00	$ 50.00
329	MEDICAID REIMBURSEMENT CREDIT	$ -	$ -	$ (750,000.00)	$ (1,550,000.00)	$ (800,000.00)
330	OTHER PROF TECH SERVICES	$ 3,243,179.82	$ 3,737,058.45	$ 3,696,631.00	$ 3,373,873.00	$ (322,758.00)
331	LEGAL FEES	$ 492,143.25	$ 494,631.00	$ 460,000.00	$ 490,000.00	$ 30,000.00
400	PURCHASED PROPERTY SERVI	$ -	$ 1,960.73	$ -	$ 4,400.00	$ 4,400.00
410	UTILITY SERV (WAT & SEW)	$ 185,228.48	$ 210,397.31	$ 195,000.00	$ 200,000.00	$ 5,000.00
412	BOILER REPAIRS	$ 17,999.02	$ 75,000.00	$ 75,000.00	$ 100,000.00	$ 25,000.00
413	TUBES & REFRACTORY	$ 8,795.64	$ 105.07	$ 10,000.00	$ -	$ (10,000.00)
414	BURNER SERVICE	$ 15,568.71	$ 15,000.00	$ 25,000.00	$ 25,000.00	$ -
415	OTHER REPAIRS	$ 19,522.96	$ 18,000.00	$ 15,000.00	$ 10,000.00	$ (5,000.00)
416	PNEUMATIC CONTROLS	$ 29,170.14	$ 51,684.26	$ 35,200.00	$ 55,200.00	$ 20,000.00
417	CLOCKS & INTERCOMS	$ 13,876.25	$ 7,233.78	$ 15,000.00	$ 10,000.00	$ (5,000.00)
420	CLEANING SERVICES	$ 25,150.65	$ 28,486.80	$ 27,000.00	$ 27,810.00	$ 810.00
421	DISPOSAL SERVICES	$ 116,408.22	$ 110,051.50	$ 125,000.00	$ 120,000.00	$ (5,000.00)

FUND SUMMARY

(encumbrances not included)

BOARD OF EDUCATION OBJ	DESCRIPTION	2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
425	GLASS	$ 13,912.00	$ 9,434.07	$ 10,000.00	$ 10,000.00	$ -
430	REPAIRS AND MAINT SERV	$ 1,094,958.28	$ 1,114,054.17	$ 1,190,022.00	$ 1,245,817.00	$ 55,795.00
431	ELEVATOR SERVICE	$ 28,243.91	$ 31,932.54	$ 30,000.00	$ 30,000.00	$ -
432	ELECTRIC SERVICE	$ 29,837.10	$ 13,923.00	$ 35,000.00	$ 20,000.00	$ (15,000.00)
433	ELECTRIC MOTORS	$ 27,747.80	$ 26,809.44	$ 30,000.00	$ 15,000.00	$ (15,000.00)
434	FOLDING PARTITIONS	$ 14,169.90	$ 9,252.75	$ 15,000.00	$ 10,000.00	$ (5,000.00)
440	RENTALS	$ 309,888.16	$ 165,664.92	$ 241,309.00	$ 160,000.00	$ (81,309.00)
441	RENTAL OF LAND AND BUILD	$ 16,000.00	$ 16,000.00	$ 16,000.00	$ 24,000.00	$ 8,000.00
450	CONSTRUCTION SERVICES	$ 149,891.09	$ 94,739.76	$ 150,000.00	$ 150,000.00	$ -
490	SECURITY SERVICES	$ 144,514.25	$ 101,587.81	$ 150,000.00	$ 100,000.00	$ (50,000.00)
492	LIFE SAFETY SYSTEMS	$ 100,290.59	$ 63,528.79	$ 110,000.00	$ 100,000.00	$ (10,000.00)
494	PURCH SERVICE SWIM POOL	$ (583.40)	$ (125.87)	$ -	$ -	$ -
500	OTHER PURCHASED SERVICES	$ 379,807.39	$ 490,808.42	$ 350,000.00	$ 1,575,000.00	$ 1,225,000.00
510	STUDENT TRANS SERV -PUBL	$ 5,634,231.63	$ 6,293,293.22	$ 6,785,631.00	$ 7,562,879.00	$ 777,248.00
511	STUDENT TRANS SERV-NON-P	$ 178,738.54	$ 224,299.26	$ 294,486.00	$ 296,397.00	$ 1,911.00
514	STATE TRANSP REIMBURSEMENT	$ -	$ (210,501.15)	$ (219,909.00)	$ (242,865.00)	$ (22,956.00)
519	STUDENT TRANS IND ARTS	$ 23,571.00	$ 35,667.00	$ 36,180.00	$ 44,131.00	$ 7,951.00
521	GEN LIAB/PROPERTY INS	$ -	$ 5,303.51	$ 1,000.00	$ 1,000.00	$ -
529	INTER ACTI INSUR PREM PA	$ 98,977.35	$ 77,161.00	$ 110,000.00	$ 100,000.00	$ (10,000.00)
530	COMMUNICATIONS	$ 298,085.41	$ 225,683.92	$ 268,115.00	$ 283,296.00	$ 15,181.00
540	ADVERTISING	$ 642.10	$ 141.65	$ 1,000.00	$ 5,000.00	$ 4,000.00
562	SPEC ED TUITION - OTHER LEA's	$ 2,099,642.66	$ 2,240,196.78	$ 2,405,000.00	$ 2,390,500.00	$ (14,500.00)
563	SPEC ED - OOD TUITION/EC/SAP	$ 5,523,855.33	$ 6,254,067.09	$ 5,900,000.00	$ 7,300,000.00	$ 1,400,000.00
564	OOD TUITION-EXCESS COST/SAP	$ (1,934,758.00)	$ (2,175,843.00)	$ (2,006,000.00)	$ (2,800,000.00)	$ (794,000.00)
565	Regular Ed. OOD Tuition-LEA's	$ 102,744.00	$ 142,103.00	$ 154,846.00	$ 150,000.00	$ (4,846.00)
566	REGULAR ED OOD TUITION	$ 37,929.68	$ 17,944.79	$ 78,500.00	$ 35,000.00	$ (43,500.00)
580	TRAVEL	$ 122,062.39	$ 119,893.62	$ 134,560.00	$ 130,252.00	$ (4,308.00)
590	MISCELL PURCH SERV	$ 780.00	$ 780.00	$ 1,650.00	$ 1,650.00	$ -
600	SUPPLIES	$ 60,974.61	$ 82,386.66	$ 120,284.00	$ 116,984.00	$ (3,300.00)
610	GENERAL SUPPLIES	$ 272,724.66	$ 321,807.26	$ 271,000.00	$ 307,500.00	$ 36,500.00
611	INSTRUCTIONAL SUPPLIES	$ 557,186.71	$ 610,849.73	$ 698,787.00	$ 726,862.00	$ 28,075.00
612	ADMINISTRATIVE SUPPLIES	$ 1,414.12	$ 1,995.61	$ 1,900.00	$ 1,900.00	$ -
613	MAINTENANCE SUPPLIES	$ 163,388.77	$ 196,150.64	$ 170,000.00	$ 125,000.00	$ (45,000.00)
614	POSTAGE	$ 102,824.20	$ 108,651.61	$ 115,000.00	$ 100,000.00	$ (15,000.00)
616	TESTING	$ 10,080.25	$ 15,336.21	$ 15,900.00	$ 15,900.00	$ -
622	ELECTRICITY	$ 1,845,506.98	$ 2,042,957.86	$ 2,000,000.00	$ 2,175,000.00	$ 175,000.00
623	PROPANE GAS	$ 8,196.45	$ 9,947.75	$ 8,400.00	$ 10,000.00	$ 1,600.00
624	OIL	$ 648,922.21	$ 911,995.37	$ 814,009.00	$ 745,000.00	$ (69,009.00)
625	NATURAL GAS	$ 709,128.90	$ 740,660.82	$ 605,919.00	$ 865,000.00	$ 259,081.00
626	GASOLINE	$ 290,684.39	$ 263,791.98	$ 281,847.00	$ 271,734.00	$ (10,113.00)
641	TEXTBOOKS (HARD COVER/REPL)	$ 82,909.02	$ 92,696.59	$ 79,688.00	$ 146,391.00	$ 66,703.00
642	LIBRARY BOOKS AND PERIOD	$ 861.40	$ 1,918.94	$ 7,749.00	$ 5,249.00	$ (2,500.00)
643	AUDIOVISUAL	$ 37,943.10	$ 48,173.67	$ 75,941.00	$ 61,001.00	$ (14,940.00)
644	CONSUMABLES/WORKBOOKS	$ 173,050.19	$ 195,065.16	$ 235,639.00	$ 108,477.00	$ (127,162.00)
645	TEXTBOOKS (SOFT COVER)	$ 24,996.56	$ 29,303.61	$ 28,472.00	$ 146,236.00	$ 117,764.00
646	BOOK BINDING	$ 2,641.95	$ 3,971.35	$ 5,000.00	$ 3,700.00	$ (1,300.00)
690	OTHER SUPPLIES AND MATER	$ 120,209.04	$ 126,222.12	$ 194,453.00	$ 196,937.00	$ 2,484.00
692	GRADUATION EXPENSES	$ 19,888.54	$ 23,361.08	$ 24,020.00	$ 21,070.00	$ (2,950.00)
693	ACCREDITATION	$ 3,685.00	$ -	$ 36,000.00	$ 36,000.00	$ -
730	INSTRUCTIONAL EQUIPMENT	$ 53,389.14	$ 722,719.02	$ 112,526.00	$ 290,437.00	$ 177,911.00
733	INSTRUCTIONAL SOFTWARE	$ 161,112.91	$ 180,061.04	$ 210,698.00	$ 280,525.00	$ 69,827.00
735	COMPUTER EQUIPMENT	$ -	$ -	$ -	$ -	$ -
739	NON-INSTRUCTIONAL EQUIPMENT	$ 26,213.00	$ 59,911.83	$ 43,347.00	$ 38,049.00	$ (5,298.00)
749	LEASE PAYMENTS	$ -	$ -	$ -	$ 318,500.00	$ 318,500.00
810	DUES FEES AND MEMBERSHIP	$ 71,717.28	$ 112,784.94	$ 138,585.00	$ 143,183.00	$ 4,598.00
	TOTAL	**$ 154,339,920.23**	**$ 161,243,578.42**	**$ 166,430,865.00**	**$ 170,987,857.00**	**$ 4,556,992.00**

RECREATION & PARKS

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 2014- 2015:

- Installed new walkway and trees at Vets
- Started Citys' first Resident Firewood Program
- Constructed splash pad at Shady Beach
- Reconditioned and painted 2 Parks tractors
- Painted all player benches (47)
- Replaced 400K BTU heater in Parks Garage (in house)
- Completed Fodor Barn/Gourmet kitchen
- Replanted landscaping at Mill Pond Park
- Striped rear of Parks Garage (in house)
- Re-seeded BMHS and West Rocks fields
- Installed ADA compliant walkways at Fodor Farm, Calf Pasture Beach, Flax Hill Park
- Installed new patio, landscaping and wedding tent at Cranbury Park
- Replanted tea garden at Cranbury Park
- Removed storm damaged trees around Town.
- Continued with the historic renovation at the 1802 Fodor House, working on the main porch
- Mulched playgrounds at Ludlow Park, Kendall School, Brookside School, Naramake School
- New turf field project at Nathan Hale Middle School
- Continued on schedule for re-occurring maintenance tasks, i.e. mowing, trimming, garbage pickup, field maintenance, field striping, leaf pickup and snow removal
- Renovated field at HoneyHill Park
- Continued process of replacing tennis and basketball nets throughout City as needed
- Continued our repair schedule to maintain our picnic tables and player benches throughout the City
- Renovated baseball diamond at BMHS baseball field.
- Leveled area at Flax Hill Park to create future soccer field
- Purchased new Parks garbage truck and carpenters truck.
- Replaced backstop at Cranbury School
- Renovating Cranbury bunkhouse on Grumman Ave.
- Installing a new playground at 360 Grumman Ave.

Goals For 2015 - 2016:

- 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, create a field at Cranbury School
- Continue to renovate playing fields to aid in proper drainage, save employee maintenance hours, and 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 Citys' 2 artificial athletic fields
- Continue to establish and maintain 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
- Increase part time employee payroll to help in seasonal tasks
- Continue renovations at the Fodor Farm homestead
- Complete replacement of the Launch Ramps/Visitors Docks at Veterans Park
- Completion of the Fodor Farm House
- Replacement of the Turf Main Field at Brien McMahon Casagrande Field
- Completion of the Cranbury Park Southern parcel in accordance with the Park Master Plan.
- Refurbishment of the Nathaniel Eli Basketball and Tennis Courts
- To continue high rental usage in all parks (adding the Cranbury Park Bunkhouse, Main Fodor Farm House)

SIGNIFICANT CHANGES

The Recreation & Parks departmental approved FY 2015-16 budget has a net increase of $268,428 or 6.5% over the approved FY 2014-15 expense budget. This increase is driven by an $87,946 contractual increase and the addition of a Maintainer II position in Regular Wages; a $59,800 increase in Part Time and Temporary Wages supporting sports and physical fitness programs; a $54,826 increase in Utilities; a $25,847 increase in multiple accounts for Supplies and Materials; $15,200 increase in Other Contractual Services which includes increases in tree trimming and fourth of July activities; an $8,120 increase in Other Repair-Maintenance for general park repair and GPS costs for 17 vehicles; a $7,500 increase in pool rental expenses to reflect trend expenses; a $5,000 increase in Buildings for cleaning services at Fodor Farm buildings; a $4,000 increase in Overtime; and a $189 net increase in miscellaneous other accounts.

FUNDING SUMMARY

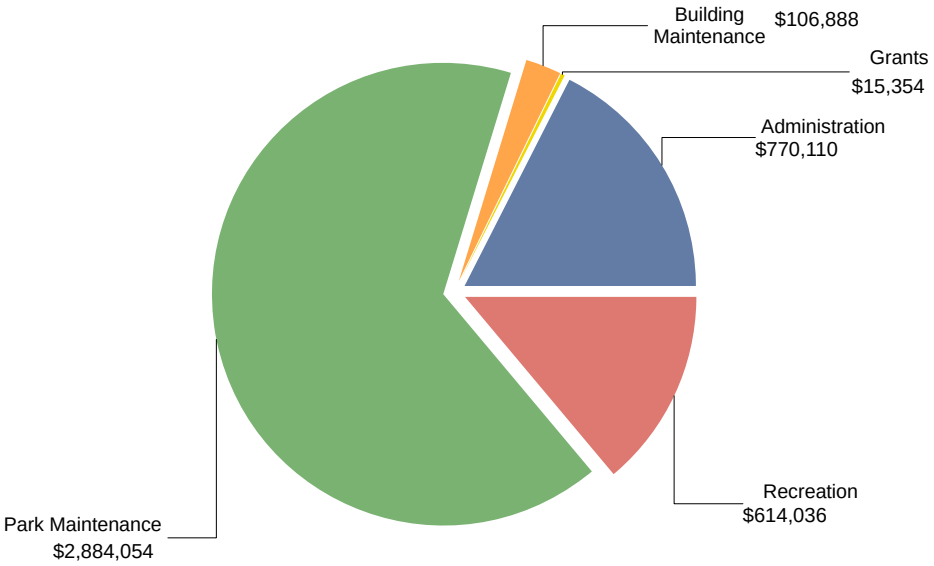
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Administration	$1,062,631	$700,632	$726,657	$770,110	$43,453	5.98 %
Recreation	$504,713	$517,154	$563,340	$614,036	$50,696	9.00 %
Park Maintenance	$2,623,808	$2,664,132	$2,724,213	$2,884,054	$159,841	5.87 %
Building Maintenance	$68,715	$94,093	$92,450	$106,888	$14,438	15.62 %
Grants	$14,517	$13,113	$15,354	$15,354	$0	0.00 %
Total	$4,274,384	$3,989,124	$4,122,014	$4,390,442	$268,428	6.51 %
Budget By Major Group						
Personnel Services	$2,461,372	$2,564,193	$2,501,615	$2,653,086	$151,471	6.05 %
Contractual Services	$724,191	$700,455	$709,339	$790,524	$81,185	11.45 %
Supplies and Materials	$212,079	$212,207	$250,130	$278,874	$28,744	11.49 %
Fixed Charges	$439,510	$434,073	$573,152	$581,590	$8,438	1.47 %
Debt Service	$70,661	$66,803	$65,000	$70,000	$5,000	7.69 %
Grants & Donations	$0	$0	$11,368	$11,368	$0	0.00 %
Capital Outlay	$366,572	$11,392	$11,410	$5,000	($6,410)	(56.18%)
Total	$4,274,384	$3,989,124	$4,122,014	$4,390,442	$268,428	6.51 %

