2016-2017
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, 2015

Jeffrey R. Emer

Executive Director

CITY OF NORWALK

APPROVED OPERATING BUDGET
FISCAL YEAR 2016-17

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.

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CITY OF NORWALK
ELECTED and APPOINTED OFFICIALS and BUDGET STAFF

MAYOR:

Harry W. Rilling

COMMON COUNCIL:

Bruce I. Kimmel, Council President

Douglas E. Hempstead

Richard R. Bonenfant

Michael De Palma

Michael R. Corsello

John Kydes, Majority Leader

Thomas P. Livingston

Shannon O'Toole-Giandurco, Minority Leader

Michelle Maggio

John E. Igneri

Nicholas P. Sacchinelli

Eloisa M. Melendez

Steven Serasis

Travis J. Simms

Phaedrel L. Bowman

BOARD OF ESTIMATE & TAXATION:

Greg Burnett, Chairman

Laoise King

James Feigenbaum

James K. Page

Anne Yang-Dwyer

Edwin Camacho

BUDGET STAFF:

Robert Barron, Finance Director

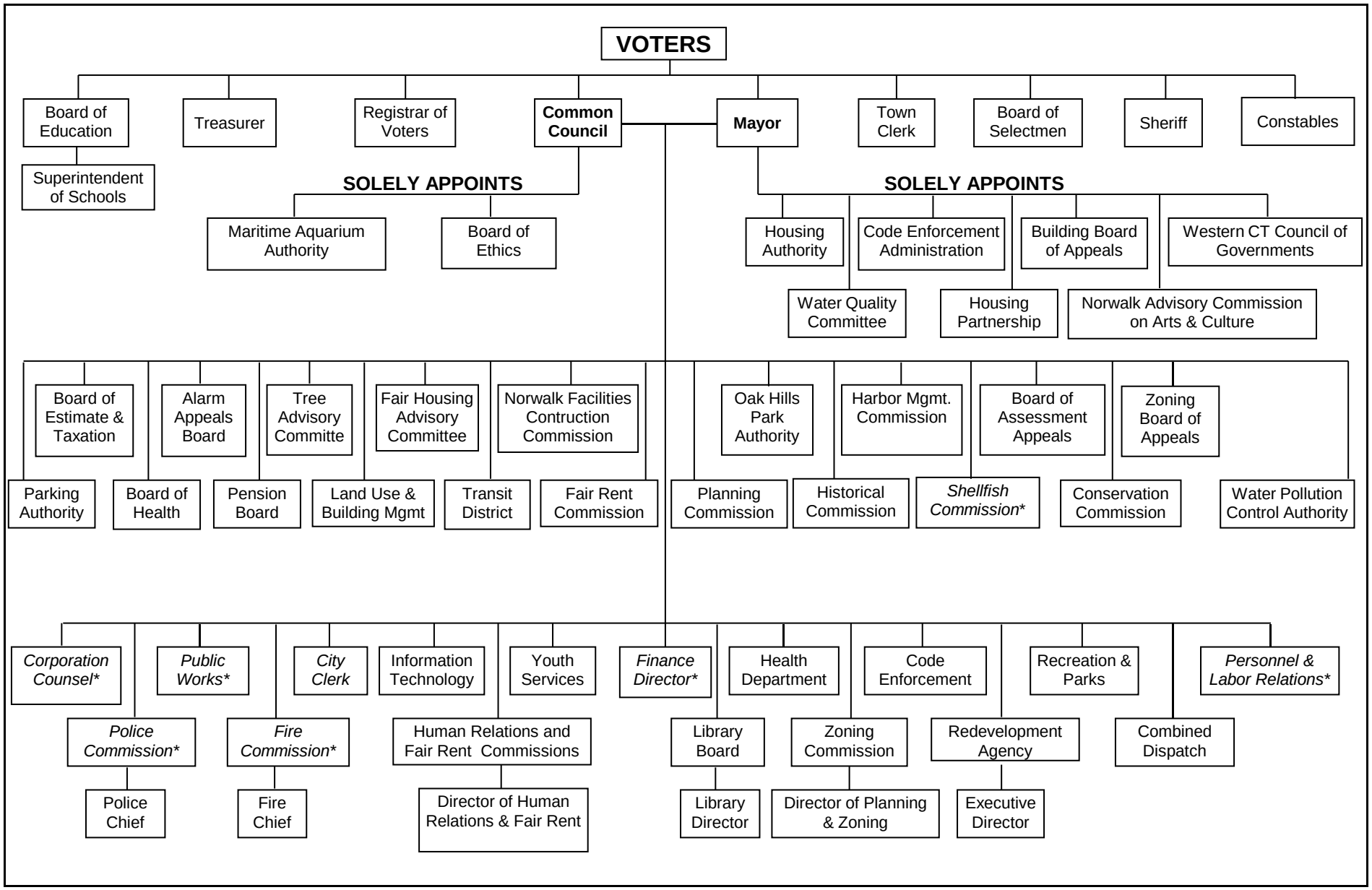
Donna Castracane, Assistant Director of Management & Budgets

Craig Schmidt, Risk Manager

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 2016-17 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 2016-17 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 includes a list of the approved capital 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 2016-17 approved budget as well as a listing of City Offices can be found on the City's website: www.norwalkct.org

Budget Message Outline

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July 1, 2016

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, 2016, and ends on June 30, 2017.

A. INTRODUCTION

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

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

These broad goals were referenced extensively as the FY 2016-17 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 economic recovery is beginning to have a positive impact on the city's grand list, but it is still far from the pre-recession growth rates.

After the protracted Great Recession, signs of economic recovery are also becoming evident in the labor market. The Connecticut Department of Labor, in its May 2016 release of Labor Force

Data, reported that 101,500 remain unemployed statewide at a rate of 5.4% and 2,293 are unemployed in Norwalk at a rate of 4.5%. 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 2015 grand list of $12.1 billion), growing only 1.54% 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 although 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 88.1% 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 every five years.

C. BUDGET PROCESS

The budget process 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 budget packages together with general assumptions and spending guidelines to the City's departments and agencies. These entities spend approximately five to six weeks developing their individual budget requests. The Finance Department compiles these requests before meeting with each entity to review the details of their budget request submissions.

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 of February in each year, and to the Common Council, the immediately following Tuesday. The Finance Department meets with and assists the members of the Common Council who must set a preliminary operating budgetary cap by its second meeting in February, the fourth Tuesday of the month.

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 2016-17 operating budget is $337,324,141 which is an expenditure increase of $10,334,532 or 3.2%. The total tax levy necessary to support the approved budget is $302,151,858 which is an increase of $5,543,044 or 1.9%.

	Approved Budget 2015-16	Approved Budget 2016-17	Year over Year $ Variance	Year over Year % Variance
Appropriations	**326,989,609**	**337,324,141**	**10,334,532**	**3.2%**
Less: Non-Levy Revenue	(38,410,987)	(44,227,887)	(5,816,900)	15.1%
Net Tax Collections	288,578,622	293,096,254	4,517,632	1.6%
Plus: Tax Adjustments (Reserve for Uncollected, Tax Relief Programs, and Tax Appeals)	8,030,192	9,055,604	1,025,412	12.8%
Tax Levy	**296,608,814**	**302,151,858**	**5,543,044**	**1.9%**
Divided by: Net Taxable Grand List	11,904,661,061	12,087,667,610	183,006,549	1.5%
Equals: Average Mill Rate (rate per $1,000 of assessed value)	**24.915**	**24.997**	**0.081**	**0.3%**

Table 1

Non-Levy Revenue

Total budgeted revenues derived from all sources other than the current tax levy is $44,227,887; an increase of $5,816,900 or 15.1%. This net increase is primarily due to a $3,413,468 increase in intergovernmental revenue due to the addition of a new Municipal Revenue Sharing grant from the State of Connecticut in the amount of $4,896,511 and $109,151 of miscellaneous other increases offset by the loss of $1,592,194 in PILOT payments from the state for tax exempt property. Departmental receipts increased by $1,144,590 driven primarily by a $650,000 increase in building permits, a $165,000 increase in park usage fees and a $150,000 increase in real estate conveyance taxes, along with $179,590 worth of increases in miscellaneous other accounts. The contribution from fund balance increased by $1,000,000 from the prior year consistent with the city's fund balance policy; a $70,000 increase in investment income based on current and projected interest rates; along with $188,842 worth of other miscellaneous increases in several accounts.

Tax Adjustments

Tax adjustments total $9,055,604; an increase of $1,025,412 or 12.8% due primarily to the annual change of collections rates. Biennial tax sales decrease collections in the fiscal year after a tax sale. The collection rate for FY 2016-17 decreases from the previous year's 98.5% to 98.2% resulting in an increase of the reserve for uncollectible taxes from 1.5% to 1.8% of the total tax levy. The reserve for uncollectible taxes equals $5,438,733 and other adjustments total $3,616,871 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:

	2014 Grand List (FY 2015-16 Assesed Value	% of Total	2015 Grand List (FY 2016-17 Assesed Value	% of Total	YoY Variance Assesed Value	%
Real Estate	10,565,685,874	88.8%	10,694,316,740	88.5%	128,630,866	1.2%
Personal Property	729,456,375	6.1%	776,723,795	6.4%	47,267,420	6.5%
Automobile	609,518,812	5.1%	616,627,075	5.1%	7,108,263	1.2%
Total	**$11,904,661,061**	**100.0%**	**$12,087,667,610**	**100.0%**	**$183,006,549**	**1.5%**

Table 2

Mill Rate & Property Tax

The city's composite mill rate will increase by 0.33% from 24.915 to 24.997 along with the grand list's increase of 1.54% equals a 1.87% increase in the total tax levy. The resulting FY 2016-17 median single family property tax obligation in the city's fourth taxing district increases by $26.39 or 0.4% from $6,528.32 to $6,554.70.

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 $316,639,469 in February 2016. The calculation of the cap established by the Common Council in comparison to the final approved budget is illustrated in table 3 below.

	FY 2016-17		$	%
	Council Cap	Approved	Variance	Variance
Total Expenditures	337,395,669	337,324,141	(71,528)	0.0%
Less: Intergovermental Grants	20,756,200	20,729,968	(26,232)	-0.1%
Net Local Funding and Appropriation Cap	**$316,639,469**	**$316,594,173**	**($45,296)**	**0.0%**

Table 3

E. BUDGET ASSUMPTIONS AND SUMMARY OF SIGNIFICANT CHANGES

Revenues:

DEPARTMENT	Approved Budget 2015-16	Approved Budget 2016-17	Year over Year $ Variance	Year over Year % Variance
Current Local Taxes	288,578,622	293,096,254	4,517,632	1.6%
Intergovernmental	17,316,500	20,729,968	3,413,468	19.7%
Departmental Receipts	10,856,750	12,001,340	1,144,590	10.5%
Use of Fund Balance	1,000,000	2,000,000	1,000,000	100.0%
Miscellaneous	2,461,555	2,624,453	162,898	6.6%
Investment Income	760,000	830,000	70,000	9.2%
Interest & Penalties	1,916,182	1,942,126	25,944	1.4%
Supplemental Auto	2,100,000	2,100,000	0	0.0%
Back Tax Collections	2,000,000	2,000,000	0	0.0%
GRAND TOTAL	**$326,989,609**	**$337,324,141**	**$10,334,532**	**3.2%**

Table 4

- The Current Property Taxes are increasing by $4,517,632 or 1.6% due to the 1.54% grand list and 0.33% average mill rate increases shown above offset by a decrease in the collection rate from 98.5% to 98.2% due to the impact of biennial tax sales that decreases tax collections in the year after the sale. The next tax sale is scheduled for July of 2018.
- Intergovernmental Revenue increases by $3,413,468 or 19.7% due primarily to the addition of a new Municipal Revenue Sharing grant from the State of Connecticut in the amount of $4,896,511 and $109,151 of miscellaneous other increases offset by the loss of $1,592,194 in PILOT payments from the state for exempt property.
- Departmental Receipts increase by $1,144,590 or 10.5% due to increases of $650,000 in Building Permits; a $165,000 increase in the Park Usage Fees; a $150,000 increase in Real Estate Conveyance Taxes; and net increases of $179,590 in several other departmental receipts.
- Transfers from Fund Balance increase by $1,000,000 consistent with the city's fund balance policy.
- Miscellaneous revenue increases by $162,898 or 6.6% due to increases of $231,864 in expenditure reimbursements from the city's WPCA and Parking Authority; a $120,000 increase in Cranbury Park picnic and mansion rentals; and net increases of $9,150 in several other miscellaneous accounts offset by a decrease of $198,116 in the Debt Service Reimbursement.
- Investment Income increases by $70,000 or 9.2% from the prior year's budget amount. This increase is due to the anticipated earned rate of return in fiscal year 2016-17.
- Interest and Penalties increase by $25,944 or 1.4% due to increased collections.
- Supplemental Auto revenue remains flat for the taxes collected on vehicles purchased after the October 1, 2015 grand list date.
- Back Tax Collections are also expected to remain flat.

Expenditures:

EXPENDITURES	Approved Budget 2015-16	Approved Budget 2016-17	Year over Year $ Variance	Year over Year % Variance
Education	$ 170,987,857	$ 176,150,073	$ 5,162,216	3.0%
Employee Benefits	$ 30,273,700	$ 32,376,657	$ 2,102,957	6.9%
Contingency/Organizational Memberships	$ 1,122,437	$ 2,677,094	$ 1,554,657	138.5%
Finance Department	$ 3,709,408	$ 4,758,969	$ 1,049,561	28.3%
Protection of Persons & Property	$ 45,054,666	$ 45,539,325	$ 484,659	1.1%
Pension Contributions	$ 11,671,360	$ 12,106,962	$ 435,602	3.7%
General Government	$ 5,600,204	$ 5,878,990	$ 278,786	5.0%
Recreation, Arts, Culture	$ 8,373,220	$ 8,610,374	$ 237,154	2.8%
Grants	$ 2,346,662	$ 2,435,465	$ 88,803	3.8%
Health Department	$ 2,109,452	$ 2,118,910	$ 9,458	0.4%
Public Works	$ 18,507,173	$ 18,148,006	$ (359,167)	-1.9%
Debt Service	$ 27,233,470	$ 26,523,316	$ (710,154)	-2.6%
GRAND TOTAL	**$326,989,609**	**$337,324,141**	**$10,334,532**	**3.2%**

Table 5

- The Board of Education's budget has an increase of $5,162,216 or 3.0% which is equal to the BOE's total request for the year.
- The Employee Benefits budget has a net increase of $2,102,957 or 6.9%. This is driven by a $1,275,084 increase in the city's Health Insurance; a $500,000 increase to the OPEB contribution; a $283,812 net increase in the BOE Workers Compensation and General Liability insurance; and a net increase of $44,061 in Social Security, Unemployment Insurance and health insurance Administration expenses.
- The Contingency budget has a net increase of $1,554,657 or 138.5%. This increase is due to the wage contingency for five unsettled bargaining union contracts.
- The Finance budget has a net increase of $1,049,561 or 28.3%. This increase is driven by a $1,155,000 increase in the Tax Assessor's Professional Services due to a state mandated revaluation of all real property for the October 1, 2018 effective grand list; a $92,580 increase in the Regular Wages for the addition of full time Accountant and Buyer positions; and a $23,471 net increase in other miscellaneous expenses; offset by a $136,000 decrease in the Tax Collector's Professional Services due to the reduction of expenses associated with the biennial tax sale; and a net decrease of $85,490 in Part Time Wages due to the elimination of two part time Buyer positions and a part time GIS Consultant position.
- The Protection of Persons & Property has an increase of $484,659 or 1.1% which is comprised of the following departments:
    - The Fire Department budget has a net increase of $331,314 or 1.8%. This increase is driven by a $196,704 increase in a Workers Compensation allocation; a $164,952 increase in Overtime Wages; a $67,100 increase in Uniform Purchases for replacements and newly hired employees; a $22,132 increase in Regular Wages due to the net impact of contractual step increases and savings from retirements; offset by an $81,641 decrease in Other Professional Services due to

the prior year's expense associated with the recruitment of new firefighters not present in the current year budget; and a $37,933 net decrease in other miscellaneous accounts.

- The Code Enforcement budget has a net increase of $58,003 or 7.8%. This increase is driven by a $25,514 increase in Part Time Wages and a $24,000 increase in Temporary Wages due to the hiring of a consultant project manager to help implement the new permit software; and an $8,489 net increase in other miscellaneous accounts.
- The Police budget has a net increase of $47,324 or 0.2%. This increase is driven by a $109,164 increase of in Overtime Wages; a $49,780 increase in Regular Wages due to contractual step increases; a $26,500 increase in the Cars and Vans account; a $21,300 increase in Firearm Supplies; a $10,000 increase in Training; and a $14,814 net increase in other miscellaneous accounts; offset by a $95,373 decrease in Workers Compensation; and an $88,861 decrease in Fleet fuel and maintenance allocations to reflect trend expenses.
- The Combined Dispatch budget has a net increase of $25,177 or 1.0%. This increase is driven by a $20,000 increase in Overtime Wages; a $5,800 increase in Communications due to the regional maintenance costs for the UASI radio system; and a $1,814 net increase in other miscellaneous accounts; offset by a $2,437 decrease in Regular Wages due to employee turnover in the department.
- The Planning & Zoning budget has a net increase of $22,841 or 2.0%. This increase is driven by a $48,500 increase in Architectural and Landscaping expenses due to the expenses associated with the update to the Plan of Conservation and Development; and a net increase of $ 3,063 in other miscellaneous accounts; offset by a $28,722 decrease in Regular Wages due to the anticipated lower salary for the new Director that will be hired.

- The Pension budget is increasing by $435,602 or 3.7% 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 increasing $333,071 to $5,124,169. As a percentage of pay, the City's contribution is now at 14.5% which is up from 13.4% in the previous year.
  - The contribution to the Police Pension Fund is increasing by $39,472 to $4,354,100. As a percentage of pay, the City's contribution is now at 31.4% which is down from 33.5% in the previous year.
  - The contribution to the Fire Pension Fund is increasing by $63,059 to $2,628,693. As a percentage of pay, the City's contribution is now at 24.3% which is down from 25.3% in the previous year.
- The General Government budget is increasing by $278,786 or 5.0% which is comprised of the following departments:
  - The Mayor, Legislative, Personnel, City and Town Clerks budgets have a net increase of $173,423 or 9.2% over the approved FY 2015-16 expense budget.

This increase is driven by $146,862 increase in Regular Wages in the Mayor's office due to the a new Assistant to the Mayor position, full funding of the Early Childhood Program Coordinator's wages which were partially funded in the previous year through a grant, along with contractual step increases; and a $26,561 net increase in other miscellaneous expenses.

- The Human Relations & Fair Rent budget has a net increase of $51,956 or 17.8%. This increase is driven by a $48,678 increase in Regular Wages due to the full funding of a Program Coordinator position and step increases; a $1,500 increase in Overtime Wages for attending to various hearings and committees, and a $1,778 net increase in other miscellaneous expenses.
- The Youth Services budget has a net increase of $45,852 or 16.1%. This increase is driven by a $63,413 increase in Regular Wages to reflect the hiring of a full time Assistant JRB Coordinator; and a $1,211 net increase in other miscellaneous expenses; offset by an $18,772 decrease in Part Time Wages to reflect the elimination of the part time Assistant JRB Coordinator position.
- The Information Technology budget has a net increase of $43,503 or 2.6%. This increase is driven by a $33,386 increase in Other Repairs & Maintenance for citywide departmental software maintenance net increases; a $6,658 increase in the Telephone expenses to reflect trend expenses; a $3,486 increase in Regular Wages due to contractual step increases; and a $27 net decrease in other miscellaneous expenses.
- The Registrar of Voters budget has a net decrease of $37,846 or -8.6%. This decrease is driven by a $31,065 decrease in Temporary Wages; a $7,950 decrease in Election Supplies; and a $5,169 net decrease in other miscellaneous expenses; offset by a $6,338 increase in Part Time Wages.
- The Corporation Counsel budget has a net increase of $1,898 or 0.2%. This increase is driven by $12,834 increase in Regular Wages; a $1,550 increase in Seminar and Conference expenses; and a $639 net increase in miscellaneous other expenses; offset by a $13,125 decrease in Part Time Wages.

- The Recreation, Arts, Culture budget is increasing by $237,154 or 2.8% which is comprised of the following departments:
  - The Recreation & Parks budget has a net increase of $168,802 or 3.8%. This increase is driven by a $35,000 increase in Park Improvements for park beautification, a Geese Control Management program and other repairs; a $20,884 increase in Temporary Wages to reflect the addition of a part time Gate Attendant position and a $17,283 increase in Regular Wages to reflect step increases; a $20,474 increase in various Water accounts to reflect trend expenses; a $19,009 increase in Fleet Maintenance; a $17,800 increase in the Security Systems for surveillance at Calf Pasture Beach and Cranbury Park; and a $38,352 net increase in other miscellaneous accounts.
  - The Historical Commission budget has a net increase of $36,342 or 16.8%. This increase is driven by a $25,000 increase in the Lockwood Mathews Mansion Museum funding; a $7,434 increase in Part Time Wages due to adding a second Handyman position; and a $3,908 net increase in other miscellaneous funds.

- The Library budget has a net increase of $32,010 or 0.8%. This is driven by a $31,800 increase in Repairs and Maintenance for general Library repairs; a $20,000 increase in Professional Services for various programs offered by the Library; and a $210 net increase in other miscellaneous accounts; offset by a $20,000 decrease in the Books account due to a decreased demand.

- The Grants budget has a net increase of $88,803 or 3.8%. This increase is driven by a $60,653 increase in funding to City Grant Agencies; and a $28,150 increase in funding to Outside Grant Agencies.
- The Health & Welfare budget has a net increase of $9,458 or 0.4%. This increase is driven by an $11,295 increase in Regular Wages; a $5,270 increase in Building Maintenance to reflect trend expenses; and a $7,893 net increase in other miscellaneous expenses; offset by a $15,000 decrease of in Part Time Wages.
- The Public Works budget has a net decrease of $359,167 or -1.9%. This decrease is driven by a $100,000 decrease in Chemical, Lab and Medical Supplies to reflect prior year carryover road salt surplus funds; a $96,387 decrease in Regular Wages due to departmental turnover and restructuring; a $79,876 decrease in allocated Fleet fuel and maintenance; a $65,808 decrease in Electricity to reflect trend expenses; a $54,574 decrease in the allocated Workers Compensation Insurance; a $16,000 decrease in Purchase of Uniforms due to a biennial contractual requirement; and a $71,312 net decrease in miscellaneous other accounts. These decreases are offset by an increase of $107,620 in Other Contractual and Other Professional services to reflect contractual increases for solid waste disposal and recycling; and a $17,170 increase in Other Repairs & Maintenance for traffic signal software maintenance.
- The Debt Service budget has a net decrease of $710,154 or -2.6% and reflects the most current bond repayment schedule.

F. MANAGEMENT INITIATIVES & FINANCIAL POLICY

Norwalk's heavy reliance on property taxes as its principal source of revenue is a function of the State of Connecticut policy that reserves the other major types of taxation (income and sales taxes) exclusively for 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 2016-17 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 the total revenues shown in the Governmental Funds Statement of Revenues, Expenditures, and Changes in Fund Balances report of the city's annual audit (GAAP revenues), with the objective of maintaining this unassigned 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 2016-17 contributions are based on the valuations completed as of July 1, 2015. In addition, this July 1, 2015, pension valuation includes a change in actuarial assumptions, reducing the expected investment rate of return from 7.625% to 7.5%.

- 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 5/31/2016 the OPEB Trust Fund had $55 million in assets and in FY 2016-17 there is an estimated employer contribution to the Trust Fund of $16.2 million or 77.3% 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 $17,505,365 which represents a $1,230,776 or 7.6% increase over its prior year's budget. The primary reason for this increase is that the Replacement Reserve/Capital Projects budget was increased by $1,151,511; along with $79,265 of other net miscellaneous increases. The sewer user rates for FY 2016-17 are as follows: Single Family Residential Users a flat fee of $330/year, an increase of $15/year and for Commercial Users a flat fee of $475/year for the first 110,000 gallons of water usage plus $8.55/1,000 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:

	Approved Budget 2015-16	Approved Budget 2016-17	Year over Year $ Variance	Year over Year % Variance
Sewer Use Fees	14,610,320	15,061,300	450,980	3.1%
Other Revenues	814,269	1,594,065	779,796	95.8%
Transfer from Unrestricted Asset	850,000	850,000	0	0.0%
Total Revenue	**$ 16,274,589**	**$ 17,505,365**	**$ 1,230,776**	**7.6%**
Operating Expenses	8,544,142	8,855,361	311,219	3.6%
Debt Service	5,615,515	5,383,561	(231,954)	-4.1%
Replacement Reserve Capital	2,114,932	3,266,443	1,151,511	54.4%
Total Expenses	**$ 16,274,589**	**$ 17,505,365**	**$ 1,230,776**	**7.6%**

Table 6

Norwalk Parking Authority (NPA):

The approved budget for the NPA is $6,487,671 which is a $555,570 or 9.4% increase over its prior year's budget. The primary reason for this increase is a $227,976 increase in Personnel/Benefits; a $175,816 increase in its Capital Reserves; a $100,000 increase in Parking Programs; a $72,160 increase in Service Contracts; a $68,528 increase in Snow Removal expenses, offset by a decrease of $72,600 in Permit/Violation Management and a net decrease of $16,310 in other miscellaneous accounts.

The approved Parking Authority budget is provided below:

	Approved Budget 2015-16	Approved Budget 2016-17	Year over Year $ Variance	Year over Year % Variance
Monthly & Transient Revenue	5,829,501	6,376,431	546,930	9.4%
Concession & Other Revenue	102,600	111,240	8,640	8.4%
Total Revenue	**$ 5,932,101**	**$ 6,487,671**	**$ 555,570**	**9.4%**
Operating Expenses	4,790,846	5,193,866	403,020	8.4%
Debt Service	1,009,277	986,011	(23,266)	-2.3%
Capital Reserves	131,978	307,794	175,816	133.2%
Total Expense	**$ 5,932,101**	**$ 6,487,671**	**$ 555,570**	**9.4%**

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 2016-17 is $29.0 million, an increase of $5.2 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 $21.8 million will be financed from the issuance of General Obligation bonds.

Significant projects in the FY 2016-17 Capital Budget include:

The Public Works' capital budget is $10,289,000 and represents 35.4% of the gross capital budget. The Pavement Management program is funded with $5,750,000 for road reconstruction and paving which represents an increase of $250,000 over the prior year's appropriation. The City intends to sustain and improve the Pavement Condition Index (PCI) for city streets and roads. Building management improvements represents the next largest capital expenditure totaling $1,363,000. Other capital expenditures detailed in the below chart total $3,176,000.

The Board of Education's capital budget is $5,650,000 and represents 19.5% of the gross capital budget. The Facility Assessment Study Implementation for all elementary and middle schools due to the age and condition of the buildings and student enrollment, is $2,500,000; Windows and Doors Replacement, $1,025,000; District Technology Upgrades, $775,000; and $1,350,000 of miscellaneous other projects detailed in the below chart.

The Water Pollution Control Authority (WPCA) capital budget is $4,500,000 and represents 15.5% of the gross capital budget. This request is comprised of $3,000,000 for the Solids Handling Facility; a $1,000,000 project to rehabilitate the city's 100 year old sewer system; and $500,000 for the rehabilitation of the WWTP Siphon Sluice Gates. 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 $3,686,000 and represents 12.7% of the gross capital budget. The largest appropriation in this budget is $1,850,000 for the replacement of the Brian McMahon turf fields; $1,000,000 for the Veterans Memorial Park ramp replacement; and $836,000 of miscellaneous other projects detailed in the below chart.

Additional detail from the above listed departments and others are provided in the below FY 2016-17 capital budget summary:

Department	Amount	Purpose
PUBLIC WORKS	10,289,000	Pavement Programs ($6,050,000); Building Management ($1,363,000); Storm Water Management ($992,000); Fleet ($650,000); Sidewalks ($400,000); Bridges ($364,000); Traffic Management ($350,000); Public Works Other ($70,000); Tree Planting ($50,000)
BOARD OF EDUCATION	5,650,000	Facilities Assesement Study Implementation ($2,500,000); WRMS Window & Door Replacement ($1,025,000); District Technology ($775,000); District Building Management System ($500,000); Asbestos Abatement Program ($300,000); District Paving, Concrete & Site Work ($200,000); Capital Repairs & Replacements ($200,000); Norwalk Early Childhood Center Playscape ($150,000)
WATER POLLUTION CONTROL AUTHORITY	4,500,000	Solids Handling Facility ($3,000,000); Collection System Rehabilitation ($1,000,000); WWTP Siphon Sluice Gates Rehabilitation ($500,000)
RECREATION & PARKS	3,686,000	Brien McMahon Turf Fields ($1,850,000); Veterans Memorial Park ($1,000,000); Basketball & Tennis Courts ($330,000); School & Park Playgrounds ($150,000); Vehicles ($118,000);Tree Planting ($50,000); Backstop & Fencing Improvements ($50,000); Open Space Fund ($50,000); Calf Pasture Beach ($38,000); Paving Sidewalks Projects ($25,000); Wallace Bell Parks Garage($25,000)
REDEVELOPMENT AGENCY	1,410,000	Wall Street Improvements ($500,000); Choice Neighborhoods District ($250,000); Affordable Housing ($250,000); Transit Oriented Development ($250,000); Façade Improvements ($160,000)
PARKING AUTHORITY	1,006,000	Parking Facilities ($756,000); Revenue Control ($250,000)
FIRE DEPARTMENT	610,000	Aparatus Replacement ($550,000); Various Stations Repairs & Replacements ($35,000); Fire Truck Intercom ($25,000)
HISTORICAL COMMISSION	490,000	LMMM Roof Leak Repair ($150,000); Lockwood House Museum ADA Access ($100,000); Mill Hill Master Plan ADA Access ($95,000); LMMM Improvement Project ($75,000); WPA Murals ($20,000); Mathews Park Buildings ($15,000); Cemetery Conservation & Restoration ($15,000); Museum Collection Archive & Cataloguing ($10,000); Barn Smith Street Buildings ($10,000)
INFORMATION TECHNOLOGY	383,000	Citywide IT Projects ($383,000)
SIXTH TAXING DISTRICT	300,000	Renovate Community Center ($300,000)
HUMAN RELATIONS & FAIR RENT	250,000	ADA Compliance ($250,000)
LIBRARY	168,000	Main Library Children's Room Renovation ($66,000); Main Library's North Entryway ($61,000); Norwalk Newspaper Digitization ($21,000); Strategic Plan ($20,000)
POLICE DEPARTMENT	167,000	Vehicles ($119,000); License Plate Reader System ($30,000); Helmets ($18,000)
HEALTH	125,000	Fire Monitoring & Alarm System ($125,000)
Gross Capital Budget	**$29,034,000**	
	(7,188,000)	Less Grants & Non GO Bond Financing Sources
Net Amount to be Bonded	**$21,846,000**	

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 2016-17 has been a major challenge in the current economic and fiscal environment where the city's budgeted non-levy revenues are $0.5 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,

Robert Barron
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. Norwalk is the Sound of Connecticut!

Economic diversity distinguishes Norwalk, especially in difficult economic times. Norwalk is home to approximately 3,376 companies providing 45,063 jobs. These companies fall into 19 major North American Industry Classification System (NAICS) codes plus government. The largest number of jobs are in the professional, scientific and technical services, retail trade, and the health care and social assistance sectors. The highest earners are in the finance and insurance and the management of companies and enterprises sectors.

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 our community to be resilient in times of economic stress.

Among the more significant development and business news 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, cleared all local approvals and plans to develop a world class mixed use development on the 12 acre Reed Putnam 95/7 redevelopment parcel. Bloomingdale's and Nordstrom announced intentions to anchor the SONO Collections.

- The "Waypointe District" by Belpointe Capital, LLC a multi-phased mixed-use development on West Avenue is successfully leasing the 464 apartments and approximately 95,000 square feet of commercial space and 16,000 square feet of restaurant space. Sedona Tap House (STH), Chase Bank, JC Salons, Colony Grill and Endurance House have opened for business and the apartments have a 93% occupancy rate. Pinot's Palette and the Barcelona restaurant have leased space and will open for business in 2016. The Container Store, iPic Theatre and Kings Bowling have entered into leases for the next phase to be developed.

- Two more mixed-use developments are under construction 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. Leasing at Quincy Lofts is underway.

- In SoNo, F.D. Rich Company is close to completing the construction of The Pearl on Washington Street. The mixed-use project includes 66 apartments, restaurant and office space and a parking garage. Leasing is now underway. Nearby on South Main Street the Company plans to construct an extended stay hotel with 121 rooms.

- Also in SoNo, Washington Village, a Choice Neighborhoods project that will transform South Norwalk, is making its way toward ground breaking and a new plan for Transit Oriented Development (TOD) is under review by the Redevelopment Agency, Planning and Zoning Commissions and the Common Council.

- The Davis Companies, based in Boston, owner of Class A office buildings at 200 Connecticut Avenue and 40 Richards Avenue, is close to completing renovations to 200 Connecticut Avenue. The renovations will include a redesigned lobby, upgrades to parking and improvements to the full service café.

- Last fall, Frontier Communications renovated and occupied 84,504 square feet of office space at 401 Merritt 7 while Datto expanded its foot print to 131,000 square feet.

- CBRE Group, Inc. the world's largest commercial real estate services company headquartered in Los Angeles purchased RiverPark located at 800 CT Ave. CBRE announced plans for renovation and repositioning of the 412,231 square foot Class A office building where Priceline, Interpublic Group and Hitachi Capital America Corp's American headquarters are located.

Offering more evidence of growth and development:

Crius Energy LLC, one of the largest independent energy retailers in the nation announced plans to relocate its headquarters to Norwalk in 2016 bringing 200 employees and adding 225 more in coming years.

Norwalk-based LogicSource received state funding to expand its South Norwalk business and add 100 new jobs to its current work force of 55.

Omega Engineering announced in June 2016 that its headquarters will relocate to River Park at 800 Connecticut Avenue from Stamford. Approximately 140 employees are expected to occupy 27,000 sf.

The Connecticut Technology Council "2015 Marcum Tech Top 40" list of the fastest growing technology companies in Connecticut included Priceline Group Inc. from Norwalk.

Norwalk's labor force continues to grow. Between January and May 2016, Norwalk's labor force grew by 643 persons according to CT Dept. of Labor.

Demonstrating sustained evidence of development, the Norwalk Planning and Zoning Office issued 1,471 permits in 2015 surpassing the 23 year average of 1,161 total permits per year. The department issued 1,491 permits in 2014 and 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 disease, assure a healthy environment and promote the highest quality of life within the community. Program areas include of health promotion, preventable diseases, environmental and laboratory services, and public health emergency preparedness. Among the many services provided are a voluntary healthy menu project with area food establishments, 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, HIV education and testing, treatment of sexually transmitted diseases and follow up on tuberculosis and other communicable diseases. Environmental services include inspection of all food 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 88,145 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 141 sworn fire personnel, supplemented by 6 civilian employees. The Department operates out of five fire stations strategically located throughout the community and maintains a rotating fire apparatus replacement schedule through the capital budget. In addition to fire suppression services the Department is a key resource for the Regional Hazardous Materials Response Team. The Fire Department is also a first responder for medical emergencies, providing initial response to life-threatening calls with the intent of stabilizing patients until an ambulance arrives. The Department maintains two fireboats to provide firefighting and rescue capabilities on the waterfront. The Fire Prevention Division is responsible for the enforcement of the State Life Safety and Fire Codes with a staff of 6 personnel. The Fire Prevention Division also collaborates with the Norwalk Police Department in Arson Investigations. 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.

Planning and Zoning and Code Enforcement

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

Combined Dispatch

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

Public Works

This diverse department is responsible for the maintenance and repair of most of the physical facilities and infrastructure owned and operated by the City of Norwalk. The Department accomplishes street and highway maintenance; stormwater management; engineering; capital construction; solid waste collection and disposal; recycling; traffic management; wastewater collection and treatment; parking facilities and services; tree management and building management functions. Public Works is authorized 103 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, 90 traffic signals, nearly 30,000 public trees and 3,872 municipal parking spaces including 386 on-street spaces and 3,359 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 30,000 tons of annual MSW. Under that contract, transfer station operation improved and the City saved on transportation and disposal of MSW. The City's highly successful recycling collection and disposal service directs mixed paper, metal containers, glass, plastics #1 through #7, and corrugated cardboard to a recycling contractor who pays the City for the recyclable materials. The City implemented single-stream recycling on July 1, 2013; in its first month, curbside recycling increased by 65% and continues at a significantly improved separation rate . Leaf and yard waste are also collected and disposed by the City.

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

In FY 2002-03 the City moved the operations of the wastewater and parking systems into enterprise funds and created the Water Pollution Control Authority and Parking Authority to oversee the use of these funds.

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

Education

At Norwalk Public Schools, our mission is to create a student-focused culture that motivates, challenges and supports each individual student to his or her highest levels of achievement. Over 1,000 dedicated professionals work closely with more than 11,000 students in 19 schools. The Norwalk Public Schools district is made up of 12 elementary schools, four middle schools, two high schools, and one alternative high school program. 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. Norwalk also offers the Mano-a-Mano magnet program at Silvermine Elementary School, a dual language immersion program that evolve into a full magnet school. At the secondary level, Norwalk is 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 in partnership with IBM, Norwalk Community College and the State of Connecticut.

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 Norwalk public Schools will be the most successful city school system in Connecticut.

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, 2015, total enrollment in Norwalk Public Schools was 11,442 students.

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;
and the Norwalk Public Library System, which operates two branches within the City and features a collection of over 250,000 items for public circulation. These items include CDs, DVDs, EBooks, print books and magazines, as well as downloadable music, video, magazines, and audiobooks. The Norwalk Public Library System boasts of a Norwalk History Room, teen and children's rooms that provide exceptional programs that are tailored to the Norwalk community, and adult departments with a variety of services for small businesses, job/career seekers, and technology novices. The system also offers special collections including foreign languages, in addition to interlibrary loan service that lends to and borrows books from other libraries, and 30 online databases which can be accessed through the library's website with a Norwalk Public Library card.

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, 2014 State of CT Estimates)

City of Norwalk (City) Population:	88,145
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 Registered Voters	Total Checked as Voting	Voter Turnout Percentage
2014 State Election	43,960	22,513	51.21%
2013 Municipal Election	44,346	13,413	30.25%
2012 National Election	45,474	35,715	78.54%

CITY OF NORWALK – LARGEST EMPLOYERS

The Norwalk labor force of 50,823 is 96% employed as of May 2016. 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 - Power & Automation Products*
Aon Hewitt	Management Consultants
Bloom's Shellfish	Oyster Harvesting*
Bridgewater Associates	Global Investment Management
Cablevision of Connecticut	Cable and Telecommunications*
Callanen International	Watches
CyrusOne Inc.	Enterprise-Class, Carrier-Neutral Data Centers
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*
General Electric Company	Global Industrial & Technology Company
Graham Capital Management	Global Investment Management*
Gus Sclafani Foods	Importer of European Foods*
HealthMarkets, Inc.	Life and Health Insurance Company
Interpublic Group	Global advertising and marketing
King Industries	Chemicals Manufacturing*
Klaff's	Lighting & Plumbing Supplies*
Knipschildt Chocolatier	Gourmet Chocolate Maker*
LogicSource	Sourcing & Procurement Services*
Marsh USA, Inc.	Insurance*
MBI, Inc.	Direct Mail Marketing*
Mechanical Plastics Corporation	Manufacturer TOGGLER High Performance Anchors*
Media Storm	Entertainment Marketing Consultant*
Norwalk Hospital/Western CT Health Network	Hospital*
Norwalk Community College	College
Octagon Marketing	Branding and Marketing*
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
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 4th	Finance Director receives requests
2nd Monday of February (2/8/16)	Finance Director submits Department's Proposed Budget together with his criticisms and recommendations to the Board of Estimate & Taxation
Immediately following Tuesday (2/9/16)	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 (2/12/16)	Finance Director publishes the Proposed Budget local newspaper
4th Monday of February (2/22/16)	Board of Estimate & Taxation meets to start budget review.
4th Tuesday of February (2/23/16)	Common Council adopts cap on appropriations.
1st Monday of April (4/4/16)	Board of Estimate & Taxation completes review and forwards proposed budget to Council
No later than 3rd Tuesday of April (4/12/16)	Common Council may amend cap on appropriations
Unspecified (logically between 4/14/16 and 4/21/16)	Board of Estimate & Taxation meets to adjust budget based on new cap
Three days before the 4th Wednesday in April (no later than 4/22/16)	Board of Estimate & Taxation publishes tentative budget
1st Monday of May (5/2/16)	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 $6,555

BOARD OF EDUCATION ($4,051)
- 12 ELEMENTARY SCHOOLS
- 4 MIDDLE SCHOOLS
- 1 VOCATIONAL HIGH SCHOOL
- 2 HIGH SCHOOLS
- SPECIAL EDUCATION
- BILINGUAL EDUCATION
- FULL DAY KINDERGARTEN

PUBLIC WORKS/BUILDING MGMT. ($419)
- GARBAGE COLLECTION & DISPOSAL
- SNOW REMOVAL
- STREET MAINTENANCE & PAVING
- TRAFFIC AND ENGINEERING
- RECYCLING
- FLEET MANAGEMENT
- MAINTENANCE OF CITY'S BUILDINGS

POLICE ($716)
- 24 HOURS/DAY LAW ENFORCEMENT
- DRUG INVESTIGATION AND ENFORCEMENT
- STREET AND MARINE PATROL
- DETECTIVE BUREAU
- COMMUNITY POLICING
- SHARED FIRST RESPONDER STATUS

DEBT SERVICE ($304)
- RETIREMENT OF PRINCIPAL AND INTEREST ON CAPITAL IMPROVEMENT BONDS

FIRE ($598)
- FIRE SUPPRESSION AND RESCUE OPERATIONS
- ENFORCEMENT OF FIRE CODES
- HAZARDOUS MATERIAL MONITORING
- FIRE INVESTIGATION AND PREVENTION
- SHARED FIRST RESPONDER STATUS

LIBRARY/HISTORICAL COMM. ($119)
- 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 ($135)
- 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 ($56)
- 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 ($51)
- 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 ($51)
- HOUSING CODE ENFORCEMENT
- INSPECTION OF FOOD ESTABLISHMENTS
- PREVENTABLE DISEASE PROGRAM
- TRAVEL AND IMMUNIZATION CLINIC
- EVICTION SERVICES
- SEALER OF WEIGHTS & MEASURES

PLANNING, ZONING, CODE, DISPATCH ($55)
- 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 = $6,555

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 2016-17 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 2015-16	Requested 2016-17	Approved Budget 2016-17	Variance 16-17 App Vs. 15-16 App Vs.
Mayor	$305,519	$477,809	$454,309	$148,790
Legislative	17,450	15,550	15,550	(1,900)
Corporation Counsel	1,034,285	1,103,303	1,036,183	1,898
City Clerk	372,610	382,304	381,004	8,394
Town Clerk	598,618	609,073	604,677	6,059
Information Technology	1,667,974	1,718,758	1,711,477	43,503
Personnel & Labor Relations	585,347	598,719	597,427	12,080
Human Relations & Fair Rent	291,934	396,866	343,890	51,956
Youth Services	285,182	332,509	331,034	45,852
Registrar of Voters	441,285	406,554	403,439	(37,846)
Finance Department:				
Finance Director	205,656	211,906	213,556	7,900
Tax Assessor	886,300	2,020,884	1,997,525	1,111,225
Tax Collector	1,008,989	887,769	883,482	(125,507)
Accounting & Treasury	772,422	842,481	842,976	70,554
Management & Budgets	424,884	432,019	419,611	(5,273)
Purchasing	411,157	420,561	401,819	(9,338)
Health	2,109,452	2,167,277	2,118,910	9,458
Police	22,120,359	22,351,616	22,167,683	47,324
Fire	18,503,244	18,893,673	18,834,558	331,314
Planning & Zoning	1,157,757	1,669,802	1,180,598	22,841
Code Enforcement	746,119	814,558	804,122	58,003
Combined Dispatch	2,527,187	2,567,930	2,552,364	25,177
Public Works and Bldg. Management	18,507,173	18,497,727	18,148,006	(359,167)
Recreation & Parks	4,390,442	4,627,593	4,559,244	168,802
Library	3,766,938	3,849,547	3,798,948	32,010
Historical Commission	215,840	260,532	252,182	36,342
Subtotal City Departments	*$83,354,123*	*$86,557,320*	*$85,054,574*	*$1,700,451*
Grants:				
To Outside Agencies				
AmeriCares Free Clinic	$22,440	$33,000	$32,440	$10,000
Carver Foundation-Summer Camp	152,702	160,000	152,702	0
Carver Foundation-School Transition	25,000	40,000	0	(25,000)
Cultural Alliance of Fairfield County	0	5,000	32,500	32,500
Elderhouse	10,374	15,000	10,374	0
Senior Center	355,000	372,750	365,650	10,650
Norwalk Mentor Program	0	11,510	0	0
South Main Supportive Housing	0	35,000	0	0
Sexual Assault Crisis Center	17,489	18,500	17,489	0
CT Counseling Center	2,186	2,186	2,186	0
Norwalk Housing Authority	355,000	1,635,813	355,000	0
Mid-Fairfield Child Guidance	25,000	90,000	25,000	0
Extended Day Treatment Program	0	100,000	0	0
Human Services Council	14,210	14,574	14,210	0
Open Door Shelter	55,724	100,000	55,724	0
Domestic Violence Crisis Center	6,012	17,000	6,012	0
Family & Children's Aid	39,709	40,000	39,709	0
SW CT Mental Health Board	15,989	15,989	15,989	0
School Based Health Centers	20,222	20,740	20,222	0
Children's Connection	17,489	17,937	17,489	0
Person to Person	25,000	30,000	25,000	0
To City Agencies				
Transit District	507,667	522,897	517,820	10,153
Probate Court	25,478	27,135	27,135	1,657
Harbor Commission	9,134	9,134	9,134	0
Redevelopment Agency	204,210	208,753	188,936	(15,274)
Neighborhood Improvement Cood.	95,618	98,104	108,104	12,486
Housing Site Development Agency	111,378	150,000	150,136	38,758
Fair Housing Officer	138,631	264,640	151,504	12,873
Summer Youth Employement	95,000	95,000	95,000	0
Subtotal Grants	*$2,346,662*	*$4,150,662*	*$2,435,465*	*$88,803*

-- APPROPRIATIONS CONTINUED --

Department	Budget 2015-16	Requested 2016-17	Approved Budget 2016-17	Variance 16-17 App Vs. 15-16 App Vs.
Debt Service	$27,233,470	$26,523,316	$26,523,316	($710,154)
Organizational Memberships	98,874	100,357	100,357	1,483
Employee Benefits:				
Health Insurance	10,702,284	11,625,289	11,983,068	1,280,784
Social Security	2,465,603	2,513,586	2,499,665	34,062
OPEB Contribution	14,346,636	14,846,636	14,846,636	500,000
Board Of Education Benefits	2,617,911	2,901,723	2,901,723	283,812
Unemployment Compensation	141,266	145,504	145,565	4,299
Subtotal Operating Charges	*$57,606,044*	*$58,656,411*	*$59,000,330*	*$1,394,286*
Pensions:				
Police	$4,314,628	$4,286,000	$4,354,100	$39,472
Fire	2,565,634	2,552,000	2,628,693	63,059
City	4,791,098	4,517,770	5,124,169	333,071
Subtotal Pensions	*$11,671,360*	*$11,355,770*	*$12,106,962*	*$435,602*
Contingency	$1,023,563	$2,619,868	$2,576,737	$1,553,174
Total City Expenditures (1)	**$156,001,752**	**$163,340,031**	**$161,174,068**	**$5,172,316**
Board of Education:				
Board of Education (Locally Funded)	$170,987,857	$177,650,073	$176,150,073	$5,162,216
Total City Education Expenditures	**$170,987,857**	**$177,650,073**	**$176,150,073**	**$5,162,216**
TOTAL ALL EXPENDITURES	***$326,989,609***	***$340,990,104***	***$337,324,141***	***$10,334,532***

Notes:

(1) Total City approved expenditures for 2016-17 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 2016-17
BASED ON ESTIMATED OCTOBER 2015 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	21.631	21.631	21.631	21.631	21.631	21.631	
FIRE DISTRICT	3.105	3.105	3.105	3.105	3.105		
FOURTH DIST - GARBAGE	0.708	0.708	0.708	0.708			
STREET LIGHTING DIST				0.059	0.059		
SIXTH DIST - ROWAYTON						1.311	
APPROVED 2016-17	25.444	25.444	25.444	25.503	24.795	22.942	28.907
APPROVED 2015-16	25.371	25.371	25.371	25.430	24.710	22.852	28.805
PERCENT INCR./DECR.	0.29%	0.29%	0.29%	0.29%	0.34%	0.39%	0.35%

THE APPROVED 2016-17 TAX RATES COMPARED WITH THE APPROVED 2014-15 AND 2015-16 TAX RATES

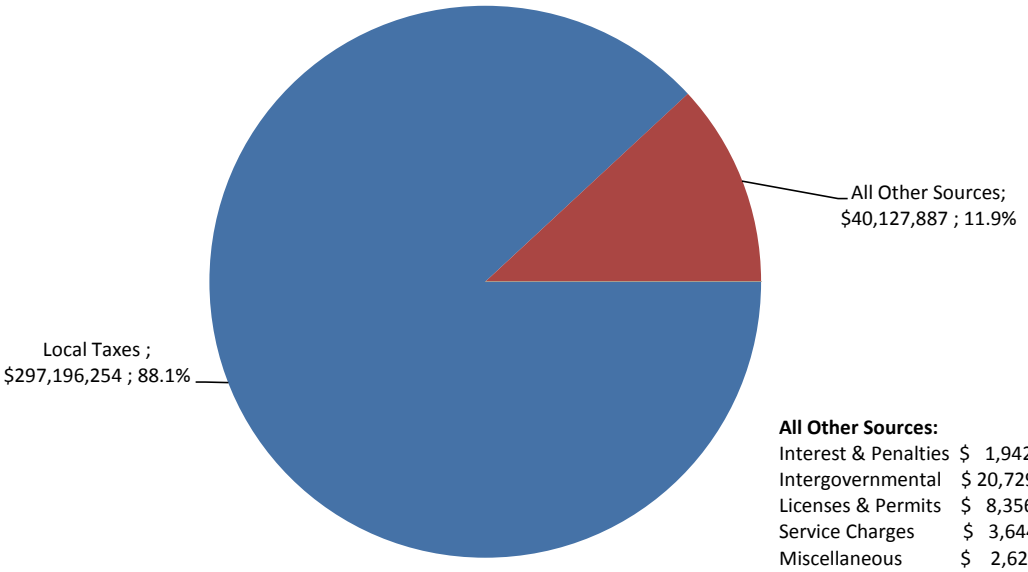
	APPROVED 2014-15	APPROVED 2015-16	APPROVED 2016-17
FIFTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	264,142,114	272,327,287	281,505,831
LESS ESTIMATED REVENUE	32,343,922	34,620,904	40,181,860
SUBTOTAL	231,798,192	237,706,383	241,323,971
ADJUSTMENT FOR TAX RELIEF PROGRAMS	3,013,262	3,159,822	3,194,758
RESERVE FOR UNCOLLECTED TAXES	3,458,947	2,749,896	3,610,764
AMOUNT TO BE RAISED BY TAX LEVY	238,270,400	243,616,101	248,129,492
ESTIMATED NET GRAND LIST	11,221,948,305	11,295,142,249	11,471,040,535
TAX RATE-MILLS	21.233	21.568	21.631
FIRE TAXING DISTRICT			
TOTAL APPROPRIATIONS	30,646,156	31,590,671	32,433,669
LESS ESTIMATED REVENUE	1,441,168	1,536,439	1,769,115
SUBTOTAL	29,204,988	30,054,231	30,664,554
ADJUSTMENT FOR TAX RELIEF PROGRAMS	349,603	366,548	368,084
RESERVE FOR UNCOLLECTED TAXES	435,361	347,305	458,253
AMOUNT TO BE RAISED BY TAX LEVY	29,989,952	30,768,083	31,490,891
ESTIMATED NET GRAND LIST	9,878,996,616	9,978,775,380	10,142,958,799
TAX RATE-MILLS	3.036	3.083	3.105
FOURTH TAXING DISTRICT-GARBAGE COLLECTION			
TOTAL APPROPRIATIONS	4,454,211	4,244,754	4,285,059
LESS ESTIMATED REVENUE	72,058	76,822	88,456
SUBTOTAL	4,382,153	4,167,932	4,196,603
ADJUSTMENT FOR TAX RELIEF PROGRAMS	50,812	49,252	48,630
RESERVE FOR UNCOLLECTED TAXES	65,301	48,146	62,689
AMOUNT TO BE RAISED BY TAX LEVY	4,498,266	4,265,331	4,307,922
ESTIMATED NET GRAND LIST	5,824,146,595	5,925,284,818	6,079,962,468
TAX RATE-MILLS	0.772	0.720	0.709
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	8,370,879,423	8,472,678,726	8,627,356,376
TAX RATE-MILLS	-	-	-

THE APPROVED 2016-17 TAX RATES COMPARED WITH THE APPROVED 2014-15 AND 2015-16 TAX RATES

	APPROVED 2014-15	APPROVED 2015-16	APPROVED 2016-17
STREET LIGHTING DISTRICT			
TOTAL APPROPRIATIONS	466,613	468,731	475,762
LESS ESTIMATED REVENUE	72,058	76,822	88,456
SUBTOTAL	394,555	391,909	387,306
ADJUSTMENT FOR TAX RELIEF PROGRAMS	5,323	5,439	5,399
RESERVE FOR UNCOLLECTED TAXES	5,890	4,536	5,799
AMOUNT TO BE RAISED BY TAX LEVY	405,768	401,884	398,505
ESTIMATED NET GRAND LIST	6,833,196,971	6,906,001,734	7,006,193,064
TAX RATE-MILLS	0.059	0.058	0.057
SIXTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	1,654,954	1,731,580	2,102,466
LESS ESTIMATED REVENUE	67,000	54,650	361,710
SUBTOTAL	1,587,954	1,676,930	1,740,756
ADJUSTMENT FOR TAX RELIEF PROGRAMS	-	-	-
RESERVE FOR UNCOLLECTED TAXES	13,000	13,000	-
AMOUNT TO BE RAISED BY TAX LEVY	1,600,954	1,689,930	1,740,756
ESTIMATED NET GRAND LIST	1,342,951,689	1,316,366,869	1,328,081,736
TAX RATE - MILLS	1.192	1.284	1.311
UNIFORM MOTOR VEHICLE TAXING DISTRICT			
TOTAL APPROPRIATIONS	17,833,061	18,358,166	18,623,820
LESS SUPPLEMENTAL AUTOS	2,100,000	2,100,000	2,100,000
SUBTOTAL	15,733,061	16,258,166	16,523,820
RESERVE FOR UNCOLLECTED TAXES	1,257,286	1,299,249	1,301,229
AMOUNT TO BE RAISED BY TAX LEVY	16,990,347	17,557,415	17,825,049
ESTIMATED NET GRAND LIST	601,629,285	609,518,812	616,627,075
TAX RATE - MILLS	28.241	28.805	28.907

2016-17 General Fund
Revenue Sources and Expenditure Categories

$337,324,141
Revenue Sources

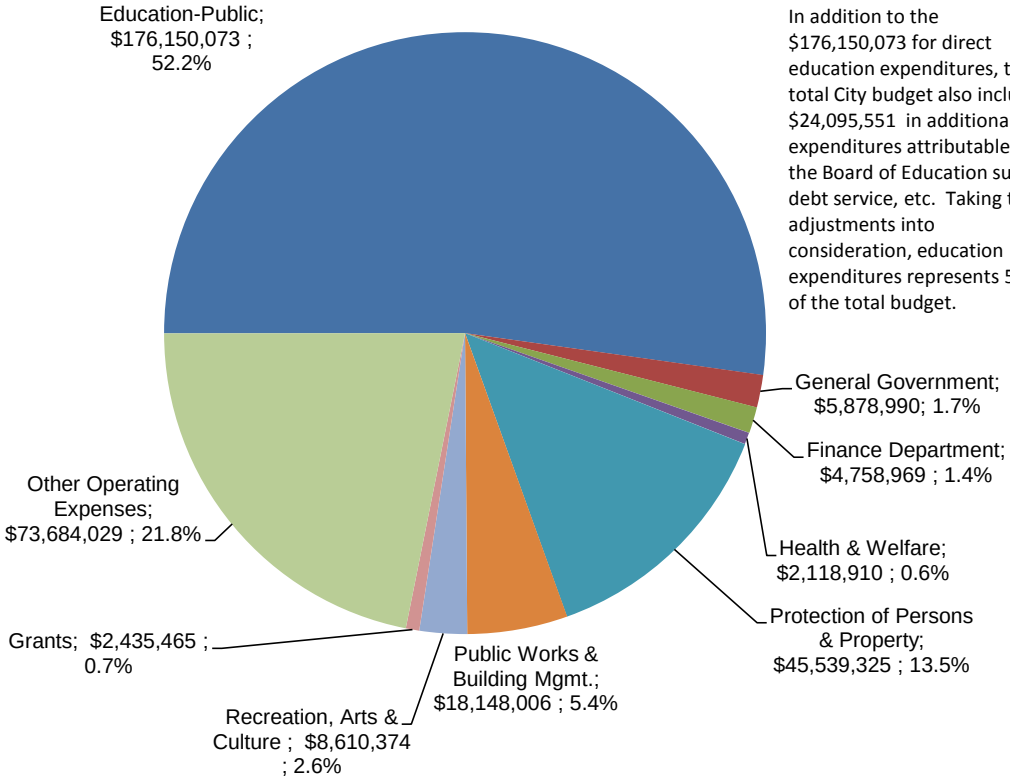


All Other Sources:

Interest & Penalties	$ 1,942,126
Intergovernmental	$ 20,729,968
Licenses & Permits	$ 8,356,624
Service Charges	$ 3,644,716
Miscellaneous	$ 2,624,453
Investment Income	$ 830,000
Fund Balance	$ 2,000,000
Total	**$ 40,127,887**

$337,324,141
Expenditure Categories

Note:
In addition to the $176,150,073 for direct education expenditures, the total City budget also includes $24,095,551 in additional expenditures attributable to the Board of Education such as debt service, etc. Taking these adjustments into consideration, education expenditures represents 59.4% of the total budget.



