

CITY OF NORWALK

RECOMMENDED OPERATING BUDGET FISCAL YEAR 2019-20



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

CITY OF NORWALK



ANNUAL BUDGET

CITY OF NORWALK
ELECTED and APPOINTED OFFICIALS and BUDGET STAFF

MAYOR:

Harry W. Rilling

COMMON COUNCIL:

John Kydes, *Council President*

Nicholas Sacchinelli

John Igneri, *Majority Leader*

Beth Siegelbaum

Douglas Hempstead, *Minority Leader*

Travis Simms

Ernest Dumas

Barbara Smyth

Greg D. Burnett

Doug Stern

Michael Corsello

George Tsirranides

Thomas Livingston

Chris Yerindes

Eloisa Melendez

BOARD OF ESTIMATE & TAXATION:

Ed Camacho, *Chairman*

Troy Jellerette

James Feigenbaum

Artie Kassimis

James Frayer

James Page

BUDGET STAFF:

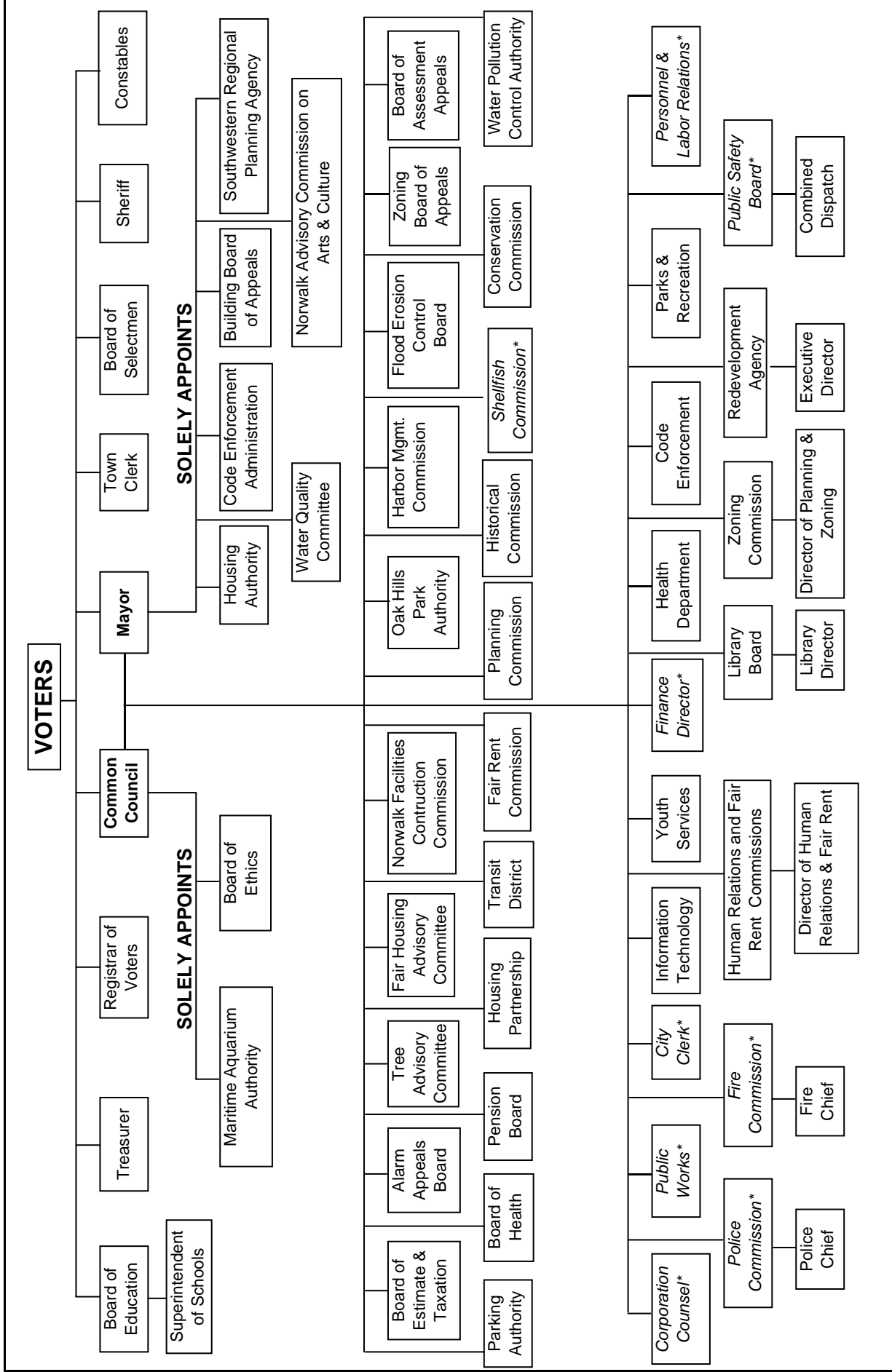
Robert Barron, Finance Director

Angela Fogel, Director of Management & Budgets

Simona Maddox, Assistant Director of Management & Budgets

Lola 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 2019-20 Recommended Operating Budget presents the annual operating expenditures and revenues for the City of Norwalk. The book is divided into fourteen sections.

The Budget Message provides an overview of the 2019-20 recommended 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.

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 2019-20 recommended as well as a listing of City Offices can be found on the City's website: www.norwalkct.org.



CITY OF NORWALK, CONNECTICUT
Office of Finance
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125 East Avenue, PO BOX 5125
Norwalk, CT 06856-5125

February 12, 2019

Harry W. Rilling, Mayor
Members of the Board of Estimate and Taxation
Members of the Common Council, and

The Citizens of the City of Norwalk:

In accordance with Section 1-239 of the City Code, I am pleased to transmit the requested budget from each department of the city, together with my recommendations relative thereto.

The recommended FY 2019-20 budget has been developed in a local environment of slow but steady economic growth. The global expansion since mid-2016 has benefited Connecticut and also brought similar economic shifts such as aging baby boomers and a smaller generation of Gen Xers. Connecticut, Norwalk in particular, has responded to changing demographics with an uptick in apartment building construction. The Connecticut Economic Digest published in conjunction with the Connecticut Department of Labor and the Connecticut Economic and Community Development, in the July 2018 issue lists Norwalk as the leading city in multi-family construction with 387 permits issued in 2017. This is more than double the next leading city, Milford, Connecticut which issued 161 multi-family permits.

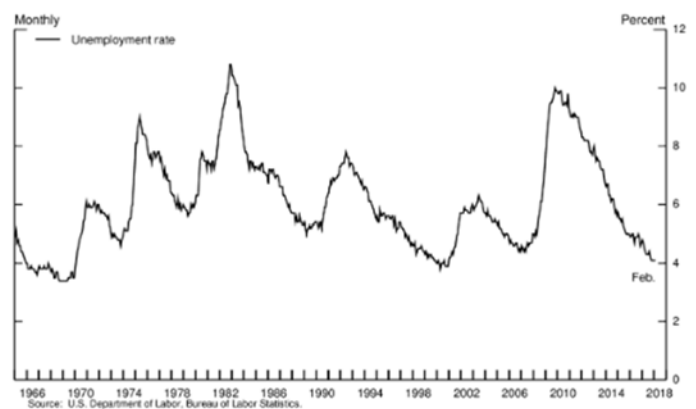
Increasing incomes have allowed Norwalk to absorb added capacity and further stimulate existing home prices. In the second quarter of 2018, year-over-year non-farm payrolls continued to rise. The HUD Office of Policy Development and Research (PD&R) New England report for the third quarter 2018 estimated payroll growth at 1.7%. Likewise, the unemployment rate fell from 3.8% to 3.5% from the prior year. As a result, Connecticut home sales continue to rise both in volume and price. Median home prices rose 2.6% over the prior year. This has led to a slightly tight housing market. However, rising interest rates are expected to dampen this trend. Local economic factors and market conditions have led to property value increases since the 2013 revaluation. The 2018 property assessment revaluation found that the city's grand list has recovered from recessionary lows. The 2018 grand list totals 14.3 billion which is 16.6% above the 2017 value of 12.3 billion. Accordingly, the city's mill rate is projected to fall by 11.4% from 26.2 in Fiscal Year 2018-19 to a proposed 23.2 for the FY2019-20 recommended budget.

The recommended budget supports the continued growth and development of the city with a balanced focus on fiscal responsibility. The total city levy for FY 2019-20 is expected to rise 3.3% from the prior year budget. In light of the recent increases to fund balance, I recommend a \$6.0 million draw down of fund balance. This is consistent with the city’s fund balance policy that allows excess reserve to be used for tax relief. After the proposed draw on fund balance, the city will still have a healthy unassigned fund balance estimated at 12.7% of forecasted revenues.

I. ECONOMIC ENVIRONMENT

The city of Norwalk’s near term budget decisions are made in the larger context of regional and national economic trends. Across the nation, state and local revenues have experienced steady increases since post Great Recession lows. According to the Federal Reserve’s, *Outlook for the U.S. Economy* presented at the Economic Club of Chicago on April 6, 2018, national unemployment has fallen from a high of 10% in 2009 to 4.1% in February of 2018. Chart 1 to the right from the U.S. Department of Labor illustrates this trend from a larger historical perspective.

Chart 1
Historical Unemployment



Similarly, economic projections from the Federal Reserve Board members and Federal Reserve Bank presidents expect current growth trends to continue into the near future, albeit with moderate dampening during the next two years. Chart 2 at the right illustrates percentage growth expectations by members and bank presidents for 2018 to 2020 as well as longer run expectations.

Chart 2 –
Summary of Economic Projections

Variable	Median (Percent)			
	2018	2019	2020	Longer run
Change in real GDP	2.7	2.4	2.0	1.8
December projection	2.5	2.1	2.0	1.8
Unemployment rate	3.8	3.6	3.6	4.5
December projection	3.9	3.9	4.0	4.6
PCE inflation	1.9	2.0	2.1	2.0
December projection	1.9	2.0	2.0	2.0
Core PCE inflation	1.9	2.1	2.1	
December projection	1.9	2.0	2.0	
Federal funds rate	2.1	2.9	3.4	2.9
December projection	2.1	2.7	3.1	2.8

Source: Federal Reserve Board, March 2018 projection materials available at www.federalreserve.gov

Economic impacts unique to municipalities surrounding New York City are also relevant to Norwalk’s economic outlook and budgetary decisions. The Office of The New York State Comptroller states that the greater New York City region is experiencing its largest and longest job expansion since World War II. More than 700,000 jobs have been added in the past eight years for a gain of almost 19 percent. Nearly 5 percent of jobs added nationally since 2009 have been in New York City. This rapid expansion provides an abundant laborshed to areas surrounding New York City

Norwalk’s proximity to New York provides jobs and spillover effects to the local real estate market as residents look for alternatives to rising housing costs within the five boroughs. Additionally,

Fairfield County provides a desirable labor resource. The area has one of the highest education rates in the nation with 43% of its residents holding college degrees. Companies looking to hire qualified applicants in a tight labor market look to Fairfield County for a skilled workforce.

Locally, as of October, 2018 the Connecticut Department of Labor estimated that Connecticut has recovered 90.4% of the seasonally adjusted jobs lost in the Great Recession. Although overall nonfarm employment needs 11,400 more jobs to reach expansion status, isolating private sector jobs shows a post-recession expansion with a 114.2% recovery of private sector jobs lost during the downturn. The Connecticut Department of Labor estimates state unemployment at 3.5% as of October, 2018 with Norwalk experiencing a slightly lower rate of 3.4% for the same period.

II. BUDGET ADOPTION PROCESS & CALENDAR

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

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

The Finance Director is required under the City Code to submit the budget to the Board of Estimate and Taxation not later than the second Monday in February and to the Common Council by the second Tuesday of the month. The Finance Department meets with and assists the members of the Common Council who must set a budgetary spending cap by the fourth Tuesday in February. The Board of Estimate and Taxation conducts budget workshops with each department and agency to help develop its recommendations. The Board of Estimate and Taxation then holds a public hearing prior to submitting its recommendations to the Common Council on the first Monday in April. The Council reviews the Board’s recommendations and has until the third Tuesday of April to adjust the budget cap, if necessary. 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.

III. BUDGET IN BRIEF

The Bottom Line: The recommended budget is \$367,624,642. This is an increase of \$13,561,244 or 3.8% over FY 2018-19. The associated tax levy increases by 3.3% for a total of \$331,965,622.

Estimated revenue derived from all sources other than current local taxes is expected to rise by \$741,156 from \$39,034,694 to \$39,775,850. This increase is largely driven by a \$1,500,000 increase in back tax collections and supplemental autos which were offset by a \$697,374 decrease in miscellaneous revenues.

The recommended budget of \$367,624,642 results in a total tax levy of \$331,965,622 after adding adjustments for: uncollectable taxes, \$4,647,519; tax relief and other programs, \$5,469,311; and subtracting adjustments for: other non-tax revenue, \$5,600,000; and total non-tax revenues, \$40,175,850.

The recommended budget consists of four elements that determine the amount of money that must be raised through taxation and are also used to calculate the tax rate: Appropriations (expenditures), Non-Levy Revenues, Tax Adjustments and the Net Taxable Grand List, plugged into the following formula:

Appropriations	\$ 367,624,642
Less: Non-Levy Revenue	<u>(\$ 45,775,850)</u>
Net Tax Collections	\$ 321,848,792
Plus: Tax Adjustments (Reserve for Uncollected & Tax Relief Programs)	<u>\$ 10,116,830</u>
Tax Levy	\$ 331,965,622
Divided by: Net Taxable Grand List	\$14,311,193,584
Equals: Average Mill Rate (per thousand)	23.2

The resulting average tax rate is based upon aggregate data and does not reflect the mill rate of any of the city districts. The actual district mill rates are determined by the level of municipal services each district receives and is presented later in this document. The 2018 net grand list of \$14,311,193,584 is an increase of 16.6% over 2017's net grand list.

The recommended tax collection rate is 98.6% of the levy for FY 2019-20. This is an increase from the current fiscal year's 98.2% based on historical performance.

IV. BUDGET ASSUMPTIONS & SUMMARY OF SIGNIFICANT CHANGES

1. **Revenue assumptions** in this recommended budget include:

- A \$13.6 million revenue budget increase, driven by the following major categories of revenue:

SOURCE	Approved Budget 2018-19	Approved Budget 2019-20	Year over Year \$ Variance	% Variance
Current Property Taxes	\$ 312,078,704	\$ 321,848,792	\$ 9,770,088	3.1%
Use of Fund Balance	\$ 2,950,000	\$ 6,000,000	\$ 3,050,000	100.0%
Back Tax Collections	\$ 2,000,000	\$ 3,000,000	\$ 1,000,000	50.0%
Investment Income	\$ 1,000,000	\$ 1,500,000	\$ 500,000	50.0%
Supplemental Auto	\$ 2,100,000	\$ 2,600,000	\$ 500,000	23.8%
Interest & Penalties	\$ 1,836,801	\$ 1,903,401	\$ 66,600	3.6%
Departmental Receipts	\$ 12,006,855	\$ 11,744,632	\$ (262,223)	-2.2%
Intergovernmental	\$ 16,969,715	\$ 16,603,868	\$ (365,847)	-2.2%
Miscellaneous	\$ 3,121,323	\$ 2,423,949	\$ (697,374)	-22.3%
GRAND TOTAL	\$ 354,063,398	\$ 367,624,642	\$ 13,561,244	3.8%

- Current Local Taxes, net of a reserve for uncollectible taxes and tax relief programs, are growing by \$9,770,088 or 3.1% due to the 16.6% increase in the city's grand list and an increase in the tax collection rate from 98.2% to 98.6%.
- Transfers from the fund balance increase by \$3,050,000 consistent with the city's use of the fund balance.
- Miscellaneous Revenue is decreasing by \$697,374 primarily due to a decrease of \$433,206 in debt service reimbursements related to Oak Hills debt restructuring; a decrease of \$159,426 from IRS Tax Subsidy; reduction of \$80,424 in District Reimbursement; and a \$92,483 reduction of Tax Sale Fee Revenue.
- Interest and Penalties are increasing by \$66,600 or 3.6% based on recent years' trend of these revenue items.
- Supplemental Auto, Back Tax Collections, and Investment Income revenues are collectively increasing by \$2,000,000 from the current fiscal year's budget based on historical trends.
- Departmental Receipts are decreasing \$262,223 or 2.2% primarily due to Recreation and Parks decrease in park usage fees, venue rental fees and event parking fees totaling \$306,818, which was slightly offset by a net increase in other areas.
- Intergovernmental Revenue is decreasing by \$365,847 or 2.2% primarily due to a decrease of \$181,276 from the In Lieu of Taxes Distressed Municipality Grant; a decrease of \$80,000 for Off Track Betting; a decrease of \$63,596 in the Telephone Access Grant, the loss of \$22,082 State Grant E-Rate Reimbursements; and, to a lesser extent, other various grant reductions.

2. **Expenditure assumptions** in this recommended budget include:

- A \$13.6 million expenditure budget increase, driven by the following major categories of spending:

DEPARTMENT	Approved Budget 2018-19	Recommended Budget 2019-20	Year over Year	
			\$ Variance	% Variance
Education	\$ 190,494,217	\$ 198,491,359	\$ 7,997,142	4.2%
Police and Fire	\$ 44,512,458	\$ 46,181,476	\$ 1,669,018	3.7%
Debt Service	\$ 28,447,763	\$ 29,985,460	\$ 1,537,697	5.4%
Economic & Community Development	\$ 2,969,879	\$ 4,277,262	\$ 1,307,383	44.0%
Pension Contributions	\$ 10,994,024	\$ 11,861,868	\$ 867,844	7.9%
Finance Department	\$ 5,934,458	\$ 6,267,358	\$ 332,900	5.6%
Grants	\$ 1,820,429	\$ 2,133,675	\$ 313,246	17.2%
Library	\$ 3,971,966	\$ 4,120,564	\$ 148,598	3.7%
Health Department	\$ 2,256,704	\$ 2,299,725	\$ 43,021	1.9%
Contingency/Organizational Memberships	\$ 1,274,476	\$ 1,236,589	\$ (37,887)	-3.0%
Historical Commission	\$ 257,534	\$ 189,216	\$ (68,318)	-26.5%
General Government	\$ 4,944,645	\$ 4,871,960	\$ (72,685)	-1.5%
Operations & Public Works	\$ 22,593,363	\$ 22,423,328	\$ (170,035)	-0.8%
Employee Benefits	\$ 33,591,482	\$ 33,284,802	\$ (306,680)	-0.9%
GRAND TOTAL	\$ 354,063,398	\$ 367,624,642	\$ 13,561,244	3.8%

- City recommended budget is increasing \$13.6 million or 3.8% over the adopted FY 2018-19 budget. It is important to note that the city budget includes approximately \$24 million of expenditures attributable to the Board of Education for debt service, risk management, pension, OPEB trust, and in-kind services. A summary of the year-over-year increases are listed below:
 - Board of Education increase of \$7,997,142 or 4.2% in order to achieve its vision as becoming one of the most successful school systems in Connecticut.
 - The Police and Fire Department increase of \$1,669,018 or 3.7% primarily due to contractual wage and step increases.
 - Debt Service increase of \$1,537,697 or 5.4% for the principal and interest payments on all outstanding bond obligations.
 - Economic and Community Development increase of \$1,307,383 or 44.0% due to contractual wage and step increases as well as staff transfers from other departments as part of the reorganization.
 - Pension Contribution increase of \$867,844 or 7.9% based on the ADEC recommended by the city's pension actuary which includes Police, Fire and city pension plans along with 401A match for new employees not enrolled in the defined benefit plan plus small administrative costs.
 - Finance Department increase of \$332,900 or 5.6% primarily due to contractual wage and step increase.
 - Grant agency increase of \$313,246 or 17.2% due to \$293,400 increased funding to outside agencies and a \$19,846 increase in funding to city agencies.
 - Library increase of \$148,598 or 3.7% primarily due to contractual wage and step increases.
 - Health Department increase of \$43,021 or 1.9% primarily due to contractual wage and step increases.
 - Contingency and Membership decrease of \$37,887 or 3.0%, comprised of a \$39,462 decrease in contingency offset by a \$1,575 increase in Organizational Memberships.
 - Historical Commission decrease of \$68,318 or 26.5% primarily due to a decrease in Other Professional Services.
 - General Government decrease of \$72,682 or 1.5% primarily due to a decrease in the Corporation Counsel Other Professional Services account offset by contractual wage and step increases.
 - Operations and Public Works decrease of \$170,035 or 0.8% primarily due to the loss of five employees transferred to Economic and Community Development as part of the reorganization, offset by contractual wage and step increases.

- Employee Benefit decrease of \$306,680 or 0.9 % for city medical insurance and OPEB contributions along with General Liability insurance for both the city and Board of Education.

V. CONCLUSION

The recommended budget is a balanced plan of operations designed to meet the city's goals and objectives and to provide the essential funding that each department requires. As the budget season progresses, we stand ready to gather additional information that is helpful to the Common Council which will determine the spending cap and to the Board of Estimate and Taxation that will approve the final appropriations for the upcoming FY 2019-20 budget.

I would like to thank each department and agency head for their cooperation and assistance in the formulation of the recommended budget. I would also like to thank the budget staff: Simona Maddox and Lola Phillips, for their excellent work and contributions to the development of the 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,

Angela Fogel
Director, Management & Budgets

CITY OF NORWALK



ANNUAL BUDGET

DESCRIPTION OF THE CITY

In 1640 for the consideration of “eight fathoms of wampum, sixe coates, tenn hatchets, tenn hoes, tenn knives, tenn scissors, tenn jewse-harps, tenn fathom tobacoe, 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 USA Today. Our retail sector is the fifth largest in Connecticut, judged by generation of sales tax revenue. Our tourist sector is Connecticut’s second most successful, judged by numbers of visitors.

Economic diversity distinguishes Norwalk, especially in difficult economic times. Norwalk is home to approximately 3,463 companies providing 45,397 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 a community to be resilient in times of economic stress.

The most significant new developments in 2019 include the following:

- Rapid progress is being made on The SoNo Collection; a new 1.1 million square feet luxury mixed use retail shopping center located just south of Interstate 95 in South Norwalk. This new high-end shopping center will be anchored by Nordstrom’s and Bloomingdale’s and represents a prime location in the City with visibility for travelers in both directions along Interstate 95 along with great views of Norwalk Harbor. The property is being developed by Norwalk Land Development, LLC, a subsidiary of General Growth Properties and Brookfield Partners, with a grand opening scheduled for October 2019.
- Belpointe Capital, LLC, has completed four sites as part of its multi-phased mixed use development on West Avenue comprised of 658 apartments with commercial space in the lower levels consisting of 22,400 square feet of restaurant space, 7,000 square feet office space, 4,600 square feet retail and 8,433 square feet devoted to banks. Among the new tenants are Sedona Tap House, Chase Bank, JC Salons, Colony Grill, Pinot’s Palette and the Barcelona Wine Bar & Restaurant. The Zoning Commission also approved plans for “The Pinnacle” a new mixed use development with 330 apartments, a new movie theatre, 22,509 square feet restaurant, 3,602 square feet office space, a 23,979 square feet fitness center and 942 spaces of parking garage in October 2017. The applicant plans to start construction on this parcel in Fall 2019.
- In South Norwalk, F.D. Rich Company received approval for a new six story mixed use Transit Oriented Development (TOD) development with 129 residential units and 3,870 square feet retail at 121-123 Water Street in the newly expanded SoNo Station Design District. Construction is expected to begin construction prior to the end of the year. Nearby on South Main Street, the Company has nearly completed construction of the SoNo Hotel with 102 extended stay hotel rooms and 106 space parking garage.

- Also in South Norwalk, Spinnaker, the developer of the Ironworks, received approval for a new five-six story, 122,000 square feet Transit oriented development (TOD) with 122 residential dwelling units (16 units in existing historic building and 106 units in new building), 5,000 GSF ground floor retail and 11,000 square feet office located adjacent to the South Norwalk Railroad Station. Construction is now complete on the new 68 unit mixed use development known as 19 Day Street located a few blocks to the east and is scheduled to open a new distillery in the historic building at the rear of the site in 2019.
- Grist Mill Village, a new Planned Residential development with a total of 717 units in three adjacent buildings is nearly finished construction on the first of three buildings and has started construction on a second building at 166 Glover Avenue, both are located just north of the Merritt 7 Railroad Station. This development replaces several office buildings, including the former U.S. Surgical headquarters, with a new residential village providing sought after residential units in close proximity to prime office space at Merritt 7 Corporate Park and the Danbury Line Rail station. The first building with 235 units is expected to open for occupancy in 2019.
- In April 2018, the Zoning Commission approved a new Transit Oriented Development at the East Norwalk Railroad Station on the south side of the MetroNorth railroad tracks. The development, located at 230 East Avenue, is a 276,408 square feet mixed use development in two new buildings and includes the rehabilitation and reuse of an existing industrial building. Once complete, the development will provide 189 dwelling units, 39,492 square feet office, 4,260 square feet 4,260 square feet restaurant and 5,550 square feet retail. Construction is expected to begin in early 2019.
- A new Innovation Center was approved to complement the office and warehouse uses located at 15 Oakwood Avenue. The new 24,000 square feet building will include office and research and development space along with three artist live/work spaces to create an ideal live-work environment to promote new product development.
- A new development by Metropolitan Realty Associates was approved at 1 Bates Court and will consist of a new building with 40 residential units in walking distance to the South Norwalk Railroad Station.
- The City is also investing in its schools and cultural facilities with the Maritime Aquarium at 10 North Water St under construction on major improvements including a new theater, seal tank and interior renovations to existing Aquarium building. Side by Side School at 85 South Main St recently completed a two- story addition to its Side by Side Charter School. Other municipal improvements include a major new addition at Ponus Ridge Middle School at 21 Hunters Lane to accommodate its new STEM K-8 program.

Additional news offering evidence of growth and development includes the following:

Financial consultancy firm FactSet plans to relocate its global headquarters within Norwalk from the Merritt 7 office complex to 45 Glover Avenue and will lease 173,000 square feet of the 264,500 square feet building.

Norwalk based Spiked Seltzer is putting a twist on the brewing industry. The company produces new alcoholic sparkling seltzer flavors at their Norwalk offices. Founders Nick Shields and Dave Holmes started in a Westport garage prior to moving to Norwalk and also have brewing facility in New York. Business is booming and other companies are looking to follow Spiked Seltzer's business model.

Bridges by EPOCH recently celebrated the grand opening of its new state-of-the-art memory care assisted living facility for residents living with dementia located at 123 Richards Ave. The facility opened to residents in October 2017 and is a joint collaboration between EPOCH Senior Living, a provider of senior housing and care, and National Development, a real estate and investment firm with senior housing experience.

Merritt 7 comprised of six buildings and 1.4 million square feet Class A office space on 22 acres along the Norwalk River, continues to lease to new and growing companies. The corporate park offers on-site amenities such as shuttle service to the Merritt 7 Metro-North Railroad Station, a fitness center, conference centers, car care, two full-service cafeterias, a Starbucks and a salon. Major tenants include General Electric, FactSet Research Systems, Datto, Frontier Communications and Xerox.

Datto Inc. completed its expansion at 101 Merritt 7 in Norwalk, where it now occupies 131,000 square feet of space. In addition, Datto announced a new strategic alliance with TitanHQ; partnering to integrate cloud-based web security into products within the Datto Networking product line. The alliance is a clear demonstration of their continued commitment to providing additional security features and capabilities for clients.

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, Chief of Staff, 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 88,438 residents with an authorized and funded force of 181 sworn officers and 40 civilians including those assigned to Combined Dispatch, utilizing 110 marked and unmarked police vehicles, 3 motorcycles and 3 marine vessels. The police department is accredited by both the Commission on Accreditation of Law Enforcement Agencies (CALEA) as well as the State of Connecticut Police Officers Standards and Training Council. POST-C). In addition to routine police patrol, the Department maintains specialized units in the following areas: Internal Affairs, Training and Recruitment, Planning and Research, Marine Division, Detective Bureau, Special Services (vice, gambling, narcotics), Identification & Crime Scene Unit, Emergency Services Unit as well as a Community Policing Unit, which works closely with residents within their target districts. The Community Services Unit provides a Drug Abuse Resistance Education (D.A.R.E.) program for Norwalk

school children in conjunction with the Norwalk Public Schools and supervises school crossing guards. The Special Victims Unit includes specially trained Detectives working in conjunction with the Internet Crimes Against Children Task Force and maintains a School Resource officer program within the city's high schools and middle schools in addition to investigating all crimes involving youth and special needs populations. The Department also operates a Community Services Program and Support Services, which encompass the following areas: animal control, crime prevention, traffic and safety, complaint bureau, property room and prisoner holding facility. The Police Department is also a first responder for medical emergencies.

Fire Department

The City provides complete fire prevention and suppression services through its professional full-time Fire Department, which consists of 143 sworn fire personnel, supplemented by six civilian employees. The Department operates out of five fire stations strategically located throughout the community and maintains a rotating fire apparatus replacement schedule through their capital budget. In addition to fire suppression services the Department is a key resource for the Regional Hazardous Materials Response Team. The Department also collaborates with the Norwalk Police Department in Arson Investigations and with the Marine Division. The Fire Prevention Division is responsible for the enforcement of the State Life Safety and Fire Codes with a staff of nine personnel. The Office of Emergency Management is a division within the Fire Department. This division is responsible for emergency preparedness planning as well as the operation and maintenance of an Emergency Operations Center for local and national emergencies. The Fire Department is also a first responder for medical emergencies.

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.

Operations and 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 100 positions, in addition to 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 3,829 municipal parking spaces including 386 on-street spaces and 3,443 off-street spaces encompassed in 3 parking structures and multiple surface lots.

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

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

The City's Recreation and Parks Division maintains over 1,050 acres of public park land, including two 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.

Economic and Community Development

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 and updated its 2008 Plan of Conservation and Development. Public hearings on the new draft plan entitled Norwalk Citywide Plan 2019-2019 were planned for January 2019. 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.

Transportation, Mobility and Parking

The Department is responsible for the citywide traffic signal system and the parking system. The Department develops and implements programs to improve the business climate through wayfinding, traffic flow, and parking through various field and outreach programs and technology. Collaborates and coordinates with city, state, and federal agencies, departments, and private entities to create short and long transportation planning needs. Liaisons with Norwalk Transit District, Norwalk Traffic Authority, Norwalk Parking Authority, Department of Public Works, Norwalk Redevelopment Agency, Norwalk Public Schools, Norwalk Department of Health, Connecticut Department of Transportation, and WestCOG.

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 11,500 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. Silvermine Elementary School is home to Mano-a-Mano, our dual language (English/Spanish) immersion program. Norwalk is also home to the Center for Global Studies, an inter-district high school magnet program housed at Brien McMahon High School, as well as Norwalk Early College Academy, the State's first early college, P-TECH model program in partnership with IBM 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 all students will graduate prepared to reach their highest potential for college, career and life-long success in a globally competitive society. At Norwalk Public Schools, we believe that "The World Starts Here."

Norwalk 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.

Arts and Culture

The City 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

Demographics (US Census Quickfacts, July 1, 2017)

City of Norwalk (City) Population:	89,005
City per capita money income in the past 12 months (2016 dollars)	\$45,387

Connecticut Department of Labor (December 2017)

City unemployment	3.8%
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City Facts

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

Culture and Recreation

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

Election Information

	Total Registered Voters	Total Checked as Voting	Voter Turnout Percentage
Norwalk			
2017 Municipal Election	50,694	14,502	28.61%
2016 Presidential Election	49,487	38,885	78.58%
2015 Municipal Election	44,346	13,413	30.25%

CITY OF NORWALK – LARGEST EMPLOYERS

The Norwalk labor force of 50,297 is 96.5% employed as of December 2017. Broad and diversified the market is not dominated by a single comparatively large company or business sector. Among Norwalk's largest companies are the following:

<u>Name</u>	<u>Nature of Business</u>	<u>Employees</u>
Western Connecticut Health Network (Norwalk Hospital)	Hospital/Health Services	1,534
Cablevision Systems Corporation	Telecommunications and Media	1,200
General Electric Company, Inc. ¹	Diversified Manufacturing	1,000
Stew Leonard's	Retail Dairy Store/Grocery	900
MBI	Direct Mail Marketing	800
Diageo	Premium Beverage Manufacturer	700
Datto, Inc.	Data Protection Services	650
Aon Hewitt	Business Management Consultants	600
Pepperidge Farm, Inc.	Baked Goods	450
Reed Exhibition Company	Trade Show/Publisher	450
FactSet Research	Research Systems	400
Act Media, Inc.	In-Store Advertising	350
Xerox	Office equipment	320
Frontier Communications Corporation	Voice & Internet Service Provider	307
United Parcel Service, Inc.	Package Delivery & Supply Chain Management	300
Priceline.com	Internet Marketing	300
Vertrue	Internet Marketing and Advertising	300
Information Resources	Consumer Products Manufacturing	250
Norwalk Community College	Education	245
Combustion Engineering	Engineering Services	200
Klaff's	Lighting & Plumbing Supplies	200
King Industries, Inc.	Chemical Manufacturing	195
Carlson Marketing Group	Marketing Consultant	175
R.T. Vanderbilt Holding Co., Inc.	Chemical Manufacturing, Mining	170
Financial Accounting Foundation	Accounting Standards Regulation	158
ShopRite	Grocery	150
Stop & Shop	Grocery	150
Maritime Aquarium	Educational Entertainment	135
Bridgewater Associates	Global Investment Management	130
Marsh USA Inc	Insurance	125
Callanen International	Watches	105
In Marketing Services	Marketing Consultant	100
Dooney & Bourke	Leather Good Specialist	100

¹ In connection with the move of its corporate headquarters from Fairfield, Connecticut to Boston, Massachusetts, on May 9, 2016 General Electric announced that it would be moving between 500 and 600 additional jobs from the Fairfield headquarters to its offices in Norwalk.

Source: City of Norwalk Redevelopment Authority.

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 or before the 15th day of January

Finance Director receives requests from departments, agencies and taxing districts

On the 2nd Monday of February

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

On the immediately following Tuesday

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

At least five days before the 4th Monday of February

Finance Director publishes the Proposed Budget local newspaper

On the immediately following Tuesday of February

Common Council adopts cap on appropriations

On the 4th Monday of February

Board of Estimate & Taxation meets to start budget review

On the 1st Monday of April

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

No later than the 3rd Tuesday of April

Common Council may amend cap on appropriations

Three days before the 4th Wednesday in April

Board of Estimate & Taxation publishes tentative budget

On the 1st Monday of May

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 and no greater than 15%.
- The City maintains a contingency expenditure account to provide for unanticipated expenditures of a nonrecurring nature, or to meet unexpected 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.
- The City targets debt ratios within formally established parameters
 - o Debt as % of FMV – maintain at less than 2%
 - o Debt Service as % of Expenditures – 12.5% or less
 - o Per Capita Debt – no more than \$5,000

Operating Budget Policies

- The City attempts to maintain its present service level for all priority and essential services within existing tax rates, as adjusted for normal growth in the tax base. No new services are added without offsetting expenditure reductions or increases in tax revenues.
- The City maintains a financial and budgetary control system to ensure adherence to the budget and an awareness of the financial environment, preparing monthly reports to compare actual revenues and expenditures to budgeted amounts, analyzing operating surplus or deficit conditions, and balance sheets on all operating and major funds.
- All funds are required to be balanced. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund.
- The City, in preparing the yearly operating budget, creates a three-year projection of revenues and expenditures

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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 19 years on a closed basis as part of the 7/1/2017 valuation. The amortization payments will be calculated as a level percent of payroll. 4) In order that the City know the amount of the ADEC before the budget for a fiscal year has been finalized, the ADEC will be determined based on an actuarial valuation performed as of July 1st of the calendar year prior to the calendar year in which the fiscal year begins. The ADEC will include an interest adjustment to reflect the timing between the actuarial valuation date and the expected date on which the ADEC will be paid.

Accounting Policy

Reporting Entity

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

Basis of Accounting

- Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statement. The accrual basis of accounting is used for all funds except the governmental fund types, expendable trust funds and agency funds, which use the modified accrual basis of accounting. Modifications in this method from the accrual basis are as follows:
 - o 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.
 - o 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.
 - o 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** – 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.
- **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.
- **Debt Service Fund** – Is used to accumulate resources in anticipation of debt service payments and to report financial resources that are restricted, committed or assigned to expenditure for principal and interest.
- **Non-Major Governmental Funds** – Are used to account for the proceeds of specific revenue sources that meet the qualifications of GASB 54.

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).

Budget Overview

APPROPRIATIONS

DEPARTMENT	2018-19 Approved Budget	2019-20 Requested Budget	2019-20 Recommended Budget	Variance
GENERAL GOVERNMENT				
MAYOR	345,425	241,579	241,579	(103,846)
CHIEF OF STAFF	708,683	766,878	766,403	57,720
LEGISLATURE	15,550	16,210	14,550	(1,000)
CORPORATION COUNSEL	1,301,775	1,216,624	1,211,455	(90,320)
TOWN CLERK	645,143	662,595	651,163	6,020
HUMAN RESOURCES AND PERSONNEL	634,471	654,524	625,254	(9,217)
REGISTRAR OF VOTERS	547,143	759,925	599,925	52,782
SUBTOTAL - GENERAL GOVERNMENT	4,198,190	4,318,335	4,110,329	(87,861)
FINANCE DEPARTMENT				
CHIEF FINANCIAL OFFICER	218,175	231,826	229,551	11,376
TAX ASSESSOR	980,964	1,150,470	1,145,624	164,660
TAX COLLECTOR	949,851	1,017,157	1,016,477	66,626
ACCOUNTING & TREASURY	1,052,819	895,293	893,293	(159,526)
MANAGEMENT & BUDGETS	337,477	345,749	345,749	8,272
PURCHASING	423,818	426,551	429,350	5,532
INFORMATION TECHNOLOGY	1,971,354	2,218,368	2,207,314	235,960
SUBTOTAL - FINANCE	5,934,458	6,285,414	6,267,358	\$332,900
POLICE DEPARTMENT				
ADMINISTRATION	505,138	510,744	507,644	2,506
PATROL OPERATIONS	12,320,040	12,761,720	12,711,442	391,402
INVESTIGATIVE SERVICES	5,048,515	5,142,972	5,104,042	55,527
PROFESSIONAL STANDARDS	1,190,520	1,421,582	1,356,084	165,564
SUPPORT SERVICES	2,607,587	2,912,921	2,900,175	292,588
COMBINED DISPATCH	2,649,102	2,794,214	2,776,540	127,438
ADMINISTRATIVE SERVICES	1,243,436	1,291,611	1,278,611	35,175
SUBTOTAL - POLICE	25,564,338	26,835,764	26,634,538	1,070,200
FIRE DEPARTMENT				
ADMINISTRATION	454,824	460,544	460,544	5,720
FIREFIGHTING	16,100,684	16,719,946	16,660,782	560,098
PREVENTION	992,967	1,010,890	989,860	(3,107)
FIRE TRAINING	294,555	292,679	291,229	(3,326)
SUPPORT SERVICES	965,120	1,015,336	1,008,050	42,930
EMERGENCY PREPAREDNESS PLANNING	139,970	137,973	136,473	(3,497)
SUBTOTAL - FIRE DEPARTMENT	18,948,120	19,637,368	19,546,938	598,818

APPROPRIATIONS (continued)

DEPARTMENT	2018-19 Approved Budget	2019-20 Requested Budget	2019-20 Recommended Budget	Variance
ECONOMIC AND COMMUNITY DEVELOPMENT				
OFFICE OF THE CHIEF	-	306,580	256,580	256,580
PLANNING & ZONING	1,021,180	1,321,649	1,319,345	298,165
CONSERVATION	220,518	225,635	222,671	2,153
BUSINESS DEVELOPMENT & TOURISM	480,042	200,000	200,000	(280,042)
CODE ENFORCEMENT	933,768	1,159,218	1,133,608	199,840
TRANSPORTATION, MOBILITY & PARKING	314,371	1,145,058	1,145,058	830,687
SUBTOTAL - ECONOMIC & COMMUNITY DE	2,969,879	4,358,140	4,277,262	\$1,307,383
OPERATIONS AND PUBLIC WORKS				
ADMINISTRATIVE SERVICES	\$1,036,333	\$682,195	\$682,195	(\$354,138)
OPERATIONS	12,055,517	12,414,973	12,374,861	319,344
ENGINEERING/BLDG. MGMT.	4,962,854	4,775,247	4,638,778	(324,076)
RECREATION AND PARKS	4,538,659	4,794,906	4,727,494	188,835
SUBTOTAL-OPERATIONS AND PUBLIC WORKS	\$22,593,363	\$22,667,321	\$22,423,328	(\$170,035)
EDUCATION	\$190,494,217	\$202,184,484	\$198,491,359	\$7,997,142
COMMUNITY SERVICE				
HUMAN RELATIONS & FAIR RENT	385,169	380,385	380,385	(4,784)
YOUTH SERVICES	361,286	381,246	381,246	19,960
HEALTH DEPARTMENT	2,256,704	2,372,501	2,299,725	43,021
LIBRARY	3,971,966	4,132,600	4,120,564	148,598
HISTORICAL COMMISSION	257,534	233,479	189,216	(68,318)
SUBTOTAL -COMMUNITY SERVICE	7,232,659	\$7,500,211	7,371,136	\$138,477

APPROPRIATIONS (continued)

DEPARTMENT	2018-19 Approved Budget	2019-20 Requested Budget	2019-20 Recommended Budget	Variance
GRANTS				
SENIOR CENTER	\$385,000	\$400,000	\$385,000	\$0
CARVER FOUNDATION-SUMMER CAMP	158,000	160,000	160,000	2,000
FAMILY & CHILDREN'S AGENCY	44,000	45,320	44,500	500
OPEN DOOR SHELTER	60,000	75,000	60,000	-
HEADSTART	57,000	-	-	(57,000)
AMERICARES FREE CLINIC	36,000	36,000	36,000	-
CARVER FOUNDATION-SCHOOL TRANSITIC	36,000	36,000	36,000	-
MID FAIRFIELD CHILD GUIDANCE CTR	28,000	28,000	28,000	-
PERSON TO PERSON	28,000	26,000	28,000	-
SCHOOL BASED HEALTH CENTERS	23,000	23,230	23,230	230
SEXUAL ASSAULT CRISIS CENTER	20,000	20,000	20,000	-
CHILDREN'S CONNECTION	20,000	20,600	20,600	600
SOUTHWEST CT MENTAL HEALTH	18,000	18,000	18,000	-
HUMAN SERVICES COUNCIL	16,000	16,480	16,480	480
ELDERHOUSE	18,000	18,000	18,000	-
NORWALK MENTOR PROGRAM	4,500	11,510	5,000	500
CONNECTICUT COUNSELING CENTERS	3,000	3,000	3,000	-
DOMESTIC VIOLENCE CRISIS CENTER	6,100	20,000	10,000	3,900
COURAGE TO SPEAK FOUNDATION	1,500	5,000	-	(1,500)
NORWALK HOUSING AUTHORITY	-	500,000	343,690	343,690
OUTSIDE AGENCIES	962,100	1,462,140	1,255,500	293,400
TRANSIT DISTRICT	\$543,711	\$570,897	\$570,897	\$27,186
PROBATE COURT	26,900	28,090	28,090	1,190
HARBOR COMMISSION	9,134	9,134	9,134	-
REDEVELOPMENT AGENCY	-	-	-	-
NEIGHBORHOOD IMPROVEMENT COOD.	-	-	-	-
HOUSING SITE DEV. AGENCY	-	-	-	-
FAIR HOUSING OFFICER	183,584	188,174	175,054	(8,530)
SUMMER YOUTH EMPLOYMENT	95,000	95,000	95,000	-
CITY AGENCIES	858,329	891,295	878,175	19,846
SUBTOTAL - GRANTS	1,820,429	\$2,353,435	\$2,133,675	\$313,246
OPERATING CHARGES				
DEBT SERVICE	\$28,447,763	\$31,137,040	\$29,985,460	\$1,537,697
ORGANIZATIONAL MEMBERSHIPS	105,014	106,589	106,589	1,575
EMPLOYEE BENEFITS	33,591,482	35,517,202	33,284,802	(306,680)
PENSIONS	10,994,024	11,482,730	11,861,868	867,844
CONTINGENCY	1,169,462	1,169,462	1,130,000	(39,462)
SUBTOTAL - OPERATING CHARGES	\$74,307,745	\$79,413,023	\$76,368,719	\$2,060,974
GRAND TOTAL	354,063,398	375,553,495	367,624,642	\$13,561,244

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 2019-20
 BASED ON ESTIMATED OCTOBER 2018 GRAND LIST
 ROUNDED TO NEAREST X.XXX MILLS**

		AUTONOMOUS DISTRICTS						
		First Downtown Norwalk	Second South Norwalk	Third East Norwalk	Fourth Sewered Main Area	Fifth No Garbage Main Area	Sixth Rowayton	Tenth Motor Vehicle
SERVICE DISTRICTS	Fifth	20.194	20.194	20.194	20.194	20.194	20.194	
	Fire	2.526	2.526	2.526	2.526	2.526		
	Fourth - Garbage	0.566	0.566	0.566	0.566			
	Street Lighting				0.048	0.048		
	Sixth - Rowayton						1.213	
	Recommended FY 2019-20	23.286	23.286	23.286	23.334	22.768	21.407	30.560
	Approved FY 2018-19	26.161	26.161	26.161	26.218	25.486	23.825	30.499
	Percent Increase/(Decrease)	(10.99%)	(10.99%)	(10.99%)	(11.00%)	(10.66%)	(10.15%)	0.20%

COMPARATIVE TAX RATES

RECOMMENDED 2019-20 TAX RATES
VS.
APPROVED 2017-18 AND 2018-19 TAX RATES

	APPROVED 2017-18	APPROVED 2018-19	Recommended 2019-20
FIFTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	287,512,912	297,404,819	309,114,503
LESS ESTIMATED REVENUE	38,758,647	38,037,367	42,418,422
SUBTOTAL	248,754,266	259,367,452	266,696,081
ADJUSTMENT FOR TAX RELIEF PROGRAMS	3,237,291	3,248,956	4,884,719
RESERVE FOR UNCOLLECTED TAXES	2,863,729	3,831,674	3,924,370
AMOUNT TO BE RAISED BY TAX LEVY	254,855,286	266,448,082	275,505,170
ESTIMATED NET GRAND LIST	11,579,372,564	11,626,008,346	13,642,740,422
TAX RATE-MILLS	22.009	22.918	20.194

FIRE TAXING DISTRICT			
TOTAL APPROPRIATIONS	31,184,218	31,209,922	31,935,585
LESS ESTIMATED REVENUE	1,709,567	1,679,388	2,237,827
SUBTOTAL	29,474,652	29,530,534	29,697,757
ADJUSTMENT FOR TAX RELIEF PROGRAMS	351,123	340,948	504,656
RESERVE FOR UNCOLLECTED TAXES	338,952	435,836	436,428
AMOUNT TO BE RAISED BY TAX LEVY	30,164,726	30,307,318	30,638,841
ESTIMATED NET GRAND LIST	10,222,696,698	10,254,683,422	12,127,931,543
TAX RATE-MILLS	2.951	2.955	2.526

FOURTH TAXING DISTRICT-GARBAGE COLLECTION			
TOTAL APPROPRIATIONS	4,406,181	4,473,569	4,581,027
LESS ESTIMATED REVENUE	85,478	83,969	261,873
SUBTOTAL	4,320,702	4,389,600	4,319,154
ADJUSTMENT FOR TAX RELIEF PROGRAMS	49,612	48,871	72,391
RESERVE FOR UNCOLLECTED TAXES	49,666	64,759	63,458
AMOUNT TO BE RAISED BY TAX LEVY	4,419,980	4,503,230	4,455,003
ESTIMATED NET GRAND LIST	6,121,582,655	6,155,577,000	7,871,612,760
TAX RATE-MILLS	0.722	0.732	0.566

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	8,698,369,463	8,732,363,808	10,457,563,624
TAX RATE-MILLS	-	-	-

COMPARATIVE TAX RATES

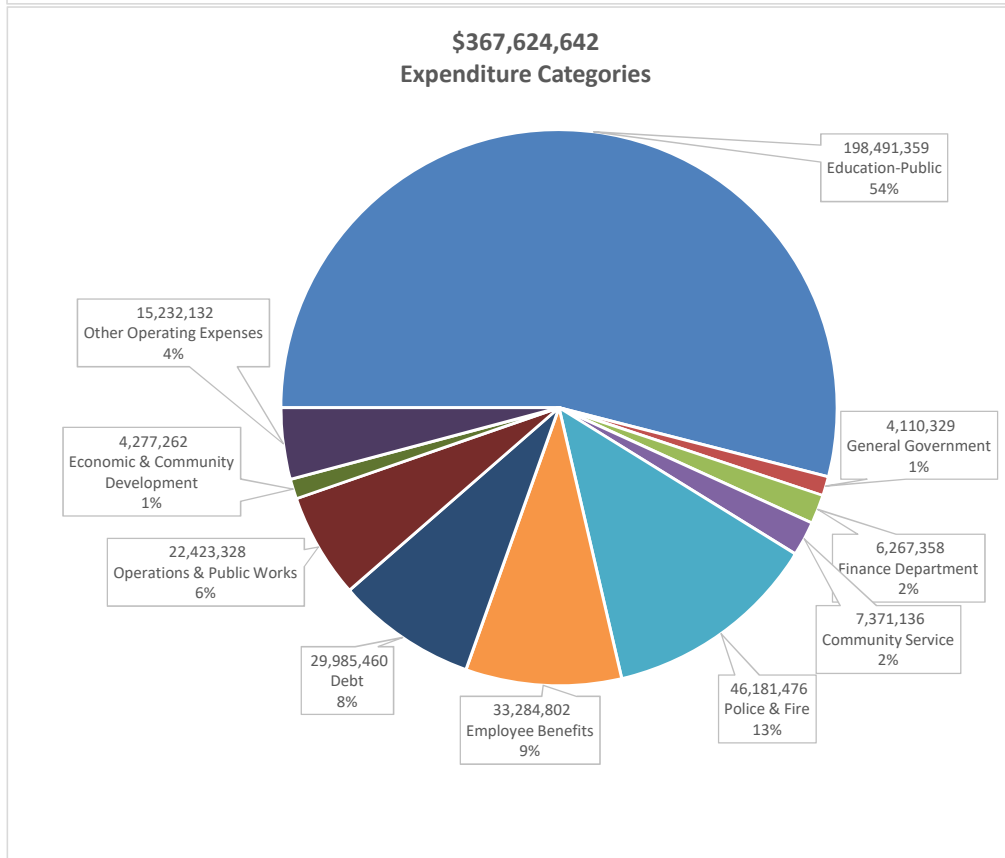
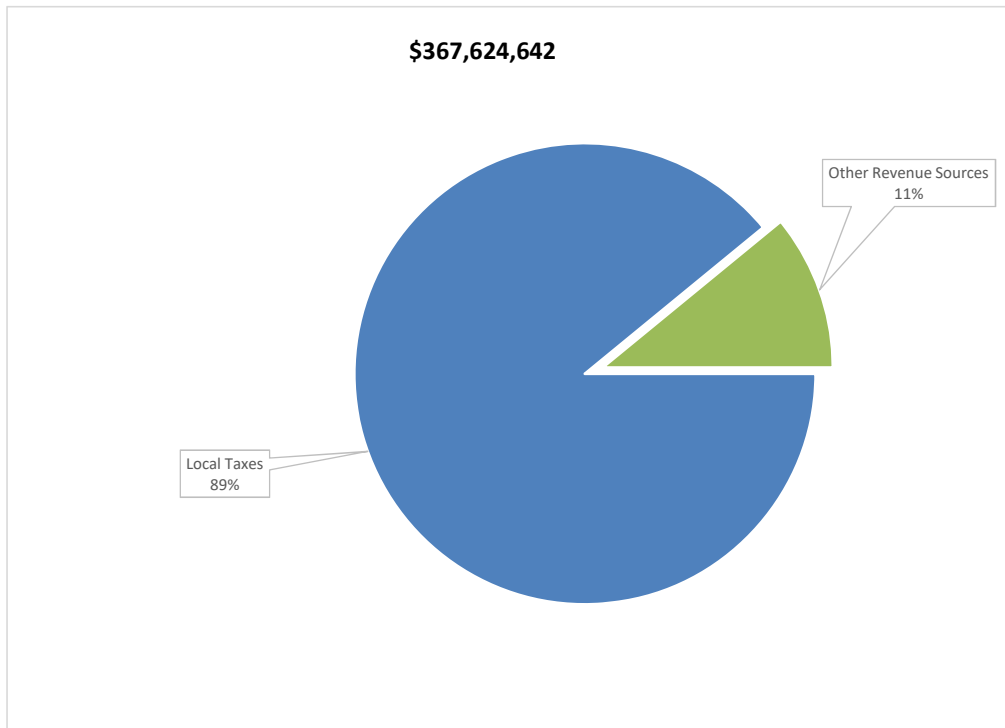
Recomended 2019-20 TAX RATES
VS.
APPROVED 2017-18 AND 2018-19 TAX RATES

	APPROVED 2017-18	APPROVED 2018-19	Recommended 2019-20
STREET LIGHTING DISTRICT			
TOTAL APPROPRIATIONS	525,277	472,749	477,476
LESS ESTIMATED REVENUE	85,478	83,969	95,227
SUBTOTAL	439,799	388,780	382,249
ADJUSTMENT FOR TAX RELIEF PROGRAMS	5,914	5,164	7,545
RESERVE FOR UNCOLLECTED TAXES	5,065	5,748	5,633
AMOUNT TO BE RAISED BY TAX LEVY	450,778	399,692	395,427
ESTIMATED NET GRAND LIST	7,048,236,314	7,003,582,030	8,156,030,976
TAX RATE-MILLS	0.064	0.057	0.048

SIXTH TAXING DISTRICT			
TOTAL APPROPRIATIONS	1,767,694	1,750,000	1,837,500
LESS ESTIMATED REVENUE	-	-	-
SUBTOTAL	1,767,694	1,750,000	1,837,500
ADJUSTMENT FOR TAX RELIEF PROGRAMS	-	-	-
RESERVE FOR UNCOLLECTED TAXES	-	-	-
AMOUNT TO BE RAISED BY TAX LEVY	1,767,694	1,750,000	1,837,500
ESTIMATED NET GRAND LIST	1,356,675,866	1,371,324,924	1,514,808,879
TAX RATE - MILLS	1,303.000	1.276	1.213

UNIFORM MOTOR VEHICLE TAXING DISTRICT			
TOTAL APPROPRIATIONS	19,536,388	20,502,339	21,516,051
LESS SUPPLEMENTAL AUTOS	2,100,000	2,100,000	2,600,000
SUBTOTAL	17,436,388	18,402,339	18,916,051
RESERVE FOR UNCOLLECTED TAXES	1,373,092	1,449,159	1,511,650
AMOUNT TO BE RAISED BY TAX LEVY	18,809,480	19,851,499	20,427,701
ESTIMATED NET GRAND LIST	641,084,714	650,884,808	668,453,162
TAX RATE - MILLS	29.340	30.499	30.560

2019-20 General Fund
Revenue Sources and Expenditures Categories



Below is a summary of revenues and expenditures for the 2019-20 approved operating budget. This budget represents a %3 increase over FY 2018-19.