NON-TAX REVENUE

Intergovernmental	$11,626	$5,598	$6,000	$6,000	$0	0.00 %
Service Charges	$813,008	$896,709	$997,130	$1,088,936	$91,806	9.21 %
Miscellaneous	$125,308	$161,335	$179,300	$265,300	$86,000	47.96 %
Total	$949,942	$1,063,641	$1,182,430	$1,360,236	$177,806	15.04 %
AMT. SUPPORTED BY TAXES	$3,324,442	$2,925,482	$2,939,584	$3,030,206	$90,622	3.08 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Recreation & Parks	1	$127,746	1	$130,301	1	$130,301	1	$134,210	0	$3,909
Administrative Support II	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Secretary/Bookkeeper	1	$59,647	1	$60,840	1	$62,057	1	$63,453	0	$1,396
Athletic Supervisor	1	$69,056	1	$70,437	1	$71,846	1	$73,463	0	$1,617
Total	4	$310,547	4	$316,758	4	$320,488	4	$328,676	0	$8,188
Grounds/Facilities										
Superintendent of Park Maintenance	1	$88,770	1	$95,755	1	$97,636	1	$99,833	0	$2,197
Carpenter	1	$69,145	1	$74,056	1	$79,319	1	$81,104	0	$1,785
Carpenter Assistant	1	$65,853	1	$67,170	1	$68,513	1	$70,055	0	$1,542
Maintenance Tradesworker	2	$131,706	2	$134,340	2	$137,026	2	$140,110	0	$3,084
Park Maintainer III	2	$125,432	2	$127,940	2	$130,498	2	$133,434	0	$2,936
Plumber/Pipefitter	1	$62,716	1	$67,170	1	$71,939	1	$77,237	0	$5,298
Park Maintainer I	4	$204,965	5	$276,275	4	$225,440	4	$230,512	0	$5,072
Park Maintainer II	6	$344,164	6	$351,049	6	$358,072	7	$415,916	1	$57,844
Total	18	$1,092,751	19	$1,193,755	18	$1,168,443	19	$1,248,201	1	$79,758
Department Total	22	$1,403,298	23	$1,510,513	22	$1,488,931	23	$1,576,877	1	$87,946

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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$353,322	$375,388	$357,653	$389,081	$31,428	8.79 %
Contractual Services	$218,562	$190,064	$219,276	$209,391	($9,885)	(4.51%)
Supplies and Materials	$9,271	$7,345	$7,750	$7,500	($250)	(3.23%)
Fixed Charges	$120,611	$119,558	$141,978	$164,138	$22,160	15.61 %
Capital Outlay	$360,866	$8,277	$0	$0	$0	0.00 %
Total	$1,062,631	$700,632	$726,657	$770,110	$43,453	5.98 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$1,062,631	$700,632	$726,657	$770,110
Employees	4	4	4	4
Outputs				
Administration				
# of awards/special recognitions received	N/A	N/A	N/A	N/A
# of contracts managed	9	9	12	25
# of grants received	5	2	3	2
# of revenue transactions	10,000	11,000	13,000	13,500
# of special appropriations/BET transfers required	0	1	0	0
Total dollars collected	1,300,000	1,200,000	1,300,000	1,300,000
Total dollars of contracts managed	1,000,000	2,200,000	3,500,000	4,500,000
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	55,000	60,000	65,000	65,000
Effectiveness				
Administration				
% of approved budget expended	98%	100%	100%	100%
% of current contracts renewed	TBD	TBD	TBD	TBD
% of grants renewed	2	1	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%	97.5%	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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$306,040	$324,371	$333,970	$375,602	$41,632	12.47 %
Contractual Services	$133,476	$118,669	$133,733	$139,730	$5,997	4.48 %
Supplies and Materials	$42,066	$40,864	$49,646	$49,105	($541)	(1.09%)
Fixed Charges	$23,131	$33,251	$34,623	$38,231	$3,608	10.42 %
Grants & Donations	$0	$0	$11,368	$11,368	$0	0.00 %
Total	$504,713	$517,154	$563,340	$614,036	$50,696	9.00 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$504,713	$517,154	$563,340	$614,036
no full-time employees	0	0	0	0
Outputs				
Special Events				
# of families participating at special events	8,000	15,000	16,000	16,000
# of special events offered/co-sponsored	62	62	90	90
Social Programs				
# of social programs offered	8	8	12	20
Total participants in social programs	1,500	1,500	1,600	1,600
Physical Fitness Programs				
# of physical fitness programs offered	8	6	16	24
Total participants in physical fitness programs	5,000	4,000	4,500	5,000
Arts/Cultural Programs				
# of arts/cultural programs offered	23	15	25	25
Total partic. in arts/cultural programs Specialty Camp	2,800	2,000	3,800	3,800
Sports Programs				
# of sports programs offered	48	50	55	55
Total participants in sports programs - League	10,000	15,000	17,000	17,000
Play & Learn Program (Youth)				
Total participants in program	750	750	860	860
Aquatics				
# of aquatics programs offered	13	13	15	15
Total participants in aquatics programs	8000	10,000	12,000	12,000
Scheduling				
# of facilities and fields available for use	152	151	162	162
# of facilities and fields used	152	151	151	151

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Effectiveness				
Special Events				
% change in number of participants	0%	53%	10.6%	10.6%
% change in number of Special Events offered	0%	0%	14.5%	16.6%
% of participants satisfied with Special Events	95%	95%	95%	95%
Social Programs				
% change in number of participants	0%	0%	10.6%	10.6%
% change in number of Social Programs offered	-20%	0%	66%	60%
% of participants satisfied with Social programs	95%	95%	95%	95%
Physical Fitness Programs				
% change in number of participants	TBD	TBD	TBD	9%
% change in number of physical fitness programs offered	-20%	-20%	37.5%	66.6%
% of participants satisfied with physical fitness programs	95%	95%	95%	95%
Arts/Cultural Programs				
% change in number of arts/cultural programs offered	23%	-35%	93%	0%
% change in number of participants	20%	-39%	52%	0%
% of participants satisfied with arts/cultural programs	99%	99%	99%	99%
Sports Programs				
% change in field and facility usage	+15%	+4%	+9%	0%
Play & Learn Program				
% change in number of events offered	20%	0%	5%	0%
% change in participation	0%	0%	8.7%	0%
Aquatics				
% change in number of aquatics programs offered	-15%	0%	11%	0%
% change in number of participants	0%	+20%	+12%	+10%
% of participants satisfied with aquatics programs	95%	98%	98%	98%
Scheduling				
% change in number of participants	7%	<1%	8.8%	0%
% 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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$1,789,966	$1,850,311	$1,797,380	$1,875,923	$78,543	4.37 %
Contractual Services	$305,113	$301,451	$265,953	$337,988	$72,035	27.09 %
Supplies and Materials	$156,759	$161,373	$188,234	$216,269	$28,035	14.89 %
Fixed Charges	$295,604	$281,078	$396,236	$378,874	($17,362)	(4.38%)
Debt Service	$70,661	$66,803	$65,000	$70,000	$5,000	7.69 %
Capital Outlay	$5,706	$3,115	$11,410	$5,000	($6,410)	(56.18%)
Total	$2,623,808	$2,664,132	$2,724,213	$2,884,054	$159,841	5.87 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$2,623,808	$2,664,132	$2,724,213	$2,884,054
Employees	18	19	18	19
Outputs				
Park Maintenance & Repair				
# of acres/areas plowed	50	50	50	50
# of parks maintained	57	58	58	58
# of parks receiving scheduled maintenance	57	58	58	58
Turf Management				
# of acres managed	1,200	1,210	1,240	1,240
# of acres receiving scheduled maintenance	600	616	625	625
# of irrigation systems controlled	19	19	20	19
# of irrigation systems receiving scheduled mntnce.	19	19	20	19
Facilities/Building Maintenance & Repair				
# of facilities maintained	18	18	20	22
# of facilities receiving scheduled maintenance/repair	18	18	20	22
Tree Maintenance				
# of trees and shrubs maintained	TBD	TBD	TBD	TBD
# of trees and shrubs planted/replaced		50	200	250
Beautification/Landscape Design				
# of landscape beds, perennials, annuals maintained	80	82	85	90
# of landscape beds, perennials, annuals planted/rep.	40	40	50	20
Special Projects & Events				
# of special events planned	242	242	255	300
# of special projects suggested	8	8	15	TBD

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Athletics				
# of athletic activities practiced at City venues	7,000	7,000	7,500	7,500
# of athletic contests played at City venues	32,000	32,000	32,500	
Vehicle Maintenance				
# of pieces receiving scheduled maintenance	51	51	53	56
pieces of equipment maintained	240	246	249	260
Effectiveness				
Park Maintenance & Repair				
% of acres/areas that are plowed during daylight hrs.	50 miles, 4 acres @ Cranbury	50 miles, 4 acres @ Cranbury	50 miles, 4 acres @ Cranbury	50 miles, 4 acres @ Cranbury
% of parks maintained satisfactorily	100%	100%	100%	100%
% of parks that are available for use		7%	100%	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%	100%	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%	95%	95%
Beautification/Landscape Design				
% of landscape beds, perennials, annuals replaced on schedule	85%	85%	90%	90%
Special Projects & Events				
% of special events executed/completed	100%	100%	100%	110%
% of special projects executed/completed	100%	100%	100%	100%
Athletics				
% change in athletic contests/activities played or practiced at City venues	+5%	0%	.98%	.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	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$12,044	$14,123	$12,612	$12,480	($132)	(1.05%)
Contractual Services	$55,517	$78,561	$77,523	$90,561	$13,038	16.82 %
Supplies and Materials	$989	$1,223	$2,000	$3,500	$1,500	75.00 %
Fixed Charges	$164	$186	$315	$347	$32	10.16 %
Total	$68,715	$94,093	$92,450	$106,888	$14,438	15.62 %

GRANTS

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$11,523	$11,710	$12,854	$12,854	$0	0.00 %
Supplies and Materials	$2,995	$1,403	$2,500	$2,500	$0	0.00 %
Total	$14,517	$13,113	$15,354	$15,354	$0	0.00 %

LIBRARY

Description of Service/Mission Statements:

Mission: The Norwalk Public Library System (NPLS), with our open access to diverse resources, is the information and cultural center for Norwalk's citizens and businesses.

The Norwalk Public Library System is comprised of the Main Library on Belden Avenue and the South Norwalk Branch Library on Washington Street. Serving a core population of over 87,000, NPLS is well regarded in Norwalk and the Greater Norwalk area as an important information, cultural and community resource. Featuring over 250,000 items for public circulation, our collection includes books, CDs, DVDs, magazines and audio books, in addition to downloadable materials and interlibrary loan service. Our wide variety of fiction and non-fiction book and DVD collections include an array of foreign language selections. NPLS boasts of a Norwalk History Room acquired from the Norwalk Museum; youth departments that offer exceptional programs for children from birth to high school; adult departments that offer small business, job and career development services; a recently acquired literacy volunteers department; and an extensive summer reading section to serve the city's school population. With 71 high-speed Internet accessible computers, computer labs and Wi-Fi in both buildings, NPLS actively brings in new technologies, technology training sessions, and online databases that are accessible remotely and in both libraries for NPLS card holders. Both of our libraries are open seven days/week to serve the increasing needs of our diverse community.

Highlights For 2014- 2015:

- Incorporated Literacy Volunteers into library operations.
- Opened the main library and its South Norwalk branch on Sunday afternoons during the school year.
- Increased lifelong learning opportunities by teaching the use of online databases, especially those serving small businesses.
- Continued to grow online database use both in the library and remotely from home and office with the addition of A to Z Databases, Atomic Training, ValueLine and Zinio.
- Increased collaboration with Norwalk Public Schools and Norwalk Education Foundation to help parents and students prepare for college admission.
- Expanded and improved Norwalk's Citywide Summer Reading Program.
- Digitized Norwalk History Room holdings, especially The Hour.
- Added a 3D printer to the main library's technical resources and acquired the funds to add a 3D printer to our South Norwalk branch through a partnership with Fairfield County Makers Guild and a grant from AT&T and Senator Bob Duff.
- Added Chromebooks, a device that Norwalk Public Schools uses to enable academic records access, to our collection to make them available to students and parents to use in the library.
- Introduced smart TVs to the children's activity rooms in both buildings and in the main library's auditorium, allowing for presentations during storyhours.
- Partnered for the second year with Norwalk Public Schools, Norwalk Early Childhood Council, and Norwalk ACTS for a cooperative citywide summer program which resulted in a 40% increase over the summer of 2013.

Goals For 2015 - 2016:

- Develop a five year strategic plan for public library service 2015-2020.
- Proceed with Teen Room Renovations for both buildings.
- Gain the ability to collect WiFi usage stats.
- Improve branch library staffing by adding a FT Librarian and a FT Library Assistant from existing staff.
- Bring the auditoriums in both building into the 21th century for public and staff use by adding ceiling mounted projectors and speakers and an electronic screen.
- Meet the growing demand for basic literacy classes in addition to English language learner (ELL) classes by expanding our newly acquired literacy volunteers program.
- Complete the work of the Judy Room, a study room named the late Judy Rivas, our beloved Director of Library Information, made possible by an anonymous donor.
- Complete the soundproofing project in our branch library's community room. The building was renovated in 2006, but the soundproofing was not address. This results in major disturbances in the reading room and the computer room, both located directly underneath the community room, when activities take place.
- Improved parking for both buildings. Neither library has adequate parking, growing more noticeable with our increased programming.
- Proceed with the hiring of an engineer/architect to perform a building study at the main library. 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 Library's departmental approved FY 2015-16 budget has a net increase of $77,340 or 2.1% over the approved FY 2014-15 expense budget. This increase is driven by a $39,451 contractual increase in Regular Wages; a $20,000 increase in Security Systems as recommended by Guardian Services for monitoring and maintenance expenses at both locations; a $13,100 increase in allocated insurance costs; a $10,591 increase in Utility costs; and a $5,802 net decrease in miscellaneous other expenses.

FUNDING SUMMARY

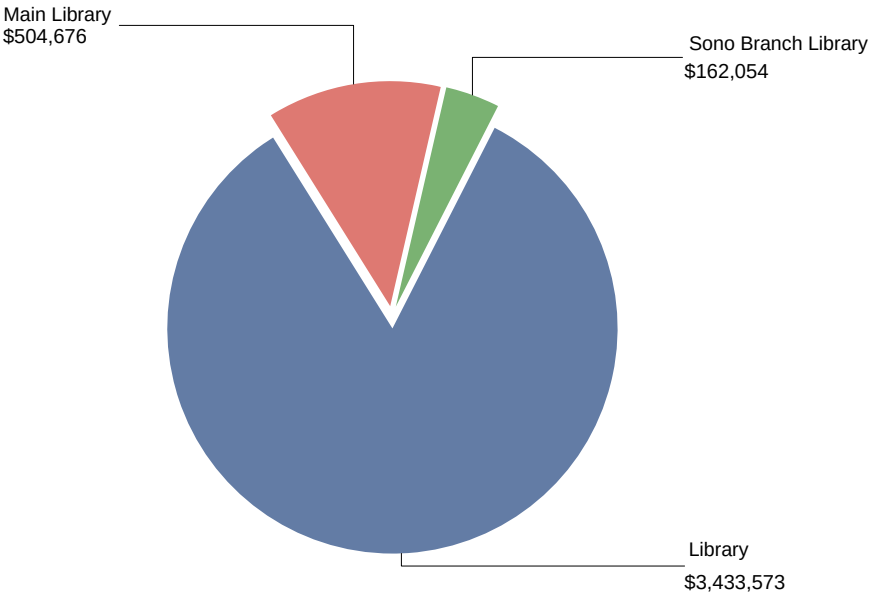
EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Library	$3,274,702	$3,478,060	$3,689,598	$3,433,573	($256,025)	(6.94%)
Main Library	$0	$0	$0	$252,338	$252,338	0.00 %
Sono Branch Library	$0	$0	$0	$81,027	$81,027	0.00 %
Total	$3,274,702	$3,478,060	$3,689,598	$3,766,938	$77,340	2.10 %
Budget By Major Group						
Personnel Services	$2,368,931	$2,411,802	$2,621,089	$2,660,305	$39,216	1.50 %
Contractual Services	$525,878	$669,378	$675,019	$702,861	$27,842	4.12 %
Supplies and Materials	$347,652	$366,482	$363,378	$356,648	($6,730)	(1.85%)
Fixed Charges	$28,421	$28,816	$30,112	$43,624	$13,512	44.87 %
Capital Outlay	$3,820	$1,581	$0	$3,500	$3,500	0.00 %
Total	$3,274,702	$3,478,060	$3,689,598	$3,766,938	$77,340	2.10 %

NON-TAX REVENUE

Intergovernmental	$3,703	$3,706	$4,970	$0	($4,970)	(100.00%)
Service Charges	$55,666	$58,375	$45,000	$75,000	$30,000	66.67 %
Miscellaneous	$0	$1,945	$500	$500	$0	0.00 %
Total	$59,369	$64,027	$50,470	$75,500	$25,030	49.59 %
AMT. SUPPORTED BY TAXES	$3,215,333	$3,414,033	$3,639,128	$3,691,438	$52,310	1.44 %