Below is a summary of revenues and expenditures for the 2016-17 approved operating budget. This budget represents a 3.2% increase over FY2015-16.

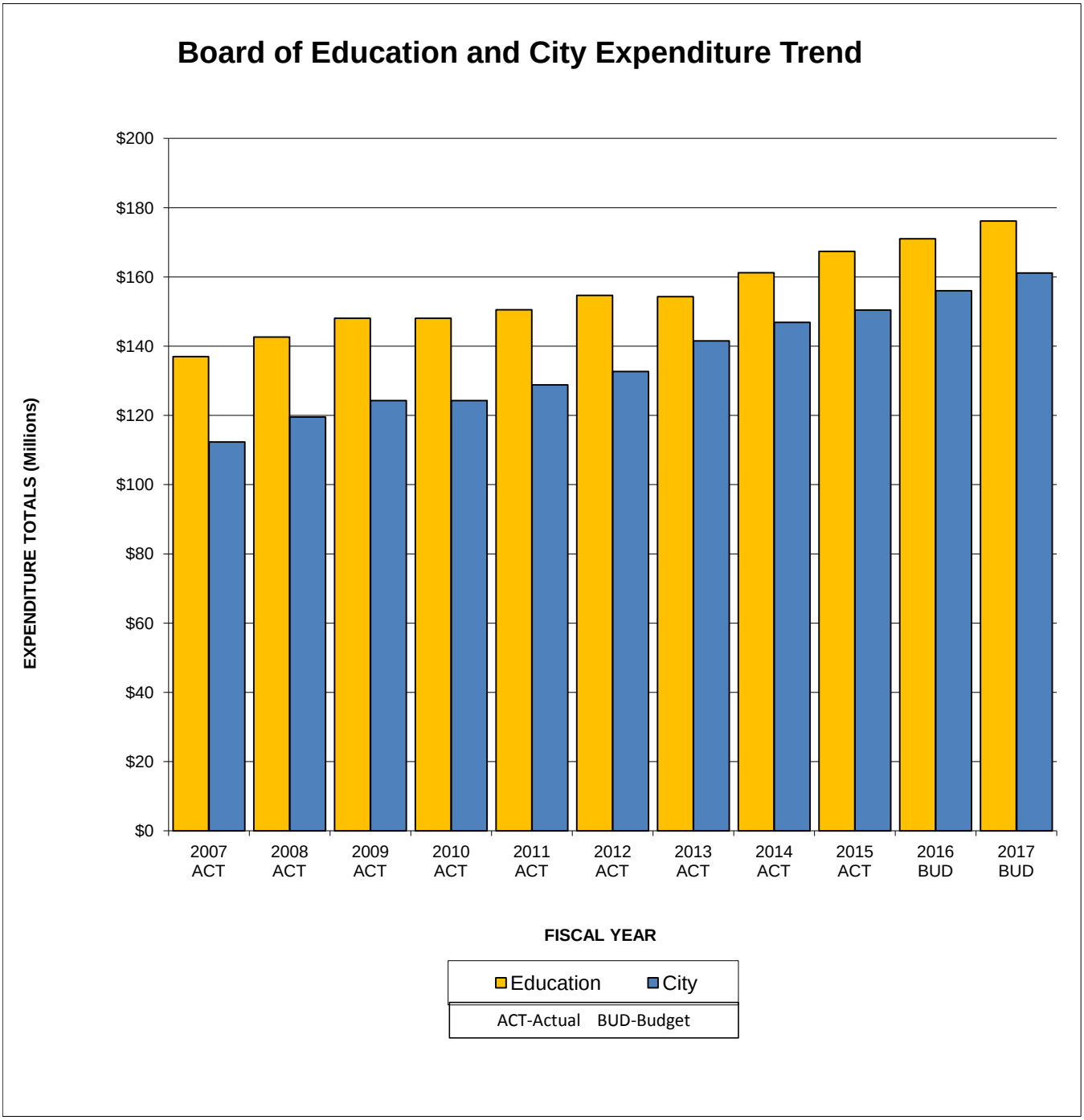
SUMMARY OF OPERATING BUDGET REVENUES

	Actual 2014-15	% Total	Approved 2015-16	% Total	Approved 2016-17	% Total	$ Change 16-17 vs. 15-16	% Change
Local Taxes	292,627,959	90.0%	292,678,622	89.5%	297,196,254	88.1%	4,517,632	1.5%
All Other Sources	32,480,922	10.0%	34,310,987	10.5%	40,127,887	11.9%	5,816,900	17.0%
TOTAL REVENUE	**$ 325,108,881**	**100.0%**	**$ 326,989,609**	**100.0%**	**$ 337,324,141**	**100.0%**	**$ 10,334,532**	**3.2%**
All Other Sources:								
Interest & Penalties	1,786,953	0.5%	1,916,182	0.6%	1,942,126	0.6%	25,944	1.4%
Intergovernmental	16,483,812	5.1%	17,316,500	5.3%	20,729,968	6.1%	3,413,468	19.7%
Licenses & Permits	7,625,016	2.3%	7,480,814	2.3%	8,356,624	2.5%	875,810	11.7%
Service Charges	2,991,114	0.9%	3,375,936	1.0%	3,644,716	1.1%	268,780	8.0%
Miscellaneous	2,745,354	0.8%	2,461,555	0.8%	2,624,453	0.8%	162,898	6.6%
Investment Income	848,673	0.3%	760,000	0.2%	830,000	0.2%	70,000	9.2%
Transfer from Fund Balance	-	0.0%	1,000,000	0.3%	2,000,000	0.6%	1,000,000	0.0%
Total All Other Sources	**$ 32,480,922**	**10.0%**	**$ 34,310,987**	**10.5%**	**$ 40,127,887**	**11.9%**	**$ 5,816,900**	**17.0%**

SUMMARY OF OPERATING BUDGET EXPENDITURES

	Actual 2014-15	% Total	Approved 2015-16	% Total	Approved 2016-17	% Total	$ Change 16-17 vs. 15-16	% Change
Education-Public	167,370,021	52.7%	170,987,857	52.3%	176,150,073	52.2%	5,162,216	3.0%
All Other Categories	150,472,131	47.3%	156,001,752	47.7%	161,174,068	47.8%	5,172,316	3.3%
TOTAL EXPENDITURES	**$ 317,842,152**	**100.0%**	**$ 326,989,609**	**100.0%**	**$ 337,324,141**	**100.0%**	**$ 10,334,532**	**3.2%**
All Other Categories:								
General Government	5,224,372	1.6%	5,600,204	1.7%	5,878,990	1.7%	278,786	5.0%
Finance Department	3,504,043	1.1%	3,709,408	1.1%	4,758,969	1.4%	1,049,561	28.3%
Health & Welfare	2,159,900	0.7%	2,109,452	0.6%	2,118,910	0.6%	9,458	0.4%
Protection of Persons & Property	43,937,127	13.8%	45,054,666	13.8%	45,539,325	13.5%	484,659	1.1%
Public Works & Bldng Mgmt.	18,596,354	5.9%	18,507,173	5.7%	18,148,006	5.4%	(359,167)	-1.9%
Recreation, Arts & Culture	8,203,261	2.6%	8,373,220	2.6%	8,610,374	2.6%	237,154	2.8%
Grants	1,870,506	0.6%	2,346,662	0.7%	2,435,465	0.7%	88,803	3.8%
Other Operating Expenses	66,976,569	21.1%	70,300,967	21.5%	73,684,029	21.8%	3,383,062	4.8%
Total All Other Categories	**$ 150,472,131**	**47.3%**	**$ 156,001,752**	**47.7%**	**$ 161,174,068**	**47.8%**	**$ 5,172,316**	**3.3%**

This chart represents a history of Board of Education and City expenditures since FY 2006-07. For fiscal year 2006-07, total City expenditures were $112,324,728 and the total for the Board of Education was $136,961,257. The 2016-17 approved City expenditures are $161,174,068 a 43.5% increase from FY 2006-07, while the Board of Education approved budget represents a 28.6% increase over the ten year period to $176,150,073.



SUMMARY OF REVENUES, EXPENDITURES & CHANGES IN GENERAL FUND BALANCE
FISCAL YEARS 2013-14 TO 2016-17

	Audited Actual 2013-14	Audited Actual 2014-15	Approved Budget 2015-16	Approved Budget 2016-17
TOTAL FUND BALANCE - BEGINNING, GAAP basis	**$ 33,434,052**	**$ 37,483,607**	**$ 44,787,629**	**$ 43,787,629**
Revenues				
TAXES, INTEREST AND LIEN FEES	$ 281,947,778	$ 294,521,123	$ 294,594,804	$ 299,138,380
INTERGOVT REVENUES	$ 16,593,738	$ 16,496,459	$ 17,316,500	$ 20,729,968
DEPT. FEES & CHGS	$ 12,806,680	$ 12,843,719	$ 13,318,305	$ 14,625,793
INVESTMENT INCOME	$ 771,096	$ 848,674	$ 760,000	$ 830,000
Total Revenues, budget basis	*$ 312,119,292*	*$ 324,709,975*	*$ 325,989,609*	*$ 335,324,141*
GASB 54 - OTHER FUNDS REVENUE	$ 408,203	$ 439,905	$ 439,905	$ 439,905
SPECIAL EDUCATION - EXCESS COST REVENUE	$ 1,810,266	$ 2,607,941	$ 2,607,941	$ 2,607,941
REVENUES RECORDED FROM OTHER FUNDS		$ (395,557)	$ (395,557)	$ (395,557)
STATE ON BEHALF/WIC PAYMENTS	$ 21,537,234	$ 23,132,048	$ 23,132,048	$ 23,132,048
Total Revenues, GAAP basis (p. 80)	**$ 335,874,995**	**$ 350,494,312**	**$ 351,773,946**	**$ 361,108,478**
Expenditures				
EDUCATION: PUBLIC SCHOOLS	$ 161,243,578	$ 166,778,551	$ 170,987,857	$ 176,150,073
PUBLIC SAFETY	$ 41,733,490	$ 43,937,128	$ 45,054,666	$ 45,539,325
RECREATION, ARTS & CULTURE	$ 7,664,395	$ 8,202,881	$ 8,373,220	$ 8,610,374
PUBLIC WORKS	$ 17,687,906	$ 18,579,479	$ 18,507,173	$ 18,148,006
GENERAL GOVERNMENT	$ 8,360,355	$ 8,557,962	$ 9,309,612	$ 10,637,959
OPERATING CHARGES	$ 67,027,895	$ 66,976,568	$ 70,300,967	$ 73,684,029
COMMUNITY GRANTS	$ 1,746,648	$ 1,870,505	$ 2,346,662	$ 2,435,465
HEALTH AND WELFARE	$ 1,967,445	$ 2,164,901	$ 2,109,452	$ 2,118,910
Total Expenditures, budgetary basis	*$ 307,431,712*	*$ 317,067,975*	*$ 326,989,609*	*$ 337,324,141*
GASB 54 - OTHER FUNDS EXPENSE	$ 375,272	$ 402,612	$ 439,905	$ 439,905
SPECIAL EDUCATION - EXCESS COST REVENUE	$ 1,810,266	$ 2,607,941	$ 2,607,941	$ 2,607,941
REVENUES RECORDED FROM OTHER FUNDS		$ (395,557)	$ (395,557)	$ (395,557)
STATE ON BEHALF PAYMENTS	$ 21,537,234	$ 23,132,048	$ 23,132,048	$ 23,132,048
OTHER FINANCING SOURCES, NET	$ -	$ -	$ -	$ -
ADD PRIOR YEAR ENCUMBRANCE	$ 862,693	$ 191,737	$ 188,553	$ 188,553
SUBTRACT CURRENT YEAR ENCUMBRANCE	$ (191,737)	$ (188,553)	$ (188,553)	$ (188,553)
Total Expenditures, GAAP basis (p. 79)	**$ 331,825,440**	**$ 342,818,203**	**$ 352,773,946**	**$ 363,108,478**
Revenues - Expenditures, budget basis	*$ 4,687,580*	*$ 7,642,000*	*$ (1,000,000)*	*$ (2,000,000)*
REVENUES - EXPENDITURES, GAAP basis	**$ 4,049,555**	**$ 7,676,109**	**$ (1,000,000)**	**$ (2,000,000)**
OTHER FINANCING SOURCES, NET		**$ (372,087)**		
TOTAL FUND BALANCE - ENDING, GAAP basis	**$ 37,483,607**	**$ 44,787,629**	**$ 43,787,629**	**$ 41,787,629**
% of GAAP Revenues	**11.2%**	**12.8%**	**12.4%**	**11.6%**
Nonspendable Fund Balance	**$ (290)**	**$ (827)**	**$ (827)**	**$ (827)**
Restricted Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**
Committed Fund Balance	**$ -**	**$ (1,000,000)**	**$ (2,000,000)**	**$ (1,000,000)**
Assigned Fund Balance	**$ (2,870,095)**	**$ (1,498,991)**	**$ (1,498,991)**	**$ (1,498,991)**
UNASSIGNED FUND BALANCE , GAAP basis	**$ 34,613,222**	**$ 42,287,811**	**$ 40,287,811**	**$ 39,287,811**
% of GAAP Revenues	**10.3%**	**12.1%**	**11.5%**	**10.9%**

Notes:

1) **The $2,000,000 approved use of fund balance in FY 2016-17 represents an increase in FY 2015-16's use of fund balance**
2) **In FY 2010-11 the implementation of GASB 54 resulted in some fund balances from other programs to be moved into the General Fund along with the elimination of the budget basis Undesignated fund balance and the addition of the GAAP Unassigned Fund Balance**

FUND BALANCE SUMMARY - APPROPRIATED FUNDS
FISCAL YEAR FY2016-17

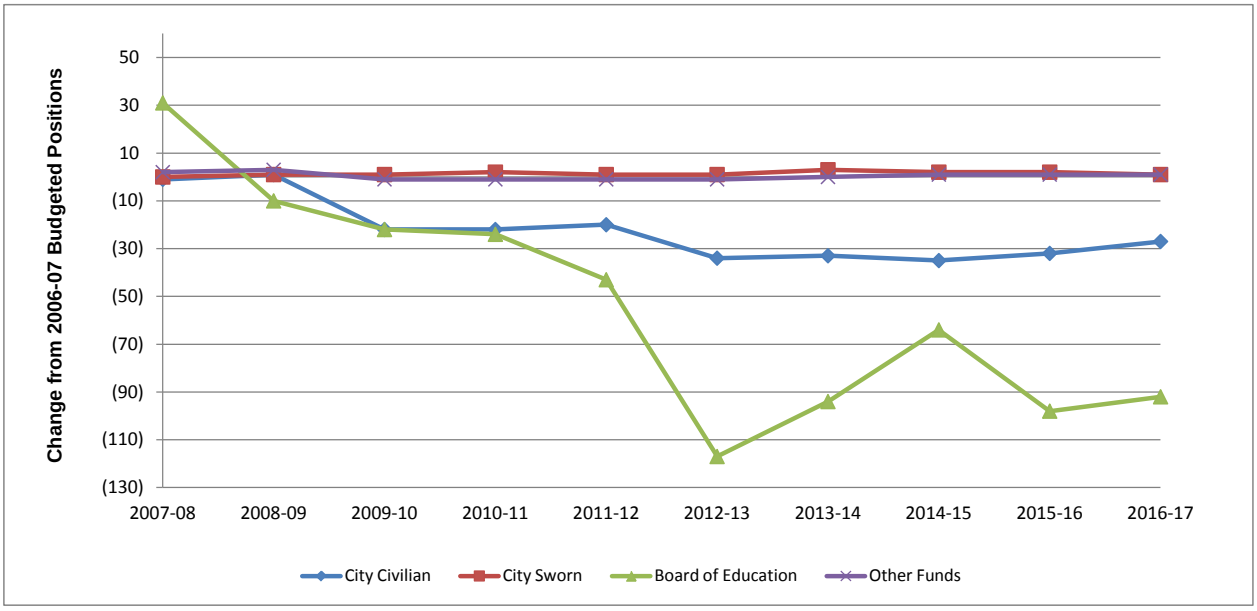
	General Fund	Enterprise Funds	Fleet Services Funds	Total
Beginning Fund Balance	**$ 43,787,629**	**$ 104,096,630**	**$ (31,346)**	**$ 147,852,913**
REVENUES				
Property Taxes, Interest & Lien Fees	$ 299,138,380			$ 299,138,380
Intergovernmental	20,729,968	351,824		21,081,792
Departmental Fees & Charges	14,625,793			14,625,793
Investment Income	830,000	106,000		936,000
Charges for Services	-	22,685,212		22,685,212
City and Member's Contributions	-	-	2,252,608	2,252,608
TOTAL REVENUE	**$ 335,324,141**	**$ 23,143,036**	**$ 2,252,608**	**$ 360,719,785**
EXPENDITURES				
General Government	$10,637,959			$10,637,959
Health and Welfare	2,118,910			2,118,910
Protection of Persons & Property	45,539,325			45,539,325
Public Works	18,148,006			18,148,006
Education: Public Schools	176,150,073			176,150,073
Recreation, Arts & Cultural	8,610,374			8,610,374
Community Grants	2,435,465			2,435,465
Debt Service	-	6,369,572		6,369,572
Employee Benefits	-	247,664		247,664
Other Operating Expenditures	73,684,029			73,684,029
Pension Contributions	-			-
Administration & Operations	-	17,375,800		17,375,800
Program Expenses	-	-	2,252,608	2,252,608
TOTAL EXPENDITURES	**$337,324,141**	**$23,993,036**	**$2,252,608**	**$363,569,785**
Revenues - Expenditures	**$ (2,000,000)**	**$ (850,000)**	**$ -**	**$ (2,850,000)**
Ending Fund Balance	**$ 41,787,629**	**$ 103,246,630**	**$ (31,346)**	**$ 145,002,913**
Nonspendable Fund Balance	**$ (827)**			**$ (827)**
Committed Fund Balance	**$ (1,000,000)**			**$ (1,000,000)**
Assigned Fund Balance	**$ (1,498,991)**			**$ (1,498,991)**
Unassigned Fund Balance	**$ 39,287,811**	**$ 103,246,630**	**$ (31,346)**	**$ 142,503,095**

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

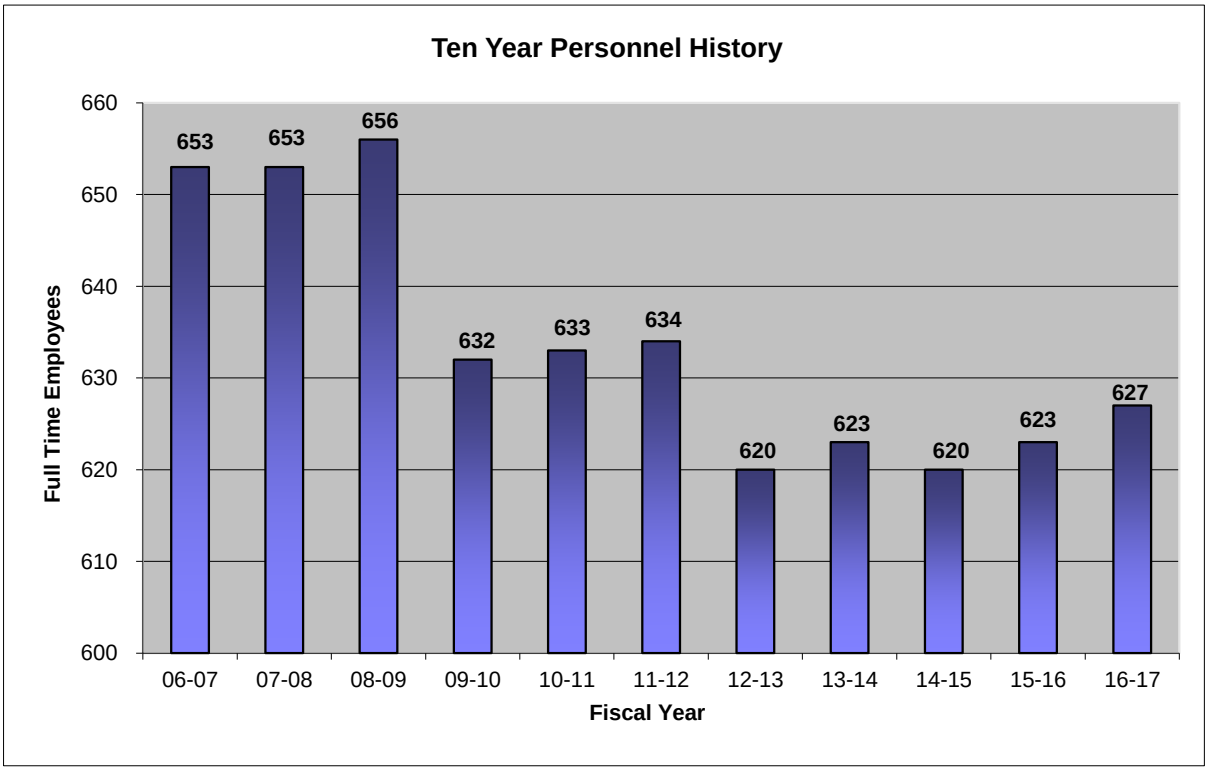
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	YoY Change	10-Yr. Change
General Government	49	47	48	45	45	47	47	47	47	48	50	2	1
Finance	35	35	35	34	34	34	35	35	34	34	36	2	1
Health & Welfare	21	21	21	16	16	16	16	16	16	16	16	-	(5)
Police (Civilian)	17	17	17	16	16	16	16	16	16	16	16	-	(1)
Fire (Civilian)	4	5	5	5	5	5	4	4	5	5	6	1	2
Other Protection	45	45	45	43	43	43	43	43	43	43	43	-	(2)
Public Works/Bldg. Mgmt.	107	107	107	100	100	100	88	88	87	88	88	-	(19)
Recreation, Arts & Culture	54	54	55	51	51	51	49	50	49	50	50	-	(4)
Subtotal City (Civilian)	**332**	**331**	**333**	**310**	**310**	**312**	**298**	**299**	**297**	**300**	**305**	**5**	**(27)**
Police (Sworn)	182	182	182	182	182	181	181	181	181	181	181	-	(1)
Fire (Sworn)	139	139	141	140	141	141	141	143	142	142	141	(1)	2
Subtotal City (Sworn)	**321**	**321**	**323**	**322**	**323**	**322**	**322**	**324**	**323**	**323**	**322**	**(1)**	**1**
City Total	653	652	656	632	633	634	620	623	620	623	627	4	(26)
Education Total	1,353	1,384	1,343	1,331	1,329	1,310	1,236	1,259	1,289	1,255	1,261	6	(92)
General Fund Total	**2,006**	**2,036**	**1,999**	**1,963**	**1,962**	**1,944**	**1,856**	**1,882**	**1,909**	**1,878**	**1,888**	**10**	**(118)**
Fleet Services Fund	10	11	11	9	9	9	9	9	10	10	10	-	-
Parking Authority	4	4	4	2	2	2	2	2	2	2	2	-	(2)
WPCA	1	2	3	3	3	3	3	4	4	4	4	-	3
Subtotal Other Funds	**15**	**17**	**18**	**14**	**14**	**14**	**14**	**15**	**16**	**16**	**16**	**-**	**1**
GRAND TOTAL	**2,021**	**2,053**	**2,017**	**1,977**	**1,976**	**1,958**	**1,870**	**1,897**	**1,925**	**1,894**	**1,904**	**10**	**(117)**

The chart below shows a 10-year history of changes to the budgeted full time employees since 2006-07. In FY 2016-17, there is an overall increase of 10 employees, or 0.5% from the previous year. This includes four additional city civilian, and six additional Board of Education positions. Over the ten year period covered in the chart, there are 117 less employees, or a 5.8% 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 positions. The City sworn staff has increased slightly, adding only one new position while the city civilian staff has decreased by 27 or 8.1%.



PERSONNEL BY DEPARTMENT

DEPARTMENT	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	App. 2015-16	App. 2016-17
Mayor's Office	3	2	2	2	3	3	3	3	3	3	4
Legal	10	9	9	9	9	9	9	9	9	9	9
City Clerk	6	6	6	5	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	8	8	9	9	9	9	9	9
Personnel & Labor Relations	6	7	6	6	6	6	6	6	6	6	6
Human Relations & Fair Rent	3	3	3	3	3	3	3	3	3	4	4
Youth Services	2	2	3	2	1	2	2	2	2	2	3
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	10	10	10	11	11	10	10	10
Tax Collector	8	8	8	8	8	8	8	8	8	8	8
Accounting & Treasury	8	8	8	8	8	8	8	8	8	8	9
Management & Budgets	4	4	4	4	4	4	4	4	4	4	4
Purchasing	3	3	3	3	3	3	3	3	3	3	4
Health & Welfare	21	21	21	16	16	16	16	16	16	16	16
Police	199	199	199	198	198	197	197	196	196	196	196
Fire	143	144	146	145	146	146	145	147	147	147	147
Planning & Zoning	12	12	13	11	11	11	11	11	11	11	11
Code Enforcement	8	8	8	8	8	8	8	8	8	8	8
Combined Dispatch	25	25	24	24	24	24	24	25	25	25	25
Public Works	107	107	107	100	100	100	88	88	87	88	88
Parks & Recreation	22	22	23	22	22	22	22	23	22	23	23
Library	31	31	31	28	28	28	27	27	27	27	27
Historical Commission	1	1	1	1	1	1	-	-	-	-	-
GRAND TOTAL	**653**	**653**	**656**	**632**	**633**	**634**	**620**	**623**	**620**	**623**	**627**



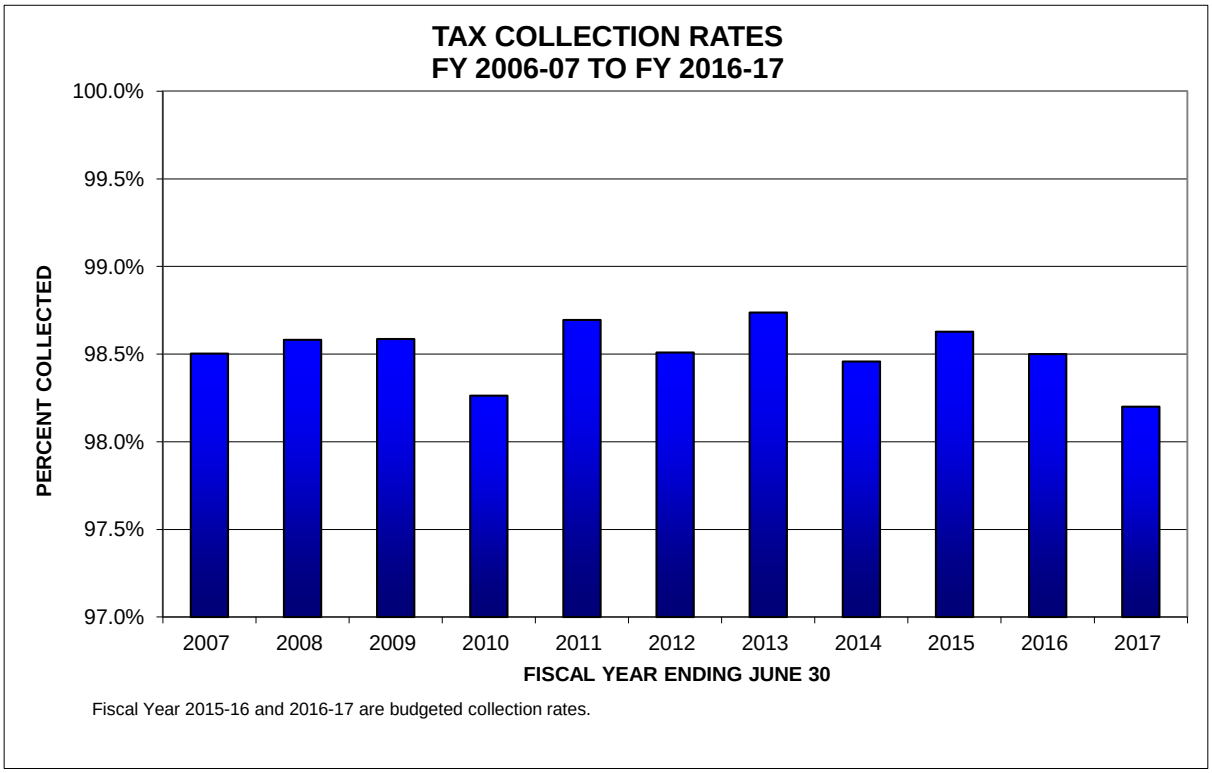
City personnel belong to one of eight bargaining groups. Police, 2405, and Fire unions account for most of the employees, as well as most of the salaries for 2016-17.

CITY PERSONNEL BY BARGAINING GROUP - FISCAL YEAR 2016-17

BARGAINING GROUP	NUMBER OF POSITIONS	% OF TOTAL	TOTAL WAGES	% OF TOTAL
POLICE	181	28.9%	$ 14,549,144	29.7%
LOCAL 2405	107	17.1%	$ 6,841,732	14.0%
FIRE	141	22.5%	$ 11,456,142	23.4%
NMEA	118	18.8%	$ 7,982,022	16.3%
NASA	57	9.1%	$ 5,943,791	12.1%
ORDINANCE/NON AFFILIATED	19	3.0%	$ 1,895,709	3.9%
ELECTED	4	0.6%	$ 332,914	0.7%
TOTAL	**627**	**100%**	**$ 49,001,454**	**100%**

HISTORICAL ANALYSIS OF GRAND LIST, TAX LEVIES & COLLECTIONS
FY 2006-07 TO FY 2016-17

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
2006-2007	2005	9,455,304,648	-	23.24	208,366,045	205,246,526	98.50%
2007-2008	2006	10,517,526,971	11.2%	21.72	216,241,703	213,174,081	98.58%
2008-2009	2007	10,672,872,432	1.5%	22.55	225,887,723	222,693,849	98.59%
2009-2010	2008	12,656,343,495	18.6%	19.84	236,583,751	232,474,059	98.26%
2010-2011	2009	12,668,270,823	0.1%	20.58	245,698,355	242,491,414	98.69%
2011-2012	2010	12,786,879,070	0.9%	20.64	256,900,612	253,070,482	98.51%
2012-2013	2011	12,808,981,218	0.2%	21.38	261,927,248	258,619,667	98.74%
2013-2014	2012	12,805,517,547	0.0%	22.19	270,616,024	266,442,259	98.46%
2014-2015	2013	11,823,577,590	-7.7%	25.10	281,643,493	277,778,490	98.63%
2015-2016	2014	11,904,661,061	0.7%	25.43	-	-	98.50%
2016-2017	2015	12,087,667,610	1.5%	25.50	-	-	98.20%

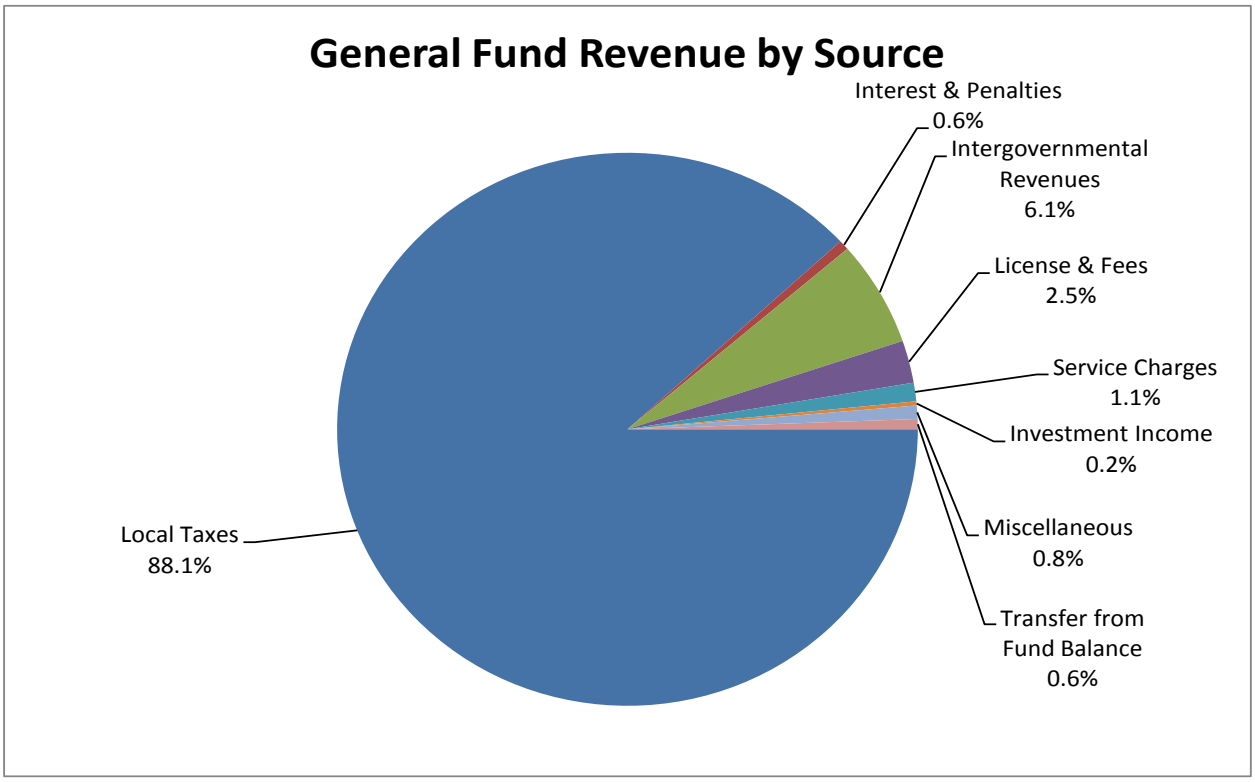


CITY OF NORWALK

ANNUAL BUDGET

Fiscal Year 2016-17
General Fund Revenues

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Local Taxes	280,077,282	292,805,514	292,678,622	297,196,254	4,517,632
Interest & Penalties	1,870,496	1,715,609	1,916,182	1,942,126	25,944
Intergovernmental Revenues	16,593,738	16,496,459	17,316,500	20,729,968	3,413,468
License & Fees	7,927,044	7,625,016	7,480,814	8,356,624	875,810
Service Charges	2,861,113	2,991,115	3,375,936	3,644,716	268,780
Investment Income	771,096	848,674	760,000	830,000	70,000
Miscellaneous	2,018,524	2,227,588	2,461,555	2,624,453	162,898
Transfer from Fund Balance	-	-	1,000,000	2,000,000	1,000,000
GENERAL FUND REVENUE	**$ 312,119,293**	**$ 324,709,975**	**$ 326,989,609**	**$ 337,324,141**	**$ 10,334,532**



LOCAL TAXES

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Ad Valorem Taxes			296,608,814	302,151,858	5,543,044
Less: Reserve for Uncollected			(4,449,132)	(5,438,733)	(989,601)
Taxes & Relief Programs			(3,581,060)	(3,616,871)	(35,811)
Subtotal: Current Taxes			288,578,622	293,096,254	4,517,632
Prior Years' Tax Collections			2,000,000	2,000,000	-
New Auto Registrations			2,100,000	2,100,000	-
NET LOCAL TAX REVENUE	**$ 280,077,282**	**$ 292,805,514**	**$ 292,678,622**	**$ 297,196,254**	**$ 4,517,632**

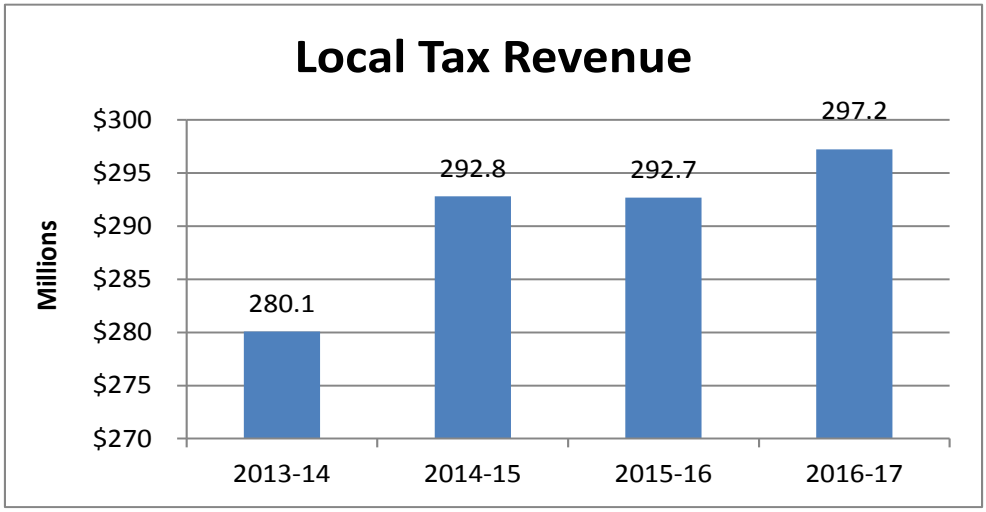
The principal source of revenue for the City of Norwalk is the local property tax. Local taxes, which in FY 2016-17 provide 88.1% of the city's revenue, are levied annually to cover the operating expenses of the city government. There are four main factors that determine the amount of local taxes that 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 2016-17 is $12,087,667,610.

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 2016-17 approved budget assumes a collection rate of 98.2%.

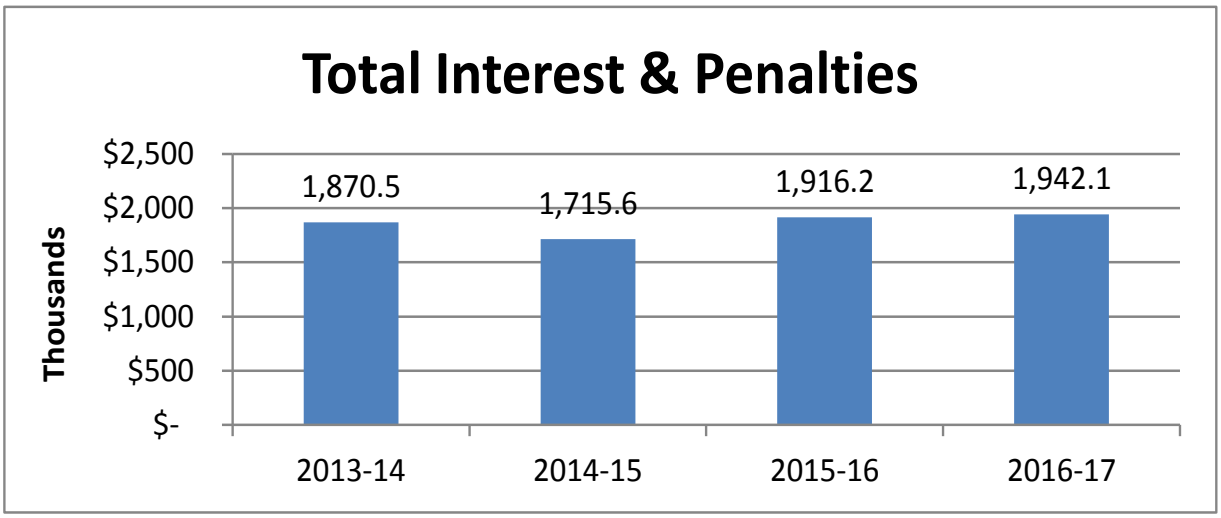


INTEREST AND PENALTIES

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Interest	1,829,200	1,688,984	1,828,000	1,846,326	18,326
Penalties	41,296	26,625	88,182	95,800	7,618
TOTAL INTEREST & PENALTIES	**$ 1,870,496**	**$ 1,715,609**	**$ 1,916,182**	**$ 1,942,126**	**$ 25,944**

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 $72,000 in FY 2016-17.



INTERGOVERNMENTAL REVENUES

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Education	10,167,383	10,188,820	10,173,342	10,159,849	(13,493)
Public Works	883,599	887,652	887,652	891,306	3,654
Payment in lieu of Taxes (PILOT)	2,416,960	2,626,257	3,695,646	2,188,657	(1,506,989)
Other	3,125,796	2,793,730	2,559,860	7,490,156	4,930,296
TOTAL INTERGOVERNMENTAL	**$ 16,593,738**	**$ 16,496,459**	**$ 17,316,500**	**$ 20,729,968**	**$ 3,413,468**

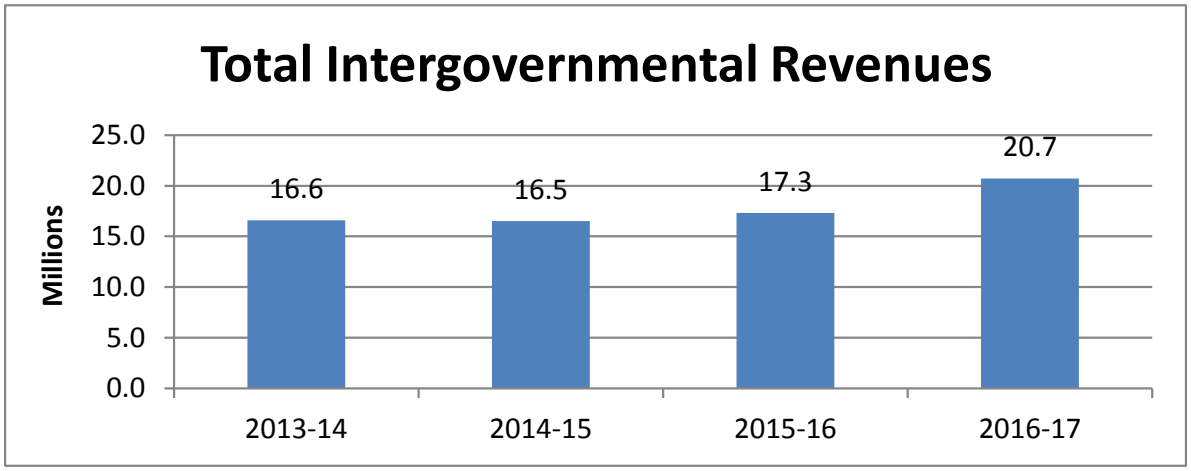
Intergovernmental revenues help to reduce the amount of money that must be raised by local taxes, and they constitute 6.1% of city revenues in the approved budget. Total receipts are expected to increase by $3,413,468 on a budget basis.

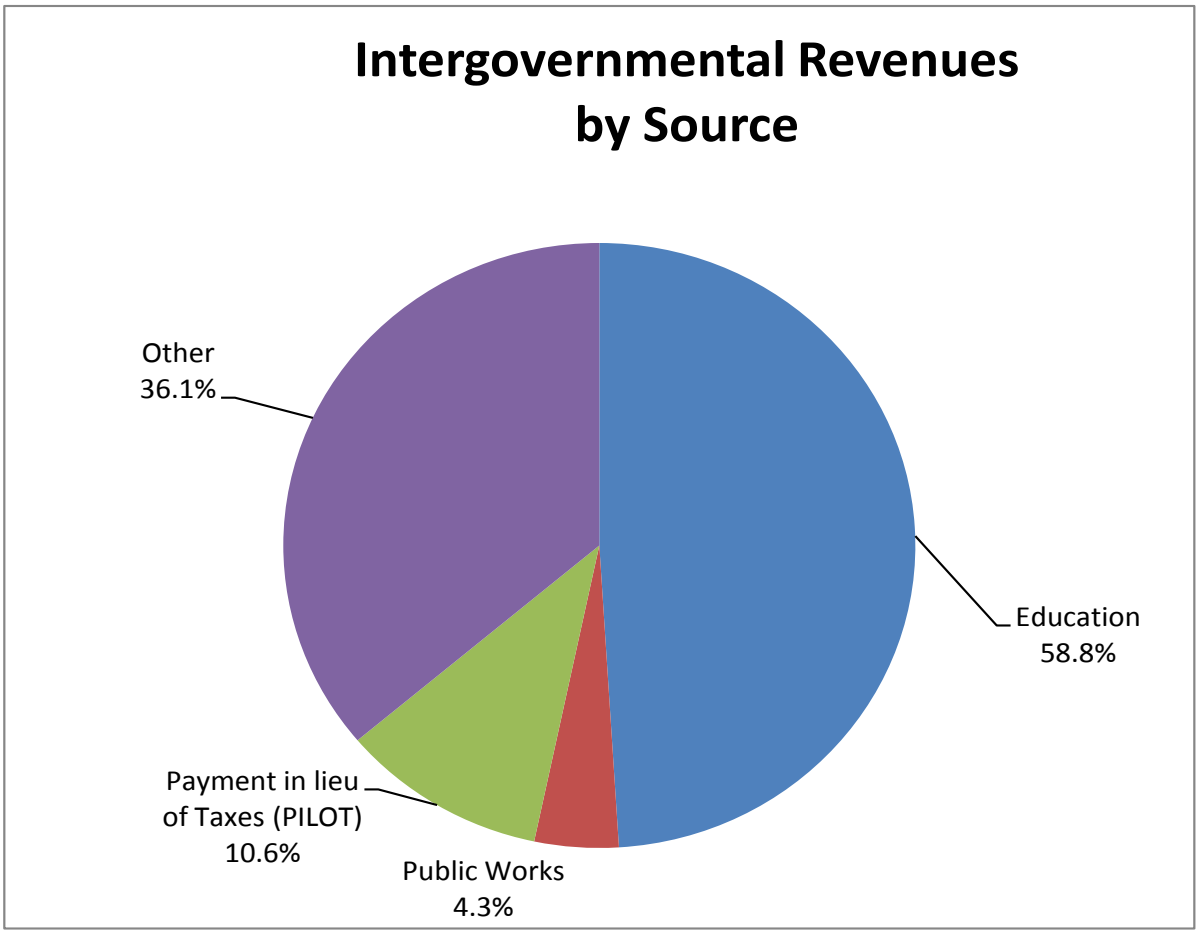
Education – Education revenues, which comprise the bulk of intergovernmental revenues, are budgeted at the State of Connecticut's most recent published amount for Norwalk.

Public Works – The Department of Public Works State Highway aid revenue is relatively unchanged from FY 2015-16'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. The Municipal Revenue Sharing grant was restored and accounts for $4,896,511 or 99.3% of the increase.


Total Intergovernmental Revenues
Millions
25.0
20.0
15.0
10.0
5.0
0.0
16.6
16.5
17.3
20.7
2013-14
2014-15
2015-16
2016-17


Intergovernmental Revenues by Source
Other 36.1%
Education 58.8%
Payment in lieu of Taxes (PILOT) 10.6%
Public Works 4.3%

LICENSES AND FEES

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Town Clerk	3,605,567	3,498,776	3,354,441	3,517,881	163,440
Health	356,085	396,036	363,000	400,000	37,000
Code Enforcement	3,572,053	3,330,880	3,248,510	3,920,515	672,005
Public Works	139,754	148,625	178,590	180,376	1,786
Other	253,585	250,699	336,273	337,852	1,579
TOTAL LICENSE & FEES	**$ 7,927,044**	**$ 7,625,016**	**$ 7,480,814**	**$ 8,356,624**	**$ 875,810**

Licenses and fees revenues help to reduce the amount of money that must be raised by local taxes, and account for 2.5% of all city revenue in the approved FY 2016-17 budget. Total license and fees revenues are budgeted to increase by $875,810 or 11.7% from the FY 2015-16 budgeted amount.

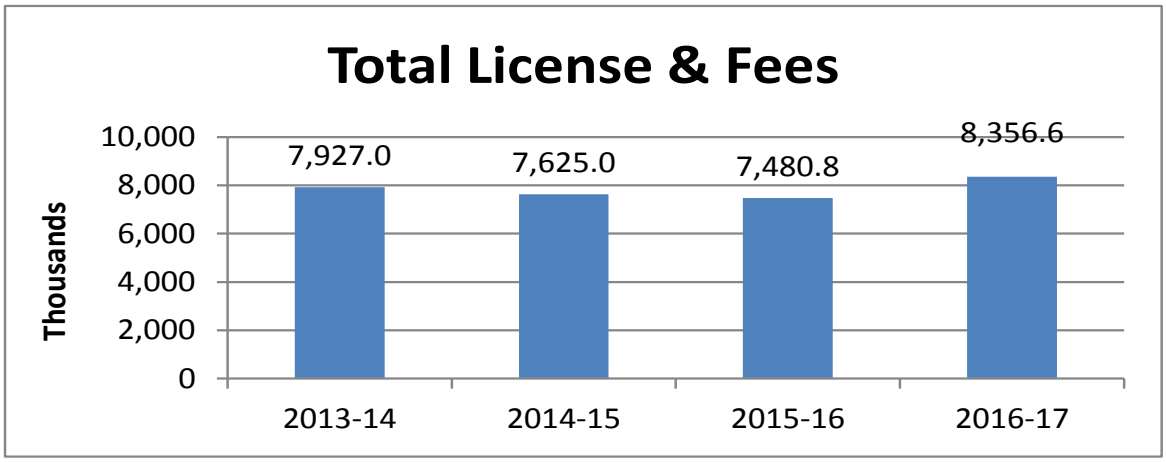
Town Clerk – Revenue collected from the Town Clerk is primarily from the real estate conveyance tax and vital statistics fees. Real Estate Conveyance fees account for $150,000 of the increase and miscellaneous other increases totaling $13,440.

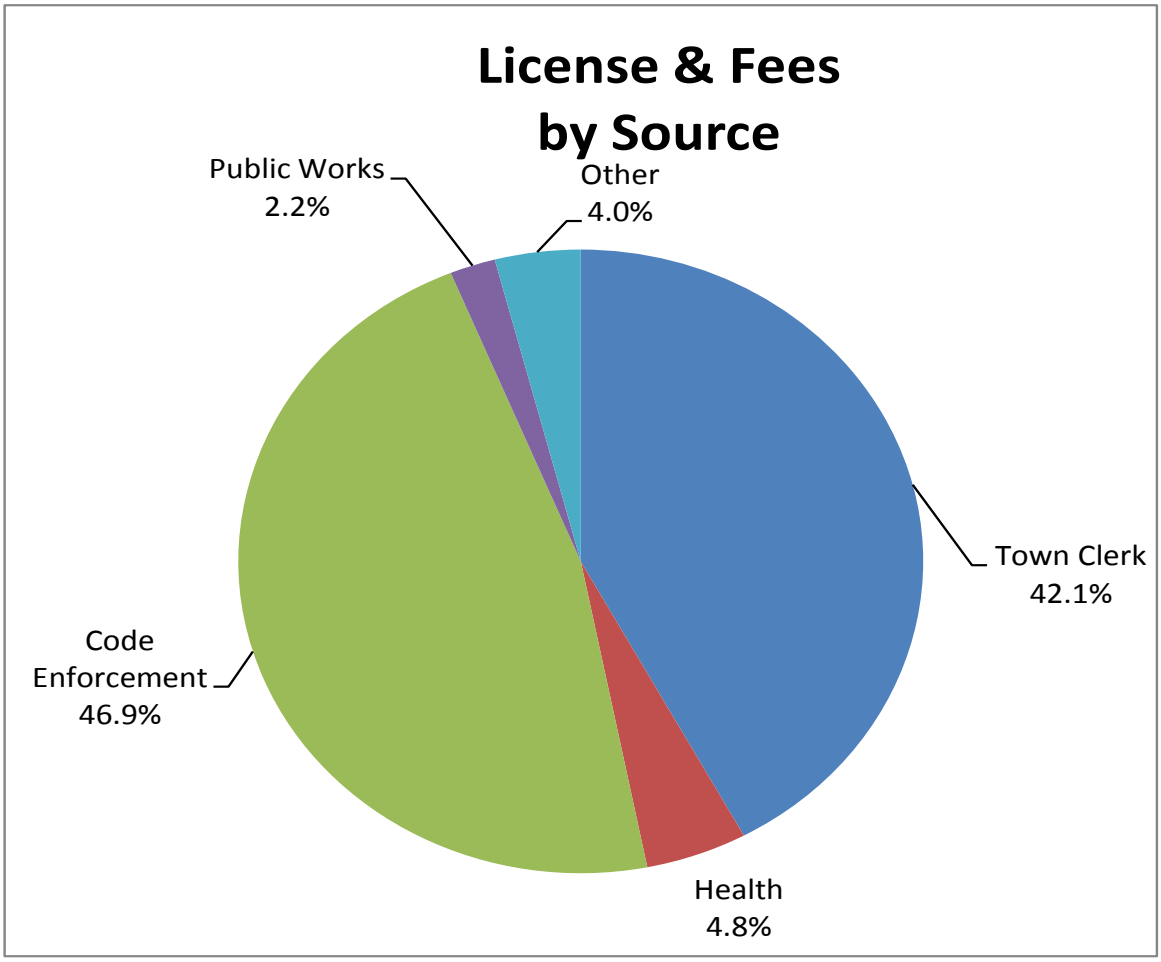
Health – The Health Department issues certificates of occupancy to landlords and issues permits for septic sewage, rooming houses, restaurants and salons. Revenue is expected to increase in FY 2016-17 by $37,000 due to a $22,000 increase in Housing Code fees and a $15,000 increase in Other Environmental Permits based on current trends.

Code Enforcement – Revenue is derived from permits issued for building construction and zoning compliance. Revenue is expected to increase by $672,005 due a $650,000 increase in Building Permit fees and miscellaneous other increases totaling $22,005 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 small increase of $1,579 is due to a $1,212 increase in Zoning Approvals and a net $367 increase in miscellaneous other fees.


Total License & Fees
Thousands
10,000
8,000
6,000
4,000
2,000
0
7,927.0
7,625.0
7,480.8
8,356.6
2013-14
2014-15
2015-16
2016-17


License & Fees by Source
Public Works 2.2%
Other 4.0%
Town Clerk 42.1%
Code Enforcement 46.9%
Health 4.8%

SERVICE CHARGES

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Town Clerk	562,217	627,089	566,421	641,300	74,879
Health	254,984	235,908	257,400	237,674	(19,726)
Police	444,625	420,974	605,178	574,609	(30,569)
Public Works	597,328	622,621	653,303	659,836	6,533
Recreation & Parks	896,709	953,559	1,088,936	1,387,345	298,409
Other	105,250	130,964	204,698	143,952	(60,746)
TOTAL SERVICE CHARGES	**$ 2,861,113**	**$ 2,991,115**	**$ 3,375,936**	**$ 3,644,716**	**$ 268,780**

Service charges are individual fees charged specifically for the use of a particular city service or activity and constitute 1.1% of the city's revenue sources. This category reflects a modest increase over the FY 2015-16 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 $74,879 is driven primarily by a $62,000 increase in recording fees; a $13,000 increase in copy fees, and a $121 net decrease in miscellaneous other service fees.