SUMMARY OF OPERATING BUDGET REVENUES

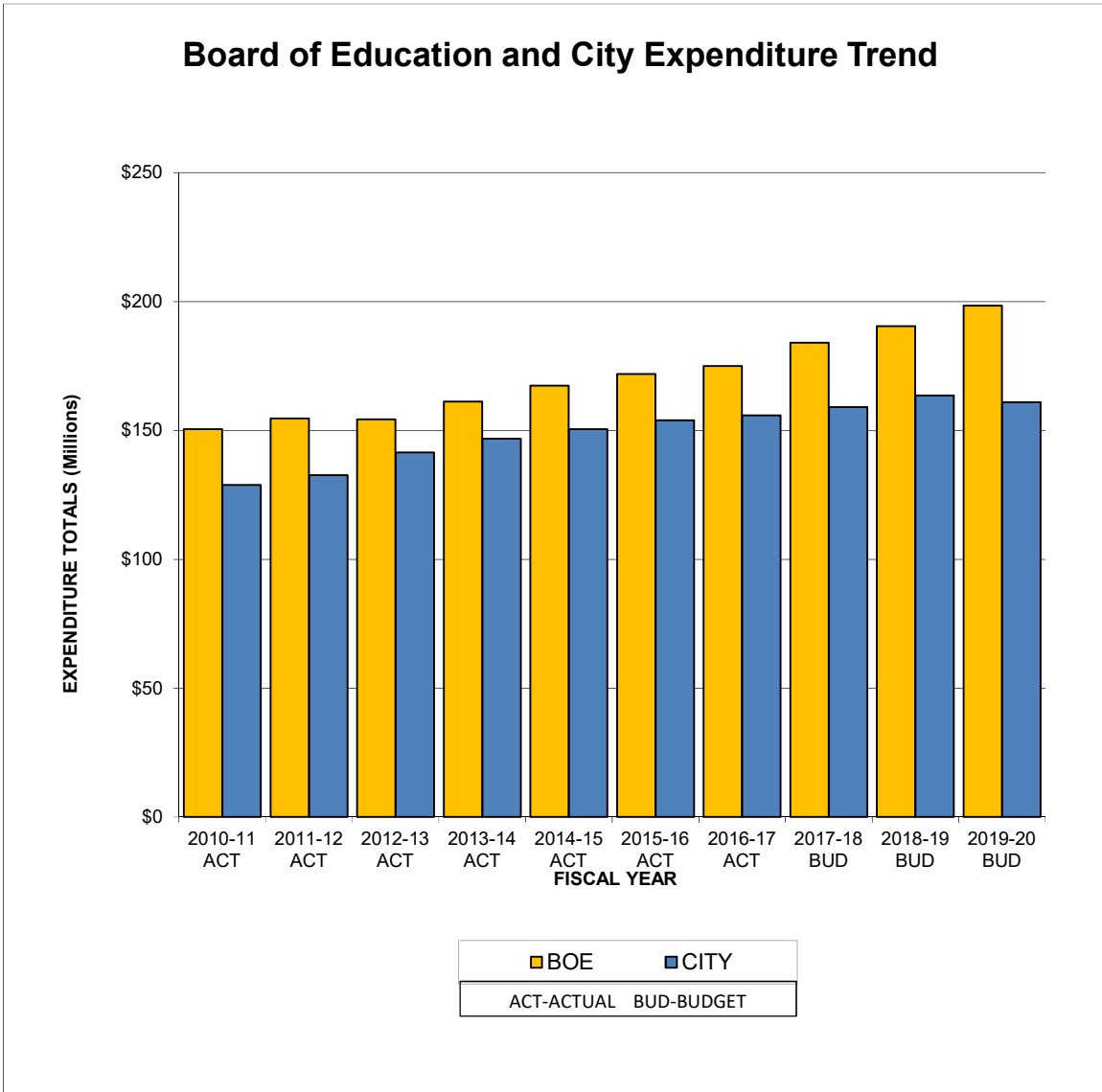
	Actual 2017-18	% Total	Approved 2018-19	% Total	Recommended 2019-20	% Total	Year over Year	
							\$	%
Revenue:								
Local Taxes	310,462,358	89.1%	316,178,704	89.3%	327,448,792	89.1%	11,270,088	3.6%
All Other Sources	38,120,727	10.9%	37,884,694	10.7%	40,175,850	10.9%	2,291,156	6.0%
TOTAL REVENUE	\$ 348,583,085	100.0%	\$ 354,063,398	100.0%	\$ 367,624,642	100.0%	\$ 13,561,244	3.8%
All Other Sources:								
Intergovernmental	17,343,763	5.0%	16,969,715	4.8%	16,603,868	4.5%	(365,847)	-2.2%
Departmental Receipts	14,220,190	4.1%	12,006,855	3.4%	11,744,632	3.2%	(262,223)	-2.2%
Miscellaneous	3,710,940	1.1%	3,121,323	0.9%	2,423,949	0.7%	(697,374)	-22.3%
Transfer from Fund Balance	-	0.0%	2,950,000	0.8%	6,000,000	1.6%	3,050,000	0.0%
Interest & Penalties	1,901,013	0.5%	1,836,801	0.5%	1,903,401	0.5%	66,600	3.6%
Investment Income	944,821	0.3%	1,000,000	0.3%	1,500,000	0.4%	500,000	50.0%
TOTAL ALL OTHER SOURCES	\$ 38,120,727	10.9%	\$ 37,884,694	10.7%	\$ 40,175,850	10.9%	\$ 2,291,156	6.0%

SUMMARY OF OPERATING BUDGET EXPENDITURES

	Actual 2017-18	% Total	Approved 2018-19	% Total	Recommended 2019-20	% Total	Year over Year	
							\$	%
Education-Public	185,331,176	54.1%	190,494,217	53.8%	198,491,359	54.0%	7,997,142	4.2%
All Other Categories	157,471,415	45.9%	163,569,181	46.2%	169,133,283	46.0%	5,564,102	3.4%
TOTAL EXPENDITURES	\$ 342,802,591	100.0%	\$ 354,063,398	100.0%	\$ 367,624,642	100.0%	\$ 13,561,244	3.8%
All Other Categories:								
Police and Fire	43,259,996	12.6%	44,512,458	12.6%	46,181,476	12.6%	1,669,018	3.7%
Employee Benefits	31,928,190	9.3%	33,591,482	9.5%	33,284,802	9.1%	(306,680)	-0.9%
Debt	25,898,875	7.6%	28,447,763	8.0%	29,985,460	8.2%	1,537,697	5.4%
Operations & Public Works	21,784,924	6.4%	22,593,363	6.4%	22,423,328	6.1%	(170,035)	-0.8%
Economic & Community Developm	2,910,488	0.8%	2,969,879	0.8%	4,277,262	1.2%	1,307,383	44.0%
General Government	3,627,360	1.1%	4,198,190	1.2%	4,110,329	1.1%	(87,861)	-2.1%
Finance Department	5,792,950	1.7%	5,934,458	1.7%	6,267,358	1.7%	332,900	5.6%
Grants	1,680,662	0.5%	1,820,429	0.5%	2,133,675	0.6%	313,246	17.2%
Community Service	6,921,205		7,232,659		7,371,136			
Other	13,666,766	4.0%	12,268,500	3.5%	13,098,457	3.6%	829,957	6.8%
Total All Other Categories	\$ 157,471,415	45.9%	\$ 163,569,181	46.2%	\$ 169,133,283	46.0%	\$ 5,425,625	3.4%

Organizational Members, Pensions, Contingency

This chart represents a history of Board of Education and City expenditures since FY 2010-11. For fiscal year 2019-20 Total Expenditures average a 2.5% annual increase. City expenditures and Board of Education Expenditures increase at an average annual rate of 2.33% and 2.70% from FY 2010-11 to FY 2019-20.



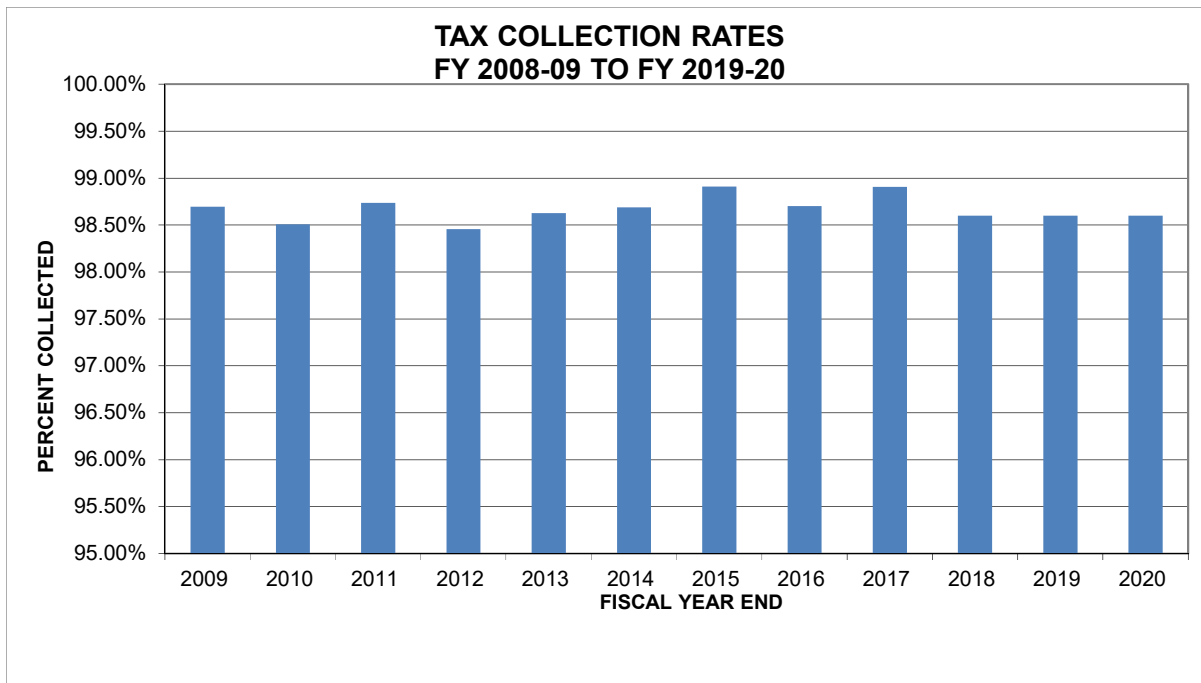
**SUMMARY OF REVENUES, EXPENDITURES & CHANGES IN GENERAL FUND BALANCE
FISCAL YEARS 2016-17 TO 2019-20**

	Audit Actual 2016-17	Audit Actual 2017-18	Approved Budget 2018-19	Approved Budget 2019-20
TOTAL FUND BALANCE - BEGINNING, GAAP basis	\$ 51,093,601	\$ 54,909,242	\$ 60,686,666	\$ 57,736,666
<i>Revenues</i>				
TAXES, INTEREST AND LIEN FEES	\$ 301,211,043	\$ 312,363,371	\$ 318,015,505	\$ 329,352,193
INTERGOVT REVENUES	\$ 59,156,603	\$ 61,472,755	\$ 16,969,715	\$ 16,603,868
DEPT. FEES & CHGS	\$ 14,990,433	\$ 17,099,456	\$ 15,128,178	\$ 14,168,581
INVESTMENT INCOME	\$ 166,371	\$ 944,821	\$ 1,000,000	\$ 1,500,000
<i>Total Revenues, budget basis</i>	\$ 375,524,450	\$ 391,880,403	\$ 351,113,398	\$ 361,624,642
<i>Expenditures</i>				
Education	\$ 213,831,291	\$ 228,163,260	\$ 190,494,217	\$ 198,491,359
Police and Fire	\$ 41,814,985	\$ 45,432,414	\$ 44,512,458	\$ 46,181,476
Debt Service	\$ 26,441,276		\$ 28,447,763	\$ 29,985,460
Economic & Community Development			\$ 2,969,879	\$ 4,277,262
Pension Contributions			\$ 10,994,024	\$ 11,861,868
Finance Department			\$ 5,934,458	\$ 6,267,358
Grants	\$ 2,091,079	\$ 2,130,364	\$ 1,820,429	\$ 2,133,675
Library			\$ 3,971,966	\$ 4,120,564
Health Department	\$ 3,376,073	\$ 3,380,709	\$ 2,256,704	\$ 2,299,725
Contingency/Organizational Memberships			\$ 1,274,476	\$ 1,236,589
Historical Commission			\$ 257,534	\$ 189,216
General Government	\$ 9,564,145	\$ 9,961,519	\$ 4,944,645	\$ 4,871,960
Operations & Public Works	\$ 24,430,704	\$ 29,552,664	\$ 22,593,363	\$ 22,423,328
Employee Benefits	\$ 48,144,096	\$ 41,583,174	\$ 33,591,482	\$ 33,284,802
Other Sources (uses)	\$ 1,324,627	\$ 25,898,875	\$ -	\$ -
<i>Total Expenditures</i>	\$ 371,018,276	\$ 386,102,979	\$ 354,063,398	\$ 367,624,642
<i>Revenues - Expenditures</i>				
CHANGE IN FUND BALANCE (GAAP Basis for Audit Years)	\$ 4,506,174	\$ 5,777,424	\$ (2,950,000)	\$ (6,000,000)
TOTAL FUND BALANCE	\$ 55,599,775	\$ 60,686,666	\$ 57,736,666	\$ 51,736,666
% of GAAP Revenues				
	14.8%	15.5%	16.4%	14.3%
<hr/>				
Nonspendable Fund Balance	\$ (102,576)	\$ (19,471)	\$ (19,471)	\$ (19,471)
Restricted Fund Balance	\$ -	\$ -	\$ -	\$ -
Committed Fund Balance	\$ (1,326,011)	\$ (1,487,147)	\$ (2,950,000)	\$ (2,950,000)
Assigned Fund Balance	\$ (2,922,441)	\$ (2,038,374)	\$ (2,922,441)	\$ (2,922,441)
UNASSIGNED FUND BALANCE, GAAP basis	\$ 51,248,747.0	\$ 57,141,674	\$ 51,844,754	\$ 45,844,754
% of GAAP Revenues				
	13.6%	14.6%	14.8%	12.7%

Notes

2) FY 2018-19 and FY 2019-20 assigned fund balance is estimated

HISTORICAL ANALYSIS OF GRAND LIST, TAX LEVIES & COLLECTIONS FY 2008-09 TO FY 2019-20							
Fiscal Year	Grand List Year	Grand List Assessed Value	Grand List % Change	4th District Mill Rate	Adjusted Levy	Amount of Levy Collected	Collection Rate
2008-2009	2007	10,672,872,432	-	22.55	236,583,751	232,474,059	98.26%
2009-2010	2008	12,656,343,495	18.6%	19.84	245,698,355	242,491,414	98.69%
2010-2011	2009	12,668,270,823	0.1%	20.58	256,900,612	253,070,482	98.51%
2011-2012	2010	12,786,879,070	0.9%	20.64	261,927,248	258,619,667	98.74%
2012-2013	2011	12,808,981,218	0.2%	21.38	270,616,024	266,442,259	98.46%
2013-2014	2012	12,805,517,547	0.0%	22.19	281,643,493	277,778,490	98.63%
2014-2015	2013	11,823,577,590	-7.7%	25.10	294,159,210	290,306,222	98.69%
2015-2016	2014	11,904,661,061	0.7%	25.43	297,607,889	294,363,210	98.91%
2016-2017	2015	12,087,667,610	1.5%	25.50	307,313,733	303,329,078	98.70%
2017-2018	2016	12,220,457,278	1.1%	25.75	312,751,000	309,333,000	98.91%
2018-2019	2017	12,276,893,154	1.6%	26.67			98.20%
2019-2020	2018	14,311,193,584	17.1%	23.334			98.60%



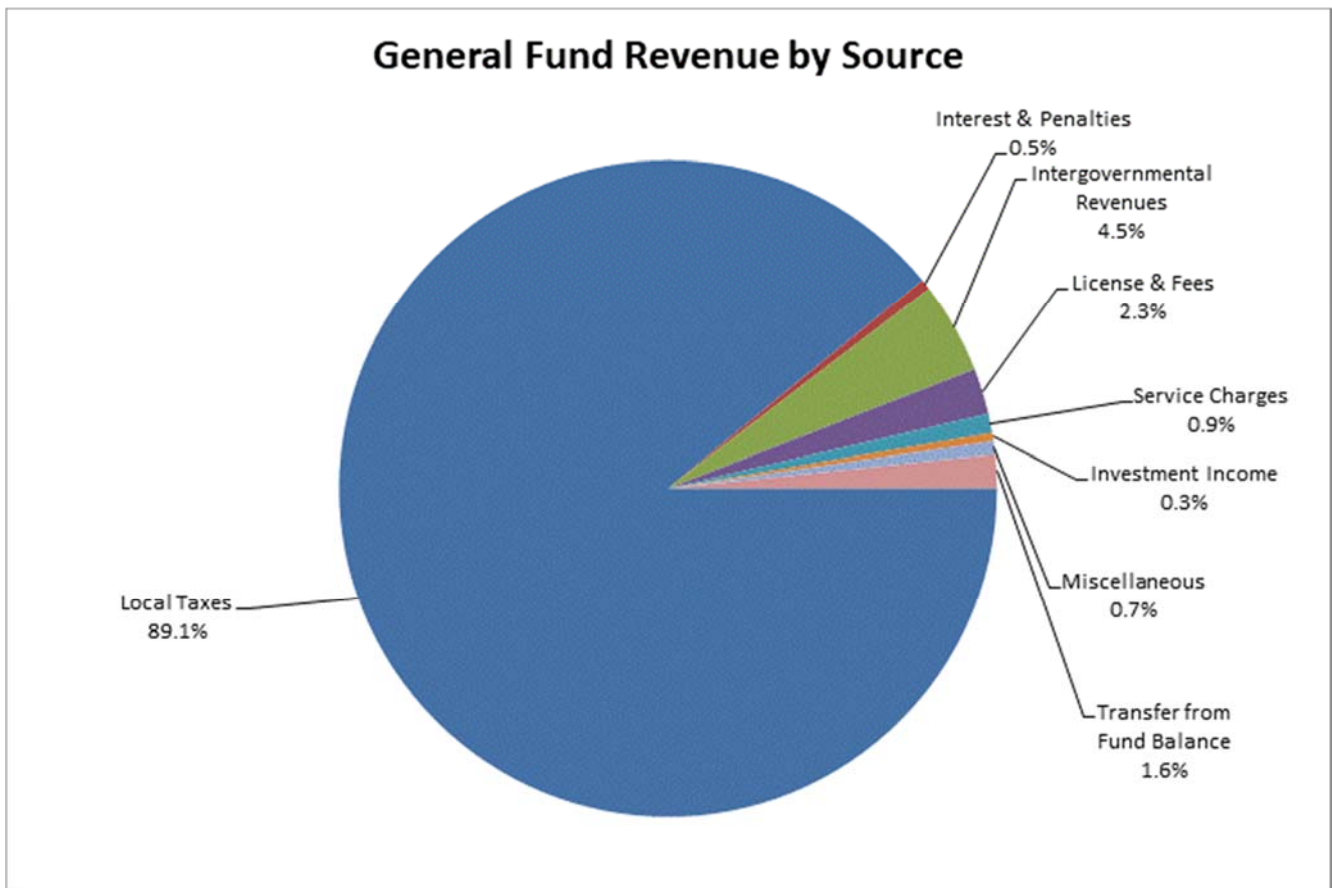
CITY OF NORWALK



ANNUAL BUDGET

Fiscal Year 2019-20 General Fund Revenues

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Local Taxes	299,774,420	310,462,358	316,178,704	327,448,792	11,270,088
Interest & Penalties	1,643,728	1,901,013	1,836,801	1,903,401	66,600
Intergovernmental Revenues	18,701,743	17,343,763	16,969,715	16,603,868	(365,847)
License & Fees	9,693,845	10,524,324	8,278,461	8,314,041	35,580
Service Charges	2,992,734	3,348,838	3,728,394	3,430,591	(297,803)
Investment Income	166,072	944,821	1,000,000	1,500,000	500,000
Miscellaneous	2,402,118	3,710,940	3,121,323	2,423,949	(697,374)
Transfer from Fund Balance	-	-	2,950,000	6,000,000	3,050,000
GENERAL FUND REVENUE	\$ 335,374,660	\$ 348,236,057	\$ 354,063,398	\$ 367,624,642	\$ 13,561,244



LOCAL TAXES

FY 2019-20 Tax Appropriations and Mill Rate

Appropriations	\$ 367,624,642
Less: Non-Levy Revenue	(\$ 45,775,850)
Net Tax Collections	\$ 321,848,792
Plus: Tax Adjustments (Reserve for Uncollected & Tax Relief Programs)	\$ 10,116,830
Tax Levy	\$ 331,965,622
Divided by: Net Taxable Grand List	\$14,311,193,584
Equals: Average Mill Rate (per thousand)	23.2

The principal source of revenue for the City of Norwalk is the local property tax. Local taxes, which in FY 2019-20, provide 89.1% of the city’s revenue and 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 the primary determinant 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 FY 2019-20 is \$14,311,193,584 and represents a 16.6% increase over the current fiscal year.

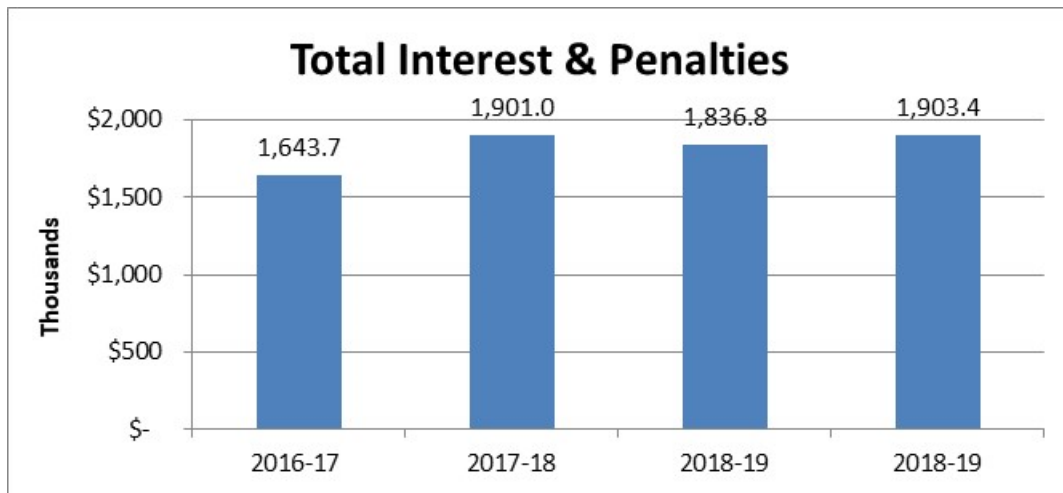
Tax Collection Rate For several years Norwalk has had one of the highest tax collection rates of the 10 largest municipalities in the state. The FY 2019-20 recommended budget assumes a collection rate of 98.6%.

INTEREST AND PENALTIES

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2018-19	YoY Change
Interest	1,611,646	1,735,257	1,721,049	1,721,049	-
Penalties	32,082	165,756	115,752	182,352	66,600
TOTAL INTEREST & PENALTIES	\$ 1,643,728	\$ 1,901,013	\$ 1,836,801	\$ 1,903,401	\$ 66,600

Interest and Penalties are assessments on delinquent taxes and constitute 0.5% of city revenues. Interest charges are set at the rate of 18% per annum and are mandated by state legislation. Penalty fees for late payment are also mandated by state legislation. Penalty charges include all lien fees, warrant fees, legal court fees and returned check fees.

Interest & Penalties The purpose of charging interest and penalties is to place a financial incentive on taxpayers to make timely payments to allow the city to collect the revenue it needs to provide services to its citizens. In FY 2019-20 this fee is expected to total \$1,903,401 in revenues.



INTERGOVERNMENTAL REVENUES

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Education	10,124,108	9,725,924	10,095,656	10,095,656	-
Public Works	894,294	898,333	898,333	898,333	-
Payment in lieu of Taxes (PILOT)	2,130,596	1,515,147	1,750,310	1,572,311	(177,999)
Other	5,552,745	5,204,359	4,225,416	4,037,568	(187,848)
TOTAL INTERGOVERNMENTAL	\$ 18,701,743	\$ 17,343,763	\$ 16,969,715	\$ 16,603,868	\$ (365,847)

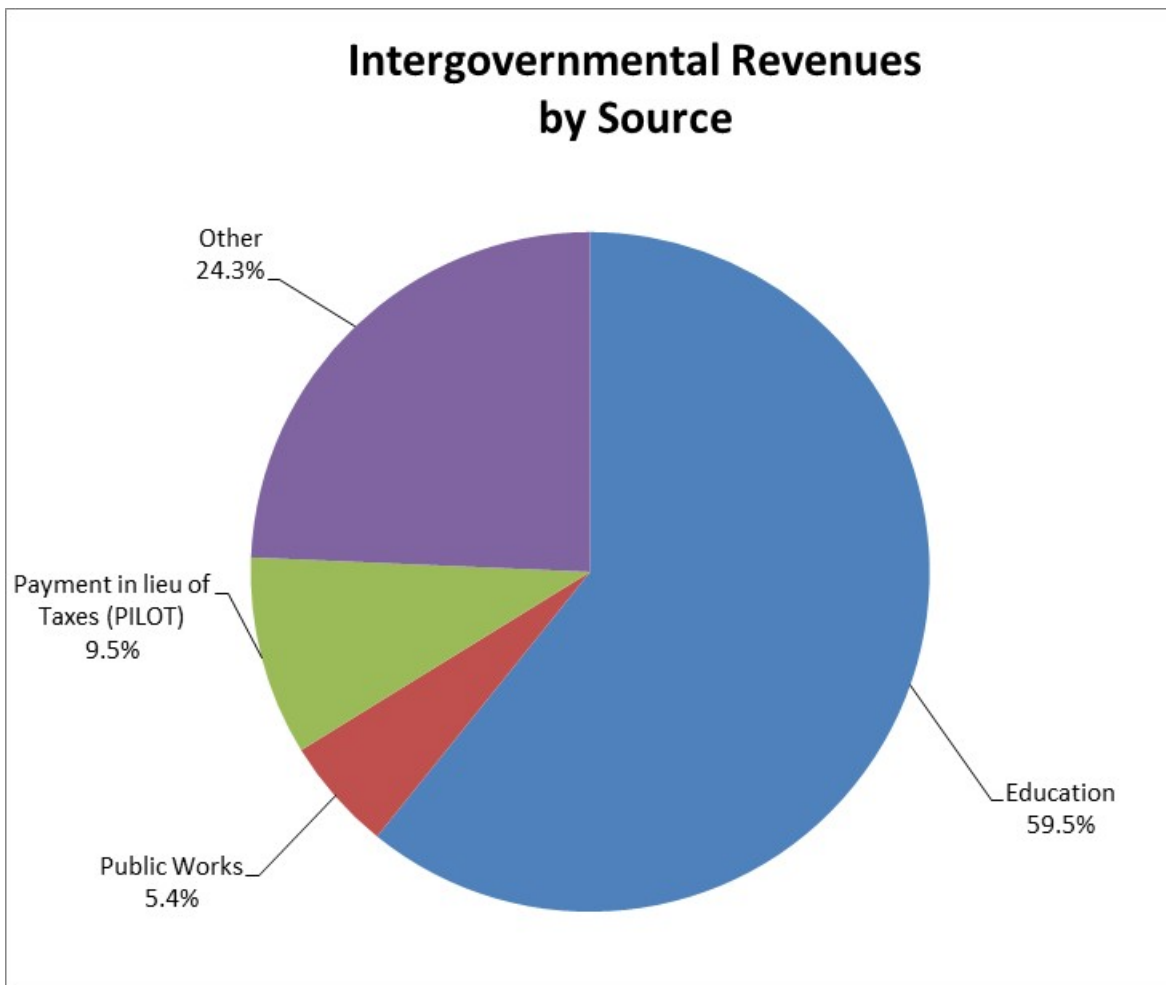
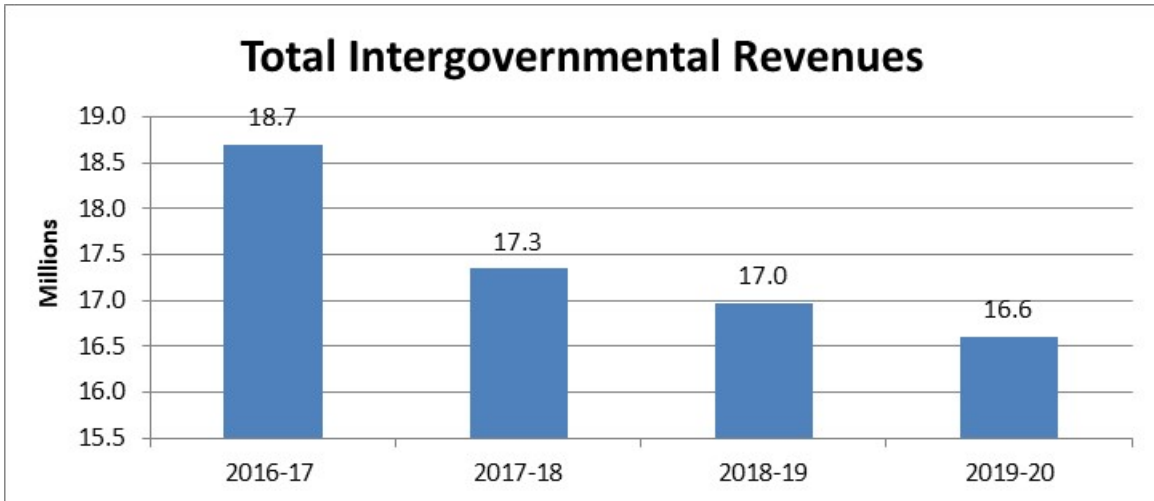
Intergovernmental revenues help to reduce the amount of money that must be raised by local taxes, and they constitute 5.0% of city revenues in the recommended budget. Total receipts are expected to decrease by \$365,874 due to a reduction in Municipal Revenue Sharing grant.

Education Education revenues, which comprise the bulk of intergovernmental revenues, are budgeted at the same amount as in FY 2019-20.

Public Works The Department of Public Works State Highway grant revenue is relatively unchanged from the FY 2019-20 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 recommended amount reflects the State of Connecticut’s most recent published amount for the 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 recommended budget reflects the anticipated receipts from these revenue sources.



LICENSES AND FEES

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Town Clerk	4,270,998	4,199,358	4,235,757	4,232,752	(3,005)
Health	413,435	415,320	405,875	385,075	(20,800)
Code Enforcement	4,639,504	5,475,371	3,126,050	3,209,202	83,152
Public Works	99,198	107,630	163,770	163,770	-
Other	270,710	326,645	347,009	323,242	(23,767)
TOTAL LICENSE & FEES	\$ 9,693,845	\$ 10,524,324	\$ 8,278,461	\$ 8,314,041	\$ 35,580

Licenses and fees revenues help to reduce the amount of money that must be raised by local taxes, and account for 2.3% of all city revenue in the recommended FY 2018-19 budget. Total licenses and fees revenues are budgeted to remain relatively flat, increasing by \$35,580.

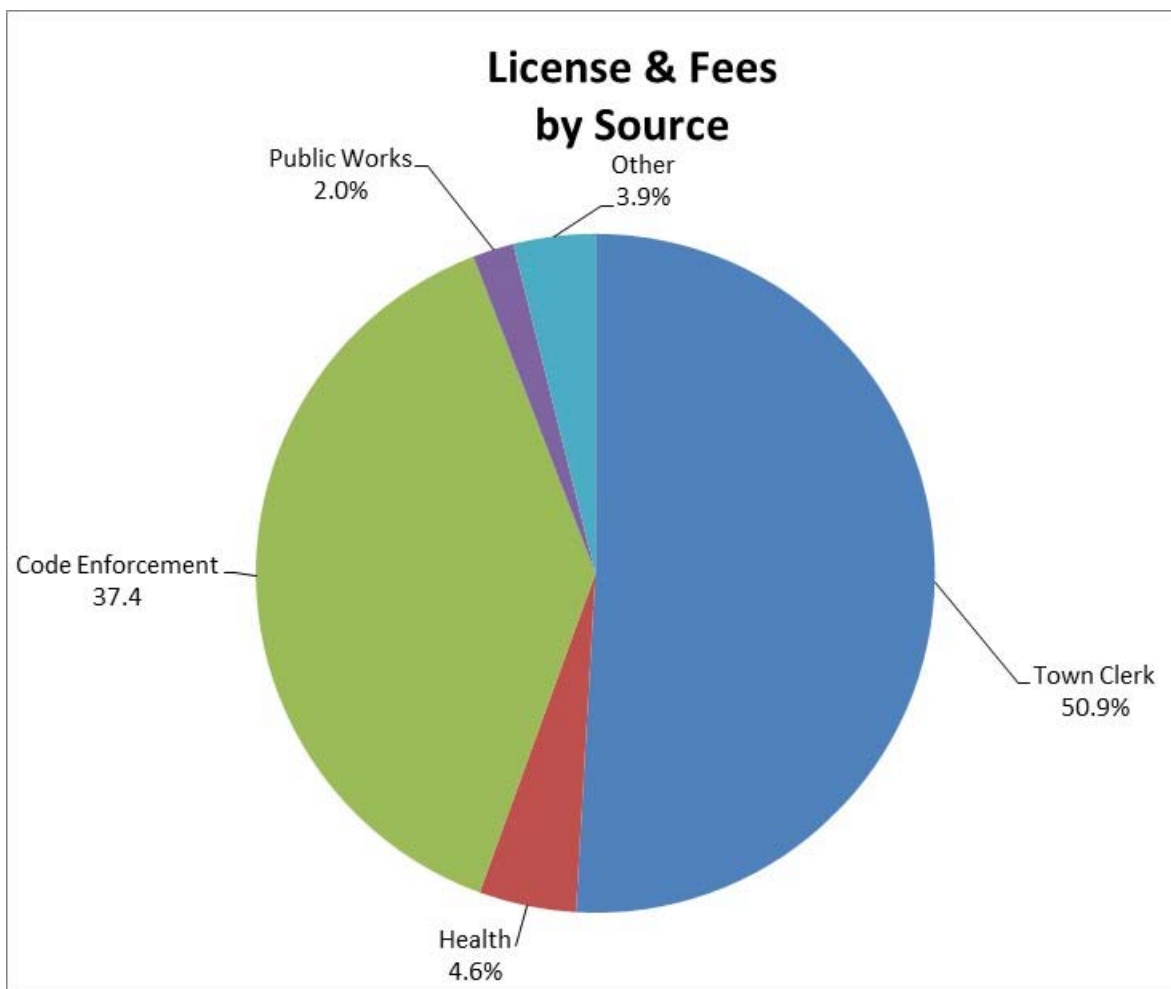
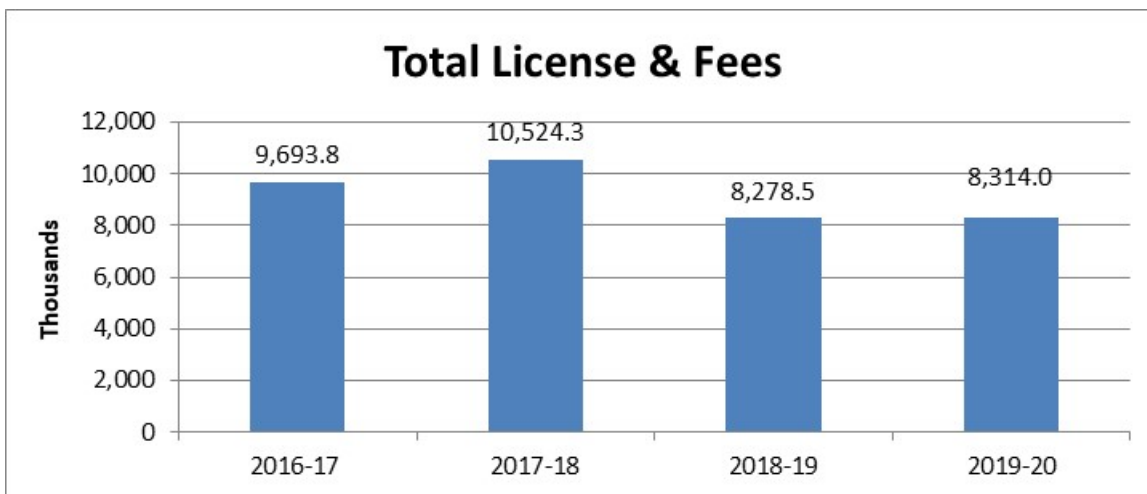
Town Clerk Revenue collected from the Town Clerk is primarily from the real estate conveyance tax. The Town Clerk revenues are budgeted just under Approved 2018-19 budget amounts.

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 decrease in FY 2019-20 by \$20,800. In light of low vacancy rates in the city, permit revenue is expected to fall for the upcoming FY 2019-20.

Code Enforcement Revenue is derived from permits issued for building construction and zoning compliance. Revenue is expected to increase modestly by \$83,152 in FY 2019.

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. Revenue is expected to remain flat from FY 2019-20 levels.

Other This includes revenue collected by the City Clerk for vendors, auctioneers, and special event permits. The Police Department also collects revenue associated with bingo and gun permits, and the Planning and Zoning Department collects fees for zoning approvals, applications, conservation permits and outdoor dining permits. This revenue is expected to decrease by \$23,767 from the prior year budget largely due to a \$13,380 expected decrease in gun permits.



SERVICE CHARGES

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Town Clerk	585,975	656,005	657,790	664,368	6,578
Health	204,617	241,900	215,698	222,905	7,207
Police	452,314	580,355	722,840	730,068	7,228
Public Works	660,870	689,283	659,469	666,064	6,595
Recreation & Parks	953,128	1,022,745	1,341,302	1,017,091	(324,211)
Other	135,830	158,550	131,295	130,095	(1,200)
TOTAL SERVICE CHARGES	\$ 2,992,734	\$ 3,348,838	\$ 3,728,394	\$ 3,430,591	\$ (297,803)

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 decrease of \$297,803 over the FY 2018-19 approved budget primarily related to an expected reduction of \$306,818 in Recreation & Parks fees.

Town Clerk Service charges associated with the Town Clerk’s office include recording fees for land records and copies for the public. FY 2018-19 recommended budget reflects an increase of \$6,578 primarily driven by an expected increase in vital statistics services.

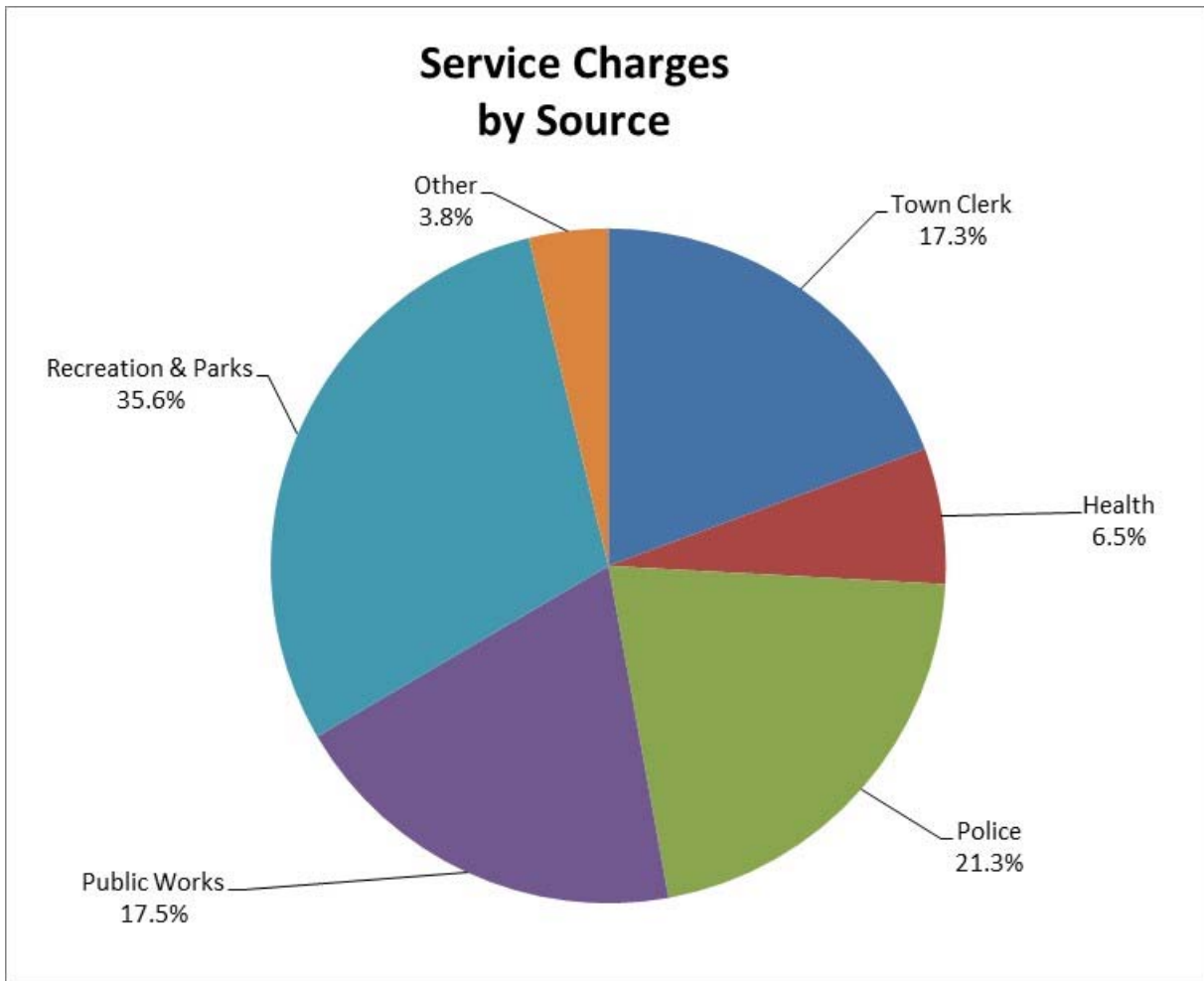
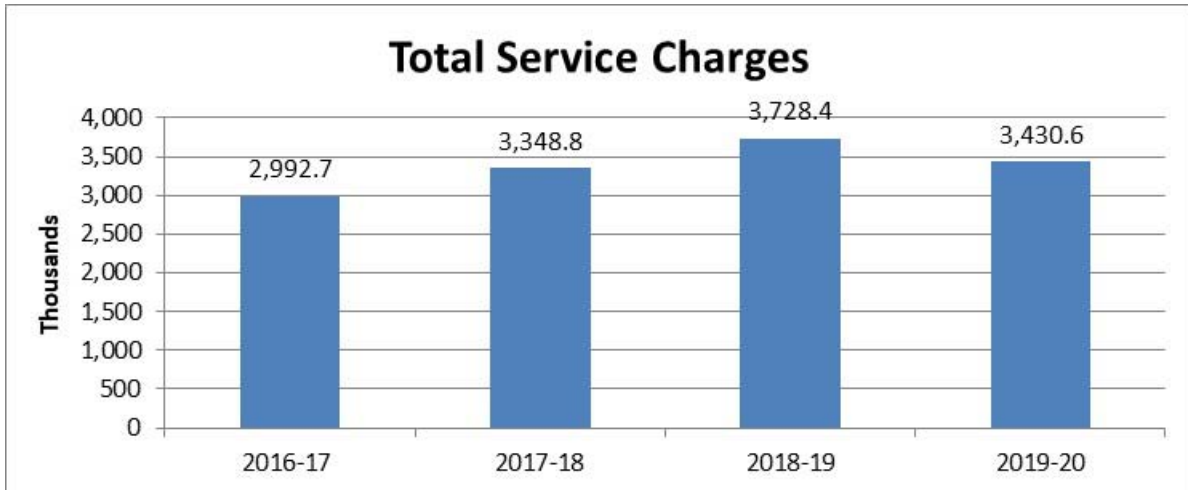
Health The revenue in this category is derived primarily from the travel and immunization clinic. The \$7,207 increase is driven primarily by Clinic Fees and Sealer Weights and Measures fees.

Police This revenue includes service charges for police reports, dog pound fees, false alarms and Police services for special events. FY 2019-20 revenues are expected to remain relatively flat, with a \$7,228 or 1% increase.

Public Works The Department of Public Works provides revenue from solid waste disposal and various recycling fees. Revenues will remain relatively flat compared to prior year.

Recreation & Parks Fees charged are largely for specific recreation programs such as soccer, softball and swimming. Other fees are derived from beach parking and special events such as the Norwalk Boat Show. Park usage fees are expected to decline by \$306,818 for Fiscal Year 2019-20.

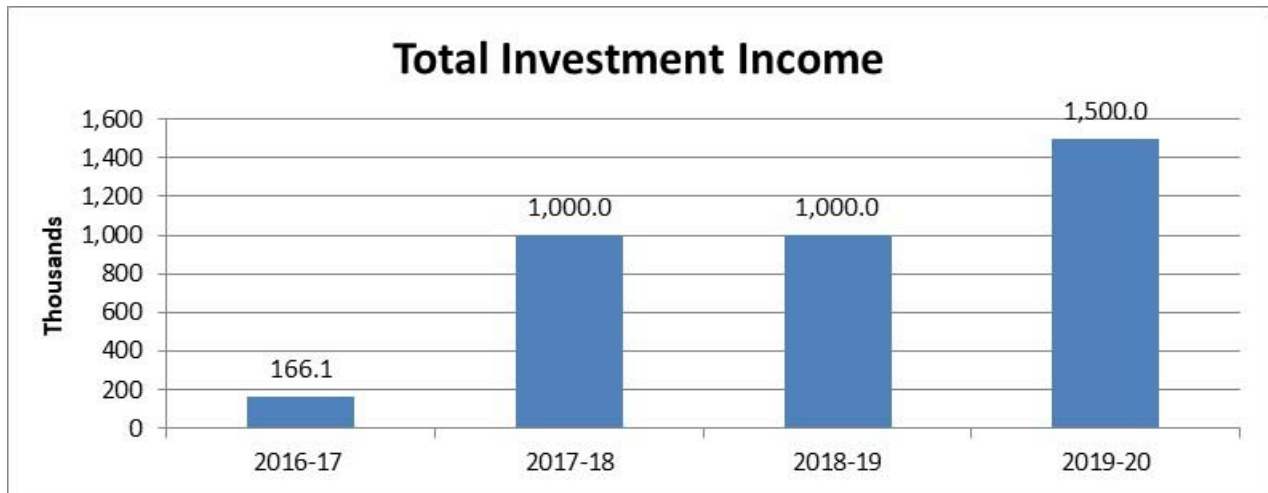
Other Includes the sale of surplus equipment by the Purchasing department, Library fines, copy fees from the Tax Assessor’s office and Tax Collector research fees along with Public Safety recruiting fees. This category is also expected to remain relatively flat with a slight decrease of \$1,200.



INVESTMENT INCOME

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Approved 2019-20	YoY Change
Investment Income	166,072	1,000,000	1,000,000	1,500,000	500,000
TOTAL	\$ 166,072	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 500,000

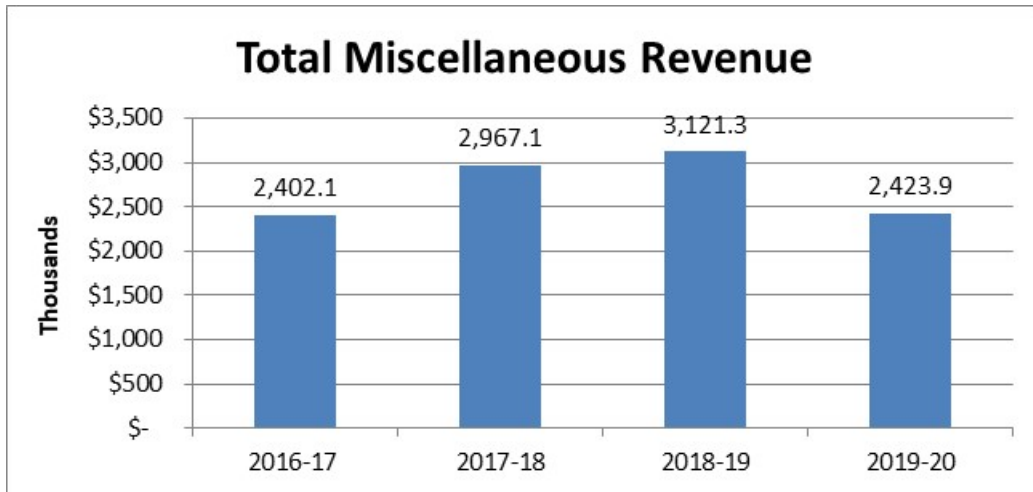
Investment income constitutes 0.3% of all city revenue. Investment income estimates for next year are based upon current rates of return on the city’s investments. While it is difficult to predict the future course of interest during FY 2019-20, the city anticipates the above increase based on current interest rate trends.



MISCELLANEOUS

	Audit 2016-17	Audit 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Miscellaneous Revenue	2,402,118	2,967,141	3,121,323	2,423,949	(697,374)
TOTAL	\$ 2,402,118	\$ 2,967,141	\$ 3,121,323	\$ 2,423,949	\$ (697,374)

Miscellaneous revenue constitutes 0.9% of all city revenue. Revenue from this category is derived from the rental of city property and miscellaneous reimbursements from various sources. The FY 2019-20 net decrease of \$697,374 is driven primarily by a \$433,206 decrease in debt service reimbursements related to Oak Hills Park restructuring. This was combined with an \$80,424 reduction in District Reimbursements and \$92,483 reduction of Tax Sale Fee Revenue and other miscellaneous net decrease of \$91,261..



TRANSFER FROM FUND BALANCE

	Audit 2016-17	Audit 2017-18	Approved 2018-19	Approved 2019-20	YoY Change
Transfer from Fund Balance	-	-	2,950,000	6,000,000	3,050,000
TOTAL	\$ -	\$ -	\$ 2,950,000	\$ 6,000,000	\$ 3,050,000

The FY 2019-20 recommended budget includes a \$6,000,000 use of undesignated fund balance. This use of the fund balance is for tax relief purposes consistent with the city’s fund balance policy.