Summary by Division - Approved FY 2015-16



PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Library										
Assistant Library Director	1	$101,272	1	$106,424	1	$111,750	1	$117,526	0	$5,776
Director of Library Technology	1	$103,237	1	$108,148	1	$110,311	1	$112,793	0	$2,482
Circulation Systems Manager	1	$83,006	1	$87,016	1	$88,756	1	$90,753	0	$1,997
Library Director	1	$118,160	1	$123,965	1	$129,802	1	$132,723	0	$2,921
Director of Library Information Services	1	$96,377	1	$85,373	1	$87,080	1	$89,039	0	$1,959
Director of Children's Library Services	1	$92,067	1	$96,761	1	$101,600	1	$106,851	0	$5,251
Librarian	1	$62,656	1	$67,095	1	$71,846	1	$77,141	0	$5,295
Reference Librarian	4	$294,175	4	$303,402	4	$313,068	4	$323,960	0	$10,892
Administrative Support I	4	$176,263	3	$140,862	3	$148,291	3	$156,630	0	$8,339
Catalog Librarian	1	$76,132	1	$77,655	1	$79,208	1	$66,654	0	($12,554)
Accounts Clerk	1	$54,098	1	$55,180	1	$56,284	1	$57,550	0	$1,266
Assistant Circulation Coordinator	1	$56,814	1	$57,950	1	$59,109	1	$60,439	0	$1,330
Library Assistant	6	$324,588	7	$378,742	7	$388,765	7	$387,311	0	($1,454)
Custodian	2	$108,344	3	$153,808	3	$159,091	3	$165,042	0	$5,951
Director of Building Services	1	$62,885	0	$0	0	$0	0	$0	0	$0
Total	27	$1,810,074	27	$1,842,381	27	$1,904,961	27	$1,944,412	0	$39,451
Department Total	27	$1,810,074	27	$1,842,381	27	$1,904,961	27	$1,944,412	0	$39,451

Library Administration

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Personnel Services	$2,368,931	$2,411,802	$2,621,089	$2,660,305	$39,216	1.50 %
Contractual Services	$525,878	$669,378	$675,019	$369,496	($305,523)	(45.26%)
Supplies and Materials	$347,652	$366,482	$363,378	$356,648	($6,730)	(1.85%)
Fixed Charges	$28,421	$28,816	$30,112	$43,624	$13,512	44.87 %
Capital Outlay	$3,820	$1,581	$0	$3,500	$3,500	0.00 %
Total	$3,274,702	$3,478,060	$3,689,598	$3,433,573	($256,025)	(6.94%)

Main Library Maintenance

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$0	$0	$0	$252,338	$252,338	0.00 %
Total	$0	$0	$0	$252,338	$252,338	0.00 %

South Norwalk Branch Library Maintenance

FUNDING SUMMARY

Budget By Major Group	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contractual Services	$0	$0	$0	$81,027	$81,027	0.00 %
Total	$0	$0	$0	$81,027	$81,027	0.00 %

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures	$3,274,702	$3,478,060	$3,689,598	$3,766,938
Employees	27	27	27	27
Outputs				
Customer Services				
# of children's programs planned	1090	1200	1250	1828
# of class visits	135	150	150	150
# of databases available	28	28	31	30
# of hours branch library open each week	54	51	51	55
# of hours main library open each week	57	60	64	64
# of Internet classes offered	132	140	150	150
# of public PCs	71	71	71	71
# of visitors to library	420528	440000	460,000	460,000
Total circulation	585594	585360	585,500	586000
Membership				
# of registered borrowers	32,394	34000	35,700	35738
Effectiveness				
Administration				
% change in # of visitors	2%	5%	5%	5%
Customer Services				
% change in class visits		10%	0%	5%
Collections				
% of approved budget expended	100%	100%	100	100
IT Services				
% change in circulation	-15%	0%	0%	2%
Membership				
% increase in attendance at Internet classes	0%	5%	5%	5%
% increase in online database usage	180%	15%	15%	25%

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 2014- 2015:

City Museum Collection
- Hired collections manager to oversee the collection.
- Completed inventory of un-accessioned donations to the museum accepted since 2008.
- Loaned items to the Bruce Museum, Lockwood Mathews Mansion, Mayor's Gallery in support of their exhibits.
- Developed curatorial plan for the collection going forward.
- Completed plans and obtained quotes for renovation of Lockwood House for the new Museum being developed by the Historical Society.
- Organized and established Historical Commission office at Lockwood House.

Mathews Park
- Completed installation of elevator and renovated bathrooms for ADA compliance at the Lockwood Mathews Mansion.
- Restored plaster and painting for servant's room display and adjoining hallways.
- Contracted for restoration of the woodwork in the Conservatory.
- Completed phase I and II of the roof leak repair project.
- Replaced rotted basement doors at the Gate Lodge and installed new a/c condensing unit.
- Trapped and relocated 16 ground hogs and six skunks from Lodge, Carriage House, and Mansion Porch.

Mill Hill Historic Park
- Restored bell tower on Town House.
- Repaired and restored Barn from hurricane damage.
- Replaced rotted rear wall with masonry wall.
- Completed construction of new window frames for jail windows.
- Installed three new windows on jail and ordered remaining windows.
- Awarded contract to clean and repoint masonry on Jail.
- Replaced rotted wood on Fitch Law Office and repainted entire building.
- Completed installation of exterior ADA access and other improvements to the upper Mill Hill site buildings and park.
- Began design of hardscape around Barn and Jail in conjunction with the Head of the Harbor project.

Cemeteries
- Completed two Boy Scout projects resetting 60 tombstones at Pine Island.
- Completed professional conservation of 67 tombstones at Pine Island.
- Removed fallen tree at Brookside. Completed application of D2 cleaner on tombstones at Mill Hill.

Rogers-Ritch-Merritt House
- Found someone to reuse timbers in the construction of a house and barn in Norwalk.
- Foundation stones used at Mill Hill for seating walls, steps and retaining wall.

Goals For 2015 - 2016:

City Museum Collection
- Work with Historical Society to complete renovations to Lockwood House and open new museum
- Begin transfer of paper information from donor files to PastPerfect database for collection items.

Mathews Park
- Complete phase III of the Mansion roof leak repair project
- Complete wood restoration of conservatory;
- Complete replacement of leaking bathroom pipes at Gate Lodge;
- Completed recreation of the missing porch on the Gate Lodge which has become a public safety issue in the winter.

Mill Hill Historic Park
- Complete Town House Bell Tower restoration; complete School House rotted wood replacement and exterior painting;
- Complete installation of windows, mortar repair and replacement, and exterior painting of Jail;
- Plan and begin interior restoration of Jail;
- Complete design of and apply for grant to fund hardscape improvements around Barn and Jail.
- Develop specifications for repointing the Town House masonry and restoring the wood shingle roof.
- Install new HVAC system and hot water system in Town House.
- Begin interior renovations of Town House for ADA compliance and other code compliance issues with electrical, emergency lighting and asbestos abatement.

Cemeteries
- Pine Island - Complete Boy Scout project to reset remaining fallen 40 tombstones.
- Complete Boy Scout project to apply D2 cleaner to tombstones; apply rust inhibitor and paint metal plot enclosures.
- Develop plan for restoration of carriage roads in the cemetery.

WPA Murals
- Complete relocation of plan of Murals working with the Arts Commission;
- Plan for 2015/16 restoration of Ben Franklin School murals and Concert Hall murals depending on funding.

Rogers-Ritch-Merritt House:
- Dispose of trailers once emptied by contractor.

SIGNIFICANT CHANGES

The Historical Commission's departmental approved FY 2015-16 budget has a net decrease of $24,483 or -10.2% over the approved FY 2014-15 expense budget. This decrease is driven by a $25,000 decrease in the Lockwood Mathews Mansion Museum funding offset by a $517 net increase in miscellaneous other funds.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Historical Commission	$257,708	$216,703	$240,323	$215,840	($24,483)	(10.19%)
Total	$257,708	$216,703	$240,323	$215,840	($24,483)	(10.19%)
Budget By Major Group						
Personnel Services	$41,089	$46,899	$37,566	$37,566	$0	0.00 %
Contractual Services	$16,477	$21,236	$13,787	$8,857	($4,930)	(35.76%)
Supplies and Materials	$7,294	$6,059	$717	$5,350	$4,633	646.16 %
Fixed Charges	$11,860	$19,382	$22,253	$20,067	($2,186)	(9.82%)
Grants & Donations	$180,988	$123,127	$166,000	$144,000	($22,000)	(13.25%)
Total	$257,708	$216,703	$240,323	$215,840	($24,483)	(10.19%)

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$257,708	$216,703	$240,323	$215,840	($24,483)	(10.19%)

PERFORMANCE INDICATORS

	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Projected	FY2015-16 Approved
Inputs				
Direct Expenditures			$240,323	$215,840
No Full Time Employees				
Outputs				
Due to transition, historical amounts may not be acurate 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)				

CITY OF NORWALK

ANNUAL BUDGET

GRANTS

Description of Service/Mission Statements:

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

- 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 chronicopiate 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.

- 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.

- Open Door 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 leader-ship 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.

- Person to Person

Description: A volunteer-driven, community supported agency that seeks to improve the lives of individuals and families who lack basic necessities or resources.
Purpose: To provide low-income families and individuals meet basic, essential needs, and support them on the path towards greater financial stability. This includes food, financial assistance for rent, security deposits and utility bills, college scholarships, furniture and baby supplies for mothers.

SIGNIFICANT CHANGES

The Grants approved FY 2015-16 budget has a net increase of $475,271 or 25.4% over the approved FY 2014-15 expense budget. This increase is driven by a $387,898 increase in funding to Outside Grant Agencies and an $87,373 increase in funding to City Grant Agencies:

Outside Grant Agencies
An increase of 2% or a total of $6,253 to all Outside Agencies, except for a:
- $324,539 increase to the Norwalk Housing Authority
- $ 25,000 new grant to Person-to-Person
- $ 25,000 new grant to The Carver Center School Transitions program
- $ 12,198 increase to the Norwalk Senior Center
- $ 10,265 increase to the Mid Fairfield Child Guidance Center
- $ 2,143 increase to the Norwalk Open Door Emergency Shelter
- $ 17,500 decrease to the South Norwalk Community Center

City Grant Agencies
- $ 52,441 increase for the Redevelopment Agency programs
- $ 20,000 increase for the Summer Youth Employment program
- $ 14,786 increase for the Transit District
- $ 146 increase for the Probate Court

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Grants to Outside Agencies						
Neon Summer Camp	$145,694	$90,694	$92,508	$0	($92,508)	(100.00%)
Americare Free Clinic	$20,600	$21,012	$22,000	$22,440	$440	2.00 %
Grants-carver Foundation	$0	$55,000	$57,200	$152,702	$95,502	166.96 %
South Norwalk Community Ctr	$0	$0	$17,500	$0	($17,500)	(100.00%)
Grants-carver Sch Transition	$0	$0	$0	$25,000	$25,000	0.00 %
Elderhouse	$9,682	$9,972	$10,171	$10,374	$203	2.00 %
Norwalk Senior Center	$326,291	$336,080	$342,802	$355,000	$12,198	3.56 %
Sexual Assault Crisis Center	$16,480	$16,810	$17,146	$17,489	$343	2.00 %
Conn. Counseling Center	$2,060	$2,101	$2,143	$2,186	$43	2.01 %
Norwalk Housing Authority	$0	$0	$30,461	$355,000	$324,539	1,065.42 %
Mid Fairfield Child Guidance	$14,163	$14,446	$14,735	$25,000	$10,265	69.66 %
Human Services Council	$13,390	$13,658	$13,931	$14,210	$279	2.00 %
Open Door Shelter	$51,500	$52,530	$53,581	$55,724	$2,143	4.00 %
Domestic Violence Center	$5,665	$5,778	$5,894	$6,012	$118	2.00 %
Family & Children's Aid	$37,419	$38,167	$38,930	$39,709	$779	2.00 %
Sw Ct Mental Health Bd	$15,067	$15,368	$15,675	$15,989	$314	2.00 %
School Based Health Center	$19,055	$19,436	$19,825	$20,222	$397	2.00 %
Children's Connection	$16,480	$16,810	$17,146	$17,489	$343	2.00 %
Person To Person	$0	$0	$0	$25,000	$25,000	0.00 %
Total	$693,546	$707,862	$771,648	$1,159,546	$387,898	50.27 %
Grants to City Agencies						
Transit District	$473,742	$483,217	$492,881	$507,667	$14,786	3.00 %
Probate Court	$23,924	$24,402	$25,332	$25,478	$146	0.58 %
Harbor Commission	$11,368	$9,822	$9,134	$9,134	$0	0.00 %
Redevelopment Agency	$141,601	$138,447	$174,499	$204,210	$29,711	17.03 %
Grants-neighborhood Impv Coord	$67,783	$68,525	$71,171	$95,618	$24,447	34.35 %
Housing Site Development	$104,955	$107,054	$109,194	$111,378	$2,184	2.00 %
Fair Housing Officer	$130,064	$132,334	$142,532	$138,631	($3,901)	(2.74%)
Grants-summer Yth Employment	$75,000	$75,000	$75,000	$95,000	$20,000	26.67 %
Total	$1,028,437	$1,038,801	$1,099,743	$1,187,116	$87,373	7.94 %
Total	$1,721,983	$1,746,663	$1,871,391	$2,346,662	$475,271	25.40 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$1,721,983	$1,746,663	$1,871,391	$2,346,662	$475,271	25.40 %

DEBT SERVICE

SIGNIFICANT CHANGES

The Debt Service approved FY 2015-16 budget has a net increase of $1,478,726 or 5.7% over the approved FY 2014-15 expense budget. This budget reflects the most current bond repayment schedule.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Bonds	$23,970,943	$26,126,874	$25,754,744	$27,233,470	$1,478,726	5.74 %
Maritime Center Bonds	$1,685,000	$0	$0	$0	$0	0.00 %
Total	$25,655,943	$26,126,874	$25,754,744	$27,233,470	$1,478,726	5.74 %
Budget By Major Group						
Debt Service	$25,655,943	$26,126,874	$25,754,744	$27,233,470	$1,478,726	5.74 %
Total	$25,655,943	$26,126,874	$25,754,744	$27,233,470	$1,478,726	5.74 %
NON-TAX REVENUE						
Miscellaneous	$1,675,610	$1,349,985	$1,354,918	$1,354,918	$0	0.00 %
Total	$1,675,610	$1,349,985	$1,354,918	$1,354,918	$0	0.00 %
AMT. SUPPORTED BY TAXES	$23,980,333	$24,776,888	$24,399,826	$25,878,552	$1,478,726	6.06 %

ORGANIZATIONAL MEMBERSHIPS

SIGNIFICANT CHANGES

The Organizational Memberships approved FY 2015-16 budget has no changes over the approved FY 2014-15 expense budget.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Organizational Memberships	$98,194	$92,194	$98,874	$98,874	$0	0.00 %
Total	$98,194	$92,194	$98,874	$98,874	$0	0.00 %
Budget By Major Group						
Contractual Services	$98,194	$92,194	$98,874	$98,874	$0	0.00 %
Total	$98,194	$92,194	$98,874	$98,874	$0	0.00 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$98,194	$92,194	$98,874	$98,874	$0	0.00 %

EMPLOYEE BENEFITS

SIGNIFICANT CHANGES

The Employee Benefits approved FY 2015-16 budget has a $477,066 or 1.6% increase over the approved FY 2014-15 expense budget. This increase is driven by a $500,000 increase to the OPEB contribution offset by net decreases of $22,934 in Health Insurance, Workers Compensation, General Liability, and Social Security expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Insurance	$10,142,504	$11,376,673	$10,986,147	$10,702,284	($283,863)	(2.58%)
Social Security	$2,113,735	$2,195,734	$2,367,152	$2,465,603	$98,451	4.16 %
Opeb Contribution	$13,846,636	$13,846,636	$13,846,636	$14,346,636	$500,000	3.61 %
BOE Benefits	$5,049,707	$3,642,960	$2,458,701	$2,617,911	$159,210	6.48 %
Unemployment	$103,689	$160,986	$137,998	$141,266	$3,268	2.37 %
Total	$31,256,271	$31,222,989	$29,796,634	$30,273,700	$477,066	1.60 %
Budget By Major Group						
Contractual Services	$646,200	$732,800	$785,400	$800,900	$15,500	1.97 %
Fixed Charges	$30,610,071	$30,490,189	$29,011,234	$29,472,800	$461,566	1.59 %
Total	$31,256,271	$31,222,989	$29,796,634	$30,273,700	$477,066	1.60 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$31,256,271	$31,222,989	$29,796,634	$30,273,700	$477,066	1.60 %

PENSIONS

SIGNIFICANT CHANGES

The Employee Benefits approved FY 2015-16 budget has a $237,212 or 2.1% increase over the approved FY 2014-15 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, as follows:

The total contribution to the City Employees Pension Fund (which covers both City employees and Board of Education non-certified staff) is decreasing $15,148 to $4,791,098. As a percentage of pay, the City's contribution is now at 13.4% which is down from 13.5% in the current year. However, there is an anticipated increase of $50,000 in the city's 401A match contribution for newer employees.

The contribution to the Police Pension Fund is increasing by $234,026 to $4,314,628. As a percentage of pay, the City's contribution is now at 33.5% which is up from 32.8% in the current year.