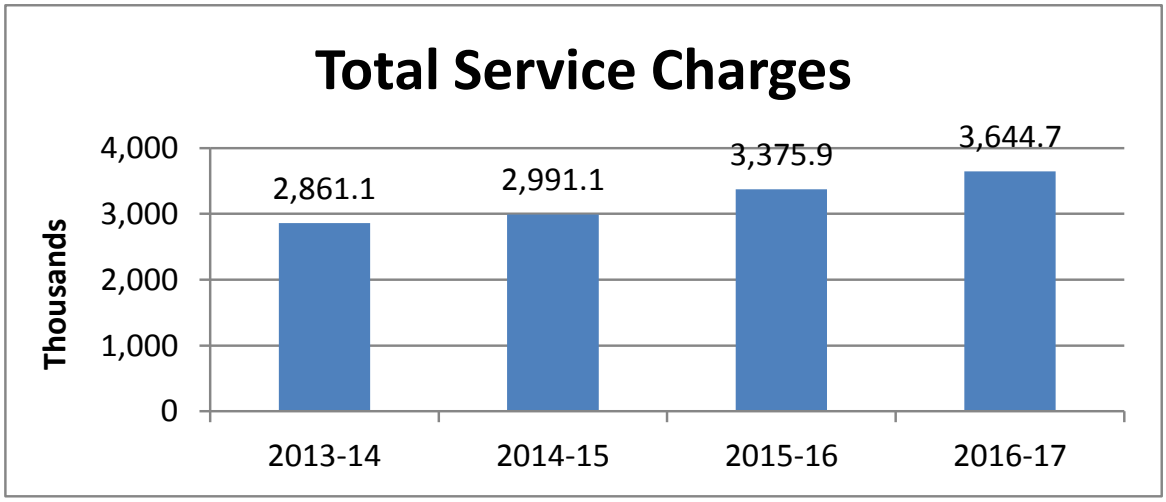
Health – The revenue in this category is derived primarily from the travel and immunization clinic. The $19,726 decrease is driven primarily by a decrease of $20,000 in clinic fees which is offset by a $274 increase in miscellaneous other service fees.

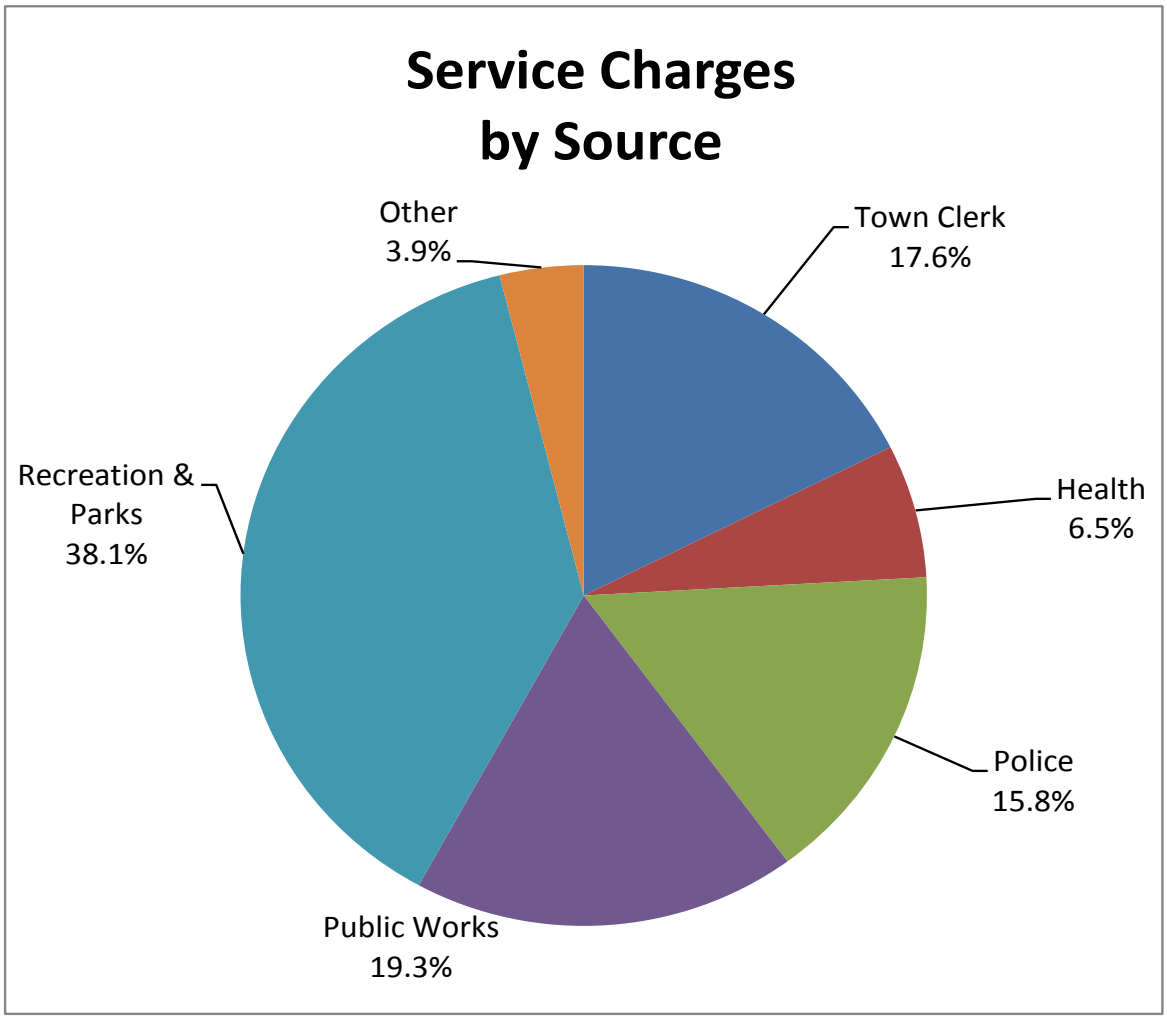
Police – This revenue includes service charges for police reports, application fees, the dog pound, false alarms and Police services for special events. A net decrease of $30,569 is driven primarily by a $18,412 decrease in police extra work surcharges based on current trends; a $15,000 decrease in recruiting application fees; and a $2,843 net increase in miscellaneous other service fees.

Public Works – The Department of Public Works provides revenue from solid waste disposal and various recycling fees. A net increase of $6,533 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 park usage fees, beach parking and special events such as the Norwalk Boat Show. A net increase of $298,409 is driven primarily by a $165,600 increase in Park Usage Fees; an $119,108 increase in Parking Fees and a $13,701 net increase in miscellaneous other service fees.

Other – Includes the sale of surplus equipment by the Purchasing department, library fines, copy fees from the Tax Assessor's office, Tax Collector address research fees and Fire Department recruiting application fees. A total net decrease of $60,746 is driven primarily by a $75,000 decrease in Fire Department recruiting application fees; and a $746 net decrease in miscellaneous other accounts; offset by an increase of $15,000 in Library Fees and Fines.

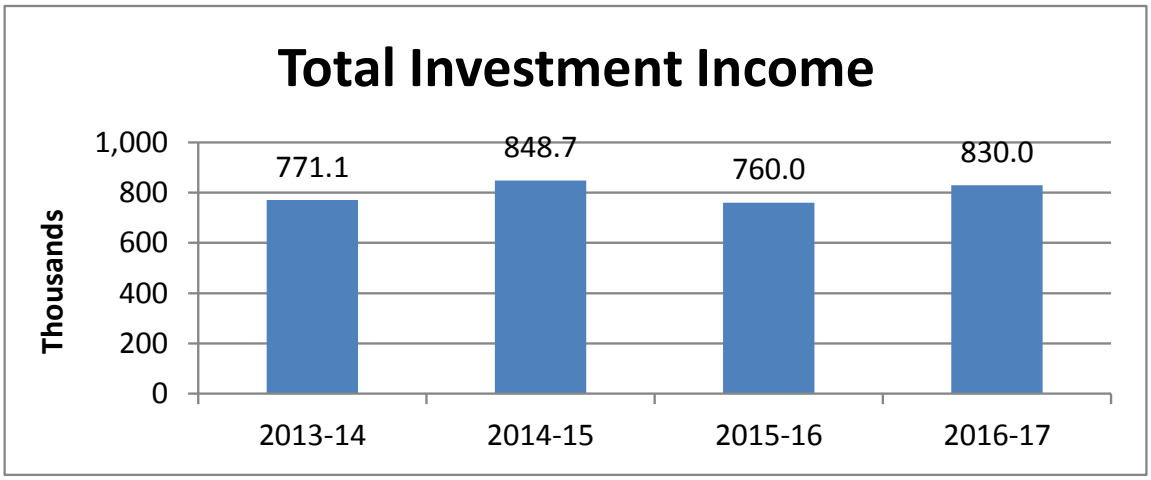

Total Service Charges
Thousands
4,000
3,000
2,000
1,000
0
2,861.1
2,991.1
3,375.9
3,644.7
2013-14
2014-15
2015-16
2016-17


Service Charges
by Source
Other
3.9%
Town Clerk
17.6%
Recreation &
Parks
38.1%
Health
6.5%
Police
15.8%
Public Works
19.3%

INVESTMENT INCOME

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Investment Income	771,096	848,674	760,000	830,000	70,000
TOTAL	**$ 771,096**	**$ 848,674**	**$ 760,000**	**$ 830,000**	**$ 70,000**

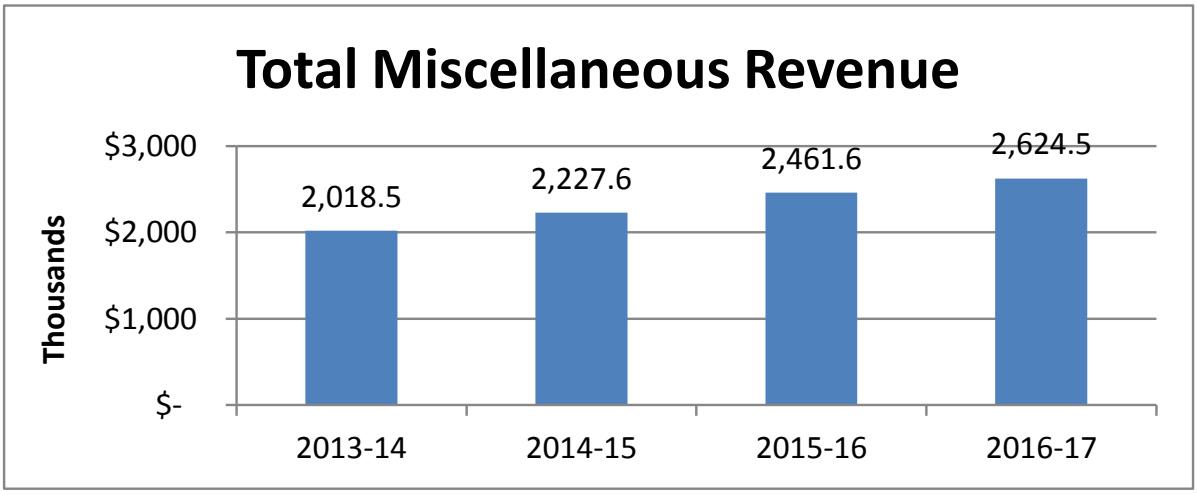
Investment income constitutes 0.2% of all city revenue. Investment income estimates for next year are based upon current rates of return on the city's investments. While it is difficult to predict the future course of interest rates during FY 2016-17, the city anticipates the above increase based on current interest rate trends.



MISCELLANEOUS

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Miscellaneous Revenue	2,018,524	2,227,588	2,461,555	2,624,453	162,898
TOTAL	**$ 2,018,524**	**$ 2,227,588**	**$ 2,461,555**	**$ 2,624,453**	**$ 162,898**

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 $231,864 increase in the expenses for which the WPCA and Parking Authority reimburses the city; a $120,000 increase in Cranbury Park and mansion rentals, and net increases of $9,150 in several other miscellaneous accounts, offset by a decrease of $198,116 in Debt Service Reimbursement.

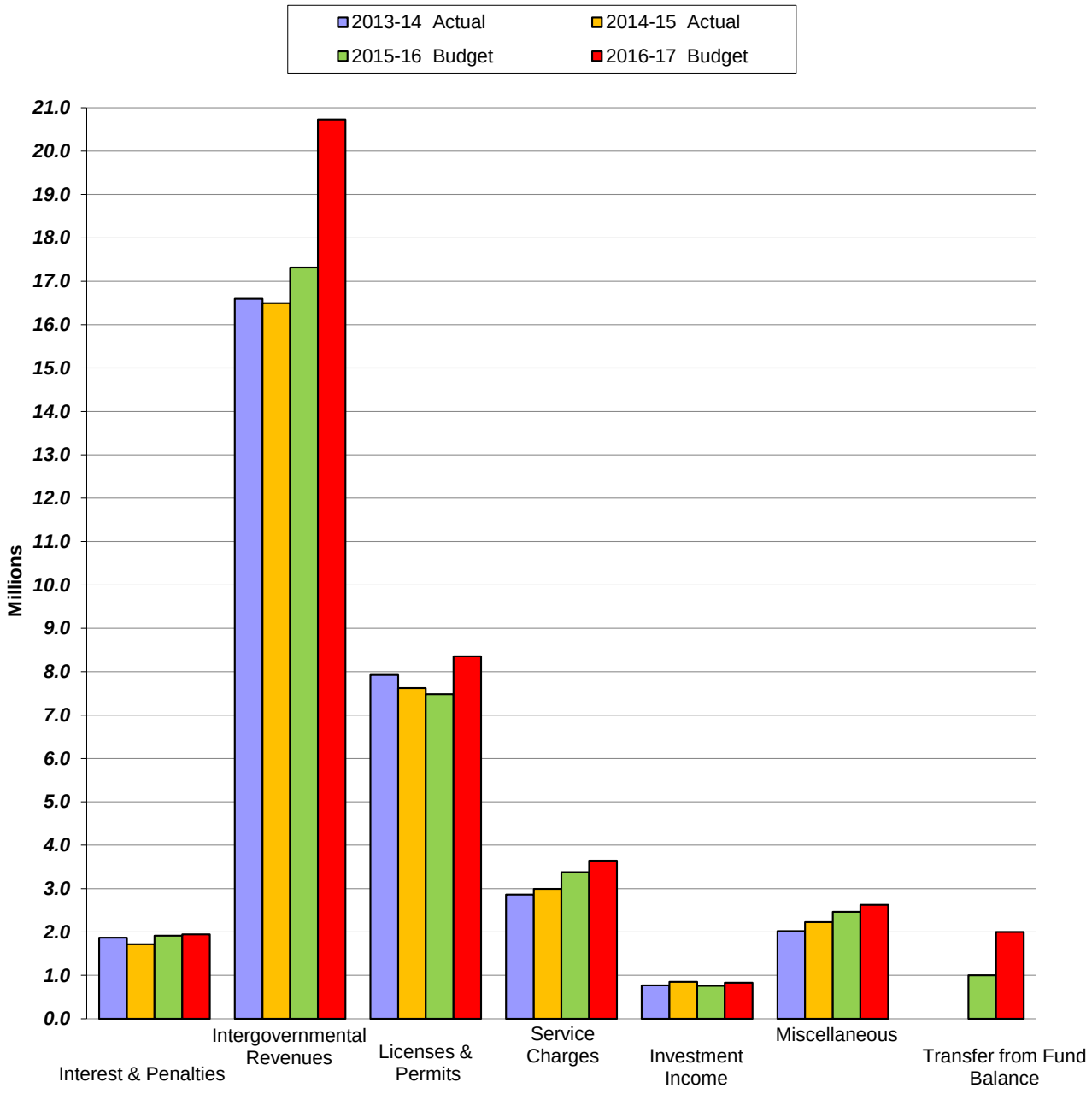


TRANSFER FROM FUND BALANCE

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Transfer from Fund Balance	-	-	1,000,000	2,000,000	1,000,000
TOTAL	**$ -**	**$ -**	**$ 1,000,000**	**$ 2,000,000**	**$ 1,000,000**

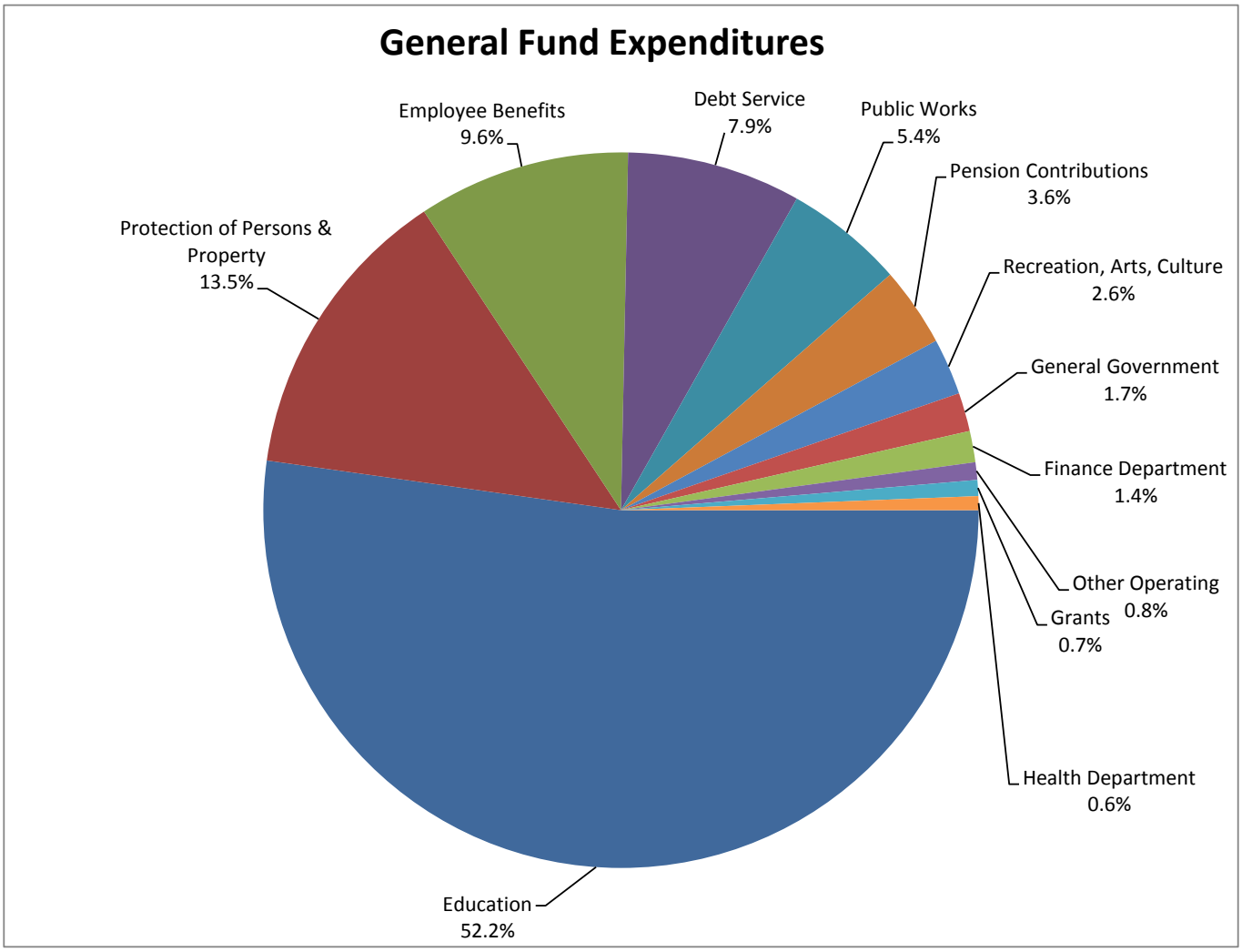
The fiscal year 2016-17 approved budget includes a $2,000,000 or 0.6% of total revenues use of undesignated fund balance. This use of fund balance is for tax relief purposes consistent with the city's fund balance policy.

Comparison of All Other Revenue Sources



FISCAL YEAR 2016-17
General Fund Expenditures

	Audit 2013-14	Audit 2014-15	Approved 2015-16	Approved 2016-17	YoY Change
Education	161,243,578	166,778,551	170,987,857	176,150,073	5,162,216
Protection of Persons & Property	41,733,490	43,937,128	45,054,666	45,539,325	484,659
Employee Benefits	31,222,989	29,722,054	30,273,700	32,376,657	2,102,957
Debt Service	26,126,874	25,754,739	27,233,470	26,523,316	(710,154)
Public Works	17,687,906	18,579,479	18,507,173	18,148,006	(359,167)
Pension Contributions	9,585,838	11,400,900	11,671,360	12,106,962	435,602
Recreation, Arts, Culture	7,664,395	8,202,881	8,373,220	8,610,374	237,154
General Government	5,147,147	5,224,375	5,600,204	5,878,990	278,786
Finance Department	3,213,208	3,333,587	3,709,408	4,758,969	1,049,561
Other Operating	92,194	98,875	1,122,437	2,677,094	1,554,657
Grants	1,746,648	1,870,505	2,346,662	2,435,465	88,803
Health Department	1,967,445	2,164,901	2,109,452	2,118,910	9,458
GENERAL FUND EXPENSE	**$ 307,431,712**	**$ 317,067,975**	**$ 326,989,609**	**$ 337,324,141**	**10,334,532**



DEPARTMENT	ACTUAL 2014-15	APPROVED 2015-16	APPROVED 2016-17	$ CHANGE 16-17 vs. 15-16
GENERAL GOVERNMENT				
MAYOR				
MAYOR	$126,781	$132,541	$256,566	$124,025
GRANTS ADMINISTRATOR	100,882	101,001	102,956	1,955
EARLY CHILDHOOD PROGRAM	51,120	57,672	79,572	21,900
ARTS COUNCIL	11,543	14,305	15,215	910
DEPARTMENT TOTAL	290,326	305,519	454,309	148,790
LEGISLATURE	10,902	17,450	15,550	(1,900)
CORPORATION COUNSEL	955,698	1,034,285	1,036,183	1,898
CITY CLERK	376,523	372,610	381,004	8,394
TOWN CLERK	570,224	598,618	604,677	6,059
INFORMATION TECHNOLOGY	1,538,441	1,667,974	1,711,477	43,503
PERSONNEL & LABOR RELATIONS	558,429	585,347	597,427	12,080
HUMAN RELATIONS & FAIR RENT	266,379	291,934	343,890	51,956
YOUTH SERVICES	262,030	285,182	331,034	45,852
REGISTRAR OF VOTERS	395,420	441,285	403,439	(37,846)
SUBTOTAL - GENERAL GOVERNMENT	**5,224,372**	**$5,600,204**	**$5,878,990**	**$278,786**
FINANCE DEPARTMENT				
FINANCE DIRECTOR	$210,071	$205,656	$213,556	$7,900
TAX ASSESSOR	752,448	879,825	836,050	(43,775)
REVALUATION	189,889	6,475	1,161,475	1,155,000
TAX COLLECTOR	860,294	1,008,989	883,482	(125,507)
ACCOUNTING & TREASURY	716,903	772,422	842,976	70,554
MANAGEMENT & BUDGETS	415,405	424,884	419,611	(5,273)
PURCHASING	298,063	330,774	312,612	(18,162)
CENTRAL SERVICES	60,970	80,383	89,207	8,824
SUBTOTAL - FINANCE	**$3,504,043**	**$3,709,408**	**$4,758,969**	**$1,049,561**
HEALTH & WELFARE				
HEALTH				
ADMINISTRATION	$440,113	$426,880	$437,032	$10,152
ENVIRONMENTAL HEALTH & HOUSING	972,047	887,612	913,198	25,586
MEDICAL & EDUCATION SERVICES	100,406	92,412	92,696	284
LABORATORY	155,244	165,753	166,139	386
GRANTS	118,392	118,769	120,550	1,781
PREVENTABLE DISEASES	373,696	418,026	389,295	(28,731)
SUBTOTAL - HEALTH & WELFARE	**$2,159,900**	**$2,109,452**	**$2,118,910**	**$9,458**

DEPARTMENT	ACTUAL 2014-15	APPROVED 2015-16	APPROVED 2016-17	$ CHANGE 16-17 vs. 15-16
PROTECTION OF PERSONS & PROPERTY				
POLICE DEPARTMENT				
ADMINISTRATION	$751,420	$920,137	$919,148	($989)
PATROL OPERATIONS	11,988,976	11,772,712	11,902,361	129,649
INVESTIGATIVE SERVICES	4,224,992	4,201,991	4,483,669	281,678
PROFESSIONAL STANDARDS	992,160	1,112,540	1,029,945	(82,595)
SUPPORT SERVICES	2,856,863	3,115,920	2,833,866	(282,054)
ADMINISTRATIVE SERVICES	984,481	997,059	998,694	1,635
DEPARTMENT TOTAL	21,798,892	22,120,359	22,167,683	47,324
FIRE DEPARTMENT				
ADMINISTRATION	539,170	615,526	622,573	7,047
FIREFIGHTING	15,535,536	15,822,618	16,118,686	296,068
PREVENTION	607,654	627,576	740,328	112,752
FIRE TRAINING	182,664	326,604	245,280	(81,324)
SUPPORT SERVICES	958,594	983,424	977,020	(6,404)
EMERGENCY PREPAREDNESS PLANNING	127,090	127,496	130,671	3,175
DEPARTMENT TOTAL	17,950,708	18,503,244	18,834,558	331,314
PLANNING AND ZONING				
PLANNING & ZONING	885,845	953,796	974,543	20,747
CONSERVATION	194,710	203,961	206,055	2,094
DEPARTMENT TOTAL	1,080,554	1,157,757	1,180,598	22,841
CODE ENFORCEMENT	730,209	746,119	804,122	58,003
DISPATCH & EMERGENCY MGMT. PLANNING				
ADMINISTRATION	190,288	197,113	203,247	6,134
COMMUNICATIONS/911	2,186,476	2,330,074	2,349,117	19,043
DEPARTMENT TOTAL	2,376,765	2,527,187	2,552,364	25,177
SUBTOTAL - PROTECTION PERSONS	**$43,937,127**	**$45,054,666**	**$45,539,325**	**$484,659**
PUBLIC WORKS AND BUILDING MANAGEMENT				
PUBLIC WORKS DEPARTMENT				
ADMINISTRATIVE SERVICES	$1,974,114	$1,577,077	$1,493,254	($83,823)
OPERATIONS	12,380,841	12,466,695	12,175,992	(290,703)
ENGINEERING/BLDG. MGMT.	4,032,548	4,253,453	4,278,860	25,407
CUSTOMER SERVICE CENTER	208,850	209,948	199,900	(10,048)
SUBTOTAL - DPW & BLDG MGT	**$18,596,354**	**$18,507,173**	**$18,148,006**	**($359,167)**
EDUCATION				
PUBLIC SCHOOLS	$167,370,021	$170,987,857	$176,150,073	$5,162,216
SUBTOTAL - EDUCATION	**$167,370,021**	**$170,987,857**	**$176,150,073**	**$5,162,216**

DEPARTMENT	ACTUAL 2014-15	APPROVED 2015-16	APPROVED 2016-17	$ CHANGE 16-17 vs. 15-16
RECREATION, ARTS & CULTURE				
RECREATION & PARKS				
ADMINISTRATION	$770,233	$770,110	$789,803	$19,693
RECREATION	535,898	614,036	622,617	8,581
PARK MAINTENANCE	2,876,889	2,884,054	2,986,858	102,804
BUILDING MANAGEMENT	100,547	106,888	144,612	37,724
GRANTS	15,379	15,354	15,354	-
DEPARTMENT TOTAL	4,298,947	4,390,442	4,559,244	168,802
LIBRARY				
ADMINISTRATION/PROGRAMS	3,661,109	3,766,938	3,434,532	(332,406)
MAIN LIBRARY MAINTENANCE	-	-	273,839	273,839
SONO BRANCH MAINTENANCE	-	-	90,577	90,577
DEPARTMENT TOTAL	3,661,109	3,766,938	3,798,948	32,010
HISTORICAL COMMISSION	243,205	215,840	252,182	36,342
SUBTOTAL - RECREATION, ARTS	**8,203,261**	**8,373,220**	**$8,610,374**	**237,154**
GRANTS				
TO OUTSIDE AGENCIES				
AMERICARES FREE CLINIC	$22,000	$22,440	$32,440	$10,000
CARVER FOUNDATION-SUMMER CAMP	149,708	152,702	152,702	-
SOUTH NORWALK COMMUNITY CENTER	17,500	0	0	-
CARVER FOUNDATION-SCHOOL TRANSITION	0	25,000	32,500	7,500
ELDERHOUSE	10,171	10,374	10,374	-
SENIOR CENTER	342,802	355,000	365,650	10,650
SEXUAL ASSAULT CRISIS CENTER	17,146	17,489	17,489	-
CONNECTICUT COUNSELING CENTERS	2,143	2,186	2,186	-
NORWALK HOUSING AUTHORITY	30,461	355,000	355,000	-
MID FAIRFIELD CHILD GUIDANCE CTR	14,735	25,000	25,000	-
HUMAN SERVICES COUNCIL	13,931	14,210	14,210	-
OPEN DOOR SHELTER	53,581	55,724	55,724	-
DOMESTIC VIOLENCE CRISIS CENTER	5,894	6,012	6,012	-
FAMILY & CHILDREN'S AGENCY	38,930	39,709	39,709	-
SOUTHWEST CT MENTAL HEALTH	15,675	15,989	15,989	-
SCHOOL BASED HEALTH CENTERS	19,825	20,222	20,222	-
CHILDREN'S CONNECTION	17,146	17,489	17,489	-
PERSON TO PERSON	-	25,000	25,000	-
OUTSIDE AGENCIES TOTAL	771,648	1,159,546	1,187,696	28,150
TO CITY AGENCIES				
TRANSIT DISTRICT	$492,881	$507,667	$517,820	$10,153
PROBATE COURT	25,332	25,478	27,135	1,657
HARBOR COMMISSION	9,134	9,134	9,134	-
REDEVELOPMENT AGENCY	174,486	204,210	188,936	(15,274)
NEIGHBORHOOD IMPROVEMENT COOD.	71,171	95,618	108,104	12,486
HOUSING SITE DEV. AGENCY	109,194	111,378	150,136	38,758
FAIR HOUSING OFFICER	141,659	138,631	151,504	12,873
SUMMER YOUTH EMPLOYMENT	75,000	95,000	95,000	-
CITY AGENCIES TOTAL	1,098,858	1,187,116	1,247,769	60,653
SUBTOTAL - GRANTS	**$1,870,506**	**$2,346,662**	**$2,435,465**	**$88,803**

DEPARTMENT	ACTUAL 2014-15	APPROVED 2015-16	APPROVED 2016-17	$ CHANGE 16-17 vs. 15-16
OPERATING CHARGES				
DEBT SERVICE	$25,754,739	$27,233,470	$26,523,316	($710,154)
ORGANIZATIONAL MEMBERSHIPS	98,875	98,874	100,357	1,483
EMPLOYEE BENEFITS				
HEALTH INSURANCE	10,986,147	10,702,284	11,983,068	1,280,784
SOCIAL SECURITY	2,328,000	2,465,603	2,499,665	34,062
OPEB CONTRIBUTION	13,846,636	14,346,636	14,846,636	500,000
BOARD OF EDUCATION BENEFITS	2,458,701	2,617,911	2,901,723	283,812
UNEMPLOYMENT COMPENSATION	102,570	141,266	145,565	4,299
DEPARTMENT TOTAL	29,722,055	30,273,700	32,376,657	2,102,957
PENSIONS				
POLICE	4,080,602	4,314,628	4,354,100	39,472
FIRE	2,547,300	2,565,634	2,628,693	63,059
CITY	4,772,998	4,791,098	5,124,169	333,071
DEPARTMENT TOTAL	11,400,900	11,671,360	12,106,962	435,602
CONTINGENCY	-	1,023,563	2,576,737	1,553,174
SUBTOTAL - OPERATING CHARGES	**$66,976,569**	**$70,300,967**	**$73,684,029**	**$3,383,062**
GRAND TOTAL	**$317,842,152**	**$326,989,609**	**$337,324,141**	**$10,334,532**

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 2015- 2016:

- 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 2016 - 2017:

- Constrain taxes to the lowest practical level for FY 2016-17, 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 2016-17 budget has a net increase of $148,790 or 48.7% over the approved FY 2015-16 expense budget. Regular Wages accounted for $146,862 of the increase due to the addition of an Assistant to the Mayor position, full funding of the Early Childhood Coordinator's position, along with contractual step increases; and a $1,928 net increase in miscellaneous other expenses.

FUNDING SUMMARY

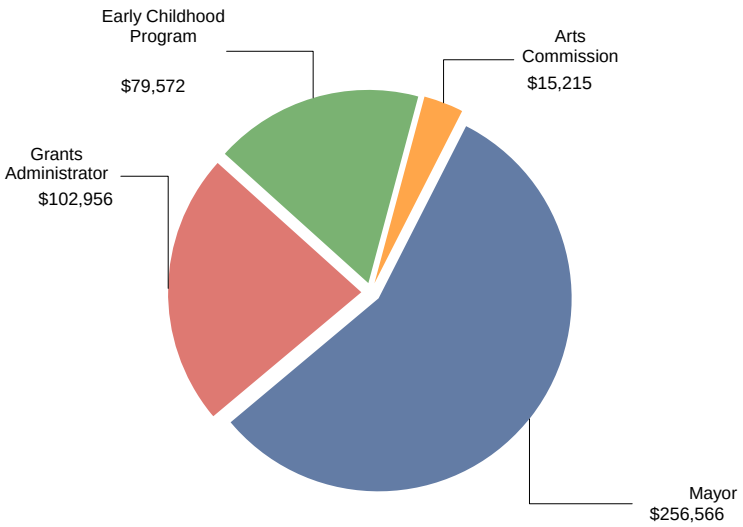
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Mayor	$173,627	$126,781	$132,541	$256,566	$124,025	93.57 %
Grants Administrator	$99,666	$100,882	$101,001	$102,956	$1,955	1.94 %
Early Childhood Program	$54,400	$51,120	$57,672	$79,572	$21,900	37.97 %
Arts Commission	$8,736	$11,543	$14,305	$15,215	$910	6.36 %
Total	$336,429	$290,326	$305,519	$454,309	$148,790	48.70 %
Budget By Major Group						
Personnel Services	$298,635	$255,258	$257,391	$404,253	$146,862	57.06 %
Contractual Services	$33,674	$29,417	$42,271	$43,037	$766	1.81 %
Supplies and Materials	$1,199	$2,503	$1,500	$2,750	$1,250	83.33 %
Fixed Charges	$2,921	$3,147	$4,357	$4,269	($88)	(2.02%)
Total	$336,429	$290,326	$305,519	$454,309	$148,790	48.70 %

NON-TAX REVENUE

Miscellaneous	$0	$116	$0	$8,750	$8,750	0.00 %
Total	$0	$116	$0	$8,750	$8,750	0.00 %
AMT. SUPPORTED BY TAXES	$336,429	$290,210	$305,519	$445,559	$140,040	45.84 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Mayor										
Assistant to the Mayor	0	$0	0	$0	0	$0	1	$100,169	1	$100,169
Mayor	1	$114,524	1	$114,524	1	$114,524	1	$138,468	0	$23,944
Total	1	$114,524	1	$114,524	1	$114,524	2	$238,637	1	$124,113
Grants Administrator										
Grants Coordinator	1	$95,510	1	$97,420	1	$97,420	1	$99,369	0	$1,949
Total	1	$95,510	1	$97,420	1	$97,420	1	$99,369	0	$1,949
Early Childhood Program										
NECC Coordinator	1	$41,840	1	$41,840	1	$44,972	1	$65,772	0	$20,800
Total	1	$41,840	1	$41,840	1	$44,972	1	$65,772	0	$20,800
Department Total	3	$251,874	3	$253,784	3	$256,916	4	$403,778	1	$146,862

MAYOR

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$159,024	$114,524	$114,524	$238,637	$124,113	108.37 %
Contractual Services	$11,682	$9,110	$13,660	$13,660	$0	0.00 %
Fixed Charges	$2,921	$3,147	$4,357	$4,269	($88)	(2.02%)
Total	$173,627	$126,781	$132,541	$256,566	$124,025	93.57 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$173,627	$126,781	$132,541	$256,566
Employees	1	1	1	2
Outputs				
Conduct Monthly Department Head Meetings	6	12	12	Continue
Conduct monthly Mayor's Night Out for Public	7	12	12	Continue
Form a Committee on Housing				
Prepare and Distribute Common Council Agendas	15	24	12	Continue
Re-establish Water Quality Board				
Review Economic Development Plan				
Effectiveness				
Adhere to operating budget cap and departmental expenditure cap		100%	100%	100%
Attend all Board of Estimate & Taxation meetings		100%	100%	100%
Distribute Common Council agendas by Friday deadline		100%	100%	100%
Meet all Charter requirements and deadlines with respect to operating and capital budgets		100%	100%	100%
Preside over all Common Council meetings		100%	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$97,771	$98,894	$97,895	$99,844	$1,949	1.99 %
Contractual Services	$1,151	$1,204	$2,106	$2,112	$6	0.28 %
Supplies and Materials	$744	$784	$1,000	$1,000	$0	0.00 %
Total	$99,666	$100,882	$101,001	$102,956	$1,955	1.94 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$41,840	$41,840	$44,972	$65,772	$20,800	46.25 %
Contractual Services	$12,560	$9,280	$12,700	$13,800	$1,100	8.66 %
Total	$54,400	$51,120	$57,672	$79,572	$21,900	37.97 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$8,282	$9,824	$13,805	$13,465	($340)	(2.46%)
Supplies and Materials	$454	$1,719	$500	$1,750	$1,250	250.00 %
Total	$8,736	$11,543	$14,305	$15,215	$910	6.36 %

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 2016-17 budget has a net decrease of $1,900 or 10.9% over the approved FY 2015-16 expense budget. The entire budget for this department is comprised of stipends for its members which have not increased and an Office Supplies account which has been reduced by $1,900 to make it more in line with prior year actual spending.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Legislative	$11,610	$10,902	$17,450	$15,550	($1,900)	(10.89%)
Total	$11,610	$10,902	$17,450	$15,550	($1,900)	(10.89%)
Budget By Major Group						
Personnel Services	$10,245	$8,489	$11,550	$11,550	$0	0.00 %
Supplies and Materials	$1,365	$2,412	$5,900	$4,000	($1,900)	(32.20%)
Total	$11,610	$10,902	$17,450	$15,550	($1,900)	(10.89%)

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$11,610	$10,902	$17,450	$15,550	($1,900)	(10.89%)

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 2015- 2016:

- 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 2016 - 2017:

- 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 2016-17 budget has a net increase of $1,898 or 0.2% over the approved FY 2015-16 expense budget. Regular Wages accounted for $12,834 of the increase due to contractual step increases; and $2,189 net increase in miscellaneous other expenses. These increases are offset by a reduction of $13,125 in Temporary Wages no longer needed now that the department is fully staffed.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Corporation Counsel	$870,280	$955,698	$1,034,285	$1,036,183	$1,898	0.18 %
Total	$870,280	$955,698	$1,034,285	$1,036,183	$1,898	0.18 %
Budget By Major Group						
Personnel Services	$723,238	$809,427	$879,051	$879,250	$199	0.02 %
Contractual Services	$127,836	$136,719	$138,720	$140,581	$1,861	1.34 %
Supplies and Materials	$4,171	$3,539	$6,000	$6,000	$0	0.00 %
Fixed Charges	$5,976	$6,012	$10,514	$10,352	($162)	(1.54%)
Capital Outlay	$9,060	$0	$0	$0	$0	0.00 %
Total	$870,280	$955,698	$1,034,285	$1,036,183	$1,898	0.18 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$870,280	$955,698	$1,034,285	$1,036,183	$1,898	0.18 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Corporation Counsel										
Corporation Counsel	1	$86,512	1	$88,025	1	$88,025	1	$89,786	0	$1,761
Deputy Corporation Counsel	1	$146,443	1	$150,836	1	$150,836	1	$153,199	0	$2,363
Assistant Corporation Counsel	3	$317,759	3	$328,858	3	$342,784	3	$349,314	0	$6,530
Assistant Corporation Counsel P/T	1	$66,779	1	$70,242	1	$73,996	1	$76,176	0	$2,180
Senior Legal Secretary	2	$137,532	2	$143,692	2	$146,926	2	$146,926	0	$0
Assistant Legal Secretary	1	$57,950	1	$59,109	1	$60,439	1	$60,439	0	$0
Total	9	$812,975	9	$840,762	9	$863,006	9	$875,840	0	$12,834
Department Total	9	$812,975	9	$840,762	9	$863,006	9	$875,840	0	$12,834

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$870,280	$955,698	$1,034,285	$1,036,183
Employees	9	9	9	9
Outputs				
Administration				
# of FOI requests received	19	11	0	0
# of special appropriations/BET transfers required	0	0	0	0
Legal Opinions				
# of opinions rendered	5	6	TBD	TBD
# of requests for opinions received	5	6	TBD	TBD
Ordinances				
# of ordinance change requests received	10	11	TBD	TBD
# of ordinance changes prepared	10	11	TBD	TBD
Contracts				
# of contracts prepared	160	109	TBD	TBD
# of contracts requests received [note: includes license agreements]	160	109	TBD	TBD
Litigation				
# of closed lawsuits	50	54	TBD	TBD
# of lawsuits received [note: includes CIRMA claims, grievances, temporary injunctions, warnings of zoning violations, tax appeals and FOI complaints]	243	255	TBD	TBD
# of open lawsuits	127	313	TBD	TBD
Effectiveness				
Administration				
% of approved budget expended	89%	100%	100%	100%
% of FOI requests responded to (within legal guidelines)	100% as needed	100% as needed	100%	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 2015- 2016:

- Continued to maintain minutes and actions of the Common Council and Board of Estimate and Taxation in an organized and timely manner

- Successfully utilizing cash reporting and auditing procedures for City Clerk's Office

- Organized the Mayor's Ball 2016 and increased profits for charities through additional fund raising sources

- 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
  - Collaborated on better communication with Seniors regarding City Tax Relief programs
  - Updated special events contract
  - Working with IT to post our contracts and permit applications online for interactive permitting
  - 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

- Worked with IT to update and Maintain positions on all Agencies, Boards and Commissions on website for efficiency and accuracy

- 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 2016 - 2017:

- 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 2016-17 budget has a net increase of $8,394 or 2.3% over the approved FY 2015-16 expense budget. This increase is driven by a $6,000 increase in Publication of Public Notices account to make it more in line with prior year actual spending; a $1,570 increase in Regular Wages due to contractual step increases; and a $824 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$364,532	$376,338	$372,610	$381,004	$8,394	2.25 %
Total	$364,532	$376,338	$372,610	$381,004	$8,394	2.25 %
Budget By Major Group						
Personnel Services	$318,905	$331,621	$331,386	$332,956	$1,570	0.47 %
Contractual Services	$37,915	$37,690	$31,340	$38,287	$6,947	22.17 %
Supplies and Materials	$4,566	$3,730	$5,000	$5,000	$0	0.00 %
Fixed Charges	$3,147	$3,297	$4,884	$4,761	($123)	(2.52%)
Total	$364,532	$376,338	$372,610	$381,004	$8,394	2.25 %

NON-TAX REVENUE

Licenses & Permits	$5,273	$7,795	$2,652	$2,679	$27	1.02 %
Service Charges	$1,188	$1,523	$1,020	$1,030	$10	0.98 %
Miscellaneous	$53,141	$55,537	$46,000	$46,000	$0	0.00 %
Total	$59,602	$64,855	$49,672	$49,709	$37	0.07 %
AMT. SUPPORTED BY TAXES	$304,930	$311,484	$322,938	$331,295	$8,357	2.59 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
City Clerk										
Assistant City Clerk	1	$64,816	1	$66,112	1	$66,112	1	$64,816	0	($1,296)
City Clerk	1	$76,600	1	$77,493	1	$77,493	1	$79,043	0	$1,550
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Mayor's Executive Secretary	1	$64,513	1	$65,803	1	$65,803	1	$67,119	0	$1,316
Administrative Secretary II	1	$60,840	1	$62,057	1	$63,453	1	$63,453	0	$0
Total	5	$321,949	5	$327,749	5	$330,411	5	$331,981	0	$1,570
Department Total	5	$321,949	5	$327,749	5	$330,411	5	$331,981	0	$1,570

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$364,532	$376,523	$372,610	$381,004
Employees	5	5	5	5
Outputs				
Administration				
# of Boards, Commissions & Committees	75	75	75	75
# of hours spent preparing Common Council meeting agendas	15 per meeting	15 per meeting	15 per meeting	15 per meeting agenda
# of Legal Notices	35	35	35	35
# of Ordinances passed	TBD	TBD	TBD	TBD
# of special appropriations required	1	0	0	0
Communications/Outreach				
# of FOI requests	35	50	50	40
# of insurance claims referred to Corporation Counsel's Office	150	150	150	120
City Hall Booking				
# of City Hall meetings or events booked	500	500	500	500
# of paid Concert Hall/Community Room Events Scheduled	475	500	500	100
Permits				
# of permit signing days	2	2	2	2
# of permits issued	350	400	400	125
Projects				
# of special projects initiated	20	20	20	10
Effectiveness				
Administration				
% of approved budget expended	100%	99%	99%	98%
Communications/Outreach				
% of FOI requests responded to/resolved in a timely manner	98%	98%	98%	98%
% of information requests answered/referred to the appropriate department within a timely manner	99%	100%	100%	100%
City Hall Booking				
% increase in room rental revenue	TBD		TBD	TBD
Permits				
% of permits issued within a timely manner	100%	100%	100%	100%
Projects				
% of special projects completed in a timely manner	98%	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 2015- 2016:

- Conducted 1 District primary in September and 1 Citywide election in November, issuing over 700 absentee ballots during the two elections.
- Expansion of Vital Records Room in vault to accommodate more records.
- Completed two year certification program for State Town Clerk certification.
- Received $4000.00 grant for records restoration.
- Continued to work with New Visions Systems for upgrading accounting and recording procedures.

Goals For 2016 - 2017:

- Implement subscription based land records search program.
- Upgrade copier system to accommodate changes in document procedures.
- Procure state grants to continue restoration of records and maps.
- Begin program of restoration and preservation of vital records from 1863 - 1901.
- Establish a customer survey to receive feedback from customers on services offered in the Town Clerk's office.
- Continue training programs for staff in areas of Vital and Land Records.
- Complete reorganization of staff positions due to retirement of Emie Sanchez.

SIGNIFICANT CHANGES

The Town Clerk's departmental approved FY 2016-17 budget has a net increase of $6,059 or 1.0% over the approved FY 2015-16 expense budget. This increase is driven by a $2,235 increase in Regular Wages due to contractual step increases; a $4,080 increase in Part Time wages to make it more in line with prior year actual spending; and a $256 net decrease in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Town Clerk	$558,492	$570,224	$598,618	$604,677	$6,059	1.01 %
Total	$558,492	$570,224	$598,618	$604,677	$6,059	1.01 %
Budget By Major Group						
Personnel Services	$454,185	$469,148	$478,948	$485,263	$6,315	1.32 %
Contractual Services	$92,167	$90,153	$104,508	$104,482	($26)	(0.02%)
Supplies and Materials	$7,074	$5,686	$7,000	$7,000	$0	0.00 %
Fixed Charges	$5,066	$5,237	$8,162	$7,932	($230)	(2.82%)
Total	$558,492	$570,224	$598,618	$604,677	$6,059	1.01 %

NON-TAX REVENUE

Interest and Penalties	$14,880	$4	$0	$0	$0	0.00 %
Licenses & Permits	$3,605,566	$3,498,776	$3,354,441	$3,517,881	$163,440	4.87 %
Service Charges	$562,217	$627,089	$566,421	$641,300	$74,879	13.22 %
Total	$4,182,663	$4,125,869	$3,920,862	$4,159,181	$238,319	6.08 %
AMT. SUPPORTED BY TAXES	($3,624,171)	($3,555,645)	($3,322,244)	($3,554,504)	($232,260)	6.99 %

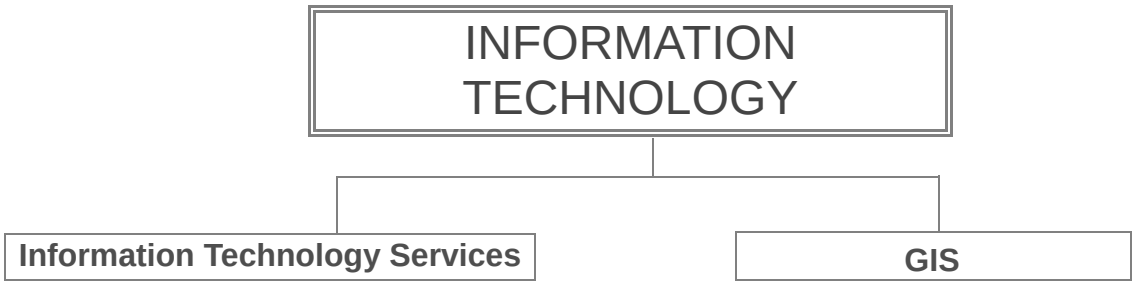
PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Town Clerk										
Assistant Town Clerk	2	$138,001	2	$140,761	2	$145,960	2	$147,982	0	$2,022
Town Clerk	1	$88,384	1	$88,384	1	$88,384	1	$88,384	0	$0
Administrative Support I	0	$0	1	$42,010	1	$45,100	1	$42,955	0	($2,145)
Administrative Support II	3	$168,310	2	$115,393	2	$104,901	2	$107,259	0	$2,358
Land Records Analyst	1	$57,950	1	$59,109	1	$63,453	1	$63,453	0	$0
Total	7	$452,645	7	$445,657	7	$447,798	7	$450,033	0	$2,235
Department Total	7	$452,645	7	$445,657	7	$447,798	7	$450,033	0	$2,235

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$558,492	$570,224	$598,618	$604,677
Employees	7	7	7	7
Outputs				
Administration				
# of contracts managed	4	4	4	4
# of revenue transactions			TBD	TBD
# of special appropriations/BET transfers required	0	0	0	0
# of state reports filed		0	60	60
Land Records				
# of corrections made to land records				
# of land records books printed	215	210	180	210
# of land records books proofed	215	210	180	210
# of land records indexed	17,250	17,000	13,600	14,450
# of land records recorded	17,250	17,000	13,600	14,450
# of land records returned	17,250	17,000	13,600	
# of land records scanned	17,250	17,000	13,600	13,600
# of land records verified	17,250	17,000	13,600	14,450
# of maps recorded	80	85	120	100
# of state agency invoices billed	75	70	70	180
Vital Records				
# of confidential files processed/registered	80	75	70	60
# of marriage licenses/civil unions issued	650	521	480	630
# of military discharges processed	50	65	80	95
# of vital records corrections				
# of vital records indexed	3,600	3,650	3,700	3,500
# of vital records recorded	3,600	3,650	3,700	3,500
# of vitals records issued	20,000	20,000	18,500	21,000
Licenses and Permits				
# of dog licenses issued	2,700	2,730	2,710	2,800
# of game licenses issued			180	225
# of liquor permits issued			190	170
Elections				
# of absentee ballots issued	700	1,400	1,200	700
# of absentee ballots received	650		950	535
# of election ballots prepared	3,000	3,000	2,500	2,500
# of legal notices issued	10	10	10	12
Miscellaneous/Copies				
# of notaries registered		100	125	80
# of notary verifications			50	50
# of public computer terminals, printers, copiers	10	10	11	11
# of trade name certificates indexed	640		625	525
# of trade name certificates registered	640	625	525	480
Effectiveness				
Administration				
% of approved budget expended	92%	95%	95%	95%
% of confidential files processed within a timely manner	100%	100%	100%	100%
% of grants renewed				
% of marriage licenses filed within a timely manner	99%	100%	100%	100%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
% of military discharges processed within a timely manner	100%	100%	100%	100%
% of vital records amended	2%	2%	2%	1%
% of vital records corrections made within a timely manner	99%	99%	99%	99%
Licenses and Permits				
% of dog licenses processed in a timely manner	99%	99%	99%	100%
% of game licenses processed within a timely manner	60%	85%	90%	95%
% of liquor permits processed within a timely manner		100%	100%	100%
Elections				
% of absentee ballots which need to be resent	0.01%	.01%	.01%	.01%
% of election activities deadlines met	99%	100%	100%	100%
Miscellaneous/Copies				
% of time public terminals are fully functional	99%	97%	99%	99%
% of trade name certificates processed in a timely manner	97%	99%	100%	100%
Average wait time for copiers/to get a question answered	2 -3 mins	2-3 mins.	2-3 mins.	2-3 mins.



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 2015- 2016:

- 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.
- Working with Personnel and the Comptroller, implemented Employee Self Service for benefits self-service and and online Benefit Open Enrollment Service eliminating paper enrollment and re-keying of information.
- Secured grant funding to begin outfitting the City Hall Community Room with recording/broadcast/presentation equipment.
- Implemented close-captioning for Council Meeting video on the City website starting in October 2015.
- With the Mayor's Energy Task Force, implemented the Firewood app on the City website.
- Working with Public Works, implemented a road openings permit application and payment system app on the City website.
- Working with Mayor's Zoning Task Force, implemented resident email notification system for alerts on new Zoning permits.
- Hired a Desktop Support Technician, formerly an IT Summer Intern, to fill a retirement vacancy.
- Replaced all laptops in Fire Apparatus with iPads and cellular service, providing real-time access to dispatch information.
- Implemented Body Cameras for Police.
- Replaced the all the vintage 2005 local area network switches at the Police Department.
- Upgraded the 911 call recording system at Combined Dispatch.
- Supported the Tax Collector and Police Department through the substantial DMV software upgrade .
- Participated in the Norwalk Branding and Marketing Project.
- Implemented a self-checkout kiosk at the Main Library.

Goals For 2016 - 2017:

- 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 efficiency and improve service to the public.

- Continue to expand the successful IT internship program beyond 3 interns.

SIGNIFICANT CHANGES

The Information Technology's departmental approved FY 2016-17 budget has a net increase of $43,503 or 2.6% over the approved FY 2015-16 expense budget. This increase is driven by a $33,386 increase in Other Repairs & Maintenance for citywide departmental software maintenance net increases; a $3,486 contractual step increase in Regular Wages; a $6,658 increase in telephone expenses; and a net $27 decrease in miscellaneous other expenses.