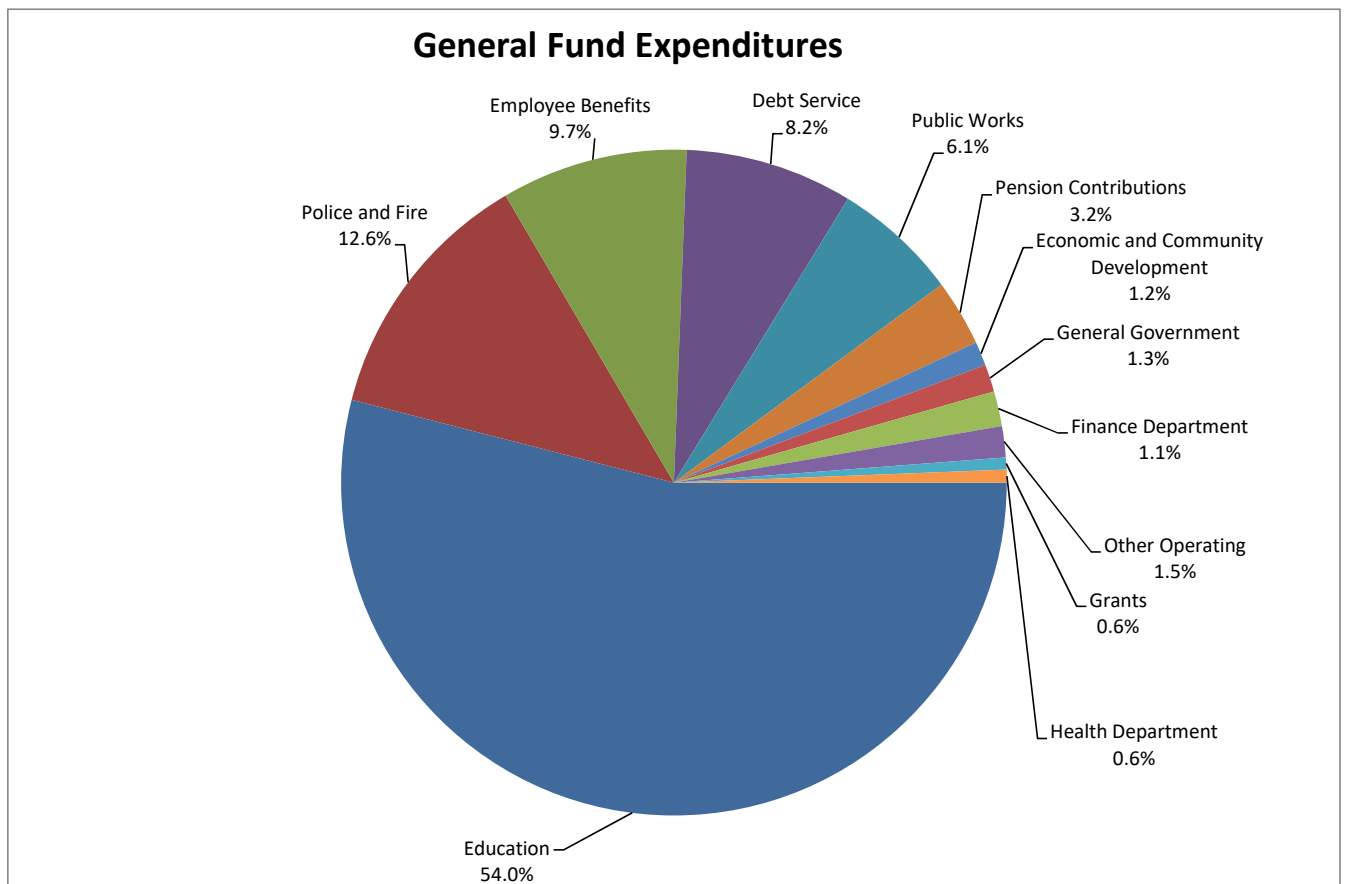
CITY OF NORWALK



ANNUAL BUDGET

FISCAL YEAR 2019-20 General Fund Expenditures

	Actual 2016-17	Actual 2017-18	Approved 2018-19	Recommended 2019-20	YoY Change
Education	175,039,865	185,331,176	190,494,217	198,491,359	7,997,142
Police and Fire	40,866,366	43,473,199	44,512,458	46,181,476	1,669,018
Employee Benefits	40,421,100	31,928,189	33,591,482	33,284,802	(306,680)
Debt Service	26,441,276	25,898,875	28,447,763	29,985,460	1,537,697
Public Works	20,716,714	22,260,301	22,593,363	22,423,328	(170,035)
Pension Contributions	8,244,746	13,586,552	10,994,024	11,861,868	867,844
Economic and Community Developm	1,827,206	1,963,433	2,969,879	4,277,262	1,307,383
General Government	4,117,895	4,236,140	4,944,645	4,871,960	(72,685)
Finance Department	4,977,535	5,720,156	5,934,458	6,267,358	332,900
Other Operating	3,931,845	4,194,904	5,503,976	5,546,369	42,393
Grants	2,166,079	2,130,364	1,820,429	2,133,675	313,246
Health Department	2,146,223	2,083,801	2,256,704	2,299,725	43,021
GENERAL FUND EXPENSE	\$ 330,896,850	\$ 342,807,090	\$ 354,063,398	\$ 367,624,642	13,561,244



EXPENDITURES BY DEPARTMENT	2018-19	2019-20		
	APPROVED	RECOMMENDED		
	BUDGET	BUD	\$ VAR	% VAR
			vs. OBUD 2019	
MAYOR	\$ 345,425	\$ 241,579	\$ (103,846)	-30.1%
LEGISLATIVE	\$ 15,550	\$ 14,550	\$ (1,000)	-6.4%
CORPORATION COUNSEL	\$ 1,301,775	\$ 1,211,455	\$ (90,320)	-6.9%
CHIEF OF STAFF	\$ 708,683	\$ 766,403	\$ 57,720	8.1%
TOWN CLERK	\$ 645,143	\$ 651,163	\$ 6,020	0.9%
HUMAN RESOURCES & PERSONNEL	\$ 634,471	\$ 625,254	\$ (9,217)	-1.5%
HUMAN RELATIONS & FAIR RENT	\$ 385,169	\$ 380,385	\$ (4,784)	-1.2%
YOUTH SERVICES	\$ 361,286	\$ 381,246	\$ 19,960	5.5%
REGISTRAR OF VOTERS	\$ 547,143	\$ 599,925	\$ 52,782	9.6%
CHIEF FINANCIAL OFFICER	\$ 218,175	\$ 229,551	\$ 11,376	5.2%
TAX ASSESSOR	\$ 980,964	\$ 1,145,624	\$ 164,660	16.8%
TAX COLLECTOR	\$ 949,851	\$ 1,016,477	\$ 66,626	7.0%
ACCOUNTING & TREASURY	\$ 1,052,819	\$ 893,293	\$ (159,526)	-15.2%
MANAGEMENT & BUDGETS	\$ 337,477	\$ 345,749	\$ 8,272	2.5%
PURCHASING	\$ 423,818	\$ 429,350	\$ 5,532	1.3%
INFORMATION TECHNOLOGY	\$ 1,971,354	\$ 2,207,314	\$ 235,960	12.0%
HEALTH DEPT	\$ 2,256,704	\$ 2,299,725	\$ 43,021	1.9%
POLICE DEPT	\$ 25,564,338	\$ 26,634,538	\$ 1,070,200	4.2%
FIRE DEPT	\$ 18,948,120	\$ 19,546,938	\$ 598,818	3.2%
ECONOMIC AND COMMUNITY DEVELOPMENT	\$ 2,969,879	\$ 4,277,262	\$ 1,307,383	44.0%
OPERATIONS AND PUBLIC WORKS	\$ 17,661,078	\$ 17,296,304	\$ (364,774)	-2.1%
WPCA	\$ 393,626	\$ 399,530	\$ 5,904	1.5%
EDUCATION-PUBLIC	\$ 190,494,217	\$ 198,491,359	\$ 7,997,142	4.2%
RECREATION AND PARKS	\$ 4,538,659	\$ 4,727,494	\$ 188,835	4.2%
LIBRARY	\$ 3,971,966	\$ 4,120,564	\$ 148,598	3.7%
HISTORICAL COMMISSION	\$ 257,534	\$ 189,216	\$ (68,318)	-26.5%
GRANT AGENCIES	\$ 1,820,429	\$ 2,133,675	\$ 313,246	17.2%
DEBT SERVICE	\$ 28,447,763	\$ 29,985,460	\$ 1,537,697	5.4%
ORGANIZATIONAL MEMBERSHIPS	\$ 105,014	\$ 106,589	\$ 1,575	1.5%
EMPLOYEE BENEFITS	\$ 33,591,482	\$ 33,284,802	\$ (306,680)	-0.9%
PENSIONS	\$ 10,994,024	\$ 11,861,868	\$ 867,844	7.9%
CONTINGENCY	\$ 1,169,462	\$ 1,130,000	\$ (39,462)	-3.4%
TOTAL EXPENDITURES	\$ 354,063,398	\$ 367,624,642	\$ 13,561,244	3.8%
REVENUES				
NET TAX REVENUES	\$ 316,178,704	\$ 327,448,792	\$ 11,270,088	3.6%
NON-TAX REVENUES				
INTEREST & PENALTIES	\$ 1,836,801	\$ 1,903,401	\$ 66,600	3.6%
INTERGOVERNMENTAL REVENUE	\$ 16,969,715	\$ 16,603,868	\$ (365,847)	-2.2%
INVESTMENT INCOME	\$ 1,000,000	\$ 1,500,000	\$ 500,000	50.0%
DEPARTMENTAL RECEIPTS	\$ 12,006,855	\$ 11,744,632	\$ (262,223)	-2.2%
MISCELLANEOUS	\$ 3,121,323	\$ 2,423,949	\$ (697,374)	-22.3%
TRANS FROM FUND BALANCE	\$ 2,950,000	\$ 6,000,000	\$ 3,050,000	103.4%
TOTAL NON-TAX REVENUES	\$ 37,884,694	\$ 40,175,850	\$ 2,291,156	6.0%
TOTAL REVENUE	\$ 354,063,398	\$ 367,624,642	\$ 13,561,244	3.8%
REVENUES LESS EXPENDITURES	\$ -	\$ -	\$ -	0.0%

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 2018- 2019:

- Lead, organize and advocate for Norwalk by engaging local, state and federal legislators around education, public safety, job creation and economic stability for families.
- Continue to engage citizens, city departments, boards and commissions and local businesses around important initiatives and action items throughout the year, including issues related to the Connecticut Department of Transportation, the Walk-Bridge project.
- Develop a master plan for bike and pedestrian safety.
- Identify new employee health insurance solutions to ease the burden on taxpayers.
- Increase delivery of information to residents and the media about issues, initiatives, and programs driven by the Mayor's Office to engage communities and strengthen communication.
- Fund the needed infrastructure improvements to Norwalk Public Schools.
- Embark on a new Plan for Conservation and Development.
- Complete a plan to address commuter, business, and residential parking in Norwalk.

Goals For 2019 - 2020:

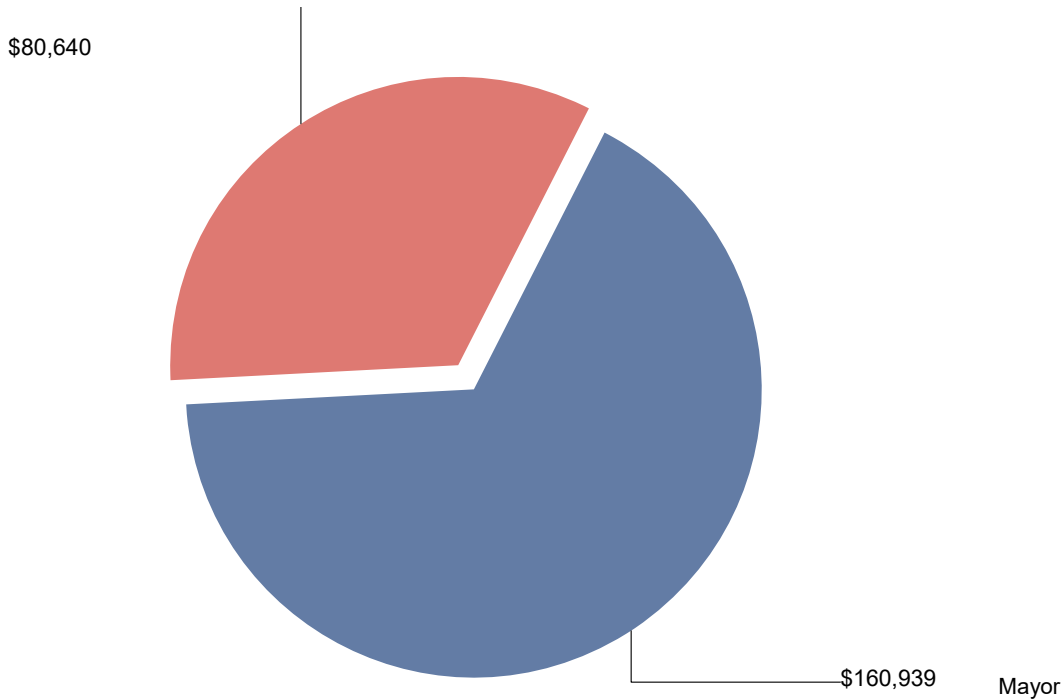
- Constrain taxes to the lowest practical level for FY 2018-19, while maintaining all vital city services.
- Improve and enhance Norwalk's business and residential environment through the efforts of the SoNo Task Force and the Wall Street Task Force.
- Begin implementation of a Master Plan for Wall Street/Norwalk 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 an Innovation 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.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Mayor	\$214,483	\$258,522	\$262,308	\$160,939	\$160,939	(\$101,369)	(38.65%)
Early Childhood Program	\$79,536	\$80,077	\$83,117	\$80,640	\$80,640	(\$2,477)	(2.98%)
Total	\$294,018	\$338,600	\$345,425	\$241,579	\$241,579	(\$103,846)	(30.06%)
<u>Budget By Major Group</u>							
Personnel Services	\$267,459	\$315,394	\$315,747	\$214,180	\$214,180	(\$101,567)	(32.17%)
Contractual Services	\$26,560	\$23,206	\$29,678	\$27,399	\$27,399	(\$2,279)	(7.68%)
Total	\$294,018	\$338,600	\$345,425	\$241,579	\$241,579	(\$103,846)	(30.06%)
City of Norwalk NON-TAX REVENUE							39
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$294,018	\$338,600	\$345,425	\$241,579	\$241,579	(\$103,846)	(30.06%)

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
Mayor						
Assistant to the Mayor	1	1	1	0	0	-1 (\$101,567)

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
Mayor	1	\$138,468	1	\$138,468	1	\$147,043	1	\$147,043	1	\$147,043	0	\$0
Total	2	\$238,637	2	\$238,637	2	\$248,610	1	\$147,043	1	\$147,043	-1	(\$101,567)
Early Childhood Program												
NECC Coordinator	1	\$65,772	1	\$65,772	1	\$67,137	1	\$67,137	1	\$67,137	0	\$0
Total	1	\$65,772	1	\$65,772	1	\$67,137	1	\$67,137	1	\$67,137	0	\$0
Department Total	3	\$304,409	3	\$304,409	3	\$315,747	2	\$214,180	2	\$214,180	-1	(\$101,567)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$294,018	\$338,600	\$345,425	241,579
Employees	3	3	2	2
Outputs				
Conduct Monthly Department Head Meetings	12	12	12	12
Conduct Monthly Mayor's Night Out for Public	12	12	12	12
Prepare and Distribute Common Council Agendas	24	24	24	24
Effectiveness				
Adhere to operating budget cap and departmental expenditure cap	100%	100%	100%	100%
Attend all Board of Estimate & Taxation meetings	100%	100%	100%	100%
Distribute Common Council agendas by Friday deadline	100%	100%	100%	100%
Meet all Charter requirements and deadlines with respect to operating and capital budgets	100%	100%	100%	100%
Preside over all Common Council meetings	100%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$65,772	\$67,119	\$67,137	\$67,137	\$67,137	\$0	0.00 %
Contractual Services	\$13,764	\$12,958	\$15,980	\$13,503	\$13,503	(\$2,477)	(15.50%)
Total	\$79,536	\$80,077	\$83,117	\$80,640	\$80,640	(\$2,477)	(2.98%)

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.

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; 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 bylaws 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.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Legislative	\$13,007	\$13,765	\$15,550	\$16,210	\$14,550	(\$1,000)	(6.43%)
Total	\$13,007	\$13,765	\$15,550	\$16,210	\$14,550	(\$1,000)	(6.43%)
<u>Budget By Major Group</u>							
Personnel Services	\$11,413	\$11,443	\$11,550	\$12,150	\$12,150	\$600	5.19 %
Supplies and Materials	\$1,595	\$2,322	\$4,000	\$4,060	\$2,400	(\$1,600)	(40.00%)
Total	\$13,007	\$13,765	\$15,550	\$16,210	\$14,550	(\$1,000)	(6.43%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$13,007	\$13,765	\$15,550	\$16,210	\$14,550	(\$1,000)	(6.43%)

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 2018- 2019:

- 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 2019 - 2020:

- Continue to provide legal services, representation, and advice as needed, to city agencies, boards, 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.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Corporation Counsel	\$1,115,265	\$1,072,963	\$1,301,775	\$1,216,624	\$1,211,455	(\$90,320)	(6.94%)
Total	\$1,115,265	\$1,072,963	\$1,301,775	\$1,216,624	\$1,211,455	(\$90,320)	(6.94%)
<u>Budget By Major Group</u>							
Personnel Services	\$917,205	\$964,358	\$1,051,347	\$1,060,446	\$1,060,446	\$9,099	0.87 %
Contractual Services	\$194,300	\$102,722	\$244,428	\$150,088	\$144,919	(\$99,509)	(40.71%)
Supplies and Materials	\$3,760	\$5,883	\$6,000	\$6,090	\$6,090	\$90	1.50 %
Total	\$1,115,265	\$1,072,963	\$1,301,775	\$1,216,624	\$1,211,455	(\$90,320)	(6.94%)
NON-TAX REVENUE							
Miscellaneous	\$29	\$1,503	\$0	\$0	\$0	\$0	0.00 %
Total	\$29	\$1,503	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$1,115,237	\$1,071,461	\$1,301,775	\$1,216,624	\$1,211,455	(\$90,320)	(6.94%)

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
<u>Corporation Counsel</u>						
Corporation Counsel	1 \$89,786	1 \$101,677	1 \$114,474	1 \$117,176	1 \$117,176	0 \$2,702
Deputy Corporation Counsel	1 \$153,199	1 \$156,263	1 \$159,536	1 \$163,301	1 \$163,301	0 \$3,765
Assistant Corporation Counsel	3 \$349,314	3 \$355,574	3 \$386,513	3 \$381,390	3 \$381,390	0 (\$5,123)
Assistant Corporation Counsel P/T	1 \$76,176	1 \$78,351	1 \$94,481	1 \$88,870	1 \$88,870	0 (\$5,611)
Associate Corporation Counsel	0 \$0	1 \$79,772	1 \$71,673	1 \$79,772	1 \$79,772	0 \$8,099
Senior Legal Secretary	2 \$146,926	2 \$146,926	2 \$156,714	2 \$160,418	2 \$160,418	0 \$3,704
Assistant Legal Secretary	1 \$60,439	1 \$60,439	1 \$64,466	1 \$65,989	1 \$65,989	0 \$1,523
Total	9 \$875,840	10 \$979,002	10 \$1,047,857	10 \$1,056,916	10 \$1,056,916	0 \$9,059
Department Total	9 \$875,840	10 \$979,002	10 \$1,047,857	10 \$1,056,916	10 \$1,056,916	0 \$9,059

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$1,115,265	\$1,072,963	\$1,301,775	1,211,455
Employees	9	10	10	10
Outputs				
Administration				
of FOI requests received	3	12	12	as needed
Legal Opinions				
of opinions rendered	11	19	10	as needed
of requests for opinions received	11	19	15	as needed
Ordinances				
of ordinance change requests received	8	12	11	as needed
of ordinance changes prepared	8	12	11	as needed
Contracts				
of contracts prepared	157	239	82	as needed
of contracts requests received note: includes agreements, contracts, leases, easements	157	249	82	as needed
Litigation				
of closed lawsuits	74	39	19	as needed
of lawsuits received note: includes CIRMA claims, grievances, temporary injunctions, warnings of zoning violations, tax appeals and FOI complaints	242	185	203	as needed
of open lawsuits	168	212	400	Minimize
Effectiveness				
Administration				
% of approved budget expended	100%	100%	100%	as needed
% of FOI requests responded to (within legal guidelines)	100%	100%	100%	as needed
Legal Opinions				
% of requesting departments/clients reporting opinion answered question sufficiently	100%	100%	100%	as needed
% of requests responded to in a timely manner	100%	100%	100%	as needed
Ordinances				
% of ordinance changes reviewed in a timely manner	100%	100%	100%	as needed
Litigation				
% of cases resolved in favor of the City or within the City's established settlement range	100%	100%	100%	as needed
% of cases settled/resolved in a timely manner	100%	100%	100%	as needed
Contracts				
% of contracts completed in a timely manner	100%	100%	100%	as needed

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 2018- 2019:

- Conducted two elections in 2018: A Primary in August for both Republican and Democrat State offices, A State and Federal Election in November.
- 2000 Absentee Ballots issued for November election.
- Continued training of staff in State Town Clerk procedures.
- Received a \$9,500 grant from State of Connecticut for the restoration and preservation of Death records 1863 - 1879.
- Continued to work with New Visions Systems for upgrading accounting and recording procedures, including subscription-based public search program.
- Fee increases from State in July on filings and licenses (including marriage, notary and liquor).
- Worked with High School Community based worksite program to continue to inventory our maps on record.

Goals For 2019 - 2020:

- Complete the installation of New Visions recording system to include on line subscriptions, fraud alert, tax bill and dog licensing tools for residents to be able use services online.
- Procure state grants to continue restoration of records and maps.
- Begin a program of restoration and preservation of Birth 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 a reorganization of staff positions in Town Clerk office.
- Complete Town Clerk training for 2 employees to take Town Clerk certification test in June 2019.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Town Clerk	\$576,475	\$615,843	\$645,143	\$662,595	\$651,163	\$6,020	0.93 %
Total	\$576,475	\$615,843	\$645,143	\$662,595	\$651,163	\$6,020	0.93 %
<u>Budget By Major Group</u>							
Personnel Services	\$467,185	\$508,252	\$533,648	\$550,583	\$540,696	\$7,048	1.32 %
Contractual Services	\$103,027	\$101,740	\$104,495	\$106,012	\$104,467	(\$28)	(0.03%)
Supp	\$6,263	\$5,851	\$7,000	\$6,000	\$6,000	(\$1,000)	(14.29%)
Total	\$576,475	\$615,843	\$645,143	\$662,595	\$651,163	\$6,020	0.93 %
NON-TAX REVENUE							
Interest and Penalties	\$4	\$8	\$20	\$20	\$20	\$0	0.00 %
Intergovernmental	\$62,675	\$0	\$35,300	\$35,300	\$35,300	\$0	0.00 %
Licenses & Permits	\$4,270,998	\$4,449,358	\$4,235,757	\$4,232,752	\$4,232,752	(\$3,005)	(0.07%)
Service Charges	\$585,975	\$503,356	\$657,790	\$554,230	\$554,230	(\$103,560)	(15.74%)
Miscellaneous	\$222	\$100	\$0	\$0	\$0	\$0	0.00 %
Total	\$4,919,874	\$4,952,821	\$4,928,867	\$4,822,302	\$4,822,302	(\$106,565)	(2.16%)
AMT. SUPPORTED BY TAXES	(\$4,343,399)	(\$4,336,978)	(\$4,283,724)	(\$4,159,707)	(\$4,171,139)	\$112,585	(2.63%)

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
<u>Town Clerk</u>												
Assistant Town Clerk	2	\$147,982	2	\$150,014	1	\$80,001	1	\$81,891	1	\$81,891	0	\$1,890
Town Clerk	1	\$88,384	1	\$91,121	1	\$93,858	1	\$95,031	1	\$95,031	0	\$1,173
Administrative Support I	1	\$42,955	1	\$45,100	1	\$50,507	1	\$54,274	1	\$54,274	0	\$3,767
Administrative Support II	2	\$107,259	2	\$109,760	2	\$119,845	2	\$125,672	2	\$125,672	0	\$5,827
Land Records Analyst	1	\$63,453	1	\$63,453	1	\$67,680	1	\$69,280	1	\$69,280	0	\$1,600
Deputy Town Clerk	0	\$0	0	\$0	1	\$86,000	1	\$87,648	1	\$87,648	0	\$1,648
Total	7	\$450,033	7	\$459,448	7	\$497,891	7	\$513,796	7	\$513,796	0	\$15,905
Department Total	7	\$450,033	7	\$459,448	7	\$497,891	7	\$513,796	7	\$513,796	0	\$15,905

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$576,475	\$615,843	\$645,143	651,163
Employees	7	7	7	7
Outputs				
Administration				
of contracts managed	4	4	4	4
of state reports filed	60	64	64	64
Land Records				
of land records books printed	210	210	187	153
of land records books proofed	210	175	187	153
of land records indexed	14,450	11,450	15,120	13600
of land records recorded	14,450	14,450	15,120	13600
of land records returned	13,600	13,600	15,120	13600
of land records scanned	13,600	13,600	15,120	13600
of land records verified	14,450	14,450	15,120	13600
of maps recorded	100	100	92	96
of state agency invoices billed Connecticut only	180	180	52	44
Vital Records				
of confidential files processed/registered	60	60	75	76
of marriage licenses/civil unions issued	630	630	595	675
of military discharges processed	95	95	43	31
of vital records indexed	3,500	3,500	3,352	3378
of vital records recorded	3,500	3,500	3,352	3378
of vitals records issued Norwalk	21,000	21,000	11,638	11767
Licenses and Permits				
of dog licenses issued	2,800	2,800	2,617	2602
of game licenses issued	225	225	193	183
of liquor permits issued	170	170	231	206
Elections				
of absentee ballots issued	700	700	3,075	584
of absentee ballots received	535	535	2,678	564
of election ballots prepared	2,500	2,500	3,500	2500
of legal notices issued	12	12	7	11
Miscellaneous/Copies				
of notaries registered	80	80	80	253
of public computer terminals, printers, copiers	11	11	11	11
of trade name certificates indexed	525	525	526	476
of trade name certificates registered	480	480	526	476
Effectiveness				
Administration				
% of approved budget expended	96.6%	100%	100%	100%
% of confidential files processed within a timely manner	100%	100%	100%	100%
% of marriage licenses filed within a timely manner	100%	100%	100%	100%
% of military discharges processed within a timely manner	100%	100%	100%	100%
% of vital records amended	1%	1%	1%	1%
% of vital records corrections made within a timely manner	99%	99%	100%	100%

Department Summary - TOWN CLERK

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Licenses and Permits				
% of dog licenses processed in a timely manner	100%	100%	100%	100%
% of game licenses processed within a timely manner	95%	95%	98%	99%
% of liquor permits processed within a timely manner	100%	100%	100%	100%
Elections				
% of absentee ballots which need to be resent	.01%	.01%	.01%	.01%
% of election activities deadlines met	100%	100%	100%	100%
Miscellaneous/Copies				
% of time public terminals are fully functional	99%	99%	98%	98%
% of trade name certificates processed in a timely manner	100%	100%	100%	100%
Average wait time for copiers/to get a question answered	2-3 mins.	2 - 3mins.	2-3 mins.	2- 3 MINUTES

HUMAN RESOURCES

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 2018- 2019:

- The transition from the City's self-funded health and welfare insurance program to participation in the state sponsored Connecticut Partnership Plan 2.0 continued successfully. All of the administrative issues have been resolved and both active and retired employees are participating in the CPP plan at a reduced cost to both the enrollees and to the City. The first rate increase on July 1, 2018 was modest and was implemented without controversy.
- The City has embarked on an initiative to Re-organize certain City Departments. This Department was instrumental in developing the template for the re-organization and in obtaining the authorization and approval of the Common Council to proceed with the elements of the Plan. This required the rewriting of numerous position descriptions, establishing new positions and aligning the new organization in a rational manner. We are currently in the process of recruiting and filling key positions critical to the success of the re-organization.
- This Department will lead the negotiations over the Pension Plan that applies to many City and Board of Education employees. The objective is to continue the provisions of this pension plan with additional or increasing costs.
- This Department has implemented a process to comply with the Union representation issues arising from the Janus decision of the US Supreme Court.
- This Department will establish a revised pay plan for the Ordinance positions and develop a new Performance Review program for employees Ordinance positions.
- This Department will work with the Pension Board of Managers in the effort to consolidate the 401a and 457 Deferred Compensation Plans into one record keeper and financial institution.

Goals For 2019 - 2020:

- The primary focus of this Department will be the preparation for the collective bargaining with all of the Unions that represent City employees. Those contracts are up for renewal on July 1, 2020 and much preparation must be done to prepare for the financial and work rule negotiations that will occur.
- The re-organization of the City Departments will continue and filling the positions with great candidates will be vital to the success of the initiative.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Human Resources & Personnel	\$517,447	\$597,757	\$634,471	\$654,524	\$625,254	(\$9,217)	(1.45%)
Total	\$517,447	\$597,757	\$634,471	\$654,524	\$625,254	(\$9,217)	(1.45%)
<u>Budget By Major Group</u>							
Personnel Services	\$416,585	\$530,907	\$531,823	\$548,225	\$547,675	\$15,852	2.98 %
Contractual Services	\$97,961	\$61,411	\$99,648	\$103,254	\$76,579	(\$23,069)	(23.15%)
Supplies and Materials	\$791	\$856	\$3,000	\$3,045	\$1,000	(\$2,000)	(66.67%)
Grants & Donations	\$2,111	\$4,584	\$0	\$0	\$0	\$0	0.00 %
Total	\$517,447	\$597,757	\$634,471	\$654,524	\$625,254	(\$9,217)	(1.45%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$517,447	\$597,757	\$634,471	\$654,524	\$625,254	(\$9,217)	(1.45%)

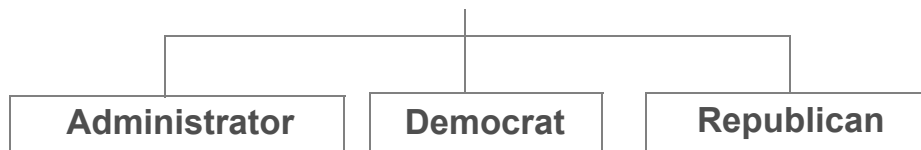
PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
<u>Human Resources & Personnel</u>						
Chief of Human Resources & Personnel	1 \$130,134	1 \$136,686	1 \$136,686	1 \$139,912	1 \$139,912	0 \$3,226
Personnel Administrator	1 \$85,771	1 \$87,487	1 \$89,543	1 \$91,656	1 \$91,656	0 \$2,113
HR Assistant	1 \$66,654	1 \$66,654	1 \$78,357	0 \$0	0 \$0	-1 (\$78,357)
HR Project Coordinator	1 \$60,439	1 \$63,453	1 \$74,639	0 \$0	0 \$0	-1 (\$74,639)
Benefits Manager	1 \$84,000	1 \$86,083	1 \$88,106	1 \$90,185	1 \$90,185	0 \$2,079
Executive Assistant	1 \$60,236	1 \$61,411	1 \$62,885	1 \$64,369	1 \$64,369	0 \$1,484
Human Resource Generalist	0 \$0	0 \$0	0 \$0	2 \$160,418	2 \$160,418	2 \$160,418
Total	6 \$487,234	6 \$501,774	6 \$530,216	6 \$546,540	6 \$546,540	0 \$16,324
Department Total	6 \$487,234	6 \$501,774	6 \$530,216	6 \$546,540	6 \$546,540	0 \$16,324

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$517,447	\$597,757	\$634,471	\$625,254
Employees	6	6	6	6
Outputs				
Recruitment & Selection				
of advertisements for outside recruitment	73	73	70	84
of applications received reviewed	5,147	5,147	5,000	5,423
of interviews conducted	92	92	90	105
of promotions/bids	15	15	13	22
Contracts/Collective Bargaining				
of contract negotiations completed	6	6	0	0
of contracts initiated	6	6	0	6
Grievances				
of grievances filed	20	20	17	15
of grievances filed for arbitration with State	6	6	5	4
of grievances resolved/disposed of	12	12	10	13
Employee Benefits				
of employee records maintained	2,040	2,040	2,045	2,050
of retirements	43	43	50	60
of severance pays issued	42	42	40	50
Effectiveness				
Administration				
% of approved budget expended	83.3%	100%	100%	100%
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%

REGISTRAR OF VOTERS



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 2018- 2019:

- Successfully completed City-wide State Primary August 8, 2018
- Successfully completed State/Federal Election, November 6, 2018 where 32,762 voted (61.15%) (3rd most in state)
- Petitions from several state-wide and one in-district candidates.
- Improvements in training materials for election day poll workers.
- Successfully acquired additional election equipment (tabulators, voting booths) for little cost.
- Hiring and training of approximately 190 poll workers for Election Day.
- Norwalk continues to be a model for the State of Connecticut.
- Maintained voter system for now over 53,000 voters (5th most in state).
- Training regarding of citizens with voter optical scanner system & ADA system.
- Educated voters & poll workers with voting procedures.
- Continued voter registration outreach.
- Completed annual Spring Canvass of 51,000 active voters.
- Purged and maintained voter files;in excess of 11,350 changes (additions, corrections and removals) to voter files first 11 months of 2018 (vs. 9,500 in first 11 months of 2017).
- Continued presence on ROVAC and ROVAC Committees.
- Fairfield County ROVAC training and meetings.
- Continued review of proposed State legislation.
- Successful implementing State General Statutes.
- Successfully completed Election Day Registration (EDR).

Goals For 2019 - 2020:

- Completion of Annual Mandated Canvass.
- Purging of inactive to delete voters post-Election.
- Purging of active to inactive voters post-Election
- Voter file maintenance, over 53,500 active voters.
- Continued presence on ROVAC.
- Continued review of proposed State legislation.
- Continued improvements of election day activities.
- Continued education of voters and poll workers.
- Maintain voter systems single data entry in CVRS, integrate the local system.
- Successful completion of State Elections and (almost certain) Primary.
- Review absentee ballot system.
- Test, repair and improve the election equipment.
- Improving education on new election ADA equipment.
- Review Election Day procedures with local moderators.
- Working in conjunction with IT department to improve the city database.
- Improve teaching materials.
- Continue outreach to high school students and new residents.
- Implement new state laws and new election equipment.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Registrar-admin	\$426,082	\$390,773	\$547,143	\$759,925	\$599,925	\$52,782	9.65 %
Democrat	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$426,082	\$390,773	\$547,143	\$759,925	\$599,925	\$52,782	9.65 %
<u>Budget By Major Group</u>							
Personnel Services	\$354,997	\$334,280	\$440,333	\$646,175	\$486,175	\$45,842	10.41 %
Contractual Services	\$41,026	\$29,897	\$90,210	\$94,060	\$94,060	\$3,850	4.27 %
Supplies and Materials	\$26,354	\$25,195	\$15,000	\$18,090	\$18,090	\$3,090	20.60 %
Fixed Charges	\$1,400	\$1,400	\$1,600	\$1,600	\$1,600	\$0	0.00 %
Capital Outlay	\$2,306	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$426,082	\$390,773	\$547,143	\$759,925	\$599,925	\$52,782	9.65 %
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$426,082	\$390,773	\$547,143	\$759,925	\$599,925	\$52,782	9.65 %

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
<u>Registrar of Voters</u>												
Registrar of Voters	2	\$106,062	2	\$114,210	2	\$115,924	2	\$123,254	2	\$123,254	0	\$7,330
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Total	3	\$163,612	3	\$171,760	3	\$177,308	3	\$186,090	3	\$186,090	0	\$8,782
Department Total	3	\$163,612	3	\$171,760	3	\$177,308	3	\$186,090	3	\$186,090	0	\$8,782

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$426,082	\$390,773	\$547,143	\$599,925
Employees	3	3	3	3
Outputs				
Administration				
of pieces mailed	10,000	10,000	12,500	12,500
of special appropriations/BET transfers required	1	1		TBD
Voter Registration				
of new voters registered	5,000	5,000	5,000	5,000
of notification letters sent for yearly voter canvass	4,000	4,000	5,000	5,000
Election Day				
of polling place notification cards sent to registered voters	45,000	45,000	51,000	51,000
of registered voters	44,400	44,400	51,000	51,000
of training sessions held	25	25	25	25
of voting tabulator receiving scheduled maintenance	30	30	30	34
of voting tabulators the City owns	30	30	30	34
of workers hired and trained for Election Day	220	220	200	200
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	80%	80%	80%	80%
% of registered voters who voted in the primary	Dem. 15% Rep. 20%	Dem. 15% Rep. 20%	Dem. 7.75%	Dem 22.62% Rep 23.31%
% of time voting machines need to be repaired on Election Day	0	0	0	0

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$426,082	\$390,773	\$547,143	\$599,925
Employees	3	3	3	3
Outputs				
Administration				
of pieces mailed	10,000	10,000	12,500	12,500
of special appropriations/BET transfers required	1	1		TBD
Voter Registration				
of new voters registered	5,000	5,000	5,000	5,000
of notification letters sent for yearly voter canvass	4,000	4,000	5,000	5,000
Election Day				
of polling place notification cards sent to registered voters	45,000	45,000	51,000	51,000
of registered voters	44,400	44,400	51,000	51,000
of training sessions held	25	25	25	25
of voting tabulator receiving scheduled maintenance	30	30	30	34
of voting tabulators the City owns	30	30	30	34
of workers hired and trained for Election Day	220	220	200	200
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	80%	80%	80%	80%
% of registered voters who voted in the primary	Dem. 15% Rep. 20%	Dem. 15% Rep. 20%	Dem. 7.75%	Dem 22.62% Rep 23.31%
% of time voting machines need to be repaired on Election Day	0	0	0	0

CHIEF OF STAFF



Description of Service/Mission Statements:

The City Clerk's office is responsible for maintaining minutes 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, film, and arcade permits, representing the Mayor wherever he chooses and receiving the written notification of claims and suits filed against the city.

Highlights For 2018- 2019:

- Continued to maintain minutes and actions of the Common Council and Board of Estimate and Taxation in an organized and timely manner
- Continued to successfully utilize cash reporting and auditing procedures for City Clerk's Office.
- Established credit card payment availability on site for easier fee payment processing.
- Organized the Mayor's Ball 2018 and increased profits for charities through additional fundraising sources.
- Worked closely with the Oak Hills Park Authority for a record breaking successful Mayor's Golf Tournament.
- Assisted all area agencies in their fundraising efforts.
- Updated room rentals and schedule posting and maintained the weekly calendar of meetings and events in City Hall.
- Continued to update special events contract with clarifying language.
- Helped develop a communication plan with the emergency management team.
- All staff trained in updated ADA protocol.
- Notified vendors in the city of licensing procedures, managed compliance and collect licensing, increasing to over \$ 9,050,
- Collected fees exceeding \$33,000 for use of Concert Hall and Community Room. Community Room under reconstruction six months.
- Tried monthly public signing events for Special Events Permits with little success.
- Working with IT to develop and execute a system for the public to apply for Special Events Permits online.
- Continuing to worked with IT to develop the new city website with improved navigation for all users.
- Helped implement room booking requests through the CivicPlus website, where users can view the City Hall conference room availability online, as well as request rooms and dates through a form on the website
- Worked with outside agencies to promote awareness of various programs.
- Updated and maintain NorwalkCT website listings, agendas, minutes and events.
- Oversaw contracts for companies filming in Norwalk for television and movies.

Goals For 2019 - 2020:

- 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 in order to ensure that all the permits and insurance are current and all applicable fees have been paid.
- Continue to be a reliable resource for the citizens of Norwalk.
- Maintain the city website in collaboration with IT in order to ensure that information is updated and accurate.
- Post more forms and applications on city website for public access, including Special Events Permits.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
City Clerk	\$374,303	\$384,559	\$395,136	\$332,629	\$332,154	(\$62,982)	(15.94%)
Total	\$374,303	\$384,559	\$395,136	\$332,629	\$332,154	(\$62,982)	-15.94%
Chief Of Staff	\$0	\$0	\$0	\$142,847	\$142,847	\$142,847	0.00 %
Customer Svc Ctr	\$161,836	\$189,829	\$195,943	\$206,127	\$206,127	\$10,184	5.20 %
Communications-grants	\$88,239	\$11,332	\$104,469	\$71,942	\$71,942	(\$32,527)	(31.14%)
Arts Commission	\$13,209	\$11,937	\$13,135	\$13,333	\$13,333	\$198	1.51 %
Total	\$637,587	\$597,658	\$708,683	\$766,878	\$766,403	\$57,720	8.14 %
<u>Budget By Major Group</u>							
Personnel Services	\$589,462	\$554,609	\$647,518	\$702,509	\$702,034	\$54,516	8.42 %
Contractual Services	\$41,820	\$37,387	\$50,515	\$53,149	\$53,149	\$2,634	5.21 %
Supplies and Materials	\$6,305	\$5,663	\$10,650	\$11,220	\$11,220	\$570	5.35 %
Total	\$637,587	\$597,658	\$708,683	\$766,878	\$766,403	\$57,720	8.14 %
NON-TAX REVENUE							
Intergovernmental	\$0	\$539	\$0	\$0	\$0	\$0	0.00 %
Licenses & Permits	\$7,545	\$9,190	\$9,715	\$9,715	\$9,715	\$0	0.00 %
Service Charges	\$1,706	\$1,716	\$1,088	\$1,088	\$1,088	\$0	0.00 %
Miscellaneous	\$34,890	\$54,745	\$50,273	\$50,073	\$50,073	(\$200)	(0.40%)
Total	\$44,140	\$66,190	\$61,076	\$60,876	\$60,876	(\$200)	(0.33%)
AMT. SUPPORTED BY TAXES	\$593,447	\$531,468	\$647,607	\$706,002	\$705,527	\$57,920	8.94 %

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
<u>Chief of Staff</u>												
Chief of Staff	0	\$0	0	\$0	0	\$0	1	\$140,000	1	\$140,000	1 \$140,000	
Total	0	\$0	0	\$0	0	\$0	1	\$140,000	1	\$140,000	1 \$140,000	
<u>Grants</u>												
Communication Manager	0	\$0	0	\$0	0	\$0	1	\$68,830	1	\$68,830	1 \$68,830	
Total	0	\$0	0	\$0	0	\$0	1	\$68,830	1	\$68,830	1 \$68,830	
<u>Chief of Staff</u>												
Grants Coordinator	1	\$99,369	1	\$101,357	1	\$101,357	0	\$0	0	\$0	-1 (\$101,357)	
Total	1	\$99,369	1	\$101,357	1	\$101,357	0	\$0	0	\$0	-1 (\$101,357)	
<u>City Clerk</u>												

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
Assistant City Clerk	1 \$64,816	1 \$65,573	1 \$67,114	1 \$68,729	1 \$68,729	0 \$1,615
City Clerk	1 \$79,043	1 \$80,624	1 \$82,519	1 \$84,466	1 \$84,466	0 \$1,947
Administrative Support II	1 \$57,550	1 \$57,550	1 \$61,384	1 \$62,836	1 \$62,836	0 \$1,452
Mayor's Executive Secretary	1 \$67,119	1 \$68,462	1 \$70,071	1 \$70,071	1 \$70,071	0 \$0
Administrative Secretary II	1 \$63,453	1 \$63,453	1 \$67,680	0 \$0	0 \$0	-1 (\$67,680)
Total	5 \$331,981	5 \$335,662	5 \$348,768	4 \$286,102	4 \$286,102	-1 (\$62,666)
Customer Service Center						
Customer Service Representative	2 \$102,160	2 \$97,060	2 \$108,710	2 \$116,849	2 \$116,849	0 \$8,139
Customer Service Manager	1 \$81,104	1 \$81,104	1 \$86,508	1 \$88,553	1 \$88,553	0 \$2,045
Total	3 \$183,264	3 \$178,164	3 \$195,218	3 \$205,402	3 \$205,402	0 \$10,184
Department Total	9 \$614,614	9 \$615,183	9 \$645,343	9 \$700,334	9 \$700,334	0 \$54,991

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$161,836	\$189,829	\$195,943	\$206,127	\$206,127	\$10,184	5.20 %
Total	\$161,836	\$189,829	\$195,943	\$206,127	\$206,127	\$10,184	5.20 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: MAYOR		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
010100	MAYOR							
010100	5110 WAGES & SA	248,274.95	248,610.00	147,043.00	147,043.00	147,043.00	147,043.00	
010100	5235 MEMBERSHIP	5,269.00	5,270.00	5,270.00	5,349.00	5,349.00	5,349.00	
	US Conference of Mayors annual dues							
010100	5245 TELEPHONE	2,403.01	1,411.00	1,411.00	1,425.00	1,425.00	1,425.00	
	Office lines							
	Mayor's cell phone							
010100	5247 OTHER UTIL	115.92	157.00	157.00	159.00	159.00	159.00	
010100	5286 BUSINESS E	2,459.49	5,660.00	5,566.96	5,745.00	5,745.00	5,745.00	
	Cameo vending							
	Travel and conference expenses							
	Misc. business expenses							
010100	5295 SEMINAR&CO	.00	1,200.00	1,200.00	1,218.00	1,218.00	1,218.00	
	CCM yearly conference and any other relevant conferences							
	TOTAL MAYOR	258,522.37	262,308.00	160,647.96	160,939.00	160,939.00	160,939.00	
010160	EARLY CHILDHOOD PROGRAM							
010160	5110 WAGES & SA	67,118.94	67,137.00	67,137.00	67,137.00	67,137.00	67,137.00	
010160	5225 TYPING SER	990.00	980.00	980.00	995.00	995.00	995.00	
	Minutes for the Norwalk Early Childhood Council							
010160	5258 OTHER PROF	11,527.00	14,500.00	14,500.00	14,718.00	12,000.00	12,000.00	
	Payments to monitor school readiness program providers. Request modified based on							
	Finance meeting: 1/7/2019.							
010160	5281 MILEAGE	441.38	500.00	500.00	508.00	508.00	508.00	
	TOTAL EARLY CHILDHOOD PROGRA	80,077.32	83,117.00	83,117.00	83,358.00	80,640.00	80,640.00	
	TOTAL MAYOR	338,599.69	345,425.00	243,764.96	244,297.00	241,579.00	241,579.00	
	GRAND TOTAL	338,599.69	345,425.00	243,764.96	244,297.00	241,579.00	241,579.00	