The contribution to the Fire Pension Fund is increasing by $18,334 to $2,565,634. As a percentage of pay, the City's contribution is now at 25.3% which is down from 26.2% 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. The current forecast of pension costs call for a relatively flat city contribution for the next fiscal year.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Police	$2,588,602	$3,388,517	$4,080,602	$4,314,628	$234,026	5.74 %
Fire	$1,455,860	$2,150,257	$2,547,300	$2,565,634	$18,334	0.72 %
City	$3,083,104	$4,047,064	$4,806,246	$4,791,098	($15,148)	(0.32%)
Total	$7,127,566	$9,585,838	$11,434,148	$11,671,360	$237,212	2.07 %
Budget By Major Group						
Contractual Services	$28,870	$28,820	$51,601	$51,601	$0	0.00 %
Fixed Charges	$7,098,696	$9,557,018	$11,382,547	$11,619,759	$237,212	2.08 %
Total	$7,127,566	$9,585,838	$11,434,148	$11,671,360	$237,212	2.07 %

NON-TAX REVENUE

Miscellaneous	$0	$12,393	$0	$0	$0	0.00 %
Total	$0	$12,393	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$7,127,566	$9,573,446	$11,434,148	$11,671,360	$237,212	2.07 %

CONTINGENCY

SIGNIFICANT CHANGES

The Contingency approved FY 2015-16 budget has a $497,184 or -32.7% decrease over the approved FY 2014-15 expense budget. This is due to the elimination of the contingency amounts for unsettled contracts. The impact of the settled contracts is now reflected in the wage accounts of each department.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Contingency	$0	$0	$1,520,747	$1,023,563	($497,184)	(32.69%)
Total	$0	$0	$1,520,747	$1,023,563	($497,184)	(32.69%)
Budget By Major Group						
Others	$0	$0	$1,520,747	$1,023,563	($497,184)	(32.69%)
Total	$0	$0	$1,520,747	$1,023,563	($497,184)	(32.69%)

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$0	$0	$1,520,747	$1,023,563	($497,184)	(32.69%)

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 2015-16. 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 July 16, 2015.

Total FY 2014 tax collections (including interest and lien fees):	$ 281,884,901
State reimbursement of revenue loss on:	
Tax Relief for the elderly	16,000
Base for establishing debt limit	$ 281,900,901

DEBT LIMIT

	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Past Pension	Total
General Purpose (2.25 times base)	$634,277,027					
Schools (4.5 times base)		$1,268,554,055				
Sewers (3.75 times base)			$1,057,128,379			
Urban Renewal (3.25 times base)				$916,177,928		
Unfunded Pension (3.0 times base)					$845,702,703	
Total Debt (7.0 times base)						$1,973,306,307

INDEBTEDNESS (Including the Bonds and Maritime Center Debt)

Bonds Payable	$ 129,377,958	(1) $ 80,672,247	$ 41,308,127	(2) $ 15,750,138	$ -	$ 267,108,470
Authorized but Unissued Debt	14,289,330	5,380,000	12,485,000	5,381,200	-	37,535,530
Overlapping Indebtedness	33,901,163	(3) -	-	-	-	33,901,163
Total Bonded Indebtedness	177,568,451	86,052,247	53,793,127	21,131,338	-	338,545,163
Excess of Limit Over Outstanding and Authorized Debt	$ 456,708,576	$1,182,501,808	$1,003,335,252	$ 895,046,590	$ 845,702,703	$1,634,761,144

(1) Parking Authority bonds total $8,309,331 and are guaranteed by the full faith and credit of the City but will be repaid from parking revenues.

(2) Includes $8,269,656 of general obligation bonds and $31,638,471 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 $17,401,163 for the Second Taxing District, and $9,500,000 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

	2010-11	2011-12	2012-13	2013-14	2014-15
REVENUES					
General and property taxes and sewer assessments	$ 39,381	$ 19,364	$ 10,707	$ 10,348	$ 10,707
State and Federal government	4,337,468	5,122,483	7,412,541	5,586,265	4,781,410
Licenses, permits, fees and other	-0-	-0-	102,000	-0-	-0-
Interest on investments	202,651	343,962	8,487	231,965	31,340
Miscellaneous	-0-	-0-	-0-	-0-	-0-
TOTAL REVENUES	4,579,500	5,485,809	7,533,735	5,828,578	4,823,457
EXPENDITURES					
Public Works	-0-	-0-	4,400,000	-0-	-0-
Capital Outlay	17,314,958	27,126,784	28,690,439	27,749,417	15,771,000
Debt Service	176,086	1,141,074	235,178	106,472	-0-
TOTAL EXPENDITURES	17,491,044	28,267,858	33,325,617	27,855,889	15,771,000
Revenues over (under) expenditures	(12,911,544)	(22,782,049)	(25,791,882)	(22,027,311)	(10,947,543)
OTHER FINANCING SOURCES					
Issuance of debt	18,844,000	17,289,583	24,000,000	21,000,000	15,000,000
Premium on bond issuance	-0-	-0-	154,289	-0-	-0-
Operating transfers in	-0-	-0-	-0-	-0-	771,000
Operating transfers (out)	-0-	-0-	-0-	-0-	-
TOTAL OTHER FINANCING SOURCES	18,844,000	17,289,583	24,154,289	21,000,000	15,771,000
Excess (deficiency) of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	5,932,456	(5,492,466)	(1,637,593)	(1,027,311)	4,823,457
Beginning Fund Balance as of July 1	$20,398,566	$26,331,022	$20,838,556	$19,200,963	$18,173,652
Ending Fund Balance as of June 30	$26,331,022	$20,838,556	$19,200,963	$18,173,652	$22,997,109

Note: The City does not make projections for its capital fund balance, therefore fiscal year 2014-15 is the budgeted amount.

RATIO OF GENERAL OBLIGATION BONDED DEBT TO ENGL AND PER CAPITA LAST TEN FISCAL YEARS

Fiscal Year	End of Fiscal Year Bonded Debt	Equalized Net Grand List (ENGL) *	Debt to ENGL Ratio	Beginning of Fiscal Year Population **	Debt per Capita
2005-06	$ 218,567,149	$15,734,794,000	1.39%	84,640	$ 2,582
2006-07	$ 236,743,268	$18,873,044,733	1.25%	84,640	$ 2,797
2007-08	$ 237,743,424	$20,074,696,467	1.18%	84,692	$ 2,807
2008-09	$ 257,410,475	$20,990,084,209	1.23%	83,456	$ 3,084
2009-10	$ 252,398,467	$18,035,743,033	1.40%	83,185	$ 3,034
2010-11	$ 251,518,476	$17,356,987,045	1.45%	85,992	$ 2,925
2011-12	$ 250,187,380	$16,955,393,390	1.48%	86,705	$ 2,886
2012-13	$ 276,765,135	$16,560,812,571	1.67%	87,285	$ 3,171
2013-14	$ 273,630,935	$16,572,378,408	1.65%	87,944	$ 3,111
2014-15	$ 265,858,120	$17,006,658,659	1.56%	88,145	$ 3,016

* source: http://www.ct.gov/opm/cwp/view.asp?a=2984&q=383170 (FY 2014-15 Estimated)
** source: http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF

SCHEDULE OF CURRENT AND PROJECTED FUTURE DEBT

Fiscal Year	Debt Service Financed by Taxes *	Projected Future Borrowing
2015-16	25,954,845	17,000,000
2016-17	25,476,289	24,678,000
2017-18	25,834,755	23,742,000
2018-19	28,186,235	22,768,000
2019-20	29,485,717	17,484,000
2020-21	29,875,100	16,800,000

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

COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF 7/1/2015

Fiscal Year	City Principal Payments	City Interest Payments	Total Debt Service
2015-16	24,545,356	9,312,902	33,858,258
2016-17	23,860,734	8,179,133	32,039,867
2017-18	22,273,660	7,302,018	29,575,678
2018-19	22,434,021	6,506,864	28,940,885
2019-20	19,650,263	5,765,355	25,415,618
2020-21	18,072,083	5,082,656	23,154,739
2021-22	17,659,860	4,428,369	22,088,229
2022-23	17,686,588	3,793,266	21,479,854
2023-24	17,748,420	3,156,448	20,904,868
2024-25	15,810,691	2,530,274	18,340,965
2025-26	14,433,413	1,923,637	16,357,050
2026-27	13,416,593	1,492,612	14,909,205
2027-28	11,455,241	1,050,683	12,505,924
2028-29	9,167,366	742,706	9,910,072
2029-30	7,575,978	443,468	8,019,446
2030-31	4,864,087	237,383	5,101,470
2031-32	3,744,702	98,500	3,843,202
2032-33	1,459,064	20,432	1,479,496
	$265,858,120	$62,066,706	$327,924,826

(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 $15,749,650 made as of July 16, 2015.

Department	Council Approved	Planning Commission Recommended			
	2015-16	2016-17	2017-18	2018-19	2019-20
DEPARTMENT SUMMARY					
POLICE DEPARTMENT	38,000	119,000	0	0	0
COMBINED DISPATCH	220,000	0	0	0	0
FIRE DEPARTMENT	250,000	585,000	790,000	435,000	3,535,000
PUBLIC WORKS	9,967,000	11,323,000	10,526,000	12,226,000	9,838,000
PARKING AUTHORITY	0	947,000	1,047,000	897,000	897,000
WATER POLLUTION CONTROL AUTHORITY	6,000,000	7,000,000	4,000,000	3,000,000	1,000,000
BOARD OF EDUCATION	2,317,000	3,183,000	9,205,000	7,322,000	1,250,000
RECREATION & PARKS	2,445,000	1,625,000	740,000	465,000	880,000
LIBRARY	62,000	47,000	66,000	65,000	87,000
HISTORICAL COMMISSION	510,000	525,000	315,000	460,000	335,000
REDEVELOPMENT AGENCY	1,325,000	1,650,000	1,350,000	1,350,000	1,150,000
HEALTH	0	0	0	0	0
INFORMATION TECHNOLOGY	438,000	371,000	500,000	195,000	232,000
HUMAN RELATIONS & FAIR RENT	250,000	250,000	250,000	250,000	250,000
Total Capital	**$23,822,000**	**$27,625,000**	**$28,789,000**	**$26,665,000**	**$19,454,000**
LESS: REVENUES					
LOCIP	629,000	629,000	629,000	629,000	629,000
PARKING AUTHORITY	0	947,000	1,047,000	897,000	897,000
WATER POLLUTION CONTROL AUTHORITY	6,000,000	7,000,000	4,000,000	3,000,000	1,000,000
Total Revenues	**$6,629,000**	**$8,576,000**	**$5,676,000**	**$4,526,000**	**$2,526,000**
NET AMOUNT TO BE BONDED	**$17,193,000**	**$19,049,000**	**$23,113,000**	**$22,139,000**	**$16,928,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
A. POLICE						
C0559	1. Tactical Vests	38,000				
	2. Mobile Commad Vehicle		119,000			
	SUBTOTAL - POLICE DEPT.	**$38,000**	**$119,000**	**$0**	**$0**	**$0**
COMBINED DISPATCH						
C0561	1. Radio Communication Upgrade	220,000				
	SUBTOTAL - COMB. DISPATCH	**$220,000**	**$0**	**$0**	**$0**	**$0**
B. FIRE						
C0486	1. Vehicle Replacement	95,000				
C0385	2. Various Stations: Repairs & Replacements	35,000	35,000	35,000	35,000	35,000
C0509	3. Fire Station Paving	120,000				
	4. Apparatus Replacement		550,000		100,000	1,000,000
	5. 100 Fairfield Ave (Mx) Building Repairs			475,000		
	6. SCBA Replacement			280,000		
	7. New Station #6				300,000	2,500,000
	SUBTOTAL - FIRE DEPARTMENT	**$250,000**	**$585,000**	**$790,000**	**$435,000**	**$3,535,000**
C. PUBLIC WORKS						
C0439	A-1. City Hall Repairs & Improvements	876,000	738,000	265,000	300,000	203,000
C0476	A-2. Various City Bldgs - General Capital Repairs	50,000	50,000	50,000	50,000	50,000
C0266	A-3. Nathaniel Ely	160,000	35,000	750,000		
C0119	A-4. Public Works Center - Repairs/Improvements	218,000	250,000			
C0327	A-5. Energy Conservation Various Locations	50,000	25,000	25,000	25,000	25,000
C0137	A-6. Police Headquarters	49,000				
C0325	A-7. Lockwood House	80,000				
C0114	A-8. Ben Franklin	48,000	165,000	165,000	167,000	
C0133	A-9. Main Library	42,000	535,000	105,000	16,000	
	A-10. Life Safety-Various Buildings	0				
	A-11. Various Bldgs - Environmental Remediation		20,000	20,000	20,000	20,000
	BUILDING MANAGEMENT SUBTOTAL	**$1,573,000**	**$1,818,000**	**$1,380,000**	**$578,000**	**$298,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
C. PUBLIC WORKS (continued)						
C0392	B-1. Perry Avenue Bridge Over Norwalk River	296,000				
	B-2. Glover Avenue Bridge Improvements	0	0		250,000	1,000,000
	B-3. Perry Avenue Bridge over Silvermine (pointi	0	0	30,000	300,000	
	B-4. James Street Bridge over Silvermine					
	B-5. General Bridge & Retaining Wall Repairs		65,000		65,000	
	B-6. East Avenue Roadway/Bridge					
	BRIDGES SUBTOTAL	**$296,000**	**$65,000**	**$30,000**	**$615,000**	**$1,000,000**
C0313	C-1. Fleet Replacement	330,000	790,000	966,000	883,000	440,000
	FLEET SUBTOTAL	**$330,000**	**$790,000**	**$966,000**	**$883,000**	**$440,000**
	D-1. Drainage System Mapping	0	0	0	0	0
	MAPPING SUBTOTAL	**$0**	**$0**	**$0**	**$0**	**$0**
C0021	E-1. Pavement Management Program	5,500,000	5,500,000	5,500,000	5,500,000	6,000,000
	E-2. City Hall Parking Facilities	0	250,000			
C0407	E-3. Norwalk River Valley Trail	300,000				0
	E-4. Washington Street - Water to MLK					
	PAVEMENT PROGRAMS SUBTOTAL	**$5,800,000**	**$5,750,000**	**$5,500,000**	**$5,500,000**	**$6,000,000**
	F-1. Sidewalks and Curbing - Road Paving	0	0	0	0	0
C0318	F-2. Sidewalks & Curbing - Citywide	900,000	600,000	600,000	700,000	700,000
C0503	F-3. Footpath Replacement	100,000	100,000	100,000	100,000	100,000
C0349	F-4. Sidewalk and Curb - City Bldgs & Property	28,000		50,000		50,000
	SIDEWALKS SUBTOTAL	**$1,028,000**	**$700,000**	**$750,000**	**$800,000**	**$850,000**
C0302	G-1. General Drainage	250,000	250,000	250,000	250,000	250,000
	G-2 Honeysuckle-Daphne Diversion	0	0			
	G-2. Watercourse Maintenance	0	250,000	250,000	250,000	250,000
C0425	G-7. Stormwater Management Plan	100,000	100,000	100,000	100,000	100,000
	G-5. Water Street Outlet Maintenance		300,000	0	300,000	
	G-3. Keeler Brook Drainage Area			0	2,000,000	
	G-4. Culvert Rehabilitation			400,000		
	STORM WATER MANAGEMENT SUBTOTAL	**$350,000**	**$900,000**	**$1,000,000**	**$2,900,000**	**$600,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
C. PUBLIC WORKS (continued)						
C0232	H-1. Traffic Signals at Various Locations	250,000	250,000	250,000	250,000	
C0562	H-2. Striping and Signing (incl. bike lanes)	150,000	150,000	200,000		200,000
	H-3. Incident Management System	0	0	0	0	0
	H-4. Transportation Master Plan Implementation		400,000	400,000	400,000	400,000
	TRAFFIC MANAGEMENT SUBTOTAL	**$400,000**	**$800,000**	**$850,000**	**$650,000**	**$600,000**
5777	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**
	J-1. FHWA Matching Funds		250,000		250,000	
	J-2. Safe Routes to Schools		200,000			
	SAFETEALU MATCH SUBTOTAL	**$0**	**$450,000**	**$0**	**$250,000**	**$0**
C0515	K-1. Transfer Station-Compactor Replacement	140,000				
	K-2. Document Management System					
	PUBLIC WORKS OTHER SUBTOTAL	**$140,000**	**$0**	**$0**	**$0**	**$0**
	SUBTOTAL - PUBLIC WORKS	**$9,967,000**	**$11,323,000**	**$10,526,000**	**$12,226,000**	**$9,838,000**
D. PARKING AUTHORITY						
	1. Parking Facilities		747,000	747,000	747,000	747,000
	2 Revenue Control (smart parking)		200,000	300,000	150,000	150,000
	SUBTOTAL - PARKING AUTHORITY	**$0**	**$947,000**	**$1,047,000**	**$897,000**	**$897,000**
E. WATER POLLUTION CONTROL AUTHORITY						
C0563	1. WWTP Main Lift Pump Replacement	5,000,000				
C0564	2. Ely Ave/Bouton Str. Hydraulic Repair	1,000,000	2,000,000			
	3. Supplemental Treatment Upgrade		2,000,000			
	4. Solids Handling Facility		3,000,000	2,000,000		
	5. Keeler Brook Pump Station Upgrade				2,000,000	
	6. Collection System Rehabilitation			2,000,000	1,000,000	1,000,000
	SUBTOTAL - WPCA	**$6,000,000**	**$7,000,000**	**$4,000,000**	**$3,000,000**	**$1,000,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
F. BOARD OF EDUCATION						
C0555	1. Norwalk Early Childhood Center (Phase 2)	557,000				
C0565	2. District Building Management System (BMS)	500,000	500,000			
C0112	3. District Technology	725,000	750,000	750,000	750,000	750,000
C0566	4. West Rocks MS Window Replacement	75,000	725,000			
C0516	5. District Paving & Concrete	410,000	350,000	0	315,000	500,000
C0567	6. District Fire Alarm System	50,000	500,000	250,000	500,000	
	7. Jefferson Elementary School Construction		358,000	7,949,000		
	8. Cranbury Elementary School Construction			256,000	5,757,000	
	SUBTOTAL - BOARD OF ED.	**$2,317,000**	**$3,183,000**	**$9,205,000**	**$7,322,000**	**$1,250,000**
G. RECREATION & PARKS						
C0486	1. Vehicles	188,000	70,000	45,000		
C0367	2. Veterans Memorial Park	1,000,000	800,000			
C0568	3. Brien McMahon Replace/Refurb. Turf Fields	500,000				
C0366	4. Cranbury Park/Gallaher Estate	350,000	300,000	300,000	300,000	300,000
C0131	5. Backstop & Fencing Improvements	50,000	50,000	50,000	30,000	30,000
C0321	6. Basketball & Tennis Courts	152,000	70,000	100,000		
C0364	7. School & Park Playgrounds	90,000	100,000	100,000		
C0462	8. Fodor Farm	40,000				
C0370	9. Tree Planting	35,000	35,000	35,000	35,000	35,000
	10. Open Space Fund	0	50,000	50,000	50,000	50,000
C0575	11. Rowayton Community Docks	40,000	0		50,000	400,000
	12. Park Lighting Energy Savings	0				65,000
	13. Parks Garage Paving of Lot	0		60,000		0
	14. Oyster Shell Park	0	0	0	0	0
	15. Master Plan of Parks		150,000			
	SUBTOTAL - REC. AND PARKS	**$2,445,000**	**$1,625,000**	**$740,000**	**$465,000**	**$880,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
H. LIBRARY						
C0569	1. Library Auditoriums	18,000				
C0570	2. Children's Rooms Renovation	23,000	26,000	45,000	44,000	65,000
C0571	3. Norwalk Newspaper Digitization	21,000	21,000	21,000	21,000	22,000
	4. RFID Conversion & Implementation		0	0		
	SUBTOTAL - LIBRARY	**$62,000**	**$47,000**	**$66,000**	**$65,000**	**$87,000**
I. HISTORICAL COMMISSION						
C0132	1. Mathews Park Buildings	40,000	15,000		50,000	175,000
C0092	2. LMMM Roof Leak Repair	216,000				
C0521	3. Mill Hill Master Plan-ADA Access	94,000	150,000	150,000	150,000	
C0573	4. Lockwood House Museum ADA Access	100,000	100,000			
C0574	5. WPA Murals	25,000		15,000		
	6. Cemetery Conservation/Restoration	0	40,000	40,000	60,000	
C0186	7. LMMM Improvement Project	25,000	60,000	25,000	200,000	150,000
	8. Barn/Smith Street Buildings	0	10,000	0	0	0
C0572	9. Cemetery Site Work	10,000	0	10,000	0	10,000
	10. Mill Hill Buildings		150,000	75,000		
	11. Museum Collection Archive/Cataloguing		0		0	
	SUBTOTAL - HISTORICAL COMM.	**$510,000**	**$525,000**	**$315,000**	**$460,000**	**$335,000**
J. REDEVELOPMENT AGENCY						
C0560	1. Choice Neiborhoods District	1,300,000	500,000			
C0535	2. Public Art Fund	25,000				
	Affordable Housing		250,000	250,000	250,000	250,000
	Transit Oriented Development		500,000	500,000	500,000	500,000
	Head of the Harbor					
	Bikeway Planning & Construction		250,000	250,000	250,000	250,000
	Façade Improvements		150,000	150,000	150,000	150,000
	North Water Street Lighting			200,000	200,000	
	SUBTOTAL - REDEV. AGENCY	**$1,325,000**	**$1,650,000**	**$1,350,000**	**$1,350,000**	**$1,150,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2015-16	2016-17	2017-18	2018-19	2019-20
K. INFORMATION TECHNOLOGY						
C0375	1. Citywide IT Projects	425,000	254,000	246,000	195,000	232,000
C0037	2. Citywide GIS Technology Projects	13,000	117,000	254,000		
	SUBTOTAL - IT	**$438,000**	**$371,000**	**$500,000**	**$195,000**	**$232,000**
L. HEALTH						
	1. Oil Tank and Trailer	0				
	SUBTOTAL - HEALTH	**$0**	**$0**	**$0**	**$0**	**$0**
M. 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		**$23,822,000**	**$27,625,000**	**$28,789,000**	**$26,665,000**	**$19,454,000**