FUNDING SUMMARY

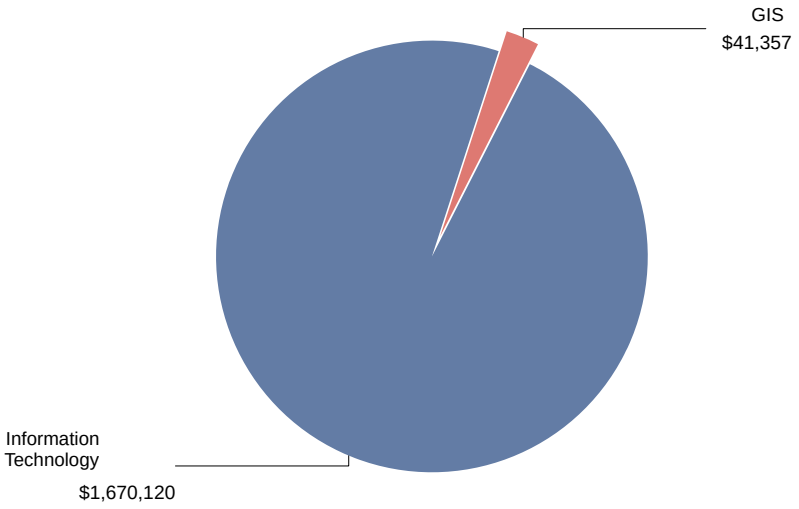
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Information Technology	$1,521,971	$1,508,488	$1,627,124	$1,670,120	$42,996	2.64 %
GIS	$39,654	$29,953	$40,850	$41,357	$507	1.24 %
Total	$1,561,625	$1,538,441	$1,667,974	$1,711,477	$43,503	2.61 %
Budget By Major Group						
Personnel Services	$926,455	$927,767	$960,517	$964,033	$3,516	0.37 %
Contractual Services	$607,929	$590,477	$674,600	$715,769	$41,169	6.10 %
Supplies and Materials	$2,640	$1,885	$3,558	$2,750	($808)	(22.71%)
Fixed Charges	$7,229	$7,300	$14,299	$13,925	($374)	(2.62%)
Capital Outlay	$17,373	$11,012	$15,000	$15,000	$0	0.00 %
Total	$1,561,625	$1,538,441	$1,667,974	$1,711,477	$43,503	2.61 %

NON-TAX REVENUE

Miscellaneous	$4,233	$1,834	$0	$0	$0	0.00 %
Total	$4,233	$1,834	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$1,557,392	$1,536,607	$1,667,974	$1,711,477	$43,503	2.61 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Information Technology										
Director of Information Technology	1	$140,152	1	$146,819	1	$150,122	1	$150,122	0	$0
Sr. Systems Engineer - Public Safety	1	$94,392	1	$96,280	1	$98,446	1	$98,446	0	$0
Network Engineer	1	$94,392	1	$96,280	1	$98,446	1	$98,446	0	$0
Senior Systems Engineer	1	$94,392	1	$96,280	1	$98,446	1	$98,446	0	$0
Database Administrator/Programmer	1	$94,392	1	$96,280	1	$98,446	1	$98,446	0	$0
Manager, Citywide Applications	1	$104,076	1	$106,158	1	$108,547	1	$108,547	0	$0
E-Government Coordinator	1	$89,890	1	$91,688	1	$93,751	1	$93,751	0	$0
Desktop Support Technician	2	$147,930	2	$140,631	2	$147,118	2	$150,604	0	$3,486
Total	9	$859,616	9	$870,416	9	$893,322	9	$896,808	0	$3,486
Department Total	9	$859,616	9	$870,416	9	$893,322	9	$896,808	0	$3,486

INFORMATION TECHNOLOGY SERVICES

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$926,455	$927,767	$960,517	$964,033	$3,516	0.37 %
Contractual Services	$568,275	$560,524	$633,750	$674,412	$40,662	6.42 %
Supplies and Materials	$2,640	$1,885	$3,558	$2,750	($808)	(22.71%)
Fixed Charges	$7,229	$7,300	$14,299	$13,925	($374)	(2.62%)
Capital Outlay	$17,373	$11,012	$15,000	$15,000	$0	0.00 %
Total	$1,521,971	$1,508,488	$1,627,124	$1,670,120	$42,996	2.64 %

GIS

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$39,654	$29,953	$40,850	$41,357	$507	1.24 %
Total	$39,654	$29,953	$40,850	$41,357	$507	1.24 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$1,561,626	$1,538,441	$1,667,974	$1,711,477
Employees	9	9	9	9
Outputs				
Administration				
# of cash management transactions (payments processed/bills paid)	250+ invoices	385	150	~ 150
# of contracts managed	42	50+	50+	50+
# of special appropriations/BET transfers	0	0	2	1
Total dollars of contracts managed	500,000+	500,000+	500,000+	$500,000+
Information Infrastructure				
# of backups performed successfully as scheduled	1120	1,120	1,120	1,120
# of e-mail messages sent/received	6,000,000+	6,000,000+	6,000,000+	6,000,000+
# of hardware platforms supported	12	10	10	10
# of pieces of equipment maintained	1,000+	1,500+	1,500+	1,500+
# of remote connections	21+	20+	20+	20+
# of software licenses	1,000+	1,000+	1,000+	1,000+
# of spam/viruses/bulk messages filtered out	100,100,000	150,000,000+	150,000,000+	150,000,000+
# of systems and critical metrics monitored	85	92	95	91
# of virtual servers maintained	31	50+	54	56
% of time services available to users (uptime)	89%	92%	90%	92%
Help Desk/technical support services				
# of desktops, tablets, and laptops older than 5 years	approx 20%	approx 20%	approx 15%	approx 15%
# of desktops, tablets, and laptops in the City	600+	700+	700+	750+
# of Help Desk calls	12,500	12,500+	15,500+	12,600
# of hours spent responding to Help Desk calls	7,200	7,000	6,800	6,200
# of printers supported	50+	50+	50+	100+
# of user training classes offered	0	0	2	1
# of workstations supported	see above	see above	see above	see above
Software Applications				
# of application systems supported	55	57	58	58
# of custom applications or interfaces written	8	33	13	8
# of hours computer systems are down for scheduled maintenance	42	50	50	50
# of hours spent on computer maintenance	60%	75%	65%	60%
# of new applications brought online	13	3	9	12
# of software packages upgraded	8	11	15	9
E-government enterprise initiatives				
# of document and forms available on website	200+	11,300	10,000+	10,000+
# of hours website is fully functional	8,700+/yr	8,704/yr	8,750/yr	8,700/hr
# of service requests processed through website	approx 800	716	over 700	over 700
# of transactions on the website	11 service areas	11 service areas	12 servce areas	13 service areas
# of visits to website	600,000+	612,000	600,000+	600,000
Effectiveness				
Administration				
% of approved budget expended	98%	100%	100%	98%
Information Infrastructure				
% of backups performed successfully as scheduled	95%	97%	96%	96%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
% of systems and critical metrics proactively monitored	93%	95%	95%	96%
% of time services available to users (uptime)	95%+	96%	96%	96%
Help Desk/technical support services				
% of Help Desk calls closed within 5 days	80%	75%	80%	90%
% of Help Desk calls responded to within 1 business day	50%	50%	65%	76%
% of Help Desk calls responded to within 2 days	58%	65%	72%	89%
% of Help Desk calls responded to within 5 days	88%	89%	90%	90%
% of total staff time spent on break/fix calls	75%	79%	75%	70%
Help Desk calls answered by a staff member	70%	68%	72%	80%
Software Applications				
% availability of applications and services	97%	97%	97%	97%
% of time applications down for scheduled maintenance	6%	>5%	5%	7%
E-government enterprise initiatives				
% of all transactions available on the website	20%	22%	24%	30%
% 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 2015- 2016:

- Completed self serve HRIS upgrade.
- Completed on-line annual open enrollment.
- Performed Fire recruitment.

Changed life insurance carrier.

Goals For 2016 - 2017:

- Six open CBA agreements to be negotiated.
- Continuous improvement of Personnel Department's webpage and social media presence.

SIGNIFICANT CHANGES

The Personnel & Labor Relations' departmental approved FY 2016-17 budget has a net increase of $12,080 or 2.1% over the approved FY 2015-16 expense budget. This increase is driven by an $11,313 contractual step increase in Regular Wages and a $767 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel & Labor Relations	$592,784	$558,429	$585,347	$597,427	$12,080	2.06 %
Total	$592,784	$558,429	$585,347	$597,427	$12,080	2.06 %
Budget By Major Group						
Personnel Services	$477,618	$478,766	$477,686	$488,359	$10,673	2.23 %
Contractual Services	$109,670	$72,734	$97,868	$99,486	$1,618	1.65 %
Supplies and Materials	$1,162	$1,415	$3,000	$3,000	$0	0.00 %
Fixed Charges	$4,213	$4,342	$6,793	$6,582	($211)	(3.11%)
Grants & Donations	$122	$1,172	$0	$0	$0	0.00 %
Total	$592,784	$558,429	$585,347	$597,427	$12,080	2.06 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$592,784	$558,429	$585,347	$597,427	$12,080	2.06 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Personnel & Labor Relations										
Dir. Of Personnel & Labor Relations	1	$126,948	1	$127,583	1	$127,583	1	$130,134	0	$2,551
Personnel Administrator	1	$81,640	1	$84,089	1	$84,089	1	$85,771	0	$1,682
Personnel Records & Benefit Tech II	1	$77,655	1	$79,208	1	$80,990	0	$0	(1)	($80,990)
HR Assistant	1	$63,909	1	$65,187	1	$66,654	1	$66,654	0	$0
HR Project Coordinator	1	$52,552	1	$53,603	1	$57,550	1	$60,439	0	$2,889
Benefits Manager	0	$0	0	$0	0	$0	1	$84,000	1	$84,000
Executive Assistant	1	$57,058	1	$59,055	1	$59,055	1	$60,236	0	$1,181
Total	6	$459,762	6	$468,725	6	$475,921	6	$487,234	0	$11,313
Department Total	6	$459,762	6	$468,725	6	$475,921	6	$487,234	0	$11,313

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$592,784	$558,429	$585,347	$597,427
Employees	6	6	6	6
Outputs				
Administration				
# of special appropriations/BET transfers required	0	0	0	0
# of state reports filed	TBD	TBD	TBD	TBD
Recruitment & Selection				
# of advertisements for outside recruitment	22	27	133	73
# of applications received reviewed	2,044	1,764	4,044	5,147
# of interviews conducted	186	70	80	92
# of promotions/bids	12	8	22	15
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	2	1	6
# of contracts initiated	5	1	5	6
Grievances				
# of grievances filed	50	45	23	20
# of grievances filed for arbitration with State	27	26	8	6
# of grievances resolved/disposed of	10	19	13	12
Employee Benefits				
# of employee records maintained	2,000	2,000	2,015	2040
# of retirements	30	33	45	43
# of severance pays issued	35	32	45	42
Effectiveness				
Administration				
% of approved budget expended	100%	99%	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 (including staffing of City's ADA Committee); to coordinate language access to municipal programs and services for people with limited English proficiency; to represent the City of Norwalk on Opening Doors of Fairfield County: a Regional Alliance to Prevent and End Homelessness, and; to assist the youth of Norwalk in finding summer employment via the Mayor's Summer Youth Employment Program.

Highlights For 2015- 2016:

- Represented the City and Mayor in Opening Doors of Fairfield County ("ODFC") which is the implementation of our Ten Year Plan to Prevent and End Homelessness. Work included political leadership to bring agencies together for planning and implementing:
  - o Worked with the Norwalk Housing Authority to amend their Annual Plan to include a limited local preference for 2 chronically homeless individuals each year (up to 20) to be taken from the collaborative waitlist now used by all our local homeless service providers;
  - o ODFC ended veteran homelessness in Norwalk.
  - o Obtained substantial funding for rental subsidies and service dollars to be used to end chronic homelessness in 2016.
  - o Elected Co-Chair of the Coordinating Council of Opening Doors of Fairfield County, the federally recognized anti-homelessness grant receiving entity.

- Managed ADA Capital projects including project selection, planning, application for funding, and coordination of construction with multiple departments with oversight from City's ADA Committee.

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

- Worked with Personnel and Fire Departments in creating plan to diversify the Fire Department during the firefighter recruitment.

- Processed ADA accommodation and modification requests related to current employees and Fire Department applicants.

- Evaluated implementation of Language Access Program and made recommendations for amending the program and for further training of City Hall employees.

- 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, Opening Doors of Fairfield County, and continued collaborations with the Norwalk Housing Authority.

- Created formal procedure for Fair Rent Commission Hearings including changes in process to more efficiently manage long hearings.

- Conducted Commission meetings and hearings, and processed complaints in a timely manner.

- Conducted comprehensive study of need for a municipal Department of Human Services.

Goals For 2016 - 2017:

- Update forms provided to complainants and respondents 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.

- End chronic homelessness in greater Norwalk.

- Re-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.

- Increase private donations to Mayor's Summer Youth Employment Program.

SIGNIFICANT CHANGES

The Human Relations & Fair Rent departmental approved FY 2016-17 budget has a net increase of $51,956 or 17.8% over the approved FY 2015-16 expense budget. This increase is driven by a $48,678 increase in Regular Wages due to the full funding of the department's Program Coordinator position and contractual step increases; and a $3,278 net increase in miscellaneous other expenses.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Human Relations & Fair Rent	$241,163	$266,379	$291,934	$343,890	$51,956	17.80 %
Total	$241,163	$266,379	$291,934	$343,890	$51,956	17.80 %
Budget By Major Group						
Personnel Services	$219,453	$244,297	$259,813	$309,991	$50,178	19.31 %
Contractual Services	$17,136	$17,750	$26,070	$27,911	$1,841	7.06 %
Supplies and Materials	$1,892	$1,461	$2,000	$2,000	$0	0.00 %
Fixed Charges	$2,682	$2,871	$4,051	$3,988	($63)	(1.56%)
Total	$241,163	$266,379	$291,934	$343,890	$51,956	17.80 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$241,163	$266,379	$291,934	$343,890	$51,956	17.80 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Human Relations & Fair Rent										
Dir. of Human Relations & Fair Rent	1	$99,608	1	$104,500	1	$109,825	1	$109,825	0	$0
Civil Rights/Fair Rent Investigator	1	$63,909	1	$68,437	1	$73,463	1	$77,141	0	$3,678
Administrative Support II	1	$52,552	1	$56,284	1	$57,550	1	$57,550	0	$0
Program Coordinator	0	$0	0	$0	1	$15,000	1	$60,000	0	$45,000
Total	3	$216,069	3	$229,221	4	$255,838	4	$304,516	0	$48,678
Department Total	3	$216,069	3	$229,221	4	$255,838	4	$304,516	0	$48,678

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.

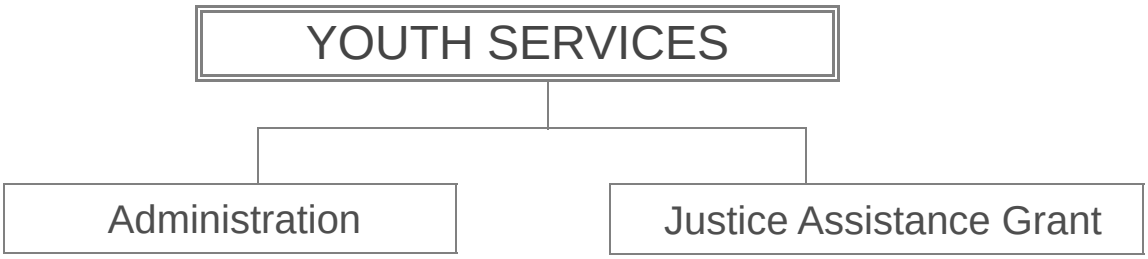
FAIR RENT

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

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$241,163	$266,379	$291,934	$343,890
Employees	3	3	3	4
Outputs				
Human Relations Commission				
# of HRC complaints settled w/o a hearing	2	2	2	2
# of HRC educational/awareness Programs Conducted	1	1	2	2
# of HRC follow-up contacts	7,904	7,176	6,600	7,000
# of HRC formal written complaints filed	2	2	2	2
# of HRC intakes	44	50	87	75
Fair Rent Commission				
# of FRC complaints settled w/o a hearing	26	29	10	19
# of FRC educational/awareness seminars conducted	6	2	4	4
# of FRC follow-up contacts	3,535	3,368	3,612	3,400
# of FRC formal written complaints filed	27	29	12	20
# of FRC intakes	541	527	687	600
Americans With Disabilities Act				
# Capital projects completed to comply w/ ADA plan	6	15	22	30
# of ADA related intakes	11	13	18	15
# of educational programs ADA	1	0	1	1
# Steps completed towards AAP compliance	1	2	3	3
Greater Norwalk Opening Doors				
# Meetings Related to Ten Year Plan to Prevent/End Homelessness	97	84	91	90
Effectiveness				
Human Relations Commission				
% of HRC cases resolved in a timely manner	100%	100%	100%	100%
% of HRC cases resulting in a formal complaint	2.27%	0%	2.3%	2.6%
% 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 resolved in a timely manner	96.3%	94.7%	91.7%	100%
% of FRC complaints settled w/o a hearing	96.3%	100%	83%	95%
% of FRC intakes responded to within 1 business day	100%	100%	100%	100%
% of FRC intakes resulting in a formal complaint	4.99%	3.48%	1.75%	3.33%
Greater Norwalk Opening Doors				
# of permanent supportive housing units created	5	19	20	62



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. Juvenile Justice services continue regionalization efforts via contracting with the Town of Westport for provision of Juvenile Justice services.

Highlights For 2015- 2016:

• 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 represents a significant shortfall in total number of cases referred vs. serviced 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 was previously funded through an OPM state grant (Right Response - 1 year grant) which expired in September of 2015 but resources within existing staff and or alternate grant funds will be sought to maintain program.

• Continued collaboration with Region 1 and Statewide CT Youth Services Assoc. (CYSA) entities relating to advocacy for issues that impact youth within our local community.

• Continued collaboration with the Juvenile Justice Task Force local interagency service team (LIST) to advocate for juvenile justice issues impacting youth within our local community.

Goals For 2016 - 2017:

• 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 $61K a reduction in the current fiscal year (from $66K) due to cuts in the State budget.

• 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 2016-17 budget has a net increase of $45,852 or 16.1% over the approved FY 2015-16 expense budget. This is driven by a $63,413 increase in Regular Wages which adds a full time JRB Asssistant Coordinator position along with contractual step increases. This increase is offset by a net reduction of $17,561 in miscellaneous other expenses including the current part time wages of the JRB Assistant Coordinator.

FUNDING SUMMARY

EXPENDITURES

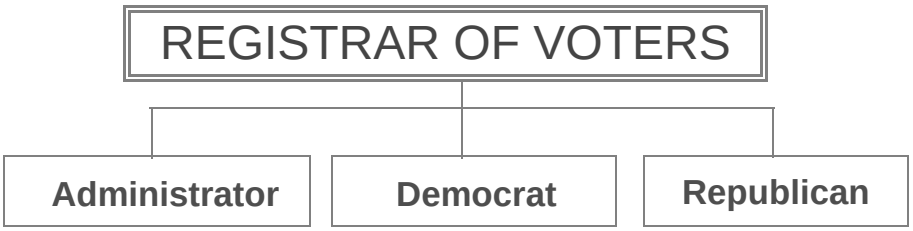
Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Youth Services	$250,276	$262,030	$285,182	$331,034	$45,852	16.08 %
Total	$250,276	$262,030	$285,182	$331,034	$45,852	16.08 %
Budget By Major Group						
Personnel Services	$239,698	$251,748	$271,470	$316,636	$45,166	16.64 %
Contractual Services	$5,847	$4,725	$6,603	$7,368	$765	11.59 %
Supplies and Materials	$1,657	$2,272	$2,478	$2,501	$23	0.93 %
Fixed Charges	$3,073	$3,285	$4,631	$4,529	($102)	(2.20%)
Total	$250,276	$262,030	$285,182	$331,034	$45,852	16.08 %
NON-TAX REVENUE						
Intergovernmental	$66,887	$66,887	$65,984	$66,887	$903	1.37 %
Service Charges	$15,000	$15,000	$15,000	$15,000	$0	0.00 %
Total	$81,887	$81,887	$80,984	$81,887	$903	1.12 %
AMT. SUPPORTED BY TAXES	$168,389	$180,143	$204,198	$249,147	$44,949	22.01 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Youth Services										
Director of Youth Services	1	$96,761	1	$101,600	1	$106,851	1	$109,825	0	$2,974
Coordinator of Juvenile Justice and Prevention Programs	1	$57,950	1	$62,057	1	$66,654	1	$66,654	0	$0
JRB Assistant Coordinator	0	$0	0	$0	0	$0	1	$60,439	1	$60,439
Total	2	$154,711	2	$163,657	2	$173,505	3	$236,918	1	$63,413
Department Total	2	$154,711	2	$163,657	2	$173,505	3	$236,918	1	$63,413

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$250,276	$262,030	$285,182	$331,034
Employees	2	2	2	3
Outputs				
General				
# of coalition efforts joined	3	3	3	3
# of grants received	2	2	2	2
# of grants written/applied for	2	4	3	3
# of Juvenile Review Board clients referred to the court due to lack of capacity	4	56	72	0
# of Juvenile Review Board clients referred to the court due to program failure	20	19	16	23
# of Juvenile Review Board clients served	194	161	160	232
# of social skills group participants	320	54	60	60
# of social skills groups conducted	72	39	39	39
# of special appropriations/BET transfers required	0	0	0	0
# of State/Federal grant reports submitted	2	5	2	2
# of State/regional meetings attended	8	18	18	20
# of youth/familes counseled	135	137	140	140
Total dollar amount of contracts managed	0	$16,800	$16,800	$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%	88%	90%	90%
% 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 2015- 2016:

- Successfully completed Municipal on November 3, 2015
- Successfully completed Democratic Municipal primaries on Sept 16, 2015.
- 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 or moved within Norwalk.
- 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 5,500 voters who moved into or out of Norwalk, or changed addresses, names, or party registration.

Goals For 2016 - 2017:

- Complete State/Federal Election on November 8, 2016 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 Voter's departmental approved FY 2016-17 budget has a net decrease of $37,846 or 8.6% over the approved FY 2015-16 expense budget. This is driven by decreases of $31,065 in Temporary Wages and $6,781 in other miscellaneous accounts associated with budgeting for one less primary in the upcoming fiscal year.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$359,954	$395,420	$441,285	$403,439	($37,846)	(8.58%)
Total	$359,954	$395,420	$441,285	$403,439	($37,846)	(8.58%)
Budget By Major Group						
Personnel Services	$294,269	$306,942	$334,237	$309,995	($24,242)	(7.25%)
Contractual Services	$41,147	$48,025	$66,325	$62,710	($3,615)	(5.45%)
Supplies and Materials	$9,866	$35,091	$33,750	$24,600	($9,150)	(27.11%)
Fixed Charges	$5,125	$5,362	$6,973	$6,134	($839)	(12.03%)
Capital Outlay	$9,547	$0	$0	$0	$0	0.00 %
Total	$359,954	$395,420	$441,285	$403,439	($37,846)	(8.58%)

NON-TAX REVENUE

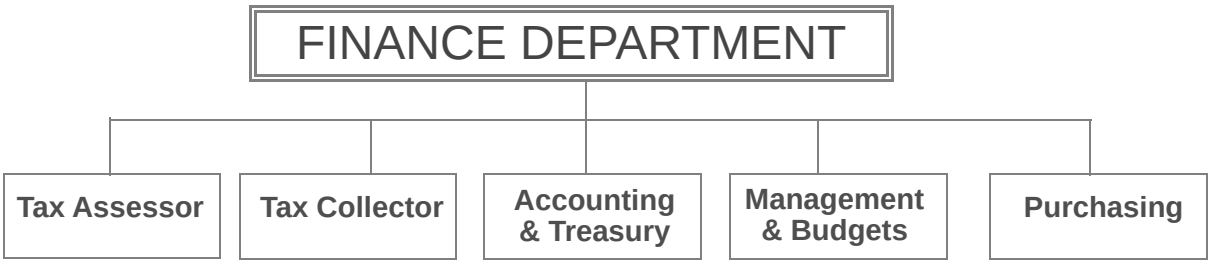
Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$359,954	$395,420	$441,285	$403,439	($37,846)	(8.58%)

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Registrar of Voters										
Registrar of Voters	2	$106,062	2	$106,062	2	$106,062	2	$106,062	0	$0
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Total	3	$161,242	3	$162,346	3	$163,612	3	$163,612	0	$0
Department Total	3	$161,242	3	$162,346	3	$163,612	3	$163,612	0	$0

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$359,954	$395,420	$441,285	$403,439
Employees	3	3	3	3
Outputs				
Administration				
# Of pieces mailed	6,500	6,500	7,500	10,000
# Of special appropriations/BET transfers required	1	0	1	1
Voter Registration				
# Of new voters registered	1,578	1,000	2,500	5,000
# of notification letters sent for yearly voter canvass	4,000	4,000	4,000	4,000
# of registered voters added	1,559			
# of registered voters removed	6,278			
# Of registered voters who have moved within or out of town	5,400	TBD	5,000	5,000
# of registered voters with changes	4,939			
Election Day				
# of polling place notification cards sent to registered voters	700	700	45,000	45,000
# of registered voters	44,357	44,357	43,960	44,400
# of training sessions held	25	21	25	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	200	200	200	220
Effectiveness				
Administration				
% of approved budget expended	100%	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%	80%	80%
% of registered voters who voted in the primary	Dem 20.8%	TBD	Dem 18.33% Rep. 18.74%	Dem 15% Rep 20%
% of registered voters who voted on Election Day	37.78%	Est 55%	Est. 37.5%	78%
% 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	TBD	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 2015- 2016:

- Ended FY 2015 with positive financial results of operation. FY 2015 ended with a total fund balance of $44.8 million an increase of $7.3 million. Unassigned fund balance also increased by $7.7 million to $42.3 million.

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

- Issued $17.0 million of general obligation bonds in July 2015 to finance the City's capital program at a favorable true interest cost of 2.58%.

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

- Developed an internal audit work plan and completed four (4) internal audits to date.

Goals For 2016 - 2017:

- 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, in order 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 four (4) internal audits during the course of the year to ensure compliance with internal control procedures.

SIGNIFICANT CHANGES

The Finance departmental approved FY 2016-17 budget has a net increase of $1,049,561 or 28.3% over the approved FY 2015-16 expense budget. This increase is driven by a $1,155,000 increase in Other Professional Services for the appraisal services associated with the October 1, 2018 revaluation. Real property revaluation is required by state statute at least every five years. The contract for the revaluation work is signed 20 months before the revaluation due date which falls in the upcoming fiscal year. The city budgeted $1.1 million for its last revaluation and this recommendation represents a 5% increase in that amount. Other increases include an additional $69,765 in Regular Wages in the Accounting department which provides for an additional full time accountant along with contractual step increases; and a $175,204 net decrease in miscellaneous other accounts including those accounts in the Tax Collection office that were reduced due to not being a pre-tax sale year.

FUNDING SUMMARY

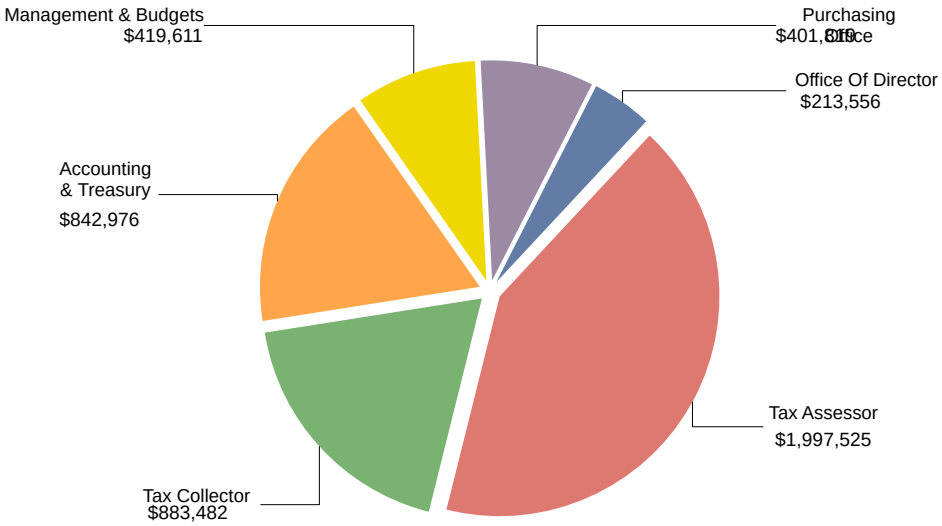
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Office Of Director	$197,027	$210,071	$205,656	$213,556	$7,900	3.84 %
Tax Assessor	$1,332,644	$942,338	$886,300	$1,997,525	$1,111,225	125.38 %
Tax Collector	$904,400	$860,294	$1,008,989	$883,482	($125,507)	(12.44%)
Accounting & Treasury	$651,349	$716,903	$772,422	$842,976	$70,554	9.13 %
Management & Budgets	$377,580	$415,405	$424,884	$419,611	($5,273)	(1.24%)
Purchasing Office	$343,712	$359,033	$411,157	$401,819	($9,338)	(2.27%)
Total	$3,806,713	$3,504,043	$3,709,408	$4,758,969	$1,049,561	28.29 %
Budget By Major Group						
Personnel Services	$2,577,389	$2,772,861	$2,962,059	$2,970,899	$8,840	0.30 %
Contractual Services	$1,166,618	$673,729	$671,364	$1,711,856	$1,040,492	154.98 %
Supplies and Materials	$25,985	$18,776	$32,205	$32,205	$0	0.00 %
Fixed Charges	$28,262	$33,606	$43,780	$44,009	$229	0.52 %
Debt Service	$13	$0	$0	$0	$0	0.00 %
Capital Outlay	$8,446	$5,071	$0	$0	$0	0.00 %
Total	$3,806,713	$3,504,043	$3,709,408	$4,758,969	$1,049,561	28.29 %

NON-TAX REVENUE

Interest and Penalties	$1,919,223	$1,786,949	$1,916,182	$1,942,126	$25,944	1.35 %
Intergovernmental	$4,795,927	$4,614,876	$5,554,489	$8,976,893	$3,422,404	61.62 %
Service Charges	$21,896	$16,281	$26,437	$25,559	($878)	(3.32%)
Miscellaneous	$300,046	$195,136	$160,549	$160,549	$0	0.00 %
Investment Income	$771,096	$848,673	$760,000	$830,000	$70,000	9.21 %
Total	$7,808,189	$7,461,915	$8,417,657	$11,935,127	$3,517,470	41.79 %
AMT. SUPPORTED BY TAXES	($4,001,476)	($3,957,872)	($4,708,249)	($7,176,158)	($2,467,909)	52.42 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Finance Director										
Director of Finance	1	$144,621	1	$148,960	1	$148,960	1	$154,978	0	$6,018
Total	1	$144,621	1	$148,960	1	$148,960	1	$154,978	0	$6,018
Tax Assessor										
Assistant Assessor	1	$100,037	1	$107,408	1	$109,825	1	$109,825	0	$0
Assessor	1	$120,894	1	$129,802	1	$132,723	1	$132,723	0	$0
Assessment Clerk	2	$82,162	1	$53,603	1	$54,809	2	$109,618	1	$54,809
Assessment Analyst	2	$133,830	3	$202,801	3	$210,379	2	$133,902	(1)	($76,477)
Sr Assessment Analyst	0	$0	0	$0	0	$0	1	$69,977	1	$69,977
Assessment Technician I	1	$60,714	1	$65,187	1	$66,654	1	$66,654	0	$0
Administrative Assessment Technician	3	$157,263	2	$112,568	2	$115,100	1	$57,550	(1)	($57,550)
Assessment Data Technician	1	$55,053	1	$62,057	1	$63,453	1	$63,453	0	$0
Total	11	$709,953	10	$733,426	10	$752,943	10	$743,702	0	($9,241)
Tax Collector										
Tax Collector	1	$113,000	1	$121,326	1	$124,056	1	$127,316	0	$3,260
Assistant Tax Collector	1	$95,852	1	$102,915	1	$105,231	1	$105,231	0	$0
Delinquent Tax Collector	1	$75,155	1	$80,693	1	$84,740	1	$84,740	0	$0
Supervisor of Data Records	1	$57,798	1	$59,109	1	$63,453	1	$63,453	0	$0
Tax Administrative Aide I	2	$104,842	2	$107,345	2	$104,901	2	$107,259	0	$2,358
Cashier/Clerk	1	$47,557	1	$51,061	1	$52,210	1	$45,100	0	($7,110)
Sr Cashier	1	$57,798	1	$62,057	1	$63,453	1	$63,453	0	$0
Total	8	$552,002	8	$584,506	8	$598,044	8	$596,552	0	($1,492)

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Accounting & Treasury										
Principal Accountant	1	$105,447	1	$113,217	1	$115,764	1	$115,764	0	$0
Comptroller	1	$129,546	1	$146,819	1	$150,122	1	$154,076	0	$3,954
Account Clerk II	3	$167,904	3	$180,275	3	$184,331	3	$184,331	0	$0
Accountant	0	$0	0	$0	0	$0	1	$63,453	1	$63,453
Budget Analyst/Accountant	1	$81,337	1	$87,330	1	$89,295	1	$89,295	0	$0
Administrative Support II	1	$43,131	1	$46,309	1	$47,351	1	$49,709	0	$2,358
Payroll & Accounts Payable Supervisor	1	$66,915	1	$71,846	1	$73,463	1	$73,463	0	$0
Total	8	$594,280	8	$645,796	8	$660,326	9	$730,091	1	$69,765
Management & Budgets										
Director of Management & Budgets	1	$132,460	1	$136,434	1	$136,434	1	$126,685	0	($9,749)
Budget Analyst/Internal Auditor	1	$70,437	1	$75,444	1	$80,990	1	$85,039	0	$4,049
Assistant Dir. Management & Budgets	1	$97,333	1	$110,311	1	$112,793	1	$112,793	0	$0
Executive Secretary	1	$67,095	1	$68,437	1	$69,977	1	$69,977	0	$0
Total	4	$367,325	4	$390,626	4	$400,194	4	$394,494	0	($5,700)
Purchasing										
Purchasing Agent	1	$108,148	1	$110,311	1	$112,793	1	$106,851	0	($5,942)
Purchasing Officer	1	$83,387	1	$85,055	1	$86,969	1	$73,583	0	($13,386)
Administrative Support I	0	$0	0	$0	0	$0	1	$45,100	1	$45,100
Administrative Support II	1	$55,180	1	$56,284	1	$47,351	0	$0	(1)	($47,351)
Buyer	0	$0	0	$0	0	$0	1	$54,809	1	$54,809
Total	3	$246,715	3	$251,650	3	$247,113	4	$280,343	1	$33,230
Department Total	35	$2,614,896	34	$2,754,964	34	$2,807,580	36	$2,900,160	2	$92,580

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$146,900	$150,257	$149,435	$154,978	$5,543	3.71 %
Contractual Services	$42,215	$57,451	$53,191	$55,591	$2,400	4.51 %
Fixed Charges	$2,192	$2,363	$3,030	$2,987	($43)	(1.42%)
Capital Outlay	$5,720	$0	$0	$0	$0	0.00 %
Total	$197,027	$210,071	$205,656	$213,556	$7,900	3.84 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$197,027	$210,071	$205,656	$213,556
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	75	75	75	75
Dollar value of bond financings	$21.0M	$21.7M	$15.0M	$17.0
Total City assets under management (millions)	$1,119	$1,188	$1,275	$1,275
Effectiveness				
Variance between budgeted and actual				
General Fund Expenditures	98.3%	100%	100%	100%
General Fund Revenues	101.4%	100%	100%	100%
General				
# of Auditor Findings reported by Outside Auditors	1	0	0	0
Cost of Financial Operations as % of total budget	1.1%	1.1%	1.1%	1.1%
Years Received GFOA CAFR Award	23	24	25	26
Years Received GFOA Distinguished Budget Award	13	14	15	16

TAX ASSESSOR

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$671,847	$708,492	$800,036	$756,110	($43,926)	(5.49%)
Contractual Services	$646,211	$217,106	$68,741	$1,222,571	$1,153,830	1,678.52 %
Supplies and Materials	$6,811	$3,674	$6,100	$6,100	$0	0.00 %
Fixed Charges	$7,775	$12,857	$11,423	$12,744	$1,321	11.56 %
Capital Outlay	$0	$210	$0	$0	$0	0.00 %
Total	$1,332,644	$942,338	$886,300	$1,997,525	$1,111,225	125.38 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$1,332,644	$942,338	$886,304	$1,997,525
Employees	11	10	10	10
Outputs				
Administration				
# of boards, commissions & committees staff to	1	1	1	1
# of elderly and disabled tax credit applications received/entered	1,300	1350	1,425	1,229
# of FOI requests	90	70	65	68
# of hours processing personnel, requisition and facility matters	925	725	755	975
# of hours spent preparing meeting agendas	300	310	305	382
# of information requests/public inquiries	7,500	7,000	7,150	7,794
# of information sessions held	300	250	245	250
# of Personal Property Audit	35	25	20	6
# of special appropriations/BET transfers required	10	4	3	3
# of staff training classes and workshops attended	12	15	22	21
# of State forms filed	19	16	16	16
Assessment Grand List				
Motor Vehicles - # of vehicles	71,000	70,000	70,500	71,397
Personal Property - # of accounts	3,550	3,560	3,555	3,545
Real Estate - # of properties	29,700	29,700	29,700	29,700
Suppl. MV's - # of vehicles	14,100	14,200	14,855	14,968
Data Collection				
# of building permits, other inspections completed	1,795	1,905	1,942	1,845
# of personal property declarations processed	3,690	3,610	3,650	3,651
# of vehicles priced, added, deleted	9,015	10,025	14,225	14,367
Adjustments				
# of BAA appeals completed/processed	145	1,225	750	540

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
# of motor vehicle adjustments completed/processed	2,776	2,800	2,600	2,834
# of personal property adjustments completed/processed	320	315	305	323
# of real estate adjustments completed/processed	755	1,500	699	703
Total dollar value of BAA appeals	104,167,900	960,000,000	760,000,000	447,200,000
Superior Court Appeals				
# of Court appeals completed/processed	50	395	105	68
Total dollar value of Court appeals	297,000,000	910,000,000	637,000,000	452,270,000
Effectiveness				
Administration				
# of personal property non-filers	400	400	250	350
% of approved budget expended	100%	100%	100%	99%
% 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%	98%	99%	100%
Data Collection				
% of permitted properties inspected & entered into the system/processed in a timely manner	96%	96%	97%	96%
Real Estate				
% of C of O Prorate Certificate processed within 90 days of CO	95%	95%	95%	91%
Data entry error rate	3%	3	2%	2%
Quality control of 5% of inspections – field review error rate	3%	3	2%	2%
Adjustments				
% of BAA appeals that result in property adj.	40%	40%	40%	45%
% of Court appeals that result in property adj.	85%	90%	90%	92%

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 Statutes.

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$578,115	$616,925	$624,725	$625,463	$738	0.12 %
Contractual Services	$317,755	$234,763	$370,440	$244,475	($125,965)	(34.00%)
Supplies and Materials	$3,376	$3,346	$4,800	$4,800	$0	0.00 %
Fixed Charges	$5,155	$5,260	$9,024	$8,744	($280)	(3.10%)
Total	$904,400	$860,294	$1,008,989	$883,482	($125,507)	(12.44%)

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$559,101	$614,934	$671,399	$741,659	$70,260	10.46 %
Contractual Services	$71,216	$79,811	$78,556	$79,116	$560	0.71 %
Supplies and Materials	$14,898	$12,758	$14,315	$14,315	$0	0.00 %
Fixed Charges	$4,801	$4,815	$8,152	$7,886	($266)	(3.26%)
Debt Service	$13	$0	$0	$0	$0	0.00 %
Capital Outlay	$1,320	$4,585	$0	$0	$0	0.00 %
Total	$651,349	$716,903	$772,422	$842,976	$70,554	9.13 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$651,349	$716,903	$772,422	$842,976
Employees	8	8	8	9
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	1,176	1,172	1,200	1,200
# of affordable care records prepared			4,000	4,000
# of direct deposit checks	86,801	94,367	96,000	96,000
# of payroll checks (City and Board of Education)	14,662	10,297	9,500	9,500
# of W2's prepared	3,584	3,587	3,600	3,800
Accounts Payable/General Ledger				
# of 1099 interest prepared	9	26	25	25
# of 1099 misc. prepared	506	555	570	570
# of electronic payments (Accounts Payable)	2,284	5,312	5,400	5,400
# of invoices	21,375	32,499	33,000	33,000
# of journal entries	166,841	203,452	205,000	205,000
# of vendor checks	18,259	26,054	25,000	25,000
Investment				
Total basis points earned	57	70	70	70
Effectiveness				
Administration				
% of approved budget expended	95%	100%	100%	99.9%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Awarded GFOA Certificate for Excellence in Financial Reporting	5 GFOA comments	5 GFOA comments	5 GFOA comments	5 GFOA comments
Payroll				
% of 1099's prepared within Federal & State requirements	100%	100%	100%	99.9%
% of direct deposit checks issued corr. and on time	99.90%	99.9%	99.9%	99.9%
% of payroll checks issued correctly and on time	99.90%	99.9%	99.9%	99.9%
% of W2's prepared within Federal & State requirements	100%	100%	100%	99.9%
Accounts Payable/General Ledger				
% of time accounts payable is up to date	99.90%	99.9%	99.9%	99.9%
% of time financial system is up to date	99.90%	99.9%	99.9%	99.9%
% of vendor checks proc. within a timely manner	99.90%	99.9%	99.9%	99.9%
Investment				
Inc./dec. in basis points earned from 91 T-Bill rate	32	69	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$357,526	$393,452	$402,399	$396,709	($5,690)	(1.41%)
Contractual Services	$14,156	$16,148	$15,003	$15,564	$561	3.74 %
Supplies and Materials	$964	$1,861	$2,000	$2,000	$0	0.00 %
Fixed Charges	$3,529	$3,667	$5,482	$5,338	($144)	(2.63%)
Capital Outlay	$1,406	$277	$0	$0	$0	0.00 %
Total	$377,580	$415,405	$424,884	$419,611	($5,273)	(1.24%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$377,580	$415,405	$424,884	$419,611
Employees	4	4	4	4
Outputs				
General				
# of appropriations sent to the BET	10	10	10	10
# of audits and special projects completed	7	5	7	4
# of awards applied to for financial reporting	1	1	1	1
# of department/agency/authority operating budget submittals reviewed & processed	48	48	48	48
Effectiveness				
General				
% of approved budget expended	97%	100%	100%	100%
% of audits and projects completed on time	100%	100%	100%	100%
% of transfers processed in a timely manner	100%	100%	100%	100%

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$263,900	$288,801	$314,065	$295,980	($18,085)	(5.76%)
Contractual Services	$75,066	$68,450	$85,433	$94,539	$9,106	10.66 %
Supplies and Materials	($63)	($2,863)	$4,990	$4,990	$0	0.00 %
Fixed Charges	$4,810	$4,645	$6,669	$6,310	($359)	(5.38%)
Total	$343,712	$359,033	$411,157	$401,819	($9,338)	(2.27%)

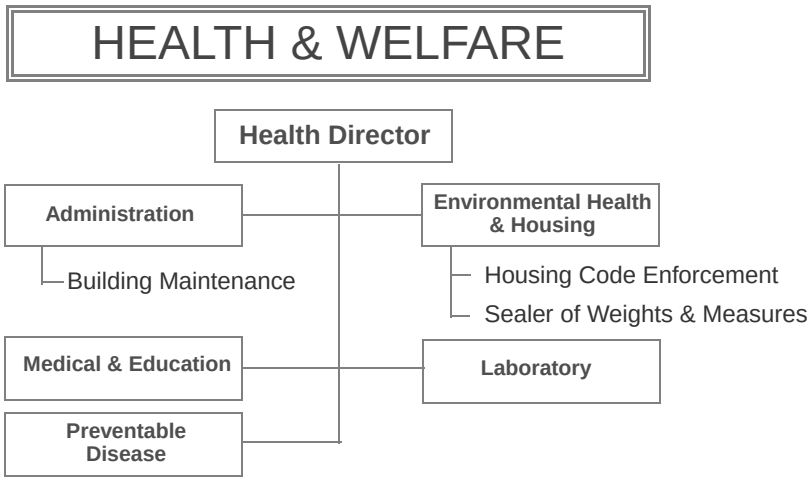
PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$343,712	$359,033	$411,157	$401,819
Employees	3	3	3	4
Outputs				
Administration				
# of boards, commission & committee meetings attended	140	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	970	970	970	970
Total Dollar Value of Purchase Orders processed	40,000,000	45,000,000	45,000,000	45,000,000
Requisitions				
# of requisitions received	1,000	1,000	1,000	1,000
Number of days to convert a requisition into a Purchase Orders	13	14	14	14
Bids				
# of bids processed	142	150	150	150
# of Council runs	26	26	26	26
# of locations serviced	33	33	33	33
# of pieces of mail delivered	106,000	106,000	106,000	106,000
Bid savings	9,000,000	9,500,000	9,500,000	9,500,000
Dollar value of bids	30,000,000	33,750,000	33,750,000	33,750,000
Mail Processing	106,000	106,000	106,000	106,000
Effectiveness				
Administration				
% of approved budget expended	96%	100%	100%	100%
% of meetings attended	70%	68%	68%	68%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
% of payments sent to accounts payable within 16 days of receipt	79%	78%	78%	78%
Requisitions				
% of requisitions over $10,0000 converted into a Purchase Order in less than 20 days.	80%	79%	79%	79%
% of requisitions under $10,0000 converted into a Purchase Order in less than 20 days.	80%	79%	79%	79%
Bids				
% of bids processed within 45 days of receipt	85%	80%	80%	80%
Mail Processing				
% of mail processed within two days of receipt	95%	94%	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 2015- 2016:

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, updated the NORWALKER routes and maps, and developed a voluntary Healthy Menu project for Norwalk restaurants.

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)
• Completed annual progress report for PHAB.

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 2015.
• 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 2016 - 2017:

• Enhance the Department’s Information Management Systems

• Enhance the Department’s Communications Capacity

• Take a Leadership Role with the Western Connecticut Health System in the Norwalk Community Health Assessment

• Continue to Deliver Mandated and Core Services

• Explore Ways to Leverage Accreditation to Enhance Public Health Efforts

SIGNIFICANT CHANGES

The Health & Welfare departmental approved budget has a net increase of $9,458 or 0.4% over the approved FY 2015-16 expense budget. This increase is driven by $11,295 of contractual increases in Regular Wages due primarily to two senior city employees transferring into the Sealers of Weights & Measures and Housing Inspector positions along with other contractual step increases. This increase is offset by a $1,837 net decrease in miscellaneous other accounts to put them more in line with actual spending in prior years.

FUNDING SUMMARY

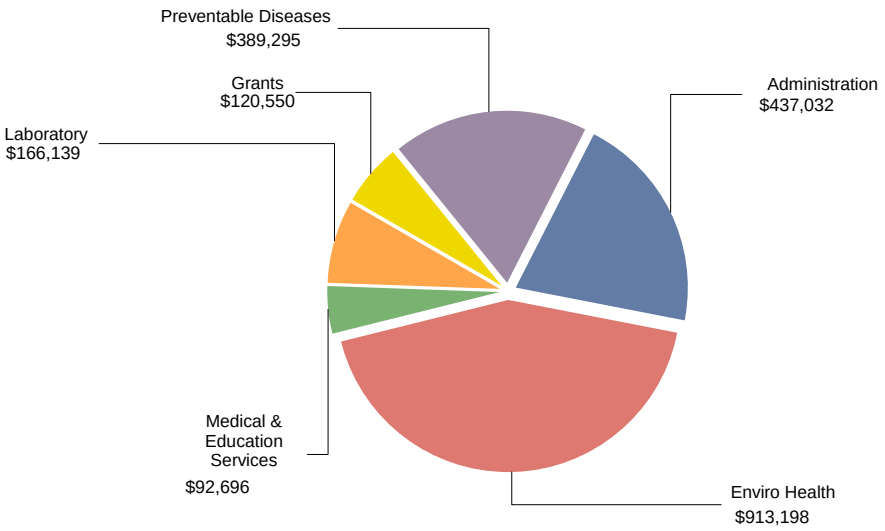
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$403,781	$440,113	$426,880	$437,032	$10,152	2.38 %
Enviro Health	$848,279	$972,047	$887,612	$913,198	$25,586	2.88 %
Medical & Education Services	$69,939	$100,406	$92,412	$92,696	$284	0.31 %
Laboratory	$162,243	$155,244	$165,753	$166,139	$386	0.23 %
Grants	$116,229	$118,392	$118,769	$120,550	$1,781	1.50 %
Preventable Diseases	$366,969	$373,696	$418,026	$389,295	($28,731)	(6.87%)
Total	$1,967,440	$2,159,900	$2,109,452	$2,118,910	$9,458	0.45 %
Budget By Major Group						
Personnel Services	$1,441,630	$1,607,982	$1,524,798	$1,521,768	($3,030)	(0.20%)
Contractual Services	$276,638	$306,612	$315,396	$325,269	$9,873	3.13 %
Supplies and Materials	$175,651	$167,506	$181,108	$183,723	$2,615	1.44 %
Fixed Charges	$26,374	$28,608	$35,150	$34,505	($645)	(1.83%)
Debt Service	$6,507	$2,410	$0	$0	$0	0.00 %
Grants & Donations	$40,641	$46,782	$53,000	$53,645	$645	1.22 %
Total	$1,967,440	$2,159,900	$2,109,452	$2,118,910	$9,458	0.45 %

NON-TAX REVENUE

Licenses & Permits	$356,085	$396,036	$363,000	$400,000	$37,000	10.19 %
Service Charges	$254,984	$235,908	$257,400	$237,674	($19,726)	(7.66%)
Miscellaneous	$15,808	$10,800	$14,400	$0	($14,400)	(100.00%)
Total	$626,876	$642,744	$634,800	$637,674	$2,874	0.45 %
AMT. SUPPORTED BY TAXES	$1,340,564	$1,517,156	$1,474,652	$1,481,236	$6,584	0.45 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Health	1	$119,787	1	$123,381	1	$123,381	1	$125,848	0	$2,467
Administrative Support I	0	$0	0	$0	0	$0	1	$45,100	1	$45,100
Administrative Support II	1	$55,180	1	$56,284	1	$47,351	1	$57,550	0	$10,199
Receptionist Bilingual	1	$52,552	1	$53,603	1	$54,809	0	$0	(1)	($54,809)
Project Coordinator	0	$0	0	$0	0	$0	0	$0	0	$0
Total	3	$227,519	3	$233,268	3	$225,541	3	$228,498	0	$2,957
Environmental Health										
Dir. of Environmental Health & Housing	1	$110,997	1	$113,217	1	$115,764	1	$115,764	0	$0
Housing Inspector	3	$244,611	3	$249,504	3	$240,055	3	$251,068	0	$11,013
Sanitarian	4	$315,048	4	$324,948	4	$336,107	4	$340,156	0	$4,049
Sealer of Weights & Measures	1	$63,909	1	$65,187	1	$54,809	1	$63,453	0	$8,644
Total	9	$734,565	9	$752,856	9	$746,735	9	$770,441	0	$23,706
Preventable Diseases - Education Services										
Health Educator	1	$81,537	1	$87,330	1	$89,295	1	$89,295	0	$0
Total	1	$81,537	1	$87,330	1	$89,295	1	$89,295	0	$0
Laboratory										
Administrative Technician	1	$85,618	1	$87,330	1	$89,295	1	$89,295	0	$0
Total	1	$85,618	1	$87,330	1	$89,295	1	$89,295	0	$0
Medical Services										
Supervisor of Clinical Services	1	$108,148	1	$110,311	1	$112,793	1	$115,764	0	$2,971
Nurse Practitioner	1	$99,121	1	$101,103	1	$103,378	1	$85,039	0	($18,339)
Total	2	$207,269	2	$211,414	2	$216,171	2	$200,803	0	($15,368)
Department Total	16	$1,336,508	16	$1,372,198	16	$1,367,037	16	$1,378,332	0	$11,295

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$251,202	$272,463	$245,266	$248,238	$2,972	1.21 %
Contractual Services	$122,230	$137,986	$148,709	$156,045	$7,336	4.93 %
Supplies and Materials	$3,974	$4,671	$4,932	$4,903	($29)	(0.59%)
Fixed Charges	$19,867	$22,584	$27,973	$27,846	($127)	(0.45%)
Debt Service	$6,507	$2,410	$0	$0	$0	0.00 %
Total	$403,781	$440,113	$426,880	$437,032	$10,152	2.38 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$763,665	$878,765	$783,997	$808,788	$24,791	3.16 %
Contractual Services	$34,819	$36,948	$40,897	$41,301	$404	0.99 %
Supplies and Materials	$6,253	$7,062	$6,500	$6,599	$99	1.52 %
Fixed Charges	$2,902	$2,490	$3,218	$2,865	($353)	(10.97%)
Grants & Donations	$40,641	$46,782	$53,000	$53,645	$645	1.22 %
Total	$848,279	$972,047	$887,612	$913,198	$25,586	2.88 %

MEDICAL & EDUCATION SERVICES

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$67,690	$87,956	$89,895	$89,895	$0	0.00 %
Contractual Services	$893	$11,167	$1,166	$1,472	$306	26.24 %
Supplies and Materials	$1,048	$1,006	$995	$1,010	$15	1.51 %
Fixed Charges	$309	$277	$356	$319	($37)	(10.39%)
Total	$69,939	$100,406	$92,412	$92,696	$284	0.31 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$131,061	$132,810	$136,369	$136,379	$10	0.01 %
Contractual Services	$1,236	$2,832	$4,084	$4,146	$62	1.52 %
Supplies and Materials	$29,443	$19,175	$24,760	$25,131	$371	1.50 %
Fixed Charges	$503	$427	$540	$483	($57)	(10.56%)
Total	$162,243	$155,244	$165,753	$166,139	$386	0.23 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$113,577	$115,396	$115,395	$117,125	$1,730	1.50 %
Supplies and Materials	$838	$999	$1,377	$1,398	$21	1.53 %
Fixed Charges	$1,815	$1,997	$1,997	$2,027	$30	1.50 %
Total	$116,229	$118,392	$118,769	$120,550	$1,781	1.50 %

PREVENTABLE DISEASES

DESCRIPTION OF SERVICES

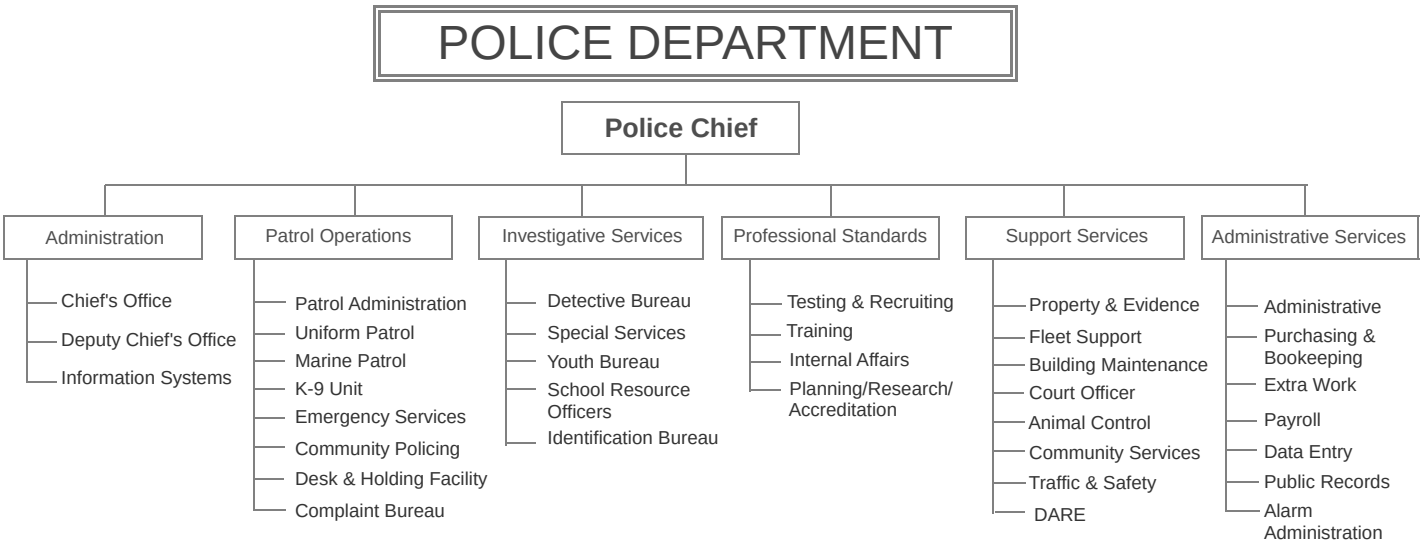
The goal of the Preventable Disease Division is to decrease the incidents of disease and promote high levels of health among Norwalk residents. These services, previously grouped in Preventable Diseases, were put into a separate division in 2004-05.