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NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LEGISLATIVE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
010200	LEGISLATIVE							
010200	5120 WAGES & SA	192.94	.00	.00	.00	.00	.00	
010200	5140 WAGES & SA	11,250.00	11,550.00	11,550.00	11,723.00	12,150.00	12,150.00	
	15 Council Members @50/mth. = \$9,000							
	1 Treasurer @ \$25/mth. = \$300							
	Also includes \$150 each stipend for Selectmen 3 Selectmen x \$150 = \$450							
	1 Recording Monitor @ \$25/hr, 4 hr min = \$2,400							
	= \$12,150							
010200	5311 OFFICE SUP	2,322.34	4,000.00	4,000.00	4,060.00	4,060.00	2,400.00	
	TOTAL LEGISLATIVE	13,765.28	15,550.00	15,550.00	15,783.00	16,210.00	14,550.00	
	TOTAL LEGISLATIVE	13,765.28	15,550.00	15,550.00	15,783.00	16,210.00	14,550.00	
	GRAND TOTAL	13,765.28	15,550.00	15,550.00	15,783.00	16,210.00	14,550.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: CORPORATION COUNSEL	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
010300 CORPORATION COUNSEL							
010300 4805 MISCELL	.00	.00	1,779.97	.00	.00	.00	
010300 4839 MISC REV	1,502.76	.00	.00	.00	.00	.00	
010300 5110 WAGES & SA	951,854.97	1,047,857.00	1,047,857.00	1,056,916.00	1,056,916.00	1,056,916.00	
This increase will reflect the increase in the weekly hours of employment for both Mario F. Coppola, Corporation Counsel and Carolyn M. Colangelo, Assistant Corporation Counsel, from 25 hrs/wk to 27.5 hrs/wk.							
010300 5120 WAGES & SA	52.97	.00	.00	.00	.00	.00	
010300 5121 WAGES & SA	9,000.00	.00	.00	.00	.00	.00	
010300 5150 LONGEVITY	3,450.00	3,490.00	3,490.00	3,530.00	3,530.00	3,530.00	
010300 5211 POSTAGE,BO	2,289.39	4,121.00	4,121.00	4,183.00	4,183.00	2,500.00	
010300 5221 PRINTING &	.00	500.00	500.00	508.00	508.00	508.00	
010300 5225 TYPING SER	2,340.00	2,800.00	2,800.00	2,842.00	2,842.00	2,500.00	
010300 5234 SUBSCRIPTI	30,141.97	27,257.00	29,036.97	27,666.00	29,666.00	29,666.00	
To a large degree, our ability to represent the City effectively is based on the ready availability of legal research materials. It is essential that we keep our Law Library updated with the most current legal materials, and maintain current on-line Westlaw subscriptions. The current three-year Westlaw contract increases 5% annually (we will need \$27,435 for next FY). We also have discounted subscriptions for updating our library materials (law books, statutes, professional research materials, etc.), which amounts to \$2,220. We have reduced the subscriptions as much as we can, without compromising our ability to meet our obligation to provide competent legal representation and counsel to City officials and agencies. The projected cost to maintain our subscriptions for the 2019-2020 budget is \$29,666. We need \$2,000 over the proposed budget of \$27,666.							
010300 5235 MEMBERSHIP	.00	1,500.00	1,500.00	1,523.00	1,523.00	.00	
010300 5237 ADVERTISIN	93.60	.00	.00	.00	.00	.00	
010300 5245 TELEPHONE	2,126.05	1,640.00	1,640.00	1,656.00	1,656.00	1,656.00	
010300 5258 OTHER PROF	56,299.47	189,000.00	189,000.00	191,835.00	91,835.00	91,835.00	
Finance meeting 1/7/19. Request reduced to 91,835 based on 200,000 from the FY18-19 budget being anticipated as carried over to FY19-20.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 2
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: CORPORATION COUNSEL		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT	
010300	5272 TRAINING A	1,225.00	1,050.00	1,050.00	1,066.00	1,066.00	1,066.00	_____	
	This is virtually a new account. It was created this year and funded with a transfer of funds (\$525) from another account (#5258). We seek to have it directly funded outright to satisfy our contractual obligation to reimburse our staff for tuition expenses. These expenses have been approved by the Personnel Department. The amount is set for \$1,050 this year to pay for two (2) semesters of education.								
010300	5281 MILEAGE	2,353.07	4,060.00	4,060.00	4,121.00	4,121.00	2,500.00	_____	
010300	5286 BUSINESS E	177.03	500.00	500.00	508.00	508.00	508.00	_____	
010300	5294 MACHINERY,	5,387.38	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	_____	
	This is to pay for the cost of our copies (Black & White and Color). The City has been involved in an ever increasing amount of complex litigation cases. In addition, since we try to keep most of our work 'in house' we are guaranteed to churn out a lot of copies. Color copies are most often used in our tax and land use appeals where photographs are often used in court and attached to briefs.								
010300	5295 SEMINAR&CO	289.30	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	_____	
010300	5311 OFFICE SUP	5,883.12	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	_____	
	TOTAL CORPORATION COUNSEL	1,074,466.08	1,301,775.00	1,305,334.94	1,314,624.00	1,216,624.00	1,211,455.00	_____	
	TOTAL CORPORATION COUNSEL	1,074,466.08	1,301,775.00	1,305,334.94	1,314,624.00	1,216,624.00	1,211,455.00	_____	
	GRAND TOTAL	1,074,466.08	1,301,775.00	1,305,334.94	1,314,624.00	1,216,624.00	1,211,455.00	_____	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	
TOWN CLERK		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT
010500	TOWN CLERK							
010500	4053 LIEN T CLK	8.00	20.00	20.00	20.00	20.00	20.00	
010500	4181 STATE	.00	35,300.00	35,300.00	35,300.00	35,300.00	35,300.00	
	State Reimbursement comes from over payment of taxes on properties in either Enterprise Zones or undeveloped properties. The amount fluctuates based on development activity.							
010500	4475 DOG LIC	10,138.50	12,120.00	12,120.00	12,120.00	10,120.00	10,120.00	
	State Statute requires all canines residing in the City be licensed with the Town Clerk's Office. The fees are based on monthly rates as well as spayed and/or neutered or non-fixed animals.							
	Request modified based on Finance meeting: 1/7/2019.							
010500	4476 HUNT&FISH	-191.70	15,339.00	15,339.00	15,339.00	15,339.00	15,339.00	
	State Statute requires the Town Clerk to issue game licenses and collect fees. The fees are based on the type of licenses ranging from fishing to hunting. Resident and non-resident. The fee schedule is set by the State. The sum of \$1.00 for each license sold is retained by the City. Once the new electronic license system is put in place our revenue will likely be reduced by an estimated 25% as customers can obtain licenses online. We will be looking at the cost efficiency of keeping the system.							
010500	4477 VITAL STAT	248,494.00	241,655.00	241,655.00	241,655.00	248,500.00	248,500.00	
	Persons requesting copies of birth, death and marriage certificates are required to pay a \$20.00 per copy fee. Request modified based on Finance meeting: 1/7/2019.							
010500	4478 CONVEY TAX	4,178,251.56	3,945,780.00	3,945,780.00	3,945,780.00	3,945,780.00	3,945,780.00	
	Conveyance taxes are collected on all conveyed properties that our recorded in our office. The current rate for the City is .005% of the sale price.							
010500	4479 MISCL T CK	7,313.00	15,150.00	15,150.00	15,150.00	7,300.00	7,300.00	
	Miscellaneous fees collected include keepsake envelopes, lamination and mailing of maps.							
	Request modified based on Finance meeting: 1/7/2019.							
010500	4480 MARR LIC	5,353.00	5,713.00	5,713.00	5,713.00	5,713.00	5,713.00	
	A \$30.00 fee is collected for every Marriage License issued through our office. The City of Norwalk retains \$11 for each Projected new marriage laws may increase applications, revenue has been left flat.							
010500	4531 MER-ASSIGN	30,592.00	38,380.00	38,380.00	38,380.00	38,380.00	38,380.00	
	A document fee is collected for the mortgage eelctronic registration system. This account is for the assignor and releasor requests. Fees are based on CT Statute.							
010500	4532 MER-OTHERS	49,764.00	53,742.00	53,742.00	53,742.00	53,742.00	53,742.00	
	A document fee is collected for the mortgage eelctronic registration system. This account is for the grantor and grantee requests. Fees are based on CT Statute.							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: TOWN CLERK		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
010500	4533 CR CARD The Town Clerk no longer changes credit card fees. Request modified based on Finance meeting: 1/7/2019.	.00	3,300.00	3,300.00	3,300.00	.00	.00	
010500	4534 FARMLAND	26,461.70	30,603.00	30,603.00	30,603.00	30,603.00	30,603.00	
010500	4535 RECORD FEE Mandated by State Statute are \$10.00 for the first page and \$5.00 for each subsequent page per document. Request modified based on Finance meeting: 1/7/2019.	270,446.91	393,900.00	393,900.00	393,900.00	300,000.00	300,000.00	
010500	4536 C.C. FEE Certified copy fees are collected at \$1.00 per page with a \$2.00 charge for the certification. The certification fee applies only to recorded documents.	101,794.00	101,000.00	101,000.00	101,000.00	101,000.00	101,000.00	
010500	4537 PERMITS A \$2.00 fee is collected for each liquor permit filed with the Town Clerk's Office.	406.00	505.00	505.00	505.00	505.00	505.00	
010500	4538 COPY FEE A fee of \$1.00 per page is charged for copies of recorded documents. Request modified based on Finance meeting: 1/7/2019.	23,891.00	36,360.00	36,360.00	36,360.00	30,000.00	30,000.00	
010500	4834 CLERK FEES	99.50	.00	.00	.00	.00	.00	
010500	5110 WAGES & SA	484,744.31	497,891.00	497,891.00	513,796.00	513,796.00	513,796.00	
010500	5120 WAGES & SA	2,400.26	4,797.00	4,797.00	4,910.00	4,910.00	4,900.00	
010500	5130 WAGES & SA	.00	4,875.00	4,875.00	4,948.00	4,948.00	1,500.00	
010500	5140 WAGES & SA	19,632.75	24,610.00	24,610.00	24,979.00	24,979.00	19,000.00	
010500	5150 LONGEVITY	1,475.00	1,475.00	1,475.00	1,950.00	1,950.00	1,500.00	
010500	5211 POSTAGE,BO projected mailings for returning documents, election materials such as Absentee Ballots and dog licenses and renewal notices.	7,354.73	5,667.00	5,667.00	5,752.00	5,752.00	5,752.00	
010500	5221 PRINTING & The printing of all letterhead, certificates and forms that are required to be used in our office as well as copies of vital documents sent to other cities. Funds used for printing of most forms, certificates and business cards. Printing of absentee ballots.	2,694.89	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
010500	5231 PUBL OF NO	2,129.14	2,500.00	5,000.00	2,538.00	2,538.00	2,538.00	
010500	5235 MEMBERSHIP State & national municipal clerk organizations.	200.00	200.00	200.00	203.00	203.00	203.00	
010500	5245 TELEPHONE	924.16	513.00	513.00	518.00	518.00	518.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: TOWN CLERK		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
010500	5255 IT SERVS	79,002.41	79,210.00	75,710.00	80,398.00	80,398.00	80,398.00	
	Fees paid to outside contracted companies for land record indexing services, as well as verification and reproduction. Breakdown of annual costs for land record indexing system: Base System: \$55,530 Image to Film: \$5,075 Compact Binders: \$5,075 Paper for Books: \$6,090 Verification Services: \$8,628							
010500	5258 OTHER PROF	.00	3,000.00	2,400.00	3,045.00	3,045.00	1,500.00	
	Third party verification of land records and legal opinions.							
010500	5269 OTHER REPA	.00	500.00	1,900.00	508.00	508.00	508.00	
	Cost of repairs and maintenance of existing typewriters as well as maintenance to misc. office machinery & parts.							
010500	5272 TRAINING A	575.00	600.00	600.00	609.00	609.00	609.00	
	Fees paid to outside companies to train and update staff on new and existing services as required by this office. Also for educational classes for town clerk staff to obtain certification.							
010500	5281 MILEAGE	343.57	355.00	355.00	360.00	360.00	360.00	
	Fees paid for automobile expenses to travel to seminars and conferences. Increase to reflect actual							
010500	5286 BUSINESS E	.00	.00	200.00	.00	.00	.00	
	Misc expenses incurred for accomodations at conferences.							
010500	5293 RECORDING	356.00	500.00	500.00	508.00	508.00	508.00	
	Fees other municipailties charge for copies of recorded vital statistics.							
010500	5294 MACHINERY,	3,353.20	3,250.00	3,250.00	3,299.00	3,250.00	3,250.00	
	Three copiers (two for public use, one for office use) Monthly Cost: HP Rental 150 x 12 = 1,800 CBS Copies 50 x 12 = 600 Marketing Data Solutions Coin Copier Towers = 850 Public use copiers collect \$1.00 per copy							
010500	5295 SEMINAR&CO	70.31	400.00	400.00	406.00	406.00	406.00	
010500	5297 STORAGE	4,736.40	2,800.00	2,800.00	2,842.00	2,842.00	2,842.00	
	Fees paid for microfilm storage at outside facility as required by law.							
010500	5311 OFFICE SUP	5,851.07	7,000.00	7,000.00	7,105.00	6,000.00	6,000.00	
	This includes pens, pencils, envelopes, staples, post-it notes, paperclips, calendars, miscellaneous election supplies, stampers ink, adding machine tape, typewriter ribbons, correction tape, etc.							
	TOTAL TOWN CLERK	5,568,664.67	5,574,010.00	5,574,010.00	5,592,616.00	5,484,897.00	5,473,465.00	
	TOTAL TOWN CLERK	5,568,664.67	5,574,010.00	5,574,010.00	5,592,616.00	5,484,897.00	5,473,465.00	
	GRAND TOTAL	5,568,664.67	5,574,010.00	5,574,010.00	5,592,616.00	5,484,897.00	5,473,465.00	

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HUMAN RESOURCES & PERSONNEL	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
010700 HUMAN RESOURCES & PERSONNEL							
010700 5110 WAGES & SA	518,622.34	530,216.00	530,216.00	546,540.00	546,540.00	546,540.00	
010700 5120 WAGES & SA	-340.58	107.00	107.00	110.00	110.00	110.00	
010700 5121 WAGES & SA	11,600.00	.00	.00	.00	.00	.00	
010700 5150 LONGEVITY	1,025.00	1,500.00	1,500.00	1,575.00	1,575.00	1,025.00	
010700 5211 POSTAGE,BO	807.16	800.00	800.00	812.00	812.00	812.00	
Yearly mailing to all employees both active and retirees informing everyone of current information regarding health and federal issues (Medicare "D", 125 account, etc.)							
010700 5221 PRINTING &	161.77	1,275.00	1,275.00	1,294.00	1,294.00	300.00	
Purchasing of stationery and envelopes which will be used for mailing of current and retirees correspondence.							
010700 5225 TYPING SER	770.00	750.00	750.00	761.00	761.00	761.00	
Secretarial services (Telesco) for pension and personnel committee meetings held monthly.							
010700 5233 SUBSCRIPTI	827.95	1,200.00	1,200.00	1,218.00	1,218.00	1,000.00	
Subscription to Hour newspapers to check on information relating to retirees - purchasing of books and other materials relating to our department.							
010700 5235 MEMBERSHIP	986.00	1,400.00	1,400.00	1,421.00	1,421.00	1,000.00	
Membership for Director and Assistant in various personnel organizations (ConnPELRA, IMPA-HR, etc) which will inform employees of updates in personnel issues.							
010700 5245 TELEPHONE	1,103.24	1,107.00	1,107.00	1,118.00	1,118.00	1,118.00	
cell phone and departmental phone charges.							
010700 5247 OTHER UTIL	207.36	207.00	207.00	209.00	209.00	209.00	
Monthly cable invoice for Personnel Conference Room and Ray Burney's office. \$17.41 * 12 = \$208.92							
010700 5251 MEDICAL,DE	592.00	1,750.00	1,750.00	1,776.00	1,776.00	1,776.00	
Pre-employment physicals for new employees.							
010700 5255 IT SERVS	10,319.85	8,000.00	8,000.00	8,120.00	10,500.00	10,500.00	
NEOGOV applicant tracking system yearly cost to maintain open position application information.							
010700 5258 OTHER PROF	26,611.25	50,000.00	50,000.00	50,750.00	50,750.00	35,000.00	
Payment for consultants, statements for services rendered; i.e., contract negotiations and grievances - also any other outside facilities used by the personnel department to handle issues pertaining to our department.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HUMAN RESOURCES & PERSONNEL	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
010700 525J EAP Professional assistance given to employees relating to issues of a personal nature where that help is necessary. \$26.50 per employee for 620 employees = \$16,430 Assume 5% increase off discounted rate of \$16,101.40 which is \$805.07 Monthly newsletter from EAP \$593 Total - \$16,101.40 + \$805.07 + \$593 = \$17,499.47	16,101.40	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	
010700 5272 TRAINING A Develop employee training program to provide skill enhancements for supervisors and employees.	1,042.05	10,000.00	10,000.00	10,150.00	10,150.00	1,500.00	
010700 5281 MILEAGE Expenses incurred for traveling to attend business meetings.	.00	609.00	609.00	618.00	618.00	618.00	
010700 5286 BUSINESS E Attendance at business meetings	240.00	1,125.00	1,125.00	1,142.00	1,142.00	500.00	
010700 5294 MACHINERY, Monthly copier cost Rental: 75 X 12 = \$900 Copies: 35.00 x 12 = \$420.00	1,190.56	1,300.00	1,300.00	1,320.00	1,320.00	1,320.00	
010700 5295 SEMINAR&CO Approved Update based on new copier contract Attendance at Express Scripts /ConnPELRA, etc. seminars	50.00	1,125.00	1,125.00	1,142.00	1,142.00	1,142.00	
010700 5298 OTHER Filing fees for arbitration & mediation issues dealing with grievances from each of the unions.	400.00	1,500.00	1,500.00	1,523.00	1,523.00	1,523.00	
010700 5311 OFFICE SUP Purchase of office supplies and materials to be used in our department.	856.31	3,000.00	3,000.00	3,045.00	3,045.00	1,000.00	
010700 5634 EMP WELL Cover several new initiatives started in FY14-15 relating to wellness and employee morale. On the wellness side, the City is offering voluntary wellness challenges that have awards. The costs include administrative fees to Cigna, as well as the awards themselves. The second part of the initiative is an awards ceremony where the City provides quarterly awards with small gifts to those employees who win the award as well as money to cover the cost of employee appreciation programs.	4,583.77	.00	2,000.00	.00	.00	.00	
TOTAL HUMAN RESOURCES & PERS	597,757.43	634,471.00	636,471.00	652,144.00	654,524.00	625,254.00	
TOTAL HUMAN RESOURCES & PERS	597,757.43	634,471.00	636,471.00	652,144.00	654,524.00	625,254.00	
GRAND TOTAL	597,757.43	634,471.00	636,471.00	652,144.00	654,524.00	625,254.00	

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: REGISTRAR OF VOTERS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011210 REGISTRAR-ADMIN							
011210 5110 WAGES & SA	176,961.30	177,308.00	177,308.00	186,090.00	346,090.00	186,090.00	_____
Includes \$160,000 for 3 new full time positions, replacing most part time positions.							
011210 5120 WAGES & SA	1,383.63	2,132.00	2,132.00	2,182.00	3,000.00	3,000.00	_____
As necessary per Connecticut mandates for extended hours and pre-election. Largely incurred the week of an Election or a Primary as delivery of equipment on Sunday and the length of an Election day (minimum of 20 hours for voting & results tabulation). This budget year includes both the Mayoral Election and the 2020 Presidential Primary. Finance meeting Jan. 2019: if the Part-Time employees were to be made full time, they might be getting time and a half for overtime work. Assuming that they get time and a half, the Registrar of Voters needs \$3,000 in the Overtime account.							
011210 5130 WAGES & SA	107,809.61	140,363.00	140,363.00	142,468.00	157,418.00	157,418.00	_____
Poll workers and other election temporary workers are detailed in the temporary/seasonal positions personnel screen. Part-time office staff work on elections now included in part-time (#5140) except for excess hours over normal 19 hour weeks. (Increase in cost mostly due to only 12 polling places for State/Fed Primary and General Elections in 2018-19 vs 13 for Municipal Election + 12 for Presidential Primary in 2019-20) and to increased number of polling places needing police officer presence in recent years							
011210 5140 WAGES & SA	46,405.74	118,800.00	118,800.00	120,582.00	137,927.00	137,927.00	_____
Four permanent part time office staff, used primarily for elections (summer-fall) and canvass (winter-spring) consolidated here. Number of New Registrations & Changes has continued to increase significantly in the last two years due to on-line and DMV registrations. State/Federal Election has more changes than a Municipal year, but less than Presidential years. Norwalk has 15% more registered voters than it had just two years ago and we are projecting 55,000 registered voters by the Presidential Primary. We will be seeking an increase in pay for Part Time personnel in early 2019 based on a Fairfield County living wage, which would be \$27.5 per hour -- the equivalent hourly rate of Administrative Support I at \$50,000 per year adjusted for vacation and days off, but omitting all medical and other benefits and \$55,000 per year for Deputies per Personnel Dept. Estimate = to \$30.55 per hour. Previously part time for elections was in #5130. Now only the extra hours worked during elections remains in #5130. Amounts based on analysis of actual hours worked around elections vs. normal 19 hrs per week each. All year: Part-time staff enters new voters in the computer system and card-file and removes those who move out of town. This activity increases as voters tend to register more frequently as election approaches. 1. Part-time office staff during election season handles hundreds of election details. 2. Part-time office staff for Annual Canvass mandated by Federal							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: REGISTRAR OF VOTERS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT	
<p>HAVA Law & State Law, per SOTS Regulations Sending required letters to all voters identified as moving by National Change of Address (NCOA) system, plus Long- time non-voters, processing responses and returns and updating and purging card file. Part-time staff also maintains, sorts, packs, and programs election supplies, equipment, and computers.</p> <p>Increase in Voter Registrations due to Motor Vehicle Department legal settlement with Department of Justice and Secretary of the State. DMV greatly increasing its efforts under federal "Motor Voter" law. Hourly are reflects living wage for Fairfield County -- equivalent to Administrative Support I & Deputy positions. NOTE: If the three requested full time position(s) are approved, reduce this account request to \$5,000 to cover extra staff costs necessary because parts of for the required Spring Canvass of Voters are not allowe to be done before a Presidential Primary, but must be accomplished within a few days afterward. (Basically a conflict between the date of the Primary and the normal deadlines for the Canvass.)</p> <p>Finance meeting Jan. 2019: if the three full-time positions are approved this budget request should be reduced to \$5,000. Just about the only reason we need any money is because of the poorly thought out date for the 2020 Presidential Primary. We must sent out our canvass mailings by May 1 because we must process the results sufficiently prior to the possible August 2021 State/Federal primary because there is a rule prohibiting us from removing voters from the registration lists too close to an Election or a Primary. However, this rule applies to the Presidential Primary as well, meaning we cannot send out the annual canvass mailings until after the Presidential Primary. So, a Presidential Primary scheduled in late April gives us less than ten days to do the mailings and we will need extra staff-time to accomplish both the Primary and the mailings in such a short period of time. The legislature could authorize us to send the mailing out before the Presidential Primary and not process the returns from the mailing until after the Presidential Primary, but so far they have not done so. Also, we occasionally have need of an extra part-time staff person when the Registrar's and their Deputies are out of the office attending the spring Registrar's conference, which lasts three days. I have put this alternative \$5,000 request figure at the end of the notes in the Part-Time budget request. The rest of the request in this category would mostly offset the full time salary request for these three positions.</p>								
011210	5150	LONGEVITY	1,720.00	1,730.00	1,730.00	1,740.00	1,740.00	1,740.00
011210	5211	POSTAGE,BO	5,908.87	20,000.00	19,400.00	20,300.00	21,250.00	21,250.00
<p>Letters mailed to Registrations & Canvass (permanent increase over prior year, but less than presidential election year) \$7,500 State/Federal "You Vote at" Postcard \$13,750 - We will seek Common Council direction on this expenditure, as not required by state law. Send each voter a post card with their new voting location information. Note: No city-wide postcard sent this year so money will be left over in this account which could be carried over to offset much of this item.</p>								

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: REGISTRAR OF VOTERS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011210	5221 PRINTING & Used for office stationary and canvass mailing - \$8,250 Print "Where You Vote" Cards to Send to Voters - \$2,000 - see postage account as well Address Post Cards to Voters - \$4,000 - see postage account as well Post Card notification not required by law, so will be based on Common Council approval, which will be requested.	298.23	9,500.00	9,500.00	9,643.00	14,250.00	14,250.00	
011210	5235 MEMBERSHIP Registrar of Voters Association of Connecticut dues	135.00	350.00	350.00	355.00	400.00	400.00	
011210	5245 TELEPHONE Phone lines to polling places required under state law. Direct line no longer required for Handicap Voting System. 9 phones needed as the 4 voting precincts at Middle Schools have connections for internet VOIP phones. Estimated at \$3500 Same requirements for Presidential Primary Election. Also estimated at \$3500	2,344.99	7,000.00	7,000.00	7,070.00	7,000.00	7,000.00	
011210	5262 OTHER MACH Tabulator Memory Card Programming: for Municipal Election \$4,100 (2017 = \$4,095 & 2018 not yet available) Maintenance of Tabulators 34 @\$200 = \$6,800 per contract Tabulator batteries and parts replaced during yearly maintenance = \$400 Programming of IVS Handicap Voting tablets = \$1,250 (2018 not yet available) Ballot Printing: 27,500 @ \$0.32 = \$8,800 Ballot Shipping and handling = \$500 Presidential Primary Election: Memory Card Programming = \$2,300 Presidential Primary Election: Programming of IVS Handicap Voting tablets = \$1,250 Presidential Primary Election: Ballot Printing: 22,500 @\$0.32 = \$7,200 Presidential Primary Election: Ballot Shipping and Handling = \$550 Misc.150 Total :32,000 (less than 2018-2019 because less ballots needed for Municipal vs State Election)	6,000.00	36,000.00	36,000.00	36,540.00	33,300.00	33,300.00	
011210	5281 MILEAGE Account used to offset costs of using personal vehicle(s) for Election Day, City and State business, ROVAC meetings and some field work.	926.08	900.00	900.00	914.00	1,000.00	1,000.00	
011210	5286 BUSINESS E Used for expenses incurred by the Registrar of Voters & Deputies at SOTS or ROVAC conferences. Both registrars and depubies attend. Also used to reimburse for any other expenses for conferences or meetings concerning the Registrar of voters that come up during the year	2,864.08	2,000.00	2,000.00	2,030.00	2,250.00	2,250.00	
011210	5294 MACHINERY, Office Copier Rental: \$80 x 12 = 960 Copies: \$50 x 12 = 600	1,205.23	1,560.00	1,560.00	1,583.00	1,583.00	1,583.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: REGISTRAR OF VOTERS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
011210	5295 SEMINAR&CO	1,525.00	1,800.00	1,800.00	1,827.00	1,827.00	1,827.00	
	Fees for ROVAC annual conferences and meetings. Registrars are required to attend classes given at conferences to maintain certification. Deputies also attend and take classes.							
	UConn Courses for Deputies - Registrars are now certified. Deputies should take the courses now: Two deputies, 2 courses (out of 8) each @\$200 = \$800							
011210	5298 OTHER	8,690.00	11,100.00	11,100.00	11,267.00	11,200.00	11,200.00	
	Cost of delivering and picking up the voting machines & equipment for 12 polling places and setting up voting booths = \$5,500 (30 More voting booths than pervious years, required because of increase in Registration -- booths acquired for free, courtesy of Darien, but still must be set up each election.							
	NEW Shredding of old ballots = \$200							
	Our department now needs to pay for any shredding that we must do. This was previously covered centrally. Each year we get rid of two-year old ballots.							
	Primary Election, transportation and pick-up of voting equipment from polls = \$5,500							
011210	5311 OFFICE SUP	5,434.92	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	
	General Office Supplies - State/Federal Election							
	Increase needed to reflect permanent increase in registration activity due to DMV implementation of Motor Voter law.							
	More card stock and toner, more stationary.							
011210	532A ELECTION	19,760.37	9,000.00	9,000.00	25,000.00	12,000.00	12,000.00	
	General Election Supplies & including tabulator supplies and Additional Supplies for Primary Election. This category includes all consumeables for the Mayoral Election and the Presidential Primary, and repairs or replacements.							
011210	5421 BUILDING&O	1,400.00	1,600.00	2,200.00	1,624.00	1,600.00	1,600.00	
	Rental of polling site at St. Mary Hall for Election: \$800							
	Rental of polling site at St. Mary Hall for Presidential Primary: \$800							
TOTAL REGISTRAR-ADMIN		390,773.05	547,143.00	547,143.00	577,305.00	759,925.00	599,925.00	
011220	DEMOCRAT							
011220	5140 WAGES & SA	.01	.00	.00	.00	.00	.00	
TOTAL DEMOCRAT		.01	.00	.00	.00	.00	.00	
TOTAL REGISTRAR OF VOTERS		390,773.06	547,143.00	547,143.00	577,305.00	759,925.00	599,925.00	
GRAND TOTAL		390,773.06	547,143.00	547,143.00	577,305.00	759,925.00	599,925.00	

** END OF REPORT - Generated by Angela Fogel **

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	
CHIEF OF STAFF		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT
011410	CHIEF OF STAFF							
011410	5110 WAGES & SA	.00	.00	140,000.00	140,000.00	140,000.00	140,000.00	_____
011410	5121 WAGES & SA	.00	.00	.00	.00	.00	.00	_____
011410	5233 SUBSCRIPTI	.00	.00	.00	.00	.00	.00	_____
011410	5235 MEMBERSHIP	.00	.00	.00	812.00	.00	.00	_____
011410	5258 OTHER PROF	.00	.00	.00	824.00	824.00	824.00	_____
011410	5286 BUSINESS E	.00	.00	.00	1,523.00	1,523.00	1,523.00	_____
011410	5295 SEMINAR&CO	.00	.00	.00	.00	500.00	500.00	_____
011410	5311 OFFICE SUP	.00	.00	.00	.00	.00	.00	_____
	TOTAL CHIEF OF STAFF	.00	.00	140,000.00	143,159.00	142,847.00	142,847.00	_____
011420	CITY CLERK							
011420	4430 CITY CLK	9,190.00	9,715.00	9,715.00	9,715.00	9,715.00	9,715.00	_____
011420	4549 S/E INS	1,716.00	1,088.00	1,088.00	1,088.00	1,088.00	1,088.00	_____
	groups purchase a rider on the City's insurance in order to have events at City Hall (\$120/event)							
011420	4607 C/H AUDIT	38,500.00	32,000.00	32,000.00	32,000.00	35,000.00	35,000.00	_____
	City Hall Auditorium Revenue. Request modified based on Finance meeting: 1/7/2019.							
011420	4608 PROBATE	8,130.00	10,000.00	10,000.00	10,000.00	8,000.00	8,000.00	_____
	Per 1/7/2019 budget review meeting. Reduced based on this year's Probate invoice to Wilton.							
011420	4611 C/H MISC	8,109.00	5,700.00	5,700.00	5,700.00	7,000.00	7,000.00	_____
	City Hall Community room revenue. Request modified based on Finance meeting: 1/7/2019.							
011420	4807 REIMB EXP	6.00	73.00	73.00	73.00	73.00	73.00	_____
011420	5110 WAGES & SA	347,770.65	348,768.00	348,768.00	286,102.00	286,102.00	286,102.00	_____
011420	5120 WAGES & SA	295.14	.00	.00	.00	.00	.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: CHIEF OF STAFF			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011420	5121	WAGES & SA	7,300.00	.00	.00	.00	.00	.00	
011420	5150	LONGEVITY	975.00	1,450.00	1,450.00	.00	1,450.00	975.00	
011420	5211	POSTAGE,BO	2,834.30	3,194.00	3,194.00	.00	3,250.00	3,250.00	
		Avg. \$3,000 postage + \$200-250 for Fed Ex							
011420	5221	PRINTING &	6,242.28	8,500.00	8,500.00	.00	8,500.00	8,500.00	
		Gen'l Code publishers. Also used to pay for letterhead, envelopes, office business cards, etc. Request increased to reflect actual.							
011420	5225	TYPING SER	3,540.00	4,000.00	4,000.00	.00	4,000.00	4,000.00	
		Pay for minutes for Common Council meetings - based on hist. for 24 meetings							
011420	5231	PUBL OF NO	5,039.26	14,000.00	14,000.00	.00	14,000.00	14,000.00	
		Legal notices - based on history							
011420	5234	SUBSCRIPTI	1,195.00	1,195.00	1,195.00	.00	1,195.00	1,195.00	
		General Code publisher online annual subscription has gone up by \$1,195							
011420	5235	MEMBERSHIP	.00	650.00	650.00	.00	650.00	650.00	
		Notary Public dues (\$60), Takes into account additional membership for new Chief of Staff, plus any other memberships/dues							
011420	5237	ADVERTISIN	99.18	.00	.00	.00	100.00	100.00	
011420	5245	TELEPHONE	165.65	256.00	256.00	259.00	259.00	259.00	
011420	5258	OTHER PROF	.00	340.00	340.00	.00	340.00	340.00	
		General Code Publishers annual maintenance fee							
011420	5263	FURNITURE,	.00	622.00	622.00	.00	622.00	622.00	
011420	5281	MILEAGE	155.33	51.00	51.00	.00	51.00	51.00	
		Employee travel to regional and state Homeland Security and Education meetings.							
011420	5286	BUSINESS E	9.50	.00	.00	.00	.00	.00	
011420	5294	MACHINERY,	5,695.76	5,910.00	5,910.00	.00	5,910.00	5,910.00	
011420	5295	SEMINAR&CO	480.00	1,200.00	700.00	.00	700.00	700.00	
		Cover events, seminars and conferences the City Clerk staff may attend including new Chief of Staff							
011420	5311	OFFICE SUP	2,761.91	5,000.00	5,500.00	.00	5,500.00	5,500.00	
		\$60-\$80/replacement printer cartridges plus all expendable supplies for daily operations for the Mayor and City Clerk's offices. Based on history							
TOTAL CITY CLERK			450,209.96	453,712.00	453,712.00	344,937.00	393,505.00	393,030.00	
011430	CUSTOMER SVC CTR								
011430	5110	WAGES & SA	188,608.93	195,218.00	195,218.00	205,402.00	205,402.00	205,402.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: CHIEF OF STAFF			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011430	5120	WAGES & SA	505.14	.00	.00	.00	.00	.00	
011430	5150	LONGEVITY	715.00	725.00	725.00	725.00	725.00	725.00	
TOTAL CUSTOMER SVC CTR			189,829.07	195,943.00	195,943.00	206,127.00	206,127.00	206,127.00	
011440	COMMUNICATIONS-GRANTS								
011440	5110	WAGES & SA	8,438.91	101,357.00	101,357.00	68,830.00	68,830.00	68,830.00	
011440	5211	POSTAGE,BO	412.00	412.00	412.00	.00	412.00	412.00	
		Fed-Ex charges to send out grants							
011440	5221	PRINTING &	400.00	400.00	279.00	.00	279.00	279.00	
011440	5233	SUBSCRIPTI	800.00	800.00	821.00	.00	821.00	821.00	
		Foundation Center Online Grant Directory \$185							
		Grants Alert for Cities & Towns \$140							
		Chronicle on Philanthropy \$75							
		The Hour and Advocate \$400 and any other grant subscriptions							
011440	5281	MILEAGE	.00	.00	100.00	.00	100.00	100.00	
		Trips to Hartford, plus mileage for any other trips made							
011440	5286	BUSINESS E	500.00	500.00	500.00	.00	500.00	500.00	
011440	5311	OFFICE SUP	781.52	1,000.00	1,000.00	.00	1,000.00	1,000.00	
TOTAL COMMUNICATIONS-GRANTS			11,332.43	104,469.00	104,469.00	68,830.00	71,942.00	71,942.00	
011450	ARTS COMMISSION								
011450	4181	STATE	539.00	.00	.00	.00	.00	.00	
011450	4805	MISCELL	.00	2,500.00	2,500.00	2,500.00	.00	.00	
011450	5221	PRINTING &	1,795.50	1,085.00	1,785.00	1,101.00	1,101.00	1,101.00	
		WPA and public art wayfinding resources - print \$335							
		\$750 for printing for Poet Laureate							
011450	5235	MEMBERSHIP	100.00	50.00	100.00	51.00	51.00	51.00	
		Membership Cultural Alliance of Fairfield County and Norwalk							
		Chamber of Commerce							
011450	5258	OTHER PROF	6,429.75	5,650.00	6,600.00	5,735.00	5,735.00	5,735.00	
		Mayor's Gallery Curator - 3 installations @ \$500 each-\$1,500							
		WPA & Public Art Tour Coordinator \$200/month x 12 months: \$2,400							
Engagement & stewardship services: public art inventory, gifts & donations, labels, curating, mobile app maintenance, communication/engagement, Norwalk Public Schools liaison 50 hours x \$35 : \$1,750									

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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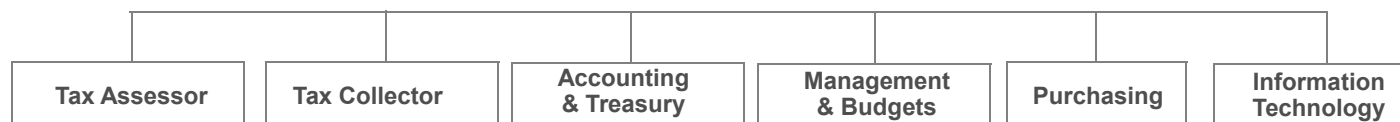
PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: CHIEF OF STAFF		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011450	5298 OTHER Transportation (vans) for public art tours :\$1,200	1,493.00	1,700.00	2,700.00	1,726.00	1,726.00	1,726.00	_____
	Mobile app - WPA, public art, cultural assets 60 points x \$100 (cost share @\$500 with other departments/commissions)			\$500				
011450	5329 OTHER OPER Supplies for SLOW Art Day, student docent led tours, public art engagement activities:\$1,500 Poet Laureate program supplies \$750 Hanging supplies & digital signage - public art in City Hall corridors: \$2,400	2,119.07	4,650.00	5,650.00	4,720.00	4,720.00	4,720.00	_____
	TOTAL ARTS COMMISSION	12,476.32	15,635.00	19,335.00	15,833.00	13,333.00	13,333.00	_____
	TOTAL CHIEF OF STAFF	663,847.78	769,759.00	913,459.00	778,886.00	827,754.00	827,279.00	_____
	GRAND TOTAL	663,847.78	769,759.00	913,459.00	778,886.00	827,754.00	827,279.00	_____

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FINANCE DEPARTMENT



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 2018- 2019:

- Ended FY 2018 with positive financial results of operation. FY 2018 ended with a total fund balance of \$61.2 million an increase of \$5.6 million. Unassigned fund balance also increased by \$6.5 million to \$57.7 million.
- Maintained the City's Aaa/AAA bond rating from all three major rating agencies.
- Issued \$30.0 million of general obligation bonds in August 2018 with interest rates ranging from 3.0% to 5.0% to finance the City's capital program.
- Received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers' Association.

Goals For 2019 - 2020:

- 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 proforma 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.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Chief Financial Officer	\$227,126	\$218,557	\$218,175	\$231,826	\$229,551	\$11,376	5.21 %
Tax Assessor	\$734,365	\$1,011,813	\$980,964	\$1,150,470	\$1,145,624	\$164,660	16.79 %
Tax Collector	\$869,449	\$938,435	\$949,851	\$1,017,157	\$1,016,477	\$66,626	7.01 %
Accounting & Treasury	\$838,183	\$1,017,103	\$1,052,819	\$895,293	\$893,293	(\$159,526)	(15.15%)
Management & Budgets	\$366,799	\$335,091	\$337,477	\$345,749	\$345,749	\$8,272	2.45 %
Purchasing Office	\$348,748	\$413,381	\$423,818	\$426,551	\$429,350	\$5,532	1.31 %
Information Technology	\$1,631,890	\$1,829,133	\$1,923,812	\$2,066,359	\$2,058,055	\$134,243	6.98 %
Gis	\$31,112	\$29,438	\$47,542	\$152,009	\$149,259	\$101,717	213.95 %
Total	\$5,047,672	\$5,792,950	\$5,934,458	\$6,285,414	\$6,267,358	\$332,900	5.61 %

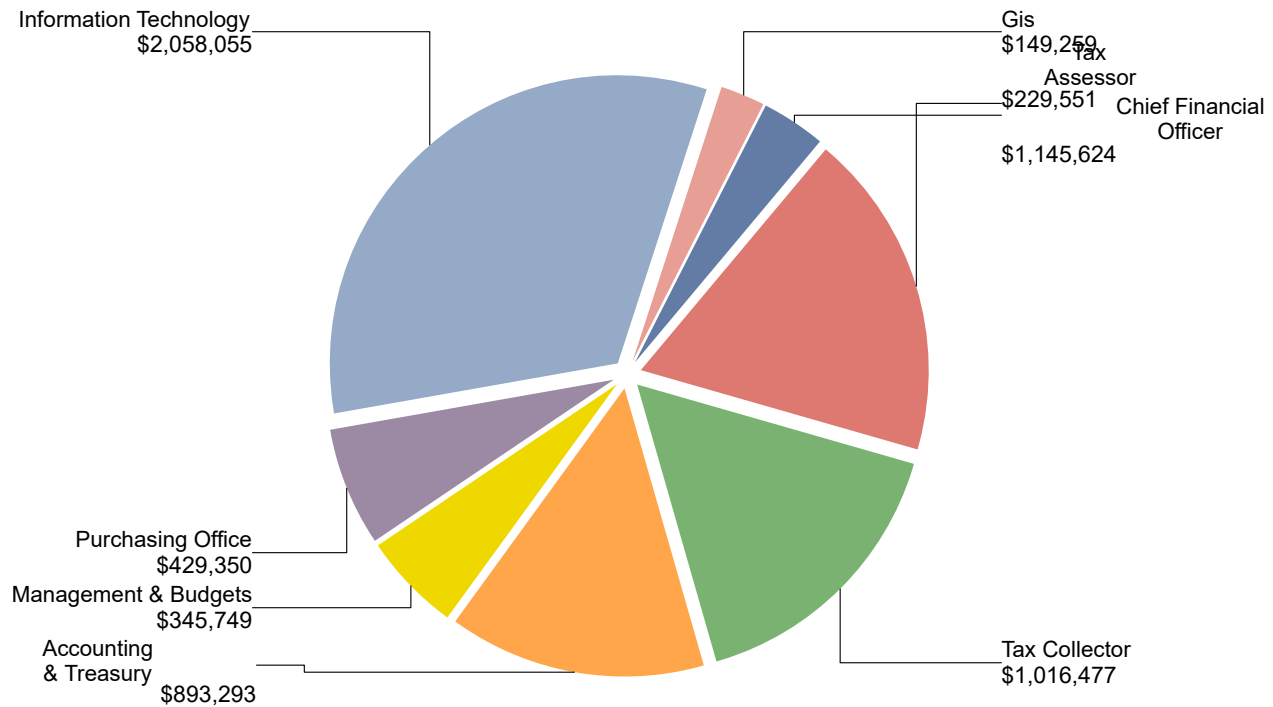
Budget By Major Group

Personnel Services	\$3,782,248	\$4,192,360	\$4,359,461	\$4,369,622	\$4,365,968	\$6,507	0.15 %
Contractual Services	\$1,220,654	\$1,522,705	\$1,521,149	\$1,856,914	\$1,845,404	\$324,255	21.32 %
Supplies and Materials	\$30,770	\$28,428	\$34,475	\$39,432	\$39,432	\$4,957	14.38 %
Fixed Charges	\$4,697	\$8,951	\$6,873	\$6,946	\$7,554	\$681	9.91 %
Capital Outlay	\$9,302	\$40,505	\$12,500	\$12,500	\$9,000	(\$3,500)	(28.00%)
Total	\$5,047,672	\$5,792,950	\$5,934,458	\$6,285,414	\$6,267,358	\$332,900	5.61 %

NON-TAX REVENUE

Interest and Penalties	\$1,725,923	\$1,901,005	\$1,836,781	\$1,903,381	\$1,903,381	\$66,600	3.63 %
Intergovernmental	\$6,833,576	\$6,017,050	\$5,128,497	\$4,755,394	\$4,755,394	(\$373,103)	(7.28%)
Service Charges	\$35,843	\$12,996	\$24,720	\$24,720	\$24,720	\$0	0.00 %
Miscellaneous	\$179,614	\$1,266,765	\$417,716	\$114,549	\$114,549	(\$303,167)	(72.58%)
Investment Income	\$166,072	\$944,821	\$1,000,000	\$1,500,000	\$1,500,000	\$500,000	50.00 %
Total	\$8,941,028	\$10,142,637	\$8,407,714	\$8,298,044	\$8,298,044	(\$109,670)	(1.30%)
AMT. SUPPORTED BY TAXES	(\$3,893,357)	(\$4,349,687)	(\$2,473,256)	(\$2,012,630)	(\$2,030,686)	\$442,570	(17.89%)

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.						
<u>Finance Director</u>												
Director of Finance	1	\$154,978	1	\$158,078	1	\$161,793	0	\$0	0	\$0	-1	(\$161,793)
CFO	0	\$0	0	\$0	0	\$0	1	\$175,000	1	\$175,000	1	\$175,000
Total	1	\$154,978	1	\$158,078	1	\$161,793	1	\$175,000	1	\$175,000	0	\$13,207
<u>Tax Assessor</u>												
Assistant Assessor	1	\$109,825	1	\$109,825	1	\$120,308	1	\$123,152	1	\$123,152	0	\$2,844
Assessor	1	\$132,723	1	\$136,473	1	\$149,400	1	\$149,006	1	\$149,006	0	(\$394)
Assessment Clerk	2	\$109,618	2	\$109,618	2	\$116,922	2	\$119,688	2	\$119,688	0	\$2,766
Assessment Analyst	2	\$133,902	3	\$197,355	3	\$224,091	3	\$225,892	3	\$225,892	0	\$1,801
Sr. Assessment Analyst	1	\$69,977	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Assessment Technician I	1	\$66,654	1	\$66,654	1	\$71,095	1	\$72,776	1	\$72,776	0	\$1,681
Administrative Assessment Technician	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Assessment Data Technician	1	\$63,453	1	\$63,453	1	\$67,680	1	\$69,280	1	\$69,280	0	\$1,600
Total	10	\$743,702	10	\$740,928	10	\$810,880	10	\$822,630	10	\$822,630	0	\$11,750
<u>Tax Collector</u>												
Tax Collector	1	\$127,316	1	\$127,316	1	\$141,566	1	\$144,912	1	\$144,912	0	\$3,346
Assistant Tax Collector	1	\$105,231	1	\$105,231	1	\$113,576	1	\$114,896	1	\$114,896	0	\$1,320
Delinquent Tax Collector	1	\$84,740	1	\$84,740	1	\$90,386	1	\$94,957	1	\$94,957	0	\$4,571
Supervisor of Data Records	1	\$63,453	1	\$63,453	1	\$67,680	1	\$69,280	1	\$69,280	0	\$1,600

PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.
Tax Administrative Aide I	2	\$107,259	2	\$115,100	2	\$122,768	2	\$122,680	2	\$122,680	0	(\$88)
Cashier/Clerk	1	\$45,100	1	\$47,351	1	\$53,021	1	\$49,243	1	\$49,243	0	(\$3,778)
Sr Cashier	1	\$63,453	1	\$63,453	1	\$67,680	1	\$69,280	1	\$69,280	0	\$1,600
Total	8	\$596,552	8	\$606,644	8	\$656,677	8	\$665,248	8	\$665,248	0	\$8,571
<u>Accounting & Treasury</u>												
Principal Accountant	1	\$115,764	1	\$115,764	1	\$113,972	1	\$110,186	1	\$110,186	0	(\$3,786)
Account Clerk II	3	\$184,331	3	\$184,331	3	\$203,040	3	\$204,549	3	\$204,549	0	\$1,509
Accountant	1	\$63,453	1	\$66,654	1	\$74,639	1	\$80,209	1	\$80,209	0	\$5,570
Budget Analyst/Accountant	1	\$89,295	1	\$89,295	1	\$95,245	1	\$84,225	1	\$84,225	0	(\$11,020)
Administrative Support II	1	\$49,709	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	-1	\$1,452
Payroll & Accounts Payable Supervisor	1	\$73,463	1	\$73,463	1	\$78,357	1	\$80,209	1	\$80,209	0	\$1,852
Comptroller	1	\$154,076	1	\$154,076	0	\$156,366	1	\$150,964	1	\$150,964	1	(\$5,402)
New Comptroller	0	\$0	0	\$0	1	\$155,912	0	\$0	0	\$0	-1	(\$155,912)
Total	9	\$730,091	9	\$741,133	9	\$938,915	9	\$773,178	9	\$773,178	-1	(\$165,737)
<u>Management & Budgets</u>												
Director of Management & Budgets	1	\$126,685	1	\$130,612	1	\$133,426	1	\$134,531	1	\$134,531	0	\$1,105
Budget Analyst/Internal Auditor	1	\$85,039	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Assistant Dir. Management & Budgets	1	\$112,793	1	\$103,886	1	\$110,807	1	\$116,663	1	\$116,663	0	\$5,856
Executive Secretary	1	\$69,977	1	\$69,977	1	\$74,639	1	\$76,403	1	\$76,403	0	\$1,764
Total	4	\$394,494	3	\$304,475	3	\$318,872	3	\$327,597	3	\$327,597	0	\$8,725
<u>Purchasing</u>												
Purchasing Agent	1	\$106,851	1	\$109,825	1	\$117,142	1	\$113,427	1	\$113,427	0	(\$3,715)
Purchasing Officer	1	\$73,583	1	\$80,276	1	\$86,822	1	\$82,781	1	\$82,781	0	(\$4,041)
Administrative Support I	1	\$45,100	1	\$47,351	1	\$55,689	1	\$59,844	1	\$59,844	0	\$4,155
Buyer	1	\$54,809	1	\$57,550	1	\$64,466	1	\$69,280	1	\$69,280	0	\$4,814
Total	4	\$280,343	4	\$295,002	4	\$324,119	4	\$325,332	4	\$325,332	0	\$1,213
<u>GIS</u>												
GIS ANALYST	0	\$0		\$0	0	\$0	1	\$92,848	1	\$92,848	1	\$92,848
Total	0	\$0		\$0	0	\$0	1	\$92,848	1	\$92,848	1	\$92,848
<u>Information Technology</u>												
Director of Information Technology	1	\$150,122	1	\$150,122	1	\$164,341	1	\$168,226	1	\$168,226	0	\$3,885
Sr. Systems Engineer - Public Safety	1	\$98,446	1	\$98,446	1	\$105,004	1	\$107,486	1	\$107,486	0	\$2,482
Network Engineer	1	\$98,446	1	\$98,446	1	\$105,004	1	\$107,486	1	\$107,486	0	\$2,482
Senior Systems Engineer	1	\$98,446	2	\$179,436	2	\$195,708	2	\$204,981	2	\$204,981	0	\$9,273
Database Administrator/Programmer	1	\$98,446	1	\$98,446	1	\$105,004	1	\$97,495	1	\$97,495	0	(\$7,509)
Manager, Citywide Applications	1	\$108,547	1	\$108,547	1	\$115,780	1	\$119,911	1	\$119,911	0	\$4,131
E-Government Coordinator	1	\$93,751	1	\$93,751	1	\$99,997	1	\$107,486	1	\$107,486	0	\$7,489
Desktop Support Technician	2	\$150,604	2	\$154,282	1	\$71,095	1	\$76,403	1	\$76,403	0	\$5,308

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
Desktop Support Associate	0	\$0	0	\$0	1	\$58,461	1	\$62,836	1	\$62,836	0	\$4,375
Total	9	\$896,808	10	\$981,476	10	\$1,020,394	10	\$1,052,310	10	\$1,052,310	0	\$31,916
Department Total	45	\$3,796,968	45	\$3,827,736	45	\$4,231,650	46	\$4,234,143	46	\$4,234,143	0	\$2,493

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$162,835	\$165,815	\$162,268	\$175,475	\$175,000	\$12,732	7.85 %
Contractual Services	\$64,291	\$52,741	\$55,907	\$56,351	\$54,551	(\$1,356)	(2.43%)
Total	\$227,126	\$218,557	\$218,175	\$231,826	\$229,551	\$11,376	5.21 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$227,126	\$218,557	218,175	229,551
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 new bond financings	\$22.0M	\$30.0M	\$30.0M	TBD
Total City assets under management (millions)	\$1,275	\$1,302	\$1,302	TBD
Effectiveness				
Variance between budgeted and actual				
General Fund Expenditures	95.6%	100%	100%	100%
General Fund Revenues	100%	100%	100%	100%
General				
of Single Audit Findings reported by Outside Auditors	0	0	0	0
Cost of Financial Operations as % of total budget	1.1%	1.1%		TBD
Years Received GFOA CAFR Award	26	27	28	29
Years Received GFOA Distinguished Budget Award	16	17	18	19

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$676,052	\$765,219	\$822,911	\$835,572	\$834,877	\$11,966	1.45 %
Contractual Services	\$52,433	\$238,565	\$147,635	\$304,325	\$302,365	\$154,730	104.81 %
Supplies and Materials	\$2,774	\$4,851	\$5,510	\$5,592	\$5,592	\$82	1.49 %
Fixed Charges	\$3,107	\$3,177	\$4,908	\$4,981	\$2,790	(\$2,118)	(43.15%)
Total	\$734,365	\$1,011,813	\$980,964	\$1,150,470	\$1,145,624	\$164,660	16.79 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$734,365	\$1,011,813	\$980,964	\$1,145,624
Employees	10	10	10	10
Outputs				
Administration				
of boards, commissions & committees staff to	1	1	1	1
of elderly and disabled tax credit applications received/entered	1,229	1,109	1,230	1320
of FOI requests	68	47	42	36
of hours processing personnel, requisition and facility matters	975	945	945	850
of hours spent preparing meeting agendas	382	512	533	485
of information requests/public inquiries	7,794	8,196	7,805	8360
of information sessions held	250	250	245	240
of Personal Property Audit	6	20	10	30
of special appropriations/BET transfers required	3	5	4	3
of staff training classes and workshops attended	21	18	16	46
of State forms filed	16	16	16	16
Assessment Grand List				
Motor Vehicles - of vehicles	71,397	73,114	73,736	74081
Personal Property - of accounts	3,545	3,596	3,576	3570
Real Estate - of properties	29,967	29,976	29,980	29500
Suppl. MV's - of vehicles	14,968	16,733	16,668	16383
Data Collection				
of building permits, other inspections completed	1,845	1,642	1,560	2274
of personal property declarations processed	3,651	3,416	3,245	3200
of vehicles priced, added, deleted	14,367	17,855	16,792	17128
Adjustments				

Department Summary - FINANCE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
of BAA appeals completed/processed	540	289	217	730
of motor vehicle adjustments completed/processed	2,834	2,692	2,422	2495
of personal property adjustments completed/processed	323	294	250	310
of real estate adjustments completed/processed	703	668	577	2655
Total dollar value of BAA appeals	447,200,000	239,334,815	167,534,370	85430000
Superior Court Appeals				
of Court appeals completed/processed	68	47	21	140
Total dollar value of Court appeals	452,270,000	312,598,000	140,669,100	75555000
Effectiveness				
Administration				
of personal property non-filers	350	525	250	534
% of approved budget expended	88.6%	45.0%	90.0%	95
% of information requests/inquiries answered in a timely manner	99%	95%	99.0%	99
% of State forms filed within statutory deadlines	100%	100%	100%	100
% of tax credit applications processed in a timely manner	100%	99%	99.5%	99
Data Collection				
% of permitted properties inspected & entered into the system/processed in a timely manner	96%	75%	80.0%	92
Real Estate				
% of C of O Prorate Certificate processed within 90 days of CO	91%	70%	95.0%	95
Data entry error rate	2%	3%	2.0%	2
quality control of 5% of inspections field review error rate	2%	3%	2.5%	2.5
Adjustments				
% of BAA appeals that result in property adj.	45%	50%	55.0%	50
% of Court appeals that result in property adj.	92%	99%	85.0%	85

TAX COLLECTOR

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$628,208	\$670,198	\$692,402	\$701,939	\$701,259	\$8,857	1.28 %
Contractual Services	\$235,641	\$264,775	\$252,449	\$310,143	\$310,143	\$57,694	22.85 %
Supplies and Materials	\$5,600	\$3,462	\$5,000	\$5,075	\$5,075	\$75	1.50 %
Total	\$869,449	\$938,435	\$949,851	\$1,017,157	\$1,016,477	\$66,626	7.01 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Current tax collection rate				
Direct Expenditures	\$869,449	\$938,435	\$949,851	\$1,016,477
Employees	8	8	8	8
Effectiveness				
Collections				
Tax collection rates	98.2%	98.5%	98.2%	95.6%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$741,868	\$888,131	\$948,935	\$779,678	\$779,678	(\$169,257)	(17.84%)
Contractual Services	\$78,506	\$83,624	\$85,769	\$97,500	\$95,500	\$9,731	11.35 %
Supplies and Materials	\$17,808	\$14,018	\$18,115	\$18,115	\$18,115	\$0	0.00 %
Capital Outlay	\$0	\$31,330	\$0	\$0	\$0	\$0	0.00 %
Total	\$838,183	\$1,017,103	\$1,052,819	\$895,293	\$893,293	(\$159,526)	(15.15%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$838,183	\$887,520	1,052,819	\$893,293
Employees	9	9	10	9
Outputs				
Administration				
of boards, commissions & committees staff to	3	3	3	3
Payroll				
of 1099R's prepared	1199	1,200	1,200	1,200
of affordable care records prepared	2840	3,000	3,000	3,000
of direct deposit checks	100726	100,000	100,000	105,000
of payroll checks (City and Board of Education)	7326	8,500	7,400	6,000
of W2's prepared	3724	3,600	3,600	3,600
Accounts Payable/General Ledger				
of 1099 interest prepared	18	20	20	20
of 1099 misc. prepared	542	600	600	600
of electronic payments (Accounts Payable)	5390	6,300	6,000	4,800
of invoices	26939	27,000	27,000	27,700
of journal entries	205228	204,000	204,000	213,000
of vendor checks	25887	26,000	26,000	16,000
Investment				
Total basis points earned	14	80	90	150
Effectiveness				
% Accounts Payable for city processed in 30 days			80%	80%
% Accounts Payable processed in Accounting in 7 days			95%	95%
Administration				

Department Summary - FINANCE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of approved budget expended	98.5%	99.9%	99.9%	99.9%
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	99.9%	99.9%	99.9%	99.9%
% of direct deposit checks issued corr. and on time	99.9%	99.9%	99.9%	99.9%
% of payroll checks issued correctly and on time	99.9%	99.9%	99.9%	99.9%
% of W2's prepared within Federal & State requirements	99.9%	99.9%	99.9%	99.9%
Accounts Payable/General Ledger				
% of time accounts payable is up to date	99.9%	99.9%	99.9%	99.9%
% of time financial system is up to date	99.9%	99.9%	99.9%	99.9%
% of vendor checks proc. within a timely manner	99.9%	99.9%	99.9%	99.9%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$346,404	\$320,581	\$320,598	\$328,767	\$328,767	\$8,169	2.55 %
Contractual Services	\$17,702	\$12,104	\$14,879	\$14,582	\$14,582	(\$297)	(2.00%)
Supplies and Materials	\$2,692	\$2,407	\$2,000	\$2,400	\$2,400	\$400	20.00 %
Total	\$366,799	\$335,091	\$337,477	\$345,749	\$345,749	\$8,272	2.45 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$366,799	\$335,091	\$337,477	\$345,759
Employees	4	3	3	3
Outputs				
General				
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 budget projection reports prepared	4	4	4	4
% of approved budget expended	87.5%	100%	100%	100%
% of transfers processed in a timely manner	100%	100%	100%	100%

PURCHASING OFFICE

DESCRIPTION OF SERVICES

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

FUNDING SUMMARY

Budget By Major Group	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$266,075	\$314,442	\$324,119	\$325,332	\$325,332	\$1,213	0.37 %
Contractual Services	\$81,194	\$92,632	\$96,234	\$97,754	\$97,754	\$1,520	1.58 %
Supplies and Materials	(\$112)	\$533	\$1,500	\$1,500	\$1,500	\$0	0.00 %
Fixed Charges	\$1,591	\$5,774	\$1,965	\$1,965	\$4,764	\$2,799	142.44 %
Total	\$348,748	\$413,381	\$423,818	\$426,551	\$429,350	\$5,532	1.31 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$348,748	\$413,381	\$423,818	\$429,350
Employees	4	4	4	4
Outputs				
Administration				
of boards, commission & committee meetings attended	140	140	140	140
of payments processed/bills paid	115	115	115	115
Purchase Orders				
of Purchase Orders processed	970	970	840	840
Total Dollar Value of Purchase Orders processed	45,000,000	45,000,000	44,000,000	44,000,000
Requisitions				
of requisitions received	1,000	1,000	870	870
Number of days to convert a requisition into a Purchase Orders	14	14	14	14
Bids				
of bids processed	150	160	130	130
of Council runs	26	26	26	26
of locations serviced	33	33	33	33
of pieces of mail delivered	106,000	106,000	100,000	103,000
Bid savings	9,500,000	9,500,000	11,300,000	11,300,000
Dollar value of bids	33,750,000	33,750,000	40,600,000	40,600,000
Mail Processing	106,000	106,000	100,000	103,000
Effectiveness				
Administration				
% of approved budget expended	91.1%	100%	100%	100%
% of meetings attended	68%	68%	68%	68%
% of payments sent to accounts payable within 16 days of receipt	78%	78%	78%	78%

Department Summary - FINANCE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Requisitions				
% of requisitions over \$10,000 converted into a Purchase Order in less than 20 days.	79%	79%	90%	90%
% of requisitions under \$10,000 converted into a Purchase Order in less than 20 days.	79%	79%	95%	95%
Bids				
% of bids processed within 45 days of receipt	80%	80%	90%	90%
Mail Processing				
% of mail processed within two days of receipt	94%	94%	97%	98%

INFORMATION TECHNOLOGY SERVICES

DESCRIPTION OF SERVICES

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 on 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.