2015-16 FUNDED CAPITAL PROJECTS

POLICE DEPARTMENT

PROJECT TITLE:	**Tactical Vests**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Jan. 2016
FUNDING AMOUNT:	$38,000	
DESCRIPTION:	Purchase 25 enhanced ballistics tactical vests to replace those that are past their useful life.	
IMPACT ON OPERATING BUDGET:	None	

COMBINED DISPATCH

PROJECT TITLE:	**Radio Communication Upgrade**	
PROJECT LIFE:	Indefinite	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$220,000	
DESCRIPTION:	Upgrade the radio system within Norwalk High School and Brien McMahon High School to enhance the communication system and solve the problem of areas of the high schools with little or no outside communication with headquarters.	
IMPACT ON OPERATING BUDGET:	None	

FIRE DEPARTMENT

PROJECT TITLE:	**Vehicle Replacement**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	$95,000	
DESCRIPTION:	Ongoing vehicle replacement program. Funds in FY2015-16 will be used to replace a command car and the cab and chassis for a flatbed truck.	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	**Various Stations – Repairs & Replacements**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$35,000	
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:	**Fire Station Paving**	
PROJECT LIFE:		
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$120,000	
DESCRIPTION:	Continuation of a program started on FY12-13. Funds in the current year will be used to repave the rear apron and parking lot at Station #1.	
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:	$876,000	
DESCRIPTION:	Various updates, repairs and replacements to City Hall. FY 2015-16 funds will be used to install a security notification system in City Hall as well as the Health Department ($156,000), install a sand filter for the air conditioning system ($20,000), start phase 2 of the building roof replacement ($530,000), and various improvements to the Community Room ($170,000).	
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:	$160,000	
DESCRIPTION:	Phase II of a four 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:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	$218,000	
DESCRIPTION:	Multi-year project to address infrastructure issues at the Public Works Center. Funds for FY 2015-2016 will be used to upgrade controls on heating units ($28,000), replace obsolete fire panels ($25,000), repair the concrete wall and foundation at the salt shed ($50,000), and replace the security camera system ($115,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Various Locations – Energy Conservation**	
PROJECT LIFE:	Various	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$50,000	
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:	$49,000	
DESCRIPTION:	Ongoing program to maintain the current Police Headquarters. In FY15-16 funds will be used to replace the front entry retaining walls and planters, which have developed stress cracks, scaling and deterioration.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Lockwood House**	
PROJECT LIFE:	Permanent	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$80,000	
DESCRIPTION:	Replacement of 36 fan coil units and associated components, which are over 38 years old and no longer functioning properly.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Ben Franklin**	
PROJECT LIFE:	Various	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	$48,000	
DESCRIPTION:	Ongoing repair and maintenance program for Ben Franklin. Funds in FY 2015-16 will be used to replace 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:	$42,000	
DESCRIPTION:	Ongoing repair and maintenance program for the main Library. Funds for FY 2015-16 will be used at the Main Library for preservation of the exterior wood façade and the replacement of two exterior light fixtures.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Perry Avenue Bridge over the Norwalk River**	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$296,000	
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:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$330,000	
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 FY15-16 the following were funded: one dump trucks ($220,000), one F-550 ($45,000), one flatbed truck ($40,000), and various drainage attachments ($25,000).	
IMPACT ON OPERATING BUDGET:	The department will save money on continuous repairs to aging and outdated equipment.	

PROJECT TITLE:	**Pavement Management Program**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$5,500,000	
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:	**Norwalk River Valley Trail**	
PROJECT LIFE:	25 Years	
SCHEDULED START:	2012	SCHEDULED COMPLETION: 2015
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	Phase II construction costs for a piece of the River Valley Trail between Union Park and New Canaan Avenue. This portion will enable pedestrians and bicyclists to use the existing trail from Broad Street to the Maritime Aquarium.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Sidewalks & Curbing – Citywide**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$900,000	
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. Work will be done in conjunction with road paving as well planning and zoning work.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Footpath Replacement**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$100,000	
DESCRIPTION:	Repair and replacement of existing footpath to enable pedestrian mobility and create and healthier and safer lifestyle. The City has 45 miles of footpaths and funds will be used to replace only the most critical.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Sidewalks & Curbing – City Buildings & Property**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$28,000	
DESCRIPTION:	Construction of sidewalks where none exist as well as the repair of existing sidewalks at City facilities.	
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:	**Stormwater Water Quality Management Plan**	
PROJECT LIFE:	5 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$100,000	
DESCRIPTION:	This project is to continue and maintain this progress the City has made in improving the condition of Long Island Sound and its contributing rivers, streams and brooks. Projects include replacement of defunct storm water filters, cleaning existing water quality structure and installing new ones where needed. Funds would also be used for public education and participation in the FEMA CMS program, which may entitle residents to reduce their flood premiums. This program led to the discovery and correction of several water quality issues, including bacterial problems at Calf Pasture Beach and Woodward Avenue.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Traffic Signals – Various Locations**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$250,000	
DESCRIPTION:	A continuous program to replace obsolete traffic signals and existing Opticom Priority Control units around the City. Funds for FY15-16 will be used to replace approximately 10 units including Wall St. at Main, Wall St. at Commerce, Van Zant St. at Osborne, Ward St. at Freese Court and Fox Run at Little Brook/Red Coat.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Pavement Markings and Signage**	
PROJECT LIFE:		
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$150,000	
DESCRIPTION:	This project will encompass all pavement markings and signage along City roadways. It will include all centerline, shoulder, turn arrows, and stop bar markings. These need to be refreshed periodically to make sure the reflectivity, which plays an important role in vehicle safety is good. This work was previously done as part of the pavement management program.	
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 – Compactor Replacement**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$140,000	
DESCRIPTION:	Replacement of the third and final solid waste compactor. The other two were replaced in FY14-15.	
IMPACT ON OPERATING BUDGET:	None	

WATER POLLUTION CONTROL AUTHORITY

PROJECT TITLE:	**Main Lift Pump Replacement**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$5,000,000	
DESCRIPTION:	Emergency replacement of 6 existing main lift pumps, VFDs, electrical components, mechanical piping, and controls with 6 new pumps and ancillary equipment. The current pumps are catastrophically failing and must be replaced in order to prevent environmental and public health issues.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Ely Avenue and Bouton Street Hydraulic Repair**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$1,000,000	
DESCRIPTION:	Repair of the sanitary sewer system on Ely Avenue to address the multiple high points in that area that create a surcharged condition resulting in excessive grease and grit in the line.	
IMPACT ON OPERATING BUDGET:	None	

BOARD OF EDUCATION

PROJECT TITLE:	**Norwalk Early Childhood Center Phase II**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$557,000	
DESCRIPTION:	Phase II of the construction of the Norwalk Early Childhood Center for the consolidation of 50/50 special education pre-K. This will help develop a continuum of services for special education	
IMPACT ON OPERATING BUDGET:	Slow the growth of out of district special education placements.	

PROJECT TITLE:	**District Building Management System**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$500,000	
DESCRIPTION:	Replace the current building management system that is monitoring the HVAC systems at 16 district schools and the central kitchen. The current system is using outdated technology that not only results in inconsistent temperature control, but also increased utility costs.	
IMPACT ON OPERATING BUDGET:	A new system will be more efficient and reduce overall utility costs throughout the district.	

PROJECT TITLE:	**Technology Implementation**	
PROJECT LIFE:	5 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$725,000	
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, projectors, IPads, 3D printers, as well as computers and kits for project lead the way.	
IMPACT ON OPERATING BUDGET:	Finance Department estimates an increase in annual operating costs (electricity, training and computer supplies/equipment).	

PROJECT TITLE:	**West Rocks Middle School Window Replacement**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Sept 2015
FUNDING AMOUNT:	$75,000	
DESCRIPTION:	Removal and replacement of all exterior windows and entrance doors at West Rocks Middle School. They have exceeded their useful life, lack efficiency and are no longer in compliance with current district safety standards.	
IMPACT ON OPERATING BUDGET:	There should be a reduction in service and repair of doors and windows as well as in utility costs.	

PROJECT TITLE:	**District Paving & Concrete**	
PROJECT LIFE:	25 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$410,000	
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.	

PROJECT TITLE:	**District Fire Alarm System**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$50,000	
DESCRIPTION:	Replace current fire alarm systems that have exceeded their useful life, with a synchronized system in all schools that that is up to current code.	
IMPACT ON OPERATING BUDGET:	Replacement will save on the need for repeated and costly service requests.	

RECREATION & PARKS

PROJECT TITLE:	**Vehicles**	
PROJECT LIFE:	10+Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$188,000	
DESCRIPTION:	Vehicle replacement program. Funding will be used to purchase a Toro Groundsmaster lawnmower ($95,500), a Toro Groundsmaster 4WD 72” Deck V-Plow Mounting Kit ($47,500) and one F-350 Pickup Truck ($45,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Veteran's Memorial Park**	
PROJECT LIFE:	25+ Years	
SCHEDULED START:	Oct 2015	SCHEDULED COMPLETION: April 2016
FUNDING AMOUNT:	$1,000,000	
DESCRIPTION:	A total rebuild of the launch ramps and a portion of the visitor's docks. The current ramps are well over 50 years old and the visitor's docks do not meet current marine code for safety. This is the first phase, next year, the docks will be completed.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Brien McMahon Turf Fields**	
PROJECT LIFE:	12+ Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Sept. 2015
FUNDING AMOUNT:	$500,000	
DESCRIPTION:	Replace the artificial turf on the main field at the high school, which is 10 years old.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Cranbury Park/Gallaher Estate**	
PROJECT LIFE:	30+ Years	
SCHEDULED START:	Nov. 2015	SCHEDULED COMPLETION: April 2016
FUNDING AMOUNT:	$350,000	
DESCRIPTION:	Repair exterior masonry and flashing and install a new boiler at Gallaher Estate.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Backstop & Fencing Improvements**	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$50,000	
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 2015-16 include the backstops at Marvin and Kendall Schools.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Basketball & Tennis Courts**	
PROJECT LIFE:	5+ Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$152,000	
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 West Rocks tennis court, and to repair, crack coat and seal the Roodner Court basketball and tennis courts.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**School & Park Playgrounds**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$90,000	
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:	**Fodor Farm**	
PROJECT LIFE:	100+ Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$40,000	
DESCRIPTION:	Make the appropriate repairs to prepare the property for the National Historic Registry designation. Funds in FY 2015-16 will be used to complete plumbing, heating, sheetrock, insulation and structural work in the Caretaker's Cottage.	
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:	**Tree Planting**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Fall 2015	SCHEDULED COMPLETION: Spring 2016
FUNDING AMOUNT:	$35,000	
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:	**Rowayton Community Docks**	
PROJECT LIFE:	30+ Years	
SCHEDULED START:	October 2015	SCHEDULED COMPLETION: April 2016
FUNDING AMOUNT:	$40,000	
DESCRIPTION:	Replace the seawall and provide public access to the docks in Rowayton. Funds for FY15-16 will be used to pay for the design of a new seawall and accessible community docks.	
IMPACT ON OPERATING BUDGET:	None	

LIBRARY

PROJECT TITLE:	**Library Auditoriums**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	Sept 2015	SCHEDULED COMPLETION: Dec. 2015
FUNDING AMOUNT:	$18,000	
DESCRIPTION:	A multi-year project to update the Library's auditoriums and conference rooms. In FY 2015-16 funds will be used to install soundproofing padding in the floor of the branch library auditorium.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Children's Room Renovation**	
PROJECT LIFE:		
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Dec. 2016
FUNDING AMOUNT:	$23,000	
DESCRIPTION:	A multi-year project to update the Library's children's rooms to accommodate the growth in children's programs. Work in FY 2015-16 will include money to redesign the main library's layout ($8,000), and to finish the wall and ceiling ($15,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Norwalk Newspaper Digitization**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$21,000	
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 2015-16 will be used to digitize 49 reels of the South Norwalk Sentinel (1870-1909).	
IMPACT ON OPERATING BUDGET:	None	

HISTORICAL COMMISSION

PROJECT TITLE:	**Mathews Park Buildings**	
PROJECT LIFE:	75-100 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2020
FUNDING AMOUNT:	$40,000	
DESCRIPTION:	A multi-year program for refurbishing the historical buildings in Mathews Park. Funds for FY15-16 will be used to rebuild the missing porch on the Gate Lodge and create temporary ADA access ($35,000), as well as replace leaking pipes in the second floor walls ($5,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Lockwood Mathews Mansion Museum – Roof Repair**	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2013	SCHEDULED COMPLETION: June 2016
FUNDING AMOUNT:	$216,000	
DESCRIPTION:	A three phase project to repair the roof leaks that were identified in a 2013 architectural report. The first and second phases of the project were completed in January 2015. FY2015-16 funds will complete the project.	
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 2019
FUNDING AMOUNT:	$94,000	
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 2015-16 funds being used for design for the replacement of stairs and sidewalks in front of the Town House and a school bus pull-in on East Wall St ($25,000), asbestos abatement ($15,000), construction of an ADA bathroom and relocation of a kitchenette ($40,000), and various electrical and HVAC projects to ensure code compliance ($14,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Lockwood House Museum – ADA Access**	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	$100,000	
DESCRIPTION:	Make the building that will house the relocated Norwalk Museum, as well as the area around it, ADA accessible. Phase II will be construction of the bathrooms, access ramps and sidewalks.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**WPA Murals**	
PROJECT LIFE:	50-75 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2018
FUNDING AMOUNT:	$25,000	
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 three years to complete, and next year the focus on the conservation of the Ben Franklin School murals.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Lockwood Mathews Mansion Improvement Project**	
PROJECT LIFE:	75-100 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2030
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	An ongoing project among the City, Lockwood Mathews Mansion non-profit, the State and preservation architects to preserve, conserve and restore the Mansion while making it ADA compliant. In FY15-16 the money will be used to address critical rewiring needs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Cemetery Site Work**	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$10,000	
DESCRIPTION:	A program created to repair the stone walls and maintain a pruning program for trees so that falling trees and limbs do not cause damage to the City's cemeteries. Next year's money will be used to repair the stone walls at Brookside cemetery and removal damaged trees at Kellogg-Comstock cemetery.	
IMPACT ON OPERATING BUDGET:	None	