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$228,012	$235,988	$269,271	$238,468	($30,803)	(11.44%)
Contractual Services	$3,884	$2,284	$5,145	$5,180	$35	0.68 %
Supplies and Materials	$134,095	$134,591	$142,544	$144,682	$2,138	1.50 %
Fixed Charges	$978	$833	$1,066	$965	($101)	(9.47%)
Total	$366,969	$373,696	$418,026	$389,295	($28,731)	(6.87%)

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 2015- 2016:

- Completed implementation of body worn camera program
- Trained Supervisor and Community in Fair and Impartial Policing
- Received CALEA & POST reaccreditation
- Instituted Below 100 Risk Management Program
- Successfully completed recruitment campaign and conducted entry level testing process
- Completed move of receivers from Manresa Power Plant

Goals For 2016 - 2017:

- Completed Active Shooter retraining for all patrol officers
- Enhance and increase Park & Walk patrols throughout the city
- Assure all supervisors are trained and equipped with less lethal equipment
- Complete Fair and Impartial Policing Training for entire department
- Maintain accredited status
- Transition all employees to POWER DMS software
- Enhance Crime Prevention and Community outreach programs targeting local business, the elderly, and non-English speaking residents
- Continue to enhance use of social media and NEXT DOOR applications

SIGNIFICANT CHANGES

The Police departmental approved FY 2016-17 budget has a net increase of $47,324 or 0.2% over the approved FY 2015-16 expense budget. This increase is driven by the following categories of expense:

Salaries and Wages $170,119
- $ 49,780 increase in Regular Wages employee turnover (lower wages) almost offset total step increases
- $109,164 increase in Overtime Wages
- $ 5,200 increase in Part Time Wages
- $ 3,900 increase in Premium Wages
- $ 2,075 increase in Longevity

Other Net Increase $122,795
- $ 26,500 increase in Cars and Vans to purchase eight SUVs, two motorcycles, and two compact cars
- $ 149,295 decrease in miscellaneous other expenses

FUNDING SUMMARY

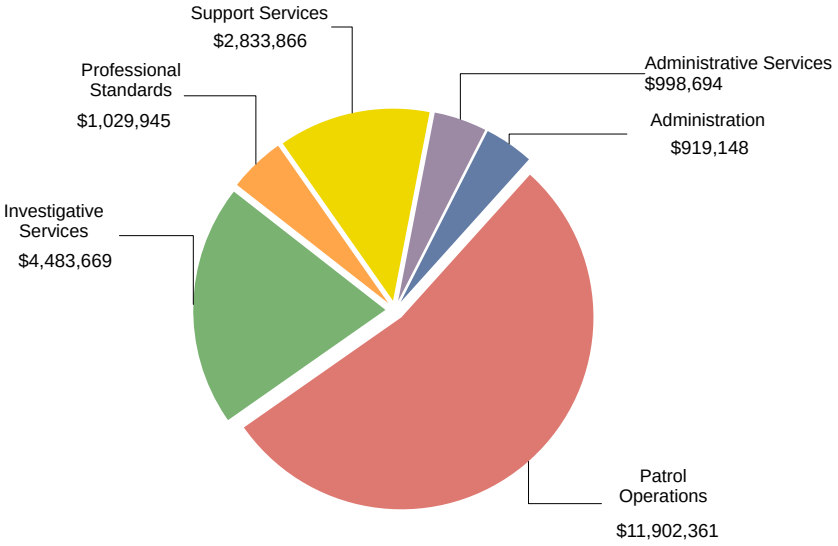
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$672,586	$751,420	$920,137	$919,148	($989)	(0.11%)
Patrol Operations	$11,212,233	$11,988,976	$11,772,712	$11,902,361	$129,649	1.10 %
Investigative Services	$3,779,284	$4,224,992	$4,201,991	$4,483,669	$281,678	6.70 %
Professional Standards	$1,011,545	$992,160	$1,112,540	$1,029,945	($82,595)	(7.42%)
Support Services	$2,724,296	$2,856,863	$3,115,920	$2,833,866	($282,054)	(9.05%)
Administrative Services	$959,230	$984,481	$997,059	$998,694	$1,635	0.16 %
Total	$20,359,173	$21,798,892	$22,120,359	$22,167,683	$47,324	0.21 %
Budget By Major Group						
Personnel Services	$17,084,877	$18,198,717	$18,191,453	$18,361,572	$170,119	0.94 %
Contractual Services	$974,841	$1,056,474	$1,127,416	$1,138,515	$11,099	0.98 %
Supplies and Materials	$138,678	$175,902	$163,262	$187,552	$24,290	14.88 %
Fixed Charges	$2,016,567	$1,925,840	$2,184,708	$1,999,324	($185,384)	(8.49%)
Grants & Donations	$15,342	$20,479	$26,700	$26,600	($100)	(0.37%)
Capital Outlay	$128,868	$421,480	$426,820	$454,120	$27,300	6.40 %
Total	$20,359,173	$21,798,892	$22,120,359	$22,167,683	$47,324	0.21 %

NON-TAX REVENUE

Intergovernmental	$88,114	$59,204	$0	$0	$0	0.00 %
Licenses & Permits	$21,426	$24,025	$23,010	$21,610	($1,400)	(6.08%)
Service Charges	$444,625	$420,974	$605,178	$574,609	($30,569)	(5.05%)
Miscellaneous	$2,390	$1,870	$0	$0	$0	0.00 %
Total	$556,555	$506,073	$628,188	$596,219	($31,969)	(5.09%)
AMT. SUPPORTED BY TAXES	$19,802,618	$21,292,818	$21,492,171	$21,571,464	$79,293	0.37 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Chief of Police	1	$128,800	1	$134,271	1	$137,268	1	$137,268	0	$0
Deputy Chief	2	$234,800	2	$243,454	2	$248,932	2	$249,732	0	$800
Executive Secretary	1	$67,095	1	$68,437	1	$69,977	1	$69,977	0	$0
Total	4	$430,695	4	$446,162	4	$456,177	4	$456,977	0	$800
Patrol Operations										
Police Lieutenant	3	$284,339	3	$291,914	3	$290,549	3	$303,211	0	$12,662
Sergeant	18	$1,534,696	18	$1,603,986	18	$1,647,984	17	$1,550,545	(1)	($97,439)
Police Officer	103	$7,017,320	101	$7,205,175	101	$7,448,987	103	$7,600,628	2	$151,641
Total	124	$8,836,355	122	$9,101,075	122	$9,387,520	123	$9,454,384	1	$66,864
Investigative Services										
Police Lieutenant	4	$379,252	4	$394,508	4	$387,532	4	$403,348	0	$15,816
Detective	17	$1,350,151	17	$1,404,505	17	$1,447,029	17	$1,446,229	0	($800)
Sergeant	4	$344,288	5	$448,065	5	$458,090	7	$643,166	2	$185,076
Police Officer	14	$996,132	15	$1,108,870	15	$1,143,581	16	$1,212,791	1	$69,210
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Total	40	$3,125,003	42	$3,412,232	42	$3,493,782	45	$3,763,084	3	$269,302
Professional Standards										
Police Lieutenant	3	$280,322	3	$295,481	3	$290,249	3	$302,111	0	$11,862
Detective	1	$77,093	1	$82,970	1	$84,837	0	$0	(1)	($84,837)
Police Officer	2	$144,488	2	$150,294	2	$153,658	2	$153,658	0	$0
Total	6	$501,903	6	$528,745	6	$528,744	5	$455,769	(1)	($72,975)

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Support Services										
Police Lieutenant	2	$190,426	2	$198,054	2	$194,566	2	$201,674	0	$7,108
Sergeant	1	$85,672	1	$89,133	1	$91,138	1	$91,138	0	$0
Assistant Dog Warden	1	$63,909	1	$65,187	1	$66,654	1	$66,654	0	$0
Dog Warden	1	$67,095	1	$68,437	1	$69,977	1	$69,977	0	$0
Police Officer	5	$358,656	5	$361,558	5	$369,668	2	$153,208	(3)	($216,460)
Administrative Support II	1	$52,552	1	$56,284	1	$57,550	1	$57,550	0	$0
Custodian	1	$55,255	1	$56,360	1	$57,628	1	$57,628	0	$0
Kennel Keeper	1	$55,255	1	$56,360	1	$57,628	1	$57,628	0	$0
Total	13	$928,820	13	$951,373	13	$964,809	10	$755,457	(3)	($209,352)
Administrative Services										
Administrative Manager	1	$95,722	1	$97,636	1	$99,833	1	$99,833	0	$0
Information Specialist	1	$60,840	1	$62,057	1	$63,453	1	$63,453	0	$0
Administrative Support I	5	$247,902	5	$255,305	5	$261,050	5	$256,191	0	($4,859)
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Payroll/Account Clerk	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Total	9	$514,824	9	$527,566	9	$539,436	9	$534,577	0	($4,859)
Department Total	196	$14,337,600	196	$14,967,153	196	$15,370,468	196	$15,420,248	0	$49,780

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$437,925	$489,539	$459,007	$460,357	$1,350	0.29 %
Contractual Services	$12,167	$11,599	$12,693	$12,693	$0	0.00 %
Supplies and Materials	$709	$669	$950	$950	$0	0.00 %
Fixed Charges	$219,126	$249,613	$447,487	$445,148	($2,339)	(0.52%)
Capital Outlay	$2,659	$0	$0	$0	$0	0.00 %
Total	$672,586	$751,420	$920,137	$919,148	($989)	(0.11%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$672,586	$751,420	$920,137	$919,148
Employees	4	4	4	4
Outputs				
Administration				
# of boards, commissions & committees	20	22	24	19
# of general liability claims	32	12	12	6
# of grants applied for	8	5	7	5
# of grants received	6	5	7	5
# of special appropriations/BET transfers required	5	2	2	4
# of sworn officers trained in NIMS	164	176	179	177
# of sworn staff	171	176	179	177
# of worker's compensation claims	14	15	15	18
Total Injury hours used	8,450	3,400	3,600	2,650
Total Sick hours used	11,800	12,300	13,600	14,100
Information Systems				
# of computers on data network	164	180	180	180
# of high speed modems replaced	18	26	30	30
# of MDTs replaced/installed	22	26	20	25
# of servers supported	18	25	22	24
# of workstations supported	180	182	184	182
Effectiveness				
Administration				
% of approved budget expended	100%	96%	100%	98%
% 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	4%	0%	0%	1%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
% of sworn officers trained	100%	100%	100%	100%
Overtime as a percent of regular salary cost	16%	19%	19%	22%
Information Systems				
% of time network is down for repairs	.5%	2%	1%	2%
% of time repairing workstations	8%	40%	20%	25%
% of vehicles equipped with MDTs	80%	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$10,512,268	$11,210,921	$11,134,703	$11,310,459	$175,756	1.58 %
Contractual Services	$53,266	$48,324	$59,092	$65,421	$6,329	10.71 %
Supplies and Materials	$18,529	$27,945	$27,145	$32,268	$5,123	18.87 %
Fixed Charges	$628,169	$674,737	$551,772	$494,213	($57,559)	(10.43%)
Capital Outlay	$0	$27,049	$0	$0	$0	0.00 %
Total	$11,212,233	$11,988,976	$11,772,712	$11,902,361	$129,649	1.10 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$11,212,233	$11,988,976	$11,772,712	$11,902,361
Employees	124	124	122	123
Outputs				
Uniform Patrol				
# of accidents with injury	403	480	480	430
# of calls for service	67,511	70,000	68,207	69,500
# of criminal arrests	3,314	3,440	3,500	3,520
# of medical emergencies responded to	8,128	9,000	9,000	8,200
# of property damage only accidents	2,731	2,600	2,600	2,400
# of traffic citations issued	7,000	7,200	7,200	7,150
# of traffic fatalities	4	4	4	3
Marine Division				
# marine enforcement citations	99	123	187	162
# of marine assistance calls	190	240	342	274
Effectiveness				
Uniform Patrol				
Calls for service per officer	591	600	620	630
Criminal arrests or crimes per 1,000 population	40.41	41.25	42.00	45.00
Response time to 911 calls within X minutes	4.2	4.0	4.0	3.5
Traffic accidents per 1,000 population	42.51	35.00	40.00	37.00
Traffic fatalities per 1,000 population	.05	.02	.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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$3,545,588	$3,960,900	$3,931,061	$4,204,265	$273,204	6.95 %
Contractual Services	$21,765	$23,442	$35,101	$45,489	$10,388	29.59 %
Supplies and Materials	$9,767	$10,434	$19,257	$23,418	$4,161	21.61 %
Fixed Charges	$186,655	$207,728	$188,252	$181,377	($6,875)	(3.65%)
Grants & Donations	$15,000	$20,000	$25,000	$25,000	$0	0.00 %
Capital Outlay	$509	$2,489	$3,320	$4,120	$800	24.10 %
Total	$3,779,284	$4,224,992	$4,201,991	$4,483,669	$281,678	6.70 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$3,779,284	$4,224,992	$4,201,991	$4,483,669
Employees	40	40	42	45
Outputs				
Detective Bureau				
# of cases closed by arrest	124	140	140	175
# of cases investigated	587	580	580	650
Special Services				
# of inspections for alcohol and tobacco offenses	145	150	160	150
# of joint investigations with federal agencies	55	65	70	50
# of narcotics related investigations	350	500	525	525
# of prostitution related arrests	14	20	30	30
# of search/arrest warrants (narcotics) executed	160	200	225	200
Youth Bureau				
# of education seminars	65	70	75	65
# of investigations conducted	364	450	450	400
# of juvenile arrests	412	460	475	180
Identification Bureau				
# of crime scenes processed inc. evidence	100	210	250	250
# of criminal arrest records processed inc. erasures	2,800	2,600	2,700	2,500
# of digital photo cases processed	953	950	1,100	1,200
# of evidentiary court presentations	30	28	30	35
# of fingerprints processed	1,816	1,700	1,800	1,800
# of pistol permits processed	400	280	300	310
Effectiveness				
Detective Bureau				
% of arrest warrants obtained vs. requested	98%	98%	98%	98%
% of investigative cases cleared	80%	80%	80%	80%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Investigative cases per police investigator	45	45	45	50
Special Services				
% of arrest warrants obtained vs. requested	98%	97%	98%	99%
Value of narcotics seized & removed from the street	600,000	900,000	900,000	1,200,000
Youth Bureau				
% of arrest warrants obtained vs. requested	93%	95%	96%	95%
Juvenile arrests as a percent of total arrests	38%	30%	32%	13%
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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$863,134	$818,953	$939,860	$868,640	($71,220)	(7.58%)
Contractual Services	$68,673	$77,098	$82,490	$67,099	($15,391)	(18.66%)
Supplies and Materials	$32,959	$47,068	$44,100	$56,100	$12,000	27.21 %
Fixed Charges	$46,778	$49,041	$46,090	$38,106	($7,984)	(17.32%)
Capital Outlay	$0	$0	$0	$0	$0	0.00 %
Total	$1,011,545	$992,160	$1,112,540	$1,029,945	($82,595)	(7.42%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$1,011,545	$992,160	$1,112,540	$1,029,945
Employees	5	6	6	6
Outputs				
Testing & Recruiting - # of candidates processed				125
Testing & Recruiting - # of minority candidates processed				50
Testing & Recruiting				
# of candidates processed for entry level testing	291	100	350	N/A
# of minority candidates processed for entry level testing	130	30	140	N/A
# of recruitment activities	22	20	30	20
Training				
# of officers re-certified	52	60	60	55
# of specialized training assignments	112	115	120	120
Internal Affairs				
# of investigations conducted	6	8	6	4
Effectiveness				
Testing & Recruiting				
% of candidates that pass entry level test	50%	45%	65%	N/A
% of minority candidates that pass entry level test	50%	45%	65%	N/A
Training				
% of officers to get specialized training assignments	80%	60%	60%	65%
% 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 are designed to interface with varied and diverse segments of the community.

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$1,179,293	$1,143,759	$1,155,971	$944,279	($211,692)	(18.31%)
Contractual Services	$484,096	$564,330	$572,477	$583,225	$10,748	1.88 %
Supplies and Materials	$30,943	$46,080	$40,860	$40,657	($203)	(0.50%)
Fixed Charges	$904,264	$710,752	$923,112	$815,705	($107,407)	(11.64%)
Capital Outlay	$125,700	$391,943	$423,500	$450,000	$26,500	6.26 %
Total	$2,724,296	$2,856,863	$3,115,920	$2,833,866	($282,054)	(9.05%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$2,724,296	$2,856,863	$3,115,920	$2,833,866
Employees	13	13	13	10
Outputs				
General				
# of (at fault) accidents involving police vehicles	4	4	5	4
# of animal complaints responded to	1600	1200	1200	1100
# of citations issued for animal violations	95	100	100	120
# of crime prevention and traffic safety presentations	340	300	250	275
# of school crossing posts staffed	28	28	25	27
# of students attending DARE presentations	1700	1,500	1,024	1,200
Effectiveness				
General				
% of DARE students completing program	98%	99%	95%	96%
% of time crossing posts fully staffed with civilians (not police OT)	95%	95%	100%	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.

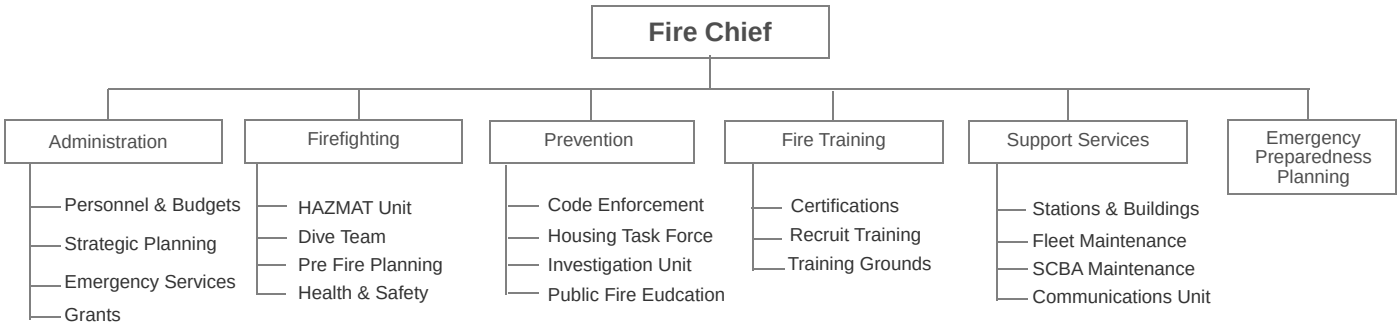
FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$546,668	$574,645	$570,851	$573,572	$2,721	0.48 %
Contractual Services	$334,875	$331,683	$365,563	$364,588	($975)	(0.27%)
Supplies and Materials	$45,769	$43,706	$30,950	$34,159	$3,209	10.37 %
Fixed Charges	$31,575	$33,969	$27,995	$24,775	($3,220)	(11.50%)
Grants & Donations	$342	$479	$1,700	$1,600	($100)	(5.88%)
Total	$959,230	$984,481	$997,059	$998,694	$1,635	0.16 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$959,230	$984,481	$997,059	$998,694
Employees	9	9	9	9
Outputs				
General				
# of cash management transactions	1,060	1,187	1,210	1,300
# of extra work assignments	13,500	16,000	16,500	17,000
# of FOI requests	900	200	230	220
# of new alarm registrations	300	290	270	250
# of procurement actions	20	30	30	32
# of records entered into records management system	45,000	65,000	70,000	58,000
Total false alarm revenue	40,000	50,025	52,000	55,000
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%	45%	55%	60%

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 2015- 2016:

- Administered Firefighter entry level test to 1151 applicants
- Administered Promotional tests for the ranks of Deputy Chief, Captain, and Lieutenant
- Installed new HVAC systems at Meadow Street Fire Station. Architectural firm hired to begin interior renovation of Broad River Fire Station. Renovations of living quarters at East Norwalk Fire Station completed. Concrete front driveway apron installed at Broad River Fire Station. Rear apron and parking lot repaved. Installed new drainage and repaved the parking lot at the Meadow Street Fire Station. Painted the exterior of the Maintenance/storage facility at 100 Fairfield Avenue.
- Contracted with Tri Data LLC for a focused study of Fire Protection in the Cranbury area.
- Two new pumper trucks were purchased and put into service at the Westport Avenue and Central Fire Stations
- Installed tablet devices in all fire trucks to give incident information, mapping and locations of other responding units en route to emergency calls.
- Partnered with Pathways Academy and Norwalk Police to offer a public service training module to interested students. Students participated in a sixteen week program at the Fire Department.

Goals For 2016 - 2017:

- Hire and train 8-9 new firefighters to fill existing vacancies.
- Administer promotional examinations for the ranks of Fire Marshal, Deputy Fire Marshal and Inspector (if needed)
- Implement recommendations of Tri Data study of Cranbury area fire protection.
- Purchase a new pumper truck
- Implement pre fire planning program to allow the department to gather information about buildings that can then be retrieved in real time on tablets while responding to calls.
- Replace Master Mechanic who will retire in June 2016.
- Continue with renovations at Fire Stations at budget permits.

SIGNIFICANT CHANGES

The Fire departmental approved FY 2016-17 budget has a net increase of $331,314 or 1.8% over the approved FY 2015-16 expense budget. This increase is driven primarily by newly hired personnel in the following categories of expense:

Salaries and Wages $184,288
- $164,952 increase in Overtime Wages
- $ 77,868 decrease in Regular Wages employee turnover (lower wages) almost offset total step increases
- $100,000 increase in salary adjustment
- $ 1,750 decrease in Longevity Wages
- $ 1,046 decrease in Part Time Wages

Other Net Increase $147,026
- $196,704 increase in allocated Workers Compensation insurance
- $ 67,100 increase in Purchase of Uniforms and Cleaning
- $ 6,977 decrease in other miscellaneous accounts
- $ 81,641 decrease in Other Professional Services for recruiting services no longer needed
- $ 15,750 decrease in Uniform Allowance
- $ 12,410 decrease in Medical, Dental, & Veterinary for new hire physicals no longer needed

FUNDING SUMMARY

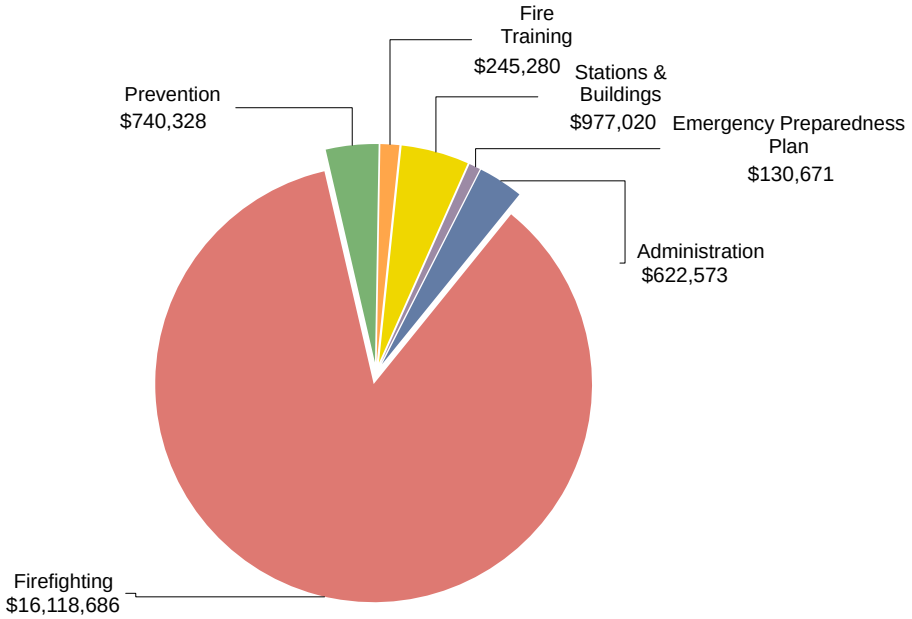
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$523,445	$539,170	$615,526	$622,573	$7,047	1.14 %
Firefighting	$14,934,308	$15,535,536	$15,822,618	$16,118,686	$296,068	1.87 %
Prevention	$634,529	$607,654	$627,576	$740,328	$112,752	17.97 %
Fire Training	$219,568	$182,664	$326,604	$245,280	($81,324)	(24.90%)
Stations & Buildings	$891,929	$958,594	$983,424	$977,020	($6,404)	(0.65%)
Emergency Preparedness Plan	$122,953	$127,090	$127,496	$130,671	$3,175	2.49 %
Total	$17,326,732	$17,950,708	$18,503,244	$18,834,558	$331,314	1.79 %
Budget By Major Group						
Personnel Services	$14,765,243	$14,977,278	$15,509,755	$15,694,043	$184,288	1.19 %
Contractual Services	$1,125,846	$1,094,539	$1,316,784	$1,290,956	($25,828)	(1.96%)
Supplies and Materials	$294,568	$306,381	$330,699	$306,405	($24,294)	(7.35%)
Fixed Charges	$1,115,662	$1,554,393	$1,331,606	$1,528,634	$197,028	14.80 %
Grants & Donations	$2,098	$1,683	$400	$400	$0	0.00 %
Capital Outlay	$23,314	$16,435	$14,000	$14,120	$120	0.86 %
Total	$17,326,732	$17,950,708	$18,503,244	$18,834,558	$331,314	1.79 %

NON-TAX REVENUE

Intergovernmental	$0	$84,744	$40,000	$40,000	$0	0.00 %
Licenses & Permits	$39,363	$39,939	$40,000	$40,400	$400	1.00 %
Service Charges	$0	$0	$75,000	$0	($75,000)	(100.00%)
Miscellaneous	$3,445	$2,225	$2,120	$2,120	$0	0.00 %
Total	$42,808	$126,908	$157,120	$82,520	($74,600)	(47.48%)
AMT. SUPPORTED BY TAXES	$17,283,924	$17,823,801	$18,346,124	$18,752,038	$405,914	2.21 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Assistant Fire Chief	1	$124,141	1	$124,141	1	$124,141	1	$124,466	0	$325
Fire Chief	1	$136,123	1	$136,123	1	$136,123	1	$137,268	0	$1,145
Account Clerk II	1	$57,950	1	$59,109	1	$60,439	1	$60,439	0	$0
Computer Specialist	1	$57,950	1	$59,109	1	$60,439	1	$60,439	0	$0
Total	4	$376,164	4	$378,482	4	$381,142	4	$382,612	0	$1,470
Firefighting										
Deputy Fire Chief	4	$422,284	4	$430,728	4	$439,344	4	$439,344	0	$0
Fire Captain	11	$1,059,311	11	$1,080,497	11	$1,102,112	11	$1,102,112	0	$0
Fire Lieutenant	21	$1,835,106	21	$1,871,814	21	$1,909,257	21	$1,909,257	0	$0
Firefighter	96	$6,670,252	96	$6,899,308	96	$7,110,821	96	$7,049,178	0	($61,643)
Total	132	$9,986,953	132	$10,282,347	132	$10,561,534	132	$10,499,891	0	($61,643)
Prevention										
Deputy Fire Marshal	1	$96,301	1	$98,227	1	$100,192	1	$100,192	0	$0
Fire Marshal	1	$105,571	1	$89,810	1	$109,836	1	$109,836	0	$0
Fire Inspector	4	$349,544	4	$356,536	4	$363,668	4	$363,668	0	$0
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Total	7	$606,596	7	$600,857	7	$631,246	7	$631,246	0	$0
Fire Training										
Deputy Fire Chief Training	1	$116,129	1	$118,452	1	$120,821	1	$120,821	0	$0
Total	1	$116,129	1	$118,452	1	$120,821	1	$120,821	0	$0

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Fire Equipment										
Fire Mechanic	1	$96,301	1	$98,227	1	$100,192	1	$80,942	0	($19,250)
Assistant Fire Mechanic	1	$72,927	1	$62,142	1	$66,717	1	$66,717	0	$0
Total	2	$169,228	2	$160,369	2	$166,909	2	$147,659	0	($19,250)
Emergency Preparedness Planning										
Deputy Dir. Emergency Preparedness Planning	1	$75,494	1	$77,759	1	$77,759	1	$79,314	0	$1,555
Total	1	$75,494	1	$77,759	1	$77,759	1	$79,314	0	$1,555
Department Total	147	$11,330,564	147	$11,618,266	147	$11,939,411	147	$11,861,543	0	($77,868)

ADMINISTRATION

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$383,797	$381,118	$384,842	$386,687	$1,845	0.48 %
Contractual Services	$20,424	$19,378	$22,306	$22,457	$151	0.68 %
Supplies and Materials	$14,998	$13,703	$15,666	$15,901	$235	1.50 %
Fixed Charges	$102,988	$123,666	$192,712	$197,528	$4,816	2.50 %
Grants & Donations	$1,238	$1,305	$0	$0	$0	0.00 %
Total	$523,445	$539,170	$615,526	$622,573	$7,047	1.14 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$523,445	$539,170	$615,526	$622,573
Employees	4	4	4	4
Outputs				
General				
# of grants applied for	2	4	3	3
# of grants received	1	4		N/A
# of injury days used	836	799	909	850
# of sick days used	1136	1232	1,226	1198
# of workers compensation claims		50	33	40
Effectiveness				
General				
Increase/Decrease in Injury Leave	14.84%	-4.43%	+4%	-6.49%
Increase/Decrease in Sick Leave	10.94%	8.45%	-1%	-2.28%
Increase/Decrease in workers compensation claims		-2%		-1%
Overtime as a percentage of total budget	30.27%	28.29%	29.28%	11.98%

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 five fire stations.

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$13,433,113	$13,658,637	$14,127,942	$14,230,991	$103,049	0.73 %
Contractual Services	$510,924	$493,359	$566,236	$608,219	$41,983	7.41 %
Supplies and Materials	$77,918	$81,479	$93,700	$71,500	($22,200)	(23.69%)
Fixed Charges	$895,332	$1,286,218	$1,021,340	$1,194,456	$173,116	16.95 %
Grants & Donations	$860	$378	$400	$400	$0	0.00 %
Capital Outlay	$16,161	$15,465	$13,000	$13,120	$120	0.92 %
Total	$14,934,308	$15,535,536	$15,822,618	$16,118,686	$296,068	1.87 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$14,934,308	$15,535,536	$15,822,618	$16,118,686
Employees	132	132	132	132
Outputs				
General				
# of buildings maintained	7	7	7	7
Total Calls for Service	6446	6685	6546	6159
Unit Responses	11071	12030	11457	10414
Fires				
# of other fires	200	126	142	104
# of structure fires	159	146	158	124
# of vehicle fires	41	30	35	46
Rescue/EMS				
# of EMS	3873	4070	3908	3583
# of extrications	13	10	10	32
# of motor vehicle accidents	417	456	433	373
# of water/ice related rescues	19	42	23	25
Other				
# of explosions	20	20	17	23
# of false alarms/false calls	1055	1125	1075	1113
# of good intent calls	385	389	406	362
# of hazardous conditions	348	452	436	368
# of natural disaster/weather calls	5	7	17	10
# of service calls	431	298	370	422
# of special incidents	19	22	20	11
Effectiveness				
General				
Average response time	4.59	5:07	5:01	5:00

PREVENTION

DESCRIPTION OF SERVICES

The prevention division includes a Fire Marshal, Deputy Fire Marshal, four 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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$574,341	$531,458	$569,366	$668,216	$98,850	17.36 %
Contractual Services	$11,486	$11,506	$10,246	$10,263	$17	0.17 %
Supplies and Materials	$4,815	$5,893	$5,040	$5,100	$60	1.19 %
Fixed Charges	$42,733	$58,798	$42,924	$56,749	$13,825	32.21 %
Capital Outlay	$1,155	$0	$0	$0	$0	0.00 %
Total	$634,529	$607,654	$627,576	$740,328	$112,752	17.97 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$634,529	$607,654	$627,576	$740,328
Employees	7	7	7	7
Outputs				
Code Enforcement				
# of commercial properties in Norwalk		unknown	unknown	2039
# of residential properties in Norwalk		unknown	unknown	27025
Inspections				
# of commercial inspections		865	865	425
# of commercial properties		unknown	unknown	2039
# of multi-family dwellings		unknown	unknown	unknown
# of multi-family inspections		639	639	unknown
# of violations per year		will track	will track	N/A
Hazardous Materials				
# of companies with hazardous materials on sight		unknown	unknown	unknown
Plan Review				
# of building plans reviewed		216	216	551
# of evacuation plans reviewed		unknown	unknown	unknown
Investigation				
# of fires investigated		106	106	160
Education				
# of resident fire prevention programs		74	74	149
# of residents educated about fire prevention		unknown	unknown	60
# of school aged children educated about fire prevention		7000	7000	7000
# of school fire prevention programs		130	130	91
Effectiveness				
Code Enforcement				

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
% of commercial properties that are in accordance with all codes		unknown	unknown	unknown
% of residential properties that are in accordance with all codes		unknown	unknown	unknown
% of violations resolved/followed up on in a timely manner		100%	100%	100%
Inspections				
% of buildings that should be inspected		100%	100%	100%
% of commercial properties inspected		unknown	unknown	unknown
% of inspections performed in a timely manner		100%	100%	100%
% of multi-family dwellings inspected		unknown	unknown	unknown
% of violations resolved/followed up on in a timely manner		100%	100%	100%
% receiving violations during inspections		90%	90%	90%
Hazardous Materials				
% change in companies educated		0	0	100%
% change in companies with hazardous materials		unknown	unknown	contact Zoning Dept.
% 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%	unknown
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		unknown	unknown	0%
% change in the # of resident fire prev. prog. held		unknown	unknown	0%

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$120,955	$123,192	$134,461	$134,311	($150)	(0.11%)
Contractual Services	$86,508	$34,258	$173,176	$90,185	($82,991)	(47.92%)
Supplies and Materials	$3,264	$13,172	$9,250	$9,375	$125	1.35 %
Fixed Charges	$8,841	$12,042	$9,717	$11,409	$1,692	17.41 %
Total	$219,568	$182,664	$326,604	$245,280	($81,324)	(24.90%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$219,568	$182,664	$326,604	$245,280
Employees	1	1	1	1
Outputs				
New Recruits				
# of new recruits	5	1-3	1-3	9
# of new recruits needing Firefighter I/II certification	5	1-3	1-3	9
# of training hours for new recruits	2800	600-1800	600-800	5400
Continued Training				
# of firefighters with Paramedic certification	4	4	4	4
# of firefighters trained on a daily basis	32	33	33	33
# of firefighters with EMT certification	51	52	61	64
# of firefighters with Firefighter I certification		126	33	132
# of firefighters with MRT certification	68	70	64	65
# of training hours per year	21750.	26,400	26,400	30,240
Effectiveness				
New Recruits				
% of new recruits with Firefighter I/II certification	100%	100%	100%	100%
Average number of training hours per new recruit	820	820	820	820
Continued Training				
% of firefighters with EMT certification	38.93%	44%	44%	50%
% of firefighters with Firefighter I certification	94%	100%	100%	100%
% of firefighters with MRT certification	52%	53%	53%	51%
% 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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$177,482	$204,685	$214,910	$194,049	($20,861)	(9.71%)
Contractual Services	$458,003	$495,956	$506,212	$520,720	$14,508	2.87 %
Supplies and Materials	$189,740	$190,116	$202,043	$199,529	($2,514)	(1.24%)
Fixed Charges	$60,706	$66,867	$59,259	$61,722	$2,463	4.16 %
Capital Outlay	$5,998	$970	$1,000	$1,000	$0	0.00 %
Total	$891,929	$958,594	$983,424	$977,020	($6,404)	(0.65%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$891,929	$958,594	$983,424	$977,020
Employees	2	2	2	2
Outputs				
General				
# of generators maintained	6	5	5	5
# of trucks, cars and equipment maintained	48	49	53	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.

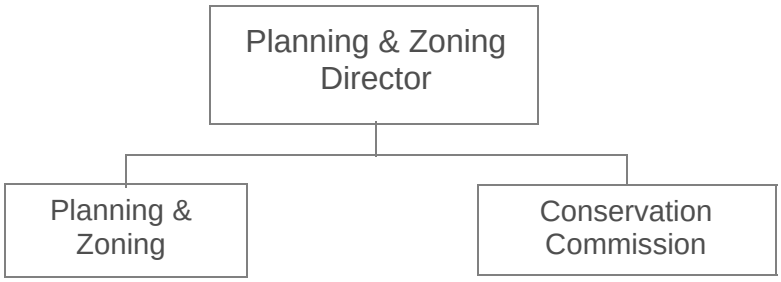
FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$75,555	$78,188	$78,234	$79,789	$1,555	1.99 %
Contractual Services	$38,502	$40,081	$38,608	$39,112	$504	1.31 %
Supplies and Materials	$3,834	$2,019	$5,000	$5,000	$0	0.00 %
Fixed Charges	$5,062	$6,802	$5,654	$6,770	$1,116	19.74 %
Total	$122,953	$127,090	$127,496	$130,671	$3,175	2.49 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$122,953	$127,090	$127,496	$130,671
Employees	1	1	1	1
Outputs				
General				
# of families assisted thru fire victims fund/referrals for services	8	12	15	18
# of people reached through education programs/workshops	2500	2500	3000	3025
# Public Education programs/workshops	12	14	17	18
Effectiveness				
General				
% change in # of people reached	2	25%	20%	8%
% change in number drills /exercises	0%	10%	10%	10%
% change in number of programs	20%	20%	20%	10%

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 2015- 2016:

- Reviewed and acted upon : 5 Zone Change requests; 15 Zoning Amendment requests; 20 Special Permit applications; 18 Site Plan Review applications; 25 Coastal Site Plan Review applications; 5 Subdivision applications and 61 Inland Wetland applications.
- Continued to immplement the goals and policies of the Plan of Conservation and Development
- 1,400 zoning permits issued
- 300 violations investigated and acted upon
- Began process of issuing summonses to zoning violators

Goals For 2016 - 2017:

- Continue to review and act upon applications and referrals within the required statutory time limits
- Begin the formulation of a new Plan of Conservation and Development
- Bring 50 zoning violations to court for resolution
- Inspect all construction sites at least 3 times per week

SIGNIFICANT CHANGES

The Planning and Zoning's departmental approved FY 2016-17 budget has a net increase of $22,841 or 2.0% over the approved FY 2015-16 expense budget. The primary driver of this increase is a $48,500 increase for fees budgeted for work associated with the development of the city's 10-year Plan of Conservation and Development. There are $3,063 of net increases in miscellaneous other accounts and an offsetting $28,722 decrease in Regular Wages due to the lower salary anticipated for the yet to be hired Director of Planning and Zoning.

FUNDING SUMMARY

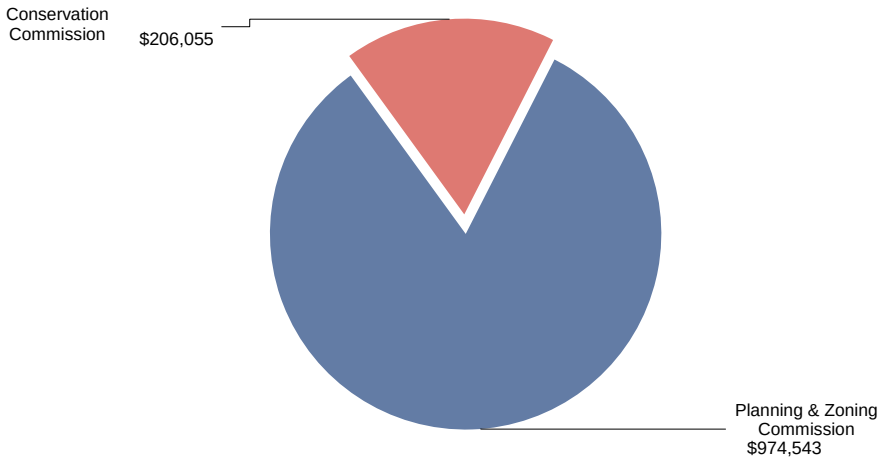
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Planning & Zoning Commission	$883,740	$885,845	$953,796	$974,543	$20,747	2.18 %
Conservation Commission	$180,899	$194,710	$203,961	$206,055	$2,094	1.03 %
Total	$1,064,638	$1,080,554	$1,157,757	$1,180,598	$22,841	1.97 %
Budget By Major Group						
Personnel Services	$1,027,079	$1,047,212	$1,105,781	$1,072,799	($32,982)	(2.98%)
Contractual Services	$21,457	$18,529	$30,441	$86,724	$56,283	184.89 %
Supplies and Materials	$7,287	$5,515	$7,700	$7,700	$0	0.00 %
Fixed Charges	$8,815	$9,299	$13,835	$13,375	($460)	(3.32%)
Total	$1,064,638	$1,080,554	$1,157,757	$1,180,598	$22,841	1.97 %

NON-TAX REVENUE

Licenses & Permits	$187,523	$178,940	$270,611	$273,163	$2,552	0.94 %
Miscellaneous	$2,586	$2,492	$0	$2,800	$2,800	0.00 %
Total	$190,109	$181,432	$270,611	$275,963	$5,352	1.98 %
AMT. SUPPORTED BY TAXES	$874,529	$899,123	$887,146	$904,635	$17,489	1.97 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Planning & Zoning										
Director of Planning & Zoning	1	$147,731	1	$150,686	1	$154,076	1	$130,363	0	($23,713)
Assistant Director of Planning & Zoning	1	$122,073	1	$124,514	1	$127,316	1	$127,316	0	$0
Deputy Zoning Inspector	1	$81,537	1	$83,168	1	$85,039	1	$77,141	0	($7,898)
Zoning Inspector	1	$85,618	1	$87,330	1	$89,295	1	$89,295	0	$0
Site Planner	1	$94,392	1	$96,280	1	$98,446	1	$98,446	0	$0
Sr Planner	1	$99,121	1	$101,103	1	$103,378	1	$103,378	0	$0
Compliance Inspector	1	$77,655	1	$79,208	1	$80,990	1	$80,990	0	$0
Compliance Assistant	2	$116,461	2	$118,790	2	$124,204	2	$127,093	0	$2,889
Total	9	$824,588	9	$841,079	9	$862,744	9	$834,022	0	($28,722)
Conservation Commission										
Senior Environmental Officer	1	$98,305	1	$100,271	1	$102,527	1	$102,527	0	$0
Environmental Compliance Officer	1	$67,095	1	$71,846	1	$73,463	1	$73,463	0	$0
Total	2	$165,400	2	$172,117	2	$175,990	2	$175,990	0	$0
Department Total	11	$989,988	11	$1,013,196	11	$1,038,734	11	$1,010,012	0	($28,722)

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$854,557	$861,707	$911,396	$877,864	($33,532)	(3.68%)
Contractual Services	$14,582	$10,598	$22,635	$77,293	$54,658	241.48 %
Supplies and Materials	$6,484	$4,836	$6,700	$6,700	$0	0.00 %
Fixed Charges	$8,116	$8,703	$13,065	$12,686	($379)	(2.90%)
Total	$883,740	$885,845	$953,796	$974,543	$20,747	2.18 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$883,740	$885,845	$953,796	$974,543
Employees	9	9	9	9
Outputs				
Administration				
# of questions regarding zoning	25,000	30,000	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	20	20	25
# of zoning changes processed	5	20	20	20
# of zoning permits issued without appointments	1,200	1,300	1,400	1,400
Enforcement				
# of certificates of occupancy issued	1,100	1,100	1,200	1,200
# of construction sites inspected	70	80	100	100
# of violations prosecuted in court	150	150	50	50
# of violations received/inspected	300	300	300	300
Planning				
#of amendments to the Plan of Cons and Dev.	0	0	2	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	44	40	40	10

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
# of changes/updates needed on Inland Wetland Map	44	40	40	10
# of information requests	1,500+	1,700+	2,000	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 and Watercourse 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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$172,522	$185,505	$194,385	$194,935	$550	0.28 %
Contractual Services	$6,875	$7,931	$7,806	$9,431	$1,625	20.82 %
Supplies and Materials	$802	$678	$1,000	$1,000	$0	0.00 %
Fixed Charges	$699	$596	$770	$689	($81)	(10.52%)
Total	$180,899	$194,710	$203,961	$206,055	$2,094	1.03 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$180,899	$194,710	$203,961	$206,055
Employees	2	2	2	2
Outputs				
Application				
# of Aquifer Protection (APA) registration or permit applications decided w/in 65 days	0	1	30	1
# of Inland Wetland (IWW)	45	35	45	50
Enforcement & Regulatory Action				
# of activities receiving permit-need assessment	1220	1230	1230	1240
# of activities requiring permit-need assessment	1220	1230	1230	1240
# of Aquifer Protection Area regulations violations	1	1	3	1
# of Aquifer Protection Area regulations violations resolved w/in 30 days	1	1	2	1
# of changes made to IWW regulations	1	0	1	1
# of facilities within APA registered and monitored	33	33	33	32
# of Inland Wetland violations noted	14	12	14	13
# of Inland Wetland violations resolved within 30 days	12	11		12
# of required changes to IWW regulations	1	0	1	1
Outreach& Education				
# of changes made to Inland Wetland Map	44	40	45	48
# of changes/updates needed on Inland Wetland Map	44	40	45	48
# of information requests	1550+	1550+	1550+	1550+
# of informational pamphlets and presentations produced/added to website	5		1	5
Effectiveness				
Administration				
% of meetings attended	100	100%	100	100

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Applications				
% of permit applications decided within statutory timeline	100	100%	100	100
Enforcement				
# of Aquifer Protection Area regulations violations resolved within three months	50	100%	70	100
% of activities assessed for permit need	100	100%	100	100
% of APA registrations filed within statutory timelines	97	100%	100	100
% of Inland Wetland violations resolved within three months	90	92%	91	95
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	90	85%	90	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 2015- 2016:

- Successful anti-blight for residential properties enforcement.
- Successfully created off site plan storage area.
- Conducting local building code classes open to contractors, inspectors and the public.

Goals For 2016 - 2017:

- New computer system and i-pads for the inspectors.
- The computer system will create a more efficient means of communication between departments and streamline the approval process.

SIGNIFICANT CHANGES

The Code Enforcement's departmental approved FY 2016-17 budget has a net increase of $58,003 or 7.8% over the approved FY 2015-16 expense budget. This increase is driven by an anticipated increase in Building Permit activity which drives the year over year increases of: $25,514 in Part Time Wages; $24,000 in Temporary Wages; $5,000 in Overtime Wages; and a $3,489 net increase in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

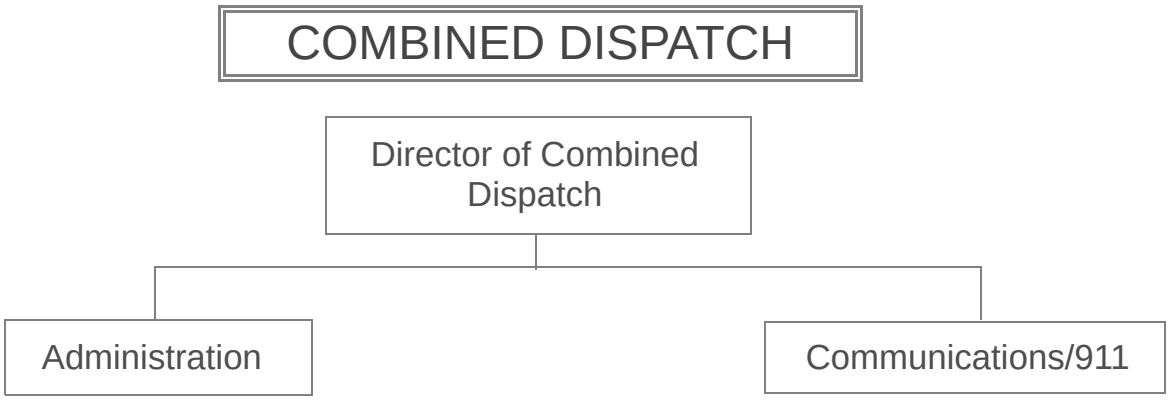
Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Building Inspector	$708,552	$730,209	$746,119	$804,122	$58,003	7.77 %
Total	$708,552	$730,209	$746,119	$804,122	$58,003	7.77 %
Budget By Major Group						
Personnel Services	$682,064	$702,978	$710,923	$768,203	$57,280	8.06 %
Contractual Services	$9,062	$9,201	$11,655	$11,758	$103	0.88 %
Supplies and Materials	$3,925	$3,706	$6,200	$6,900	$700	11.29 %
Fixed Charges	$13,501	$14,324	$17,341	$17,261	($80)	(0.46%)
Total	$708,552	$730,209	$746,119	$804,122	$58,003	7.77 %
NON-TAX REVENUE						
Licenses & Permits	$3,572,053	$3,330,880	$3,248,510	$3,920,515	$672,005	20.69 %
Total	$3,572,053	$3,330,880	$3,248,510	$3,920,515	$672,005	20.69 %
AMT. SUPPORTED BY TAXES	($2,863,501)	($2,600,672)	($2,502,391)	($3,116,393)	($614,002)	24.54 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Building Inspection										
Chief Building Official	1	$134,300	1	$136,986	1	$140,068	1	$140,068	0	$0
Assistant Building Official	2	$167,155	2	$174,660	2	$178,590	2	$178,590	0	$0
Electrical Inspector	1	$85,618	1	$87,330	1	$89,295	1	$89,295	0	$0
Mechanical Inspector	1	$85,618	1	$87,330	1	$89,295	1	$89,295	0	$0
Technical Assistant	2	$121,680	2	$124,114	2	$126,906	2	$126,906	0	$0
Technical Assistant	1	$52,552	1	$53,603	1	$54,809	1	$57,550	0	$2,741
Total	8	$646,923	8	$664,023	8	$678,963	8	$681,704	0	$2,741
Department Total	8	$646,923	8	$664,023	8	$678,963	8	$681,704	0	$2,741

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$708,552	$730,209	$746,119	$804,122
Employees	8	8	8	8
Outputs				
Administration				
# of CEAC meetings	24	24	24	26
# of FOI requests received	3400	6950	6800	8200
ISO grade	4	4	4	4
Permits & Applications				
# of building permits issued	1650	2000	1800	2000
# of demolition permits issued	60	72	70	100
# of electrical permits issued	1550	1680	2400	2600
# of HVAC permits issued	1350	1575	2200	2200
# of plumbing permits issued	1100	1162	1850	1550
# of pre-demolition applications received	45	45	55	60
# of sewer permits issued	175	168	160	240
# of sign permits issued	115	136	140	150
# of temporary permits issued	200	225	225	65
Licenses				
# of sign licenses issued	40	45	45	40
Inspections				
# of inspections	14,500	16,000.	17500	20,000
Violations				
# of violation notices issued	160	175	200	400
Information Technology				
# of records maintained on system	16,000	24000	27000	40,000
Effectiveness				
Administration				
% of approved budget expended	100%	100%	100%	100%
% of FOI requests processed in a timely manner	100%	100%	100%	100%
Favorable ISO grade received	AVG	Avg	Average	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	98%	98%	98%	98%
% HVAC permits issued in a timely manner	98%	98%	98%	98%
% plumbing permits issued in a timely manner	98%	98%	98%	98%
% pre-demolition permits issued in a timely manner	99%	99%	99%	99%
% sewer permits issued in a timely manner	98%	99%	99%	99%
% sign permits issued in a timely manner	98%	98%	98%	98%
% temporary permits issued in a timely manner	99%	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 2015- 2016:

- Nexgen Upgrades to the CAD system
- New Next Generation 911 system replaced the legacy 911 system.
- Replaced desktop at Fire Console.
- In process of moving receivers from Manresa Power plant to BMHS High School to secure the radio system as well as enhance coverage in that area of town.
- Generator at West Rocks Middle School in the process of being completed.
- Upgraded Date room to accept new switches for Next Gen 911 system.Continued improvements and the general maintenance of the Combined Dispatch Center.

Goals For 2016 - 2017:

- Hire personnel to replace vacancies and shore up overtime expenditures.
- Upgrade Pro-QA to CAD system and train personnel.
- Upgrade monitors for desktops
- Add new monitors in room to monitor calls for administrative staff.
- Create a policy manual for Combined Dispatch.Reduce overtime expenditure by 5% from previous year.

SIGNIFICANT CHANGES

The Combined Dispatch's departmental approved FY 2016-17 budget has a net increase of $25,177 or 1.0% over the approved FY 2015-16 expense budget. The primary driver of this increase is a $20,000 increase in the department's overtime account. Also increasing is the department's Other Communication and Telephone accounts by $5,800; offset by a $623 net decrease in miscellaneous other accounts.

FUNDING SUMMARY

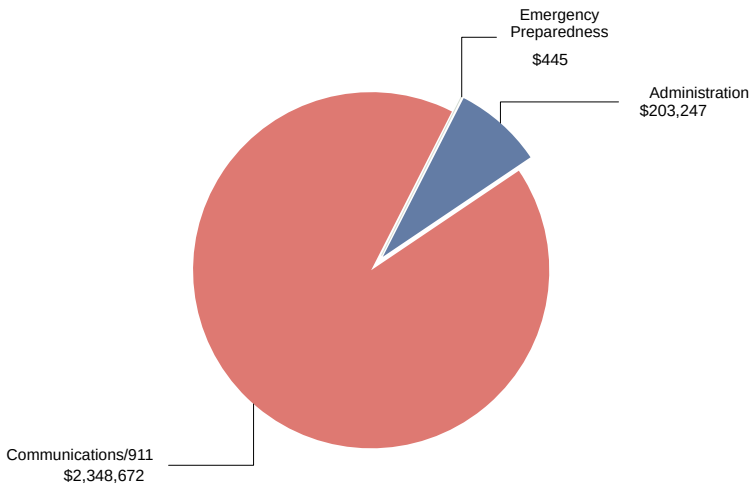
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$165,697	$190,288	$197,113	$203,247	$6,134	3.11 %
Communications/911	$2,133,059	$2,186,066	$2,329,636	$2,348,672	$19,036	0.82 %
Emergency Preparedness	$417	$410	$438	$445	$7	1.60 %
Total	$2,299,173	$2,376,765	$2,527,187	$2,552,364	$25,177	1.00 %
Budget By Major Group						
Personnel Services	$2,032,290	$2,109,011	$2,186,333	$2,204,906	$18,573	0.85 %
Contractual Services	$174,083	$166,151	$216,329	$223,731	$7,402	3.42 %
Supplies and Materials	$3,943	$599	$1,000	$1,000	$0	0.00 %
Fixed Charges	$10,858	$20,071	$37,831	$35,748	($2,083)	(5.51%)
Grants & Donations	$77,999	$80,787	$85,694	$86,979	$1,285	1.50 %
Capital Outlay	$0	$146	$0	$0	$0	0.00 %
Total	$2,299,173	$2,376,765	$2,527,187	$2,552,364	$25,177	1.00 %

NON-TAX REVENUE

Intergovernmental	$192,114	$193,736	$186,118	$186,118	$0	0.00 %
Total	$192,114	$193,736	$186,118	$186,118	$0	0.00 %
AMT. SUPPORTED BY TAXES	$2,107,059	$2,183,028	$2,341,069	$2,366,246	$25,177	1.08 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Police Lieutenant	1	$94,413	1	$98,227	1	$96,483	1	$100,437	0	$3,954
Total	1	$94,413	1	$98,227	1	$96,483	1	$100,437	0	$3,954
Communications/911										
Dispatch Supervisor	6	$470,386	6	$486,340	6	$503,978	6	$503,978	0	$0
Public Safety Telecommunicator II	12	$792,556	12	$820,062	12	$847,333	12	$856,616	0	$9,283
Public Safety Telecommunicator I	6	$341,612	6	$339,674	6	$359,460	6	$341,555	0	($17,905)
Total	24	$1,604,554	24	$1,646,076	24	$1,710,771	24	$1,702,149	0	($8,622)
Department Total	25	$1,698,967	25	$1,744,303	25	$1,807,254	25	$1,802,586	0	($4,668)

ADMINISTRATION

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$84,161	$102,432	$97,973	$101,942	$3,969	4.05 %
Contractual Services	$0	$3,000	$1,131	$920	($211)	(18.66%)
Fixed Charges	$3,538	$4,069	$12,315	$13,406	$1,091	8.86 %
Grants & Donations	$77,999	$80,787	$85,694	$86,979	$1,285	1.50 %
Total	$165,697	$190,288	$197,113	$203,247	$6,134	3.11 %

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$1,948,129	$2,006,579	$2,088,360	$2,102,964	$14,604	0.70 %
Contractual Services	$173,666	$162,740	$214,760	$222,366	$7,606	3.54 %
Supplies and Materials	$3,943	$599	$1,000	$1,000	$0	0.00 %
Fixed Charges	$7,320	$16,002	$25,516	$22,342	($3,174)	(12.44%)
Capital Outlay	$0	$146	$0	$0	$0	0.00 %
Total	$2,133,059	$2,186,066	$2,329,636	$2,348,672	$19,036	0.82 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$2,133,059	$2,186,476	$2,329,636	$2,349,117
Employees	24	24	24	24
Outputs				
Call Center				
# of emergency calls received	38,000	42,000	43,000	44,000
# of non-emergency calls received (est.)	140,000	145,000	146,000	147,000
Effectiveness				
Call Center				
% of calls to center logged with appropriate times	99	98	99	99%
% of emergency calls given to the appropriate units within one minute and 30 seconds of receipt of call	96	98	98	99%
% of emergency calls sent to the dispatcher within one minute	96	96	97	98%
% of non-emergency calls given to the dispatcher within four minutes	100	100	100	100%
% of non-emergency calls stacked or dispatched within six minutes	99	100	100	100%

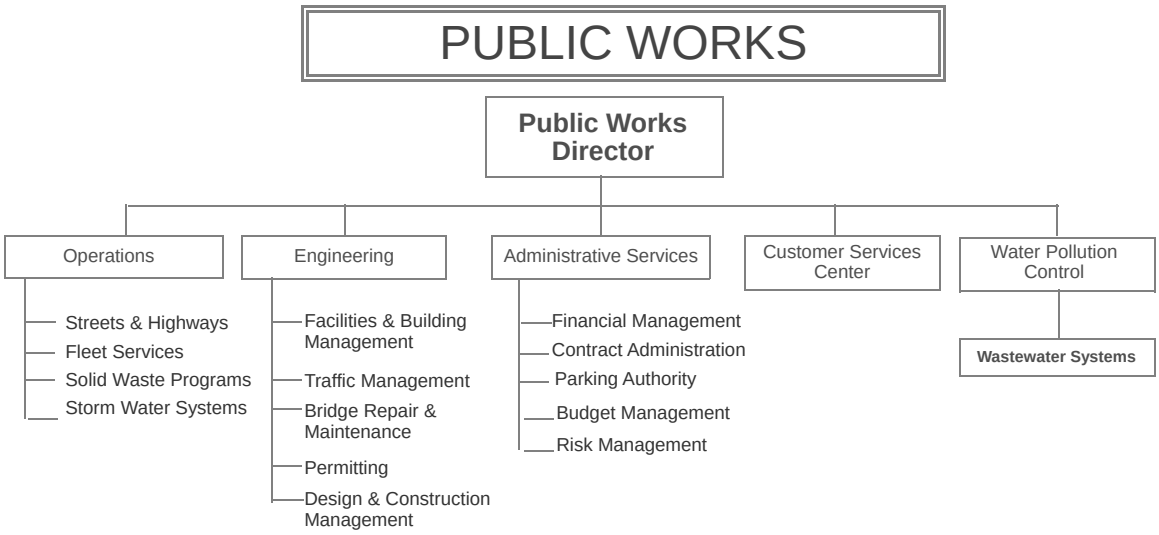
EMERGENCY PREPAREDNESS PLANNING

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$417	$410	$438	$445	$7	1.60 %
Total	$417	$410	$438	$445	$7	1.60 %

CITY OF NORWALK

ANNUAL BUDGET



Description of Service/Mission Statements:

The mission statement for the Department of Public Works is to provide the safest and most effective operation for the City of Norwalk by delivering the most efficient maintenance, repair, and capital improvement of city infrastructure in the best courteous, professional, and citizen-responsive manner.