FUNDING SUMMARY

Budget By Major Group	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$960,806	\$1,067,974	\$1,088,228	\$1,120,142	\$1,118,338	\$30,110	2.77 %
Contractual Services	\$659,774	\$748,826	\$820,734	\$926,967	\$923,967	\$103,233	12.58 %
Supplies and Materials	\$2,008	\$3,157	\$2,350	\$6,750	\$6,750	\$4,400	187.23 %
Capital Outlay	\$9,302	\$9,175	\$12,500	\$12,500	\$9,000	(\$3,500)	(28.00%)
Total	\$1,631,890	\$1,829,133	\$1,923,812	\$2,066,359	\$2,058,055	\$134,243	6.98 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$1,631,890	\$1,829,133	\$1,971,354	\$2,058,055
Employees	9	10	10	10
Outputs				
of endpoints supported				875
Administration				
of service/vendor contracts managed	50	50	55	62
of cash management transactions (payments processed/bills paid)	150	150	150	150
Total dollars of contracts managed	\$500,000	\$500,000	\$671,000	860013
Information Infrastructure				
of cyber attacks stopped at the perimeter			100,000	100,000
of e-mail messages sent/received	6,000,000	6,000,000	6,300,000	6,400,250
of spam/viruses/bulk messages filtered out	150,000,000	150,000,000	150,000,000	150,000,000
of virtual servers maintained	56	56	78	75
% of time services available to users (uptime)	92%	92%	95%	98%
Help Desk/technical support services				
of Help Desk calls or emails	12,600	12,600	12,600	9,087
Software Applications				
of application systems supported	58	58	59	59
of hours computer systems are down for scheduled maintenance	50	50	50	150
of new applications brought online	12	12	6	6
E-government enterprise initiatives				
of document and forms available on website	10,000	10,000	10,000	10,000
of downloads from the website				488,827

Department Summary - FINANCE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
of hours website is fully functional	8,700/hr	8,700/hr	8750/yr	8755/yr
of transactions on the website	13 service areas	13 service areas	14 service areas	14 service areas
of visits to Customer Service pages	over 700	over 700	800	12,486
of visits to website	600,000	600,000	850,000	871,400
Effectiveness				
Administration				
% of approved budget expended	97.9%	100%	100%	100%
Information Infrastructure				
% of backups performed successfully as scheduled	96%	96%	95%	98%
% of time services available to users (uptime)	96%	96%	96.5%	98.4%
Help Desk/technical support services				
% of Help Desk calls responded to in 4 hours				88%
% of Help Desk calls responded to within 1 business day	76%	76%	78%	90%
% of Help Desk calls responded to within 2 days	89%	89%	90%	100%
% of total staff time spent on break/fix calls	70%	70%	68%	51%
Help Desk calls answered by a staff member	80%	88%	89%	95%
E-government enterprise initiatives				
% of time website available to the public	99%	99%	99.5%	99.8%

GIS

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$0	\$0	\$0	\$102,717	\$102,717	\$102,717	0.00 %
Contractual Services	\$31,112	\$29,438	\$47,542	\$49,292	\$46,542	(\$1,000)	(2.10%)
Total	\$31,112	\$29,438	\$47,542	\$152,009	\$149,259	\$101,717	213.95 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$31,112	\$29,438	\$47,542	\$149,259
Employees				1
Outputs				
Number of departments using GIS applications				14
Number of GIS fed applications (Municipity, Cityworks, etc)				24
Number of GIS layers				510
Effectiveness				
Field verified location & condition of sanitary sewers				1684
Field verified location & condition of storm water structures like outfalls, catch basins, etc(MS4 permit related)				4097
Number of GIS data downloads from public GIS site				187
Number of GIS desktop users				30

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011310	CHIEF FINANCIAL OFFICER							
011310	5110 WAGES & SA	161,315.48	161,793.00	175,000.00	175,000.00	175,000.00	175,000.00	
011310	5121 WAGES & SA	4,500.00	.00	.00	.00	.00	.00	
011310	5150 LONGEVITY	.00	475.00	475.00	475.00	475.00	.00	
011310	5211 POSTAGE,BO	42.06	.00	435.52	.00	.00	.00	
011310	5233 SUBSCRIPTI	234.00	133.00	133.00	135.00	135.00	135.00	
	Based on PY history							
011310	5235 MEMBERSHIP	.00	300.00	300.00	305.00	305.00	305.00	
	Based on PY history							
011310	5245 TELEPHONE	19.68	.00	.00	.00	.00	.00	
011310	5253 ACCOUNTING	51,000.00	50,750.00	50,750.00	51,511.00	51,511.00	51,511.00	
	Outside Auditors fees							
011310	5281 MILEAGE	308.70	824.00	788.48	836.00	400.00	400.00	
	Based on prior-years history							
011310	5286 BUSINESS E	736.65	1,500.00	1,500.00	1,523.00	1,000.00	700.00	
	Based on PY history							
011310	5295 SEMINAR&CO	400.00	2,400.00	2,400.00	2,436.00	3,000.00	1,500.00	
	Based on PY history							
	TOTAL CHIEF FINANCIAL OFFICE	218,556.57	218,175.00	231,782.00	232,221.00	231,826.00	229,551.00	
011320	TAX ASSESSOR							
011320	4126 EXEMPT	1,503,038.00	1,503,038.00	1,503,038.00	1,503,038.00	1,503,038.00	1,503,038.00	
	PILOT IN LIEU - EXEMPT PROP							
	M-37 CH - Hospital AV: 390,821,780 * .15 * .026605= \$1,559,672							
	M-37 State Owned AV: 94,881,970 * .14 * .026605= \$ 353,406							
	TOTAL: \$1,913,078							
	1/8/2019 Budget Review - reduced to reflect 2018 actuals to accomodate uncertainty in reimbursement rates.							
011320	4129 ELDERLY	6,000.00	.00	.00	.00	4,000.00	4,000.00	
	IN LIEU OF TAXES							
	Freeze: \$4,000 * 1.00=\$4,000							
	Elderly: \$460,410 * 0.00= \$0							
	Total = \$4,000							
011320	4131 DISABILITY	3,233.89	4,233.00	4,233.00	4,233.00	4,150.00	4,150.00	
	Disabled Program Reimbursement Claims - Total EX - 156,000 Tax * .026605 = \$4,150							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011320	4133 VETERANS	2,874.73	2,875.00	2,875.00	2,875.00	2,235.00	2,235.00	
	M-59 - Additional Veterans' Exemption Reimbursement 12 Exemptions							
	Total Exemptions: 83,771 x .0266 mills (avg. mill rate) = \$2,235							
011320	4134 DISTRESSED	.00	240,164.00	240,164.00	240,164.00	58,888.00	58,888.00	
	RE: Accounts 7 - Lost Revenue - 54,435.16							
	PP: Accounts 7 - Lost Revenues: \$4,453.12							
	Total Lost Revenues: \$58,88.28							
011320	4181 STATE	.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	
011320	4538 COPY FEE	9,749.68	12,350.00	12,350.00	12,350.00	12,350.00	12,350.00	
	Photo copies - \$1,400							
	Property Record Cards - \$6,200							
	Data Request - \$4,750							
011320	4539 LATE FEES	.00	250.00	250.00	250.00	250.00	250.00	
	Late filing fees for RE & PP - Distressed Municipality Prog.							
011320	5110 WAGES & SA	759,356.83	810,880.00	810,880.00	822,630.00	822,630.00	822,630.00	
011320	5120 WAGES & SA	1,915.13	8,531.00	8,531.00	8,732.00	8,747.00	8,747.00	
	Assessment Analyst: 40 hrs. @ \$58.66 = \$2,346							
	Assessment Data Tech.: 30 hrs. @ \$53.09 = \$1,593							
	Assessment Tech I: 35 hrs. @ \$55.75 = \$1,951							
	Assessment Clerk : 35 hrs. @ \$45.86 = \$1,605							
	Admin.Assmt.Tech: 26 hrs. @ \$48.15 = \$1,252							
	Total = \$8,747							
011320	5150 LONGEVITY	3,480.00	3,500.00	3,500.00	4,195.00	4,195.00	3,500.00	
011320	5211 POSTAGE,BO	6,446.37	5,394.00	5,394.00	5,475.00	5,575.00	5,575.00	
	Normal mailings - Notices, P.P. Declaration, Elderly & Vet. programs, sales inspection notices = \$5,575							
011320	5221 PRINTING &	5,900.26	10,545.00	10,545.00	10,703.00	10,810.00	10,810.00	
	Printing Abstracts - RE, PP, Supp. & Annual MV: \$4,815							
	Change Notices - RE & PP: \$5,200							
	PP Declaration: \$670							
	Business Cards: \$125							
	Total = \$10,810							
011320	5231 PUBL OF NO	276.26	1,179.00	1,179.00	1,197.00	1,230.00	1,230.00	
	Legal Notices for BAA & PP: 3 @ \$410 = \$1,230							
011320	5233 SUBSCRIPTI	1,332.00	1,975.00	1,975.00	2,005.00	2,005.00	2,005.00	
	Hour Newspaper: \$215							
	MV Pricing Guides (NADA & Black Book): \$900							
	Legal and Prof. Journals - \$350							
	Info USA - City Directories - \$ 290							
	Dept. of Motor Vehicles on-line access-\$250							
	Total = \$2,005							

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011320	5235 MEMBERSHIP IAAO: 3 @ \$210 = \$630 FCAA: 10 (1 @ \$25), (9 @ \$20) = \$205 CAAO: 10 @ \$70 = \$700 NRAAO 2 @ \$ 40 = \$ 80 Appraisal Institute 1 @ \$1,385 = \$1,385 TOTAL \$3,000	2,525.00	2,920.00	2,920.00	2,964.00	3,000.00	3,000.00	
011320	5245 TELEPHONE Land Phone - Avg. Monthly Charge: 12 mo. @ \$105 = \$1,260 Cell Phone - Avg. Monthly Charge: 12 mo. @ \$35.95 = \$460 I Phone - Avg. Monthly Charge: 12 mo. @ \$102.14 = \$1,226 Total = \$2,946	2,168.23	2,917.00	2,917.00	2,946.00	2,946.00	2,946.00	
011320	5253 ACCOUNTING Personal Property Audits: 100 Accts. @ \$650 = \$65,000 75 Accts. @ \$1,250 = \$93,750 Total = \$158,750	10,000.00	10,000.00	10,000.00	10,150.00	158,750.00	158,750.00	
011320	5258 OTHER PROF Commercial real estate economic analysis and Income & Exp. Audits: I&E Audits - 10 @ \$520 = \$5,200 Comercial Capitalization Rate analysis; Comm. Expense factor analysis; Comm. Income factor analysis-25 Hrs. @ \$250/Hrs=\$6,250 Total = \$11,450	4,523.45	11,250.00	11,250.00	11,419.00	11,450.00	11,450.00	
011320	5272 TRAINING A CAAO & IAAO COURSES CCMA 1A(1), 1B(1), IIA(1), IIB(0), III(1) & IV(1): 5 @ \$495=\$2,475 IAAO: 1 @ \$494 = \$494 Appraisal Institute Courses: 2 @ \$990 = \$1,980 Total = \$4,949	332.00	2,925.00	2,925.00	2,969.00	4,949.00	4,949.00	
011320	5281 MILEAGE Assessor School, Conferences, Association Meetings, Court: Miles = 2,100 @ \$.56 = \$1,176 Parking = \$295 Total = \$1,471	187.35	755.00	755.00	766.00	1,471.00	1,471.00	
011320	5286 BUSINESS E IAAO Conference - Five days @ \$132/day =\$660 Appraisal Institute Courses - Ten days @ \$155/day = \$1,550 Local Hotel Stay - Five days @ \$150/day = \$750 Total = \$2,960	.00	650.00	650.00	660.00	2,960.00	1,000.00	
011320	5294 MACHINERY, Approved Replace old purchased copiers with new leased ones	3,779.76	3,045.00	3,045.00	3,091.00	3,091.00	3,091.00	
011320	5295 SEMINAR&CO CAAO Fall Conference: 3@ \$55 = \$165 FCAA Summer & Winter Conferences: 4@ \$50 = \$200 FCAA Meetings & Presentations: 6 @ \$20 = \$120 CAAO Symposium: 2 @ \$50 = \$100 Appraisal Seminars/ Classes: 2 @ \$150 = \$300 Total \$885	.00	870.00	870.00	883.00	885.00	885.00	

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011320	5311 OFFICE SUP Miscellaneous office supplies - based on history Total \$3,197	4,851.48	3,150.00	3,150.00	3,197.00	3,197.00	3,197.00	
011320	5461 CENT-FUEL	163.07	433.00	433.00	439.00	439.00	278.00	
011320	5462 CENT-FLEET Approved Update based on reduced fleet OT	3,014.12	4,475.00	4,475.00	4,542.00	4,542.00	2,512.00	
TOTAL TAX ASSESSOR		2,335,147.61	2,651,304.00	2,651,304.00	2,664,873.00	2,640,783.00	2,635,937.00	
011321	TAX ASSESSOR REVALUATION							
011321	5110 WAGES & SA	332.64	.00	.00	.00	.00	.00	
011321	5120 WAGES & SA	134.65	.00	.00	.00	.00	.00	
011321	5211 POSTAGE,BO 3,000 I&E Forms @ .49 = \$1,470	.00	1,410.00	1,410.00	1,431.00	1,470.00	1,470.00	
011321	5221 PRINTING & Printing & stuffing 3,500 I&E Forms @ .65 = \$2,275	785.00	2,925.00	2,925.00	2,969.00	3,525.00	3,525.00	
011321	5258 OTHER PROF GIS Maps - color 50 @ \$25 = \$1,250 Commercial and Industrial appraisal, appraisal reviews, and market research:	200,309.00	88,875.00	560,566.00	90,208.00	90,208.00	90,208.00	
011321	5311 OFFICE SUP MAI or equivalent @ \$150 - \$250 per hour. No. 10 Envelope w/Logo = \$535 No. 9 Insert Env. = \$525 Printer Cartridge 4 @ \$175 = \$700 Copier Toner 2 @ \$185 = \$370 Plain Paper 5 Cases @\$53.00 = \$265 Total = \$2395	.00	2,360.00	2,360.00	2,395.00	2,395.00	2,395.00	
TOTAL TAX ASSESSOR REVALUATI		201,561.29	95,570.00	567,261.00	97,003.00	97,598.00	97,598.00	
011330	TAX COLLECTOR							
011330	4001 TAXES Net Tax Collections = \$ Back Tax Collections = \$ Supplemental Autos = \$ Total	310,462,358.18	316,178,704.00	316,178,704.00	316,178,704.00	316,178,704.00	327,448,792.00	
011330	4049 RTD CHECK We charge a returned check fee of \$20 per item when checks fail to clear upon the second presentation. State law limits the amount we can charge to \$20 per item. This requested amount is based on actual collections from the two prior fiscal years.	2,645.00	2,900.00	2,900.00	2,900.00	2,900.00	2,900.00	

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT	
011330	4050 MV FEE	137,843.47	71,400.00	71,400.00	71,400.00	138,000.00	138,000.00	_____	
	Charges levied since Feb. 2003 on each motor vehicle taxpayer who requests clearance for the state DMV. \$5 per name per year. Only taxpayers who have been reported delinquent to DMV pay this. The charge is intended to recover the City's cost for using the DMV registration flagging system, which denies registration to any taxpayer reported by the City as owing past due motor vehicle taxes. The fee we charge has not changed since 2003. In November, 2015, the DMV converted to a completely electronic system for reporting and eliminated the use of paper releases and 'stamp' releases so our office is now responsible for processing a nightly release of payments received that day. See also "MV express clearance" fees.								
011330	4051 INTEREST	1,735,256.87	1,721,049.00	1,721,049.00	1,721,049.00	1,721,049.00	1,721,049.00	_____	
	Interest revenues decrease as current collection rates increase. More revenue collected timely reduces the amount outstanding to collect later with interest penalty. This amount is based on collections from prior fiscal years and could change depending on forecasting done by the budget office.								
011330	4052 LIEN FEES	25,037.87	25,792.00	25,792.00	25,792.00	25,792.00	25,792.00	_____	
	The City does not charge for the imposition or filing of a lien continuing certificate for real estate and/or sewer use, but charges \$24 per item for the release of a lien. The \$24 amount is set by state statute. The requested amount is based on collections from the prior fiscal year.								
011330	4059 TAX WARRANT	102.00	650.00	650.00	650.00	650.00	650.00	_____	
	The tax collector is allowed by state law to charge \$6 per alias tax warrant. If the warrant is collected, the fee is paid by the delinquent taxpayer.								
011330	4060 LEGAL NOT	120.00	440.00	440.00	440.00	440.00	440.00	_____	
	Legal notice fees for levy notices for business personal property tax are charged back to the delinquent taxpayer and recovered by the City. Levy notices are required before property may be seized. The requested amount is an average from prior years.								
011330	4062 MV EXPRESS	.00	14,550.00	14,550.00	14,550.00	14,550.00	14,550.00	_____	
011330	4305 TAX RELIEF	18,213.26	13,815.00	13,815.00	13,815.00	18,200.00	18,200.00	_____	
	EMG Service volunteer payments; payments from other towns for firefighters who volunteer there. This amount is based on credits given in prior fiscal years.								
011330	4528 ADDR SERV	.00	120.00	120.00	120.00	120.00	120.00	_____	
	We use this account to process duplicate bill and other fees. We charge \$2 per item for duplicate bills and \$15 per request to research tax payments made in prior fiscal years. All fees are approved annually by the Board of Estimate & Taxation. The amount requested is equal to prior years' receipts.								
011330	452F UCC-1 ADMN	1,758.86	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	_____	
	We file UCC liens under certain circumstances on delinquent business personal property accounts. We add on a \$20 per account fee. These are fees we collect from the delinquent taxpayers when they bring the accounts current. Based on prior years.								

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PROJECTION: 20201 FY 2019-20 City Operating Budget

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT	
011330	4805 MISCELL	2,298.00	2,428.00	2,428.00	2,428.00	2,428.00	2,428.00	_____	
	Equal to amounts collected in prior years. We sometimes incur other expenses in pursuit of collection enforcement and when those expenses are recovered, they have to be recognized as revenue. Based on prior years' receipts.								
011330	4819 ATM COMM	374.50	491.00	491.00	491.00	491.00	491.00	_____	
	We installed our ATM in the tax collector's office in July 2009. Revenue is based upon prior years.								
011330	4865 TAX SALE	63,211.00	155,683.00	155,683.00	155,683.00	63,200.00	63,200.00	_____	
	When we have a tax sale we incur costs up front for expenses such as title searches and placement of legal notices (advertising). All costs incurred in the tax sale are recovered from property owners who pay off their back taxes to avoid the tax sale, or are built into the cost of running the sale. A tax sale does not cost the 'on time' taxpayers of the City, except for the cost of work done by staff during the course of normal operations.								
011330	5110 WAGES & SA	646,515.20	656,677.00	656,677.00	665,248.00	665,248.00	665,248.00	_____	
	The Tax Collector's Office is staffed by eight full time employees. This number is the same as it was nineteen years ago in spite of an increased levy, increased number of parcels and vehicles, and additional duties (including sewer use collections, IPP fee collections, etc.) as well as greatly increased responsibilities for in-house collection enforcement (policy change away from outsourcing collection to local attorneys for foreclosure and court action). We do our own tax sales, property seizures, wage garnishments, permit revocations and other enforcement 'in house,' and we coordinate with state marshals, collection agencies, credit agencies, the Dept of Motor Vehicles, and other entities. The staff includes: Tax Collector; Assistant Tax Collector; Delinquent Tax Collector; Senior Cashier (payment processing plus administrative and cash management functions); Supervisor of Data (administrative duties related to real estate taxation, and customer service); two Tax Administrative Aides (cashiers with additional administrative & customer service related duties); and a Cashier (payment processing and customer service). One staff members is bi-lingual in English and in Spanish. In order to achieve efficiency, we rely on automated payment processing, online payments, ACH transactions, off site satellite collection locations for in-person transactions, efficient communication with third party payors such as escrow agents and attorneys, and provision of information via the city website, in order to augment our relatively small staff and meet our collection and customer service goals.								
011330	5120 WAGES & SA	12,612.10	17,000.00	17,000.00	17,401.00	17,401.00	17,401.00	_____	
	Overtime is necessary during and immediately after peak collection periods to process payments and remain current in our work. Overtime pay is a contractual obligation to each of the five staff members who belong to the NMEA. Staff rotates lunch and break schedules in order to maintain window service to the public from 8:30 am - 4:30 pm daily without interruption. Absences sometimes require overtime in order to maintain uninterrupted coverage during normal business hours. Also, good customer service requires us to remain as up date as possible with payment processing, even during peak collection periods, and sometimes overtime is required to achieve that.								

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011330	5130 WAGES & SA	7,371.00	14,910.00	14,910.00	15,134.00	14,910.00	14,910.00	
	Historically our office hires a seasonal clerk or clerks during peak collection periods. Duties include: redirecting returned mail; posting and data entry; processing lockbox receipts and returning customers' lockbox receipts to them; proving out lockbox batches; releasing tax liens; communicating with escrow agents; filing; maintaining bankruptcy paperwork; and updating records. These duties are time sensitive, and usually our full time staff is occupied meeting the obligations of the collection cycle.							
011330	5150 LONGEVITY	3,700.00	3,815.00	3,815.00	4,380.00	4,380.00	3,700.00	
	Contractual obligation per collective bargaining.							
011330	5211 POSTAGE,BO	66,146.68	86,986.00	86,986.00	88,291.00	88,291.00	88,291.00	
	Address correction service: first class mail is forwarded to new addresses by USPS, and the new addresses are then provided to us: \$3,500 Demand (delinquent notices) September 2019: \$10,055 Tax statement billing: second installment, send December 2019: \$19,000 Demand (delinquent notice & lien notice) March 2020: \$9,000 Annual PO Box rental: \$1,500 Metered mail & certified mail sent directly from the Tax Collector's office: \$11,236 Tax statement billing: first installment, due July 2020 billing (paid in June 2020): \$34,000							
	Total = \$ 88,291.00							
	Our mass mailings are done presorted first class mail in accordance with state law. That rate is typically not as heavily affected by postal service rate increases to the degree that regular first class mail is affected. We work throughout the year to maintain our address database and to keep addresses current in order to conserve postage and printing resources. We also transfer to suspense older motor vehicle accounts for which we have no valid address and which have already been through two registration cycles (more than four years past due) in order to conserve postage and printing resources.							
011330	5221 PRINTING &	65,440.00	65,440.00	65,440.00	66,422.00	66,422.00	66,422.00	
	September 2019 delinquent (demand) notices (approx. 23,400 qty): \$ 7,500 Second installment tax billing: December 2019 (approx. 51,000 qty): \$15,190 March 2020 delinquent (demand) notices & notices of intent to lien (18,500 - 22,000 qty): \$5,700 - \$6,900 First installment tax billing: June 2020 (approx. 86,600 qty): \$27,000							
	Cost of 'printing' with regard to the notices above includes: data processing; CASS certification of our address database, which is needed to obtain a discounted first class postage rate; duplex laser printing of tax statements in black and blue ink; folding; inserting into envelopes, and mailing including consolidation / fulfillment; lockbox and automated processes testing; and the cost of the #10 mailing envelopes as well as the #9 insert business reply envelopes.							
	Rate Books: initial rate books, when bills are issued; and posted rate books, at the end of the fiscal year. These are required by state law. Cost includes: laser printing, indexing, and binding of rate books in June: \$3,700 x 2 sets =							

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ACCOUNTS FOR: FINANCE	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
	\$8,382.00						
	Motor Vehicle Supplemental rate books in December: \$700.00						
	Escrow bank bills, in both June & December (approx. 500 x 2): \$750.00						
	We eliminated the cost of printing motor vehicle clearance slips on safety paper because the DMV eliminated use of these documents in November 2015.						
	Note: the cost of the sewer use billing is incorporated into the above figures (printing and postage). The cost of the IPP (Industrial Pretreatment Program) fee imposed by the WPCA beginning in FYE 2010 also was incorporated into the tax billing, and absorbed by the Tax Collector's Office.						
011330	Total = \$ 66,422						
	5231 PUBL OF NO	11,919.85	13,599.00	13,599.00	13,803.00	13,803.00	13,803.00 _____
	State law requires publication of three separate notices prior to and during each tax collection period. We utilize these notices to provide useful information to taxpayers and to more effectively communicate with them.						
	Note that this amount does not include costs of notices associated with a tax sale. Funding for tax sale notices is entirely recoverable from the delinquent taxpayers whose properties are included in the tax sale. Those notices are funded from a different account when applicable.						
	Effective FYE 2017 we expanded our "publication" to include an on-line news site / blog, as more taxpayers are getting their news from on line sources. However we are still required by state law to use printed publication. Municipal lobby groups attempt to get this legislation changed every year but so far have not been successful due to the lobbying efforts of newspapers that rely on municipal notices for income.						
011330	5235 MEMBERSHIP	295.00	300.00	300.00	305.00	305.00	305.00 _____
	Membership in county, state & regional associations for tax collector and senior staff (3 members). These groups provide valuable information and a support network. The educational and professional development opportunities offered by these groups are significantly discounted for members.						
011330	5237 ADVERTISIN	.00	.00	.00	.00	.00	.00 _____
011330	5245 TELEPHONE	768.45	974.00	974.00	984.00	984.00	984.00 _____
	We have ten telephone lines and one fax machine. The Tax Collector's Office has no city issued cellular telephones or other communication devices. Staff use their own personal cell phones to communicate with each other, and do not ask for reimbursement.						

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011330	5258 OTHER PROF	55,174.85	69,000.00	69,000.00	70,035.00	70,035.00	70,035.00	
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Lockbox services: TD Bank \$33,000 /year. Use of a lockbox service for processing of mailed payments allows these payments to be deposited immediately at TD Bank and for transactions to be processed electronically. This provides the most efficient method of handling the large volume of mailed transactions that occur during the tax billing cycles. Payments are deposited the day they are received, and tax office records are updated either that afternoon, or the next business day. Our lockbox service also scans payments made at banks for faster processing of large batches, instead of requiring data entry by staff. Charges for lockbox will vary depending on the volume of processed payments. We are considering changing our lockbox provider at some point, and have reached out to other providers to try to find comparable service at a lower cost.

Third party collections at local bank branches: \$4,000/year. Webster Bank, Patriot National Bank, TD Bank, Norwalk Bank and Trust, Bankwell, M & T Bank, and Fairfield County Bank participate (13 branches). Taxpayers who prefer an in person transaction may pay at various bank branches throughout the city. It offers an option to taxpayers who prefer to pay where they live or work rather than coming to City Hall. No fee is charged to participating taxpayers. It is an important customer service initiative and is useful to taxpayers with mobility issues or who do not wish to navigate the parking experience at City Hall, but nonetheless are more comfortable with an in-person transaction. We added two new branches in FYE 2018 and hope to continue to expand the program.

Re-Trace address change service: Approx. \$3,500. We outsource the "search & find" function on returned mail to an outside collection agency. They charge per piece and provide a new valid billing address primarily for taxpayers who have moved out of state (skip tracing). Using this service allows us to maintain a more accurate address database, thereby reducing the amount of undeliverable mail and saving postage and printing resources. This also allows us to be more efficient by more quickly reaching taxpayers at the proper addresses. Cost is \$2.50/found address.

Armored car service: Approx. \$5,600 / yr. Daily delivery of Comptroller's and Tax Collector's office cash deposits to bank. We absorb the full cost of the Comptroller's use of this service. We are receiving the state - negotiated contract rate for this service. \$445 / month = \$5,340 plus some surcharges for gas (at times).

Department of Motor Vehicles Data Access: Approx. \$9,500 . Includes annual fee (\$500) plus monthly usage costs (varies). Usage used to peak at about \$300 / month, but since the DMV transitioned to a new system in the fall of 2015, we are on the system almost constantly now. This allows our office immediate access the DMV database to check registrations etc. We also use the system to submit required nightly reports to DMV to update their records on taxpayer compliance. Over the last several years the DMV has significantly reduced the amount of historical information it maintains on file for vehicle registrations resulting in our using this 'look up' service more frequently but sometimes with poor results because records were purged. We have been using this service with greater frequency to research taxpayers' dates of birth as a means of

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determining identity and responsibility for bill payment. Now we also use it to attempt to determine the DMV - assigned numbers that identify taxpayers and vehicles on the DMV system. These numbers are needed so that we can either report taxpayers as delinquent or report them as having complied.

Collection agency fees: \$7,000. Amount per month varies depending on how much they collect. Can range from a high of \$700 + per month to a low of \$150 in months with less activity. Amount due to the agency also will vary depending on how much suspense revenue is collected in any given year. Our collection agency charges a fee of 18%. However state law permits only 15% of collection agency costs to be passed onto the delinquent taxpayer. The city must absorb the other 3%. We have been using the same collection agency for a number of years and expect to work with our Purchasing Department to issue a request for proposals and see if cost savings and / or better service can be achieved through use of a different agency. It should be noted that the collection agency does not actually collect for us - all payments are made directly to / through the City of Norwalk, including the fees due to the collection agency, and we channel and deliver their fees to them.

Marshal and other collection fees: approximately \$1,735.00 Judiciously used for specific back tax collection purposes. We have found it necessary to make greater use of the marshal for other motor vehicle related collection enforcement such as garnishing bank accounts and booting vehicles in order to compensate for weaknesses in the new DMV reporting system. For example, in situations when delinquent taxpayers pay on line or electronically, receive clearance, and then subsequently have their payment voided (insufficient funds, stop payment, etc.) once they've made use of their clearance.

Booting Program: \$5,700. To compensate for weaknesses and for lack of efficiency in the DMV reporting system.

011330	Total: \$70,035						
	5259 PROFESSION	55,893.96	6,000.00	6,000.00	6,090.00	60,000.00	60,000.00

The dollar amount requested and allocated for this account varies depending on whether or not the subsequent budget year will or will not include the lead-up to a tax sale. FYE 2020 will include lead-up to the tax sale anticipated for July 2020. Work on that sale will begin in November 2019 when the first title searches on tax sale properties will be commissioned.

This account is basically 'seed money' to pay pre-tax sale title search costs, and tax sale advertising that is required by state law. In non- tax sale years, there are also expenses subsequent to tax sale, including statutory published notices, and required mailings and notifications after sold properties that are not redeemed are deeded over.

All of these outlays are billed into the tax sale as our expense, and are recovered, provided the properties are sold. This line item is reduced but not completely eliminated in non tax sale years. The tax sale will be held in July 2020, and there will be some post- sale expenses between July 2020 and February 2021, so this account will be substantially reduced in the following budget year.

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011330	5272 TRAINING A	734.50	900.00	900.00	914.00	914.00	914.00	_____
	Certification courses for junior staff members who have not yet achieved certification, and for other courses (customer service, bankruptcy, or specialized topics) for other staff. Certification courses are \$200 each; other courses range in cost from \$25 to \$150 depending on the sponsoring organization. Also, we are required by collective bargaining to provide tuition reimbursement to staff pursuing higher education. The amount provided in tuition reimbursement will vary depending on whether or not any staff members are currently taking courses for which reimbursement will be sought.							
011330	5281 MILEAGE	1,606.46	2,250.00	2,250.00	2,284.00	2,284.00	2,284.00	_____
	Mileage reimbursement for those attending seminars, meetings, and classes. Also mileage reimbursement for attending association board meetings and other meetings, and for picking up receipts at local bank branches during the tax collection periods. Please note that the Tax Collector's office does not have any City vehicles assigned.							
011330	5286 BUSINESS E	999.98	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
	Costs associated with attending meetings, seminars, and classes. No city vehicles have been assigned to the Tax Collector's office. Please note that Certification classes have recently been held only in Berlin, CT, which is 70 miles away. Students have to make seven or eight trips to Berlin to complete the class.							
011330	5294 MACHINERY,	2,658.18	2,800.00	2,800.00	2,842.00	2,842.00	2,842.00	_____
	We lease a photocopier. We pay on a per copy use basis. We do not pay for toner, parts or maintenance. In FYE 2017, we replaced a copier which had been in use for 16 years, and that one replaced one we had for more than 10 years. The newly acquired copier replaced an old fax machine and has features we did not previously have, such as the ability to scan documents and to staple.							
011330	5295 SEMINAR&CO	3,137.00	3,200.00	3,200.00	3,248.00	3,248.00	3,248.00	_____
	Continuing education is necessary for certified personnel to maintain state certification. We do our own enforcement and do not delegate it to third parties, so the entire staff requires as much training and education as possible. Staff attend state and county meetings and classes on a rotating basis. Six of our eight full time staff members are state certified. There are also relatively new continuing legal education requirements for attorneys, and the tax collector is required to comply with these requirements to maintain her license in good standing.							

The Connecticut Tax Collectors' Association holds an annual three day conference that three of our staff members (tax collector, assistant tax collector, and delinquent tax collector) usually attend. The Northeast Regional Tax Collectors & Treasurers Association holds an annual three day conference, usually attended by the tax collector and assistant.

State meetings of the CT Tax Collectors' and the county association, as well as other educational opportunities, are attended by staff on a rotating basis, depending on the topics being discussed and the duties of personnel within the office.

We have been grateful for the opportunity to continue with our education with supplemental funding from other accounts. Both the tax collector & assistant tax

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FOR PERIOD 99

ACCOUNTS FOR: FINANCE	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
<p>collector are board members of the state association, are recognized as authorities in the field, and are frequently asked to present workshops or classes at various county, state & regional events. We believe this is good for Norwalk, as it enhances our reputation as professionals and contributes to public confidence in our office and our work.</p>							
011330	5311 OFFICE SUP	3,462.06	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00 _____
<p>Office supplies include: paper and envelopes; stationery; adding machine ribbons & rolls (tapes); cash register ribbons & impact paper (tapes); typewriter ribbons, laser printer cartridges, & fax cartridges; credit / debit card machine supplies; folders, binders, & storage boxes; Tro-dat stamps; ink pads and specialty ink; photography supplies (for tax sale properties); desk supplies & miscellaneous other office supplies; occasional courier costs (Fed Ex)</p>							
TOTAL TAX COLLECTOR		313,387,654.28	319,139,873.00	319,139,873.00	319,153,493.00	319,185,681.00	330,455,089.00 _____
011340	ACCOUNTING & TREASURY						
011340	4120 STATE GRT	.00	22,082.00	22,082.00	22,082.00	.00	.00 _____
011340	4191 LITTERING	.00	411.00	411.00	411.00	.00	.00 _____
011340	4192 MV SURCHAR	36,852.50	55,000.00	55,000.00	55,000.00	37,000.00	37,000.00 _____
011340	4195 MV FINES	19,947.25	35,000.00	35,000.00	35,000.00	20,000.00	20,000.00 _____
011340	4197 OTB	80,916.93	160,000.00	160,000.00	160,000.00	80,000.00	80,000.00 _____
011340	4198 ST BINGO	64.05	400.00	400.00	400.00	.00	.00 _____
011340	4632 LEASE REV	.00	.00	.00	.00	.00	.00 _____
011340	4805 MISCELL	.00	189,349.00	189,349.00	189,349.00	.00	.00 _____
011340	4807 REIMB EXP	1,242.00	10,741.00	10,741.00	10,741.00	.00	.00 _____
011340	4830 CASH OVER	20.00	.00	.00	.00	.00	.00 _____
011340	4833 LOST ID	590.00	630.00	630.00	630.00	600.00	600.00 _____
011340	4843 PCARD REBA	39,324.84	41,763.00	41,763.00	41,763.00	40,000.00	40,000.00 _____
<p>based on estimated credit charges</p>							
011340	4844 CRRA	.00	16,631.00	16,631.00	16,631.00	.00	.00 _____
011340	4860 SALE PROP	1,151,875.00	.00	.00	.00	.00	.00 _____

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ACCOUNTS FOR: FINANCE			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
011340	4901	INV INCOME	944,820.63	1,000,000.00	1,000,000.00	1,000,000.00	1,500,000.00	1,500,000.00	
011340	4902	INTEREST	.00	.00	.00	.00	.00	.00	
011340	4903	TAX EXP FD	.00	.00	.00	.00	.00	.00	
011340	5110	WAGES & SA Comptroller, Principal Accountant, Senior Accountant, Accountant, Payroll & Accounts Payable Supervisor, BOE Payroll Supervisor, Account Clerk II, Account Clerk II, Administrative Support II	873,623.68	938,915.00	938,915.00	773,178.00	773,178.00	773,178.00	
011340	5120	WAGES & SA NMEA contract	9,656.93	6,000.00	6,000.00	6,142.00	3,000.00	3,000.00	
011340	5140	WAGES & SA	.00	.00	.00	.00	.00	.00	
011340	5150	LONGEVITY	4,850.00	4,020.00	4,020.00	4,565.00	3,500.00	3,500.00	
011340	5211	POSTAGE,BO Accounts Payable Pension checks 1099R 1099MISC Federal Express (CAFR reports, misc ach VALIDATION) affordable CARE 00 FORMS Other W-9	16,278.48	7,210.00	7,210.00	7,318.00	10,000.00	10,000.00	
011340	5225	TYPING SER Finance Committee - 16 meetings	1,660.00	2,240.00	2,240.00	2,274.00	2,500.00	2,500.00	
011340	5235	MEMBERSHIP GFOA CT	195.00	380.00	380.00	386.00	500.00	500.00	
011340	5237	ADVERTISIN GFOA	1,144.76	.00	.00	.00	.00	.00	
011340	5245	TELEPHONE	487.89	769.00	769.00	777.00	1,000.00	1,000.00	
011340	5258	OTHER PROF CAFR Submittal Fee \$1,000 maintenance on FORMAX folding & sealing machine \$1,000 Novatime Hosting per employees \$65,000 PSST Consortium \$4,000	60,599.46	67,558.00	67,558.00	68,571.00	71,000.00	71,000.00	
011340	5281	MILEAGE Mileage for GFOA, Pension, MUNIS conferences	134.02	280.00	280.00	284.00	500.00	500.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
011340	5294 MACHINERY, copier per management & budget	2,994.65	2,832.00	2,832.00	2,874.00	5,000.00	5,000.00	
011340	5295 SEMINAR&CO Conference & Training MUNIS, GFOA, other professional training	130.00	4,500.00	4,500.00	4,568.00	7,000.00	5,000.00	
011340	5311 OFFICE SUP Payroll and Accounts Payable checks and advices \$7,000 Cash receipts \$1,000 W2, 1099R, 1099M, 1099INT and CD fprs \$1,000 Other Office Supplies (office,printing (micr toner). Acctg supplies) \$5,000 Novatime supplies 1000 badges \$6,000	14,018.23	18,115.00	18,115.00	18,387.00	18,115.00	18,115.00	
011340	5741 IT HARDWAR	31,330.00	.00	.00	.00	.00	.00	
TOTAL ACCOUNTING & TREASURY		3,292,756.30	2,584,826.00	2,584,826.00	2,421,331.00	2,572,893.00	2,570,893.00	
011350	MANAGEMENT & BUDGETS							
011350	4124 MUN STABL	2,238,034.00	1,712,971.00	1,712,971.00	1,712,971.00	1,712,971.00	1,712,971.00	
011350	4128 PEQUOT	809,075.00	577,059.00	577,059.00	577,059.00	577,059.00	577,059.00	
011350	4172 STORM REIM	-3,903.47	.00	.00	.00	.00	.00	
011350	4177 TEL ACCESS Based on the prior year actual	186,505.72	250,102.00	250,102.00	250,102.00	186,506.00	186,506.00	
011350	4202 REFUSE RS	20,613.00	22,342.00	22,342.00	22,342.00	22,342.00	22,342.00	
011350	4301 H.AUTHORIY	1,095,585.00	526,005.00	526,005.00	526,005.00	526,005.00	526,005.00	
011350	5110 WAGES & SA	316,275.24	318,872.00	318,872.00	327,597.00	327,597.00	327,597.00	
011350	5120 WAGES & SA	155.32	1,066.00	1,066.00	1,091.00	500.00	500.00	
011350	5121 WAGES & SA	3,500.00	.00	.00	.00	.00	.00	
011350	5150 LONGEVITY	650.00	660.00	660.00	670.00	670.00	670.00	
011350	5211 POSTAGE,BO Historical transfers out - will be offset by historical transfers in to provide accurate budgeted amounts for each account based on acutal spending.	165.35	824.00	424.00	836.00	424.00	424.00	
011350	5221 PRINTING & Printing of opertaing & capital budget books, rating agency presentation \$1,200 Budget books \$120 Rating Agency presentaion	2,851.64	1,300.00	1,300.00	1,320.00	2,000.00	2,000.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011350	5225 TYPING SER	1,600.00	1,625.00	1,625.00	1,649.00	1,664.00	1,664.00	
	13 meetings @ average of \$128/meeting							
011350	5235 MEMBERSHIP	1,040.00	775.00	775.00	787.00	275.00	275.00	
	\$65 CTGFOA							
	\$210 GFOA (1/3 share of \$640 annual)							
	Last year there was \$500- Estimated for ICMA membership. This annual membership is Salary X .008 up to \$1,400. This would be a cost of \$1,056 this year.							
	=1,331							
011350	5237 ADVERTISIN	.00	.00	150.00	.00	150.00	150.00	
	Meeting announcements - Needed transfer in for FYE 2019.							
011350	5245 TELEPHONE	547.58	384.00	384.00	388.00	550.00	550.00	
	Consistent with 2018 Full Year actuals							
011350	5258 OTHER PROF	635.00	635.00	635.00	645.00	872.00	872.00	
	Distinguished Budget Award Fee for municipalities with greater than \$300M budgets.							
011350	5281 MILEAGE	103.82	730.00	580.00	741.00	741.00	741.00	
	Remains at 2017/18 levels.							
011350	5286 BUSINESS E	160.64	400.00	400.00	406.00	406.00	406.00	
	Sandwiches for Grant and early BET meetings							
011350	5294 MACHINERY,	4,829.66	4,956.00	4,956.00	5,030.00	5,000.00	5,000.00	
	TGI copier lease and copies							
	Rental: 153 x 12 = 1,836							
	Copies (Color and Black & White): 260 x 12 = 3,120							
011350	5295 SEMINAR&CO	170.00	3,250.00	3,250.00	3,299.00	2,500.00	2,500.00	
	New England GFOA conference							
	National GFOA conference							
	National GFOA Treasury & Investment Management Committee meeting							
011350	5311 OFFICE SUP	2,406.59	2,000.00	2,000.00	2,030.00	2,400.00	2,400.00	
	Remains at 2017/18 levels.							
TOTAL MANAGEMENT & BUDGETS		4,681,000.09	3,425,956.00	3,425,556.00	3,434,968.00	3,370,632.00	3,370,632.00	

011361	PURCHASING OFFICE							
011361	4597 PUR	1,487.80	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	
	Purchasing generates revenue for the City thru the sale of surplus and or obsolete equipment. This revenue is totally dependent on the quantity and quality of the surplus items up for auction. Traditionally, the majority of surplus equipment is City vehicles. Fortunately, for the last several years the quality (and quantity) of the surplus vehilce stock has been moderately good. For your review here is a summary of the revenue figures for the last several fiscal years. -FY2008 \$18,879.50; -FY2009 \$15,532.16; -FY2010 \$19,354.11; -FY2011 \$18,538.91; -FY2012 \$5,959.50; -FY2013 \$22,624.70; -FY2014 \$7748.65; -FY2015 \$2,485.00; -FY2016 \$0; -FY2017 \$22,258.29							

The average receipts for the last ten years is \$13,338.08, although the revenue numbers have been less in the more recent years due to DPW requesting that their old vehicles be traded in when new vehicles are purchased to reduce the purchase price. A conservative estimate of \$10,000 has been used for 2018 to reflect this trade-in practice.

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011361	5110 WAGES & SA	314,551.92	324,119.00	324,119.00	325,332.00	325,332.00	325,332.00	_____
	Based on the tables from the respective NASA and NMEA contracts, the 2018-2019 salaries for the employees in the purchasing office are as follows:							
	Sharon Conners: \$113,427							
	Carleen Megaro: \$69,280							
	Denese Thomson: \$59,844							
	Vacant-Purchasing Officer: \$82,781							
011361	5120 WAGES & SA	-110.05	.00	.00	.00	.00	.00	_____
011361	5211 POSTAGE,BO	-15.41	2,000.00	2,000.00	2,030.00	2,000.00	2,000.00	_____
	Postage fees and the rental of the City Hall P.O. Box 5125 (\$1,436 annually). Rate of box rental is expected to increase approximately 2%. However, anticipated mail volume is not expected to increase. In an effort to control our postage expenses, our Office will make attempts to minimize or eliminate unnecessary mailings via US Postal Service and, whenever possible, charge back fees to the end-user departments.							
	Additionally, Central Services has been utilizing a presort vendor to reduce postal charges. This account is utilized to pay the weekly pre-sort expenses and then on a monthly basis we chargeback those expenses to the individual end-user departments. The monthly costs associated with this service is approximately \$405 for a total yearly cost of \$4,860.							
	We anticipate reimbursement from depts. - approximately \$2,860							
	Total request = \$2,000, which is in line with the actual historical average of the past six years							
011361	5234 SUBSCRIPTI	12,357.00	12,674.00	12,674.00	12,864.00	12,770.00	12,770.00	_____
	This account is utilized for subscription & software services. Such memberships include: Norwalk Hour Daily Newspaper (\$312) and Periscope Holdings (\$535), and Bonfire Sourcing Software (\$11,923)							
011361	5235 MEMBERSHIP	270.00	330.00	330.00	335.00	343.00	343.00	_____
	This account is utilized for membership fees associated with Procurement Organizations, specifically: The Public Purchasing Association of Connecticut (\$70) \$35.00 per person National Institute of Governments Purchasing (\$273)							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011361	5237 ADVERTISIN	5,977.38	6,535.00	6,535.00	6,633.00	6,535.00	6,535.00	_____
	This account is utilized for the public advertising of Bids and RFP's in the local newspaper - Norwalk Hour. We anticipate that 84 advertisements will be posted in FY 2019, which is equal to the number of advertisements for FY 2018. Hearst Media has indicated that pricing should remain flat for the 2019-2020 fiscal year.							
	84 ads estimated (\$77.80 per ad) \$6,535.00							
	Advertising volume history:							
	07/01/2018 thru 06/30/2019 - 84 ads estimated (\$77.80 per ad) \$6,535.00							
	07/01/2017 thru 06/30/2018 - 84 ads estimated (\$77.80 per ad) \$6,535.00							
	07/01/2016 thru 06/30/2017 - 84 ads estimated (\$64.82 per Ad) \$5,445.00							
	07/01/2015 thru 06/30/2016 - 84 ads estimated (\$64.82 per Ad) \$5,445.00							
	07/01/2014 thru 06/30/2015 - 84 ads Actual (\$64.82 per Ad) \$5,445.00							
	07/01/2013 thru 06/30/2014 - 83 ads Actual (\$64.18 per Ad) \$5,326.94							
011361	5272 TRAINING A	.00	100.00	100.00	102.00	100.00	100.00	_____
	This account is utilized for professional development and training, specifically in the public purchasing sector; and where necessary to sharpen or enhance a staff members' computer skills.							
011361	5281 MILEAGE	.00	30.00	30.00	30.00	30.00	30.00	_____
	This account is utilized to re-imburse staff for the use of their own vehicle for mileage expenses to & from various Purchasing Association meetings, when the use of a City car is not available or practical to use. In effort to control expenses within this account, our office will make efforts to reduce or eliminate the use of our vehicles & instead rely on the City pool vehilces for use on City business.							
011361	5311 OFFICE SUP	353.51	500.00	500.00	508.00	500.00	500.00	_____
	This expense line is utilized for misc. day-to-day office supplies[pens, writing pads, tape, staples, etc...].							
	Average spend for the last four fiscal years is \$420, and the budget request for FY 2019 is \$500, which is in line with the FY 2018 budget request.							
011361	5461 CENT-FUEL	376.16	500.00	500.00	508.00	500.00	473.00	_____
	Central Services has two (2) vehicles. These pool vehicles are available for departments that do not have an assigned City vehicles. This account is utilized to pay for the fuel for these vehicles. [two (2) 2007 Ford Taurus']. City departments that utilize these pool vehicles has included: Information Technology, Purchasing, Recreation & Parks, Registrar of Voters, Tax Assessor and Youth Services. Project to use approximately 235 gallons of fuel in FY 2019 for all two (2) vehicles at an estimated cost per gallon of \$2.11. This is a total request of \$500, which is in line with the average of the past six fiscal years.							