REDEVELOPMENT AGENCY

PROJECT TITLE:	**Choice Neighborhoods District**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$1,300,000	
DESCRIPTION:	A $30 million dollar grant has been secured to transform the Choice Neighborhood District in South Norwalk by replacing Washington Village with a complex of mixed income multi-family housing structures. Redevelopment will work in conjunction with the project. Its work includes relocating utilities, installing historic lighting, upgrading sanitary sewer and storm water systems, raising roadbeds, installing granite curbing, concrete sidewalks with decorative paving, planting street trees and adding other pedestrian amenities.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Public Art**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: Oct 2017
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	Support the creation and installation of public art in different mediums in public venues throughout the City. These funds would also help leverage grant funding from both private and public sources.	
IMPACT ON OPERATING BUDGET:	None	

INFORMATION TECHNOLOGY

PROJECT TITLE:	**Citywide Information Technology Plan**	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$425,000	
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 FY15-16 will be used to address all projects identified as critical by the IT Department. These include the yearly desktop printing refresh program, website enhancements, a consolidated server refresh enhanced security software for desktops and servers, PC and phone distribution switch replacements, and various other Police, Dispatch and Library upgrades.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Citywide GIS Technology Projects**	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$13,000	
DESCRIPTION:	Purchase a large format printer to replace the current one that is nearly 10 years old.	
IMPACT ON OPERATING BUDGET:	None	

HUMAN RELATIONS & FAIR RENT

PROJECT TITLE:	**ADA Compliance**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	203	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.	
IMPACT ON OPERATING BUDGET:	None	

PARKING AUTHORITY

Description of Service/Mission Statements:

The Norwalk Parking Authority are volunteer Norwalk residents appointed by the Mayor and approved by the Common Council. They are responsible for the management, operation and maintenance of over 4,000 on and off street parking spaces including the railroad stations. The Parking Authority takes pride in their efforts to be responsive to the public through excellence in service, communications, smartparking technologies and community collaboration. The Norwalk Parking Authority is a financially self-sustaining agency of the City of Norwalk, established in 2002 by ordinance. The Authority supports and collaborates with the Norwalk Redevelopment Agency on citywide projects.

Highlights For 2014- 2015:

- Customer Experience:
  - Expanded the Art in Parking Places program to include performing arts;
  - Partnered with private developers to create parking consistency and efficiencies;
  - Collaborated with annual community events.
- Customer Service:
  - Enhanced communication through interactive website, mobilized smartphone applications and social media alerts;
  - Enhanced parking services at the Maritime Garage and at the South Norwalk Railroad Station;
  - Expanded services at the N. Water Parking Lot.
- Financial Stability:
  - Continued to operate with a balanced financial portfolio and diversified revenue stream;
  - Maintained long term facility and parking leases and increased compliance.
- Maintenance and Security (as recommended in the condition assessment report):
  - Implemented facility maintenance improvements to extend facility useful life;
  - Enhanced operational efficiency.
- Technology and Communication:
  - Implemented the first phase of the smartparking/technology plan to capture utilization data;
  - Enhanced wayfinding through on-street sensors and facility counter technology;
  - Expanded, "We Have a Spot for You" marketing campaign city wide.

Goals For 2015 - 2016:

- Customer Experience:
  - Provide superior communication through interactive website, mobilized smartphone applications, and social media alerts;
  - Explore a shared car program at the South Norwalk Railroad Station;
  - Expand bike racks at various facilities and explore a bike share program.
- Customer Service:
  - Continue valet and enhanced parking services at the Maritime Garage and at the South Norwalk Railroad Station;
  - Expand services at the North Water Parking Lot;
  - Upgrade railroad station concession offerings.
- Financial Stability:
  - Continue to operate with a balanced financial portfolio and diversified revenue stream;
  - Maintain long term facility and parking leases and increased compliance.
- Maintenance and Security (as recommended in the condition assessment report):
  - Continue facility maintenance improvements to extend facility useful life and enhance operational efficiency.
- Technology and Communication:
  - Implement phase II of the smartparking/technology plan to capture utilization data;
  - Continue to enhance wayfinding, payment and operational efficiency efforts through the use of technology;
  - Continue, "We Have a Spot for You" marketing campaign.
- Environmental Sustainability and Energy Management Efforts:
  - Develop and implement a facility lighting plan;
  - Replace all fluorescent lighting with LED lighting utilizing a grant program offered by SNEW.

SIGNIFICANT CHANGES

The Parking Authority approved FY 2015-16 budget has a net increase of $307,402 or 5.47% over the approved FY 2014-15 operating budget.

The operating expense budget is increasing by $415,229 or 9.2% offset by a $107,827 reduction in its debt service. The primary drivers of the operating expense budget increase are a $135,000 increase to the Capital Reserve & Replacement budget; a $96,999 increase in Service Contracts which fund smartparking technology and software and equipment maintenance; a $90,908 increase to Personnel and Benefits costs; a $40,500 increase to Equipment Expense; a $26,500 increase to Building Repair & Maintenance; and $25,332 of miscellaneous other increases.

The parking revenue budget is increasing by $352,729 and is offset by a $45,227 reduction in other revenue.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
South Norwalk Lots	$1,224,099	$1,540,878	$1,744,892	$2,013,120	$268,228	15.37%
Wall Street District Lots	$194,164	$281,066	$321,052	$421,315	$100,263	31.23%
Administrative	$2,336,001	$2,194,249	$2,235,341	$2,006,380	($228,961)	(10.24%)
Railroad Station Lots	$1,840,409	$1,657,268	$1,323,414	$1,491,286	$167,872	12.68%
Total	**$5,594,674**	**$5,673,462**	**$5,624,699**	**$5,932,101**	**$307,402**	**5.47%**
Budget By Major Group						
Personnel Services	$193,323	$199,143	$114,680	$67,184	($47,496)	(41.42%)
Contractual Services	$3,907,340	$3,989,207	$4,014,002	$4,581,278	$567,276	14.13%
Fixed Charges	$118,744	$154,852	$150,109	$91,092	($59,017)	(39.32%)
Debt Service	$424,042	$383,849	$1,117,104	$1,009,277	($107,827)	(9.65%)
Grants & Donations	$0	$0	$88,217	$51,292	($36,925)	(41.86%)
Capital Outlay	$0	$0	$140,587	$131,978	($8,609)	(6.12%)
Depreciation	$951,225	$946,411	$0	$0	$0	0.00%
Total	**$5,594,674**	**$5,673,462**	**$5,624,699**	**$5,932,101**	**$307,402**	**5.47%**

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Parking Enforcement										
PARKING AIDE I	2	$108,344	2	$110,510	2	$112,720	2	$115,256	0	$2,536
Total	**2**	**$108,344**	**2**	**$110,510**	**2**	**$112,720**	**2**	**$115,256**	**0**	**$2,536**
Department Total	**2**	**$108,344**	**2**	**$110,510**	**2**	**$112,720**	**2**	**$115,256**	**0**	**$2,536**

Schedule of Bonded Debt Through Maturity as of 7/1/2015

Fiscal Year	Parking Principal Payments	Parking Interest Payments	Total Debt Service
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	149316	7526	156,842
2030-31	12556	753	13,309
2031-32	12548	251	12,799
2032-33	0	0	0
	$8,787,221	$2,762,086	$11,549,307

Note:
Although the Parking Authority debt is guaranteed by the full faith and credit of the City of Norwalk, as a Propriety Fund all of its debt is self-supporting from parking fees.

Statement of Revenues, Expenses and Changes in Net Position

	Audited Actual 2012-13	Audited Actual 2013-14	Approved Budget 2014-15	Approved Budget 2015-16
Revenues				
Charges for Services	5,510,814	5,697,310	5,618,699	5,926,101
Investment Income	1,828	9,334	6,000	6,000
Total Revenues	**5,512,642**	**5,706,644**	**5,624,699**	**5,932,101**
Expenses				
Salaries, Benefits & Claims	237,815	280,907	205,297	366,633
Administration & Operation	3,981,592	4,062,296	4,302,298	4,424,213
Depreciation	951,225	946,411	-	-
Principal Expense	-	-	751,104	661,196
Interest Expense	424,042	383,849	366,000	348,081
Reserve	-	-	-	131,978
Total Expenses	**5,594,674**	**5,673,463**	**5,624,699**	**5,932,101**
Net (loss) Income	**(82,032)**	**33,181**	**-**	**-**
Net Position, beginning	**$ 19,309,486**	**$ 19,227,454**	**$ 19,260,635**	**$ 19,260,635**
Net Position, ending	**$ 19,227,454**	**$ 19,260,635**	**$ 19,260,635**	**$ 19,260,635**

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 2014- 2015:

- 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.

- Supervisory Control and Data Acquisition (SCADA) Telemetry System went online for communications between the City's pumping stations and Wastewater Treatment Plant.

- Completed reconstruction of the Sammis Street Pump Station that was lost in Hurricane Sandy.

- Continued to implement Sanitary Sewer Collection System Master Plan.

- Rehabilitated the sanitary sewer infrastructure within Beacon Street sanitary sewer project areas.

Goals For 2015 - 2016:

- Continue to implement Sanitary Sewer Collection System Master Plan and implement rehabilitation as needed.

- Design/Rehabilitate the sanitary sewer infrastructure within the Ely Avenue and Bouton Street sanitary sewer project areas.

- Continue utilization of tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).

- Redesign of the wastewater treatment plant's main lift pump station.

- Initiate solids handling alternatives analysis project for implementation by 2020.

SIGNIFICANT CHANGES

The Water Pollution Control Authority (WPCA) approved FY 2015-16 budget has a net decrease of $2,591,603 or -13.7% over the approved FY 2014-15 operating budget.

The primary driver of the operating expense budget decrease is the elimination of the FY 2014-15 $2,950,000 budget for Capital Construction and an anticipated $109,160 reduction in Electricity expense. These reductions were offset by an increase of $164,047 in Payroll Reimbursement to the city's general fund; an increase of $147,648 in Repair Replacement Reserve; an increase of $54,402 in contractual payments to OMI; the addition of $47,231 for the purchase of Nitrogen Credits; and $54,229 of miscellaneous other increases.

The revenue for the WPCA also decreased by the $2,950,000 budget for Capital Construction which was funded in FY 2014-15 from the WPCA's fund balance along with decreases of $150,000 in Septic Disposal Fees and $ 113,131 decrease in Nitrogen Credit Trading. There were net increases of $621,528 driven primarily by increases in Sewer Use Charges which offset the above year-over-year decreases.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Water Pollution Control	$11,352,256	$11,946,904	$18,866,192	$16,274,589	($2,591,603)	(13.74%)
Total	**$11,352,256**	**$11,946,904**	**$18,866,192**	**$16,274,589**	**($2,591,603)**	**(13.74%)**
Budget By Major Group						
Personnel Services	$251,629	$311,606	$348,210	$383,433	$35,223	10.12%
Contractual Services	$6,697,939	$7,112,379	$7,297,371	$7,242,613	($54,758)	(0.75%)
Supplies and Materials	$45	$165	$0	$0	$0	0.00%
Fixed Charges	$388,238	$347,452	$346,604	$466,748	$120,144	34.66%
Debt Service	$936,802	$1,055,818	$5,669,422	$5,615,515	($53,907)	(0.95%)
Grants & Donations	$222,653	$222,345	$267,301	$431,348	$164,047	61.37%
Capital Outlay	$9,940	$0	$4,937,284	$2,134,932	($2,802,352)	(56.76%)
Depreciation	$2,845,010	$2,897,138	$0	$0	$0	0.00%
Total	**$11,352,256**	**$11,946,904**	**$18,866,192**	**$16,274,589**	**($2,591,603)**	**(13.74%)**

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Water Pollution Control Authority										
GIS Analyst	1	$76,239	1	$67,095	1	$71,846	1	$77,141	0	$5,295
Wastewater Systems Manager	1	$93,845	0	$0	0	$0	0	$0	0	$0
Wastewater Systems Technician	1	$65,779	1	$70,437	1	$70,437	1	$73,463	0	$3,026
Supervisory Environmental Engineer	0	$0	1	$102,451	1	$107,408	1	$109,825	0	$2,417
Junior Engineer	1	$76,239	1	$77,764	1	$79,319	1	$81,104	0	$1,785
Total	**4**	**$312,102**	**4**	**$317,747**	**4**	**$329,010**	**4**	**$341,533**	**0**	**$12,523**
Department Total	**4**	**$312,102**	**4**	**$317,747**	**4**	**$329,010**	**4**	**$341,533**	**0**	**$12,523**

Schedule of Bonded Debt Through Maturity as of 7/1/2015

Fiscal Year	WPCA Principal Payments	WPCA Interest Payments	Total Debt Service
2015-16	$4,750,050	$886,979	$5,637,029
2016-17	4,545,428	768,468	5,313,896
2017-18	4,487,154	666,164	5,153,318
2018-19	4,554,254	566,117	5,120,371
2019-20	2,686,125	465,637	3,151,762
2020-21	2,087,695	425,913	2,513,608
2021-22	1,850,829	394,073	2,244,902
2022-23	1,727,461	346,397	2,073,858
2023-24	1,863,570	300,737	2,164,307
2024-25	1,662,241	255,604	1,917,845
2025-26	1,733,713	213,199	1,946,912
2026-27	1,726,693	170,335	1,897,028
2027-28	1,586,541	130,529	1,717,070
2028-29	1,385,666	97,924	1,483,590
2029-30	1,409,278	69,010	1,478,288
2030-31	1,236,507	42,368	1,278,875
2031-32	1,322,702	16,810	1,339,512
2032-33	109,064	182	109,246
Total	$40,724,971	$5,816,446	$46,541,417

Note:
Although the Water Pollution Control Authority debt is guaranteed by the full faith and credit of the City of Norwalk, as a Propriety Fund all of its debt is self-supporting from sewer fees.

Statement of Revenues, Expenses and Changes in Net Position

	Audited Actual 2012-13	Audited Actual 2013-14	Approved Budget 2014-15	Approved Budget 2015-16
Revenues				
Charges for Services	14,664,481	15,254,400	15,023,111	15,324,589
Investment Income	(21,923)	112,813	43,081	100,000
Transfer From Fund Balance	-	-	3,800,000	850,000
Capital Contributions	1,032,097	314,809	-	-
Total Revenues	15,674,655	15,682,022	18,866,192	16,274,589
Expenses				
Salaries, Benefits and Claims	639,867	659,058	539,106	579,328
Administration & Operations	6,930,578	7,334,890	7,740,380	7,964,814
Depreciation	2,845,010	2,897,138	-	-
Principal Expense	-	-	4,693,509	4,750,050
Interest Expense	936,801	1,055,818	975,913	865,465
Capital Projects	-	-	2,950,000	-
Replacement Reserve	-	-	1,967,284	2,114,932
Total Expenses	11,352,256	11,946,904	18,866,192	16,274,589
Net (loss) income	**$ 4,322,399**	**$ 3,735,118**	**$ -**	**$ -**
Net Position, beginning	**$ 73,353,778**	**$ 77,676,177**	**$ 81,411,295**	**$ 81,411,295**
Net Position, ending	**$ 77,676,177**	**$ 81,411,295**	**$ 81,411,295**	**$ 81,411,295**

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 2014- 2015:

- Purchased the diagnostic tool for medium and heavy duty equipment which has enabled us to make more timely repairs.
- Continued to expand the use of Assetworks and identified areas for improvement on work orders, preventive maintenance and reporting.
- Upgraded the two-way radio communication system for the Public Works Department.
- Developed and implemented an SOP for scrap metal that comes through DPW/Fleet

Goals For 2015 - 2016:

- Continue to work with the IT Department on Assetworks program upgrade .
- Continue to work on changes with data input for Assetworks for better accuracy and reporting.
- Organize parts with a barcode system for better tracking.
- Continue working on the Fleet area for safety and cleanliness.

SIGNIFICANT CHANGES

The Fleet Services approved FY 2015-16 budget has a net decrease of $267,707 or -9.8% over the approved FY 2014-15 operating budget.