Highlights For 2015- 2016:

- Focus on the maintenance and repair of critical infrastructure.
- Upgraded the traffic signal system
- Continued safety programs to reduce risk management cost and strive for no accidents or injuries.
- Reduced costs in non-critical areas
- Improved efficiency by reallocating personnel in customer responsive areas.
- Completed most projects in the capital project program in a timely fashion.
- Continued the road paving program increasing the life of city streets and enhancing the road network.
- Continued to decrease the solid waste tonnage and increase recycling tonnage.
- Expanded the online permitting process by adding an online permitting program for driveway reconstruction.
- Certified as Tree City USA for 12th consecutive year

Goals For 2016 - 2017:

- Continue to focus on the maintenance and repair of critical infrastructure.
- Implement a street sweeping program in the urban core four nights per week.
- Implement an “on call” bulk waste collection for residents.
- Reorganize the department personnel to better serve residents.
- Upgrade software and maintenance of the traffic control system
- Implement a recycling educational program for City residents and the school system.
- Continue to seek and acquire grant funding for infrastructure repairs and improvements.
- Continue the safety program that strives for zero accidents/incidents/injuries, meets OSHA requirements and reduces risk management costs.
- Improve the efficiency and effectiveness of the City’s storm drainage system.
- Continue the 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.
- Continue the traffic signal upgrade program.
- Maintain certification as Tree City USA.

SIGNIFICANT CHANGES

The Public Works' departmental approved FY 2016-17 budget has a net decrease of $359,167 or 1.9% over the approved FY 2015-16 expense budget. This decrease is driven by the following categories of expense:

Salaries and Wages $105,823 decrease
- $ 96,387 decrease in Regular Wages due to employee turnover (lower wages) and reorganization
- $ 11,871 decrease in Overtime Wages
- $ 1,435 increase in Longevity
- $ 1,000 increase in Premium Wages

Other net $253,344 decrease
- $ 100,000 decrease in Chemical (road salt) due to anticipated carry forward from the current year's surplus
- $ 86,165 decrease in facilities engineering
- $ 78,876 decrease in centralized fleet fuel/maintenance
- $ 69,643 decrease in the transfer of payments to the city's WPCA
- $ 54,574 decrease in allocated Workers Compensation insurance costs
- $ 59,994 net decrease in miscellaneous other accounts
- $ 103,342 increase in Security Systems for City Hall
- $ 62,033 increase in contracted Solid Waste Collection
- $ 30,533 increase in contracted Recycling Collection

FUNDING SUMMARY

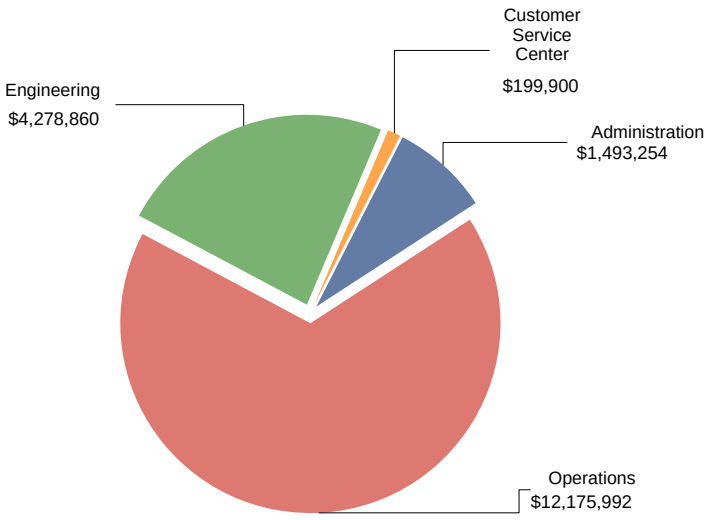
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$1,502,967	$1,974,114	$1,577,077	$1,493,254	($83,823)	(5.32%)
Operations	$12,035,910	$12,380,841	$12,466,695	$12,175,992	($290,703)	(2.33%)
Engineering	$3,979,491	$4,032,548	$4,253,453	$4,278,860	$25,407	0.60 %
Customer Service Center	$202,711	$208,850	$209,948	$199,900	($10,048)	(4.79%)
Total	$17,721,078	$18,596,354	$18,507,173	$18,148,006	($359,167)	(1.94%)
Budget By Major Group						
Personnel Services	$6,244,391	$6,750,304	$6,834,916	$6,729,093	($105,823)	(1.55%)
Contractual Services	$7,724,164	$7,780,798	$8,142,453	$8,189,462	$47,009	0.58 %
Supplies and Materials	$821,047	$853,884	$870,765	$774,505	($96,260)	(11.05%)
Fixed Charges	$2,505,700	$2,559,971	$2,120,955	$1,986,505	($134,450)	(6.34%)
Debt Service	$36,418	$45,460	$35,000	$35,000	$0	0.00 %
Grants & Donations	$388,598	$600,141	$503,084	$433,441	($69,643)	(13.84%)
Capital Outlay	$760	$5,796	$0	$0	$0	0.00 %
Total	$17,721,078	$18,596,354	$18,507,173	$18,148,006	($359,167)	(1.94%)

NON-TAX REVENUE

Intergovernmental	$1,262,540	$1,266,593	$1,290,567	$1,294,221	$3,654	0.28 %
Licenses & Permits	$139,754	$148,625	$178,590	$180,376	$1,786	1.00 %
Service Charges	$597,328	$622,621	$653,303	$659,836	$6,533	1.00 %
Miscellaneous	$122,552	$535,656	$617,768	$849,632	$231,864	37.53 %
Total	$2,122,174	$2,573,495	$2,740,228	$2,984,065	$243,837	8.90 %
AMT. SUPPORTED BY TAXES	$15,598,904	$16,022,859	$15,766,945	$15,163,941	($603,004)	(3.82%)

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Public Works	1	$97,975	1	$139,965	1	$139,965	1	$132,576	0	($7,389)
Administrative Services Manager	1	$55,499	1	$113,217	1	$115,764	1	$115,764	0	$0
Public Works Administrative Assistant	1	$63,909	1	$65,187	1	$66,654	1	$66,654	0	$0
Records Data Entry Clerk	1	$49,321	1	$59,186	1	$60,518	1	$60,518	0	$0
Executive Secretary	1	$67,095	1	$68,437	1	$69,977	1	$69,977	0	$0
Total	5	$333,799	5	$445,992	5	$452,878	5	$445,489	0	($7,389)
Operations										
Superintendent of Operations	0	$0	0	$0	0	$0	1	$114,264	1	$114,264
Highway Superintendent	1	$93,908	1	$98,696	1	$103,886	0	$0	(1)	($103,886)
Waste Programs Manager	1	$76,971	1	$80,693	1	$82,509	1	$82,509	0	$0
Signal System Technician	1	$82,507	1	$66,378	1	$67,776	1	$67,776	0	$0
Traffic Signal Mechanic	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Operations Manager	1	$63,629	1	$129,802	1	$136,473	0	$0	(1)	($136,473)
Supervisor-Traffic Maintenance	1	$81,250	1	$71,964	1	$73,583	1	$75,848	0	$2,265
Dispatcher/Clerk	1	$70,528	0	$0	0	$0	0	$0	0	$0
Maintainer II (Truck Driver)	21	$1,200,422	20	$1,132,460	20	$1,210,360	20	$1,176,979	0	($33,381)
Roads Supervisor	3	$230,914	3	$235,532	3	$243,067	3	$245,296	0	$2,229
Maintainer III (Equipment Operator)	13	$803,908	13	$832,702	13	$857,790	13	$855,493	0	($2,297)
Mason I	3	$208,226	3	$226,611	3	$231,711	3	$231,711	0	$0
Weighmaster	2	$141,056	3	$212,391	3	$207,634	3	$220,674	0	$13,040
Maintainer I (Laborer)	14	$732,563	14	$705,403	14	$737,782	14	$724,467	0	($13,315)
Total	63	$3,863,646	62	$3,871,951	62	$4,033,675	61	$3,876,121	(1)	($157,554)

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Engineering										
Permit Engineer	0	$0	0	$0	1	$80,942	1	$80,942	0	$0
Assistant Director of Transportation	0	$0	0	$0	0	$0	1	$132,723	1	$132,723
Building & Facilities Manager	1	$115,816	1	$121,326	1	$124,056	1	$124,056	0	$0
Traffic Engineer	1	$87,016	1	$88,756	1	$93,207	1	$93,207	0	$0
Principal Civil Engineer	1	$134,300	1	$136,986	1	$132,723	1	$136,473	0	$3,750
Assistant Principal Engineer	1	$118,947	1	$121,326	1	$124,056	0	$0	(1)	($124,056)
Senior Civil Engineer	2	$221,994	2	$226,434	2	$231,528	3	$317,591	1	$86,063
Traffic Analyst	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Junior Engineer	5	$311,596	5	$321,426	5	$405,520	5	$387,956	0	($17,564)
Assistant Civil Engineer	2	$181,088	2	$187,106	2	$191,316	2	$183,960	0	($7,356)
Engineering Aide III	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Permit Inspector	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Custodian	1	$52,552	1	$53,603	1	$54,809	1	$54,809	0	$0
Total	17	$1,456,601	17	$1,494,920	18	$1,681,469	19	$1,755,029	1	$73,560
Customer Service										
Customer Service Representative	2	$105,104	2	$107,206	2	$109,618	2	$102,160	0	($7,458)
Customer Service Manager	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Total	3	$182,868	3	$186,525	3	$190,722	3	$183,264	0	($7,458)
Department Total	88	$5,836,914	87	$5,999,388	88	$6,358,744	88	$6,259,903	0	($98,841)

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$365,741	$534,337	$476,638	$468,884	($7,754)	(1.63%)
Contractual Services	$99,705	$97,012	$101,914	$99,857	($2,057)	(2.02%)
Supplies and Materials	$25,784	$26,666	$29,000	$29,000	$0	0.00 %
Fixed Charges	$622,379	$715,837	$466,441	$462,072	($4,369)	(0.94%)
Grants & Donations	$388,598	$600,141	$503,084	$433,441	($69,643)	(13.84%)
Capital Outlay	$760	$120	$0	$0	$0	0.00 %
Total	$1,502,967	$1,974,114	$1,577,077	$1,493,254	($83,823)	(5.32%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Input				
Direct expenditures		$1,974,114	$1,577,077	$1,493,254
Employees		5	5	5
Outputs				
Area managed (square miles)		36.3	36.3	36.3
Major service contracts managed		6	6	5
Number of budgets managed		8	8	6
Number of committees, authorities staff to		6	6	14
Number of employees managed		103	103	
Population serviced		87,000	87,000	87,000
Effectiveness				
% of approved operating budgets expended		100%	100%	100%
% of contracts that meet performance goals		100%	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$4,148,138	$4,391,445	$4,400,691	$4,234,056	($166,635)	(3.79%)
Contractual Services	$5,497,094	$5,607,173	$5,839,624	$5,931,827	$92,203	1.58 %
Supplies and Materials	$676,121	$732,163	$744,754	$648,494	($96,260)	(12.93%)
Fixed Charges	$1,714,558	$1,648,025	$1,481,626	$1,361,615	($120,011)	(8.10%)
Capital Outlay	$0	$2,036	$0	$0	$0	0.00 %
Total	$12,035,910	$12,380,841	$12,466,695	$12,175,992	($290,703)	(2.33%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Input				
Direct expenditures		$12,380,841	$12,466,695	$12,175,992
Employees		62	62	61
Outputs				
Collection system operated, maintained (miles)		182	182	182
Number of lane miles maintained		625	625	625
Pumping stations operated, maintained		25	25	25
Solid waste services, facilities operated		5	5	5
Effectiveness				
% efficiency maintaining public right-of-way		98%	98%	98%
% of collection system fully operational		100%	100%	100%
% of contracts that meet performance goals		100%	100%	100%
% of service requests adequately concluded		100%	100%	100%
% pumping station fully operational		100%	100%	100%
% solid waste services effectively delivered		100%	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$1,545,134	$1,635,810	$1,765,280	$1,841,734	$76,454	4.33 %
Contractual Services	$2,127,365	$2,076,614	$2,200,915	$2,157,778	($43,137)	(1.96%)
Supplies and Materials	$119,143	$95,055	$97,011	$97,011	$0	0.00 %
Fixed Charges	$151,430	$175,970	$155,247	$147,337	($7,910)	(5.10%)
Debt Service	$36,418	$45,460	$35,000	$35,000	$0	0.00 %
Capital Outlay	$0	$3,640	$0	$0	$0	0.00 %
Total	$3,979,491	$4,032,548	$4,253,453	$4,278,860	$25,407	0.60 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Input				
Direct expenditures		$4,032,548	$4,253,453	$4,278,860
Employees		17	18	19
Outputs				
Average annual number of grants pursued		10	10	10
Average annual number of permits issued		900	900	900
Average number external projects coordinated		28	28	28
Average number of projects under management		86	86	86
Effectiveness				
% grant reimbursements received		100%	100%	100%
% of contracts that meet performance goals		100%	100%	100%
% of permits issued within proscribed time		80%	80%	100%
% of public data, map requests satisfied		100%	100%	100%
% of service requests adequately concluded		100%	100%	100%
% projects completed within budget		100%	100%	100%

CUSTOMER SERVICE CENTER

DESCRIPTION OF SERVICES

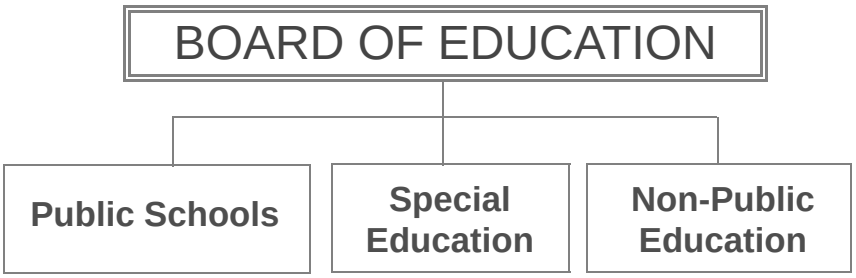
To provide superior service to residents and the public by ensuring that all contacts are handled competently, courteously and efficiently. The Center will receive, record and track all service requests and complaints and forward service requests and complaints to the appropriate department for action. 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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$185,378	$188,711	$192,307	$184,419	($7,888)	(4.10%)
Fixed Charges	$17,333	$20,139	$17,641	$15,481	($2,160)	(12.24%)
Total	$202,711	$208,850	$209,948	$199,900	($10,048)	(4.79%)

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Input				
Direct expenditures		$208,850	$209,948	$199,900
Employees		3	3	3
Outputs				
Average annual contacts		15,000	15,000	15,000
Average annual number of letters/notices issued		250	250	250
Average annual number of mailed schedules		1,200	1,200	1,200
Average annual service requests		13,000	13,000	13,000
Population serviced		86,000	86,000	87,000
Effectiveness				
% accuracy in information relayed		100%	100%	100%
% letters/notices/schedules issued timely		100%	100%	100%
% of calls handled efficiently and courteously		100%	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 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. Norwalk also offers the Mano-a-Mano magnet program at Silvermine Elementary School, a dual language immersion program that evolve into a full magnet school. At the secondary level, Norwalk is 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 in partnership with IBM, Norwalk Community College and the State of Connecticut.

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 Norwalk public Schools will be the most successful city school system in Connecticut.

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, 2015, total enrollment in Norwalk Public Schools was 11,442 students.

2015-2016 Highlights

The 2015-2016 school year at Norwalk Public Schools was marked by 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. An overview of progress at Norwalk Public Schools this year included the following accomplishments:

- A strong, experienced senior management team is now in place with the hiring of Dr. Steven Adamowski as Superintendent of Schools, and with the addition this year of Dr. Michael Conner as Chief Academic Officer, Dr. Lynn Toper as Chief of Specialized Learning and Student Services, Frank Costanzo as Chief Operating Officer, Tom Hamilton as Chief Financial Officer, and Cherese Chery as Chief Human Resources Officer.
- The Board of Education adopted of a three-year Strategic Operating Plan to guide the direction of Norwalk Public Schools through the 2018-19 school year. The plan includes a variety of performance measures which will be used to monitor progress over the next three years.
- As part of the Strategic Operating Plan, the Board of Education adopted a new "Theory of Action" to drive fundamental change. Known as Managed Performance Empowerment, MPE provides autonomy to schools with improved performance and closely manages those that do not meet expected benchmarks for student achievement.
- Following the presentation of the 2015 CREC Special Education Review, work began on the priority action items necessary to improve education of students with special learning needs. The role of Chief of Specialized Learning and Student Services was created as a new, senior management position that reports to the Superintendent.
- The Board of Education and City of Norwalk worked together to approve a three-year Special Education Development Fund, which will be used to establish programs and services within the district for Norwalk students with special needs.
- The Board of Education approved a new policy that will establish School Governance Councils at all schools. School Governance Councils will be the primary, local school decision-making body of a school, with members that include

parents and guardians, teachers, community leaders, the school principal, and at the high school level, students.
• A comprehensive Facilities Utilization Study has moved from the study phase to the implementation phase, with an extremely detailed plan now under review and $2.5 million in capital funding designated to start work in 2016-17.
• To increase academic achievement and close the achievement gap, the District convened a Middle Grades Design and Improvement Committee with the goal of identifying one or more element to roll out at each school in 2016-17.
• To close the Achievement Gap, Norwalk Public Schools redirected grant funding to support implementing of Tier Ii and Tier II interventions, which includes increasing math educational time from 60 to 90 minutes per day in the elementary and middle school.
• For the first time, Norwalk Public Schools has school calendars confirmed for two school years at a time. With the Board of Education approving calendars for the upcoming school year and the one that follows, families and community organizations now have a head start on planning for the following school year.
• In 2015-16, work continued on the new Norwalk Early Childhood Center, which will open in the fall of 2016 to serve both special needs and typical PreK students in a newly renovated facility on Allen Road.
• The “After the Bell” after-school program continued to serve children in South Norwalk on site at the South Norwalk Community Center.
• Following a request from Columbus Magnet School parents, staff and administrators, plans moved forward to transition the school into a K-8 program.
• As part of our plan to create more choices that meet diverse student needs and interests, Silvermine Elementary School began the transition into a full dual language immersion school.
• The development of an International Baccalaureate program at Brien McMahon High School continued to move forward on schedule.
• The district completed year two of Norwalk Early College Academy, a collaboration between NPS, NCC, the state of Connecticut and the IBM, with NECA students taking classes for college credit at NCC.
• Throughout the year, planning was underway for the transition to block scheduling at both high schools for 2016-17 school year.
• Norwalk Pathways Academy, formerly Briggs High School, was re-directed as a high school program designed to provide over-age, under-credited students with a path to graduation.
• The NEASC accreditation process was completed at Brien McMahon High School, after NEASC accreditation was secured at Norwalk High School in the previous year.
• A partnership with Norwalk Community College continued at BMHS, giving high school students hands on exposure to career opportunities in health care.
• The expansion of summer school programs in the city continued, with more than 700 students served in summer 2016 through a variety of programs.
• With the support of the Dalio Foundation, NPS rolled out the second year of the Fund for Teachers program, which offers Norwalk teachers the opportunity to design their own summer professional learning opportunities.
• As part of a commitment to cultivating emerging leaders and developing our leadership pipeline, school administrators and teachers were selected to participate for the first time in the RELAY and New Leaders programs. With the help of such programs, Norwalk Public Schools will move towards filling the majority of staff and District leadership positions from within.

Goals 2016 - 17

• Improve achievement of all Norwalk students in reading (ELA), math and science, ensuring students graduate on time and are college and career ready.
• Increase the achievement of Norwalk's high needs student subgroups to reduce achievement gaps:
  Internal: Between Norwalk's high needs students and Norwalk's non-high needs students, and
  External: Between Norwalk's high needs students and the performance of high needs students
• Create educationally robust choices for parents and students that meet diverse needs and interests.
• Develop exemplary teachers and school leaders; fill majority of school and staff leadership positions through succession planning and development of staff with the District.
• Ensure safe and attractive schools that support learning and provide a nurturing, inclusive environment, with positive behavior interventions and supports at every school.
• Develop external partnerships and District operating systems necessary to achieve equity and support the district's strategic priorities in the most cost-effective manner.

SIGNIFICANT CHANGES

The Board of Education's approved FY 2016-17 budget has a net increase of $5,162,216 or 3.0% over the approved FY 2015-16 expense budget. This represents the full funding of the Board of Education's request to the City of Norwalk for the upcoming fiscal year after accounting for a mutually agreed upon reduction of its contribution to the Insurance Fund and anticipated updates to its expense budget request. The Insurance Fund has excess Net Assets over and above an appropriate reserve for the fund. The Board of Education's recommended reduction to its contribution to the Insurance Fund will, over time, eliminate the excess Net Assets in the fund.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Education	$161,244,758	$167,370,021	$170,987,857	$176,150,073	$5,162,216	3.02 %
Total	$161,244,758	$167,370,021	$170,987,857	$176,150,073	$5,162,216	3.02 %
Budget By Major Group						
Personnel Services	$98,875,613	$103,388,030	$109,916,428	$112,440,768	$2,524,340	2.30 %
Fixed Charges	$35,194,360	$33,560,525	$31,946,099	$28,443,765	($3,502,334)	(10.96%)
Contractual Services	$20,270,886	$22,945,065	$21,868,695	$27,750,290	$5,881,595	26.90 %
Supplies and Materials	$5,828,424	$6,978,530	$6,185,941	$6,379,626	$193,685	3.13 %
Capital Outlay	$962,692	$406,108	$927,511	$970,900	$43,389	4.68 %
Grants & Donations	$112,785	$91,762	$143,183	$164,724	$21,541	15.04 %
Total	$161,244,758	$167,370,021	$170,987,857	$176,150,073	$5,162,216	3.02 %

NON-TAX REVENUE

Intergovernmental	$10,167,383	$10,188,820	$10,173,342	$10,159,849	($13,493)	(0.13%)
Service Charges	$8,790	$14,900	$12,241	$12,363	$122	1.00 %
Others	$130	$615	$0	$0	$0	0.00 %
Total	$10,176,303	$10,204,335	$10,185,583	$10,172,212	($13,371)	(0.13%)
AMT. SUPPORTED BY TAXES	$151,068,455	$157,165,686	$160,802,274	$165,977,861	$5,175,587	3.22 %

FUND SUMMARY

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
EDUCATION OBJECT CODES						
100	DEGREE LEVEL CHANGES	$ 68,759	$ -	$ 300,000	$ 100,000	$ (200,000)
101	LONG TERM SUBSTITUTES	$ 922,503	$ 670,086	$ 715,410	$ 715,410	-
102	PROFESSIONAL DEVELOPMENT	$ -	$ 43,113	$ 28,500	$ 92,857	64,357
111	SUPERINTENDENT	$ 258,051	$ 238,649	$ 250,000	$ 250,000	-
112	CENTRAL ADMIN SUP TEAM	$ 665,329	$ 1,042,496	$ 1,024,344	$ 1,247,305	222,961
113	PRINCIPALS	$ 5,734,021	$ 4,860,091	$ 5,060,048	$ 5,676,042	615,994
114	SUPERVISORS	$ 272,450	$ 539,740	$ 603,057	$ 557,737	(45,320)
115	ASSISTANT SUPERVISORS	$ 563,296	$ 688,335	$ 787,166	$ 688,839	(98,327)
117	TEACHERS (NON-RATIO)	$ 62,350,833	$ 65,438,096	$ 69,750,718	$ 71,598,252	1,847,534
118	SUBSTITUTES	$ 1,100,716	$ 1,215,860	$ 960,720	$ 960,720	-
119	OTHER CERTIFIED	$ 6,743,218	$ 6,980,032	$ 7,363,629	$ 7,613,164	249,535
121	SECRETARY	$ 2,556,325	$ 2,691,532	$ 2,710,261	$ 2,720,435	10,174
122	AIDE	$ 6,317,773	$ 6,731,205	$ 7,929,680	$ 7,665,658	(264,022)
123	CLERKS	$ 1,346,621	$ 1,456,263	$ 1,569,384	$ 1,598,422	29,038
124	CUSTODIANS	$ 4,352,440	$ 4,352,565	$ 4,143,374	$ 3,899,791	(243,583)
125	MAINTENANCE	$ 590,754	$ 566,664	$ 556,593	$ 574,221	17,628
126	NON-AFFILIATED	$ 1,147,098	$ 1,590,305	$ 1,791,285	$ 2,208,727	417,442
127	OTHER NON-CERTIFIED	$ 380,954	$ 389,874	$ 438,751	$ 189,722	(249,029)
128	SUBSTITUTES (NON-CERTIFIED)	$ 317,112	$ 380,277	$ 306,280	$ 330,000	23,720
130	OVERTIME SALARIES	$ 430,652	$ 615,535	$ 421,685	$ 424,985	3,300
131	CERTIFIED OVERTIME	$ 22,642	$ 30,942	$ 25,000	$ 31,000	6,000
133	SALARIES-WORKSHOPS	$ 3,459	$ 32,048	$ 39,136	$ 38,681	(455)
134	SALARIES-EXTRA	$ 596,523	$ 592,274	$ 639,931	$ 703,915	63,984
135	SECURITY	$ 90,251	$ 100,314	$ 96,000	$ 96,000	-
137	CERTIFIED HOURLY	$ 544,110	$ 622,681	$ 643,261	$ 635,240	(8,021)
138	NON-CERTIFIED HOURLY	$ 15,550	$ 11,656	$ 28,750	$ 17,500	(11,250)
139	EXTRA - CURRICULAR	$ 113,977	$ 125,121	$ 124,450	$ 125,000	550
143	NURSES	$ 1,328,597	$ 1,271,129	$ 1,372,148	$ 1,430,948	58,800
145	PHYSICAL THERAPIST	$ 41,599	$ 42,178	$ 42,867	$ 43,889	1,022
150	COMMON CORE IMPLEMENTATION	$ -	$ 68,970	$ 194,000	$ 206,308	12,308
212	FRINGE BENEFITS	$ 30,424,145	$ 28,818,915	$ 26,672,362	$ 23,265,783	(3,406,579)
230	RETIREMENT BENEFITS	$ 1,367,713	$ 1,371,125	$ 1,639,290	$ 1,520,000	(119,290)
235	LONGEVITY	$ 247,705	$ 274,852	$ 294,332	$ 250,000	(44,332)
240	SOCIAL SECURITY	$ 3,079,545	$ 3,034,628	$ 3,259,115	$ 3,306,982	47,867
250	UNEMPLOYMENT	$ 69,948	$ 60,505	$ 80,000	$ 100,000	20,000
300	PURCHASED PROF AND TECH	$ 117,846	$ 134,077	$ 239,560	$ 236,699	(2,861)
301	ATTENDANCE AT MEETINGS	$ 10,884	$ 35,249	$ 54,945	$ 79,133	24,188
311	RECRUITMENT	$ 1,249	$ 4,500	$ 4,000	$ 4,500	500
312	IN SERVICE	$ 7,961	$ 6,980	$ 7,000	$ -	(7,000)
322	INSTRUCTIONAL PROGRAM IMP.	$ 840	$ 840	$ 850	$ 850	-
329	MEDICAID REIMBURSEMENT CREDIT	$ -	$ (1,594,000)	$ (1,550,000)	$ (1,200,000)	350,000
330	OTHER PROF TECH	$ 3,737,058	$ 4,909,165	$ 3,373,873	$ 6,641,015	3,267,142
331	SPECIAL ED LEGAL FEES	$ 494,631	$ 410,884	$ 490,000	$ 495,000	5,000
400	PURCHASED PROPERTY SERVI	$ 1,961	$ -	$ 4,400	$ 4,000	(400)
410	UTILITY SERV	$ 210,397	$ 197,091	$ 200,000	$ 206,000	6,000
412	BOILER REPAIRS	$ 75,000	$ 78,905	$ 100,000	$ 103,000	3,000
413	TUBES & REFRACTORY	$ 105	$ -	$ -	$ -	-
414	BURNER SERVICE	$ 15,000	$ -	$ 25,000	$ 25,000	-
415	OTHER REPAIRS	$ 18,000	$ 23,126	$ 10,000	$ 11,000	1,000
416	PNEUMATIC CONTROLS	$ 51,684	$ 52,562	$ 55,200	$ 57,000	1,800
417	CLOCKS & INTERCOMS	$ 7,234	$ 6,896	$ 10,000	$ 10,000	-
420	CLEANING SERVICES	$ 28,487	$ 38,868	$ 27,810	$ 27,810	-
421	DISPOSAL SERVICES	$ 110,052	$ 120,144	$ 120,000	$ 126,000	6,000

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
425	GLASS	$ 9,434	$ 10,565	$ 10,000	$ 10,565	565
430	REPAIRS AND MAINT SERV	$ 1,114,054	$ 1,145,758	$ 1,245,817	$ 1,203,359	(42,458)
431	ELEVATOR SERVICE	$ 31,933	$ 29,824	$ 30,000	$ 31,000	1,000
432	ELECTRIC SERVICE	$ 13,923	$ 8,495	$ 20,000	$ 20,500	500
433	ELECTRIC MOTORS	$ 26,809	$ 10,336	$ 15,000	$ 15,500	500
434	FOLDING PARTITIONS	$ 9,253	$ 8,718	$ 10,000	$ 10,300	300
440	RENTALS	$ 165,665	$ 168,738	$ 160,000	$ 142,000	(18,000)
441	RENTAL OF LAND AND	$ 16,000	$ 20,995	$ 24,000	$ 24,000	-
450	CONSTRUCTION SERVICES	$ 94,740	$ 1,044,208	$ 150,000	$ 125,000	(25,000)
490	SECURITY SERVICES	$ 101,588	$ 77,455	$ 100,000	$ 75,000	(25,000)
492	LIFE SAFETY SYSTEMS	$ 63,529	$ 87,327	$ 100,000	$ 100,500	500
494	PURCHASED SERVICE SWIMMING POOL	$ (126)	$ (293)	$ -	$ -	-
500	OTHER PURCHASED	$ 490,808	$ 934,701	$ 1,575,000	$ 2,495,321	920,321
510	STUDENT TRANS SERV	$ 6,293,293	$ 6,899,299	$ 7,562,879	$ 8,016,069	453,190
511	STUDENT TRANS	$ 224,299	$ 263,188	$ 296,397	$ 304,620	8,223
514	STUDENT TRANS REIMBURSEMENT	$ (210,501)	$ (182,878)	$ (242,865)	$ -	242,865
519	STUDENT TRANS IND ARTS	$ 35,667	$ 23,450	$ 44,131	$ 17,400	(26,731)
521	LIABILITY INS (GEN)	$ 5,304	$ 500	$ 1,000	$ 1,000	-
529	INTER ACTI INSUR PREM	$ 77,161	$ 52,434	$ 100,000	$ 100,000	-
530	COMMUNICATIONS	$ 225,684	$ 217,851	$ 283,296	$ 289,000	5,704
540	ADVERTISING	$ 142	$ 974	$ 5,000	$ 6,000	1,000
562	TUIT TO OTHER LEA'S	$ 2,240,197	$ 2,367,479	$ 2,390,500	$ 2,400,000	9,500
563	TUITION+STATE AGNCY	$ 6,254,067	$ 7,666,824	$ 7,300,000	$ 8,750,000	1,450,000
564	OUT OF DIST. TUITION-EXCESS COST	$ (2,175,843)	$ (2,646,085)	$ (2,800,000)	$ (3,500,000)	(700,000)
565	REGULAR ED. TUITION OTHER LEA'S	$ 142,103	$ 133,968	$ 150,000	$ 124,000	(26,000)
566	REGULAR ED. OUT OF DIST. TUITION	$ 17,945	$ 44,157	$ 35,000	$ 45,000	10,000
580	TRAVEL	$ 119,894	$ 131,510	$ 130,252	$ 116,449	(13,803)
590	MISCELL PURCH SERV	$ 780	$ 780	$ 1,650	$ 1,700	50
600	SUPPLIES	$ 82,387	$ 93,400	$ 116,984	$ 131,434	14,450
610	GENERAL SUPPLIES	$ 321,807	$ 544,658	$ 307,500	$ 399,820	92,320
611	INSTRUCTIONAL SUPPLIES	$ 610,850	$ 761,257	$ 726,862	$ 824,114	97,252
612	ADMINISTRATIVE SUPPLIES	$ 1,996	$ 1,671	$ 1,900	$ 2,500	600
613	MAINTENANCE SUPPLIES	$ 196,151	$ 116,282	$ 125,000	$ 165,000	40,000
614	POSTAGE	$ 108,652	$ 101,232	$ 100,000	$ 102,000	2,000
616	TESTING	$ 15,336	$ 14,738	$ 15,900	$ 16,000	100
622	ELECTRICITY	$ 2,042,958	$ 2,425,367	$ 2,175,000	$ 2,498,128	323,128
623	PROPANE GAS	$ 9,948	$ 7,596	$ 10,000	$ 10,000	-
624	OIL	$ 911,995	$ 804,936	$ 745,000	$ 545,000	(200,000)
625	NATURAL GAS	$ 740,661	$ 1,023,696	$ 865,000	$ 700,000	(165,000)
626	GASOLINE	$ 263,792	$ 246,594	$ 271,734	$ 211,592	(60,142)
641	TEXTBOOKS	$ 92,697	$ 63,345	$ 146,391	$ 194,390	47,999
642	LIBRARY BOOKS AND	$ 1,919	$ 7,021	$ 5,249	$ 8,749	3,500
643	AUDIOVISUAL	$ 48,174	$ 69,608	$ 61,001	$ 70,623	9,622
644	CONSUMABLES/WORKBOOKS	$ 195,065	$ 475,670	$ 108,477	$ 157,838	49,361
645	TEXTBOOKS (SOFT COVER)	$ 29,304	$ 27,350	$ 146,236	$ 125,562	(20,674)
646	BOOK BINDING	$ 3,971	$ 4,513	$ 3,700	$ 3,900	200
690	OTHER SUPPLIES AND	$ 126,222	$ 136,476	$ 196,937	$ 187,926	(9,011)
692	GRADUATION EXPENSES	$ 23,361	$ 25,976	$ 21,070	$ 24,800	3,730
693	ACCREDITATION	$ -	$ 27,145	$ 36,000	$ 250	(35,750)
730	INSTRUCTIONAL EQUIPMENT	$ 722,719	$ 173,541	$ 290,437	$ 262,566	(27,871)
733	INSTRUCTIONAL SOFTWARE	$ 180,061	$ 215,581	$ 280,525	$ 282,675	2,150
739	NON-INSTRUCTIONAL EQUIPMENT	$ 59,912	$ 1,576	$ 38,049	$ 31,530	(6,519)
749	LEASE PAYMENTS	$ -	$ 15,409	$ 318,500	$ 394,129	75,629
810	DUES,FEES & MEMBERSHIPS	$ 112,785	$ 91,762	$ 143,183	$ 164,724	21,541
	TOTAL EXPENSES	**$ 161,243,578**	**$ 167,370,021**	**$ 170,987,857**	**$ 176,150,073**	**$ 5,162,216**

CITY OF NORWALK

ANNUAL BUDGET

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 2015- 2016:

- Painted wooden guardrails throughout the City
- New Turf installed on Brien McMahon Football Field
- Installed new Splash Pad and waterline/vault at Calf Pasture Beach
- Installed new playground at Cranbury School
- Continued work on Historic Fodor Farm renovation Fodor Farm/Installation of herb garden off back of house
- Worked on renovating Cranbury Mansion caretaker house including HVAC System
- Installed new waterline and electrical service for Cranbury Mansion Caretaker House
- ADA access at several parks including Beach/Vets and Mathews
- New turf field project finished at Nathan Hale
- Renovated several baseball fields, 3 at Beach, Roton, 2 at Brien McMahon and Norwalk High
- Continued on schedule for re-occurring maintenance tasks, i.e. mowing, trimming, garbage pickup, field maintenance, field striping, leaf pickup and snow removal
- Continued process of replacing tennis and basketball nets throughout the City as needed.
- Continued our repair schedule to maintain our picnic tables and player benches throughout the City
- Repaired various backstops throughout the City including at Norwalk High and Marvin School
- Created a new baseball field at Cranbury School
- Helped Norwalk Little League in the renovation of Broad River Fields.

Goals For 2016 - 2017:

- Purchase 2 new pickup trucks to continue to replace an aging fleet
- Continue record of lower Workers Compensation claims through Cirma seminars and videos
- Continue to properly maintain existing sports fields in order to lessen chance of injury and future expensive renovation projects
- Continue to renovate playing fields to aid in proper drainage, 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
- Continue to 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
- Continue soliciting for quality programs within the Parks e.g. Ice Rink, Treetop/Ropes Zipline Program.
- To raise revenues by 20% in the Department Rentals of facilities and parks so we can balance the rise in operating costs with additional revenue
- Completion of the Nathan Hale Garden at Fodor Farm
- Completion of the new Launch Ramps and Visitors Docks at Veterans Park

SIGNIFICANT CHANGES

The Recreation & Park's departmental approved FY 2016-17 budget has a net increase of $168,802 or 3.8% over the approved FY 2015-16 expense budget. This increase is driven primarily by newly hired personnel in the following categories of expense:

Salaries and Wages $38,482
- $ 20,884 increase in Temporary Wages due to the addition of a Gate Attendant at Cranbury Park
- $ 17,283 increase in Regular Wages for contractual step increases
- $ 315 increase in Longevity Wages

Other Net Increase $130,320
- $ 58,979 worth of small increases in numerous accounts
- $ 35,000 increase in Park Improvements due to the addition of yearly Geese Control services
- $ 12,399 decrease in allocated Centralized Fuel and Maintenance for the department's vehicles and equipment
- $ 17,800 increase in Security costs for beaches and parks
- $ 15,740 increase in Water costs at Calf Pasture Beach for the splash pad
- $ 6,000 increase in Calf Pasture supplies for Cafe Mu-an increase in revenue was also added to the budget
- $ 5,000 increase in the purchase of new Picnic Tables
- $ 4,200 increase in Pool Rental expenses for programs

FUNDING SUMMARY

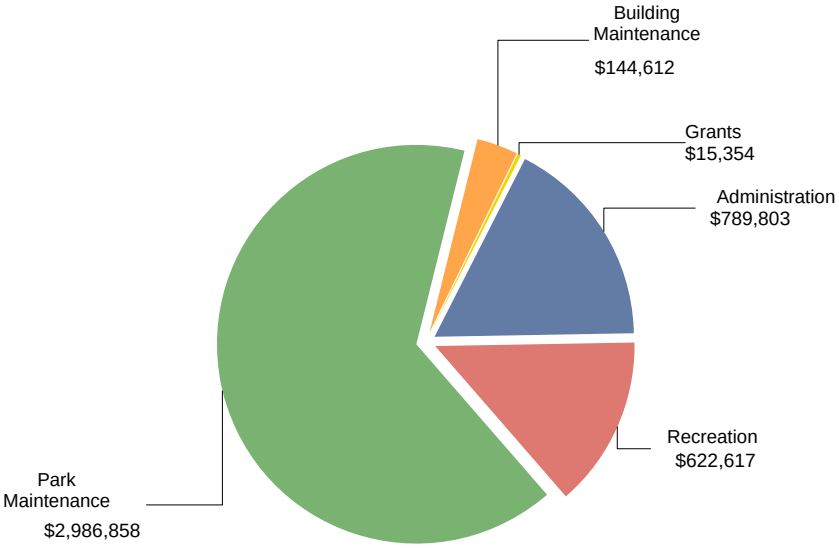
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration	$700,632	$770,233	$770,110	$789,803	$19,693	2.56 %
Recreation	$517,154	$535,898	$614,036	$622,617	$8,581	1.40 %
Park Maintenance	$2,664,132	$2,876,889	$2,884,054	$2,986,858	$102,804	3.56 %
Building Maintenance	$94,093	$100,547	$106,888	$144,612	$37,724	35.29 %
Grants	$13,113	$15,379	$15,354	$15,354	$0	0.00 %
Total	$3,989,124	$4,298,947	$4,390,442	$4,559,244	$168,802	3.84 %
Budget By Major Group						
Personnel Services	$2,564,193	$2,718,850	$2,653,086	$2,691,568	$38,482	1.45 %
Contractual Services	$700,455	$774,667	$790,524	$859,555	$69,031	8.73 %
Supplies and Materials	$212,207	$239,412	$278,874	$289,023	$10,149	3.64 %
Fixed Charges	$434,073	$492,468	$581,590	$592,730	$11,140	1.92 %
Debt Service	$66,803	$63,113	$70,000	$105,000	$35,000	50.00 %
Grants & Donations	$0	$0	$11,368	$11,368	$0	0.00 %
Capital Outlay	$11,392	$10,438	$5,000	$10,000	$5,000	100.00 %
Total	$3,989,124	$4,298,947	$4,390,442	$4,559,244	$168,802	3.84 %

NON-TAX REVENUE

Intergovernmental	$5,598	$5,598	$6,000	$6,000	$0	0.00 %
Service Charges	$896,709	$953,559	$1,088,936	$1,387,345	$298,409	27.40 %
Miscellaneous	$161,335	$233,231	$265,300	$397,300	$132,000	49.75 %
Total	$1,063,641	$1,192,387	$1,360,236	$1,790,645	$430,409	31.64 %
AMT. SUPPORTED BY TAXES	$2,925,482	$3,106,560	$3,030,206	$2,768,599	($261,607)	(8.63%)

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Administration										
Director of Recreation & Parks	1	$130,301	1	$134,210	1	$134,210	1	$136,894	0	$2,684
Administrative Support II	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Secretary/Bookkeeper	1	$60,840	1	$62,057	1	$63,453	1	$63,453	0	$0
Athletic Supervisor	1	$70,437	1	$71,846	1	$73,463	1	$73,463	0	$0
Total	4	$316,758	4	$324,397	4	$328,676	4	$331,360	0	$2,684
Grounds/Facilities										
Superintendent of Park Maintenance	1	$95,755	1	$97,636	1	$99,833	1	$99,833	0	$0
Carpenter	1	$74,056	1	$79,319	1	$81,104	1	$81,104	0	$0
Carpenter Assistant	1	$67,170	1	$68,513	1	$70,055	1	$70,055	0	$0
Maintenance Tradesworker	2	$134,340	2	$137,026	2	$140,110	2	$140,110	0	$0
Park Maintainer III	2	$127,940	2	$130,498	2	$133,434	2	$133,434	0	$0
Plumber/Pipefitter	1	$67,170	1	$71,939	1	$77,237	1	$81,104	0	$3,867
Park Maintainer I	5	$276,275	4	$225,440	4	$230,512	4	$230,512	0	$0
Park Maintainer II	6	$351,049	6	$358,072	7	$415,916	7	$426,648	0	$10,732
Total	19	$1,193,755	18	$1,168,443	19	$1,248,201	19	$1,262,800	0	$14,599
Department Total	23	$1,510,513	22	$1,492,840	23	$1,576,877	23	$1,594,160	0	$17,283

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$375,388	$409,551	$389,081	$390,930	$1,849	0.48 %
Contractual Services	$190,064	$210,580	$209,391	$229,013	$19,622	9.37 %
Supplies and Materials	$7,345	$4,432	$7,500	$6,000	($1,500)	(20.00%)
Fixed Charges	$119,558	$141,978	$164,138	$163,860	($278)	(0.17%)
Capital Outlay	$8,277	$3,692	$0	$0	$0	0.00 %
Total	$700,632	$770,233	$770,110	$789,803	$19,693	2.56 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$700,632	$770,233	$770,110	$789,803
Employees	4	4	4	4
Outputs				
Administration				
# of awards/special recognitions received	N/A	N/A	N/A	N/A
# of contracts managed	9	12	25	27
# of grants received	2	3	2	1
# of revenue transactions	11,000	13,000	13,500	13,900
# of special appropriations/BET transfers required	1	0	0	0
Total dollars collected	1,200,000	1,300,000	1,300,000	1,600,000
Total dollars of contracts managed	2,200,000	3,500,000	4,500,000	4,000,000
Customer Service/Outreach				
# of ads., information pamphlets produced/distributed	All web based	All web based	All web based	All web based
# of residents utilizing department programs	60,000	65,000	65,000	68,000
Effectiveness				
Administration				
% of approved budget expended	100%	100%	100%	100%
% of current contracts renewed	TBD	TBD	TBD	TBD
% of grants renewed	1	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%	97.5%	97.5%	98%

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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$324,371	$329,408	$375,602	$375,602	$0	0.00 %
Contractual Services	$118,669	$134,289	$139,730	$144,230	$4,500	3.22 %
Supplies and Materials	$40,864	$41,503	$49,105	$49,105	$0	0.00 %
Fixed Charges	$33,251	$30,698	$38,231	$42,312	$4,081	10.67 %
Grants & Donations	$0	$0	$11,368	$11,368	$0	0.00 %
Total	$517,154	$535,898	$614,036	$622,617	$8,581	1.40 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$517,154	$535,898	$614,036	$622,617
no full-time employees	0	0	0	0
Outputs				
Special Events				
# of families participating at special events	15,000	16,000	16,000	50,000
# of special events offered/co-sponsored	62	90	90	110
Social Programs				
# of social programs offered	8	12	20	20
Total participants in social programs	1,500	1,600	1,600	1,800
Physical Fitness Programs				
# of physical fitness programs offered	6	16	24	24
Total participants in physical fitness programs	4,000	4,500	5,000	5,500
Arts/Cultural Programs				
# of arts/cultural programs offered	15	25	25	26
Total partic. in arts/cultural programs Specialty Camp	2,000	3,800	3,800	4,000
Sports Programs				
# of sports programs offered	50	55	55	58
Total participants in sports programs - League	15,000	17,000	17,000	18,500
Play & Learn Program (Youth)				
Total participants in program	750	860	860	760
Aquatics				
# of aquatics programs offered	13	15	15	15
Total participants in aquatics programs	10,000	12,000	12,000	13,000
Scheduling				
# of facilities and fields available for use	151	162	162	164
# of facilities and fields used	151	151	151	164
Effectiveness				

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Special Events				
% change in number of participants	53%	10.6%	10.6%	32%
% change in number of Special Events offered	0%	14.5%	16.6%	8.1%
% of participants satisfied with Special Events	95%	95%	95%	95%
Social Programs				
% change in number of participants	0%	10.6%	10.6%	0%
% change in number of Social Programs offered	0%	66%	60%	8.8%
% of participants satisfied with Social programs	95%	95%	95%	95%
Physical Fitness Programs				
% change in number of participants	TBD	TBD	9%	9%
% change in number of physical fitness programs offered	-20%	37.5%	66.6%	0%
% of participants satisfied with physical fitness programs	95%	95%	95%	96%
Arts/Cultural Programs				
% change in number of arts/cultural programs offered	-35%	93%	0%	1%
% change in number of participants	-39%	52%	0%	9.5%
% of participants satisfied with arts/cultural programs	99%	99%	99%	99%
Sports Programs				
% change in field and facility usage	+4%	+9%	0%	9.2%
Play & Learn Program				
% change in number of events offered	0%	5%	0%	0%
% change in participation	0%	8.7%	0%	-12.6%
Aquatics				
% change in number of aquatics programs offered	0%	11%	0%	8%
% change in number of participants	+20%	+12%	+10%	9.2%
% of participants satisfied with aquatics programs	98%	98%	98%	98%
Scheduling				
% change in number of participants	<1%	8.8%	0%	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	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$1,850,311	$1,964,832	$1,875,923	$1,891,262	$15,339	0.82 %
Contractual Services	$301,451	$331,952	$337,988	$365,963	$27,975	8.28 %
Supplies and Materials	$161,373	$190,769	$216,269	$228,418	$12,149	5.62 %
Fixed Charges	$281,078	$319,477	$378,874	$386,215	$7,341	1.94 %
Debt Service	$66,803	$63,113	$70,000	$105,000	$35,000	50.00 %
Capital Outlay	$3,115	$6,746	$5,000	$10,000	$5,000	100.00 %
Total	$2,664,132	$2,876,889	$2,884,054	$2,986,858	$102,804	3.56 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$2,664,132	$2,876,889	$2,884,054	$2,986,858
Employees	19	18	19	19
Outputs				
Park Maintenance & Repair				
# of acres/areas plowed	50	50	50	51
# of parks maintained	58	58	58	58
# of parks receiving scheduled maintenance	58	58	58	58
Turf Management				
# of acres managed	1,210	1,240	1,240	1,240
# of acres receiving scheduled maintenance	616	625	625	625
# of irrigation systems controlled	19	20	19	20
# of irrigation systems receiving scheduled mntnce.	19	20	19	20
Facilities/Building Maintenance & Repair				
# of facilities maintained	18	20	22	23
# of facilities receiving scheduled maintenance/repair	18	20	22	23
Tree Maintenance				
# of trees and shrubs maintained	TBD	TBD	TBD	TBD
# of trees and shrubs planted/replaced	50	200	250	210
Beautification/Landscape Design				
# of landscape beds, perennials, annuals maintained	82	85	90	92
# of landscape beds, perennials, annuals planted/rep.	40	50	20	50
Special Projects & Events				
# of special events planned	242	255	300	300
# of special projects suggested	8	15	TBD	4
Athletics				

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
# of athletic activities practiced at City venues	7,000	7,500	7,500	8,000
# of athletic contests played at City venues	32,000	32,500		35,000
Vehicle Maintenance				
# of pieces receiving scheduled maintenance	51	53	56	58
pieces of equipment maintained	246	249	260	264
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%	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%	100%	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%	95%	95%	90%
Beautification/Landscape Design				
% of landscape beds, perennials, annuals replaced on schedule	85%	90%	90%	95%
Special Projects & Events				
% of special events executed/completed	100%	100%	110%	100%
% of special projects executed/completed	100%	100%	100%	100%
Athletics				
% change in athletic contests/activities played or practiced at City venues	0%	.98%	.98%	9.0%
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%	3%

BUILDING MAINTENANCE

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$14,123	$15,059	$12,480	$33,774	$21,294	170.63 %
Contractual Services	$78,561	$84,793	$90,561	$107,495	$16,934	18.70 %
Supplies and Materials	$1,223	$380	$3,500	$3,000	($500)	(14.29%)
Fixed Charges	$186	$315	$347	$343	($4)	(1.15%)
Total	$94,093	$100,547	$106,888	$144,612	$37,724	35.29 %

GRANTS

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$11,710	$13,052	$12,854	$12,854	$0	0.00 %
Supplies and Materials	$1,403	$2,327	$2,500	$2,500	$0	0.00 %
Total	$13,113	$15,379	$15,354	$15,354	$0	0.00 %

LIBRARY

Description of Service/Mission Statements:

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

The Norwalk Public Library System (NPLS) 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 a vital information and cultural 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 extensive fiction and non-fiction book and DVD collections include a wide variety of foreign language selections. NPLS also boasts of a Literacy Volunteers department, a Norwalk History Room, two youth departments that offer exceptional programs including city-wide summer reading, and adult departments that offer small business and job and career development services. Our library system offers WiFi, three 3D printers, 70 high-speed Internet accessible computers, technology training and online databases that are accessible remotely and in both libraries for NPLS card holders. Both buildings are open seven days/week.

Highlights For 2015- 2016:

Highlights for 2015-16

- The Literacy Volunteers saw a 61% increase students with over 2,949 office visits.
- Auditoriums in both libraries received upgraded technology—ceiling mounted projectors and speakers and an electronic screen—for public and staff use.
- A donation made by an anonymous donor allowed for the building of the Judy room, a study room named for the late Judy Rivas, our beloved Director of Information Services.
- A Director of Director of Information Services was hired at the main library.
- The teen room renovation was completed at the main library.
- Increased off site book giveaways (Norwalk Reads, Beach Reads, Train Station, and City Hall)
- Upgraded WiFi in both libraries
- Introduced makerspaces in both buildings

Goals For 2016 - 2017:

Goals for 2016-17

- Complete the five-year strategic plan for public library service 2015-2020
- Invest in a parking study to improve parking for both of our libraries
- Complete the improvement of branch staff by hiring a FT Librarian and a FT Library Assistant
- Begin the Soundproofing project in the South Norwalk Branch Library's community room. Soundproofing was not addressed when the building was renovated in 2006.

  The result when activities take place is major disturbances in the reading and computer rooms directly underneath the community room.
- Continue the dedication to Special Education Services through the Community Conversations program series at the branch library.
- Have the RFID technology and self-checkout machines funded in the City of Norwalk's IT budget
- Introduce Norwalk's inaugural Poet Laureate program
- Complete the renovation of the South Norwalk Branch Library's teen room.
- Introduce Meals on Wheels With a Side order of Library Materials
- Begin five-year renovation of main library children's room

SIGNIFICANT CHANGES

The Library's departmental approved FY 2016-17 budget has a net increase of $32,010 or 0.8%. This is driven by a $31,800 increase in Repairs and Maintenance for general Library repairs; a $20,000 increase in Professional Services for various programs offered by the Library, offset by a $20,000 decrease in the Books account due to a decreased demand; and a $210 net increase in other miscellaneous accounts.