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ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT	
011361	5462 CENT-FLEET	5,398.09	1,465.00	1,465.00	1,487.00	1,465.00	4,291.00		
	Central Services has two (2) pool vehicles. These vehicles are available for departments that do not have an assigned vehicle. This account is utilized to fund the repair costs associated with those vehicles. [Two (2) 2007 Ford Taurus's and one replacement vehicle for a 2003 Ford Explorer that was retired in FY 2018]. The average repair costs for the previous four years is \$1,131, but the average repair costs for the previous two years has been \$2,193.93. The Fleet Services Manager indicated that a higher repair budget of is needed due to the aging fleet and items such as tire replacement and exhaust repairs.								
	TOTAL PURCHASING OFFICE	340,646.40	358,253.00	358,253.00	359,829.00	359,575.00	362,374.00		
011362	CENTRAL SERVICES								
011362	5226 CENTRAL PR	.00	1,250.00	1,250.00	1,269.00	1,250.00	1,250.00		
	This expense account is utilized for the costs associated with the printing of the necessary day-to-day forms required for the operations of the Purchasing Department and its Central Services' Operations. Expenses in this account include the printing of: bid documents; Purchase Order Forms; Change Order Forms; Record Retention Forms; Record Retention box labels; Mailing Envelopes; Business Cards; etc....								
	The average actual expense for this account for the previous three years is \$1,260.00. The budget request for FY 2019-2020 is \$1,250.00.								
011362	5245 TELEPHONE	5,435.79	2,000.00	2,000.00	2,020.00	2,000.00	2,000.00		
	This account funds the telephone service for City Hall (both the City and Board of Education), as well as the Health Department and DPW Garage. With the installation of the new VOIP telephone system at City Hall and other City facilities, the City has been continuing the process of evaluating the lines in service and determining the best set-up for the City. The budget request for this account is \$2,000, which is the average of the past three years. This reflects a decrease in the cost of telephone service versus previous years.								
011362	5247 OTHER UTIL	115.92	77.00	77.00	78.00	116.00	116.00		
	Cost of cable box in conference room 101, Current Expense is \$9.66 per month = \$115.92								
011362	5259 PROFESSION	59,793.98	62,678.00	62,678.00	63,618.00	64,050.00	64,050.00		
	This account is used to fund the operation of the City Hall mailroom. This contract was awarded to Canon Solutions America for a period of three years beginning in 2017-2018 through 2019-2020. Pricing is as follows:								
	FY 2019-2020 \$62,349.92 + \$1,700.88 (contingency for overtime expenses related to Committee Runs) = 64,050.80								

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011362	5263 FURNITURE, This account is used to fund expenses associated with office machine repairs, for such equipment as laser jet printer, dot matrix printer, fax machine, etc. Expenses in this account vary, depending upon need for repair.	.00	400.00	400.00	406.00	400.00	400.00	_____
	The funding request for 2019-2020 is \$400, which is the average spend over the last six fiscal years.							
011362	5294 MACHINERY, This account is used to fund expenses associated with the lease and/or rental of office machinery & equipment. Specifically, the rental of copiers, copier meter usage, rental of the postage meter, maintenance of the postal machine and electronic scale, postal meter supplies...Total expenses for the previously listed equipment is approximately \$8,000 per year. The 2020 budget request is \$8,160 assuming a 0% increase over the previous year.	7,269.62	8,160.00	8,160.00	8,282.00	8,160.00	8,160.00	_____
011362	5329 OTHER OPER This account is utilized to cover central services & mailroom other operating supplies & related expenses. The largest expense in this account is for copier paper. The figures listed below are average consumption estimates for the previous fiscal years. However, since the mailroom copier has become a networked printer, the copier volumes have increased. Additionally, this account also covers misc. other supplies ex. packaging tape, kraft paper etc. = \$525 600 cases of 8.5 x 11 copier paper (white) - \$15,600 15 cases of 8.5 x 14 copier paper (white) - \$690 10 cases of 8.5 x 11 copier paper (3 holed) - \$270 25 cases of 8.5 x 11 copier paper (colored) - \$850 10 cases of 11 x 17 copier paper (white) - \$380 Total = \$18,315 Note: anticipate re-imburement from Depts - \$17,315	179.30	1,000.00	1,000.00	1,015.00	1,000.00	1,000.00	_____
TOTAL CENTRAL SERVICES		72,794.61	75,565.00	75,565.00	76,688.00	76,976.00	76,976.00	_____
011370	INFORMATION TECHNOLOGY							
011370	4835 PRIVATE SE	.00	.00	1,000.00	.00	.00	.00	_____
011370	4857 NTD-MAN The Transit District will pay the City a fee of \$39,150 for use on the MAN and MAN services throughout the initial five year term, which comes to \$7,830 per year. The Transit District will pay the City on a quarterly schedule the amount of \$1,957 each July 1, October 1, January 2, and April 1.	7,830.00	.00	.00	.00	7,830.00	7,830.00	_____
	Request modified based on Finance meeting: 1/7/2019.							
011370	5110 WAGES & SA Hired Programmer at Grade 21 Step 2 in January 2019. Will move to Step 3 in July 2019.	999,026.11	1,020,394.00	1,020,394.00	1,052,310.00	1,052,310.00	1,052,310.00	_____

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
011370	5120	WAGES & SA	39,887.72	37,449.00	37,449.00	37,449.00	37,449.00	37,000.00	
		overtime due to - off hours maintenance work - increased demand by police and fire for off-hours support - need for additional, full time staff 2018/2019 request based on prior year actual							
011370	5121	WAGES & SA	403.75	150.00	150.00	150.00	150.00	150.00	
011370	5130	WAGES & SA	24,831.63	26,280.00	27,635.00	26,280.00	26,278.00	26,278.00	
		Assuming hiring a full time Systems Engineer additional headcount, keep number of interns requested at 3.							
011370	5150	LONGEVITY	3,825.00	3,955.00	2,600.00	3,955.00	3,955.00	2,600.00	
011370	5211	POSTAGE,BO	.19	50.00	50.00	50.00	50.00	50.00	
011370	5233	SUBSCRIPTI	38.97	172.00	172.00	172.00	172.00	172.00	
		Subscription to the Hour weekdays is now \$172.00 per year.							
011370	5245	TELEPHONE	127,635.94	135,447.00	135,447.00	136,801.00	176,307.00	176,307.00	
		The City wide telephone system which includes City Hall, the Health Dept., Public Works Campus, the Citywide voice mail system including the Board of Ed Central Office and a number of middle & high schools, and 24x7 level service for the Police Dept., 5 Fire Stations & Apparatus Maintenance.							
		Telephone & Voice Mail Maintenance= \$10,000 City = \$10,000 (new system; purchase of support credits) BoE = \$0 in BoE budget							
		OTHER ITEMS IN THIS CATEGORY: City telephones = \$900 IT Staff cellphones \$40 *12 * 8 = \$3840 (add one more phone for new hire in July 2017) City Hall public common areas and conference rooms WIFI = \$1,258. new in 2016. Internet Services ISP = \$9,600 MAN network services = \$56,688 upgraded in 2016 Email Spam filtering = \$1,000 Domain Name Registrations = \$210 City email system hosting = \$62,867 (875 users; NEW IN 2019) Library full year website hosting = \$4,362.30 City web site hosting services = \$15,582.18 Additional internet connectivity for MUNIS cloud service = \$0 (NOT NEEDED) Library: public internet access - no longer free CEN = \$5,400 NEW IN 2018 SSL certificates = \$1,000 Civic Commons Internet access = \$3600 NEW PROGRAM IN 2018 WITH PARKS.							
		TOTAL FOR Telephone expenses = \$176,307.48							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011370	5258	OTHER PROF	490.52	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
		E-rate consulting = \$1,000							
011370	5269	OTHER REPA	617,351.18	671,130.00	667,280.00	671,130.00	733,503.00	733,503.00	
		City-Wide:							
		SAN Net App City - \$9,859.00							
		SAN Net App PD - \$3000.00							
		UniTrends backup @ PD and Fire - \$2000							
		Munis support/license CLOUD SUBSCRIPTION in 2018. Yr 3 hosting cost							
		\$298,794							
		City share (54.5%) - \$164,336.70							
		BOE share (41%) - \$122,505.76							
		WPCA share (4.5%) - \$11,951.76							
		Vmware - \$17,900.00							
		Seamless.gov - \$2723							
		Malware subscription including PD (Malware Bytes 500 seats) - 0 (replaced in							
		2018)							
		Kasaya desktop management - \$4,715 (added seats)							
		Fire Data Center Environmental Maint - a/c, UPS - \$12,395.00 NOTE							
		batteries replaced in 2017. Due again in 2022							
		Mob Dev Mgt, Internet Filter, Firewall, Palo Alto - \$20,000 (new in 2016)							
		Traps End Point managed security all locations except BoE - \$14,178 (new in							
		2017)							
		EDMS document management - \$16,000 (new in 2017)							
		Mimecast email archiving - \$32,232 (contact in 2018)							
		Total Citywide Software Maintenance IT costs = \$433,796.00							
		DPW:							
		AutoCad Civil/ Land Development - \$5,500							
		Cityworks + workorder + CitySourced API (add'l licenses in 2018) - \$29,925							
		Click and Request system (new in 2015) - \$12,609							
		Citysourced for WPCA							
		Desert Micro Weigh Station - \$20,512.							
		DPW & Fire: Fleet Mgr maint - \$8378.00							
		Traffic Synchro - \$2,800							
		Fuel Management System - \$2,588							
		DPW Smart Board - \$0							
		Municipality (replaced TrackIt in 2017) - \$5260							
		Total DPW = \$87,572							
		Assessor:							
		Patriot support (Assessor say doesn't need) - \$0							
		Vision support - \$8,500							
		Code & P&Z & Conservation MUNICIPALITY - \$18,699 (new in 2016)							
		Fire:							
		TeleStaff & Webstaff (enterprise, contract+upgrade year) - \$7,520							
		Firehouse (web version) - \$5,500							
		Tablet remote access/NexGen - \$1,700							

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend COMMENT
SSLs for remote access						
Total Fire =	\$15,970					
Library:						
Drive Shield Maintenance -	\$0 (retired in 2018)					
Pharos Software Maintenance -	\$2,960					
Innovative Interfaces maintenance contractual -	\$14,600 - migrating to cloud					
version						
Minolta reader/printer X 2 -	\$1,950					
Adobe Cloud -	\$1,500					
Past Perfect history room catalog s/w -	\$1,000 (added virtual exhibit)					
Comprise Smart Pay Biblioteca -	\$7,073					
Self Check Kiosks x 2 -	\$7,100					
Malware Bytes 160 seats -	\$0 replaced with TRAPPS in 2018					
Total Library =	\$36,183.00					
Parks and Recreation:						
LPR system -	0					
Vermont Systems -	\$5,740					
Total Parks & Recreation =	\$8,240.00					
Comptroller:						
NovaTime Keeping System (City, Police) -	\$16,605					
Asset Works fixed assets system -	\$1,365					
Board of Ed - NovaTime Keeping System -	\$41,455					
Total Comptroller =	\$59,425.00					
Combined Dispatch:						
Critical appl testing s/w -	\$700					
Verint -	\$4,970					
PowerPHONE -	\$7840					
Total Combined Dispatch =	\$13,510					
Police:						
NetMotion -	\$3,438					
NexGen (added eticket printers & iPads) -	\$25,004					
Xtra work scanning software (will replace in 2015) -	\$0					
2FA fob system security maintenance -	\$3500 NEW IN 2017					
Total Police =	\$31,942					
Health:						
Digital Health Garrison Environ -	\$0 replaced with Muncity					
Advanced Health Systems -	\$15,000					
Muncity (live Jan 2019) -	\$7,166.00					
Total Health =	\$22,166.00					

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011370	5272 TRAINING A	1,272.65	10,300.00	11,300.00	10,300.00	13,300.00	10,300.00	
	\$7,800 for user anti-exploit training (600 users). \$2,500 for IT technical training across various disciplines. \$3,000 for IT tuition reimbursement.							
011370	5281 MILEAGE	450.47	715.00	715.00	715.00	715.00	715.00	
	2019 REQUEST BASED ON 2018 ACTUAL Vehicle usage to travel to other City sites to perform maintenance & attend meetings in other municipalities. Increased travel with data center move to Fire HQ . Increased travel to/from the beach and Vet's Park for resident pass tablet maintenance in the summer months.							
011370	5294 MACHINERY,	1,496.54	1,620.00	1,620.00	1,620.00	1,620.00	1,620.00	
	Funding for new color copier/scann/printer. With color, average is \$135,00 PER MONTH BASED ON 2018 ACTUALS							
011370	5295 SEMINAR&CO	90.00	300.00	300.00	300.00	300.00	300.00	
	GMIS meetings; other professional meetings. Encourage staff to participate in low cost seminars and online classes.							
011370	5311 OFFICE SUP	1,976.93	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	
	Retired the line printers in 2015. No need for special ribbons and greenbar stock forms.							
011370	5336 ELECTRICAL	1,180.31	1,100.00	1,100.00	1,100.00	5,500.00	5,500.00	
	backup tapes & misc office supplies \$1,250 IT is performing more of the low voltage electrical cabling for the City. This amount covers cabling, connectors, kibbles and bits. \$1000 Based on 2019 actuals AND \$4500 for replacement of UPS batteries at Police in IT equipment closets on each floor/wing.							
011370	5741 IT HARDWAR	7,137.04	10,000.00	10,000.00	10,000.00	10,000.00	7,000.00	
	Non-capital one-off equipment purchases like replacement headsets, keyboards, mice, monitors, thumb drives, tablet accessories, pda holsters, etc. No change from prior years request.							
011370	5742 IT SOFTWARE	2,038.09	2,500.00	2,500.00	2,500.00	2,500.00	2,000.00	
	2019 REQUEST BASED ON 2018 ACTUALS Non-capital, one-off software license purchases for items like: misc server software; misc communications software; special purpose software; misc desktop software; Visio; Access; Crystal Reports; Adobe; special anti-spam/anti-virus kiosk software; public access software; network mangement software; misc police and fire software. No change from prior years request.							
	TOTAL INFORMATION TECHNOLOGY	1,836,963.04	1,923,812.00	1,921,962.00	1,957,082.00	2,074,189.00	2,065,885.00	
011371	GIS							
011371	5110 WAGES & SA	.00	.00	62,586.00	92,848.00	92,848.00	92,848.00	

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NEXT YEAR BUDGET COMPARISON REPORT

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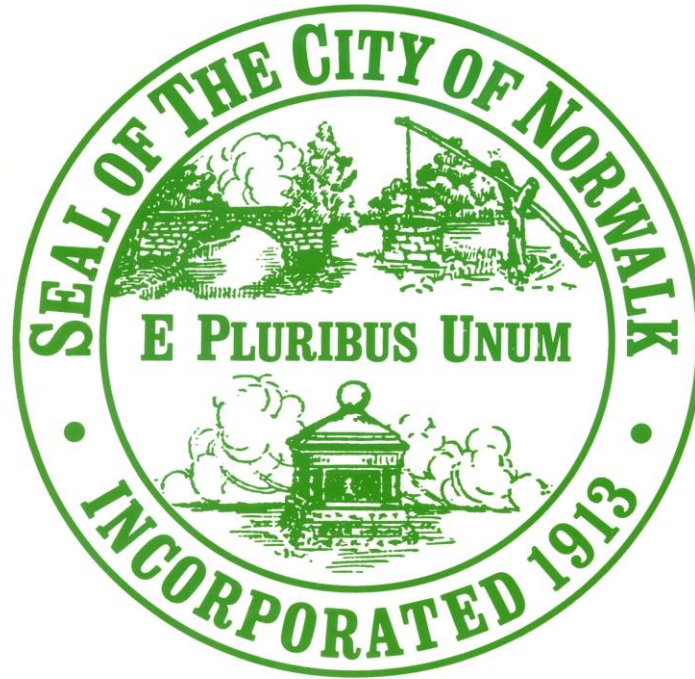
PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FINANCE			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011371	5120	WAGES & SA	.00	.00	837.27	1,000.00	1,000.00	1,000.00	
011371	5121	WAGES & SA	.00	.00	.00	.00	110.00	110.00	
		GIS Analyst moved to IT with Q4 2018 re-organization. NMEA collective bargaining sipend for oncall status nights/weekends. Weather or emergency event driven.							
011371	5130	WAGES & SA	.00	.00	.00	.00	8,759.00	8,759.00	
		The WPCA and Parking Authority engage GIS interns to update GIS layer and dataset information for the benefit of the WPCA and Parking Authority. Although these interns are directly supervised by the City's GIS Analyst, these interns are NOT available to work on City-specific GIS projects.							
		This request is to fund 1 summer GIS intern dedicted to City GIS projects, such as map and dataset updates, low-haning fruit, and overdue projects. In 2013, City IT initiated its successful internship program which continues today. Internships provide valuable services for both the individual and the City. The individual gains real-world experience and mentoring from seasoned professionals while the City reaps the benefit of inexpensive project assistance from someone with energy and enthusiasm who can teach us as well.							
011371	5245	TELEPHONE	.00	.00	120.00	.00	.00	.00	
011371	5258	OTHER PROF	3,645.00	13,500.00	13,500.00	13,500.00	10,000.00	10,000.00	
		Hosting & professional services with ESRI of the City's citizen facing GIS website = \$10,000 annually							
011371	5269	OTHER REPA	25,793.00	32,042.00	32,042.00	32,042.00	35,542.00	35,542.00	
		ESRI maintenance with pictometry - enterprise license/maintenance							
011371	5272	TRAINING A	.00	2,000.00	3,805.00	2,000.00	2,000.00	1,000.00	
011371	5286	BUSINESS E	.00	.00	.00	.00	1,750.00	.00	
		Requesting funds for GIS Analyst to attend annual ESRI conference in San Diego. DPW contributing ½ costs of the conference attendance.							
		TOTAL GIS	29,438.00	47,542.00	112,890.27	141,390.00	152,009.00	149,259.00	
		TOTAL FINANCE	326,396,518.19	330,520,876.00	331,069,272.27	330,538,878.00	330,762,162.00	342,014,194.00	
		GRAND TOTAL	326,396,518.19	330,520,876.00	331,069,272.27	330,538,878.00	330,762,162.00	342,014,194.00	

** END OF REPORT - Generated by Angela Fogel **

CITY OF NORWALK



ANNUAL BUDGET

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, encourage equality of opportunity for all the people of Norwalk. To conduct programs of training, education, research and action that will contribute to carrying out the Department's purpose. 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 2018- 2019:

- Represent 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 to:
 - o Work with the Norwalk Housing Authority to create a preference for homeless in phase two of the Washington Village redevelopment plan which will house 17 homeless individuals/families from the ODFC prioritized waiting list.
 - o Continue to keep all our chronically homeless individuals and families matched to a housing subsidy and support services within 90 days of being identified.
 - o Maintain functional zero for veteran homelessness.
- Manage ADA Capital projects including project selection, planning, application for funding, and coordination of construction with multiple departments with oversight from City's ADA Committee.
- Complete utilization analysis of city workforce and set goals as required by the City's Affirmative Action Program.
- Conduct Commission meetings and hearings, and processed complaints in a timely manner and processed ADA accommodation and modification requests related to current employees and related to Zoning enforcement.
- Expand number of in-house interpreters as part of the City's Language Access Program.
- Increase visibility of the Commissions through continued use of free landlord/tenant seminars, outreach with new community leaders, collaboration with local schools on international human rights programs through, anti-discrimination training for the staff at Lockwood Mansion and regular attendance at and participation in Food, Fuel, and Shelter.

Goals For 2019 - 2020:

- Update forms provided to complainants and respondents before the Human Relations Commission.
- 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 goals.
- Increase the visibility of the Human Relations and Fair Rent Commissions through continued outreach to community leaders, educational programs, and attendance at community meetings, and conduct meetings and hearings and process complaints in a timely manner
- Collaborate with other city organizations to further educational initiatives related to civil rights, diversity, Americans with Disabilities Act, and landlord/tenant rights and responsibilities.
- Create and implement a social media plan to improve and streamline communication among SYEP worksite partners and youth participants.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Human Relations & Fair Rent	\$333,051	\$401,432	\$385,169	\$380,385	\$380,385	(\$4,784)	(1.24%)
Total	\$333,051	\$401,432	\$385,169	\$380,385	\$380,385	(\$4,784)	(1.24%)
<u>Budget By Major Group</u>							
Personnel Services	\$314,555	\$373,975	\$346,781	\$341,506	\$341,506	(\$5,275)	(1.52%)
Contractual Services	\$16,517	\$26,253	\$36,388	\$36,849	\$36,849	\$461	1.27 %
Supplies and Materials	\$1,980	\$1,204	\$2,000	\$2,030	\$2,030	\$30	1.50 %
Total	\$333,051	\$401,432	\$385,169	\$380,385	\$380,385	(\$4,784)	(1.24%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$333,051	\$401,432	\$385,169	\$380,385	\$380,385	(\$4,784)	(1.24%)

PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.			
<u>Human Relations & Fair Rent</u>										
Dir. of Human Relations & Fair Rent	1	\$109,825	1	\$109,825	1	\$110,186	1	\$110,186	0	(\$10,122)
Civil Rights/Fair Rent Investigator	1	\$77,141	1	\$77,141	1	\$92,848	1	\$92,848	0	\$2,144
Administrative Support II	1	\$57,550	1	\$57,550	1	\$62,836	1	\$62,836	0	\$1,452
Program Coordinator	1	\$60,000	1	\$63,453	1	\$69,280	1	\$69,280	0	\$1,600
Total	4	\$304,516	4	\$307,969	4	\$335,150	4	\$335,150	0	(\$4,926)
Department Total	4	\$304,516	4	\$307,969	4	\$335,150	4	\$335,150	0	(\$4,926)

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

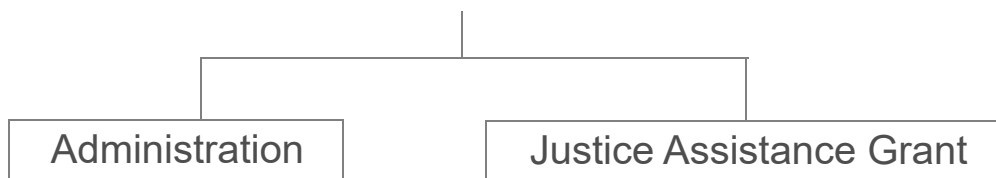
To investigate complaints from residents who feel that their rent is harsh and/or unconscionable; to conduct hearings and make decisions in a judicial capacity; to encourage compliance by landlords and tenants with statutes, acts, ordinances, and decisions of State and City agencies; to mediate disputes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

PERFORMANCE INDICATORS

Department Summary - HUMAN RELATIONS & FAIR RENT DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$333,051	\$401,432	385,169	380,385
Employees	4	4	4	4
Outputs				
Homeless Veterans from PIT Count	5			
Human Relations Commission				
of HRC complaints settled w/o a hearing	1	N/A	1	N/A
of HRC educational/awareness Programs Conducted	3	2	2	3
of HRC formal written complaints filed	0	0	1	0
of HRC intakes	44	46	43	45
Fair Rent Commission				
of FRC complaints settled w/o a hearing	30	21	14	14
of FRC educational/awareness seminars conducted	2	2	2	2
of FRC follow-up contacts	2,111	3,207	2630	2,700
of FRC formal written complaints filed	31	22	15	15
of FRC intakes	484	550	532	540
Americans With Disabilities Act				
Capital projects completed to comply w/ ADA plan	22	17	6	4
of ADA related intakes	4	13	15	12
of educational programs ADA	1	0	0	1
Steps completed towards AAP compliance	3	2	3	3
Effectiveness				
Human Relations Commission				
% of HRC cases resulting in a formal complaint	2.4%	0%	2.4%	2.4%
% of HRC complaints settled by mediation w/o a hearing	100%	100%	100%	100%
Fair Rent Commission				
% of FRC complaints settled w/o a hearing	93%	95%	95%	93%
% of FRC intakes resulting in a formal complaint	2.7%	4.0%	2.7%	2.5%

YOUTH SERVICES



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 and counseling; juvenile justice and related programs, such as youth development and anger management. The department is also a collaborator in its provision of services with the Norwalk Public Schools, Norwalk Police Department, and other local social services and agencies. Juvenile Justice services continue regionalization efforts via contracting with the Town of Westport and Weston for provision of Juvenile Justice services.

Highlights For 2018- 2019:

- Continued provision of the Peer Connection program (previously known as Peer Outreach) a weekly middle school program focusing on building life and peer to peer skills, as well as general youth development.
- Continued provision of counseling services to adolescents and their families serving approximately 175 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, in the interest of regionalization, was renewed with the Town of Westport, and the Town of Weston has now also contracted with Norwalk for provision of JRB services. Westport requested modification of their original agreement from paying for a fixed number of cases at a fixed cost, to paying for referred cases on a case-by-case basis at a rate of \$1500.00 per case. The Town of Weston contracted for services at a fixed rate of \$15,000.00 for 12 cases per fiscal year. The Norwalk JRB is expected to manage approximately 190 cases this year; it should be noted this number may be exceeded by the changes in the State of Connecticut's judicial system no longer handling school truancy cases with the expectation that all truancy cases will be routed through community JRBs. Note: the State has currently not provided any additional funding for this activity.
- 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 2019 - 2020:

- Expand the regionalization of the Juvenile Review Board (JRB) and related services to other local communities such as New Canaan, Wilton, Easton, Redding, Norwalk, Westport, and Weston all share the same Juvenile Court catchment area currently located in Bridgeport. Efforts are being made to reach out to decision makers in these communities to pursue these opportunities.
- Continue to advocate and seek funding from Court Support Services Division (CSSD) to provide funding for Juvenile Justice related services. This service 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. As of the date of this budget preparation, State funding via the YSB grant has yet to be determined but is expected to be approximately \$55,000, The current fiscal year appropriation is \$54,847 a slight increase from the previous appropriation of \$53,485.
- Continue to work with the City's Grants Manager to identify and procure additional grants, state or federal, to support, subsidize, and augment the services the Norwalk YSB provides.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Youth Services	\$296,661	\$321,283	\$361,286	\$381,246	\$381,246	\$19,960	5.52 %
Total	\$296,661	\$321,283	\$361,286	\$381,246	\$381,246	\$19,960	5.52 %
<u>Budget By Major Group</u>							
Personnel Services	\$289,151	\$314,742	\$351,329	\$371,140	\$371,140	\$19,811	5.64 %
Contractual Services	\$5,958	\$4,875	\$7,456	\$7,567	\$7,567	\$111	1.49 %
Supplies and Materials	\$1,552	\$1,666	\$2,501	\$2,539	\$2,539	\$38	1.52 %
Total	\$296,661	\$321,283	\$361,286	\$381,246	\$381,246	\$19,960	5.52 %
NON-TAX REVENUE							
Intergovernmental	\$53,485	\$51,301	\$50,000	\$54,847	\$54,847	\$4,847	9.69 %
Service Charges	\$15,000	\$15,000	\$33,000	\$15,000	\$15,000	(\$18,000)	(54.55%)
Total	\$68,485	\$66,301	\$83,000	\$69,847	\$69,847	(\$13,153)	(15.85%)
AMT. SUPPORTED BY TAXES	\$228,176	\$254,982	\$278,286	\$311,399	\$311,399	\$33,113	11.90 %

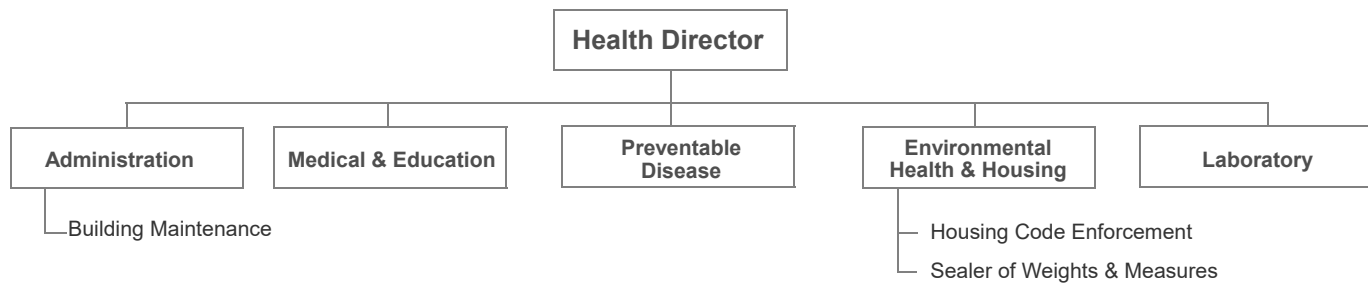
PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
<u>Youth Services</u>						
Director of Youth Services	1 \$109,825	1 \$109,825	1 \$117,142	1 \$123,152	1 \$123,152	0 \$6,010
Coordinator of Juvenile Justice and Prevention Programs	1 \$66,654	1 \$66,654	1 \$78,356	1 \$84,225	1 \$84,225	0 \$5,869
JRB Assistant Coordinator	1 \$60,439	1 \$60,439	1 \$61,384	1 \$65,989	1 \$65,989	0 \$4,605
Total	3 \$236,918	3 \$236,918	3 \$256,882	3 \$273,366	3 \$273,366	0 \$16,484
Department Total	3 \$236,918	3 \$236,918	3 \$256,882	3 \$273,366	3 \$273,366	0 \$16,484

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$296,661	\$321,283	\$361,286	\$381,246
Employees	3	3	3	3
Outputs				
General				
of coalition efforts joined	3	3	4	4
of grants received	2	2	2	2
of grants written/applied for	3	3	2	2
of Juvenile Review Board clients referred to the court due to lack of capacity	0	0	0	0
of Juvenile Review Board clients referred to the court due to program failure	10	14	15	15
of Juvenile Review Board clients served	172	154	185	185
of social skills group participants	59	57	60	60
of social skills groups conducted	39	39	39	39
of special appropriations/BET transfers required	0	0	0	0
of State/Federal grant reports submitted	2	2	2	2
of State/regional meetings attended	20	20	20	20
of youth/families counseled	183	167	175	175
Total dollar amount of contracts managed	\$16,800	\$16,900	\$23,800	\$23,800
Effectiveness				
General				
% of approved budget expended	90.9%	100%	100%	100%
% of grant reports submitted in a timely manner	100%	100%	100%	100%
% of grants refunded	100%	100%	100%	100%
% of Juvenile Review Board Clients who successfully complete their contracts.	95%	91%	95%	95%
% of participants who would rate JRB service valuable	95%	91%	98%	98%
% of State reports submitted by due date	100%	100%	100%	100%

HEALTH & WELFARE



Description of Service/Mission Statements:

Under the direction of the Mayor, and with valuable guidance from its six-member Board of Health, the Norwalk Health Department provides a variety of services and programs to fulfill its mission: to prevent and control the spread of disease, promote a healthy environment, and protect the quality of life within its changing community. The vision of the Health Department is: "Excellence with Efficiency". Staff work to prevent, investigate, and manage disease; monitor and prepare for emerging threats to public health; promote initiatives and policies that help Norwalkers make healthier choices; and collaborate with partners to create a healthier community. The Health Department achieved accreditation through the Public Health Accreditation Board (PHAB) in June 2014, demonstrating that it meets or exceeds national public health standards and commits to continuously improve the quality of the services it delivers.

Highlights For 2018- 2019:

The Health Department has continued to deliver mandated and core services efficiently while adapting to changes in public health needs and practice.

- Completed 84% of state-mandated food establishment inspections, 130% of the target for housing inspections, and 100% of the salon, pool, tanning, and weights, and measures inspections. Completed federal food code trainings.
- Performed 344 beach water tests and advised the public on the safety of swimming.
- Led the Healthy for Life Project and implementation of strategies to increase opportunities for physical activity and healthy eating, including the enrollment of seven more establishments into the Eat Well Healthy Restaurant program and the expansion of the NorWalker community walking routes.
- Utilized program data for decision-making and for improving operations.
- Worked to enhance environmental and clinical software systems.
- Supported the Norwalk Bike/Walk Advisory Commission.
- Served as a Reference Community for the state Health Enhancement Communities (HEC) project, a component of the State Innovation Model. Conducted community discussions with community residents as well as stakeholders in health care, community and family services, education, business, and others to gather feedback on a proposed model to elevate and sustain community-level strategies to improve health and health equity.

Goals For 2019 - 2020:

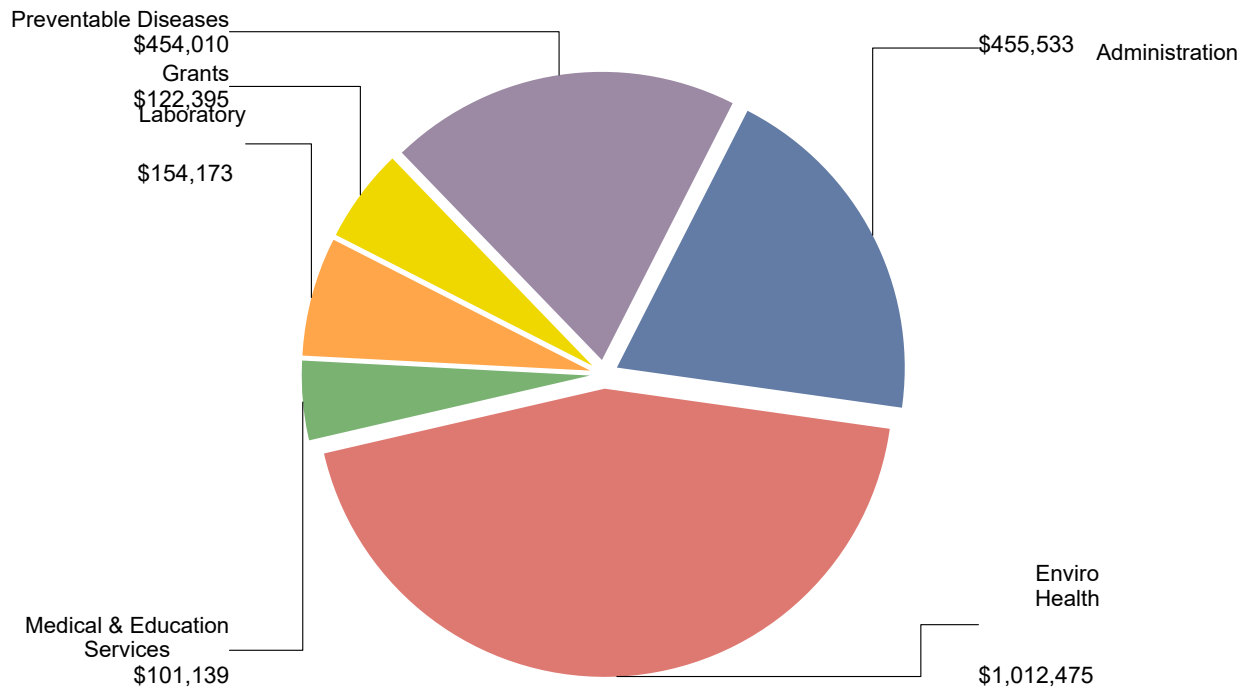
- Achieve national reaccreditation and continue to build a culture of quality improvement.
- Complete implementation of the new software system within the Environmental Services division.
- Fully staff our Preventable Diseases division to provide clinical services, communicable disease control, and lead poisoning prevention.
- Provide clinical laboratory services under the license of the State of Connecticut.
- Complete the 2019 community health assessment with new data sources and update the community health improvement plan with our partners.
- Develop and utilize our volunteer base, including the 90 members of the Emergency Response Team and the student interns we periodically host.
- Market and communicate the work of the department to strengthen public awareness of programs and services.
- Maintain core programs and services.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Administration	\$485,492	\$363,464	\$440,186	\$528,309	\$455,533	\$15,347	3.49 %
Enviro Health	\$908,708	\$975,081	\$990,442	\$1,012,475	\$1,012,475	\$22,033	2.22 %
Medical & Education Services	\$93,115	\$108,412	\$98,815	\$101,139	\$101,139	\$2,324	2.35 %
Laboratory	\$158,420	\$165,576	\$172,730	\$154,173	\$154,173	(\$18,557)	(10.74%)
Grants	\$120,401	\$120,549	\$120,596	\$122,395	\$122,395	\$1,799	1.49 %
Preventable Diseases	\$380,086	\$350,719	\$433,935	\$454,010	\$454,010	\$20,075	4.63 %
Total	\$2,146,223	\$2,083,801	\$2,256,704	\$2,372,501	\$2,299,725	\$43,021	1.91 %
<u>Budget By Major Group</u>							
Personnel Services	\$1,585,575	\$1,541,000	\$1,649,640	\$1,750,967	\$1,678,191	\$28,551	1.73 %
Contractual Services	\$319,544	\$319,613	\$342,673	\$353,175	\$353,175	\$10,502	3.06 %
Supplies and Materials	\$180,734	\$150,532	\$183,719	\$186,477	\$186,477	\$2,758	1.50 %
Fixed Charges	\$2,159	\$2,547	\$2,027	\$2,057	\$2,057	\$30	1.48 %
Grants & Donations	\$58,210	\$70,109	\$78,645	\$79,825	\$79,825	\$1,180	1.50 %
Total	\$2,146,223	\$2,083,801	\$2,256,704	\$2,372,501	\$2,299,725	\$43,021	1.91 %
NON-TAX REVENUE							
Licenses & Permits	\$413,435	\$415,320	\$405,875	\$385,075	\$385,075	(\$20,800)	(5.12%)
Service Charges	\$204,617	\$225,340	\$220,698	\$220,698	\$220,698	\$0	0.00 %
Total	\$618,052	\$640,660	\$626,573	\$605,773	\$605,773	(\$20,800)	(3.32%)
AMT. SUPPORTED BY TAXES	\$1,528,171	\$1,443,141	\$1,630,131	\$1,766,728	\$1,693,952	\$63,821	3.92 %

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.						
Administration												
Director of Health	1	\$125,848	1	\$128,365	1	\$129,880	1	\$129,880	0	\$1,515		
Administrative Support I	1	\$45,100	1	\$47,351	1	\$53,021	1	\$57,005	1	\$57,005	0	\$3,984
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Total	3	\$228,498	3	\$233,266	3	\$242,770	3	\$249,721	3	\$249,721	0	\$6,951
Environmental Health												
Dir. of Environmental Health & Housing	1	\$115,764	1	\$115,764	1	\$123,477	1	\$126,396	1	\$126,396	0	\$2,919
Housing Inspector	3	\$251,068	3	\$251,068	3	\$267,794	3	\$274,124	3	\$274,124	0	\$6,330
Sanitarian	4	\$340,156	4	\$340,156	4	\$362,816	4	\$371,392	4	\$371,392	0	\$8,576
Sealer of Weights & Measures	1	\$63,453	1	\$66,654	1	\$71,095	1	\$72,776	1	\$72,776	0	\$1,681
Total	9	\$770,441	9	\$773,642	9	\$825,182	9	\$844,688	9	\$844,688	0	\$19,506
Preventable Diseases - Education Services												
Health Educator	1	\$89,295	1	\$89,295	1	\$95,243	1	\$97,495	1	\$97,495	0	\$2,252
Total	1	\$89,295	1	\$89,295	1	\$95,243	1	\$97,495	1	\$97,495	0	\$2,252
Laboratory												
Administrative Technician	1	\$89,295	1	\$89,295	1	\$95,243	1	\$97,495	1	\$97,495	0	\$2,252
Total	1	\$89,295	1	\$89,295	1	\$95,243	1	\$97,495	1	\$97,495	0	\$2,252
Medical Services												
Supervisor of Clinical Services	1	\$115,764	1	\$115,764	1	\$123,477	1	\$126,396	1	\$126,396	0	\$2,919

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
Nurse Practitioner	1 \$85,039	0 \$0	0	0	0	0
Public Health Nurse	0 \$0	1 \$73,463	1 \$82,280	1 \$80,208	1 \$80,208	0 (\$2,072)
Total	2 \$200,803	2 \$189,227	2 \$205,757	2 \$206,604	2 \$206,604	0 \$847
Department Total	16 \$1,378,332	16 \$1,374,725	16 \$1,464,195	16 \$1,496,003	16 \$1,496,003	0 \$31,808

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$325,859	\$206,740	\$261,858	\$342,096	\$269,320	\$7,462	2.85 %
Contractual Services	\$154,498	\$151,932	\$173,425	\$181,236	\$181,236	\$7,811	4.50 %
Supplies and Materials	\$5,136	\$4,792	\$4,903	\$4,977	\$4,977	\$74	1.51 %
Total	\$485,492	\$363,464	\$440,186	\$528,309	\$455,533	\$15,347	3.49 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct Expenditures	\$485,492	\$363,434	\$440,186	\$455,533
Employees	3	3	3	3
Output				
of Board of Health meetings held	10	9	10	10
of grant contracts managed	13	11	13	13
of grant reports completed	51	43	35	35
Effectiveness				
% of grant reports completed within required timeframes	91%	98%	95%	100%
% of monthly expenditure reports completed	100%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$807,964	\$859,536	\$863,903	\$884,036	\$884,036	\$20,133	2.33 %
Contractual Services	\$36,611	\$39,356	\$41,299	\$41,919	\$41,919	\$620	1.50 %
Supplies and Materials	\$5,924	\$6,080	\$6,595	\$6,695	\$6,695	\$100	1.52 %
Grants & Donations	\$58,210	\$70,109	\$78,645	\$79,825	\$79,825	\$1,180	1.50 %
Total	\$908,708	\$975,081	\$990,442	\$1,012,475	\$1,012,475	\$22,033	2.22 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct Expenditures	\$908,708	\$975,081	\$990,442	1,012,475
Employees	9	9	9	9
Output				
# Inspections				
Beauty Salons	155	159	140	150
Certificate of Apartment Occupancy	598	304	300	300
Food Establishments	1601	1,447	1700	1,700
Massage	12	8	10	8
Public Pools	72	82	72	72
Rooming House	56	54	50	50
Septic	122	150	100	125
Tanning	6	7	6	7
Weights & Measures	180	185	185	185
Wells	16	7	10	10
Enforcement				
of housing inspections	1388	1,196	1100	1,100
of housing orders issued	423	497	425	425
Effectiveness				
of housing orders abated	280	313	290	290
% of comprehensive lead investigations completed for children with blood lead levels greater than fifteen micrograms per deciliter	100%	100%	100%	100%
% of food establishment orders into code compliance within time frames	100%	100%	100%	100%
% of foodborne outbreak investigations initiated within 48 business hours	100%	100%	100%	100%
% of mandated food establishment inspections completed	95%	84%	90%	90%

Department Summary - HEALTH & WELFARE

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of mandated massage establishment inspections completed	100%	100%	100%	100%
% of mandated pool inspections completed	100%	120%	100%	100%
% of mandated salon inspections completed	100%	100%	100%	100%
% of mandated tanning establishment inspections completed	100%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$90,622	\$105,899	\$96,333	\$98,600	\$98,600	\$2,267	2.35 %
Contractual Services	\$1,257	\$1,500	\$1,472	\$1,514	\$1,514	\$42	2.85 %
Supplies and Materials	\$1,236	\$1,013	\$1,010	\$1,025	\$1,025	\$15	1.49 %
Total	\$93,115	\$108,412	\$98,815	\$101,139	\$101,139	\$2,324	2.35 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct Expenditures	\$93,115	\$108,412	\$98,815	101,139
Employees	1	1	1	1
Output				
of Growing Gardens, Growing Health cohorts	Started tracking later years	2	1	1
of community flu clinics held and organized	3	3	3	2
of Facebook likes	290	438	500	550
of general outreach opportunities or programs	22	27	25	25
of Healthy for Life general meetings	4	4	4	4
of NorWALKer maps distributed	6,000	2,500	3,000	3,000
of press releases distributed	24	27	24	24
of Twitter followers	250	389	450	475
Effectiveness				
% Fit Kids students who improve nutrition scores by at least 10%	Started tracking later years	59%	60%	60%
% of participants overall satisfied with Growing Gardens, Growing Health	Started tracking later years	100%	95%	95%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$130,926	\$141,574	\$143,473	\$124,476	\$124,476	(\$18,997)	(13.24%)
Contractual Services	\$3,923	\$2,168	\$4,126	\$4,189	\$4,189	\$63	1.53 %
Supplies and Materials	\$23,571	\$21,835	\$25,131	\$25,508	\$25,508	\$377	1.50 %
Total	\$158,420	\$165,576	\$172,730	\$154,173	\$154,173	(\$18,557)	(10.74%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct Expenditures	\$158,420	\$165,576	\$172,730	154,173
Employees	1	1	1	1
Output				
Environmental				
of beach water tests/analyses performed	338	344	315	315
of potable water tests	14	16	10	10
Clinical				
of GC/CT probe specimens	445	502	450	450
of gram stain smears performed	89	102	90	90
of HIV serology specimens processed	201	207	200	0
of HIV waive tests				200
of OSOM tests performed	35	38	40	40
of syphilis serology tests performed	442	461	440	0
of syphilis waive tests				440
of wet preps performed	36	38	40	40
Information Technology				
of access points maintained for wireless internet	7	7	7	0
of desktop and laptop computers managed	45	45	35	0
of servers supported	2	2	0	0
of smartboards supported	2	2	2	2
Effectiveness				
Proficiency score for clinical license	100%	100%	100%	100%
Proficiency score for environmental license	100%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Contractual Services	\$117,862	\$117,557	\$117,171	\$118,919	\$118,919	\$1,748	1.49 %
Supplies and Materials	\$380	\$445	\$1,398	\$1,419	\$1,419	\$21	1.50 %
Fixed Charges	\$2,159	\$2,547	\$2,027	\$2,057	\$2,057	\$30	1.48 %
Total	\$120,401	\$120,549	\$120,596	\$122,395	\$122,395	\$1,799	1.49 %

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$230,205	\$227,252	\$284,073	\$301,759	\$301,759	\$17,686	6.23 %
Contractual Services	\$5,393	\$7,101	\$5,180	\$5,398	\$5,398	\$218	4.21 %
Supplies and Materials	\$144,488	\$116,366	\$144,682	\$146,853	\$146,853	\$2,171	1.50 %
Total	\$380,086	\$350,719	\$433,935	\$454,010	\$454,010	\$20,075	4.63 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct Expenditures	\$380,086	\$350,719	\$433,935	\$454,010
Employees	2	2	2	2
Output				
Sexually Transmitted Disease (STD) Clinic				
of STD patients	534	560	540	540
Immunizations				
of childhood immunizations administered	286	202	210	210
of flu vaccines administered	892	1,227	1,000	1,000
of travel and adult vaccines administered	1,359	1,199	1100	1,100
of travel clinic patients	958	916	850	850
Tuberculosis (TB) Control				
of active TB cases managed	7	7	4	5
of individuals evaluated for latent TB infection	36	36	25	25
of individuals treated for latent TB infection	27	32	17	20
of tuberculin skin tests	56	72	60	60
Communicable Disease Control				
of foodborne illness reports received and followed-up on	42	38	45	40
Effectiveness				
% contact investigations conducted for active tuberculosis cases	100%	100%	100%	100%
% of active tuberculosis patients completing Directly Observed Therapy (DOT)	100%	100%	100%	100%
% of STD patients completing treatment for diagnosis of gonorrhea, chlamydia, and/or syphilis	99.5%	100%	100%	100%

LIBRARY

Description of Service/Mission Statements:

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

NPL is comprised of the Main Library on Belden Avenue and the South Norwalk (SoNo) Branch on Washington Street. Serving a core population of over 88,000, NPL is well regarded in Norwalk and the Greater Norwalk area as a vital resource. Featuring over 250,000 items for circulation, our collection includes books, music CDs, DVDs, magazines, audio books, downloadable materials, WiFi hotspots, and interlibrary loan service. Our extensive collections include a wide variety of foreign language selections. NPL is home to the Greater Norwalk Literacy Volunteers, the Norwalk History Room, two youth departments with exceptional programs including a city-wide summer reading program, and adult departments with small business and job and career development services. Our library system offers free WiFi, 3D printers, 70 high-speed Internet accessible computers, in addition to technology training classes, and online databases that are accessible remotely and in both libraries for NPL card holders. Both buildings are open seven days/week.

Highlights For 2018- 2019:

Secured some additional parking for the main library.
Re-purposed space on the main library's entry-level to accommodate the need for more study space.
Distributed a community survey to learn what Norwalk residents want from their libraries.
Hired consultants to facilitate focus groups to help with planning for a new main library building.
Hired designers to create dual-purpose rooms at the SoNo branch to meet program/meeting space demands.
Increased the number of weekly Homework HELP sessions at the SoNo library from one to two.
Continued participation in the Norwalk ACTS Team Summer, with increased outreach to students.
Introduced a chess club at the SoNo branch and one member finished first in the Beginner Division at the 2018 Weston DIG Chess Tournament.