The Automotive Fuels budget is decreasing by $247,251 or -21.6% due to favorable contracted fuel purchases along with other net decreases of $20,456 accounts for the year-over-year change in budgeted expenses. The revenue, which are receipts from departments, was reduced by the same amount.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2012-13 Actual	2013-14 Actual	2014-15 Approved	2015-16 Approved	Variance	% Change
Centralized Fleet Maintenance	$2,548,267	$2,629,479	$2,733,329	$2,465,622	($267,707)	(9.79%)
Total	**$2,548,267**	**$2,629,479**	**$2,733,329**	**$2,465,622**	**($267,707)**	**(9.79%)**
Budget By Major Group						
Personnel Services	$651,080	$657,463	$761,157	$767,342	$6,185	0.81%
Contractual Services	$48,649	$30,258	$31,675	$31,295	($380)	(1.20%)
Supplies and Materials	$1,505,326	$1,535,573	$1,556,567	$1,309,316	($247,251)	(15.88%)
Fixed Charges	$343,212	$406,186	$383,930	$357,669	($26,261)	(6.84%)
Total	**$2,548,267**	**$2,629,479**	**$2,733,329**	**$2,465,622**	**($267,707)**	**(9.79%)**

PERSONNEL SUMMARY

	2012-13 Actual Pers./Exp.		2013-14 Actual Pers./Exp.		2014-15 Approved Pers./Exp.		2015-16 Approved Pers./Exp.		Variance Pers./Exp.	
Fleet Management										
Fleet Services Manager	1	$87,617	1	$91,719	1	$91,156	1	$93,207	0	$2,051
Automotive Stores Clerk	1	$56,887	1	$58,025	1	$59,186	1	$60,518	0	$1,332
Class I Mechanic (1/2 ASE)	1	$72,604	0	$0	0	$0	0	$0	0	$0
Preventive Maintenance Mechanic	1	$49,136	1	$52,628	1	$56,360	1	$52,271	0	($4,089)
Class I Mechanic	5	$359,128	6	$452,790	6	$461,844	6	$475,575	0	$13,731
Tool Mechanic/Stores Keeper	0	$0	0	$0	1	$59,186	1	$52,271	0	($6,915)
Total	**9**	**$625,372**	**9**	**$655,162**	**10**	**$727,732**	**10**	**$733,842**	**0**	**$6,110**
Department Total	**9**	**$625,372**	**9**	**$655,162**	**10**	**$727,732**	**10**	**$733,842**	**0**	**$6,110**

Statement of Revenues, Expenses and Changes in Net Position

	Audited Actual 2012-13	Audited Actual 2013-14	Approved Budget 2014-15	Approved Budget 2015-16
Revenues				
City and Members' Contributions	2,530,260	2,652,773	2,733,329	2,465,622
Investment Income	1,308	1,018	-	-
Total Revenues	2,531,568	2,653,791	2,733,329	2,465,622
Expenses				
Administration & Operations	7,856	7,803	9,000	8,500
Program Expenses	2,540,410	2,621,676	2,724,329	2,457,122
Total Expenses	2,548,266	2,629,479	2,733,329	2,465,622
Net (loss) income	**$ (16,698)**	**$ 24,312**	**$ -**	**$ -**
Net Position, beginning	**$ 64,343**	**$ 47,645**	**$ 71,957**	**$ 71,957**
Net Position, ending	**$ 47,645**	**$ 71,957**	**$ 71,957**	**$ 71,957**

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.

TOTAL CITY FUND SUMMARY

(encumbrances not included)

CITY OBJECT CODES		2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
5110	WAGES & SALARY-REGULAR	$ 42,948,621	$ 44,505,360	$ 46,980,116	$ 48,745,124	$ 1,765,008
5111	SALARY ADJUSTMENT	$ -	$ -	$ (532,070)	$ (575,194)	$ (43,124)
5120	WAGES & SALARY-OVERTIME	$ 7,022,001	$ 7,222,129	$ 6,540,394	$ 7,148,470	$ 608,076
5121	WAGES & SALARY-PREMIUM	$ 598,714	$ 593,976	$ 571,245	$ 691,704	$ 120,459
5130	WAGES & SALARY-TEMPORARY	$ 923,438	$ 900,677	$ 819,387	$ 928,122	$ 108,735
5140	WAGES & SALARY-PART TIME	$ 1,370,844	$ 1,405,461	$ 1,470,564	$ 1,492,683	$ 22,119
5141	PART TIME TYPING SERVICES	$ 8,288	$ 11,249	$ 10,200	$ 10,200	$ -
5150	LONGEVITY	$ 185,685	$ 193,614	$ 200,662	$ 197,915	$ (2,747)
5175	RETRO WAGE ADJUSTMENTS	$ 363,413	$ 8,091	$ -	$ -	$ -
5211	POSTAGE,BOX RENT,ETC.	$ 154,540	$ 171,598	$ 178,198	$ 174,560	$ (3,638)
5212	FREIGHT,EXPRESS,TRUCK	$ 245	$ 20	$ 250	$ 250	$ -
5214	MESSENGER&DELIVERY SERV.	$ 3,304	$ 2,444	$ 5,000	$ 5,000	$ -
5216	OTHER COMMUNICATION&TRAN	$ 869	$ 512	$ 850	$ 850	$ -
5221	PRINTING & DUPLICATION	$ 125,355	$ 128,603	$ 152,487	$ 153,778	$ 1,291
5225	TYPING SERVICES	$ 19,715	$ 21,344	$ 26,975	$ 27,975	$ 1,000
5226	CENTRAL PRINTING SERVICE	$ 1,508	$ 1,070	$ 2,800	$ 2,300	$ (500)
5227	MAP PRINTING	$ -	$ 175	$ 200	$ -	$ (200)
5231	PUBL OF NOTICES & REPORT	$ 21,690	$ 33,705	$ 29,432	$ 38,100	$ 8,668
5233	SUBSCRIPTION-NEWSPAPER	$ 43,826	$ 44,667	$ 50,761	$ 49,557	$ (1,204)
5234	SUBSCRIPTION-TAX,LAW	$ 163,472	$ 158,607	$ 164,585	$ 171,585	$ 7,000
5235	MEMBERSHIP & DUES	$ 146,977	$ 137,403	$ 155,782	$ 156,584	$ 802
5237	ADVERTISING	$ 29,276	$ 30,286	$ 33,468	$ 37,978	$ 4,510
5241	ELECTRIC	$ 1,397,627	$ 1,644,835	$ 1,684,206	$ 1,702,857	$ 18,651
5242	WATER	$ 282,171	$ 243,499	$ 264,009	$ 283,288	$ 19,279
5244	GAS	$ 244,904	$ 319,050	$ 308,283	$ 317,048	$ 8,765
5245	TELEPHONE	$ 383,280	$ 360,732	$ 400,155	$ 435,328	$ 35,173
5246	HEATING FUELS	$ 218,063	$ 224,294	$ 231,503	$ 191,500	$ (40,003)
5247	OTHER UTILITY SERVICES	$ 9,094	$ 13,649	$ 13,364	$ 16,403	$ 3,039
5251	MEDICAL,DENTAL,VETERINAR	$ 87,225	$ 80,417	$ 98,350	$ 113,505	$ 15,155
5253	ACCOUNTING,AUDITING SERV	$ 103,825	$ 51,915	$ 71,086	$ 71,086	$ -
5254	ARCHITECTURAL,LANDSCAPIN	$ 47,350	$ 18,080	$ 4,000	$ 5,800	$ 1,800
5255	IT SERVICES	$ 84,808	$ 112,339	$ 82,732	$ 91,410	$ 8,678
5258	OTHER PROFESSIONAL SERVS	$ 2,637,637	$ 3,333,875	$ 2,871,868	$ 2,947,320	$ 75,452
5259	PROFESSIONAL SERVICES	$ 57,390	$ 160,585	$ 59,897	$ 200,653	$ 140,756
5261	REPAIR-MAINTENANCE VEHIC	$ -	$ 380	$ 2,000	$ 3,500	$ 1,500
5262	OTHER MACHINERY-EQUIP	$ 42,032	$ 59,646	$ 70,948	$ 67,735	$ (3,213)
5263	FURNITUR,OFFICE MACH REP&MAINT	$ 15,694	$ 15,891	$ 18,418	$ 10,088	$ (8,330)
5264	TRAFFIC LIGHTS,RELATED	$ 4,680	$ 2,316	$ 6,650	$ 6,650	$ -
5265	GROUNDS&OUTDOOR COURTS	$ 7,533	$ 11,235	$ 14,075	$ 15,325	$ 1,250
5266	BUILDINGS	$ 847,148	$ 1,009,896	$ 1,062,689	$ 1,097,131	$ 34,442
5267	PLUMBING,HEAT,ELECT.SERV	$ 223,594	$ 216,749	$ 228,489	$ 237,741	$ 9,252
5269	OTHER REPAIR-MAINTENANCE	$ 600,352	$ 727,284	$ 792,707	$ 824,005	$ 31,298
5271	CLOTHING AND UNIFORMS	$ 459,630	$ 463,275	$ 471,225	$ 498,350	$ 27,125
5272	TRAINING AND EDUCATION	$ 91,936	$ 116,954	$ 118,467	$ 133,047	$ 14,580
5273	OTHER	$ 8,837	$ 7,129	$ 7,198	$ 7,198	$ -
5275	LINEN SERVICE	$ 6,173	$ 5,286	$ 8,500	$ 8,500	$ -
5276	PURCHASE OF UNIFORMS/CLEANING	$ 117,404	$ 144,646	$ 144,023	$ 157,837	$ 13,814
5281	MILEAGE REIMBURSEMENT	$ 42,685	$ 44,639	$ 50,033	$ 49,211	$ (822)
5286	BUSINESS EXPENSE	$ 17,224	$ 21,810	$ 27,245	$ 26,880	$ (365)
5292	BOARDING PRISONERS	$ 12,816	$ 15,898	$ 15,000	$ 15,000	$ -
5293	RECORDING DOCUMENTS	$ 424	$ 354	$ 500	$ 500	$ -
5294	MACHINERY,EQUIPMENT RENT	$ 94,104	$ 82,123	$ 95,754	$ 106,822	$ 11,068
5295	SEMINAR&CONFERENCE FEES	$ 27,751	$ 23,340	$ 38,762	$ 40,160	$ 1,398
5296	SECURITY SYSTEMS	$ 284,074	$ 243,752	$ 290,854	$ 297,336	$ 6,482
5297	STORAGE	$ 10,044	$ 10,036	$ 13,600	$ 13,600	$ -

TOTAL CITY FUND SUMMARY

(encumbrances not included)

CITY OBJECT CODES		2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
5298	OTHER CONTRACTUAL SERVICES	$ 4,069,732	$ 3,947,737	$ 4,029,195	$ 4,295,999	$ 266,804
5299	DISPOSAL SERVICES	$ 292,537	$ 310,158	$ 350,000	$ 350,000	$ -
5311	OFFICE SUPPLIES & MAT'LS	$ 195,412	$ 185,910	$ 191,739	$ 184,143	$ (7,596)
5321	AGRICULTURE SUPPLIES	$ 12,027	$ 26,937	$ 30,000	$ 30,750	$ 750
5322	CHEMICAL,LAB,MEDICAL SUP	$ 376,457	$ 553,045	$ 617,261	$ 627,448	$ 10,187
5323	FOOD	$ 16,992	$ 22,222	$ 14,200	$ 19,760	$ 5,560
5324	HOUSEHOLD&JANITORIAL SUP	$ 75,882	$ 74,549	$ 87,008	$ 83,456	$ (3,552)
5325	RECREATION SUPPLIES	$ 69,295	$ 67,218	$ 77,355	$ 84,355	$ 7,000
5326	CLOTHING AND UNIFORMS	$ 17,314	$ 14,175	$ 20,615	$ 22,865	$ 2,250
5327	FIREARM SUPPLIES	$ 29,075	$ 33,850	$ 30,900	$ 40,650	$ 9,750
5328	EDUCATIONAL SUPPLIES	$ 19,008	$ 17,791	$ 27,105	$ 23,895	$ (3,210)
5329	OTHER OPERATING SUPPLIES	$ 92,933	$ 84,624	$ 102,059	$ 104,809	$ 2,750
5331	AUTOMOTIVE FUEL&FLUIDS	$ 73,907	$ 70,755	$ 96,719	$ 83,000	$ (13,719)
5332	MOTOR VEHICLE PARTS	$ 100,147	$ 106,050	$ 104,817	$ 110,058	$ 5,241
5333	MACHINERY&EQUIPMENT PART	$ 41,791	$ 38,227	$ 58,960	$ 61,240	$ 2,280
5334	PAINTING SUPPLIES	$ 12,843	$ 13,303	$ 14,855	$ 15,055	$ 200
5335	PLUMBING SUPPLIES	$ 26,696	$ 20,070	$ 24,975	$ 30,175	$ 5,200
5336	ELECTRICAL SUPPLIES	$ 12,045	$ 14,035	$ 18,157	$ 21,457	$ 3,300
5339	TIRE,TUBES,BATTERIES,ETC	$ 29,073	$ 37,289	$ 45,000	$ 45,000	$ -
5341	CONSUMABLE TOOLS & HARDW	$ 46,767	$ 46,897	$ 44,611	$ 47,086	$ 2,475
5342	SIGN PARTS AND SUPPLIES	$ 32,676	$ 35,791	$ 35,000	$ 35,000	$ -
5343	TRAFFIC SIGNAL SUPPLIES	$ 24,481	$ 78,147	$ 50,000	$ 50,000	$ -
5344	COMMUNICATIONS SUPPLIES	$ 3,020	$ 444	$ 500	$ -	$ (500)
5345	ROAD MARKING MATERIALS	$ 7,779	$ 8,858	$ 9,000	$ 9,000	$ -
5351	CEMENT & CONCRETE PROD'S	$ 26,592	$ 26,957	$ 29,000	$ 29,000	$ -
5361	METAL PRODUCTS & SUPPLY	$ 14,924	$ 15,017	$ 15,000	$ 15,000	$ -
5371	LUMBER & WOOD PRODUCTS	$ 23,113	$ 15,581	$ 15,750	$ 16,600	$ 850
5375	CLAY &BALLFIELD PRODUCTS	$ 2,808	$ 5,657	$ 9,000	$ 11,000	$ 2,000
5381	ASPHALT & ASPHALT FILLER	$ 127,015	$ 140,680	$ 140,000	$ 140,000	$ -
5391	A-V EQUIPMENT	$ 54,241	$ 63,979	$ 58,645	$ 58,045	$ (600)
5392	BOOKS	$ 241,251	$ 250,474	$ 255,225	$ 256,900	$ 1,675
5393	PHOTOGRAPHIC SUPPLIES	$ 890	$ 397	$ 1,991	$ 2,000	$ 9
5394	OTHER MATERIALS	$ 15,971	$ 16,649	$ 19,387	$ 17,700	$ (1,687)
5412	GENERAL LIABILITY	$ 2,129	$ 1,815	$ 1,997	$ 1,997	$ -
5418	UNEMPLOYMENT CLAIMS	$ 30,394,136	$ 28,620,636	$ 28,591,952	$ 29,045,426	$ 453,474
5419	OTHER	$ 7,103	$ 27,218	$ 10,150	$ 10,150	$ -
5421	BUILDING&OFFICE RENTALS	$ 39,400	$ 39,400	$ 44,800	$ 45,500	$ 700
5430	FIRE PENSIONS	$ 7,098,696	$ 9,505,443	$ 11,307,547	$ 11,494,759	$ 187,212
5442	WORKER'S COMP INSURANCE	$ 3,427,141	$ 3,885,325	$ 4,992,275	$ 4,569,036	$ (423,239)
5451	POOL RENTAL	$ 14,300	$ 24,775	$ 20,300	$ 27,800	$ 7,500
5455	FIRE-SMITH STREET JAIL	$ (648)	$ -	$ -	$ -	$ -
5461	CENTRALIZED FUEL	$ 833,379	$ 895,810	$ 894,781	$ 701,736	$ (193,045)
5462	CENTRALIZED FLEET MAINTENANCE	$ 1,478,554	$ 1,498,351	$ 1,586,762	$ 1,566,306	$ (20,456)
5465	401A PENSION MATCH	$ -	$ 51,575	$ 75,000	$ 125,000	$ 50,000
5466	INSURANCE DEFICIT REPAYMENT	$ -	$ 1,744,302	$ -	$ -	$ -
5521	PRINCIPAL & INTEREST	$ 17,345,999	$ 17,695,163	$ 17,328,205	$ 19,134,110	$ 1,805,905
5522	INTEREST	$ 8,309,944	$ 8,431,724	$ 8,426,539	$ 8,099,360	$ (327,179)
5561	BUILDINGS/RENOVATIONS	$ 27,219	$ 42,925	$ 73,000	$ 35,000	$ (38,000)
5585	PARK IMPROVEMENTS	$ 70,661	$ 66,803	$ 65,000	$ 70,000	$ 5,000
5613	CONDEMNATION	$ -	$ 8,195	$ 10,000	$ 10,000	$ -
5617	OTHER GRANTS, CONTRIBUTIONS	$ 40,636	$ 32,446	$ 43,000	$ 43,000	$ -
5620	GRANTS&DONATIONS-INSTITU	$ 256,509	$ 202,364	$ 248,898	$ 229,694	$ (19,204)
5623	SPECIAL EVENTS	$ 1,979	$ 2,762	$ 2,700	$ 2,700	$ -
5631	AWARDS-SPEC.SERV.RENDER	$ 1,836	$ 1,202	$ 2,100	$ 2,100	$ -
5634	EMPLOYEE WELLNESS AWARDS	$ -	$ 122	$ -	$ -	$ -
5650	TRANSFERS TO OTHER FUNDS	$ 367,463	$ 385,836	$ 443,768	$ 511,752	$ 67,984

TOTAL CITY FUND SUMMARY

(encumbrances not included)