FUNDING SUMMARY

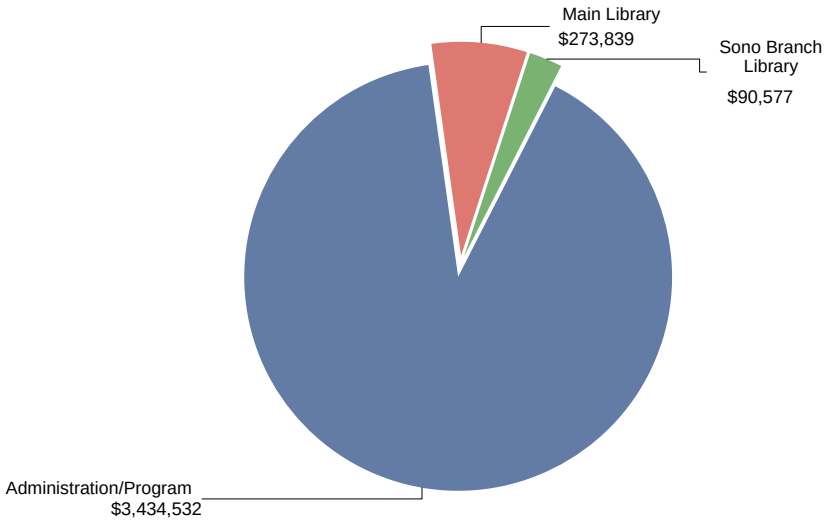
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Administration/Program	$3,478,060	$3,661,109	$3,433,573	$3,434,532	$959	0.03 %
Main Library	$0	$0	$252,338	$273,839	$21,501	8.52 %
Sono Branch Library	$0	$0	$81,027	$90,577	$9,550	11.79 %
Total	$3,478,060	$3,661,109	$3,766,938	$3,798,948	$32,010	0.85 %
Budget By Major Group						
Personnel Services	$2,411,802	$2,584,109	$2,660,305	$2,658,367	($1,938)	(0.07%)
Contractual Services	$669,378	$687,721	$702,861	$753,636	$50,775	7.22 %
Supplies and Materials	$366,482	$353,151	$356,648	$341,162	($15,486)	(4.34%)
Fixed Charges	$28,816	$29,775	$43,624	$42,230	($1,394)	(3.20%)
Capital Outlay	$1,581	$6,353	$3,500	$3,553	$53	1.51 %
Total	$3,478,060	$3,661,109	$3,766,938	$3,798,948	$32,010	0.85 %

NON-TAX REVENUE

Intergovernmental	$3,706	$3,344	$0	$0	$0	0.00 %
Service Charges	$58,375	$83,260	$75,000	$90,000	$15,000	20.00 %
Miscellaneous	$1,945	$534	$500	$500	$0	0.00 %
Total	$64,027	$87,138	$75,500	$90,500	$15,000	19.87 %
AMT. SUPPORTED BY TAXES	$3,414,033	$3,573,971	$3,691,438	$3,708,448	$17,010	0.46 %

Summary by Division - Approved FY 2016-17



PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Library										
Assistant Library Director	1	$106,424	1	$111,750	1	$117,526	1	$120,790	0	$3,264
Director of Library Technology	1	$108,148	1	$110,311	1	$112,793	1	$112,793	0	$0
Circulation Systems Manager	1	$87,016	1	$88,756	1	$90,753	1	$90,753	0	$0
Library Director	1	$123,965	1	$129,802	1	$132,723	1	$132,723	0	$0
Director of Library Information Services	1	$85,373	1	$87,080	1	$89,039	1	$91,740	0	$2,701
Director of Children's Library Services	1	$96,761	1	$101,600	1	$106,851	1	$109,825	0	$2,974
Librarian	1	$67,095	1	$71,846	1	$77,141	1	$80,990	0	$3,849
Reference Librarian	4	$303,402	4	$313,068	4	$323,960	5	$390,614	1	$66,654
Catalog Librarian	1	$77,655	1	$65,187	1	$66,654	0	$0	(1)	($66,654)
Accounts Clerk	1	$55,180	1	$56,284	1	$57,550	1	$57,550	0	$0
Assistant Circulation Coordinator	1	$57,950	1	$59,109	1	$60,439	0	$0	(1)	($60,439)
Library Assistant	7	$378,742	7	$386,319	7	$387,311	8	$437,261	1	$49,950
Library Clerk	3	$140,862	3	$141,686	3	$156,630	3	$149,520	0	($7,110)
Custodian	3	$153,808	3	$159,091	3	$165,042	3	$167,527	0	$2,485
Total	27	$1,842,381	27	$1,881,889	27	$1,944,412	27	$1,942,086	0	($2,326)
Department Total	27	$1,842,381	27	$1,881,889	27	$1,944,412	27	$1,942,086	0	($2,326)

Administration/Programs

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Personnel Services	$2,411,802	$2,584,109	$2,660,305	$2,658,367	($1,938)	(0.07%)
Contractual Services	$669,378	$687,721	$369,496	$389,220	$19,724	5.34 %
Supplies and Materials	$366,482	$353,151	$356,648	$341,162	($15,486)	(4.34%)
Fixed Charges	$28,816	$29,775	$43,624	$42,230	($1,394)	(3.20%)
Capital Outlay	$1,581	$6,353	$3,500	$3,553	$53	1.51 %
Total	$3,478,060	$3,661,109	$3,433,573	$3,434,532	$959	0.03 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures	$3,478,060	$3,661,109	$3,766,938	$3,434,532
Employees	27	27	27	27
Outputs				
# books given away offsite				40,000
# of adult program attendees				1,200
# of adult programs				650
# of children's program attendees				33,000
# of children's programs				1400
# of history room visits				250
# of hours branch library open each week				55
# of hours main library open each week				64
# of information database uses				34,000
# of library material circulated				600,000
# of library visitors				900,000
# of literacy volunteers office visits				5,000
# of literacy volunteers students				458
# of makerspace uses				400
# of meeting room bookings				3,200
# of public computer uses				100,000
# of reference questions				75,000
# of reference questions (non-English)				1,200
# of registered borrowers				32,000
# of school visits				70
# of teen program attendees				2,200
# of teen programs				300
# of website views				500,000
# of WIFI uses				8,500
hours main library is open each week	60			
hours main library open each week		64	64	
Effectiveness				
Administration				
% change in # of visitors	5%	5%	5%	80%

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Customer Services				
% change in class visits	10%	0%	5%	0%
Collections				
% of approved budget expended	100%	100	100	100
IT Services				
% change in circulation	0%	0%	2%	20%
Membership				
% change in online database usage	15%	15%	25%	20%

Main Library Maintenance

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$0	$0	$252,338	$273,839	$21,501	8.52 %
Total	$0	$0	$252,338	$273,839	$21,501	8.52 %

South Norwalk Branch Library Maintenance

FUNDING SUMMARY

Budget By Major Group	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contractual Services	$0	$0	$81,027	$90,577	$9,550	11.79 %
Total	$0	$0	$81,027	$90,577	$9,550	11.79 %

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 2015- 2016:

City Museum Collection:
- Added the WPA Murals to the collections database inventory.
- Continued to add catalog information to the database for collection items. Accessioned over four hundred items donated to the City collection this past year.
- Contracted for the restoration of Hamilton Hamilton painting.

Mathews Park:
- Completed the restoration of the Conservatory and added lighting and emergency exit/lighting to the servants quarters. Working with LMMM, opened Conservatory and Servants wing to the public with new exhibits.
- Bid and contracted for phase III of the roof leak repair project.
- Awarded $500k grant to fund exterior ADA work for the Mansion.
- Replaced sewer lines from the Carriage house to the sewer main.
- Contracted for re-creation of the missing porch on the Gate Lodge.
- Successfully instituted an animal trapping program to take care of wild animals that were living in the buildings.

Mill Hill Historic Park:
- Completed design for new ADA exterior access and hardscape around barn and jail and awarded $650k grant to fund work.
- Completed ADA bathroom and office renovation of Town House, replaced security and fire systems in all upper-site buildings, and brought emergency lighting up to code.
- Installed new HVAC and hot water system in Town House and restored main room of Town House and re-opening in the spring with new exhibit.

Cemeteries:
- Completed two Boy Scout projects resetting 75 tombstones at Pine Island, clearing brush and trimming trees and repaired fence at Brookside.

Rogers-Ritch-Merritt House:
- Worked with the Redevelopment Agency and DPW to re-use remaining foundation granite in new seating wall at Washington and Water Streets and retaining wall at Mathews Park.

Goals For 2016 - 2017:

City Museum Collection:
- Continue to work with Historical Society to complete renovations to Lockwood House and complete exhibits
- Develop two new exhibits for Fodor Farm
- Continue transfer of paper information from donor files to PastPerfect database for collection items and continue assessments for future conservation work.

Mathews Park:
- Complete Phases III and IV of the Mansion roof leak repair project
- Complete re-creation of the missing porch on the Gate Lodge which has become a public safety issue in the winter.
- Bid and contract for exterior ADA work for the Mansion.

Mill Hill Historic Park:
- Replace roof and rebuild rotted eaves and yankee gutters on the Town House.
- Complete architectural plans and begin interior restoration of Jail
- Bid and contract for ADA hardscape for Barn and Jail on Smith Street.
- Develop specifications for re-pointing the Town House masonry and repair rotted wood and repaint Schoolhouse.

Cemeteries:
- Pine Island - Complete two Boy Scout projects - resetting the remaining fallen 30 tombstones and apply D2 cleaner to tombstones; as well as apply rust inhibitor and paint metal plot enclosures.
- Develop plan for restoration of carriage roads in the cemetery.

WPA Murals:
- Complete plans for restoring (possibly re-locating) WPA murals at Ben Franklin.
- Rogers-Ritch-Merritt House: Dispose of trailers once emptied by contractor.

SIGNIFICANT CHANGES

The Historical Commission's departmental approved FY 2016-17 budget has a net increase of $36,342 or 16.8% over the approved FY 2015-16 expense budget. This increase is driven by a $25,000 increase in the grant for the Lockwood Mathews Mansion's utility costs; a $7,434 increase in Part Time Wages which will provide more hours for handyman services; and a $3,908 increase in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Historical Commission	$216,703	$243,205	$215,840	$252,182	$36,342	16.84 %
Total	$216,703	$243,205	$215,840	$252,182	$36,342	16.84 %
Budget By Major Group						
Personnel Services	$46,899	$30,178	$37,566	$45,000	$7,434	19.79 %
Contractual Services	$21,236	$16,849	$8,857	$10,231	$1,374	15.51 %
Supplies and Materials	$6,059	$7,926	$5,350	$7,900	$2,550	47.66 %
Fixed Charges	$19,382	$22,253	$20,067	$20,051	($16)	(0.08%)
Grants & Donations	$123,127	$166,000	$144,000	$169,000	$25,000	17.36 %
Total	$216,703	$243,205	$215,840	$252,182	$36,342	16.84 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$216,703	$243,205	$215,840	$252,182	$36,342	16.84 %

PERFORMANCE INDICATORS

	FY2013-14 Actual	FY2014-15 Actual	FY2015-16 Projected	FY2016-17 Approved
Inputs				
Direct Expenditures		$243,205	$215,840	$252,182
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 2016-17 budget has a net increase of $88,803 or 3.8% over the approved FY 2015-16 expense budget. This increase is driven by increases in funding to City Grant Agencies as no increases or additional Outside Grant Agency funding were recommended:

City Grant Agencies ($60,653 increase)
- $ 38,758 increase for Housing Site Development Administrator due primarily to a 2.6% increase in pay
- $ 12,486 increase for Redevelopment's Neighborhood Improvement Coordinator due primarily to a 2.6% increase in pay
- $ 12,873 increase for Redevelopment's Fair Housing Office due primarily to a $10,000 budget for Housing Discrimination Testing
- $ 10,153 increase for the Transit District which represents a 2% increase over the current year's budget
- $ 1,657 increase for the Probate Court
- $ 15,274 reduction for Redevelopment Agency

Outside Grant Agencies ($28,150 increase)
All agencies were held at prior year funding levels, except for the following agency increases:
- $ 10,650 for the Norwalk Senior Center
- $ 10,000 for Americares Free Clinic
- $ 7,500 for Carver Center's School Transition program

FUNDING SUMMARY
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Grants to Outside Agencies						
Neon Summer Camp	$90,694	$0	$0	$0	$0	0.00 %
Americare Free Clinic	$21,012	$22,000	$22,440	$32,440	$10,000	44.56 %
Grants-carver Foundation	$55,000	$149,708	$152,702	$152,702	$0	0.00 %
South Norwalk Community Ctr	$0	$17,500	$0	$0	$0	0.00 %
Grants-carver Sch Transition	$0	$0	$25,000	$32,500	$7,500	30.00 %
Elderhouse	$9,972	$10,171	$10,374	$10,374	$0	0.00 %
Norwalk Senior Center	$336,080	$342,802	$355,000	$365,650	$10,650	3.00 %
Sexual Assault Crisis Center	$16,810	$17,146	$17,489	$17,489	$0	0.00 %
Conn. Counseling Center	$2,101	$2,143	$2,186	$2,186	$0	0.00 %
Norwalk Housing Authority	$0	$30,461	$355,000	$355,000	$0	0.00 %
Mid Fairfield Child Guidance	$14,446	$14,735	$25,000	$25,000	$0	0.00 %
Human Services Council	$13,658	$13,931	$14,210	$14,210	$0	0.00 %
Open Door Shelter	$52,530	$53,581	$55,724	$55,724	$0	0.00 %
Domestic Violence Center	$5,778	$5,894	$6,012	$6,012	$0	0.00 %
Family & Children's Aid	$38,167	$38,930	$39,709	$39,709	$0	0.00 %
Sw Ct Mental Health Bd	$15,368	$15,675	$15,989	$15,989	$0	0.00 %
School Based Health Center	$19,436	$19,825	$20,222	$20,222	$0	0.00 %
Children's Connection	$16,810	$17,146	$17,489	$17,489	$0	0.00 %
Person To Person	$0	$0	$25,000	$25,000	$0	0.00 %
Total	$707,862	$771,648	$1,159,546	1,187,696.00	$28,150	2.43 %
Grants to City Agencies						
Transit District	$483,217	$492,881	$507,667	$517,820	$10,153	2.00 %
Probate Court	$24,402	$25,332	$25,478	$27,135	$1,657	6.50 %
Harbor Commission	$9,822	$9,134	$9,134	$9,134	$0	0.00 %
Redevelopment Agency	$138,447	$174,486	$204,210	$188,936	($15,274)	(7.48%)
Grants-neighborhood Impv Coord	$68,525	$71,171	$95,618	$108,104	$12,486	13.06 %
Housing Site Development	$107,054	$109,194	$111,378	$150,136	$38,758	34.80 %
Fair Housing Officer	$132,334	$141,659	$138,631	$151,504	$12,873	9.29 %
Grants-summer Yth Employment	$75,000	$75,000	$95,000	$95,000	$0	0.00 %
Total	$1,038,801	$1,098,858	$1,187,116	1,247,769.00	$60,653	5.11 %
Total	$1,746,663	$1,870,506	$2,346,662	$2,435,465	$88,803	3.78 %
NON-TAX REVENUE						
Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$1,746,663	$1,870,506	$2,346,662	$2,435,465	$88,803	3.78 %

DEBT SERVICE

SIGNIFICANT CHANGES

The Debt Service approved FY 2016-17 budget has a net decrease of $710,154 or 2.6% over the approved FY 2015-16 expense budget. This budget reflects the most current bond repayment schedule.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Bonds	$26,126,874	$25,754,739	$27,233,470	$26,523,316	($710,154)	(2.61%)
Total	$26,126,874	$25,754,739	$27,233,470	$26,523,316	($710,154)	(2.61%)
Budget By Major Group						
Debt Service	$26,126,874	$25,754,739	$27,233,470	$26,523,316	($710,154)	(2.61%)
Total	$26,126,874	$25,754,739	$27,233,470	$26,523,316	($710,154)	(2.61%)
NON-TAX REVENUE						
Miscellaneous	$1,349,985	$1,692,655	$1,354,918	$1,156,802	($198,116)	(14.62%)
Total	$1,349,985	$1,692,655	$1,354,918	$1,156,802	($198,116)	(14.62%)
AMT. SUPPORTED BY TAXES	$24,776,888	$24,062,084	$25,878,552	$25,366,514	($512,038)	(1.98%)

ORGANIZATIONAL MEMBERSHIPS

SIGNIFICANT CHANGES

The Organizational Membership's approved FY 2016-17 budget has a net increase of $1,483 or 1.5% over the approved FY 2015-16 expense budget due to anticipated increases in dues.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Organizational Memberships	$92,194	$98,875	$98,874	$100,357	$1,483	1.50 %
Total	$92,194	$98,875	$98,874	$100,357	$1,483	1.50 %
Budget By Major Group						
Contractual Services	$92,194	$98,875	$98,874	$100,357	$1,483	1.50 %
Total	$92,194	$98,875	$98,874	$100,357	$1,483	1.50 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$92,194	$98,875	$98,874	$100,357	$1,483	1.50 %

EMPLOYEE BENEFITS

SIGNIFICANT CHANGES

The Employee Benefits approved FY 2016-17 budget has a $2,102,957 or 6.9% increase over the approved FY 2015-16 expense budget. This increase is driven by a projected $1,275,084 increase in Medical Insurance for the city; a $500,000 increase to the OPEB contribution; a $302,007 increase in Board of Education Workers Compensation; and $25,866 of increases in miscellaneous other accounts.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Insurance	$11,376,673	$10,986,147	$10,702,284	$11,983,068	$1,280,784	11.97 %
Social Security	$2,195,734	$2,328,000	$2,465,603	$2,499,665	$34,062	1.38 %
Opeb Contribution	$13,846,636	$13,846,636	$14,346,636	$14,846,636	$500,000	3.49 %
BOE Benefits	$3,642,960	$2,458,701	$2,617,911	$2,901,723	$283,812	10.84 %
Unemployment	$160,986	$102,570	$141,266	$145,565	$4,299	3.04 %
Total	$31,222,989	$29,722,055	$30,273,700	$32,376,657	$2,102,957	6.95 %
Budget By Major Group						
Contractual Services	$732,800	$785,400	$800,900	$806,600	$5,700	0.71 %
Fixed Charges	$30,490,189	$28,936,655	$29,472,800	$31,570,057	$2,097,257	7.12 %
Total	$31,222,989	$29,722,055	$30,273,700	$32,376,657	$2,102,957	6.95 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$31,222,989	$29,722,055	$30,273,700	$32,376,657	$2,102,957	6.95 %

PENSIONS

SIGNIFICANT CHANGES

The Employee Benefits approved FY 2016-17 budget has a $435,602 or 3.7% increase over the approved FY 2015-16 expense budget for the City, Police and Fire Pension Funds. This increase is primarily driven by the city's reduction of its pension fund's expected investment rate of return from 7.625% to 7.5%. 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 contribution to the City Employees Pension Fund (which covers both City employees and Board of Education non-certified staff) is $4,946,910. As a percentage of pay, the City's contribution is now at 14.5% which is up from 13.45% in the current year. There is also a $124,884 budget for the city's 401A match contribution for newer employees.

The contribution to the Police Pension Fund is $4,354,100. As a percentage of pay, the City's contribution is now at 31.4% which is down from 33.50% in the current year.

The contribution to the Fire Pension Fund is $2,628,693. As a percentage of pay, the City's contribution is now at 24.3% which is down from 25.28% 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.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Police	$3,388,517	$4,080,602	$4,314,628	$4,354,100	$39,472	0.91 %
Fire	$2,150,257	$2,547,300	$2,565,634	$2,628,693	$63,059	2.46 %
City	$4,047,064	$4,772,998	$4,791,098	$5,124,169	$333,071	6.95 %
Total	$9,585,838	$11,400,900	$11,671,360	$12,106,962	$435,602	3.73 %
Budget By Major Group						
Contractual Services	$28,820	$14,722	$51,601	$52,375	$774	1.50 %
Fixed Charges	$9,557,018	$11,386,178	$11,619,759	$12,054,587	$434,828	3.74 %
Total	$9,585,838	$11,400,900	$11,671,360	$12,106,962	$435,602	3.73 %

NON-TAX REVENUE

Miscellaneous	$12,393	$12,654	$0	$0	$0	0.00 %
Total	$12,393	$12,654	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$9,573,446	$11,388,246	$11,671,360	$12,106,962	$435,602	3.73 %

CONTINGENCY

SIGNIFICANT CHANGES

The Contingency approved FY 2016-17 budget has a $1,553,174 or 151.7% increase over the approved FY 2015-16 expense budget. This is due to the addition of a contingency amount for unsettled contracts. All city contracts expire at the end of the current fiscal year and an estimated salary increase is held in this contingency account; however, anticipated step increases are accounted for in the departmental budgets.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Contingency	$0	$0	$1,023,563	$2,576,737	$1,553,174	151.74 %
Total	$0	$0	$1,023,563	$2,576,737	$1,553,174	151.74 %
Budget By Major Group						
Others	$0	$0	$1,023,563	$2,576,737	$1,553,174	151.74 %
Total	$0	$0	$1,023,563	$2,576,737	$1,553,174	151.74 %

NON-TAX REVENUE

Total	$0	$0	$0	$0	$0	0.00 %
AMT. SUPPORTED BY TAXES	$0	$0	$1,023,563	$2,576,737	$1,553,174	151.74 %

CITY OF NORWALK

ANNUAL BUDGET

INTRODUCTION

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

Capital Projects

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

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

Capital Budget Process

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

OCTOBER – NOVEMBER

Capital Requests Submitted

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

JANUARY

Review of Departmental Requests and Presentation of Finance Department Recommendations

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

FEBRUARY

Planning Commission Presents Recommendations

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

MARCH

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

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

APRIL

Adoption of Capital Budget

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

MAY

Financing Method Determined

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

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

DEBT ADMINISTRATION

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

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

The core elements of this strategy are as follows:

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

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

CITY INDEBTEDNESS AND DEBT LIMITS

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

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

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

CITY INDEBTEDNESS

COMPUTATION OF STATUTORY DEBT LIMIT AND DEBT MARGIN

The following table sets forth the computation of the statutory debt limit of the City and the debt incurring margin as of July 14, 2016.

Total FY 2015 tax collections (including interest and lien fees):	$ 295,275,838
State reimbursement of revenue loss on:	
Tax Relief for the elderly	14,783
Base for establishing debt limit	$ 295,290,621

DEBT LIMIT

	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Past Pension	Total
General Purpose (2.25 times base)	$664,403,897					
Schools (4.5 times base)		$1,328,807,795				
Sewers (3.75 times base)			$1,107,339,829			
Urban Renewal (3.25 times base)				$959,694,518		
Unfunded Pension (3.0 times base)					$885,871,863	
Total Debt (7.0 times base)						$2,067,034,347

INDEBTEDNESS (Including the Bonds and Maritime Center Debt)

Bonds Payable	$ 136,961,008	(1) $ 75,440,369	$ 32,746,170	(2) $ 15,699,860	$ -	$ 260,847,407
Authorized but Unissued Debt	16,593,630	6,904,700	-	5,704,200	-	29,202,530
Overlapping Indebtedness	31,894,766	(3) -	-	-	-	31,894,766
Total Bonded Indebtedness	185,449,404	82,345,069	32,746,170	21,404,060	-	321,944,703
Excess of Limit Over Outstanding and Authorized Debt	$ 478,954,493	$1,246,462,726	$1,074,593,659	$ 938,290,458	$ 885,871,863	$1,745,089,644

(1) Parking Authority bonds total $7,536,856 and are guaranteed by the full faith and credit of the City but will be repaid from parking revenues.

(2) Includes $4,900,730 of general obligation bonds and $27,845,440 of State of Connecticut Clean Water Fund ("CWF") Program Project Loan Obligations

(3) Includes State of Connecticut Drinking Water Loans in the amount of $6,641,026 for the First Taxing District and $16,253,740 for the Second Taxing District, and $9,000,000 in General Obligation Bonds for the Second Taxing District. Any loans undertaken will be supported by the full faith and credit of the districts and not the City.

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

	2011-12	2012-13	2013-14	2014-15	2015-16
REVENUES					
General and property taxes and sewer assessments	$ 19,364	$ 10,707	$ 10,348	$ 6,783	$ 6,783
State and Federal government	5,122,483	7,412,541	5,586,265	7,146,843	5,469,916
Licenses, permits, fees and other	-0-	102,000	-0-	-0-	-0-
Interest on investments	343,962	8,487	231,965	32,462	41,333
Miscellaneous	-0-	-0-	-0-	-0-	-0-
TOTAL REVENUES	5,485,809	7,533,735	5,828,578	7,186,088	5,518,032
EXPENDITURES					
Public Works	-0-	4,400,000	-0-	-0-	-0-
Capital Outlay	27,126,784	28,690,439	27,749,417	32,363,284	17,693,072
Debt Service	1,141,074	235,178	106,472	103,645	-0-
TOTAL EXPENDITURES	28,267,858	33,325,617	27,855,889	32,466,929	17,693,072
Revenues over (under) expenditures	(22,782,049)	(25,791,882)	(22,027,311)	(25,280,841)	(12,175,040)
OTHER FINANCING SOURCES					
Issuance of debt	17,289,583	24,000,000	21,000,000	14,500,000	15,600,000
Premium on bond issuance	-0-	154,289	-0-	-0-	-0-
Operating transfers in	-0-	-0-	-0-	771,000	-0-
Operating transfers (out)	-0-	-0-	-0-	-0-	-
TOTAL OTHER FINANCING SOURCES	17,289,583	24,154,289	21,000,000	15,271,000	15,600,000
Excess (deficiency) of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	(5,492,466)	(1,637,593)	(1,027,311)	(10,009,841)	3,424,960
Beginning Fund Balance as of July 1	$26,331,022	$20,838,556	$19,200,963	$18,173,652	$8,163,811
Ending Fund Balance as of June 30	$20,838,556	$19,200,963	$18,173,652	$8,163,811	$11,588,772

Note: The City does not make projections for its capital fund balance, therefore fiscal year 2015-16 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
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%	84,640	$ 2,809
2008-09	$ 257,410,475	$20,990,084,209	1.23%	84,692	$ 3,039
2009-10	$ 252,398,467	$18,035,743,033	1.40%	83,456	$ 3,024
2010-11	$ 251,518,476	$17,356,987,045	1.45%	83,185	$ 3,024
2011-12	$ 250,187,380	$16,955,393,390	1.48%	85,992	$ 2,909
2012-13	$ 276,765,135	$16,560,812,571	1.67%	86,705	$ 3,192
2013-14	$ 273,630,935	$16,572,378,408	1.65%	87,285	$ 3,135
2014-15	$ 265,858,120	$16,956,223,841	1.57%	87,944	$ 3,023
2015-16	$ 257,372,763	$17,956,313,819	1.43%	88,145	$ 2,920

* source: Norwalk Tax Assessor
** 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
2016-17	25,320,719	22,000,000
2017-18	24,862,463	49,275,000
2018-19	27,904,572	43,836,000
2019-20	30,515,309	41,882,000
2020-21	32,594,183	42,718,000

* 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 7/14/2016

Fiscal Year	City Principal Payments	City Interest Payments	Total Debt Service
2016-17	23,755,734	9,136,642	32,892,376
2017-18	23,373,660	7,940,263	31,313,923
2018-19	23,539,021	7,077,709	30,616,730
2019-20	20,775,263	6,256,774	27,032,037
2020-21	19,202,083	5,506,425	24,708,508
2021-22	18,794,860	4,787,363	23,582,223
2022-23	18,831,588	4,102,247	22,933,835
2023-24	18,898,420	3,433,758	22,332,178
2024-25	16,975,691	2,767,006	19,742,697
2025-26	15,613,413	2,118,012	17,731,425
2026-27	14,606,593	1,643,112	16,249,705
2027-28	12,655,241	1,159,320	13,814,561
2028-29	10,367,366	810,849	11,178,215
2029-30	8,775,978	476,400	9,252,378
2030-31	6,044,087	241,587	6,285,674
2031-32	3,704,702	93,500	3,798,202
2032-33	1,459,064	20,432	1,479,496
	$257,372,764	$57,571,399	$314,944,163

(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 $18,525,357 made as of July 14, 2016.

Department	Council Approved	Planning Commission Recommended			
	2016-17	2017-18	2018-19	2019-20	2020-21
DEPARTMENT SUMMARY					
POLICE DEPARTMENT	167,000	0	0	0	0
COMBINED DISPATCH	0	0	0	0	25,000,000
FIRE DEPARTMENT	610,000	865,000	35,000	1,285,000	3,135,000
PUBLIC WORKS	10,289,000	10,410,000	11,533,000	10,194,000	9,922,000
PARKING AUTHORITY	1,006,000	981,000	967,000	832,000	1,062,000
WATER POLLUTION CONTROL AUTHORITY	4,500,000	5,250,000	4,000,000	1,250,000	1,250,000
BOARD OF EDUCATION	5,650,000	34,050,000	36,050,000	36,050,000	1,050,000
RECREATION & PARKS	3,686,000	810,000	485,000	1,865,000	865,000
LIBRARY	168,000	21,000	21,000	22,000	0
HISTORICAL COMMISSION	490,000	525,000	220,000	240,000	40,000
REDEVELOPMENT AGENCY	1,410,000	1,085,000	1,085,000	735,000	575,000
INFORMATION TECHNOLOGY	383,000	435,000	322,000	291,000	201,000
HEALTH	125,000	125,000	0	0	0
HUMAN RELATIONS & FAIR RENT	250,000	250,000	250,000	250,000	250,000
SIXTH TAXING DISTRICT	300,000	0	0	0	0
Total Capital	**29,034,000**	**54,807,000**	**54,968,000**	**53,014,000**	**43,350,000**
LESS: REVENUES					
LOCIP	632,000	632,000	632,000	632,000	632,000
PARKING AUTHORITY	1,006,000	981,000	967,000	832,000	1,062,000
WATER POLLUTION CONTROL AUTHORITY	4,500,000	5,250,000	4,000,000	1,250,000	1,250,000
BOARD OF EDUCATION	750,000	9,900,000	10,500,000	10,500,000	0
SIXTH TAXING DISTRICT	300,000	0	0	0	0
Total Revenues	**7,188,000**	**16,763,000**	**16,099,000**	**13,214,000**	**2,944,000**
NET AMOUNT TO BE BONDED	**$21,846,000**	**$38,044,000**	**$38,869,000**	**$39,800,000**	**$40,406,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
A. POLICE						
C0524	1. Mobile Commad Vehicle	119,000	0	0	0	0
C0578	2. Tactical Ballistic Helmets	18,000	0	0	0	0
C0579	3. Vigilant License Plate Reader (LPR) System	30,000	0	0	0	0
	SUBTOTAL - POLICE DEPT.	**$ 167,000**	**$ -**	**$ -**	**$ -**	**$ -**
COMBINED DISPATCH						
	1. Radio System Replacement	0	0	0	0	25,000,000
	SUBTOTAL - COMB. DISPATCH	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,000,000**
B. FIRE						
C0437	1. Apparatus Replacement	550,000	0	0	1,250,000	100,000
C0385	2. Various Stations: Repairs & Replacements	35,000	35,000	35,000	35,000	35,000
C0580	3. Fire Truck Intercom w/headsets	25,000	0	0	0	0
C0343	4. 100 Fairfield Ave (Mx) Building Repairs	0	475,000	0	0	0
C0310	5. SCBA Replacement	0	280,000	0	0	0
C0486	6. Vehicle Replacement	0	75,000	0	0	0
C0525	7. New Station #6	0	0	0	0	3,000,000
	SUBTOTAL - FIRE DEPARTMENT	**$ 610,000**	**$ 865,000**	**$ 35,000**	**$ 1,285,000**	**$ 3,135,000**
C. PUBLIC WORKS						
C0232	A-1. Traffic Signals at Various Locations	0	250,000	250,000	300,000	300,000
C0562	A-2. Pavement Markings and Signage	300,000	200,000	200,000	200,000	200,000
C0514	A-4. Transportation Master Plan Implementation	0	400,000	400,000	400,000	400,000
	A-5. Pavement Markings & Signage for Biking	0	50,000	50,000	50,000	50,000
C0581	A-7. Projected Crosswalks/Warnings	50,000	25,000	25,000	25,000	25,000
	TRAFFIC MANAGEMENT SUBTOTAL	**$ 350,000**	**$ 925,000**	**$ 925,000**	**$ 975,000**	**$ 975,000**
C0392	B-1. Perry Avenue Bridge Over Norwalk River	64,000	0	0	0	0
C0526	B-2. Glover Avenue Bridge Improvements	300,000	0	0	0	0
C0315	B-3. General Bridge & Retaining Wall Repairs	0	0	65,000		65,000
C0496	B-4. James Street Bridge over Silvermine	0	45,000	0	0	0
	BRIDGES SUBTOTAL	**$ 364,000**	**$ 45,000**	**$ 65,000**	**$ -**	**$ 65,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
C0313	C-1. Fleet Replacement	650,000	590,000	588,000	633,000	570,000
	FLEET SUBTOTAL	**$ 650,000**	**$ 590,000**	**$ 588,000**	**$ 633,000**	**$ 570,000**
C0021	E-1. Pavement Management Program	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
C0407	E-3. Norwalk River Valley Trail	300,000	0	0	0	0
	PAVEMENT PROGRAMS SUBTOTAL	**$ 6,050,000**	**$ 5,750,000**	**$ 5,750,000**	**$ 5,750,000**	**$ 5,750,000**
C0318	F-2. Sidewalks & Curbing - Citywide	350,000	600,000	600,000	700,000	700,000
C0503	F-3. Footpath Replacement	50,000	100,000	100,000	100,000	100,000
	SIDEWALKS SUBTOTAL	**$ 400,000**	**$ 700,000**	**$ 700,000**	**$ 800,000**	**$ 800,000**
C0302	G-1. General Drainage	250,000	250,000	250,000	250,000	250,000
C0440	G-2. Watercourse Maintenance	617,000	250,000	250,000	250,000	250,000
C0582	G-4. Southwind/Marlin Area Drainage System Re	125,000	0	0	0	0
	G-5. North Taylor Avenue Drainage Replacemen	0	400,000	0	0	0
	G-6. Dredging and Other Maintenance	0	300,000	0	300,000	0
C0425	G-7. Stormwater Quality Management Plan	0	100,000	0	100,000	0
C0395	G-8. Keeler Brook Drainage Area	0	0	2,000,000	0	0
C0513	G-9. Culvert Rehabilitation	0	400,000	0	0	0
	STORM WATER MANAGEMENT SUBTOTAL	**$ 992,000**	**$ 1,700,000**	**$ 2,500,000**	**$ 900,000**	**$ 500,000**
C0439	H-1. City Hall Repairs & Improvements	780,000	190,000	375,000	203,000	0
C0349	H-2 Sidewalk and Curb - City Bldgs & Property	20,000	20,000	20,000	20,000	20,000
C0476	H-3. Various City Bldgs - General Capital Repai	50,000	50,000	50,000	50,000	50,000
C0119	H-4. Public Works Center - Repairs/Improveme	295,000	0	0	0	0
C0327	H-5. Energy Conservation Various Locations	25,000	25,000	25,000	25,000	25,000
C0137	H-6. Police Headquarters	98,000	0	0	98,000	0
C0295	H-7. Ben Franklin Mechanical Equipment Upgra	20,000	0	165,000	165,000	167,000
C0133	H-8. Main Library Repairs and Improvements	35,000	35,000	0	98,000	0
	H-9. Various Building Software Upgrades	0	0	0	48,000	0
C0543	H-10. Environmental Remediation	20,000	20,000	20,000	20,000	0

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
C0594	H-11. Alternative Energy Installation	20,000	0	0	0	0
	H-12. Hot Water Heater Replacements	0	10,000	0	0	0
C0346	H-13. Nathaniel Ely Repairs and Improvements	0	0	0	35,000	750,000
C0325	H-14. Lockwood House Repairs and Improveme	0	0	0	24,000	0
	BUILDING MANAGEMENT SUBTOTAL	**$ 1,363,000**	**$ 350,000**	**$ 655,000**	**$ 786,000**	**$ 1,012,000**
C0233	I-1. Tree Planting General	50,000	50,000	50,000	50,000	50,000
	TREE PLANTING SUBTOTAL	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**
C0234	J-2. FHWA Matching Funds	0	200,000	200,000	200,000	200,000
C0441	J-2. Safe Routes to Schools	0	100,000	100,000	100,000	0
	SAFETEALU MATCH SUBTOTAL	**$ -**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 200,000**
C0515	K-1. Transfer Station-Repairs	70,000	0	0	0	0
	PUBLIC WORKS OTHER SUBTOTAL	**$ 70,000**	**$ -**	**$ -**	**$ -**	**$ -**
	SUBTOTAL - PUBLIC WORKS	**$ 10,289,000**	**$ 10,410,000**	**$ 11,533,000**	**$ 10,194,000**	**$ 9,922,000**

D. PARKING AUTHORITY

C0303	1. Parking Facilities	756,000	781,000	667,000	682,000	912,000
C0465	2 Revenue Control/Smart Parking	250,000	200,000	300,000	150,000	150,000
	SUBTOTAL - PARKING AUTHORITY	**$ 1,006,000**	**$ 981,000**	**$ 967,000**	**$ 832,000**	**$ 1,062,000**

E. WATER POLLUTION CONTROL AUTHORITY

C0361	1. Collection System Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
C0564	2. Ely Ave/Bouton Str. Hydraulic Repair	0	2,000,000	0	0	0
C0544	3. Supplemental Treatment Upgrade	0	0	750,000	0	0
C0545	4. Solids Handling Facility	3,000,000	2,000,000	0	0	0
C0584	5. WWTP Siphon Sluice Gates Rehabilitation	500,000	0	0	0	0
	6. Pump Station Upgrade/Replacement	0	250,000	250,000	250,000	250,000
	7. Keeler Brook Pump Station Upgrade	0	0	2,000,000	0	0
	SUBTOTAL - WPCA	**$ 4,500,000**	**$ 5,250,000**	**$ 4,000,000**	**$ 1,250,000**	**$ 1,250,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
F. BOARD OF EDUCATION						
C0585	1. Facilities Assessment Study Implementation	2,500,000	33,000,000	35,000,000	35,000,000	0
C0566	2. WRMS Window/Door Replacement	1,025,000	0	0	0	0
C0565	3. District Building Management System	500,000	0	0	0	0
C0516	4. District Paving, Concrete & Site Work	200,000	0	0	0	0
C0112	5. District Technology	775,000	500,000	500,000	500,000	500,000
C0586	6. Norwalk Early Childhood Center Playscape	150,000	0	0	0	0
C0567	7. District Fire Alarm System	0	50,000	50,000	50,000	50,000
C0587	8. Capital Repairs and Replacements	200,000	500,000	500,000	500,000	500,000
C0595	9. Asbestos Abatement Program	300,000	0	0	0	0
	SUBTOTAL - BOARD OF ED.	**$ 5,650,000**	**$ 34,050,000**	**$ 36,050,000**	**$ 36,050,000**	**$ 1,050,000**
G. RECREATION & PARKS						
C0486	1. Vehicles	118,000	195,000	120,000	0	0
C0367	2. Veterans Memorial Park	1,000,000	200,000	0	0	0
C0568	3. Brien McMahon Replace/Refurb. Turf Fields	1,850,000	0	0	0	0
C0321	4. Basketball & Tennis Courts	330,000	80,000	80,000	80,000	80,000
C0364	5. School & Park Playgrounds	150,000	125,000	125,000	125,000	125,000
C0365	7. Calf Pasture Beach	38,000	0	0	0	0
C0588	8. Paving Sidewalks Projects (Patching)	25,000	25,000	25,000	25,000	25,000
C0131	10. Backstop & Fencing Improvements	50,000	50,000	50,000	50,000	50,000
C0370	11. Tree Planting	50,000	35,000	35,000	35,000	35,000
C0472	12. Wallace Bell Parks Garage	25,000	50,000	0	0	0
C0372	13. Open Space Fund	50,000	50,000	50,000	50,000	50,000
C0454	15. Testa Field Turf Replacement	0	0	0	500,000	500,000
C0575	16. Rowayton Community Docks	0	0	0	1,000,000	0
	SUBTOTAL - REC. AND PARKS	**$ 3,686,000**	**$ 810,000**	**$ 485,000**	**$ 1,865,000**	**$ 865,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
H. LIBRARY						
C0589	2. Strategic Plan	20,000	0	0	0	0
C0570	3. Main Library Children's Rooms Renovation	66,000	0	0	0	0
C0571	4. Norwalk Newspaper Digitization	21,000	21,000	21,000	22,000	0
C0590	5. Main Library's North Entryway	61,000	0	0	0	0
	SUBTOTAL - LIBRARY	**$ 168,000**	**$ 21,000**	**$ 21,000**	**$ 22,000**	**$ -**
I. HISTORICAL COMMISSION						
C0521	1. Mill Hill Master Plan-ADA Access	95,000	150,000	125,000	50,000	25,000
C0092	2. LMMM Roof Leak Repair	150,000	130,000	0	0	0
C0573	3. Lockwood House Museum ADA Access	100,000	200,000	0	0	0
C0574	4. WPA Murals	20,000	30,000	30,000	0	0
C0186	5. LMMM Improvement Project	75,000	0	0	0	0
C0533	6. Museum Collection Archive/Cataloguing	10,000	0	0	0	0
C0132	7. Mathews Park Buildings	15,000	0	50,000	175,000	0
C0572	8. Cemetery Conservation/Restoration	15,000	15,000	15,000	15,000	15,000
C0430	9. Barn/Smith Street Buildings	10,000	0	0	0	0
	SUBTOTAL - HISTORICAL COMM.	**$ 490,000**	**$ 525,000**	**$ 220,000**	**$ 240,000**	**$ 40,000**
J. REDEVELOPMENT AGENCY						
C0287	1. Wall Street Improvements	500,000	0	0	0	0
C0560	2. Choice Neighborhoods District	250,000	350,000	350,000	0	0
C0288	3. Affordable Housing	250,000	250,000	250,000	250,000	250,000
C0451	4. Transit Oriented Development	250,000	250,000	250,000	250,000	250,000
C0468	5. Bikeway Planning & Construction	0	75,000	75,000	75,000	75,000
C0591	6. Façade Improvements	160,000	160,000	160,000	160,000	0
	SUBTOTAL - REDEV. AGENCY	**$ 1,410,000**	**$ 1,085,000**	**$ 1,085,000**	**$ 735,000**	**$ 575,000**

Proj.	Department	Council Approved	Planning Commission Recommended			
		2016-17	2017-18	2018-19	2019-20	2020-21
K. INFORMATION TECHNOLOGY						
C0375	1. Citywide IT Projects	383,000	435,000	265,000	291,000	201,000
C0037	2. Citywide GIS Technology Projects	0	0	57,000	0	0
	SUBTOTAL - IT	**$ 383,000**	**$ 435,000**	**$ 322,000**	**$ 291,000**	**$ 201,000**
L. HEALTH						
C0552	1. Fire Monitoring and Alarm System	125,000	125,000	0	0	0
	SUBTOTAL - HEALTH	**$ 125,000**	**$ 125,000**	**$ -**	**$ -**	**$ -**
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**
O. SIXTH TAXING DISTRICT						
C0189	1. Renovate Community Center	300,000	0	0	0	0
	SUBTOTAL - SIXTH TAXING DISTRICT	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**
GRAND TOTAL		**$ 29,034,000**	**$ 54,807,000**	**$ 54,968,000**	**$ 53,014,000**	**$ 43,350,000**

2016-17 FUNDED CAPITAL PROJECTS

POLICE DEPARTMENT

PROJECT TITLE:	**Mobile Command Vehicle**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$119,000	
DESCRIPTION:	Purchase a new Mobile Command Vehicle to be used in emergency response situations as well as large community activities.	
IMPACT ON OPERATING BUDGET:	There will likely be some additional basic maintenance and fuel costs.	

PROJECT TITLE:	**Tactical Ballistic Helmets**	
PROJECT LIFE:	5-7 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$18,000	
DESCRIPTION:	Purchase 22 ESU tactical ballistic helmets to replace those that are past their useful life. The new helmets will also be equipped with proper communication headsets that will work effectively with the Department's radio system.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Vigilant License Plate Reader (LPR) System**	
PROJECT LIFE:	7 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$30,000	
DESCRIPTION:	Replace the old ELSAG system in two cars with the new LPR system that has been rolled out region wide.	
IMPACT ON OPERATING BUDGET:	None	

FIRE DEPARTMENT

PROJECT TITLE:	**Apparatus Replacement**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$550,000	
DESCRIPTION:	Ongoing large vehicle replacement program. Funds in FY2016-17 will be used to replace pumping engine #3.	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	**Various Stations – Repairs & Replacements**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
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:	There should be a reduction in repair costs as newer items require only routine maintenance.	

PROJECT TITLE:	**Fire Truck Intercom w/Headsets**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2016
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	Purchase new headsets for four existing fire apparatus to replace old ones. New headsets help protect hearing of those on the trucks and allow for more effective communication while en route to a call.	
IMPACT ON OPERATING BUDGET:	None	

PUBLIC WORKS

PROJECT TITLE:	**Pavement Markings and Signage**	
PROJECT LIFE:		
SCHEDULED START:	2016	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	This is an ongoing program to refresh all pavement markings and signage along city roadways not included in the paving program. It will include all centerline, shoulder, turn arrows, and stop bar markings. These needs to be refreshed periodically to make sure the reflectivity, which plays an important role in vehicle safety, is good.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Projected Crosswalks/Warnings**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$50,000	
DESCRIPTION:	The installation of Rapid Rectangular Flashing Beacons (RRFB) at unprotected crosswalks throughout the City. This project will also include any ADA associated crosswalk work, including ramps and landings. Funds for FY 2016-17 will be used on Ponus Avenue and Lloyd and Ponus at Hunters Lane.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Perry Avenue Bridge over the Norwalk River**	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2018
FUNDING AMOUNT:	$64,000	
DESCRIPTION:	Replace deteriorated bridge super structure and 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:	**Glover Avenue Bridge Improvements**	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2019
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	Make repairs to the center masonry pier and stone abutments. These repairs will make the bridge serviceable until the State bridge replacement project begins.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Fleet Replacement**	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$650,000	
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 FY16-17 the following were funded: two dump trucks ($440,000), one F-250 pickup truck ($25,000), and one bucket loader ($185,000).	
IMPACT ON OPERATING BUDGET:	The department will save money on continuous repairs to aging and outdated equipment.	

PROJECT TITLE:	**Pavement Management Program**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$5,750,000	
DESCRIPTION:	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: 2017
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	Phase II construction costs for an off-road 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:	2015	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$350,000	
DESCRIPTION:	Repair and replace sidewalks and construct new sidewalks where none exist to provide for safe pedestrian traffic throughout the City. The City has 140 miles of sidewalk and 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:	2015	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$50,000	
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:	**General Drainage**	
PROJECT LIFE:	40 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$250,000	
DESCRIPTION:	Replacement, repair and construction of new local drainage systems, as needed, to resolve water flowing problems. These projects are often done in conjunction with the Pavement Management Program.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Watercourse Maintenance**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$617,000	
DESCRIPTION:	Remove sediment, trees and other materials from City watercourses in order to help alleviate potential flooding issues. Possible locations include Metro North culverts, Carlin Street, Burlington Court and Friendly Pond.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Southwind/Marlin Area Drainage System Repair**	
PROJECT LIFE:	40 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$125,000	
DESCRIPTION:	Replacement of three junction chambers and pipe replacement that have deteriorated and are in danger of collapse.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**City Hall – Repairs and Improvements**	
PROJECT LIFE:	25 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$780,000	
DESCRIPTION:	Various updates, repairs and replacements to City Hall. FY 2016-17 funds will be used to complete the last phase of the roof replacement ($530,000), as well as a complete repaving of the parking lot ($250,000).	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	**Sidewalks & Curbing – City Buildings & Property**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$20,000	
DESCRIPTION:	Construction of sidewalks where none exist as well as the repair of existing sidewalks at City facilities to enable pedestrian mobility	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Various Buildings – General Capital Repairs**	
PROJECT LIFE:	Various	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
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 large repairs as a result of unpredictable equipment failure have been covered through a special capital appropriation. Funding this project has helped save the Coty money by replacing large equipment prior to failure and avoid the cost of paying high premiums for emergency replacement work at the time of such equipment failures.	

PROJECT TITLE:	**Public Works Center – Repairs and Improvements**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$295,000	
DESCRIPTION:	Multi-year project to address infrastructure issues at the Public Works Center. Funds for FY 2016-2017 will be used to replace the vehicle fuel storage tanks, which are currently leaking.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Various Locations – Energy Conservation**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	Installation of energy conservation equipment and applications for additional City buildings. Funds will supplement money from local utilities to continue the energy conservation program and be used for lighting retro fits and off-hour temperature control.	
IMPACT ON OPERATING BUDGET:	Previous projects have reduced usage by approximately 11.00%. (174,720 KwH).	

PROJECT TITLE:	**Police Headquarters**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$98,000	
DESCRIPTION:	Ongoing program to maintain the current Police Headquarters. In FY16-17 funds will be used to upgrade the security camera system. The current system is over 10 years old and has become outdated and unreliable. System failure causes potential security risks throughout the building.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Ben Franklin – Mechanical Equipment Upgrade**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2017	SCHEDULED COMPLETION: 2019
FUNDING AMOUNT:	$20,000	
DESCRIPTION:	Ongoing repair and maintenance program for Ben Franklin. Funds in FY 2016-17 will be used to add piping and bypass and isolation valves to the heating system. These replacements will help fix low water flow conditions that exist.	
IMPACT ON OPERATING BUDGET:	None.	

PROJECT TITLE:	**Main Library**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	Various	SCHEDULED COMPLETION: Various
FUNDING AMOUNT:	$35,000	
DESCRIPTION:	Ongoing repair and maintenance program for the main Library. Funds for FY 2016-17 will be used at the Main Library for engineering and design for mechanical HVAC system modifications.	
IMPACT ON OPERATING BUDGET:	A more efficient system will likely save money on utility expenses.	

PROJECT TITLE:	**Environmental Remediation**	
PROJECT LIFE:	Permanent	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$20,000	
DESCRIPTION:	Ongoing environmental testing and remediation as repairs are done to City buildings.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Alternative Energy Installation**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Sept. 2016	SCHEDULED COMPLETION: July 2017
FUNDING AMOUNT:	$20,000	
DESCRIPTION:	Development of alternative energy improvement projects to be located on city properties as a way to more efficiently use energy throughout the City. Potential projects include solar panels at City Hall and the Fire Department support services facility.	
IMPACT ON OPERATING BUDGET:	There is the potential for additional energy savings as a result of more efficient systems.	

PROJECT TITLE:	**Tree Planting**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2017	SCHEDULED COMPLETION: 2021
FUNDING AMOUNT:	$50,000	
DESCRIPTION:	Replace trees the department had to remove due to age, disease, accident, etc., and complete tree lines in areas where the addition of trees will enhance a neighborhood. As a result of this program the City has earned the status of a Tree City from the National Arbor Foundation.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Transfer Station**	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$70,000	
DESCRIPTION:	Repair roofs and soffits over the office area that are nearing collapse.	
IMPACT ON OPERATING BUDGET:	None	

PARKING AUTHORITY

PROJECT TITLE:	**Parking Facilities**	
PROJECT LIFE:		
SCHEDULED START:	2017	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$756,000	
DESCRIPTION:	Various parking facility upgrades and repairs as recommended by the 2013 facility assessment plan, as well as safety and security improvements. Funds for FY 2016-17 will be used for ADA upgrades and façade improvements at Yankee Doodle Garage ($343,000), fire alarm upgrades and exterior sealing joint and area roof replacements at the South Norwalk railroad station ($347,000), and lighting upgrades, security cameras and impact guard rail replacements at Haviland Deck ($66,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Revenue Control/Smart Parking**	
PROJECT LIFE:		
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2018
FUNDING AMOUNT:	$250,000	
DESCRIPTION:	Upgrade and replace revenue control equipment and technology system-wide as recommended in the 2014 Smartparking Technology Plan. These changes will provide enhanced customer service, coordinated wayfinding functionality and decreased drive time through real time parking availability via Smartphone and vehicle applications. They will also result in improved audit function and increased compliance. FY 2016-17 funds will be used for the purchase and installation of 13 multi space on street meters in the Wall Street District and in the Wall and Main Parking lots.	
IMPACT ON OPERATING BUDGET:	None	

WATER POLLUTION CONTROL AUTHORITY

PROJECT TITLE:	**Collection System Rehabilitation**	
PROJECT LIFE:	50 Years	
SCHEDULED START:	2005	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$1,000,000	
DESCRIPTION:	An on-going series of projects to rehabilitate the City's 180 miles of sanitary sewer. This will fund a portion of the $20 million in repairs, identified by the Plant's contract operator, needed to ensure uninterrupted sewage service.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Solids Handling Facility**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2014	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$3,000,000	
DESCRIPTION:	Upgrades to the solids handling facility, including evaluating odor control ventilation and protecting existing electrical components from deteriorating.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Siphon Sluice Gates Rehabilitation**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$500,000	
DESCRIPTION:	Replace the sluice gates on the WWTP side of the river that have failed and are no longer operational. Replacement will prevent flooding if the Siphon pipes crossing the Norwalk River were to be compromised.	
IMPACT ON OPERATING BUDGET:	None	

BOARD OF EDUCATION

PROJECT TITLE:	**Facilities Assessment Study Implementation**	
PROJECT LIFE:	40-50 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2021
FUNDING AMOUNT:	$2,500,000	
DESCRIPTION:	Implement the recommendations of the recently completed Facilities Assessment Study. It is likely that recommendations will include major construction and renovations to address a shortage of available classroom space and the deteriorating condition of existing buildings.	
IMPACT ON OPERATING BUDGET:	These projects will likely result in additional personnel and operating expenses.	

PROJECT TITLE:	**West Rocks Middle School Window/Door Replacement**	
PROJECT LIFE:	30-40 Years	
SCHEDULED START:	May 2016	SCHEDULED COMPLETION: Aug. 2016
FUNDING AMOUNT:	$1,025,000	
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. There is currently 25%-40% heat loss through the existing windows.	

PROJECT TITLE:	**District Building Management System**	
PROJECT LIFE:	15-20 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2017
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:	**District Paving & Concrete Site Work**	
PROJECT LIFE:	25 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$200,000	
DESCRIPTION:	Replace broken and deteriorated asphalt pavement and concrete at 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:	None	

PROJECT TITLE:	**District Technology**	
PROJECT LIFE:	5 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$775,000	
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 technology information based society. Funds provide network and phone system upgrades as well as the replacement of desktop and laptop computers and technology upgrades at the Early Childhood Center.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Norwalk Early Childhood Center Playscape**	
PROJECT LIFE:	15 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	$150,000	
DESCRIPTION:	The construction of an age and developmentally appropriate outdoor play area. This is required to maintain accreditation from the National Association for the Education of Young Children (NAEYC).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Capital Repairs and Replacements**	
PROJECT LIFE:	Various	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2021
FUNDING AMOUNT:	$200,000	
DESCRIPTION:	Many school buildings are aging and in need of ongoing repair and replacement of major components. These funds will help address unplanned capital projects that occur during the year.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Asbestos Abatement Program**	
PROJECT LIFE:	Various	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2021
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	A multi-phase program to address the presence of asbestos district-wide. Funds in FY 2016-17 will be used for remediation at portions of Fox Run, Cranbury and Wolfpit.	
IMPACT ON OPERATING BUDGET:	None	

RECREATION & PARKS

PROJECT TITLE:	**Vehicles**	
PROJECT LIFE:	15+Years	
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$118,000	
DESCRIPTION:	Vehicle replacement program. Funding will be used to purchase a Dump Body Pickup ($45,000); a Ford F350 Pickup Truck ($45,000), a blower attachment for truck ($8,000), a bucket for tractor ($10,000), and forks for the Bobcat ($10,000).	
IMPACT ON OPERATING BUDGET:	Potential labor and repair savings due to having a newer fleet.	

PROJECT TITLE:	**Veteran's Memorial Park**	
PROJECT LIFE:	35 Years	
SCHEDULED START:	Oct 2016	SCHEDULED COMPLETION: March 2017
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 funding will complete the launch ramp portion of the project.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Brien McMahon Turf Fields**	
PROJECT LIFE:	12+ Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Oct. 2016
FUNDING AMOUNT:	$1,850,000	
DESCRIPTION:	Install artificial turf on the baseball and practice soccer field, which is also used by Rugby, Track and Youth Football. Research will be done to find the safest, most cost effective field material option.	
IMPACT ON OPERATING BUDGET:	Turf will require less maintenance and labor hours.	