Goals For 2019 - 2020:

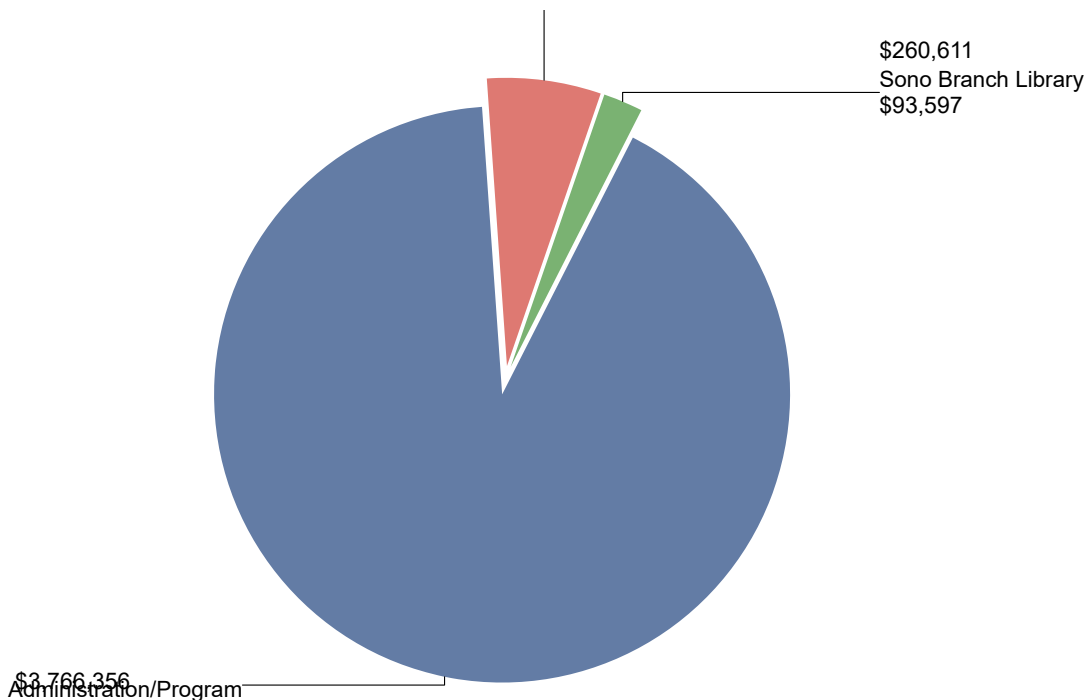
Add a cafe to the main library.
Secure additional parking for the main library.
Launch a strategic plan for NPL to improve services and facilities at both locations.
Create dual-purpose rooms at the SoNo branch to accommodate public demand for meeting and study space.
Renovate the Greater Norwalk Literacy Volunteers department and add basic literacy classes, in addition to ELL.
Partner with Norwalk Public Schools to ensure that every kindergarten student has a Norwalk Public Library card.
Extend NPL resources to Norwalk Public Schools by creating virtual extensions of our holdings on their computers.
Create an innovation center with a recording studio on the main library's lower level by consolidating staff office space.
Increase PT pay for library assistants and library clerks to approach the Connecticut Library Association (CLA) minimum.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Administration/Program	\$3,317,676	\$3,561,314	\$3,642,134	\$3,778,392	\$3,766,356	\$124,222	3.41 %
Main Library	\$244,972	\$246,998	\$241,255	\$260,611	\$260,611	\$19,356	8.02 %
Sono Branch Library	\$75,848	\$82,648	\$88,577	\$93,597	\$93,597	\$5,020	5.67 %
Total	\$3,638,496	\$3,890,960	\$3,971,966	\$4,132,600	\$4,120,564	\$148,598	3.74 %
<u>Budget By Major Group</u>							
Personnel Services	\$2,530,282	\$2,783,019	\$2,880,781	\$2,993,837	\$2,992,147	\$111,366	3.87 %
Contractual Services	\$750,900	\$759,417	\$772,761	\$809,724	\$798,146	\$25,385	3.28 %
Supplies and Materials	\$349,413	\$342,183	\$311,406	\$316,077	\$316,077	\$4,671	1.50 %
Fixed Charges	\$1,025	\$2,603	\$1,465	\$826	\$2,058	\$593	40.48 %
Capital Outlay	\$6,876	\$3,738	\$5,553	\$12,136	\$12,136	\$6,583	118.55 %
Total	\$3,638,496	\$3,890,960	\$3,971,966	\$4,132,600	\$4,120,564	\$148,598	3.74 %
NON-TAX REVENUE							
Intergovernmental	\$3,255	\$1,354	\$2,974	\$0	\$0	(\$2,974)	(100.00%)
Service Charges	\$82,941	\$93,987	\$96,600	\$96,600	\$96,600	\$0	0.00 %
Miscellaneous	\$500	\$804	\$4,300	\$0	\$0	(\$4,300)	(100.00%)
Total	\$86,697	\$96,145	\$103,874	\$96,600	\$96,600	(\$7,274)	(7.00%)
AMT. SUPPORTED BY TAXES	\$3,551,800	\$3,794,814	\$3,868,092	\$4,036,000	\$4,023,964	\$155,872	4.03 %

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.
Library												
Assistant Library Director	1	\$120,790	1	\$120,790	1	\$132,321	1	\$135,449	1	\$135,449	0	\$3,128
Director of Library Technology	1	\$112,793	1	\$112,793	1	\$123,477	1	\$126,396	1	\$126,396	0	\$2,919
Circulation Systems Manager	1	\$90,753	1	\$90,753	1	\$99,416	1	\$101,767	1	\$101,767	0	\$2,351
Library Director	1	\$132,723	1	\$132,723	1	\$145,565	1	\$149,006	1	\$149,006	0	\$3,441
Director of Library Information Services	1	\$91,740	1	\$94,434	1	\$103,606	1	\$109,000	1	\$109,000	0	\$5,394
Director of Children's Library Services	1	\$109,825	1	\$109,825	1	\$120,308	1	\$123,152	1	\$123,152	0	\$2,844
Librarian	1	\$80,990	1	\$80,990	1	\$86,386	1	\$88,428	1	\$88,428	0	\$2,042
Reference Librarian	5	\$390,614	5	\$382,924	5	\$408,610	5	\$425,912	5	\$425,912	0	\$17,302
Accounts Clerk	1	\$57,550	1	\$57,550	1	\$64,466	1	\$65,989	1	\$65,989	0	\$1,523
Library Assistant	8	\$437,261	8	\$436,877	8	\$474,500	8	\$488,142	8	\$488,142	0	\$13,642
Library Clerk	3	\$149,520	3	\$151,771	3	\$164,399	3	\$171,015	3	\$171,015	0	\$6,616
Custodian	3	\$167,527	3	\$170,145	3	\$184,401	3	\$188,760	3	\$188,760	0	\$4,359
Total	27	\$1,942,086	27	\$1,941,575	27	\$2,107,455	27	\$2,173,016	27	\$2,173,016	0	\$65,561
Department Total	27	\$1,942,086	27	\$1,941,575	27	\$2,107,455	27	\$2,173,016	27	\$2,173,016	0	\$65,561

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Circulation of electronic materials				40000
Circulation of hard copy materials				400000
Library visits				640000
Registered Borrowers				40000
Direct Expenditures	\$3,317,676	3,464,341	\$3,642,134	3,682,027
Employees	27	27	27	27
Outputs				
of adult program attendees	9,960	13,912	14,000	13000
of adult programs	621	780	800	800
of books given away offsite	20,589	11,700	12,000	25000
of children's program attendees	24,934	22,956	25,000	25000
of children's programs	1,250	1,168	1,200	1500
of history room visits	340	544	550	400
of hours branch library open each week	55	55	55	55
of hours main library open each week	64	64	64	67
of information database uses	26,150	23,700	30,000	20000
of library materials circulated	405,113	458,952	470,000	400000
of library visitors	628,245	708,988	700,000	640000
of literacy volunteers office visits	2,011	3,140	1,550	1200
of literacy volunteers students	368	350	360	350
of makerspace uses	437	420	450	350
of meeting rooms bookings	2,757	2,712	2,800	3000
of public computer uses	63,709	62,708	63,000	55000
of reference questions	45,331	43,884	48,000	40000
of reference questions (non-English)	1,200	1,664	1,800	1600
of registered borrowers	37,268	36,548	40,000	40000
of school visits	225	150	150	400
of teen program attendees	1,974	1,528	1,500	2000
of teen programs	292	384	350	350
of website views	422,917	448,720	450,000	425000
of WIFI uses	139,706	185,036	200,000	170000
Effectiveness				
Administration				
% change in of visitors	80%	80%	2%	2
Customer Services				
% change in class visits	0%	0%	0%	2
Collections				
% of approved budget expended	100%	100%	100%	100
IT Services				
% change in circulation	20%	20%	3%	2

Department Summary - LIBRARY

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Membership				
% change in online database usage	20%	20%	0%	2

HISTORICAL COMMISSION

Description of Service/Mission Statements:

The duties of the Historical Commission are: specify and manage repairs, maintenance, and improvements to city-owned historic 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. three 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 2018- 2019:

NHS Museum & City Collection: Continue to work with Historical Society to complete renovations to Lockwood House and installed a new exhibit of the city's silver collection; completed installation of phase II ADA accessibility. Completed specifications for ADA phase III, which includes installation of an elevator.

Mathews Park: Completed phase V of the Mansion roof leak repair project; completed construction of additional basement entrance and ADA compliant ramps on the exterior of the mansion entirely funded by a grant from the state. Worked with DPW to restripe CCP parking lot. Received \$5M grant for upgrading the mechanical infrastructure at the Mansion.

Mill Hill Historic Park: Renovated and re-interpreted the Governor Fitch Law Office with historically accurate paint colors, furnishings and new exhibits working with the Historical Society. Re-painted the interior and exterior of the Little Red Schoolhouse with historically correct colors. Installed new HVAC systems in both the Law Office and the Schoolhouse. Completed specifications for repointing the Town House brick masonry.

Cemeteries: Maintained cemeteries. Developed interpretive signage for Brookside and Kellogg-Comstock cemeteries.

Goals For 2019 - 2020:

City Museum Collection:

- Complete phase III ADA elevator installation.
- Complete and install Norden Systems exhibit.
- Complete conference room improvements.

Mathews Park:

- Replace verandah roof and reconstruct framing, if funding provided.
- Repave and restripe damaged parking lot in front of mansion.
- Continue planning for mechanical infrastructure upgrade.
- Work with DOT on original fence restoration along West Ave.
- Develop new exterior interpretive signage for all of the historic buildings in the Park similar to Mill Hill.

Mill Hill Historic Park:

- Repoint the Town House masonry if funding allows.
- Install new interpretive exhibit in the Schoolhouse. Continue interior renovations to Jail.
- Install new interpretive exhibits in the Schoolhouse and Law Office.
- Implement exterior hardscape and ADA improvements on Smith Street, coordinating with the HOH project.

Cemeteries:

- Pine Island - Continue resetting and repairing broken tombstones at all city cemeteries.
- Install interpretive signage in Kellogg-Comstock and Brookside.

WPA Murals:

- Begin conservation work on WPA murals at Ben Franklin.

General:

- Apply for grant funds to continue the development of the local historic resource inventory.
- Continue coordinating with the DOT and archaeologists regarding the Indian Fort Site.
- Begin planning for museum and exhibits utilizing the artifacts found at the site, as well as preliminary planning for interpretation at the site upon completion of the Walk Bridge project.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Historical Commission	\$209,390	\$223,730	\$257,534	\$233,479	\$189,216	(\$68,318)	(26.53%)
Total	\$209,390	\$223,730	\$257,534	\$233,479	\$189,216	(\$68,318)	(26.53%)
<u>Budget By Major Group</u>							
Personnel Services	\$9,333	\$0	\$0	\$0	\$0	\$0	0.00 %
Contractual Services	\$23,282	\$50,569	\$55,634	\$56,459	\$14,672	(\$40,962)	(73.63%)
Supplies and Materials	\$7,775	\$4,161	\$7,900	\$8,020	\$5,544	(\$2,356)	(29.82%)
Grants & Donations	\$169,000	\$169,000	\$194,000	\$169,000	\$169,000	(\$25,000)	(12.89%)
Total	\$209,390	\$223,730	\$257,534	\$233,479	\$189,216	(\$68,318)	(26.53%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$209,390	\$223,730	\$257,534	\$233,479	\$189,216	(\$68,318)	(26.53%)

PERSONNEL SUMMARY

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

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$209,390	\$223,730	\$257,534	\$189,216

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:	2018	2019	2019	2020	2020	2020	
HUMAN RELATIONS & FAIR RENT	ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT

011000	HUMAN RELATIONS & FAIR RENT						
011000	5110 WAGES & SA	367,806.28	340,076.00	340,076.00	335,150.00	335,150.00	335,150.00 _____
	The Department has a broad and ever increasing list of responsibilities, including supporting the Human Relations Commission and Fair Rent Commission and serving as the City's Affirmative Action Officer, ADA Coordinator, Language Access Coordinator, Mayor's Summer Youth Employment Program, and Mayor's Representative to various anti-homelessness collaborations. Although we have three full-time staff and a fourth full-time staff position which should be filled, we are still minimally staffed. Calculated based on historical expenditures.						
	Note: Reduction in amount requested as new Director will likely be starting at a lower salary step						
011000	5120 WAGES & SA	4,793.44	5,330.00	5,330.00	5,456.00	5,456.00	5,456.00 _____
	Required overtime for Civil Rights/Fair Rent Investigator at Commission hearings and meetings and potentially urgent housing or ADA inspections. Required overtime for Bi-Lingual Secretary to attend Fairfield County Social Services Committee, Hispanic Women of Fairfield County Subcommittee and in rare instances to prepare for major events. Additional overtime for Program Coordinator to prepare for major events and Mayor's Summer Youth Employment Program. Calculated based on historical expenditures.						
011000	5150 LONGEVITY	1,375.00	1,375.00	1,375.00	1,375.00	900.00	900.00 _____
	Longevity payments for staff as required by Collective Bargaining Agreements. Note: Amount reduced from what was previously budgeted, due to the lack of anticipated longevity payments to the Department Director						
011000	5211 POSTAGE,BO	405.32	400.00	400.00	406.00	400.00	400.00 _____
	Postage includes mailings to the commissioners of both Commissions, mailings in response to telephone inquiries, mailings for International Human Rights education events and Certified mailings related to Human Relations and Fair Rent complaints and notices of hearings and other proceedings. Based on historical expenditures.						
011000	5221 PRINTING &	396.00	500.00	450.00	508.00	500.00	500.00 _____
	Includes publication of materials including brochures, informational handouts, letterhead and envelopes related to the Fair Rent Commission, Human Relations Commission, ADA Committee and Mayor's Summer Youth Program. Many of these materials need to be updated from time to time and then reprinted for distribution. Based on historical expenditures						

With the addition of the Summer Youth Employment Program we will need a slight increase this year.

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	COMMENT
HUMAN RELATIONS & FAIR RENT		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	
011000	5225 TYPING SER	4,154.70	4,000.00	4,000.00	4,060.00	4,000.00	4,000.00	
	In addition to Telesco for meetings of the Fair Rent Commission, Human Relations Commission, and ADA Committee, we also use our Typing Services line item to cover costs of required verbatim transcript services for Fair Rent hearings and any possible Human Relations hearings. Verbatim transcript services for hearings can cost between \$800-\$1,800 per hearing depending on the length of the hearing. We are required to use a court reporter to transcribe proceedings at hearings for either Commission. Based on historical expenditures							
011000	5233 SUBSCRIPTI	286.00	300.00	350.00	305.00	305.00	305.00	
	The Department subscribes to The Hour to track issues of interest to the Commissions including civil rights/race related matters and real estate developments. Based on historical expenditures							
011000	5234 SUBSCRIPTI	5,413.42	5,120.00	5,120.00	5,197.00	5,197.00	5,197.00	
	NOTE: We expect a slight increase in the cost of The Hour this year. The Department subscribes to several legal reports on issues of relevance to the Commissions including updates on the American with Disabilities Act and employment discrimination law. The Department also receives updates on Connecticut Statutes governing landlord/tenant law and the State's anti-discrimination statutes. These update costs can be hard to predict. We also subscribe to Westlaw, an electronic database for legal research so that we can research questions of law that arise as part of our support of the Fair Rent and Human Relations Commission. We currently pay \$184.86/month for Westlaw, but we have a contractual 3% increase in the subscription cost this year. Based on historical expenditures							
011000	5235 MEMBERSHIP	85.00	100.00	100.00	102.00	100.00	100.00	
	Fair Housing Association; CT Housing Coalition; Human Services Council; CAHCEO (Connecticut Association of Housing Code Enforcement Officers). Fees based on historical expenditures.							
011000	5237 ADVERTISIN	329.00	690.00	690.00	700.00	700.00	700.00	
	Next year, as in years past, the money will go to advertise International Human Rights Day, seminars on landlord/tenant law and the Mayor's Summer Youth Employment program. The department also occasionally needed to post legal notices at substantial additional cost. Based on historical expenditures							
011000	5245 TELEPHONE	477.19	666.00	666.00	673.00	673.00	673.00	
	Follow up contacts are made following case intakes and during the investigation of fair rent and discrimination matters. Contact is made with tenants, landlords, employers, employees and witness who are involved with the various matters before our commissions. Calls are also made to colleagues in other municipalities to local agencies to consult and/or compare best practices. Based on historical expenditures, and requesting increase to account for additional staff whose current phone line does not seem to be billed to our department.							

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	COMMENT
HUMAN RELATIONS & FAIR RENT		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	
011000	5258 OTHER PROF	110.59	2,900.00	2,900.00	2,944.00	2,900.00	2,900.00	
	For service of subpoenas and other professional services related to hearings not covered elsewhere in this request. Website Development for the Mayor's Summer Youth Employment Program minor renovations to one room in office suite.							
011000	5272 TRAINING A	1,178.00	2,000.00	2,000.00	2,030.00	2,000.00	2,000.00	
	Includes funds for ADA management training for City Hall managers and to facilitate our City Hall and School Based International Human Rights Day initiatives							
	NOTE: INCREASE due to change in format of International Human Rights Day event at City Hall from day event to evening event, otherwise based on historical expenditures							
011000	5281 MILEAGE	664.22	1,000.00	1,000.00	1,015.00	1,000.00	1,000.00	
	Employees in this department use their own vehicles to do property inspections, review ADA work in the field, including inspections of completed ADA projects, interview witnesses, attend meetings, and attend trainings. With a rise in fair rent complaints, we have a higher use of personal vehicles. Based on historical expenditures.							
011000	5286 BUSINESS E	526.84	400.00	400.00	406.00	500.00	500.00	
	Employees attend meetings and/or trainings that may require the department to pay for meals or other incidentals. Also to pay for the incidentals of visiting professionals or colleagues working on Departmental projects. We also hope to expense staff attendance at Commission social functions as an incentive to attend these "optional" events without paying overtime.							
011000	5294 MACHINERY,	1,643.57	2,372.00	2,372.00	2,408.00	2,408.00	2,408.00	
	NOTE: Increase requested based on increase last year in expenses NOTE: Increase to pay for substantially higher costs associated with the new copier/fax/scanner, otherwise based on historical expenditures.							
011000	5295 SEMINAR&CO	425.00	900.00	900.00	914.00	900.00	900.00	
	To cover the cost of attending conferences, such as the annual CT Housing Coalition conference, CHRO (Commission on Human Rights and Opportunities) conferences, CAHCEO (Connecticut Association of Housing Code Enforcement Officials) seminars, and various ADA trainings. Also covers costs of continuing legal education (CLE) for projected 2 departmental employees required to take CLEs to maintain bar membership. Expenses based on historical expenditures.							
011000	5298 OTHER	10,158.12	15,040.00	15,040.00	15,266.00	15,266.00	15,266.00	
	For costs associated with the City's Language Access Plan including testing and training of current employees who serve as language interpreters and the costs for Language Line services for all City Hall employees. NOTE: Additional City employee interpreters are being added this year.							

NOTE: We are in the process of hiring two individuals (private contractors) to add open captioning in English and Spanish to our Common Council videos and other videos found on the City's website as is required by the Americans with Disabilities Act and Language Access Program.

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:			2018	2019	2019	2020	2020	2020	
HUMAN RELATIONS & FAIR RENT			ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT
011000	5311	OFFICE SUP	1,203.93	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	_____
Includes routine office supply needs as well as the cost of stationary for both Commissions, business cards, paper and toner for routine printing and copying of brochures and informational handouts and routine fax, printer, and copier use. The Department prints many informational flyers in-house on legal issues such as security deposit rights, lock-outs, utility problems between landlords and tenants, and disability resources. The Department also prints invitations, programs, and press releases related to International Human Rights Day and the Summer Youth Employment Program, expenses based on historical expenditures.									
TOTAL HUMAN RELATIONS & FAIR			401,431.62	385,169.00	385,169.00	380,945.00	380,385.00	380,385.00	_____
TOTAL HUMAN RELATIONS & FAIR			401,431.62	385,169.00	385,169.00	380,945.00	380,385.00	380,385.00	_____
GRAND TOTAL			401,431.62	385,169.00	385,169.00	380,945.00	380,385.00	380,385.00	_____

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: YOUTH SERVICES	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011100 YOUTH SERVICES							
011100 4184 YTH SVCS	51,301.00	50,000.00	50,000.00	50,000.00	54,847.00	54,847.00	
	Reflects anticipated YSB grant award for 2019-2020 fiscal year. Trend has been downward due to cuts in State funding to YSB's overall. Award for current fiscal year (2018-2019) is appropriated at \$54,847. Funding for next year (2019-2020) is expected to be flat.						
011100 4505 DONAT	15,000.00	33,000.00	33,000.00	33,000.00	15,000.00	15,000.00	
	The amount in this category reflects two changes from last year. The first is the finalization of the contract with the Town of Weston for JRB services in the amount of \$15,000.00; and the second is the change in the JRB services contract with the Town of Westport from an anticipated \$18,000.00 to an unknown amount as Westport requested to alter the original fixed cost contract to a per case contract (\$1500.00 per case). As of the preparation date of this budget Westport has not referred any cases thus the anticipated revenue amount for the current and upcoming fiscal year is indeterminable at this point. The Donation amount only reflects the fixed contract amount for JRB services with the Town of Weston. The Department intends to pursue JRB Services contracts with other Towns and should this occur the Donation amount will be updated.						
011100 5110 WAGES & SA	198,086.11	256,882.00	256,882.00	273,366.00	273,366.00	273,366.00	
	Salaries for three (3) full time staff, Director, Coordinator of Juvenile Justice and Prevention Programs, and Assistant Juvenile Review Board (JRB) Coordinator. The full time Assistant JRB Coordinator position is currently vacant as the labor grade for this position is being negotiated with the City and the respective CBU. The part time staff previously working this position has temporarily been staffing this position until it can be filled full time.						
011100 5120 WAGES & SA	8,218.90	9,367.00	9,367.00	9,588.00	10,068.00	10,068.00	
	To cover the expenditure of full time staff operating an evening life/social skills development program "Peer Outreach." The amount has been adjusted by approximately \$480 to reflect changes in contractual rates within the NMEA collective bargaining agreement relative to the individual performing the services with respect to labor grade and step.						
011100 5140 WAGES & SA	107,336.63	83,980.00	83,980.00	85,240.00	86,606.00	86,606.00	
	The requested funding increase is to provide a salary adjustment for the Administrative Assistant from \$19.00 per hour to \$19.50 per hour, AND to adjust the rates for Youth Counseling staff from \$30.00 per hour to \$31.00 per hour (note Youth Counselors DID NOT receive a wage adjustment last fiscal year so this averages out to an increase of .50 cents over a two year period.						
011100 5150 LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	
	Longevity payments per NMEA and NASA CBAs.						
011100 5211 POSTAGE,BO	10.37	418.00	418.00	424.00	424.00	424.00	
	Mailing normal department correspondence, meeting and special event notices, and overnight delivery of large grant packages.						

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: YOUTH SERVICES		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
011100	5221 PRINTING & Printing of letterhead and envelopes, brochures, and business cards.	.00	300.00	300.00	305.00	305.00	305.00	
011100	5233 SUBSCRIPTI Subscription to The Hour. Increase represents anticipated increase in subscription cost.	286.00	320.00	320.00	325.00	325.00	325.00	
011100	5235 MEMBERSHIP Primarily Connecticut Youth Services Association; also Connecticut Clearinghouse.	574.75	605.00	605.00	614.00	614.00	614.00	
011100	5237 ADVERTISIN Cost of advertising when positions become vacant.	430.30	700.00	700.00	711.00	711.00	711.00	
011100	5245 TELEPHONE Cost of local and long distance telephone service for employees to conduct department business.	277.43	313.00	313.00	316.00	316.00	316.00	
011100	5258 OTHER PROF Clinical consultation & Supervisory "back-up" from Family and Children's Agency \$1,800	1,800.00	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	
011100	5272 TRAINING A Background checks for new employees \$230 Training for professional staff on administrative and clinical issues. Licensure reimbursements.	1,370.00	2,200.00	2,200.00	2,233.00	2,233.00	2,233.00	
011100	5281 MILEAGE Local travel for all professional staff to meetings, site visits and to provide services. Statewide travel, primarily for the Director, to attend meetings of similar programs in other communities and to participate in training.	126.60	600.00	600.00	609.00	609.00	609.00	
011100	5311 OFFICE SUP A variety of office supplies (paper, pens, computer supplies file folders, etc.) needed to perform the functions of the Department.	651.30	978.00	978.00	993.00	993.00	993.00	
011100	5329 OTHER OPER Program supplies for implementing youth programs, such as craft materials, educational/therapeutic games, snacks, and other misc. operating expenses.	1,014.54	1,523.00	1,523.00	1,546.00	1,546.00	1,546.00	
	TOTAL YOUTH SERVICES	387,583.93	444,286.00	444,286.00	462,400.00	451,093.00	451,093.00	
	TOTAL YOUTH SERVICES	387,583.93	444,286.00	444,286.00	462,400.00	451,093.00	451,093.00	
	GRAND TOTAL	387,583.93	444,286.00	444,286.00	462,400.00	451,093.00	451,093.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	
HEALTH		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT
012011	HEALTH-ADMIN							
012011	5110 WAGES & SA	187,711.97	242,770.00	242,770.00	249,721.00	322,497.00	249,721.00	_____
	\$72,378 additional requested to fund Project Coordinator position. Per capita grant that funds this position was cut 10.8% for FY 18-19, and there may be future cuts.							
012011	5120 WAGES & SA	122.33	213.00	213.00	218.00	218.00	218.00	_____
012011	5121 WAGES & SA	.00	.00	.00	.00	.00	.00	_____
012011	5140 WAGES & SA	18,380.63	18,350.00	18,350.00	18,625.00	18,831.00	18,831.00	_____
	Part-time clerical person for office and front desk coverage 19.5 hrs/wk @ \$18.50/hr for 52.2 wks.							
012011	5150 LONGEVITY	525.00	525.00	525.00	550.00	550.00	550.00	_____
012011	5211 POSTAGE,BO	10,633.89	10,038.00	10,038.00	10,189.00	10,189.00	10,189.00	_____
	Based on historical expenditures							
012011	5221 PRINTING &	.00	3,500.00	3,500.00	3,553.00	.00	.00	_____
	REMOVE \$3,553 for Bike Walk Commisison printing & duplication budget, which should be moved to a different account.							
012011	5233 SUBSCRIPTI	234.00	250.00	250.00	254.00	254.00	254.00	_____
	Various magazine and newspaper subscriptions							
012011	5235 MEMBERSHIP	1,298.34	2,300.00	2,300.00	2,335.00	2,035.00	2,035.00	_____
	APHA \$200 BIKE/WALK CT \$250 CADH \$1,000 CPHA \$100 NACCHO \$450 Misc. \$35							
012011	5237 ADVERTISIN	3,782.29	4,560.00	4,435.00	4,628.00	4,128.00	4,128.00	_____
	Based on health department historical expenditures							
	REMOVE \$500 for Bike Walk Commission advertising budget, which should be moved to a different account.							
012011	5245 TELEPHONE	11,382.21	9,571.00	9,571.00	9,667.00	17,000.00	17,000.00	_____
	Based on historical expenditures All Health Dept telephone and cellular phone bills are paid from this account Add iPad data plan for Muncicity: \$40/mo for 12 units = \$5,760 Finance meeting 1/10/19.							
012011	5258 OTHER PROF	1,807.23	3,683.00	3,683.00	3,738.00	9,578.00	9,578.00	_____
	Consultant for health department Strategic Planning Add: Reaccreditation Review Fee \$8,000 REMOVE \$2,160 for Bike Walk Commission secretarial services budget, which should be moved to a different account.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HEALTH			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
012011	5262	OTHER MACH	221.97	508.00	5,358.00	516.00	516.00	516.00	
012011	5272	TRAINING A	6,183.28	9,290.00	9,290.00	9,429.00	9,429.00	9,429.00	
		All training to be paid from this central account. Based on historical expenditures.							
012011	5281	MILEAGE	853.56	6,181.00	6,181.00	6,274.00	3,000.00	3,000.00	
		Based on historical miles driven.							
012011	5286	BUSINESS E	.00	1,000.00	750.00	1,015.00	.00	.00	
		REMOVE \$1,015 Bike Walk Commission meeting & food expenses, which should be moved to a different account.							
012011	5294	MACHINERY,	3,116.86	4,263.00	4,263.00	4,327.00	4,327.00	4,327.00	
		Photocopier rental - 3 machines Rental: 270 x 12 = 3,240 Copies: 90.59 x 12 = 1,087							
012011	5298	OTHER	2,798.58	2,311.00	2,311.00	2,346.00	2,346.00	2,346.00	
		Medical waste disposal (\$85/mo. x 12) = \$1,020 Drinking Water (\$288 per QTR) = \$1,152 Misc. expenses based on historical expenditures \$174							
012011	5311	OFFICE SUP	4,620.05	4,700.00	4,875.00	4,771.00	4,771.00	4,771.00	
		Based on historical expenditures							
012011	5328	EDUCATIONA	171.80	203.00	203.00	206.00	206.00	206.00	
012011	5329	OTHER OPER	.00	.00	500.00	.00	.00	.00	
TOTAL HEALTH-ADMIN			253,843.99	324,216.00	329,366.00	332,362.00	409,875.00	337,099.00	
012012	BUILDING MAINTENANCE								
012012	5241	ELECTRIC	28,699.73	31,697.00	31,697.00	32,014.00	32,014.00	32,014.00	
012012	5242	WATER	658.72	820.00	820.00	828.00	828.00	828.00	
012012	5244	GAS	10,632.49	12,006.00	12,006.00	12,126.00	12,126.00	12,126.00	
		Based on historical expenditures							
012012	5266	BUILDINGS	52,488.89	54,195.00	54,195.00	55,008.00	55,956.00	55,956.00	
012012	5267	PLUMBING,H	8,886.50	9,000.00	10,815.00	9,135.00	9,135.00	9,135.00	
		HVAC (roof) = \$1,375 Elevator - (125/mo. x 12) = \$1,500 Generator - \$550 Various parts and repairs not covered by contracts =\$ 5,575							
012012	5269	OTHER REPA	4,800.69	2,030.00	2,030.00	2,060.00	2,060.00	2,060.00	
		Based on historical expenditures							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HEALTH		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
012012	5296 SECURITY S	3,452.67	6,222.00	6,222.00	6,315.00	6,315.00	6,315.00	
	Stanley Security (\$1,213 per QTR) = \$4,852							
	Tyco Annual Fire Alarm Inspection = \$650							
	Annual Fire Extinguisher Service = \$720							
	TOTAL BUILDING MAINTENANCE	109,619.69	115,970.00	117,785.00	117,486.00	118,434.00	118,434.00	
012020	ENVIRO HEALTH & HOUSING							
012020	4415 FOOD LIC	267,260.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	
	Based on historical revenue							
012020	4418 OTHER ENV	89,605.00	75,075.00	75,075.00	75,075.00	75,075.00	75,075.00	
	Based on historical revenue							
012020	4419 HOUSING CO	58,455.00	80,800.00	80,800.00	80,800.00	60,000.00	60,000.00	
	Based on historical revenue. CAO revenue has recently decreased.							
012020	4578 HSG VIOL	.00	1,290.00	1,290.00	1,290.00	1,290.00	1,290.00	
012020	5110 WAGES & SA	752,137.19	754,087.00	754,087.00	771,912.00	771,912.00	771,912.00	
012020	5120 WAGES & SA	5,148.42	4,264.00	4,264.00	4,365.00	4,365.00	4,365.00	
012020	5140 WAGES & SA	26,753.55	29,113.00	29,113.00	29,550.00	29,039.00	29,039.00	
	Statutory required services - funding no longer available through CDBG grant							
	\$27.8150/hr x 20 wks x 52.2 wks							
012020	5150 LONGEVITY	4,215.00	4,250.00	4,250.00	4,760.00	4,760.00	4,760.00	
012020	5214 MESSENGER&	4,005.00	4,060.00	4,060.00	4,121.00	4,121.00	4,121.00	
012020	5233 SUBSCRIPTI	213.64	216.00	216.00	219.00	219.00	219.00	
012020	5258 OTHER PROF	13,865.25	14,000.00	14,000.00	14,210.00	14,210.00	14,210.00	
	Larvacide Program = historically \$28,000 for two applications, this cost is for one.							
012020	5281 MILEAGE	21,196.94	22,923.00	22,923.00	23,267.00	23,267.00	23,267.00	
	Based on historical miles driven							
012020	5311 OFFICE SUP	3,878.28	3,553.00	3,553.00	3,606.00	3,606.00	3,606.00	
	Based on historical expenditures							
012020	5322 CHEMICAL,L	2,107.87	2,842.00	2,842.00	2,885.00	2,885.00	2,885.00	
	Based on historical expenditures							
012020	5613 CONDEMNATI	29,299.26	35,000.00	35,000.00	35,525.00	35,525.00	35,525.00	
	Condemnation related expenses ie: temporary lodging, relocation payments, etc.							
012020	5617 OTHER	40,810.00	43,645.00	43,645.00	44,300.00	44,300.00	44,300.00	
	Eviction related expenses ie: moving & storage under contract with KD3J (Fitts Moving & Storage) - based on historical expenditures							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HEALTH	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL ENVIRO HEALTH & HOUSIN	1,318,950.40	1,325,118.00	1,325,118.00	1,345,885.00	1,324,574.00	1,324,574.00	
012023 SEALER WEIGHTS & MEASURES							
012023 4598 SEALER	22,160.00	26,500.00	26,500.00	26,500.00	26,500.00	26,500.00	
	Fees to certify meters and scales throughout the City						
012023 5110 WAGES & SA	70,818.86	71,095.00	71,095.00	72,776.00	72,776.00	72,776.00	
012023 5120 WAGES & SA	13.23	644.00	644.00	659.00	659.00	659.00	
	Misc. inspections for community events, etc.						
012023 5150 LONGEVITY	450.00	450.00	450.00	525.00	525.00	525.00	
012023 5235 MEMBERSHIP	75.00	100.00	100.00	102.00	102.00	102.00	
	Annual membership \$75, handbook \$25						
012023 5329 OTHER OPER	85.00	100.00	100.00	102.00	102.00	102.00	
012023 5333 MACHINERY&	8.79	100.00	100.00	102.00	102.00	102.00	
TOTAL SEALER WEIGHTS & MEASU	93,610.88	98,989.00	98,989.00	100,766.00	100,766.00	100,766.00	
012030 MEDICAL & EDUCATION SERVICES							
012030 5110 WAGES & SA	105,375.97	95,243.00	95,243.00	97,495.00	97,495.00	97,495.00	
012030 5120 WAGES & SA	523.02	640.00	640.00	655.00	655.00	655.00	
012030 5150 LONGEVITY	.00	450.00	450.00	450.00	450.00	450.00	
012030 5235 MEMBERSHIP	750.00	700.00	700.00	711.00	730.00	730.00	
	Membership dues: CPHA \$50 SOPHE \$210 APHA \$200 Constant Contact \$45 x 6 = \$270						
012030 5281 MILEAGE	749.82	772.00	772.00	784.00	784.00	784.00	
	Based on historical miles driven						
012030 5328 EDUCATIONA	1,013.47	1,010.00	1,010.00	1,025.00	1,025.00	1,025.00	
	Based on historical expenditures						
TOTAL MEDICAL & EDUCATION SE	108,412.28	98,815.00	98,815.00	101,120.00	101,139.00	101,139.00	
012050 LABORATORY							
012050 4576 LAB	720.00	408.00	408.00	408.00	408.00	408.00	
	Based on historical revenue						

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HEALTH			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
012050	5110	WAGES & SA	94,986.35	95,243.00	95,243.00	97,495.00	97,495.00	97,495.00	_____
012050	5120	WAGES & SA	304.96	853.00	853.00	873.00	873.00	873.00	_____
012050	5140	WAGES & SA	45,642.19	46,727.00	46,727.00	47,428.00	25,447.50	25,448.00	_____
		New Hire: Laboratory Technician	\$25.00/hr x 19.50 hrs/wk x 52.2 wks.						
012050	5150	REMOVE RETIRED Lab Director	\$46.7265/hr x 20 hrs/wk x 50 wks.						
		LONGEVITY	640.00	650.00	650.00	660.00	660.00	660.00	_____
012050	5235	MEMBERSHIP	49.00	1,300.00	1,300.00	1,320.00	1,320.00	1,320.00	_____
		State of CT (Env Lic) \$1250							
		ASCP \$50							
012050	5258	OTHER PROF	1,469.12	1,577.00	1,577.00	1,601.00	1,601.00	1,601.00	_____
		Proficiency testing materials and misc. contractual such as scale							
		cleaning and calibration - based on historical exp.							
012050	5262	OTHER MACH	649.63	991.00	991.00	1,006.00	1,006.00	1,006.00	_____
		Based on historical expenditures							
012050	5281	MILEAGE	.00	258.00	258.00	262.00	262.00	262.00	_____
		Based on miles driven							
012050	5311	OFFICE SUP	1,225.54	2,091.00	2,091.00	2,122.00	2,122.00	2,122.00	_____
		Based on historical expenditures							
012050	5322	CHEMICAL,L	7,583.22	11,520.00	11,520.00	11,693.00	11,693.00	11,693.00	_____
		Based on historical expenditures							
012050	5329	OTHER OPER	13,026.22	11,520.00	11,520.00	11,693.00	11,693.00	11,693.00	_____
		Based on historical expenditures							
		TOTAL LABORATORY	166,296.23	173,138.00	173,138.00	176,561.00	154,580.50	154,581.00	_____
012063	5211	SENIOR SVCS COORD COUNCIL							
012063	5211	POSTAGE,BO	1,249.00	1,236.00	1,236.00	1,255.00	1,255.00	1,255.00	_____
		Based on historical expenditures.							
012063	5221	PRINTING &	1,190.88	1,932.00	1,932.00	1,961.00	1,961.00	1,961.00	_____
		Based on historical expenditures							
012063	5245	TELEPHONE	1,858.90	1,898.00	1,898.00	1,917.00	1,917.00	1,917.00	_____
		Based on historical expenditures							
012063	5253	ACCOUNTING	1,080.00	1,102.00	1,102.00	1,119.00	1,119.00	1,119.00	_____
		Based on historical expenditures							
012063	5263	FURNITURE,	.00	803.00	803.00	815.00	815.00	815.00	_____
		Based on historical expenditures							
012063	5272	TRAINING A	.00	1,085.00	1,085.00	1,101.00	.00	.00	_____
		Funds moved to 012063-5298 to cover salaries							
012063	5281	MILEAGE	1,488.27	1,494.00	1,494.00	1,516.00	1,516.00	1,516.00	_____
		Based on historical expenditures							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 6
bgnryrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:		2018	2019	2019	2020	2020	2020	
HEALTH		ACTUAL	ORIG BUD	REVISED BUD	pro forma	requested	recommend	COMMENT
012063	5298 OTHER	110,689.50	107,621.00	107,621.00	109,235.00	110,336.00	110,336.00	
	Funds moved from 012063-5272 to cover salaries							
012063	5311 OFFICE SUP	445.26	1,398.00	1,398.00	1,419.00	1,419.00	1,419.00	
	Based on historical expenditures							
012063	5412 GENERAL LI	2,547.00	2,027.00	2,027.00	2,057.00	2,057.00	2,057.00	
	TOTAL SENIOR SVCS COORD COUN	120,548.81	120,596.00	120,596.00	122,395.00	122,395.00	122,395.00	
012070	PREVENTABLE DISEASES							
012070	4577 CLINIC	202,460.41	192,500.00	192,500.00	192,500.00	192,500.00	192,500.00	
	Based on historical revenue							
012070	5110 WAGES & SA	190,592.56	205,757.00	205,757.00	206,604.00	206,604.00	206,604.00	
012070	5120 WAGES & SA	31.69	.00	.00	.00	.00	.00	
012070	5140 WAGES & SA	35,947.47	77,621.00	77,621.00	78,785.00	94,445.00	94,445.00	
	This account funds the following positions:							
	Medical Advisor							
	• Stipend for coverage \$12,000							
	• Hours worked in clinic \$8,000							
	APRN/PA							
	• 16.5 hrs./wk.@ \$65 hr.* 51.081585 wks. \$54,785							
	BSN							
	• \$50-\$60 hr. as needed \$4,000							
	Lead Poisoning Prevention Associate							
	• 10.0 hrs./wk.@ \$30 hr.* 52.2 wks. \$15,660							
012070	5150 LONGEVITY	680.00	695.00	695.00	710.00	710.00	710.00	
012070	5216 OTHER COMM	30.48	355.00	355.00	360.00	360.00	360.00	
	Phone interpretation-based on historical expenditures							
012070	5251 MEDICAL,DE	4,423.50	2,300.00	4,300.00	2,335.00	2,475.00	2,475.00	
	NLI ShareFile: \$375/QTR = \$1,500							
	Shoreland, Inc. Travel Consulting: \$975							
012070	5273 OTHER	1,444.40	891.00	891.00	904.00	904.00	904.00	
	Based on historical expenditures							
012070	5276 PUR UNIF	286.65	500.00	500.00	508.00	508.00	508.00	
	Based on historical expenditures							
012070	5281 MILEAGE	915.85	1,134.00	1,134.00	1,151.00	1,151.00	1,151.00	
	Based on historical miles driven							
012070	5311 OFFICE SUP	2,344.25	2,582.00	2,582.00	2,621.00	2,621.00	2,621.00	
	Based on historical expenditures							
012070	5322 CHEMICAL,L	114,021.89	142,100.00	140,100.00	144,232.00	144,232.00	144,232.00	
	Based on historical expenditures and increased pricing of vaccines taking effect 01/01/19							
	TOTAL PREVENTABLE DISEASES	553,179.15	626,435.00	626,435.00	630,710.00	646,510.00	646,510.00	
	TOTAL HEALTH	2,724,461.43	2,883,277.00	2,890,242.00	2,927,285.00	2,978,273.50	2,905,498.00	
	GRAND TOTAL	2,724,461.43	2,883,277.00	2,890,242.00	2,927,285.00	2,978,273.50	2,905,498.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR:
HEALTH

2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend COMMENT
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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
016200	LIBRARY							
016200	4119 CONN CARD	1,354.00	2,974.00	2,974.00	2,974.00	.00	.00	
	No state aid in 2020.							
016200	4505 DONAT	7,781.04	.00	.00	.00	.00	.00	
	The Library Foundation's restricted volunteer account for literacy has been depleted.							
016200	4595 LIB FEE	54,942.73	60,600.00	60,600.00	60,600.00	60,600.00	60,600.00	
	Library fines and fees.							
016200	459D PASSPORT	31,263.51	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	
	Passport fees will remain the same in 2020.							
016200	4807 REIMB EXP	780.00	500.00	500.00	500.00	.00	.00	
016200	4847 FUND RAISE	24.00	3,800.00	3,800.00	3,800.00	.00	.00	
016200	5110 WAGES & SA	1,948,118.01	2,107,455.00	2,107,455.00	2,173,016.00	2,173,016.00	2,173,016.00	
	FT payroll remains the same at 27 FT employees.							
016200	5120 WAGES & SA	56,203.80	58,630.00	58,630.00	60,014.00	60,014.00	60,014.00	
	Usual yearly overtime expenses = \$10,000 plus Sunday over-time hours for full-time employees at time-and-a half at both libraries for 40 Sundays							
016200	5121 WAGES & SA	5,904.51	4,800.00	4,800.00	4,913.00	4,913.00	4,913.00	
016200	5140 WAGES & SA	764,982.26	701,091.00	701,091.00	711,607.00	746,394.00	746,394.00	
	Part Time hours are updated to reflect a \$1/hour increase for PT library assistants and clerks at an increase of \$22,360. We also request an increase in PT hours to open the main library on Friday nights, an additional 150 hours in 2020. One PT Librarian, two PT library assistants, and one library clerk for \$82/hour or \$12,300 annually.							
016200	5150 LONGEVITY	7,810.00	8,805.00	8,805.00	9,500.00	9,500.00	7,810.00	
016200	5211 POSTAGE,BO	3,711.80	3,180.00	5,180.00	3,228.00	8,670.00	8,670.00	
	Increase in postage due to the cost of mailing passports. Actual FY2019 expenditures are \$3468 for 5 months, estimated at \$8670 for the year.							
016200	5221 PRINTING &	13,835.62	23,188.00	22,882.92	23,536.00	23,536.00	23,536.00	
	Copiers plus regular printing.							
016200	5231 PUBL OF NO	27.50	.00	.00	.00	.00	.00	
016200	5233 SUBSCRIPTI	32,478.08	37,000.00	34,501.74	37,555.00	37,555.00	33,000.00	
	Newspaper and periodical subscriptions based on actual expenditures.							
016200	5234 SUBSCRIPTI	134,906.47	127,533.00	127,533.00	129,446.00	129,211.00	128,000.00	
	Standing order print and online database subscriptions.							
016200	5235 MEMBERSHIP	7,662.28	6,500.00	6,500.00	6,598.00	6,598.00	6,598.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 2
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
016200	5237 ADVERTISIN Advertising open positions.	277.66	1,000.00	1,305.08	1,015.00	1,015.00	1,015.00	
016200	5245 TELEPHONE	51,409.75	50,184.00	50,184.00	50,686.00	50,686.00	50,686.00	
016200	5247 OTHER UTIL Cablevision services \$20/mth. x 12 = \$240 plus \$6 for misc increases Total Request:\$246	333.15	246.00	246.00	248.00	.00	.00	
016200	5253 ACCOUNTING	.00	.00	.00	.00	.00	.00	
016200	5255 IT SERVS	4,500.00	.00	.00	.00	.00	.00	
016200	5258 OTHER PROF Attendance at library programs for adults was 13227 in FY 2018; for children and teenagers, it was 27,888.	39,254.17	50,000.00	50,000.00	50,750.00	50,750.00	50,750.00	
016200	5263 FURNITURE, Based on historical expenditures with a \$600 increase to cover the annual data hosting and reporting for door counters at both buildings and a \$500 increase to add a bench inside the entrance to the South Norwalk branch library.	4,928.31	4,870.00	5,068.26	4,943.00	6,043.00	5,000.00	
016200	5265 GROUNDS&OU Includes Snowplowing, Tree Work, and Dump Runs, plus an additional \$1000 for an outdoor trash receptable at the South Norwalk branch library.	10,224.00	7,525.00	7,525.00	7,638.00	8,638.00	8,638.00	
016200	5269 OTHER REPA	4,795.00	.00	.00	.00	.00	.00	
016200	5272 TRAINING A	.00	300.00	300.00	305.00	305.00	305.00	
016200	5281 MILEAGE Based on historical expenditures	1,312.94	772.00	772.00	784.00	784.00	784.00	
016200	5286 BUSINESS E Travel and other expenses associated with training and education programs for employees	1,339.08	1,421.00	1,421.00	1,442.00	1,442.00	1,442.00	
016200	5294 MACHINERY, TGI printers are \$690/month plus monthly overages of \$900.	14,836.05	19,560.00	22,895.12	19,853.00	19,080.00	19,080.00	
016200	5295 SEMINAR&CO	2,237.04	2,250.00	2,249.88	2,284.00	2,284.00	2,284.00	
016200	5296 SECURITY S The main library is open 64 hours/week. The branch library is open 55 hours/week. Security guard coverage is at 75%.	95,945.20	101,250.00	101,250.00	102,769.00	102,769.00	98,000.00	
016200	5298 OTHER Bed Bug Detection = \$3,000 Pest Control = \$3,150	5,756.97	6,150.00	6,150.00	6,242.00	6,150.00	6,150.00	
016200	5311 OFFICE SUP Based on historical expenditures for supplies.	8,966.87	8,364.00	8,364.00	8,489.00	8,489.00	8,489.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
016200	5321 AGRICULTUR Landscaping supplies	2,398.64	750.00	750.00	761.00	761.00	761.00	
016200	5323 FOOD Food for Library programs and activities	8,023.80	5,643.00	5,643.00	5,728.00	5,728.00	5,728.00	
016200	5324 HOUSEHOLD& Based on historical expenditures	14,842.16	12,940.00	12,940.00	13,134.00	13,134.00	13,134.00	
016200	5325 RECREATION	.00	.00	.00	.00	.00	.00	
016200	5326 CLOTHING A Contractual expenditures for 2405 bargaining unit employees and PT custodians	309.63	750.00	950.00	761.00	761.00	761.00	
016200	5329 OTHER OPER Program and book management supplies	15,606.79	15,560.00	15,560.00	15,793.00	15,793.00	15,793.00	
016200	5334 PAINTING S For interior painting touch ups as needed.	1,193.29	1,200.00	1,200.00	1,218.00	1,218.00	1,218.00	
016200	5335 PLUMBING S Based on historical expenditures	228.15	1,035.00	1,035.00	1,051.00	1,051.00	1,051.00	
016200	5336 ELECTRICAL Based on historical expenditures	4,926.38	4,944.00	4,944.00	5,018.00	5,018.00	5,018.00	
016200	5341 CONSUMABLE Based on historical expenditures	2,317.91	1,304.00	1,304.00	1,324.00	1,324.00	1,324.00	
016200	5391 A-V EQUIPM To maintain popular collection to meet customer needs for DVDs, and increasingly, for downloadable ebooks, video, audiobooks and music.	58,811.70	58,916.00	58,916.00	59,800.00	59,800.00	59,800.00	
016200	5392 BOOKS	224,557.45	200,000.00	194,165.00	203,000.00	203,000.00	203,000.00	
016200	5461 CENT-FUEL	838.17	651.00	651.00	661.00	.00	726.00	
016200	5462 CENT-FLEET servicing for equipment and library van	1,765.10	814.00	814.00	826.00	826.00	1,332.00	
016200	5729 OTHER This is the cost estimate for adding a PA system (\$6000) and a restroom changing table (\$500) for the South Norwalk Branch library.	.00	.00	.00	.00	6,500.00	6,500.00	
016200	5741 IT HARDWAR For hardware accessories for public programs and makerspace.	3,036.98	5,553.00	8,053.00	5,636.00	5,636.00	5,636.00	
016200	5742 IT SOFTWARE	701.21	.00	100.00	.00	.00	.00	
TOTAL LIBRARY		3,657,459.16	3,746,008.00	3,746,008.00	3,835,446.00	3,874,992.00	3,862,956.00	
016210	MAIN LIBRARY							
016210	5241 ELECTRIC	88,667.25	86,507.00	86,507.00	87,372.00	99,672.00	99,672.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
016210	5242	WATER	4,680.26	4,310.00	4,310.00	4,353.00	4,250.00	4,250.00	_____
016210	5246	HEATING FU	15,176.49	11,615.00	11,615.00	11,731.00	14,802.00	14,802.00	_____
016210	5266	BUILDINGS	81,435.00	84,082.00	84,082.00	85,343.00	86,815.00	86,815.00	_____
016210	5267	PLUMBING,H	16,441.71	16,200.00	16,200.00	16,443.00	16,228.00	16,228.00	_____
		Plumbing, Heating & Electrical Repairs \$6,850							
		Generator Repairs and Maintenance \$400							
		Generator Fuel Oil Testing \$350							
		Cooling Tower Repairs and Maintenance\$2,010							
		Air Conditioniing Systems Water Treatment \$1,490							
		Heating System Water Treatment \$5,100							
016210	5269	OTHER REPA	29,773.43	26,200.00	26,200.00	26,593.00	26,200.00	26,200.00	_____
		Genereal Repairs and Maintenance \$2,500							
		Fire Extinguisher Inspections \$700							
		Window Washing \$5,000							
		Painting \$3,000							
		Refinishing of Terrazzo Floor Landings and Stairwells \$7,500							
		Quarterly Carpet Cleaning \$7,500							
016210	5296	SECURITY S	7,010.00	7,261.00	7,261.00	7,370.00	7,564.00	7,564.00	_____
		Stanley Security Agreement \$4,697							
		Integrated Technical Systems \$2,000							
		TYCO Aggreement \$564							
016210	5298	OTHER	3,814.11	5,080.00	5,080.00	5,156.00	5,080.00	5,080.00	_____
		Sprinkler System Inspection & Maintenance \$1,450							
		Elevator Maintenance \$3,130							
		Light Bulb & Ballast Recycling \$500							
TOTAL MAIN LIBRARY			246,998.25	241,255.00	241,255.00	244,361.00	260,611.00	260,611.00	_____
016220	SONO BRANCH LIBRARY								
016220	5241	ELECTRIC	34,926.55	25,375.00	25,375.00	25,629.00	29,397.00	29,397.00	_____
016220	5242	WATER	646.96	1,000.00	1,000.00	1,010.00	975.00	975.00	_____
016220	5246	HEATING FU	2,675.97	2,000.00	2,000.00	2,020.00	2,299.00	2,299.00	_____
016220	5266	BUILDINGS	21,645.96	22,349.00	22,349.00	22,684.00	23,076.00	23,076.00	_____
016220	5267	PLUMBING,H	9,066.12	10,513.00	10,513.00	10,671.00	10,513.00	10,513.00	_____
		Plumbing, Heating & Electrical Repairs & Maintenance \$6,850							
		Generator Repairs & Maintenance \$400							
		Cooling Tower Repairs & Maintenance \$1,500							
		Air Conditioning Systems Water Treatment \$1,763							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
016220	5269 OTHER REPA	6,018.00	18,290.00	18,290.00	18,564.00	18,290.00	18,290.00	_____
	General Repairs & Maintenance \$5,000							
	Fire Extinguisher Inspections \$450							
	Painting \$1,200							
	Dump Runs \$200							
	Home Depot Supplies \$3,440							
	Quarterly Carpet Cleaning \$8,000							
016220	5296 SECURITY S	2,749.88	4,500.00	4,500.00	4,568.00	4,497.00	4,497.00	_____
	Stanley Security Service Agreement \$2,252							
	Integrated Technical Systems \$1,645							
	TYCO Alarm Monitoring \$600							
016220	5298 OTHER	4,918.11	4,550.00	4,550.00	4,618.00	4,550.00	4,550.00	_____
	Sprinkler System Inspection & Maintenance \$2,900							
	Elevator Maintenance \$1,650							
	TOTAL SONO BRANCH LIBRARY	82,647.55	88,577.00	88,577.00	89,764.00	93,597.00	93,597.00	_____
	TOTAL LIBRARY	3,987,104.96	4,075,840.00	4,075,840.00	4,169,571.00	4,229,200.00	4,217,164.00	_____
	GRAND TOTAL	3,987,104.96	4,075,840.00	4,075,840.00	4,169,571.00	4,229,200.00	4,217,164.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HISTORICAL COMMISSION	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
016300 HISTORICAL COMMISSION							
016300 5225 TYPING SER	620.00	1,500.00	1,500.00	1,523.00	1,523.00	1,523.00	
12 NHC meetings @ \$114.41 = 1,373 plus special meetings & public hearings = \$150							
016300 5231 PUBL OF NO	.00	300.00	300.00	305.00	305.00	305.00	
Publication of notices for public hearings. approx. 6 per year @ \$50.83 each = \$305							
016300 5241 ELECTRIC	1,318.68	1,407.00	1,407.00	1,421.00	1,421.00	1,421.00	
016300 5242 WATER	185.26	104.00	1,154.00	105.00	105.00	105.00	
016300 5244 GAS	.00	523.00	523.00	528.00	528.00	528.00	
016300 5258 OTHER PROF	44,342.84	45,000.00	43,950.00	45,675.00	45,675.00	4,200.00	
Contracted laborHandymen for repairs and maintenance \$45,675							
016300 5266 BUILDINGS	4,102.58	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	
General repair and maintenance to all fourteen properties. Increase due to defered maintenance at buildings and cemeteries that cannot be put off any longer							
016300 5269 OTHER REPA	.00	800.00	800.00	812.00	812.00	500.00	
016300 5311 OFFICE SUP	.00	250.00	250.00	254.00	254.00	254.00	
Color cartridges, special paper and routine office supplies.							
016300 5324 HOUSEHOLD&	.00	50.00	50.00	51.00	51.00	51.00	
Janitorial supplies for all fourteen historic properties							
016300 5329 OTHER OPER	755.22	1,500.00	1,500.00	1,523.00	1,523.00	900.00	
016300 5334 PAINTING S	1,496.56	800.00	800.00	812.00	812.00	812.00	
Painting supplies to maintain all fourteen historic properties							
016300 5335 PLUMBING S	.00	200.00	200.00	203.00	203.00	203.00	
Plumbing supplies to maintain all fourteen historic properties							
016300 5336 ELECTRICAL	235.00	1,000.00	1,000.00	1,015.00	1,015.00	500.00	
Electrical supplies to maintain all fourteen historic properties							
016300 5341 CONSUMABLE	.00	600.00	600.00	609.00	609.00	609.00	
To maintain all fourteen historic properties							
016300 5371 LUMBER & W	405.40	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	
To maintain all fourteen historic properties							
016300 5394 OTHER	1,268.70	2,500.00	2,500.00	2,538.00	2,538.00	1,200.00	
To maintain all fourteen historic properties. Increase due to defered maintenance at buildings and cemeteries that cannot be put off any longer.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

P 2
bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: HISTORICAL COMMISSION	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
016300 5620 GRANTS&DON Norwalk Historical Society \$10,000 Lockwood Mathews Mansion Museum \$75,000 Run Museum in a New Location \$84,000	169,000.00	194,000.00	194,000.00	196,910.00	169,000.00	169,000.00	_____
TOTAL HISTORICAL COMMISSION	223,730.24	257,534.00	257,534.00	261,389.00	233,479.00	189,216.00	_____
TOTAL HISTORICAL COMMISSION	223,730.24	257,534.00	257,534.00	261,389.00	233,479.00	189,216.00	_____
GRAND TOTAL	223,730.24	257,534.00	257,534.00	261,389.00	233,479.00	189,216.00	_____

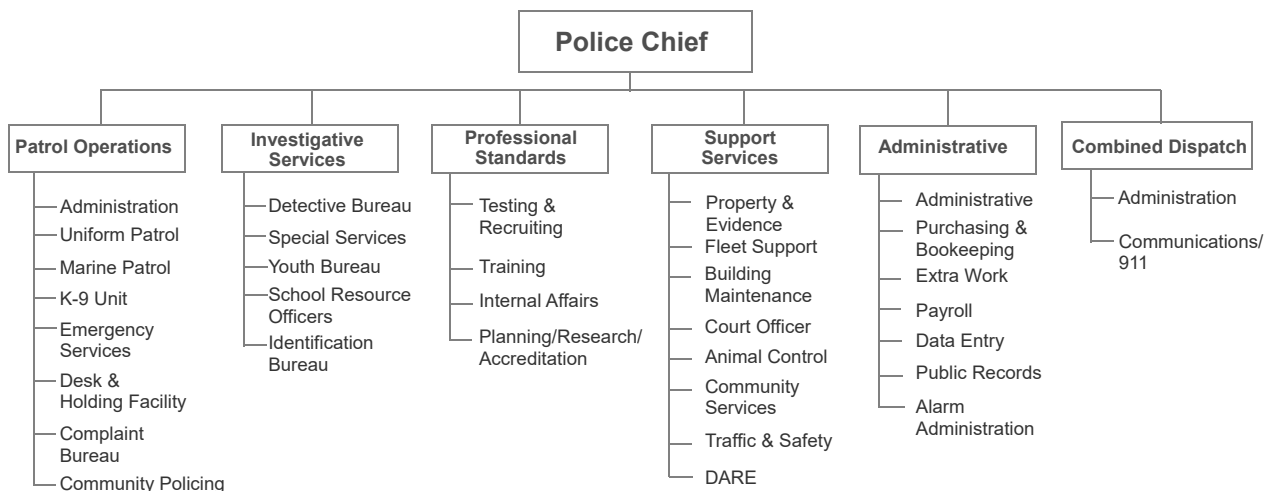
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CITY OF NORWALK



ANNUAL BUDGET

POLICE DEPARTMENT & COMBINED DISPATCH



Description of Service/Mission Statements:

It is the policy of the Norwalk Police Department 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 Police Department 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 2018- 2019:

- Completed transition to 6th edition CALEA standards and issued new Directives manuals.
- Fully implemented expanded body work camera program to all sworn officers.
- Completed testing and promotions for the rank of Lieutenant, Sergeant and Detective.
- Recruited diverse pool of lateral candidates.