CITY OBJECT CODES		2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
5661	SUNDRY	$ 15,000	$ 15,000	$ 20,000	$ 25,000	$ 5,000
5711	DESKS,CHAIRS,ETC.	$ -	$ -	$ 3,155	$ -	$ (3,155)
5715	PICNIC TABLES	$ -	$ 2,528	$ 2,000	$ -	$ (2,000)
5724	CAMERAS	$ -	$ 806	$ -	$ -	$ -
5729	OTHER EQUIPMENT & MACHINERY	$ -	$ 1,581	$ 1,000	$ -	$ (1,000)
5731	CARS AND VANS	$ 285,000	$ 125,700	$ 390,000	$ 423,500	$ 33,500
5741	IT HARDWARE	$ 8,576	$ 26,310	$ 15,840	$ 15,700	$ (140)
5742	IT SOFTWARE	$ 6,747	$ 14,706	$ 6,440	$ 6,120	$ (320)
5743	RADIOS,MOBILE,WALKIE-TAL	$ 8,134	$ 6,886	$ 9,600	$ 8,000	$ (1,600)
5764	OTHER	$ 9,171	$ 9,275	$ 5,000	$ 5,000	$ -
5775	GROUNDS MAINTENANCE	$ 5,706	$ 587	$ 9,410	$ 5,000	$ (4,410)
5776	OTHER	$ -	$ -	$ 2,000	$ -	$ (2,000)
5790	OTHER	$ 6,687	$ 5,998	$ 1,000	$ 1,000	$ -
5795	STORM SANDY	$ 750,785	$ 15,963	$ -	$ -	$ -
5900	CONTINGENCY	$ -	$ -	$ 1,520,747	$ 1,023,563	$ (497,184)
525J	EMPLOYEE ASSISTANCE PROGRAM	$ 16,579	$ 16,674	$ 17,303	$ 16,430	$ (873)
532A	ELECTION SUPPLIES	$ 21,902	$ 5,845	$ 15,725	$ 28,550	$ 12,825
54BB	LOAN SETUP	$ 150,000	$ -	$ -	$ -	$ -
5A0620	GRANTS - OUTSIDE AGENCIES	$ 693,546	$ 707,862	$ 771,648	$ 1,159,546	$ 387,898
5B0225	GRANTS - TYPING SERVICES	$ 6,000	$ 3,000	$ 3,000	$ 3,000	$ -
5B0245	GRANTS - TELEPHONE	$ 1,080	$ 926	$ -	$ -	$ -
5B0258	GRANTS - OTHER PROFESSIONAL SERVS	$ -	$ -	$ -	$ 25,000	$ 25,000
5B0620	GRANTS - CITY AGENCIES	$ 1,021,357	$ 1,034,875	$ 960,511	$ 1,026,785	$ 66,274
5C0620	GRANTS FHO PAYROLL	$ -	$ -	$ 136,232	$ 132,331	$ (3,901)
	CITY ONLY TOTAL EXPENDITURES	**$ 141,506,687**	**$ 146,859,089**	**$ 151,111,290**	**$ 156,001,752**	**$ 4,890,462**

BOARD OF EDUCATION OBJECT CODES						
100	DEGREE LEVEL CHANGES	$ -	$ 68,759	$ 300,000	$ 300,000	$ -
101	LONG TERM SUBSTITUTES	$ 908,946	$ 922,503	$ 700,410	$ 715,410	$ 15,000
102	PROFESSIONAL DEVELOPMENT	$ 2,545	$ -	$ 500	$ 28,500	$ 28,000
111	SUPERINTENDENT	$ 209,738	$ 258,051	$ 250,000	$ 250,000	$ -
112	CENTRAL ADMIN SUP TEAM	$ 498,335	$ 665,329	$ 904,247	$ 1,024,344	$ 120,097
113	PRINCIPALS	$ 5,482,182	$ 5,734,021	$ 4,861,619	$ 5,060,048	$ 198,429
114	SUPERVISORS	$ 360,261	$ 272,450	$ 590,219	$ 603,057	$ 12,838
115	ASSISTANT SUPERVISORS	$ 355,095	$ 563,296	$ 606,406	$ 787,166	$ 180,760
116	DLC-TEACHERS AFTER BUDGET ROLL	$ 5,000	$ -	$ -	$ -	$ -
117	TEACHERS	$ 63,389,351	$ 62,350,833	$ 66,295,602	$ 69,750,718	$ 3,455,116
118	SUBSTITUTES	$ 913,964	$ 1,100,716	$ 930,769	$ 960,720	$ 29,951
119	OTHER CERTIFIED	$ 6,983,729	$ 6,743,218	$ 7,320,337	$ 7,363,629	$ 43,292
121	SECRETARY	$ 2,489,069	$ 2,556,325	$ 2,730,346	$ 2,710,261	$ (20,085)
122	AIDE	$ 6,079,159	$ 6,317,773	$ 7,133,808	$ 7,929,680	$ 795,872
123	CLERKS	$ 1,213,389	$ 1,346,621	$ 1,388,529	$ 1,569,384	$ 180,855
124	CUSTODIANS	$ 4,245,575	$ 4,352,440	$ 4,744,036	$ 4,143,374	$ (600,662)
125	MAINTENANCE	$ 689,728	$ 590,754	$ 659,413	$ 556,593	$ (102,820)
126	NON-AFFILIATED	$ 1,231,335	$ 1,147,098	$ 1,280,794	$ 1,791,285	$ 510,491
127	OTHER NON-CERTIFIED	$ 907,352	$ 380,954	$ 395,408	$ 438,751	$ 43,343
128	SUBSTITUTES	$ 264,852	$ 317,112	$ 303,068	$ 306,280	$ 3,212
130	OVERTIME SALARIES	$ 455,928	$ 430,652	$ 367,735	$ 421,685	$ 53,950
131	CERTIFIED OVERTIME SALAR	$ 20,452	$ 22,642	$ 25,000	$ 25,000	$ -
133	SALARIES-WORKSHOPS	$ 12,228	$ 3,459	$ 52,336	$ 39,136	$ (13,200)
134	SALARIES-EXTRA CURRICULA	$ 573,660	$ 596,523	$ 580,421	$ 639,931	$ 59,510
135	SECURITY	$ 56,743	$ 90,251	$ 96,000	$ 96,000	$ -
137	CERTIFIED HOURLY	$ 463,215	$ 544,110	$ 596,925	$ 643,261	$ 46,336
138	NON-CERTIFIED HOURLY	$ 19,664	$ 15,550	$ 28,750	$ 28,750	$ -

TOTAL CITY FUND SUMMARY

(encumbrances not included)

BOARD OF EDUCATION OBJECT CODES		2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
139	EXTRA-CURRICULAR STIPENDS	$ 119,722	$ 113,977	$ 139,738	$ 124,450	$ (15,288)
143	NURSES	$ 1,188,666	$ 1,328,597	$ 1,359,946	$ 1,372,148	$ 12,202
145	PHYSICAL THERAPIST	$ 39,479	$ 41,599	$ 41,871	$ 42,867	$ 996
150	REDESIGN FUNDS	$ -	$ -	$ 870,000	$ 194,000	$ (676,000)
200	PERSONAL SERVICES-EMPL B	$ -	$ -	$ -	$ -	$ -
212	FRINGE BENEFITS	$ 25,557,039	$ 30,424,145	$ 28,739,344	$ 26,672,362	$ (2,066,982)
230	RETIREMENT BENEFITS	$ 2,130,893	$ 1,367,713	$ 1,722,337	$ 1,639,290	$ (83,047)
235	LONGEVITY	$ 246,732	$ 247,705	$ 270,000	$ 294,332	$ 24,332
240	SOCIAL SECURITY	$ 2,771,007	$ 3,079,545	$ 3,161,840	$ 3,259,115	$ 97,275
250	UNEMPLOYMENT COMPENSATIO	$ 189,518	$ 69,948	$ 204,000	$ 80,000	$ (124,000)
300	PURCHASED PROF AND TECH	$ 138,789	$ 117,846	$ 227,250	$ 239,560	$ 12,310
301	ATTENDANCE AT MEETINGS	$ 13,912	$ 10,884	$ 46,376	$ 54,945	$ 8,569
311	RECRUITMENT	$ -	$ 1,249	$ 1,300	$ 4,000	$ 2,700
312	IN SERVICE	$ -	$ 7,961	$ 7,000	$ 7,000	$ -
322	INSTRUCTIONAL PROGRAM IM	$ 800	$ 840	$ 800	$ 850	$ 50
329	MEDICAID REIMBURSEMENT CREDIT	$ -	$ -	$ (750,000)	$ (1,550,000)	$ (800,000)
330	OTHER PROF TECH SERVICES	$ 3,243,180	$ 3,737,058	$ 3,696,631	$ 3,373,873	$ (322,758)
331	LEGAL FEES	$ 492,143	$ 494,631	$ 460,000	$ 490,000	$ 30,000
400	PURCHASED PROPERTY SERVI	$ -	$ 1,961	$ -	$ 4,400	$ 4,400
410	UTILITY SERV (WAT & SEW)	$ 185,228	$ 210,397	$ 195,000	$ 200,000	$ 5,000
412	BOILER REPAIRS	$ 17,999	$ 75,000	$ 75,000	$ 100,000	$ 25,000
413	TUBES & REFRACTORY	$ 8,796	$ 105	$ 10,000	$ -	$ (10,000)
414	BURNER SERVICE	$ 15,569	$ 15,000	$ 25,000	$ 25,000	$ -
415	OTHER REPAIRS	$ 19,523	$ 18,000	$ 15,000	$ 10,000	$ (5,000)
416	PNEUMATIC CONTROLS	$ 29,170	$ 51,684	$ 35,200	$ 55,200	$ 20,000
417	CLOCKS & INTERCOMS	$ 13,876	$ 7,234	$ 15,000	$ 10,000	$ (5,000)
420	CLEANING SERVICES	$ 25,151	$ 28,487	$ 27,000	$ 27,810	$ 810
421	DISPOSAL SERVICES	$ 116,408	$ 110,052	$ 125,000	$ 120,000	$ (5,000)
425	GLASS	$ 13,912	$ 9,434	$ 10,000	$ 10,000	$ -
430	REPAIRS AND MAINT SERV	$ 1,094,958	$ 1,114,054	$ 1,190,022	$ 1,245,817	$ 55,795
431	ELEVATOR SERVICE	$ 28,244	$ 31,933	$ 30,000	$ 30,000	$ -
432	ELECTRIC SERVICE	$ 29,837	$ 13,923	$ 35,000	$ 20,000	$ (15,000)
433	ELECTRIC MOTORS	$ 27,748	$ 26,809	$ 30,000	$ 15,000	$ (15,000)
434	FOLDING PARTITIONS	$ 14,170	$ 9,253	$ 15,000	$ 10,000	$ (5,000)
440	RENTALS	$ 309,888	$ 165,665	$ 241,309	$ 160,000	$ (81,309)
441	RENTAL OF LAND AND BUILD	$ 16,000	$ 16,000	$ 16,000	$ 24,000	$ 8,000
450	CONSTRUCTION SERVICES	$ 149,891	$ 94,740	$ 150,000	$ 150,000	$ -
490	SECURITY SERVICES	$ 144,514	$ 101,588	$ 150,000	$ 100,000	$ (50,000)
492	LIFE SAFETY SYSTEMS	$ 100,291	$ 63,529	$ 110,000	$ 100,000	$ (10,000)
494	PURCH SERVICE SWIM POOL	$ (583)	$ (126)	$ -	$ -	$ -
500	OTHER PURCHASED SERVICES	$ 379,807	$ 490,808	$ 350,000	$ 1,575,000	$ 1,225,000
510	STUDENT TRANS SERV -PUBL	$ 5,634,232	$ 6,293,293	$ 6,785,631	$ 7,562,879	$ 777,248
511	STUDENT TRANS SERV-NON-P	$ 178,739	$ 224,299	$ 294,486	$ 296,397	$ 1,911
514	STATE TRANSP REIMBURSEMENT	$ -	$ (210,501)	$ (219,909)	$ (242,865)	$ (22,956)
519	STUDENT TRANS IND ARTS	$ 23,571	$ 35,667	$ 36,180	$ 44,131	$ 7,951
521	GEN LIAB/PROPERTY INS	$ -	$ 5,304	$ 1,000	$ 1,000	$ -
529	INTER ACTI INSUR PREM PA	$ 98,977	$ 77,161	$ 110,000	$ 100,000	$ (10,000)
530	COMMUNICATIONS	$ 298,085	$ 225,684	$ 268,115	$ 283,296	$ 15,181
540	ADVERTISING	$ 642	$ 142	$ 1,000	$ 5,000	$ 4,000
562	SPEC ED TUITION - OTHER LEA's	$ 2,099,643	$ 2,240,197	$ 2,405,000	$ 2,390,500	$ (14,500)
563	SPEC ED - OOD TUITION/EC/SAP	$ 5,523,855	$ 6,254,067	$ 5,900,000	$ 7,300,000	$ 1,400,000
564	OOD TUITION-EXCESS COST/SAP	$ (1,934,758)	$ (2,175,843)	$ (2,006,000)	$ (2,800,000)	$ (794,000)
565	Regular Ed. OOD Tuition-LEA's	$ 102,744	$ 142,103	$ 154,846	$ 150,000	$ (4,846)
566	REGULAR ED OOD TUITION	$ 37,930	$ 17,945	$ 78,500	$ 35,000	$ (43,500)
580	TRAVEL	$ 122,062	$ 119,894	$ 134,560	$ 130,252	$ (4,308)
590	MISCELL PURCH SERV	$ 780	$ 780	$ 1,650	$ 1,650	$ -

TOTAL CITY FUND SUMMARY

(encumbrances not included)

BOARD OF EDUCATION OBJECT CODES		2012-13 ACTUALS	2013-14 ACTUALS	2014-15 BUDGET	2015-16 BUDGET	YoY BUDGET VARIANCE
600	SUPPLIES	$ 60,975	$ 82,387	$ 120,284	$ 116,984	$ (3,300)
610	GENERAL SUPPLIES	$ 272,725	$ 321,807	$ 271,000	$ 307,500	$ 36,500
611	INSTRUCTIONAL SUPPLIES	$ 557,187	$ 610,850	$ 698,787	$ 726,862	$ 28,075
612	ADMINISTRATIVE SUPPLIES	$ 1,414	$ 1,996	$ 1,900	$ 1,900	$ -
613	MAINTENANCE SUPPLIES	$ 163,389	$ 196,151	$ 170,000	$ 125,000	$ (45,000)
614	POSTAGE	$ 102,824	$ 108,652	$ 115,000	$ 100,000	$ (15,000)
616	TESTING	$ 10,080	$ 15,336	$ 15,900	$ 15,900	$ -
622	ELECTRICITY	$ 1,845,507	$ 2,042,958	$ 2,000,000	$ 2,175,000	$ 175,000
623	PROPANE GAS	$ 8,196	$ 9,948	$ 8,400	$ 10,000	$ 1,600
624	OIL	$ 648,922	$ 911,995	$ 814,009	$ 745,000	$ (69,009)
625	NATURAL GAS	$ 709,129	$ 740,661	$ 605,919	$ 865,000	$ 259,081
626	GASOLINE	$ 290,684	$ 263,792	$ 281,847	$ 271,734	$ (10,113)
641	TEXTBOOKS (HARD COVER/REPL)	$ 82,909	$ 92,697	$ 79,688	$ 146,391	$ 66,703
642	LIBRARY BOOKS AND PERIOD	$ 861	$ 1,919	$ 7,749	$ 5,249	$ (2,500)
643	AUDIOVISUAL	$ 37,943	$ 48,174	$ 75,941	$ 61,001	$ (14,940)
644	CONSUMABLES/WORKBOOKS	$ 173,050	$ 195,065	$ 235,639	$ 108,477	$ (127,162)
645	TEXTBOOKS (SOFT COVER)	$ 24,997	$ 29,304	$ 28,472	$ 146,236	$ 117,764
646	BOOK BINDING	$ 2,642	$ 3,971	$ 5,000	$ 3,700	$ (1,300)
690	OTHER SUPPLIES AND MATER	$ 120,209	$ 126,222	$ 194,453	$ 196,937	$ 2,484
692	GRADUATION EXPENSES	$ 19,889	$ 23,361	$ 24,020	$ 21,070	$ (2,950)
693	ACCREDITATION	$ 3,685	$ -	$ 36,000	$ 36,000	$ -
730	INSTRUCTIONAL EQUIPMENT	$ 53,389	$ 722,719	$ 112,526	$ 290,437	$ 177,911
733	INSTRUCTIONAL SOFTWARE	$ 161,113	$ 180,061	$ 210,698	$ 280,525	$ 69,827
735	COMPUTER EQUIPMENT	$ -	$ -	$ -	$ -	$ -
739	NON-INSTRUCTIONAL EQUIPMENT	$ 26,213	$ 59,912	$ 43,347	$ 38,049	$ (5,298)
749	LEASE PAYMENTS	$ -	$ -	$ -	$ 318,500	$ 318,500
810	DUES FEES AND MEMBERSHIP	$ 71,717	$ 112,785	$ 138,585	$ 143,183	$ 4,598
	TOTAL BOE ONLY EXPENDITURES	**$ 154,339,920**	**$ 161,243,578**	**$ 166,430,865**	**$ 170,987,857**	**$ 4,556,992**
TOTAL CITY & BOE EXPENDITURES		**$ 295,846,607**	**$ 308,102,668**	**$ 317,542,155**	**$ 326,989,609**	**$ 9,447,454**

CITY OF NORWALK

ANNUAL BUDGET