PROJECT TITLE:	**Basketball & Tennis Courts**	
PROJECT LIFE:	5+ Years	
SCHEDULED START:	Oct. 2016	SCHEDULED COMPLETION: May 2017
FUNDING AMOUNT:	$330,000	
DESCRIPTION:	Repair and resurface basketball and tennis court facilities, as needed, in order to maintain safe, quality athletic areas. Funds will be used to completely rebuild the Nathaniel Ely Tennis Courts and to repair, crack coat and seal Mathews Park Tennis Courts.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**School & Park Playgrounds**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	Oct. 2016	SCHEDULED COMPLETION: Jan. 2017
FUNDING AMOUNT:	$150,000	
DESCRIPTION:	Maintain a safe and well-equipped City playground system by replacing and adding playground equipment to school and park areas, as needed, specifically Calf Pasture Beach.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Calf Pasture Beach**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Dec. 2016
FUNDING AMOUNT:	$38,000	
DESCRIPTION:	This is an on-going program of enhancements to Calf Pasture Beach in order to maintain the area and patron safety, provide amenities for family enjoyment as well as additional revenue for the City. Current year funds will be used to install new windows and doors ($30,000) and an air conditioning system ($8,000) at the beach concession.	
IMPACT ON OPERATING BUDGET	None	

PROJECT TITLE:	**Paving Projects**	
PROJECT LIFE:	20+ Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	Paving, asphalt sealing and various traffic calming projects throughout the parks in order to maintain the safety and security of the parks.	
IMPACT ON OPERATING BUDGET	None	

PROJECT TITLE:	**Backstop & Fencing Improvements**	
PROJECT LIFE:	15+ Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2017
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 2016-17 include the backstop and perimeter fencing at Kendall School.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Tree Planting**	
PROJECT LIFE:	30+ Years	
SCHEDULED START:	Fall 2016	SCHEDULED COMPLETION: May 2017
FUNDING AMOUNT:	$50,000	
DESCRIPTION:	Continue the department's tree maintenance program. Plant and maintain trees, shrubs and perennials on all parks, schools and municipal grounds.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Wallace Bell Parks Garage**	
PROJECT LIFE:	25+ Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Sept. 2017
FUNDING AMOUNT:	$25,000	
DESCRIPTION:	Various repairs to the department's maintenance facility. Repairs in FY 2016-17 include new control boxes for the overhead doors ($15,000), the replacement of outside electrical boxes ($5,000) and the replacement of one garage heater ($5,000).	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Open Space Fund**	
PROJECT LIFE:		
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$50,000	
DESCRIPTION:	Preserve or create Norwalk's Open Space and protect its natural resources by providing financial support for initiatives and activities that seek to acquire and secure Open Space. These include acquiring real property, paying acquisition related costs, contributing to land acquisitions by not-for-profit organizations and making payments required to designate properties as Open Space.	
IMPACT ON OPERATING BUDGET:	None	

LIBRARY

PROJECT TITLE:	**Strategic Plan**	
PROJECT LIFE:	5 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2017
FUNDING AMOUNT:	$20,000	
DESCRIPTION:	Hire a consultant to help create a long range strategic plan in order to provide the Library with outcome focused directions and a vision for the future. This plan will help the Library ensure programs and services will meet not only current, but also future needs of the community.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Children's Room Renovation**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2021
FUNDING AMOUNT:	$66,000	
DESCRIPTION:	A multi-year project to update the Library's children's rooms to accommodate the growth in children's programs. In FY 2016-17 money will be used to create a new 550 sq. ft. story hour activity room to accommodate the increased attendance at storytime programs.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Norwalk Newspaper Digitization**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: June 2020
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 2016-17 will be used to digitize the South Norwalk Sentinel from 1910-1922.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Main Library – North Entryway**	
PROJECT LIFE:	20 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Jan. 2017
FUNDING AMOUNT:	$61,000	
DESCRIPTION:	Re-open the north entryway of the Main Library to accommodate additional parking on that side of the building. Work to be done includes replacement of the sliding door, metal soffit, exterior lighting and vestibule flooring.	
IMPACT ON OPERATING BUDGET:	None	

HISTORICAL COMMISSION

PROJECT TITLE:	**Mill Hill Master Plan – ADA Access**	
PROJECT LIFE:	25-50 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$95,000	
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 2016-17 funds being used to reconstruct eaves and gutters, replace the roof on the Town House and paint exterior trim.	
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 2018
FUNDING AMOUNT:	$150,000	
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. FY 2016-17 funds will continue the third phase of work, which involves repair of additional leaks that have recently developed.	
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 continue the 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:	$20,000	
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. Funds in FY2016-17 will be used to remove the two murals from the walls at Ben Franklin and prepare them for restoration.	
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:	$75,000	
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 FY16-17 the money will be used to replace a sanitary sewer line as required by DPW.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Museum Collection – Archiving and Cataloguing**	
PROJECT LIFE:	75-100 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$10,000	
DESCRIPTION:	Thoroughly identify, catalog and store the museum collections as part of the ongoing plans to restructure and relocate the City's Archives, Funds will be used to conserve two paintings, two embroideries and restore the 1815 piano forte.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Mathews Park Buildings**	
PROJECT LIFE:	75-100 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2020
FUNDING AMOUNT:	$15,000	
DESCRIPTION:	A multi-year program for refurbishing the historical buildings in Mathews Park. Funds for FY2016-17 will be used to replace a portion of the rear roofing and flashing.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Cemetery Conservation/Restoration**	
PROJECT LIFE:	75-100 Years	
SCHEDULED START:	July 2015	SCHEDULED COMPLETION: June 2019
FUNDING AMOUNT:	$15,000	
DESCRIPTION:	Conservation of the grave markers in the four City-owned cemeteries. Sites are determined based on need and efficiency of labor.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Smith Street Buildings/Barn**	
PROJECT LIFE:	50-75 Years	
SCHEDULED START:	July 2014	SCHEDULED COMPLETION: June 2020
FUNDING AMOUNT:	$10,000	
DESCRIPTION:	Restoration work on the jail and barn, which are in the heart of the Wall Street Redevelopment Plan. Funds in FY 2016-17 will be used for additional siding and to replace rotted sills on the barn.	
IMPACT ON OPERATING BUDGET:	None	

REDEVELOPMENT AGENCY

PROJECT TITLE:	**South Norwalk – Transit Oriented Development**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Oct. 2020
FUNDING AMOUNT:	$250,000	
DESCRIPTION:	To implement the Transit Oriented Development Master Plan for revitalizing the neighborhoods surrounding the South Norwalk train station. This plan will create a long-term, sustainable mixed-use pattern that balances housing, commercial, retail, civic and institutional uses while protecting residents from displacement. FY16-17 funds will be to be used for construction improvements to the South Main/Monroe Streets to reduce vehicle speeds, provide for pedestrian and bicycle safety and improve an existing stairway to provide direct station access from Hamilton Street and Golden Hill Neighborhoods.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Wall Street Improvements**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Oct. 2018
FUNDING AMOUNT:	$500,000	
DESCRIPTION:	Advancement of the Wall Street Redevelopment Initiative. The Head of Harbor is currently under construction and funds will be used to build a retaining wall that supports East Wall Street from Smith Street to the Mill Hill Museum.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Affordable Housing Development**	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$250,000	
DESCRIPTION:	The Redevelopment Agency will provide financial assistance to housing developers and non-profits as a tool to foster the inclusion of affordable housing units within new housing development projects. The goal is to increase the supply of affordable units by incorporating affordable units within planned projects thereby taking advantage of the strength of the existing housing market. The immediate focus will be in the South Norwalk Area.	
IMPACT ON OPERATING BUDGET:	None	

PROJECT TITLE:	**Choice Neighborhoods District**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	2015	SCHEDULED COMPLETION: 2020
FUNDING AMOUNT:	$250,000	
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:	**Façade Improvements**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Oct. 2025
FUNDING AMOUNT:	$160,000	
DESCRIPTION:	Included in the "Focus on Norwalk" Program, created as part of an overall redevelopment program to improve the quality of life in the Urban Corridor. It is designed to assist property and business owners in rehabilitating the facades of their properties or any significant streetscape component listed or eligible to be listed in a Historic District or the National Register of Historic Places. These improvements will help create a positive visual impact, stimulate private investment and complement other community development projects.	
IMPACT ON OPERATING BUDGET:	None	

INFORMATION TECHNOLOGY

PROJECT TITLE:	**Citywide Information Technology Plan**	
PROJECT LIFE:	Ongoing	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
FUNDING AMOUNT:	$383,000	
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 FY16-17 will be used to address all projects identified as critical by the IT Department. These include the yearly desktop printing and library public computer refresh program, a consolidated server refresh, upgrades to the storage area network for the City and Board of Education, PC and phone switch replacements, an electronic document management system, installation of a telephone paging system, mobile data terminal replacements for Police, and a self checked Kiosk at the Library.	
IMPACT ON OPERATING BUDGET:	None	

HEALTH

PROJECT TITLE:	**Fire Monitoring and Alarm System**	
PROJECT LIFE:	30 Years	
SCHEDULED START:	July 2016	SCHEDULED COMPLETION: Dec. 2016
FUNDING AMOUNT:	$125,000	
DESCRIPTION:	Replacement of the fire monitoring and alarm system. The current one was installed in 1967 and is no longer in code compliance and is not fully functional.	
IMPACT ON OPERATING BUDGET:	None	

HUMAN RELATIONS & FAIR RENT

PROJECT TITLE:	**ADA Compliance**	
PROJECT LIFE:	10 Years	
SCHEDULED START:	Ongoing	SCHEDULED COMPLETION: Ongoing
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	

SIXTH TAXING DISTRICT

PROJECT TITLE:	**Renovate Community Center**	
PROJECT LIFE:		
SCHEDULED START:	2016	SCHEDULED COMPLETION: 2017
FUNDING AMOUNT:	$300,000	
DESCRIPTION:	Renovate the Community Center to correct structural problems and bring the building up to date. This amount includes all architectural engineering and environmental fees.	
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 2015- 2016:

Customer Experience:
Showcased the Art in Parking Places program through quarterly exhibits at the Maritime Garage Gallery collaborating with the Norwalk Arts Commission.
Partnered with the Library to provide free books to commuters at the railroad stations.
Collaborated with surrounding property owners to beautify facilities.
Installed additional bike racks at the Maritime Garage collaborating with the bike/walk task force.
Installed a pay station inside the Maritime Garage offering a convenient payment option to customers.
Improved customer service through employee training and urban center presence.
Improved paystation instructions through upgrading to a pay by plate platform.

Economic Development::
Implemented an outreach program through community, customer and business meetings.

Financial Stability:
Continued to operate with a balanced financial portfolio and diversified revenue stream.
Continued to increase parking compliance.
Established a capital reserve account to ensure facility sustainability and customer safety.
Performed a rate study analysis to determine current and future parking rate structure.

Maintenance and Security:
Implemented facility maintenance improvements to extend facility useful life;
Upgraded and installed additional security cameras and systems collaborating with the NPD.

Smart Parking Technology and Communication:
Continued to provide communication through interactive website, mobilized smartphone applications and social media alerts;
Increased pay by cell usage through collaboration marketing efforts with Norwalk Community College.
Improved wayfinding through on-street sensors and facility counter technology to capture utilization data.
Implemented pre payment online widget technology for Maritime Aquarium customers.
Upgraded the paystations from pay by space to pay by plate providing customers flexibility, advertising options for the business community, compliance with chip and pin technology and compliance with ADA requirements.

Environmental Sustainability and Energy Management Efforts:
Replaced all fluorescent lighting with LED lighting at the Haviland Deck, Webster Parking Lot and Maritime Garage through a grant program offered by SNEW.
Received a grant through Eversource to replace fluorescent lights at the Yankee Doodle Garage.

Goals For 2016 - 2017:

Customer Experience:
Expand the Art in Parking Places creative placemaking program to include the Wall Street urban district.
Expand field ambassador and customer service presence in thre SoNo and Wall Areas.
Improve wayfinding signage at the facilities.

Economic Development:
Collaborate with the Redevelopment Agency on citywide branding and wayfinding policies and programs.
Collaborate with Transportation projects to create 'complete trip' program.
Continue outreach efforts through ongoing community and individual meetings.
Implement parking programs through business partnerships to promote economic development.
Evaluate systemwide current and future parking capacity needs.
Evaluate multimodal transportation platforms at the railroad stations to determine best options.

Financial Stability:
Operate with a balanced financial portfolio and diversified revenue stream;
Fund capital reserve and replacement account to ensure facility sustainability and customer safety.
Implement a comprehensive rate structure and expense budget that places the appropriate value on the best locations, maximizes turnover and enhances development and mobility.

Maintenance and Security:
Perform facility maintenance and structural improvements to extend facility useful life and enhance operational efficiency.
Enhance security through lighting and camera system installations.

Technology and Communication:
Provide superior communication through interactive website, mobilized smartphone applications, and social media alerts.
Continue to implement the smartparking/technology plan to capture utilization data;
improve wayfinding, payment and operational efficiency efforts through the use of technology;
Expand the pre payment online option to the business community.
Improve interactive garage kiosks to provide community information to visitors.

Environmental Sustainability and Energy Management Efforts: Continue to evaluate energy efficiencies systemwide.

SIGNIFICANT CHANGES

The FY2016-17 Parking Authority budget is an increase of $555,570 or 9.4% over the FY2015-16 approved budget.

Parking revenue increased in several categories including transient revenue by $371,854 due mostly to increased parking activity and compliance system wide; meter revenue by $111,642, which reflects a rate increase and expanded hours of operation; parking violations by $52,740; lease income by $8,640; monthly permits by $7,854; and other revenues by $2,840.

Parking expenditures also increased in several categories including $227,976 in personnel services due to staff adjustments for customer service, ambassador personnel as well as expanded security system wide and revised charges for City staff; $175,816 in capital replacement reserve; $100,000 for parking program collaborations with downtown districts to enhance economic development; $72,160 in service contracts related to technology enhancements; $68,528 in snow removal services based on a 3-year average; and $50,000 in vehicle expense to reflect and updated fleet replacement plan an updated LPR technology. These increases are offset by decreases of $72,600 for permit/violation management due to savings as a results of integrated software costs; $27,960 in equipment expenses; $23,267 in debt service' and $15,083 in various other contractual services.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
South Norwalk Lots	$1,540,878	$1,840,821	$2,013,120	$1,916,936	($96,184)	(4.78%)
Wall Street District Lots	$281,066	$276,173	$421,315	$473,005	$51,690	12.27 %
Administrative	$2,194,249	$2,148,042	$2,006,380	$2,639,836	$633,456	31.57 %
Railroad Station Lots	$1,657,268	$1,673,618	$1,491,286	$1,457,894	($33,392)	(2.24%)
Total	$5,673,462	$5,938,654	$5,932,101	$6,487,671	$555,570	9.37 %
Budget By Major Group						
Personnel Services	$199,143	$205,448	$67,184	$117,536	$50,352	74.95 %
Contractual Services	$3,989,207	$4,326,874	$4,581,278	$4,792,309	$211,031	4.61 %
Fixed Charges	$154,852	$165,744	$91,092	$151,644	$60,552	66.47 %
Debt Service	$383,849	$328,936	$1,009,277	$986,011	($23,266)	(2.31%)
Grants & Donations	$0	$0	$51,292	$132,377	$81,085	158.09 %
Capital Outlay	$0	$0	$131,978	$307,794	$175,816	133.22 %
Depreciation	$946,411	$911,651	$0	$0	$0	0.00 %
Total	$5,673,462	$5,938,654	$5,932,101	$6,487,671	$555,570	9.37 %

REVENUE

Intergovernmental	$70,701	$0	$0	$0	$0	0.00 %
Permits and Services Charges	$5,619,156	$5,964,772	$5,926,101	$6,481,671	$555,570	9.37 %
Miscellaneous	$7,452	$8,534	$0	$0	$0	0.00 %
Investment Income	$9,334	$12,516	$6,000	$6,000	$0	0.00 %
Total	$5,706,642	$5,985,822	$5,932,101	$6,487,671	$555,570	9.37 %
REVENUE LESS EXPENDITURES	($33,181)	($47,168)	$0	$0	$0	0.00 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Parking Enforcement										
PARKING AIDE I	2	$110,510	2	$112,720	2	$115,256	2	$115,256	0	$0
Total	2	$110,510	2	$112,720	2	$115,256	2	$115,256	0	$0
Department Total	2	$110,510	2	$112,720	2	$115,256	2	$115,256	0	$0

Schedule of Bonded Debt Through Maturity as of 7/14/2016

Fiscal Year	Parking Principal Payments	Parking Interest Payments	Total Debt Service
2016-17	$616,593	$368,906	$985,499
2017-18	626,189	348,696	974,885
2018-19	640,691	325,962	966,653
2019-20	589,551	272,443	861,994
2020-21	619,429	243,692	863,121
2021-22	634,647	218,750	853,397
2022-23	668,693	189,974	858,667
2023-24	714,405	157,353	871,758
2024-25	787,834	121,079	908,913
2025-26	770,097	83,338	853,435
2026-27	797,148	45,761	842,909
2027-28	256,727	21,247	277,974
2028-29	218,797	12,026	230,823
2029-30	149,127	7,200	156,327
2030-31	12,242	560	12,802
2031-32	12,053	188	12,241
2032-33	0	0	0
	$8,114,223	$2,417,175	$10,531,398

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 2013-14	Audited Actual 2014-15	Approved Budget 2015-16	Approved Budget 2016-17
Revenues				
Charges for Services	5,697,310	5,973,307	5,926,101	6,481,671
Investment Income	9,334	12,516	6,000	6,000
Total Revenues	**5,706,644**	**5,985,823**	**5,932,101**	**6,487,671**
Expenses				
Salaries, Benefits & Claims	280,907	289,892	366,633	441,407
Administration & Operation	4,062,296	4,408,178	4,424,213	4,752,460
Depreciation	946,411	911,651	-	-
Principal Expense	-	-	661,196	617,912
Interest Expense	383,849	328,936	348,081	368,098
Reserve	-	-	131,978	307,794
Total Expenses	**5,673,463**	**5,938,657**	**5,932,101**	**6,487,671**
Net (loss) Income	**33,181**	**47,166**	**-**	**-**
Net Position, beginning	**$ 19,227,454**	**$ 19,260,635**	**$ 19,307,801**	**$ 19,307,801**
Net Position, ending	**$ 19,260,635**	**$ 19,307,801**	**$ 19,307,801**	**$ 19,307,801**

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 2015- 2016:

- Continued to implement Sanitary Sewer Collection System Master Plan and implement rehabilitation as needed.
- Rehabilitation of the Beacon Street Interceptor Service Area System Project was completed
- Continued Partnership with Harbor Watch Program of Earthplace
- Continue utilization of tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).
- Completed redesign of the wastewater treatment plant's main lift pump station and start of construction.
- Entered into On-Call Engineering Services Contracts for the Wastewater Treatment Plant, Collection System, and Pumping Stations.
- WPCA Reorganization/Staffing – New WPCA staff members for the Junior Engineer and Wastewater System Technician positions. Operations Manager was reassigned to Principal Engineer.

Goals For 2016 - 2017:

- Continue to implement Sanitary Sewer Collection System Master Plan and implement rehabilitation as needed.
- Design/Rehabilitate various sanitary sewer infrastructure locations identified by OMI and CH2M within the City.
- Design/Rehabilitate the Marvin Beach Pump Station Force Main
- Evaluate/Engineering of the East Avenue Interceptor Capacity Restoration Project.
- Evaluate/Engineering of the sanitary sewer infrastructure within the Ely Avenue and Bouton Street sanitary sewer project area.
- Continue utilization of tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).
- Design/Replacement of the Siphon Sluice Gates at the wastewater treatment plant.
- Initiate solids handling alternatives analysis project for implementation by 2020.
- Initiate wet weather treatment improvements analysis.
- Continued Partnership with Harbor Watch Program of Earthplace

SIGNIFICANT CHANGES

The FY2016-17 approved budget represents an increase of $1,230,776 or 7.6% over the FY2015-16 approved budget.

For revenues, the budget includes a $15 rate increase for a single family residence and an overall blended rate increase of approximately 5% over the previous fiscal year. This represents and increase of $450,980.
There is a new budgeted line for the City's payment of WPCA staff services for $430,741. Also, Norwalk will be receiving $351,824 from the Nitrogen Credit Trading program, an increase of $399,055 from FY15-16 when we had to pay into the program.
These increases are offset by septage revenue, which is down and anticipated to be approximately $325,000, which is $50,000 less than FY15-16.

For expenditures, the outlay for capital projects is increasing $1,151,511
The OMI contract, electricity and legal services due to the ongoing MLP litigation has contractual services increasing $227,997 over FY15-16. City charges to the WPCA is increasing by $144,823 due to more accurately allocating city employees work performed for the WPCA.
These increases are offset by reductions of $231,954 in debt service due to expiring debt and $61,601 as a result of personnel turnover and the City getting revenue from the Nitrogen Credit program as opposed to paying into it.

FUNDING SUMMARY
EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Water Pollution Control	$11,946,904	$12,273,043	$16,274,589	$17,505,365	$1,230,776	7.56 %
Total	$11,946,904	$12,273,043	$16,274,589	$17,505,365	$1,230,776	7.56 %
Budget By Major Group						
Personnel Services	$311,606	$351,677	$383,433	$372,347	($11,086)	(2.89%)
Contractual Services	$7,112,379	$7,161,947	$7,242,613	$7,470,610	$227,997	3.15 %
Supplies and Materials	$165	$60	$0	$0	$0	0.00 %
Fixed Charges	$347,452	$527,196	$466,748	$416,233	($50,515)	(10.82%)
Debt Service	$1,055,818	$1,017,154	$5,615,515	$5,383,561	($231,954)	(4.13%)
Grants & Donations	$222,345	$305,196	$431,348	$576,171	$144,823	33.57 %
Capital Outlay	$0	$0	$2,134,932	$3,286,443	$1,151,511	53.94 %
Depreciation	$2,897,138	$2,909,813	$0	$0	$0	0.00 %
Total	$11,946,904	$12,273,043	$16,274,589	$17,505,365	$1,230,776	7.56 %
NON-TAX REVENUE						
Transfer From Fund Balance	$0	$0	$850,000	$850,000	$0	0.00 %
Interest & Penalties	$86,635	$75,272	$65,000	$65,000	$0	0.00 %
Intergovernmental	$314,809	$65,525	-$47,231	$351,824	$399,055	(844.90%)
Usage Fees	$13,714,876	$14,389,779	$14,610,320	$15,061,300	$450,980	3.09 %
Permits & Service Charges	$1,452,888	$786,544	$696,500	$646,500	($50,000)	(7.18%)
Miscellaneous	$0	$192,564	$0	$430,741	$430,741	0.00 %
Investment Income	$112,813	$140,894	$100,000	$100,000	$0	0.00 %
Total	$15,682,022	$15,650,577	$16,274,589	$17,505,365	$1,230,776	7.56 %
AMT. SUPPORTED BY TAXES	($3,735,118)	($3,377,534)	$0	$0	$0	0.00 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Water Pollution Control Authority										
GIS Analyst	1	$67,095	1	$71,846	1	$77,141	1	$80,990	0	$3,849
Wastewater Systems Technician	1	$70,437	1	$71,846	1	$73,463	1	$63,453	0	($10,010)
Supervisory Environmental Engineer	1	$102,451	1	$107,408	1	$109,825	1	$109,825	0	$0
Junior Engineer	1	$77,764	1	$79,319	1	$81,104	1	$81,104	0	$0
Total	4	$317,747	4	$330,419	4	$341,533	4	$335,372	0	($6,161)
Department Total	4	$317,747	4	$330,419	4	$341,533	4	$335,372	0	($6,161)

Schedule of Bonded Debt Through Maturity as of 7/14/2016

Fiscal Year	WPCA Principal Payments	WPCA Interest Payments	Total Debt Service
2016-17	$4,542,428	$841,133	$5,383,561
2017-18	4,561,154	713,595	5,274,749
2018-19	4,628,254	609,508	5,237,762
2019-20	2,761,125	504,640	3,265,765
2020-21	2,163,695	460,831	2,624,526
2021-22	1,953,829	424,293	2,378,122
2022-23	1,830,461	372,727	2,203,188
2023-24	1,966,570	324,721	2,291,291
2024-25	1,766,241	276,894	2,043,135
2025-26	1,837,713	231,607	2,069,320
2026-27	1,838,693	185,648	2,024,341
2027-28	1,699,541	142,497	1,842,038
2028-29	1,498,666	106,273	1,604,939
2029-30	1,522,278	73,792	1,596,070
2030-31	1,348,507	43,776	1,392,283
2031-32	1,321,702	16,672	1,338,374
2032-33	109,064	182	109,246
Total	$37,349,921	$5,328,789	$42,678,710

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 2013-14	Audited Actual 2014-15	Approved Budget 2015-16	Approved Budget 2016-17
Revenues				
Charges for Services	15,254,400	15,251,595	15,324,589	16,555,365
Investment Income	112,813	140,894	100,000	100,000
Capital Contributions	314,809	65,525	-	-
Total Revenues	**15,682,022**	**15,458,014**	**15,424,589**	**16,655,365**
Expenses				
Salaries, Benefits & Claims	659,058	639,078	579,328	564,958
Administration & Operation	7,334,890	7,514,435	7,964,814	8,290,403
Depreciation	2,897,138	2,909,813	-	-
Principal Expense	-	-	4,750,050	4,542,428
Interest Expense	1,055,818	1,017,154	865,465	841,133
Replacement Reserve	-	-	2,114,932	3,266,443
Total Expenses	**11,946,904**	**12,080,480**	**16,274,589**	**17,505,365**
Net (loss) Income	**3,735,118**	**3,377,534**	**(850,000)**	**(850,000)**
Net Position, beginning	**$ 77,676,177**	**$ 81,411,295**	**$ 84,788,829**	**$ 83,938,829**
Net Position, ending	**$ 81,411,295**	**$ 84,788,829**	**$ 83,938,829**	**$ 83,088,829**

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 2015- 2016:

• Started bar coding inventory which will make tracking and accountability more accurate.

• Continued training for all technicians to keep them updated on the constantly changing automotive industry with the new vehicle emissions as a focal point.

• Continue to look for ways to accommodate department's needs with minimal interruptions when servicing or repairing their vehicles.

•Continue to work with the Police Department on a vehicle replacement schedule.

• Improved winter equipment calibrations to achieve a more accurate application rate with salt and liquid brine.

Goals For 2016 - 2017:

• Work with the IT Dept. to transfer fleet Assetworks program to off site hosting services for faster updating and servicing.

• Continue to work on bar coding for inventory and vehicles.

• Continue to work with the Police Department on the vehicle replacement program to help control costs and reduce downtime and repairs.

• Work on improving Public Works liquid and salt application equipment rates for winter operations.

• Work on more training for fleet staff related to new equipment and industry standards.

SIGNIFICANT CHANGES

The total Fleet approved budget for FY16-17 is decreasing by $213,014 or 8.64% over the FY15-16 approved budget. The main decrease is $285,139 for Fuel and Motor Vehicle Parts as a result of lower pricing. This is offset by increases of $41,626 in Employee Benefits, $19,325 in Contingency, $6,107 in Wages and $5,157 in Contractual Services.

FUNDING SUMMARY

EXPENDITURES

Budget By Activity	2013-14 Actual	2014-15 Actual	2015-16 Approved	2016-17 Approved	Variance	% Change
Centralized Fleet Maintenance	$2,629,479	$2,469,741	$2,465,622	$2,252,608	($213,014)	(8.64%)
Total	$2,629,479	$2,469,741	$2,465,622	$2,252,608	($213,014)	(8.64%)
Budget By Major Group						
Personnel Services	$657,463	$643,388	$767,342	$773,449	$6,107	0.80 %
Contractual Services	$30,258	$31,160	$31,295	$36,452	$5,157	16.48 %
Supplies and Materials	$1,535,573	$1,462,605	$1,309,316	$1,024,177	($285,139)	(21.78%)
Fixed Charges	$406,186	$332,589	$357,669	$399,295	$41,626	11.64 %
Others	$0	$0	$0	$19,235	$19,235	0.00 %
Total	$2,629,479	$2,469,741	$2,465,622	$2,252,608	($213,014)	(8.64%)

NON-TAX REVENUE

City Department Charges	$2,377,732	$2,069,312	$2,268,042	$2,105,419	($162,623)	(7.17%)
Board of Education	$21,084	$19,404	$13,402	$11,150	($2,252)	(16.80%)
Outside Agencies	$253,957	$277,370	$184,178	$136,039	($48,139)	(26.14%)
Investment Income	$1,018	$353	$0			0.00 %
Total	$2,653,791	$2,366,439	$2,465,622	$2,252,608	($213,014)	(8.64%)
AMT. SUPPORTED BY TAXES	($24,312)	$103,301	$0	$0	$0	0.00 %

PERSONNEL SUMMARY

	2013-14 Actual Pers./Exp.		2014-15 Actual Pers./Exp.		2015-16 Approved Pers./Exp.		2016-17 Approved Pers./Exp.		Variance Pers./Exp.	
Fleet Management										
Fleet Services Manager	1	$91,719	1	$91,156	1	$93,207	1	$93,207	0	$0
Automotive Stores Clerk	1	$58,025	1	$59,186	1	$60,518	1	$60,518	0	$0
Preventive Maintenance Mechanic	1	$52,628	1	$51,121	1	$52,271	1	$54,889	0	$2,618
Class I Mechanic	6	$452,790	6	$461,844	6	$475,575	6	$479,078	0	$3,503
Tool Mechanic/Stores Keeper	0	$0	1	$48,690	1	$52,271	1	$66,717	0	$14,446
Total	9	$655,162	10	$711,997	10	$733,842	10	$754,409	0	$20,567
Department Total	9	$655,162	10	$711,997	10	$733,842	10	$754,409	0	$20,567

Statement of Revenues, Expenses and Changes in Net Position

	Audited Actual 2013-14	Audited Actual 2014-15	Approved Budget 2016-15	Approved Budget 2016-17
Revenues				
City and Members' Contributions	2,652,773	2,366,086	2,465,622	2,252,608
Investment Income	1,018	353	-	-
Total Revenues	2,653,791	2,366,439	2,465,622	2,252,608
Expenses				
Administration & Operations	7,803	8,883	8,500	8,500
Program Expenses	2,621,676	2,460,859	2,457,122	2,244,108
Total Expenses	2,629,479	2,469,742	2,465,622	2,252,608
Net (loss) income	**$ 24,312**	**$ (103,303)**	**$ -**	**$ -**
Net Position, beginning	**$ 47,645**	**$ 71,957**	**$ (31,346)**	**$ (31,346)**
Net Position, ending	**$ 71,957**	**$ (31,346)**	**$ (31,346)**	**$ (31,346)**

CITY OF NORWALK

ANNUAL BUDGET

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CITY OF NORWALK
FUND SUMMARY

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
CITY OBJECT CODES						
110	WAGES & SALARY-REGULAR	$ 44,505,360	$ 46,275,888	$ 48,745,124	$ 49,001,454	$ 256,330
111	SALARY ADJUSTMENT	$ -	$ -	$ (575,194)	$ (475,194)	100,000
120	WAGES & SALARY-OVERTIME	$ 7,222,129	$ 7,572,367	$ 7,148,470	$ 7,403,680	255,210
121	WAGES & SALARY-PREMIUM	$ 593,976	$ 676,722	$ 691,704	$ 696,604	4,900
130	WAGES & SALARY-TEMPORARY	$ 900,677	$ 1,105,649	$ 928,122	$ 931,456	3,334
140	WAGES & SALARY-PART TIME	$ 1,405,461	$ 1,417,527	$ 1,492,683	$ 1,452,739	(39,944)
141	PART-TIME TYPING SERVICES	$ 11,249	$ 12,640	$ 10,200	$ 10,200	-
150	LONGEVITY	$ 193,614	$ 204,133	$ 197,915	$ 199,565	1,650
175	RETRO WAGE ADJUSTMENTS	$ 8,091	$ 318,016	$ -	$ -	-
211	POSTAGE,BOX RENT ETC.	$ 171,598	$ 141,530	$ 174,560	$ 181,425	6,865
212	FREIGHT,EXPRESS,TRUCK	$ 20	$ -	$ 250	$ 250	-
214	MESSENGER AND DELIVERY SRVC	$ 2,444	$ 3,134	$ 5,000	$ 5,060	60
216	OTHER COMMUN.&TRANSPORT.	$ 512	$ 79	$ 850	$ 6,655	5,805
221	PRINTING AND DUPLICATION	$ 128,603	$ 131,852	$ 153,778	$ 157,556	3,778
225	TYPING SERVICES	$ 21,344	$ 22,895	$ 27,975	$ 27,310	(665)
226	CENTRAL PRINTING SERVICE	$ 1,070	$ 1,235	$ 2,300	$ 1,950	(350)
227	MAP PRINTING	$ 175	$ -	$ -	$ -	-
231	PUBLICATION OF NOTICES	$ 33,705	$ 33,667	$ 38,100	$ 45,823	7,723
233	SUBSCRIPTION-NEWSPAPER	$ 44,667	$ 39,379	$ 49,557	$ 49,903	346
234	SUBSCRIPTION-OTHER SVC.	$ 158,607	$ 161,738	$ 171,585	$ 173,898	2,313
235	MEMBERSHIPS AND DUES	$ 137,403	$ 150,470	$ 156,584	$ 156,997	413
237	ADVERTISING	$ 30,286	$ 35,279	$ 37,978	$ 36,240	(1,738)
241	ELECTRIC	$ 1,644,835	$ 1,651,259	$ 1,702,857	$ 1,665,196	(37,661)
242	WATER	$ 243,499	$ 263,904	$ 283,288	$ 309,776	26,488
244	NATURAL GAS	$ 319,050	$ 278,035	$ 317,048	$ 296,877	(20,171)
245	TELEPHONE	$ 360,732	$ 346,378	$ 435,328	$ 442,713	7,385
246	HEATING FUELS	$ 224,294	$ 234,275	$ 191,500	$ 170,293	(21,207)
247	OTHER UTILITY SERVICES	$ 13,649	$ 17,548	$ 16,403	$ 20,580	4,177
251	MEDICAL,DENTAL & VET.	$ 80,417	$ 45,595	$ 113,505	$ 100,484	(13,021)
253	AUDIT	$ 51,915	$ 63,615	$ 71,086	$ 71,852	766
254	ARCHITECTURAL, LANDSCAPE	$ 18,080	$ 3,876	$ 5,800	$ 54,365	48,565
255	IT SERVICES	$ 112,339	$ 85,365	$ 91,410	$ 92,210	800
258	OTHER PROFESSIONAL SVCS.	$ 3,333,875	$ 2,968,909	$ 2,947,320	$ 4,115,909	1,168,589
259	PROFESSIONAL SERVICES	$ 160,585	$ 61,671	$ 200,653	$ 66,342	(134,311)
25J	EMPLOYEE ASSISTANCE PROGRAM	$ 16,674	$ 16,101	$ 16,430	$ 17,500	1,070
261	REPAIR-MAINT. VEHICLE	$ 380	$ 2,448	$ 3,500	$ 3,500	-
262	OTHER MACHINERY & EQUIP.	$ 59,646	$ 57,389	$ 67,735	$ 67,834	99
263	FURNITURE,OFFICE MACHINE	$ 15,891	$ 6,367	$ 10,088	$ 7,195	(2,893)
264	TRAFFIC LIGHTS,RELATED	$ 2,316	$ 388	$ 6,650	$ 6,650	-
265	GROUND IMPROVEMENTS	$ 11,235	$ 21,871	$ 15,325	$ 18,025	2,700
266	BUILDINGS	$ 1,009,896	$ 1,025,482	$ 1,097,131	$ 1,026,377	(70,754)
267	PLUMBING,HEAT,ELECT. SVC	$ 216,749	$ 238,328	$ 237,741	$ 250,292	12,551
269	OTHER REPAIR/MAIN. SVCS.	$ 727,284	$ 780,736	$ 824,005	$ 909,608	85,603
271	UNIFORM ALLOWANCE	$ 463,275	$ 472,750	$ 498,350	$ 482,875	(15,475)
272	TRAINING AND EDUCATION	$ 116,954	$ 100,112	$ 133,047	$ 148,555	15,508
273	OTHER	$ 7,129	$ 6,205	$ 7,198	$ 7,211	13
275	LINEN SERVICE	$ 5,286	$ 5,276	$ 8,500	$ 8,500	-
276	PURCHASE/CLEANING OF UNIFORMS	$ 144,646	$ 131,958	$ 157,837	$ 206,337	48,500
281	MILEAGE REIMBURSEMENT	$ 44,639	$ 46,312	$ 49,211	$ 52,305	3,094
286	BUSINESS EXPENSE	$ 21,810	$ 33,651	$ 26,880	$ 33,431	6,551
292	BOARDING OF PRISONERS	$ 15,898	$ 14,507	$ 15,000	$ 15,600	600
293	RECORDING DOCUMENTS	$ 354	$ 300	$ 500	$ 500	-
294	MACHINERY,EQUIPMENT RENT	$ 82,123	$ 98,472	$ 106,822	$ 112,033	5,211
295	SEMINAR&CONFERENCE FEES	$ 23,340	$ 27,139	$ 40,160	$ 49,914	9,754
296	SECURITY SYSTEMS	$ 243,752	$ 279,010	$ 297,336	$ 421,703	124,367
297	STORAGE/TOWING	$ 10,036	$ 11,748	$ 13,600	$ 13,600	-
298	OTHER CONTRACTUAL SERVICES	$ 3,947,737	$ 4,135,481	$ 4,295,999	$ 4,341,447	45,448
299	DISPOSAL SERVICES	$ 310,158	$ 258,421	$ 350,000	$ 350,000	-

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
311	OFFICE SUPPLIES & MAT'LS	$ 185,910	$ 160,741	$ 184,143	$ 180,291	(3,852)
321	AGRICULTURE SUPPLIES	$ 26,937	$ 37,072	$ 30,750	$ 31,200	450
322	CHEMICAL,LAB,MEDICAL SUP	$ 553,045	$ 610,857	$ 627,448	$ 530,221	(97,227)
323	FOOD	$ 22,222	$ 31,505	$ 19,760	$ 19,843	83
324	HOUSEHOLD&JANITORIAL SUP	$ 74,549	$ 79,230	$ 83,456	$ 87,396	3,940
325	RECREATION SUPPLIES	$ 67,218	$ 76,563	$ 84,355	$ 90,355	6,000
326	CLOTHING AND UNIFORMS	$ 14,175	$ 16,745	$ 22,865	$ 22,617	(248)
327	FIREARM SUPPLIES	$ 33,850	$ 45,089	$ 40,650	$ 61,950	21,300
328	EDUCATIONAL SUPPLIES	$ 17,791	$ 24,756	$ 23,895	$ 22,348	(1,547)
329	OTHER OPERATING SUPPLIES	$ 84,624	$ 87,598	$ 104,809	$ 103,013	(1,796)
32A	ELECTION SUPPLIES	$ 5,845	$ 31,589	$ 28,550	$ 20,600	(7,950)
32B	DARE SUPPLIES	$ -	$ -	$ -	$ 2,450	
331	AUTOMOTIVE FUEL & FLUIDS	$ 70,755	$ 64,887	$ 83,000	$ 60,000	(23,000)
332	MOTOR VEHICLE PARTS	$ 106,050	$ 105,752	$ 110,058	$ 112,709	2,651
333	MACHINERY&EQUIPMENT PART	$ 38,227	$ 61,807	$ 61,240	$ 65,870	4,630
334	PAINTING SUPPLIES	$ 13,303	$ 14,824	$ 15,055	$ 15,655	600
335	PLUMBING SUPPLIES	$ 20,070	$ 23,607	$ 30,175	$ 30,175	-
336	ELECTRICAL SUPPLIES.	$ 14,035	$ 9,063	$ 21,457	$ 22,257	800
339	TIRE,TUBES,BATTERIES,ETC	$ 37,289	$ 42,780	$ 45,000	$ 45,675	675
341	CONSUMABLE TOOL/HARDWARE	$ 46,897	$ 46,802	$ 47,086	$ 50,785	3,699
342	SIGN PARTS AND SUPPLIES	$ 35,791	$ 33,440	$ 35,000	$ 35,000	-
343	TRAFFIC SIGNAL SUPPLIES	$ 78,147	$ 48,459	$ 50,000	$ 50,000	-
344	COMMUNICATIONS SUPPLIES	$ 444	$ -	$ -	$ -	-
345	ROAD MARKING MATERIALS	$ 8,858	$ 7,281	$ 9,000	$ 9,000	-
351	CEMENT/CONCRETE PRODUCTS	$ 26,957	$ 29,821	$ 29,000	$ 29,000	-
361	METAL PRODUCTS/SUPPLIES.	$ 15,017	$ 13,224	$ 15,000	$ 15,000	-
371	LUMBER & WOOD PRODUCTS.	$ 15,581	$ 17,992	$ 16,600	$ 16,750	150
375	CLAY/BALLFIELD PRODUCTS	$ 5,657	$ 9,177	$ 11,000	$ 11,000	-
381	ASPHALT & ASPHALT FILLER	$ 140,680	$ 129,583	$ 140,000	$ 140,000	-
391	AUDIO VISUAL EQUIPMENT	$ 63,979	$ 57,766	$ 58,045	$ 58,916	871
392	BOOKS	$ 250,474	$ 255,359	$ 256,900	$ 236,900	(20,000)
393	PHOTOGRAPHIC SUPPLIES	$ 397	$ 1,216	$ 2,000	$ 2,000	-
394	OTHER MATERIALS	$ 16,649	$ 18,169	$ 17,700	$ 18,700	1,000
412	GENERAL LIABILITY	$ 1,815	$ 1,997	$ 1,997	$ 2,027	30
418	INSURANCE PREMIUM	$ 28,620,636	$ 28,517,373	$ 29,045,426	$ 30,840,676	1,795,250
419	OTHER	$ 27,218	$ 8,411	$ 10,150	$ 9,000	(1,150)
421	BUILDING&OFFICE RENTALS	$ 39,400	$ 39,400	$ 45,500	$ 47,114	1,614
430	PENSIONS	$ 9,505,443	$ 11,307,547	$ 11,494,759	$ 11,929,703	434,944
442	WORKERS COMP INSURANCE	$ 3,885,325	$ 4,992,275	$ 4,569,036	$ 4,910,664	341,628
451	POOL RENTAL	$ 24,775	$ 16,375	$ 27,800	$ 32,000	4,200
461	CENTRALIZED FUEL	$ 895,810	$ 721,170	$ 701,736	$ 475,947	(225,789)
462	CENTRALIZED FLEET MNTNCE.	$ 1,498,351	$ 1,371,117	$ 1,566,306	$ 1,629,473	63,167
465	401A PENSION MATCH	$ 51,575	$ 78,631	$ 125,000	$ 124,884	(116)
466	INSURANCE DEFICIT REPAYMENT	$ 1,744,302	$ 17,328,205	$ -	$ -	-
521	PRINCIPAL	$ 17,695,163	$ 8,426,534	$ 19,134,110	$ 18,596,713	(537,397)
522	INTEREST	$ 8,431,724	$ 47,870	$ 8,099,360	$ 7,926,603	(172,757)
561	BUILDING RENOVATIONS	$ 42,925	$ 63,113	$ 35,000	$ 35,000	-
585	GEN. PARK IMPROVEMENTS	$ 66,803	$ 125	$ 70,000	$ 105,000	35,000
613	HEALTH DEPT CONDEMNATION	$ 8,195	$ 46,657	$ 10,000	$ 10,000	-
617	OTHER GRANTS, CONTRIBUTIONS	$ 32,446	$ 248,092	$ 43,000	$ 43,645	645
620	GRANTS&DONATIONS-INSTITU	$ 202,364	$ 2,449	$ 229,694	$ 255,979	26,285
623	SPECIAL EVENTS	$ 2,762	$ 857	$ 2,700	$ 2,700	-
631	AWARDS-SPEC.SERV.RENDER	$ 1,202	$ 1,172	$ 2,100	$ 2,000	(100)
635	EMPLOYEE TUITION REIMBURSEMENT	$ 122	$ 597,692	$ 511,752	$ -	(511,752)
650	TRANSFERS TO OTHER FUNDS	$ 385,836	$ 20,000	$ 25,000	$ 442,109	417,109
661	SUNDRY	$ 15,000	$ 885	$ -	$ 25,000	25,000
711	DESKS, CHAIRS, ETC.	$ 2,528	$ 400	$ -	$ -	-
715	PICNIC TABLES	$ 806	$ 287	$ -	$ 5,000	5,000
729	OTHER EQUIPMENT & MACHINERY	$ 1,581	$ -	$ -	$ -	-
731	CARS AND VANS	$ 125,700	$ 389,709	$ 423,500	$ 450,000	26,500
741	IT HARDWARE	$ 26,310	$ 24,187	$ 15,700	$ 16,553	853
742	IT SOFTWARE	$ 14,706	$ 9,276	$ 6,120	$ 6,120	-
743	RADIOS,MOBILE,WALKIE-TAL	$ 6,886	$ 37,630	$ 8,000	$ 8,120	120
764	OTHER PUBLIC ORDER EQUIP	$ 9,275	$ 4,806	$ 5,000	$ 5,000	-

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
775	GROUNDS MAINTENANCE	$ 587	$ 6,346	$ 5,000	$ 5,000	-
776	OTHER	$ -	$ 2,234	$ -	$ -	-
777	CONSTRUCTION	$ -	$ -	$ -	$ -	-
790	OTHER	$ 5,998	$ 970	$ 1,000	$ 1,000	-
795	STORM SANDY	$ 15,963	$ -	$ 1,023,563	$ -	(1,023,563)
900	CONTINGENCY	$ -	$ 771,648	$ 1,159,546	$ 2,576,737	1,417,191
A0620	GRANTS - OUTSIDE AGENCIES	$ 707,862	$ 3,000	$ 3,000	$ 1,187,696	1,184,696
B0225	GRANTS - TYPING SERVICES	$ 3,000	$ 1,087	$ -	$ 5,200	5,200
B0245	TELEPHONE	$ 926	$ -	$ 25,000	$ -	(25,000)
B0620	GRANTS - CITY AGENCIES	$ 1,034,875	$ 958,538	$ 1,026,785	$ 1,107,365	80,580
C0620	GRANTS - FHO PAYROLL	$ -	$ 136,232	$ 132,331	$ 135,204	2,873
	CITY ONLY TOTAL EXPENSES	**$ 146,859,089**	**$ 150,472,131**	**$ 156,001,752**	**$ 161,174,068**	**$ 5,172,316**
	EDUCATION OBJECT CODES					
100	DEGREE LEVEL CHANGES	$ 68,759	$ -	$ 300,000	$ 100,000	$ (200,000)
101	LONG TERM SUBSTITUTES	$ 922,503	$ 670,086	$ 715,410	$ 715,410	-
102	PROFESSIONAL DEVELOPMENT	$ -	$ 43,113	$ 28,500	$ 92,857	64,357
111	SUPERINTENDENT	$ 258,051	$ 238,649	$ 250,000	$ 250,000	-
112	CENTRAL ADMIN SUP TEAM	$ 665,329	$ 1,042,496	$ 1,024,344	$ 1,247,305	222,961
113	PRINCIPALS	$ 5,734,021	$ 4,860,091	$ 5,060,048	$ 5,676,042	615,994
114	SUPERVISORS	$ 272,450	$ 539,740	$ 603,057	$ 557,737	(45,320)
115	ASSISTANT SUPERVISORS	$ 563,296	$ 688,335	$ 787,166	$ 688,839	(98,327)
117	TEACHERS (NON-RATIO)	$ 62,350,833	$ 65,438,096	$ 69,750,718	$ 71,598,252	1,847,534
118	SUBSTITUTES	$ 1,100,716	$ 1,215,860	$ 960,720	$ 960,720	-
119	OTHER CERTIFIED	$ 6,743,218	$ 6,980,032	$ 7,363,629	$ 7,613,164	249,535
121	SECRETARY	$ 2,556,325	$ 2,691,532	$ 2,710,261	$ 2,720,435	10,174
122	AIDE	$ 6,317,773	$ 6,731,205	$ 7,929,680	$ 7,665,658	(264,022)
123	CLERKS	$ 1,346,621	$ 1,456,263	$ 1,569,384	$ 1,598,422	29,038
124	CUSTODIANS	$ 4,352,440	$ 4,352,565	$ 4,143,374	$ 3,899,791	(243,583)
125	MAINTENANCE	$ 590,754	$ 566,664	$ 556,593	$ 574,221	17,628
126	NON-AFFILIATED	$ 1,147,098	$ 1,590,305	$ 1,791,285	$ 2,208,727	417,442
127	OTHER NON-CERTIFIED	$ 380,954	$ 389,874	$ 438,751	$ 189,722	(249,029)
128	SUBSTITUTES (NON-CERTIFIED)	$ 317,112	$ 380,277	$ 306,280	$ 330,000	23,720
130	OVERTIME SALARIES	$ 430,652	$ 615,535	$ 421,685	$ 424,985	3,300
131	CERTIFIED OVERTIME	$ 22,642	$ 30,942	$ 25,000	$ 31,000	6,000
133	SALARIES-WORKSHOPS	$ 3,459	$ 32,048	$ 39,136	$ 38,681	(455)
134	SALARIES-EXTRA	$ 596,523	$ 592,274	$ 639,931	$ 703,915	63,984
135	SECURITY	$ 90,251	$ 100,314	$ 96,000	$ 96,000	-
137	CERTIFIED HOURLY	$ 544,110	$ 622,681	$ 643,261	$ 635,240	(8,021)
138	NON-CERTIFIED HOURLY	$ 15,550	$ 11,656	$ 28,750	$ 17,500	(11,250)
139	EXTRA - CURRICULAR	$ 113,977	$ 125,121	$ 124,450	$ 125,000	550
143	NURSES	$ 1,328,597	$ 1,271,129	$ 1,372,148	$ 1,430,948	58,800
145	PHYSICAL THERAPIST	$ 41,599	$ 42,178	$ 42,867	$ 43,889	1,022
150	COMMON CORE IMPLEMENTATION	$ -	$ 68,970	$ 194,000	$ 206,308	12,308
212	FRINGE BENEFITS	$ 30,424,145	$ 28,818,915	$ 26,672,362	$ 23,265,783	(3,406,579)
230	RETIREMENT BENEFITS	$ 1,367,713	$ 1,371,125	$ 1,639,290	$ 1,520,000	(119,290)
235	LONGEVITY	$ 247,705	$ 274,852	$ 294,332	$ 250,000	(44,332)
240	SOCIAL SECURITY	$ 3,079,545	$ 3,034,628	$ 3,259,115	$ 3,306,982	47,867
250	UNEMPLOYMENT	$ 69,948	$ 60,505	$ 80,000	$ 100,000	20,000
300	PURCHASED PROF AND TECH	$ 117,846	$ 134,077	$ 239,560	$ 236,699	(2,861)
301	ATTENDANCE AT MEETINGS	$ 10,884	$ 35,249	$ 54,945	$ 79,133	24,188
311	RECRUITMENT	$ 1,249	$ 4,500	$ 4,000	$ 4,500	500
312	IN SERVICE	$ 7,961	$ 6,980	$ 7,000	$ -	(7,000)
322	INSTRUCTIONAL PROGRAM IMP.	$ 840	$ 840	$ 850	$ 850	-
329	MEDICAID REIMBURSEMENT CREDIT	$ -	$ (1,594,000)	$ (1,550,000)	$ (1,200,000)	350,000
330	OTHER PROF TECH	$ 3,737,058	$ 4,909,165	$ 3,373,873	$ 6,641,015	3,267,142
331	SPECIAL ED LEGAL FEES	$ 494,631	$ 410,884	$ 490,000	$ 495,000	5,000
400	PURCHASED PROPERTY SERVI	$ 1,961	$ -	$ 4,400	$ 4,000	(400)
410	UTILITY SERV	$ 210,397	$ 197,091	$ 200,000	$ 206,000	6,000
412	BOILER REPAIRS	$ 75,000	$ 78,905	$ 100,000	$ 103,000	3,000
413	TUBES & REFRACTORY	$ 105	$ -	$ -	$ -	-

OBJ	DESCRIPTION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 APPROVED	2016-17 APPROVED	VARIANCE 16-17/15-16
414	BURNER SERVICE	$ 15,000	$ -	$ 25,000	$ 25,000	-
415	OTHER REPAIRS	$ 18,000	$ 23,126	$ 10,000	$ 11,000	1,000
416	PNEUMATIC CONTROLS	$ 51,684	$ 52,562	$ 55,200	$ 57,000	1,800
417	CLOCKS & INTERCOMS	$ 7,234	$ 6,896	$ 10,000	$ 10,000	-
420	CLEANING SERVICES	$ 28,487	$ 38,868	$ 27,810	$ 27,810	-
421	DISPOSAL SERVICES	$ 110,052	$ 120,144	$ 120,000	$ 126,000	6,000
425	GLASS	$ 9,434	$ 10,565	$ 10,000	$ 10,565	565
430	REPAIRS AND MAINT SERV	$ 1,114,054	$ 1,145,758	$ 1,245,817	$ 1,203,359	(42,458)
431	ELEVATOR SERVICE	$ 31,933	$ 29,824	$ 30,000	$ 31,000	1,000
432	ELECTRIC SERVICE	$ 13,923	$ 8,495	$ 20,000	$ 20,500	500
433	ELECTRIC MOTORS	$ 26,809	$ 10,336	$ 15,000	$ 15,500	500
434	FOLDING PARTITIONS	$ 9,253	$ 8,718	$ 10,000	$ 10,300	300
440	RENTALS	$ 165,665	$ 168,738	$ 160,000	$ 142,000	(18,000)
441	RENTAL OF LAND AND	$ 16,000	$ 20,995	$ 24,000	$ 24,000	-
450	CONSTRUCTION SERVICES	$ 94,740	$ 1,044,208	$ 150,000	$ 125,000	(25,000)
490	SECURITY SERVICES	$ 101,588	$ 77,455	$ 100,000	$ 75,000	(25,000)
492	LIFE SAFETY SYSTEMS	$ 63,529	$ 87,327	$ 100,000	$ 100,500	500
494	PURCHASED SERVICE SWIMMING POOL	$ (126)	$ (293)	$ -	$ -	-
500	OTHER PURCHASED	$ 490,808	$ 934,701	$ 1,575,000	$ 2,495,321	920,321
510	STUDENT TRANS SERV	$ 6,293,293	$ 6,899,299	$ 7,562,879	$ 8,016,069	453,190
511	STUDENT TRANS	$ 224,299	$ 263,188	$ 296,397	$ 304,620	8,223
514	STUDENT TRANS REIMBURSEMENT	$ (210,501)	$ (182,878)	$ (242,865)	$ -	242,865
519	STUDENT TRANS IND ARTS	$ 35,667	$ 23,450	$ 44,131	$ 17,400	(26,731)
521	LIABILITY INS (GEN)	$ 5,304	$ 500	$ 1,000	$ 1,000	-
529	INTER ACTI INSUR PREM	$ 77,161	$ 52,434	$ 100,000	$ 100,000	-
530	COMMUNICATIONS	$ 225,684	$ 217,851	$ 283,296	$ 289,000	5,704
540	ADVERTISING	$ 142	$ 974	$ 5,000	$ 6,000	1,000
562	TUIT TO OTHER LEA'S	$ 2,240,197	$ 2,367,479	$ 2,390,500	$ 2,400,000	9,500
563	TUITION+STATE AGNCY	$ 6,254,067	$ 7,666,824	$ 7,300,000	$ 8,750,000	1,450,000
564	OUT OF DIST. TUITION-EXCESS COST	$ (2,175,843)	$ (2,646,085)	$ (2,800,000)	$ (3,500,000)	(700,000)
565	REGULAR ED. TUITION OTHER LEA'S	$ 142,103	$ 133,968	$ 150,000	$ 124,000	(26,000)
566	REGULAR ED. OUT OF DIST. TUITION	$ 17,945	$ 44,157	$ 35,000	$ 45,000	10,000
580	TRAVEL	$ 119,894	$ 131,510	$ 130,252	$ 116,449	(13,803)
590	MISCELL PURCH SERV	$ 780	$ 780	$ 1,650	$ 1,700	50
600	SUPPLIES	$ 82,387	$ 93,400	$ 116,984	$ 131,434	14,450
610	GENERAL SUPPLIES	$ 321,807	$ 544,658	$ 307,500	$ 399,820	92,320
611	INSTRUCTIONAL SUPPLIES	$ 610,850	$ 761,257	$ 726,862	$ 824,114	97,252
612	ADMINISTRATIVE SUPPLIES	$ 1,996	$ 1,671	$ 1,900	$ 2,500	600
613	MAINTENANCE SUPPLIES	$ 196,151	$ 116,282	$ 125,000	$ 165,000	40,000
614	POSTAGE	$ 108,652	$ 101,232	$ 100,000	$ 102,000	2,000
616	TESTING	$ 15,336	$ 14,738	$ 15,900	$ 16,000	100
622	ELECTRICITY	$ 2,042,958	$ 2,425,367	$ 2,175,000	$ 2,498,128	323,128
623	PROPANE GAS	$ 9,948	$ 7,596	$ 10,000	$ 10,000	-
624	OIL	$ 911,995	$ 804,936	$ 745,000	$ 545,000	(200,000)
625	NATURAL GAS	$ 740,661	$ 1,023,696	$ 865,000	$ 700,000	(165,000)
626	GASOLINE	$ 263,792	$ 246,594	$ 271,734	$ 211,592	(60,142)
641	TEXTBOOKS	$ 92,697	$ 63,345	$ 146,391	$ 194,390	47,999
642	LIBRARY BOOKS AND	$ 1,919	$ 7,021	$ 5,249	$ 8,749	3,500
643	AUDIOVISUAL	$ 48,174	$ 69,608	$ 61,001	$ 70,623	9,622
644	CONSUMABLES/WORKBOOKS	$ 195,065	$ 475,670	$ 108,477	$ 157,838	49,361
645	TEXTBOOKS (SOFT COVER)	$ 29,304	$ 27,350	$ 146,236	$ 125,562	(20,674)
646	BOOK BINDING	$ 3,971	$ 4,513	$ 3,700	$ 3,900	200
690	OTHER SUPPLIES AND	$ 126,222	$ 136,476	$ 196,937	$ 187,926	(9,011)
692	GRADUATION EXPENSES	$ 23,361	$ 25,976	$ 21,070	$ 24,800	3,730
693	ACCREDITATION	$ -	$ 27,145	$ 36,000	$ 250	(35,750)
730	INSTRUCTIONAL EQUIPMENT	$ 722,719	$ 173,541	$ 290,437	$ 262,566	(27,871)
733	INSTRUCTIONAL SOFTWARE	$ 180,061	$ 215,581	$ 280,525	$ 282,675	2,150
739	NON-INSTRUCTIONAL EQUIPMENT	$ 59,912	$ 1,576	$ 38,049	$ 31,530	(6,519)
749	LEASE PAYMENTS	$ -	$ 15,409	$ 318,500	$ 394,129	75,629
810	DUES,FEES & MEMBERSHIPS	$ 112,785	$ 91,762	$ 143,183	$ 164,724	21,541
	BOE TOTAL EXPENSES	**$ 161,243,578**	**$ 167,370,021**	**$ 170,987,857**	**$ 176,150,073**	**$ 5,162,216**
GRAND TOTAL		**$ 308,102,668**	**$ 317,842,152**	**$ 326,989,609**	**$ 337,324,141**	**$ 10,334,532**