Goals For 2019 - 2020:

- Expand Community Police Services unit to provide greater personal service to a larger area of the city.
- Transition Professional Standards records keeping to IA Pro software to provide greater data analysis capabilities.
- Relocate the Marine Unit base to a more suitable location.
- Recruit a diverse pool of qualified candidates to fill vacancies as they occur.
- Expand training and capabilities of the Emergency Services Unit including increased interoperability with Local, State and Federal partners.
- Maintain CALEA Accreditation during transition to the new four year cycle.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Patrol Operations	\$12,050,083	\$12,488,983	\$12,320,040	\$12,761,720	\$12,711,442	\$391,402	3.18 %
Investigative Services	\$4,335,066	\$4,459,387	\$5,048,515	\$5,142,972	\$5,104,042	\$55,527	1.10 %
Professional Standards	\$1,220,547	\$1,228,324	\$1,190,520	\$1,421,582	\$1,356,084	\$165,564	13.91 %
Support Services	\$2,193,259	\$2,701,990	\$2,607,587	\$2,912,921	\$2,900,175	\$292,588	11.22 %
Administrative Services	\$971,681	\$1,075,819	\$1,036,834	\$1,082,079	\$1,069,079	\$32,245	3.11 %
Administration	\$683,134	\$752,784	\$711,740	\$720,276	\$717,176	\$5,436	0.76 %
Communications/911	\$2,294,872	\$2,475,737	\$2,649,102	\$2,794,214	\$2,776,540	\$127,438	4.81 %
Emergency Preparedness	\$404	\$410	\$0	\$0	\$0	\$0	0.00 %
Total	\$23,749,046	\$25,183,434	\$25,564,338	\$26,835,764	\$26,634,538	\$1,070,200	4.19 %

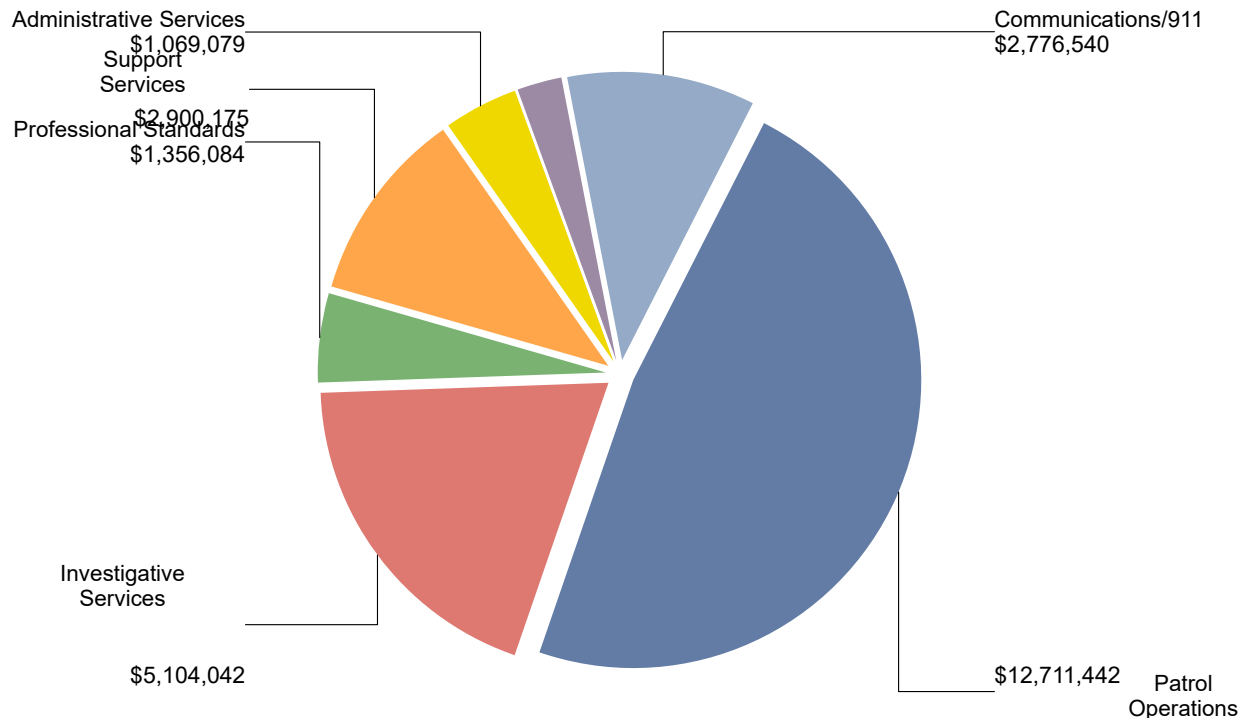
Budget By Major Group

Personnel Services	\$21,195,424	\$21,836,122	\$22,432,777	\$23,152,474	\$23,091,451	\$658,674	2.94 %
Contractual Services	\$1,268,100	\$1,308,868	\$1,446,760	\$1,709,692	\$1,599,260	\$152,500	10.54 %
Supplies and Materials	\$191,255	\$478,748	\$227,712	\$243,901	\$226,376	(\$1,336)	(0.59%)
Fixed Charges	\$535,235	\$1,012,860	\$923,970	\$957,275	\$933,529	\$9,559	1.03 %
Grants & Donations	\$110,912	\$115,455	\$131,119	\$124,101	\$124,101	(\$7,018)	(5.35%)
Capital Outlay	\$448,121	\$431,381	\$402,000	\$648,321	\$659,821	\$257,821	64.13 %
Total	\$23,749,046	\$25,183,434	\$25,564,338	\$26,835,764	\$26,634,538	\$1,070,200	4.19 %

NON-TAX REVENUE

Intergovernmental	\$217,080	\$239,994	\$309,985	\$315,368	\$315,368	\$5,383	1.74 %
Licenses & Permits	\$27,285	\$25,834	\$37,380	\$21,220	\$21,220	(\$16,160)	(43.23%)
Service Charges	\$452,314	\$569,547	\$722,840	\$657,060	\$657,060	(\$65,780)	(9.10%)
Miscellaneous	\$5,722	\$4,503	\$196,600	\$223,988	\$223,988	\$27,388	13.93 %
Total	\$702,401	\$839,879	\$1,266,805	\$1,217,636	\$1,217,636	(\$49,169)	(3.88%)
AMT. SUPPORTED BY TAXES	\$23,046,646	\$24,343,556	\$24,297,533	\$25,618,128	\$25,416,902	\$1,119,369	4.61 %

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.						
Administration												
Chief of Police	1	\$137,268	1	\$137,268	1	\$147,128	1	\$148,954	1	\$148,954	0	\$1,826
Deputy Chief	2	\$249,732	2	\$250,532	2	\$268,558	2	\$270,436	2	\$270,436	0	\$1,878
Executive Secretary	1	\$69,977	1	\$69,977	1	\$74,639	1	\$65,989	1	\$65,989	0	(\$8,650)
Total	4	\$456,977	4	\$457,777	4	\$490,325	4	\$485,379	4	\$485,379	0	(\$4,946)
Administration/CD												
Police Lieutenant	1	\$100,437	1	\$100,437	1	\$107,128	1	\$109,660	1	\$109,660	0	\$2,532
Total	1	\$100,437	1	\$100,437	1	\$107,128	1	\$109,660	1	\$109,660	0	\$2,532
Communications/911												
Dispatch Supervisor	6	\$503,978	6	\$503,978	6	\$556,584	6	\$552,696	6	\$552,696	0	(\$3,888)
Public Safety Telecommunicator II	14	\$963,776	14	\$975,177	14	\$1,052,935	14	\$1,098,337	14	\$1,098,337	0	\$45,402
Public Safety Telecommunicator I	4	\$234,395	4	\$240,156	4	\$266,600	4	\$276,662	4	\$276,662	0	\$10,062
Total	24	\$1,702,149	24	\$1,719,311	24	\$1,876,119	24	\$1,927,695	24	\$1,927,695	0	\$51,576
Patrol Operations												
Police Lieutenant	4	\$403,648	4	\$403,648	4	\$429,312	3	\$329,780	3	\$329,780	-1	(\$99,532)
Sergeant	19	\$1,729,320	17	\$1,558,744	18	\$1,760,198	18	\$1,799,980	18	\$1,799,980	0	\$39,782
Police Officer	100	\$7,383,298	98	\$7,291,709	98	\$7,833,993	99	\$8,190,200	99	\$8,190,200	1	\$356,207
Total	123	\$9,516,266	119	\$9,254,101	120	\$10,023,503	120	\$10,319,960	120	\$10,319,960	0	\$296,457
Professional Standards												

Department Summary - POLICE DEPARTMENT & COMBINED DISPATCH

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.						
Police Officer	2	\$152,858	2	\$152,858	2	\$163,042	2	\$166,900	2	\$166,900	0	\$3,858
Total	2	\$152,858	2	\$152,858	2	\$163,042	2	\$166,900	2	\$166,900	0	\$3,858
<u>Investigative Services</u>												
Police Lieutenant	3	\$302,911	3	\$302,911	4	\$430,712	5	\$551,800	5	\$551,800	1	\$121,088
Detective	16	\$1,361,392	16	\$1,353,784	16	\$1,456,024	16	\$1,486,096	16	\$1,486,096	0	\$30,072
Sergeant	6	\$549,228	7	\$641,166	7	\$685,177	7	\$699,770	7	\$699,770	0	\$14,593
Detective	1	\$77,229	1	\$77,229	1	\$91,289	1	\$93,431	1	\$93,431	0	\$2,142
Police Officer	18	\$1,353,692	20	\$1,539,234	20	\$1,636,575	19	\$1,593,850	19	\$1,593,850	-1	(\$42,725)
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Total	45	\$3,702,002	48	\$3,971,874	49	\$4,361,161	49	\$4,487,783	49	\$4,487,783	0	\$126,622
<u>Professional Standards</u>												
Police Lieutenant	3	\$302,111	3	\$292,812	3	\$323,284	3	\$330,880	3	\$330,880	0	\$7,596
Sergeant	0	\$0	1	\$91,138	1	\$97,811	1	\$99,510	1	\$99,510	0	\$1,699
Total	3	\$302,111	4	\$383,950	4	\$421,095	4	\$430,390	4	\$430,390	0	\$9,295
<u>Support Services</u>												
Police Lieutenant	2	\$201,674	2	\$201,674	1	\$107,928	1	\$109,660	1	\$109,660	0	\$1,732
Sergeant	1	\$91,138	1	\$91,938	0	\$0	0	\$0	0	\$0	0	\$0
Assistant Dog Warden	1	\$66,654	1	\$66,654	1	\$71,095	1	\$72,776	1	\$72,776	0	\$1,681
Dog Warden	1	\$69,977	1	\$69,977	1	\$74,639	1	\$76,403	1	\$76,403	0	\$1,764
Police Officer	2	\$153,208	2	\$153,208	2	\$163,042	2	\$166,900	2	\$166,900	0	\$3,858
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Custodian	1	\$57,628	1	\$57,628	1	\$61,467	1	\$62,920	1	\$62,920	0	\$1,453
Kennel Keeper	1	\$57,628	1	\$57,628	1	\$61,467	1	\$62,920	1	\$62,920	0	\$1,453
Total	10	\$755,457	10	\$756,257	8	\$601,022	8	\$614,415	8	\$614,415	0	\$13,393
<u>Administrative Services</u>												
Administrative Manager	1	\$99,833	1	\$99,833	1	\$109,358	1	\$111,943	1	\$111,943	0	\$2,585
Information Specialist	1	\$63,453	1	\$63,453	1	\$71,095	1	\$72,776	1	\$72,776	0	\$1,681
Administrative Support I	5	\$256,191	5	\$258,549	5	\$281,217	5	\$280,102	5	\$280,102	0	(\$1,115)
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Payroll/Account Clerk	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	1	\$62,836	0	\$1,452
Total	9	\$534,577	9	\$536,935	9	\$584,438	9	\$590,493	9	\$590,493	0	\$6,055
Department Total	221	\$17,222,834	221	\$17,333,500	221	\$18,627,833	221	\$19,132,675	221	\$19,132,675	0	\$504,842

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$467,348	\$535,919	\$491,525	\$487,589	\$487,589	(\$3,936)	(0.80%)
Contractual Services	\$18,890	\$17,060	\$12,813	\$21,655	\$18,555	\$5,742	44.81 %
Supplies and Materials	\$5,483	\$2,839	\$800	\$1,500	\$1,500	\$700	87.50 %
Total	\$491,721	\$555,818	\$505,138	\$510,744	\$507,644	\$2,506	0.50 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$491,721	\$555,818	\$505,138	\$507,644
Employees	4	4	4	4
Outputs				
Administration				
of boards, commissions & committees	19	12	12	10
of general liability claims	6	7	4	4
of grants applied for	5	4	3	3
of grants received	5	4	3	3
of special appropriations/BET transfers required	4	1	5	3
of sworn officers trained in NIMS	177	177	179	179
of sworn staff	177	177	179	179
of worker's compensation claims	18	30	28	28
Total Injury hours used	2,650	5,220	7,350	8,780
Total Sick hours used	14,100	17,280	13,960	14,232
Information Systems				
of computers on data network	180	180	180	190
of high speed modems replaced	30	30	30	30
of MDTs replaced/installed	25	19	48	55
of servers supported	24	23	30	31
of workstations supported	182	186	186	190
Effectiveness				
Administration				
% of approved budget expended	98%	98%	100%	100%
% of documented yearly compliance w/ CALEA stds.	100%	100%	100%	100%
% of general liability claims processed in a timely manner	100%	100%	100%	100%
% of meetings attended	100%	100%	100%	100%
% of positions vacant	1%	5%	10%	10%

Department Summary - POLICE DEPARTMENT & COMBINED DISPATCH

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of sworn officers trained	100%	100%	100%	100%
Overtime as a percent of regular salary cost	22%	24%	20%	18%
Information Systems				
% of time network is down for repairs	2%	2%	5%	3%
% of time repairing workstations	25%	30%	50%	40%
% of vehicles equipped with MDTs	80%	80%	90%	90%
% 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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$11,952,341	\$12,089,897	\$12,170,768	\$12,597,202	\$12,571,568	\$400,800	3.29 %
Contractual Services	\$61,098	\$64,477	\$97,810	\$111,354	\$94,520	(\$3,290)	(3.36%)
Supplies and Materials	\$36,644	\$334,609	\$48,962	\$53,164	\$45,354	(\$3,608)	(7.37%)
Grants & Donations	\$0	\$0	\$2,500	\$0	\$0	(\$2,500)	(100.00%)
Total	\$12,050,083	\$12,488,983	\$12,320,040	\$12,761,720	\$12,711,442	\$391,402	3.18 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$12,050,083	\$12,488,983	12,320,040	12,711,442
Employees	123	119	120	120
Outputs				
Uniform Patrol				
of accidents with injury	430	502	301	446
of calls for service	69,500	57,807	64,376	67,742
of criminal arrests	3,520	1,995	2,167	2,256
of medical emergencies responded to	8,200	9,100	2449	2,490
of property damage only accidents	2,400	1,937	2,292	2,300
of traffic citations issued	7,150	5,180	4,835	4,080
of traffic fatalities	4	5	4	4
Marine Division				
marine enforcement citations	170	182	55	55
of marine assistance calls	290	270	230	200
Effectiveness				
Uniform Patrol				
Calls for service per officer	630	684	686	700
Criminal arrests or crimes per 1,000 population	45.00	38.00	35.5	35
Response time to 911 calls within X minutes	3.5	3.5	3.5	3.5
Traffic accidents per 1,000 population	37.00	34.00	33.00	34.00
Traffic fatalities per 1,000 population	.02	.01	.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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$4,239,295	\$4,372,083	\$4,935,490	\$4,995,154	\$4,989,765	\$54,275	1.10 %
Contractual Services	\$49,548	\$40,169	\$51,730	\$81,529	\$52,703	\$973	1.88 %
Supplies and Materials	\$20,626	\$21,604	\$30,295	\$33,393	\$31,178	\$883	2.91 %
Grants & Donations	\$25,000	\$25,000	\$30,000	\$25,075	\$25,075	(\$4,925)	(16.42%)
Capital Outlay	\$598	\$530	\$1,000	\$7,821	\$5,321	\$4,321	432.10 %
Total	\$4,335,066	\$4,459,387	\$5,048,515	\$5,142,972	\$5,104,042	\$55,527	1.10 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$4,335,066	\$4,459,387	5,048,515	5,104,042
Employees	45	48	49	49
Outputs				
Detective Bureau				
of cases closed by arrest	144	238	215	220
of cases investigated	619	614	550	600
Special Services				
of inspections for alcohol and tobacco offenses	150	140	140	145
of joint investigations with federal agencies	50	40	20	30
of narcotics related investigations	525	500	500	600
of prostitution related arrests	30	25	24	20
of search/arrest warrants (narcotics) executed	200	200	225	250
Youth Bureau				
of education seminars	65	45	30	30
of investigations conducted	400	475	500	590
of juvenile arrests	180	300	400	400
Identification Bureau				
of crime scenes processed inc. evidence	250	155	150	180
of criminal arrest records processed inc. erasures	2,500	1,785	1190	1,750
of digital photo cases processed	1,200	1,072	1,200	1,175
of evidentiary court presentations	35	3	3	4
of fingerprints processed	1,800	1,398	1380	1,330
of pistol permits processed	310	357	330	295
Effectiveness				
Detective Bureau				
% of arrest warrants obtained vs. requested	98%	98%	98%	98%

Department Summary - POLICE DEPARTMENT & COMBINED DISPATCH

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of investigative cases cleared	80%	80%	80%	99%
Investigative cases per police investigator	50	50	55	60
Special Services				
% of arrest warrants obtained vs. requested	99%	98%	98%	100%
Value of narcotics seized & removed from the street	1,200,000	1,400,000	1,800,000	1,500,000
Youth Bureau				
% of arrest warrants obtained vs. requested	95%	95%	95%	95%
Juvenile arrests as a percent of total arrests	13%	35%	35%	35%
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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$1,101,123	\$1,105,968	\$1,042,540	\$1,097,165	\$1,067,165	\$24,625	2.36 %
Contractual Services	\$60,169	\$62,665	\$77,084	\$248,432	\$217,934	\$140,850	182.72 %
Supplies and Materials	\$59,254	\$59,691	\$70,896	\$75,985	\$70,985	\$89	0.13 %
Total	\$1,220,547	\$1,228,324	\$1,190,520	\$1,421,582	\$1,356,084	\$165,564	13.91 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$1,220,547	\$1,228,324	1,190,520	\$1,356,582
Employees	3	4	4	4
Outputs				
Testing & Recruiting				
of candidates processed for entry level testing	No testing in FY 2016-17	34	30	410
of minority candidates processed for entry level testing	No testing in FY 2016-17	12	20	185
of recruitment activities	15	12	15	35
Training				
of officers re-certified	55	52	57	60
of specialized training assignments	130	48	130	150
Internal Affairs				
of investigations conducted	6	8	6	4
Effectiveness				
Testing & Recruiting				
% of candidates that pass entry level test	No testing in FY 2016-17	Testing will be done later in the year	0%	75%
% of minority candidates that pass entry level test	No testing in FY 2016-17	Testing will be done later in the year	0%	75%
Training				
% of officers to get specialized training assignments	65%	60%	65%	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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$646,341	\$670,678	\$658,377	\$675,152	\$675,152	\$16,775	2.55 %
Contractual Services	\$540,269	\$562,566	\$587,530	\$602,484	\$599,484	\$11,954	2.03 %
Supplies and Materials	\$24,124	\$25,035	\$38,210	\$38,510	\$38,510	\$300	0.79 %
Fixed Charges	\$535,235	\$1,012,860	\$923,970	\$957,275	\$933,529	\$9,559	1.03 %
Capital Outlay	\$447,290	\$430,851	\$399,500	\$639,500	\$653,500	\$254,000	63.58 %
Total	\$2,193,259	\$2,701,990	\$2,607,587	\$2,912,921	\$2,900,175	\$292,588	11.22 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$2,193,259	\$2,528,652	\$2,607,587	2,900,175
Employees	10	10	8	8
Outputs				
General				
of (at fault) accidents involving police vehicles	4	7	5	6
of animal complaints responded to	1,100	1,150	1080	1080
of citations issued for animal violations	120	115	105	100
of crime prevention and traffic safety presentations	275	275	230	235
of school crossing posts staffed	27	25	26	26
of students attending DARE presentations	1,200	1,400	1170	1,500
Effectiveness				
General				
% of DARE students completing program	96%	98%	97%	98%
% of time crossing posts fully staffed with civilians (not police OT)	100%	99%	95%	85%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$580,440	\$689,093	\$636,345	\$663,592	\$663,592	\$27,247	4.28 %
Contractual Services	\$347,571	\$354,349	\$367,840	\$383,264	\$372,764	\$4,924	1.34 %
Supplies and Materials	\$43,404	\$30,768	\$31,049	\$33,599	\$31,099	\$50	0.16 %
Grants & Donations	\$266	\$1,609	\$1,600	\$1,624	\$1,624	\$24	1.50 %
Total	\$971,681	\$1,075,819	\$1,036,834	\$1,082,079	\$1,069,079	\$32,245	3.11 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$971,681	\$980,343	1,036,834	1,069,079
Employees	9	9	9	9
Outputs				
General				
of cash management transactions	1,300	1,410	1,500	1,500
of extra work assignments	17,000	18,000	19,020	19,020
of FOI requests	220	308	280	290
of new alarm registrations	250	351	380	320
of procurement actions	32	50	50	50
of records entered into records management system	58,000	59,872	64,370	64,000
Total false alarm revenue	55,000	50,000	45,000	45,000
Effectiveness				
General				
% of cash management transaction sent to accounts payable within a timely manner	100%	99%	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%	99%
False alarm collection rate	60%	60%	70%	80%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$2,102,769	\$2,264,365	\$2,389,069	\$2,525,410	\$2,525,410	\$136,341	5.71 %
Contractual Services	\$190,150	\$207,172	\$251,033	\$260,054	\$242,380	(\$8,653)	(3.45%)
Supplies and Materials	\$1,720	\$4,201	\$7,500	\$7,750	\$7,750	\$250	3.33 %
Capital Outlay	\$232	\$0	\$1,500	\$1,000	\$1,000	(\$500)	(33.33%)
Total	\$2,294,872	\$2,475,737	\$2,649,102	\$2,794,214	\$2,776,540	\$127,438	4.81 %

EMERGENCY PREPAREDNESS PLANNING

DESCRIPTION OF SERVICES

EMERGENCY PREPAREDNESS PLANNING

FUNDING SUMMARY

Budget By Major Group	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Contractual Services	\$404	\$410	\$0	\$0	\$0	\$0	0.00 %
Total	\$404	\$410	\$0	\$0	\$0	\$0	0.00 %

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013010 POLICE-ADMINISTRATION							
013010 4181 POLICE	34,386.98	45,997.00	46,923.10	45,997.00	41,090.00	41,090.00	
Reimbursement overtime for an officer on loan							
013010 4220 FEDERAL GR	8,993.34	68,950.00	73,889.08	68,950.00	79,240.00	79,240.00	
OCDETSNECT - Task Force overtime							
013010 4807 REIMB EXP	168.08	196,600.00	205,443.06	196,600.00	204,488.00	204,488.00	
The cost for the body cam hardware which we can file for reimbursement with the state is \$151,467							
013010 5110 WAGES & SA	529,360.12	490,325.00	481,760.00	485,379.00	485,379.00	485,379.00	
013010 5120 WAGES & SA	4,268.39	500.00	1,426.10	512.00	1,500.00	1,500.00	
Funds needed for special assignments and projects							
013010 5121 WAGES & SA	1,600.00	.00	.00	.00	.00	.00	
013010 5150 LONGEVITY	690.00	700.00	700.00	710.00	710.00	710.00	
013010 5175 RETRO WAGE	.00	.00	.00	.00	.00	.00	
013010 5225 TYPING SER	663.84	960.00	960.00	974.00	1,050.00	1,050.00	
Police Commission meetings, etc. - 12 meetings @ \$87.50 each - Price increase							
013010 5233 SUBSCRIPTI	65.30	700.00	936.00	711.00	990.00	990.00	
Subscriptions to local newspapers and some police periodicals.							
013010 5235 MEMBERSHIP	2,115.00	2,200.00	2,200.00	2,233.00	3,200.00	3,200.00	
Increase in the number of organizations we are members of and there have been a few slight price increases (i.e. CPCA dues this year are \$700)							
013010 5272 TRAINING A	365.56	.00	.00	.00	3,200.00	3,200.00	
Citywide department training incentives in divisions that do not have a budget are budgeted for here							
013010 5281 MILEAGE	584.04	800.00	800.00	812.00	1,500.00	800.00	
For officers taking their own cars to training, meetings, and EZ Pass replenishment							
013010 5286 BUSINESS E	4,804.18	1,545.00	1,545.00	1,568.00	4,000.00	1,600.00	
For food and business related expenses for on-site seminars, conference visits, oral boards and travel related reimbursements.							
013010 5294 MACHINERY,	2,659.81	1,608.00	1,608.00	1,632.00	2,640.00	2,640.00	
Copier in Chief's office							
Rental - 175 x 12 = 2,100							
Copies - 45 x 12 = 540							
013010 5295 SEMINAR&CO	5,802.49	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
Fees for seminars and conferences (CALEA) for executive personnel.							
013010 5311 OFFICE SUP	2,839.05	800.00	1,097.20	812.00	1,500.00	1,500.00	
Office supplies, computer accessories and packing material for divisions that do not have an office supply budget are taken from this account							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL POLICE-ADMINISTRATION	599,366.18	816,685.00	824,287.54	811,965.00	835,562.00	832,462.00	
013022 UNIFORM PATROL							
013022 5110 WAGES & SA	8,530,090.06	8,623,800.00	8,623,800.00	8,990,620.00	8,990,620.00	8,990,620.00	
013022 5111 SALARY ADJ	.00	-66,985.00	-66,985.00	-68,566.00	-68,566.00	-68,566.00	
013022 5120 WAGES & SA	1,577,249.63	1,606,213.00	1,606,213.00	1,644,120.00	1,598,757.00	1,598,757.00	
Average of Patrol Overtime usage for the previous 2 years (actual for 2017 & 2018) and the projected total of the year (2019) that we are in.							
013022 5121 WAGES & SA	431,635.55	416,500.00	416,500.00	426,329.00	426,329.00	426,000.00	
Contractual shift coverage off-hour stipends \$359,329 Certification Pay \$55,000 Bilingual Pay \$12,000							
013022 5150 LONGEVITY	22,100.00	25,190.00	25,190.00	25,420.00	25,420.00	22,100.00	
013022 5286 BUSINESS E	2,498.28	225.00	225.00	228.00	3,000.00	300.00	
Funds required for various travel related activities i.e. prisoner pickup, evidence gathering & coordination with other police departments out of town.							
013022 5292 BOARDING P	14,363.95	19,450.00	19,450.00	19,742.00	22,000.00	20,000.00	
Slight increase in the cost of meals for prisoners, purchase of blankets, etc.							
013022 5294 MACHINERY,	5,710.57	4,992.00	4,992.00	5,067.00	6,960.00	5,000.00	
Report Writing area Rental - 350 x 12 = 4,200 Copies - 40 x 12 = 480							
Patrol Office Rental - 50 x 12 = 600 Copies - 40 x 12 = 480							
Front Desk Rental - 30 x 12 = 360 Copies - 20 x 12 = 240							
Court Officer/HFO/Booking Rental - 30 x 12 = 360 Copies - 20 x 12 = 240							
013022 5329 OTHER OPER	309,285.31	9,100.00	9,100.00	9,237.00	9,237.00	9,237.00	
Misc. Equipment - \$2,137 Flares - \$1,100 First aid kits replenishment - \$1,000 Stop sticks replenishment - 3 @ \$500 = \$1,500 40mm less lethal launchers for Patrol supervisor vehicles - 2 @ \$1,750 = \$3,500							

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL UNIFORM PATROL	10,892,933.35	10,638,485.00	10,638,485.00	11,052,197.00	11,013,757.00	11,003,448.00	
013023 MARINE PATROL							
013023 5110 WAGES & SA	176,951.41	178,732.00	178,732.00	182,960.00	182,960.00	182,960.00	
013023 5120 WAGES & SA	12,706.01	24,630.00	24,630.00	25,211.00	25,000.00	25,000.00	
013023 5121 WAGES & SA	3,526.42	3,800.00	3,800.00	3,890.00	3,890.00	3,890.00	
013023 5150 LONGEVITY	1,310.00	1,340.00	1,340.00	1,370.00	1,370.00	1,370.00	
013023 5241 ELECTRIC	2,119.52	4,272.00	4,272.00	4,315.00	4,315.00	4,315.00	
013023 5246 HEATING FU	474.20	1,600.00	1,600.00	1,616.00	1,616.00	1,616.00	
013023 5251 MEDICAL,DE	938.92	900.00	900.00	914.00	914.00	914.00	
013023 5269 OTHER REPA	11,112.24	13,000.00	13,000.00	13,195.00	13,195.00	13,195.00	
013023 5297 STORAGE	8,862.93	12,000.00	12,000.00	12,180.00	12,180.00	12,180.00	
013023 5326 CLOTHING A	115.00	800.00	800.00	812.00	812.00	812.00	
013023 5331 AUTOMOTIVE	4,245.71	6,000.00	6,000.00	6,090.00	6,090.00	6,090.00	
013023 5333 MACHINERY&	3,030.92	9,000.00	9,000.00	9,135.00	9,135.00	5,000.00	
TOTAL MARINE PATROL	225,393.28	256,074.00	256,074.00	261,688.00	261,477.00	257,342.00	
013024 K-9 UNIT							
013024 5110 WAGES & SA	267,049.20	262,453.00	262,453.00	351,460.00	351,460.00	351,460.00	
013024 5120 WAGES & SA	10,443.65	2,000.00	2,000.00	2,047.00	7,400.00	7,400.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013024	5121 WAGES & SA Contractual pay for off-hour shifts \$8,122	7,854.00	10,122.00	10,122.00	10,361.00	10,122.00	10,122.00	
013024	5150 LONGEVITY Certification Pay \$2,000	885.00	930.00	930.00	975.00	975.00	975.00	
013024	5235 MEMBERSHIP K-9 Membership Dues - NPCA \$280, CPWDA \$105, NAPWDA \$135 = \$520	400.00	520.00	520.00	528.00	520.00	520.00	
013024	5251 MEDICAL,DE Slight increase in veterinary care, services and supplies for boarding of canines. Added fourth Police Service Dog plus 2 Explosive Detection Dogs, totaling 6 dogs.	1,531.70	4,800.00	4,800.00	4,872.00	5,760.00	5,760.00	
013024	5273 OTHER Stipend for K-9 handlers. \$90/mo x 6 dogs x 4 handlers x 12 months = \$6,480	4,212.00	5,400.00	5,400.00	5,481.00	6,480.00	6,480.00	
013024	5286 BUSINESS E NPK-9 Seminar - National Conference	.00	2,500.00	2,500.00	2,538.00	2,500.00	2,500.00	
013024	5329 OTHER OPER Dog handling materials for 6 dogs (leashes, collars and maintenance items).	1,274.52	2,000.00	2,000.00	2,030.00	2,400.00	2,400.00	
TOTAL K-9 UNIT		293,650.07	290,725.00	290,725.00	380,292.00	387,617.00	387,617.00	
013025	EMERGENCY SERVICE UNIT							
013025	5120 WAGES & SA Cost Center (TRT) - Overtime for emergencies and special operations off-hours	32,472.32	40,000.00	40,000.00	40,944.00	40,000.00	40,000.00	
013025	5121 WAGES & SA Cost Center (TRT) - Contractual pay for off-hours work	1,368.55	500.00	500.00	512.00	500.00	500.00	
013025	5235 MEMBERSHIP Cost Center (TRT) - Annual New England Crisis Negotiators Association Dues (NECNA). 6 negotiators @ \$50 each = \$300	.00	600.00	600.00	609.00	800.00	800.00	
013025	5269 OTHER REPA Cost Center (CNT) - Membership Dues - \$500.00	1,394.01	1,600.00	1,600.00	1,624.00	3,190.00	1,600.00	
013025	5272 TRAINING A Cost Center (SCUBA) Re-occurring maintenance testing for regulators. Tech testing.	.00	.00	.00	.00	1,000.00	.00	
013025	5286 BUSINESS E Cost Center - (CNT) - NECNA Conference	2,582.00	5,000.00	5,000.00	5,075.00	5,000.00	5,000.00	
013025	5294 MACHINERY, New replacement equipment - Cost Center (CNT) - \$1,500 Cost Center (SCUBA) - \$1,500 1 Point Blank Shield - \$7,687	6,382.58	7,000.00	7,000.00	7,105.00	10,687.00	7,000.00	
013025	5295 SEMINAR&CO Cost Center (CNT) - Registration for annual New England Crisis Negotiators (NECNA) conference = \$1,000 Cost Center - (TRT) NTOA Conference for 2 officers = \$3,376	648.60	1,840.00	1,840.00	1,868.00	4,376.00	1,800.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013025	5322 CHEMICAL,L Cost Center - (TRT) - Chemical and Gas Equipment	1,599.98	2,500.00	2,500.00	2,538.00	2,500.00	2,500.00	
013025	5326 CLOTHING A This account covers expenses for uniform equipment and supplies for the entire ESU team. - Cost Center (TRT) = \$2,700	2,135.00	2,700.00	2,700.00	2,741.00	2,700.00	2,700.00	
013025	5327 FIREARM SU Cost Center (TRT) - For simunition ammunition for duty, training, practice rounds and firearm supplies.-\$2,200 Less Lethal Munition - \$5,000 With the increased threat of protests against the police and government across the nation, the department needs to maintain a minimum supply of less lethal gas products and munitions to deal with the potential for unruly protests as well as barricaded subjects. Also include costs for training materials (inert gasses and training rounds).	3,119.86	7,200.00	7,200.00	7,308.00	7,200.00	7,200.00	
013025	5329 OTHER OPER Standardized helmet mounted and portable lighting devices with batteries x 25, Single use multi-colored glow-sticks.	.00	2,500.00	2,500.00	2,538.00	2,500.00	2,500.00	
TOTAL EMERGENCY SERVICE UNIT		51,702.90	71,440.00	71,440.00	72,862.00	80,453.00	71,600.00	
013026	COMMUNITY POLICE SERVICES							
013026	5110 WAGES & SA	834,063.19	875,597.00	875,597.00	794,920.00	794,920.00	794,920.00	
013026	5120 WAGES & SA Increase due to increased requests for off hour and weekend events. Events include, but not limited to, City Open House, Bike Rodeo, Child Passenger Safety Clinics, Active Threat Safety, Children's Holiday Party, National Night Out and other crime prevention talks and other outreach events with our community partner organizations. Additionally, the traffic unit will be conducting targeted traffic enforcement to decrease motor vehicle accidents during specified times and days which, due to manpower, will require additional funding.	25,703.67	33,651.00	33,651.00	34,445.00	33,651.00	33,651.00	
013026	5121 WAGES & SA Contractual pay for off-hours work \$8,109 Certification Pay \$3,500 Bilingual Pay \$1,800	17,094.38	13,100.00	13,100.00	13,409.00	13,409.00	13,409.00	
013026	5140 WAGES & SA 27 School crossing guards = \$135,837 X 1.5% increase less sick time adjustment.	133,510.00	115,200.00	115,200.00	116,928.00	153,850.00	133,000.00	
013026	5150 LONGEVITY	3,875.00	3,995.00	3,995.00	5,135.00	5,135.00	4,000.00	
013026	5221 PRINTING & Outreach material and City Open House banners	.00	900.00	900.00	914.00	900.00	900.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013026	5235 MEMBERSHIP Maintain membership with National Night Out and IACP Public Information Officers Section.	.00	290.00	290.00	294.00	290.00	290.00	
013026	5237 ADVERTISIN Allows us to promote our community outreach events throughout the year.	.00	350.00	350.00	355.00	350.00	350.00	
013026	5269 OTHER REPA Electric Bicycle/Standard Bicycle maintenance & repair: \$2,100 Radar Sign & Trailer Maintenance: 3 signs @ \$355 each to maintain - \$1,065	.00	3,000.00	3,000.00	3,045.00	3,165.00	3,165.00	
013026	Total = \$3,165 5294 MACHINERY, Traffic Unit Officer Equipment: 1 rain pant and coat - \$365 2 PIO jackets - \$95 8 Community Police collared shirts - \$250 5 winter Traffic Unit caps - \$125	1,245.31	7,571.00	7,571.00	7,685.00	835.00	835.00	
013026	5295 SEMINAR&CO IACP Conference	.00	.00	.00	.00	1,321.00	.00	
013026	5311 OFFICE SUP Outreach and PR materials such as crime prevention books, sticker and plastic police badges, pens, pencils, coloring books and other community police materials.	3,877.68	750.00	750.00	761.00	750.00	750.00	
013026	5326 CLOTHING A Expenses to outfit twenty-six school crossing guards and several part time personnel and special bike uniforms for CP personnel.	535.00	2,100.00	2,100.00	2,132.00	2,100.00	2,100.00	
013026	5329 OTHER OPER With the increased community outreach, our material usage and wear/tear have increased.	2,777.73	.00	.00	.00	3,675.00	.00	
013026	5333 MACHINERY& (2) Stalker Dual head mounted motorcycle radar units. These units will allow our other two motorcycle officers to conduct both stationary and moving speed enforcement.	2,612.50	4,312.00	4,312.00	4,377.00	4,065.00	4,065.00	
013026	5631 AWARDS-SPE NPD Awards and NPD Police Memorial	.00	2,500.00	2,500.00	2,538.00	.00	.00	
TOTAL COMMUNITY POLICE SERVI		1,025,294.46	1,063,316.00	1,063,316.00	986,938.00	1,018,416.00	991,435.00	
01302A	DESK & HOLDING FACILITIES							
01302A	5120 WAGES & SA	.00	.00	.00	.00	.00	.00	
01302A	5121 WAGES & SA	8.69	.00	.00	.00	.00	.00	
TOTAL DESK & HOLDING FACILIT		8.69	.00	.00	.00	.00	.00	
013030	DETECTIVE BUREAU							
013030	5110 WAGES & SA	1,638,921.51	1,756,628.00	1,756,628.00	1,820,284.00	1,820,284.00	1,820,284.00	

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FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013030	5120 WAGES & SA Overtime for off-hour emergencies, shift coverage for vacant positions.	131,759.80	155,529.00	155,529.00	159,199.00	159,199.00	159,000.00	
013030	5121 WAGES & SA Contractual pay for off-hours work \$34,571 Certification Pay \$9,500 Bilingual Pay \$2,400	46,210.38	45,400.00	45,400.00	46,471.00	46,471.00	46,471.00	
013030	5150 LONGEVITY	7,910.00	8,210.00	8,210.00	7,240.00	7,240.00	5,925.00	
013030	5234 SUBSCRIPTI Subscription to online background check and research database	7,601.00	4,120.00	5,110.50	4,182.00	4,182.00	4,182.00	
013030	5235 MEMBERSHIP To purchase Investigative Data Platform - Annual Subscription for 101 to 200 Sworn	.00	.00	.00	.00	20,000.00	.00	
013030	5272 TRAINING A Training Schools - The CT Post Academy continues to offer less and less training classes in the core basic subjects such as: Basic Crime Scene Processing, Basic Interview & Interrogation, Homicide Investigation, States Attorney Legal Training Program, Basic Photography, and Basic Fingerprint Processing. With less training classes and our Department getting less investigators into these classes, it has caused a hardship in the basic training for Detectives. The average experience in the Detective Bureau at this time is 3.25 years, the need to send Detectives to these classes is very important. As a result of the decline in classes at the CT Post Academy, we are forced to send Detectives to classes where the average price per course is \$475. This cannot always be accomplished as the Department's Training Budget is allocated for other priorities.	1,823.00	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
013030	5286 BUSINESS E The Detective Bureau is sending detectives to other states up and down the east coast to extradite suspects who have committed crimes in Norwalk. This is occurring more frequently and the money is coming from a variety of accounts. Requesting a dedicated account for this.	.00	.00	.00	.00	5,000.00	.00	
013030	5294 MACHINERY, Detective Bureau Copier Rental - 180 x 12 = 2,160 Copies - 100 x 12 = 1,200	3,965.96	3,144.00	3,144.00	3,191.00	3,360.00	3,360.00	
013030	5322 CHEMICAL,L This is a re-occurring expense where we replace 1/3 of our chemical and gas munitions as it expires. Also, to purchase chemical and gas munitions for training purposes.	1,563.36	3,000.00	3,000.00	3,045.00	3,045.00	3,045.00	
013030	5324 HOUSEHOLD&	.00	.00	400.00	.00	.00	.00	
013030	5329 OTHER OPER Past usage shows an increase in usage and price. (2) dedicated camcorders to be used for recording crime scenes, demonstrations, protests & other policy activities.	471.65	1,000.00	1,000.00	1,015.00	2,815.00	1,000.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013030	5661 SUNDRY	5,000.00	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
	Additional coverage of informant/buy money							
013030	5741 IT HARDWAR	.00	.00	.00	.00	2,500.00	.00	
	Laptop for the interview room. The old one has frequent malfunctions.							
TOTAL DETECTIVE BUREAU		1,845,226.66	1,987,031.00	1,988,421.50	2,054,777.00	2,084,246.00	2,053,417.00	
013035	SPECIAL SERVICES							
013035	5110 WAGES & SA	773,091.82	1,107,325.00	1,107,325.00	1,050,370.00	1,050,370.00	1,050,370.00	
013035	5120 WAGES & SA	189,194.04	172,159.00	177,098.08	176,222.00	176,222.00	176,222.00	
	Overtime funds needed for investigations, undercover work, and off-hours surveillance.							
013035	5121 WAGES & SA	25,693.59	26,300.00	26,300.00	26,921.00	26,921.00	26,921.00	
	Contractual pay for off-hours work \$21,121							
	Certification Pay \$4,000							
	Bilingual Pay \$1,800							
013035	5150 LONGEVITY	2,490.00	2,580.00	2,580.00	2,710.00	2,710.00	2,490.00	
013035	5269 OTHER REPA	5,139.95	7,000.00	7,000.00	7,105.00	7,000.00	7,000.00	
	This account is used primarily for the upkeep and repair of our aging Fleet. Currently our fleet consists of 22 vehicles, many of which are used for covert/undercover surveillance. Most of these vehicles were seized through our asset forfeiture program and have high mileage.							
013035	5294 MACHINERY,	2,110.08	2,300.00	2,300.00	2,335.00	2,340.00	2,340.00	
	Copier - \$195 x 12 months = 2,340							
013035	5322 CHEMICAL,L	1,721.49	3,000.00	3,000.00	3,045.00	3,500.00	3,500.00	
	This account is utilized to purchase the drug testing equipment for the entire Department. Test kits are now more expensive due to the various types of unknown designer drugs now being sold.							
013035	5326 CLOTHING A	.00	2,000.00	2,000.00	2,030.00	1,500.00	1,500.00	
	This account is used to purchase and replace damaged/old Raid type shirts worn by the Division. These funds are also used to purchase golf style shirts to be worn in training classes. This clothing allows our members to look professional and be clearly identifiable.							
013035	5327 FIREARM SU	.00	750.00	750.00	761.00	761.00	761.00	
	For specialized ammunition and firearms supplies and related equipment for special operations.							
013035	5329 OTHER OPER	987.98	3,000.00	3,000.00	3,045.00	3,500.00	3,100.00	
	This account is used to maintain and purchase equipment used in covert operations. It is also utilized for various items needed for our undercover Officers.							
013035	5661 SUNDRY	20,000.00	25,000.00	25,000.00	25,375.00	20,000.00	20,000.00	
	Based on projections as of Nov. 2018, the S.S.D. will utilize all of these available funds in investigation expenditures by the end of this fiscal year. (C/I payments and evidence purchases).							

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ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL SPECIAL SERVICES	1,020,428.95	1,351,414.00	1,356,353.08	1,299,919.00	1,294,824.00	1,294,204.00	_____
013036 SPECIAL VICTIMS UNIT							
013036 5110 WAGES & SA	640,197.11	657,238.00	657,238.00	672,723.00	672,723.00	672,723.00	_____
013036 5120 WAGES & SA	19,447.83	37,235.00	37,235.00	38,114.00	40,114.00	40,114.00	_____
	Accommodate for the full manpower and caseload. Overtime increase is for child porn investigations, elder abuse investigations & follow up, translation of MDT interviews.						
013036 5121 WAGES & SA	13,709.33	13,100.00	13,100.00	13,409.00	13,409.00	13,409.00	_____
	Contractual pay for off-hours work \$8,709 Certification Pay \$3,500 Bilingual Pay \$1,200						
013036 5150 LONGEVITY	1,110.00	1,155.00	1,155.00	3,100.00	3,100.00	1,110.00	_____
013036 5235 MEMBERSHIP	.00	4,725.00	4,725.00	4,796.00	8,826.00	5,000.00	_____
	IT/ICAC Training & Professional Memberships (IACIS \$100, HTCIA \$75) Renewals for ICAC related licenses and software upgrades - \$1,251 Cellebrite includes one additional license - \$7,400						
013036 5245 TELEPHONE	84.93	.00	.00	.00	.00	.00	_____
013036 5269 OTHER REPA	3,700.00	1,950.00	1,950.00	1,979.00	1,200.00	1,200.00	_____
	Xways - \$1,200						
013036 5272 TRAINING A	1,999.46	2,000.00	2,000.00	2,030.00	2,500.00	2,500.00	_____
	NEW: IT and ICAC training - Throughout the year there are a number of training classes which are offered throughout the area with little notice in the various IT Topics. It is imparative that the departments computer forensics expert attends these classes to stay up to date with current investigative techniques and trends to better serve the department.						
013036 5286 BUSINESS E	1,702.06	.00	.00	.00	.00	.00	_____
013036 5294 MACHINERY,	1,071.08	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
013036 5295 SEMINAR&CO	1,328.00	2,514.00	2,514.00	2,552.00	2,552.00	2,552.00	_____
	ICAC Conference for two - \$2,552 - The Internet Crimes Against Children Task Force (ICAC) hosts an annual conference in Atlanta, GA. This conference provides vital training, updates, and hands-on training in all areas of Child Exploitation.						
013036 5328 EDUCATIONA	.00	1,100.00	843.00	1,117.00	1,117.00	1,117.00	_____
	Purchase of educational supplies.						
013036 5329 OTHER OPER	1,556.38	800.00	800.00	812.00	812.00	812.00	_____
	Professional Memberships including several children's investigative organizations. - \$812						

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ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013036	5741 IT HARDWAR Forensic Exam Consumable items (hard drives, thumb drives, SD cards, adapters etc.) - \$2,000	530.39	1,000.00	1,257.00	1,015.00	2,000.00	2,000.00	
013036	5742 IT SOFTWARE Internet Evidence Finder - \$2,500 Sumari Software (Macs) - \$821	.00	.00	.00	.00	3,321.00	3,321.00	
TOTAL SPECIAL VICTIMS UNIT		686,436.57	723,817.00	723,817.00	742,662.00	752,689.00	746,873.00	
013037	IDENTIFICATION BUREAU							
013037	4440 GUN PERM Adjusted to even with the recent fee increase or trend is behind last year so the revenue projection reflects the next 12 months at the predicted trend.	19,335.00	28,500.00	28,500.00	28,500.00	15,120.00	15,120.00	
013037	4442 OTHER PERM Solicitor permits - 30 @ \$250 each = \$7,500	4,500.00	7,500.00	7,500.00	7,500.00	4,250.00	4,250.00	
013037	4506 F PRINTS	9,829.00	12,000.00	12,000.00	12,000.00	13,440.00	13,440.00	
013037	4508 PHOTOS	783.00	1,240.00	1,240.00	1,240.00	1,350.00	1,350.00	
013037	5110 WAGES & SA	262,254.98	267,923.00	267,923.00	273,606.00	273,606.00	273,606.00	
013037	5120 WAGES & SA Overtime required for crime scene investigation. Processing evidence collected by the ID Unit, DB, SVU, SS or Patrol or any expedited requests from Court. The Crime Scene Unit supports the DB, SVU and the Patrol Division. To cover the increased workload on the two man unit.	9,584.41	10,000.00	10,000.00	10,236.00	10,236.00	10,236.00	
013037	5121 WAGES & SA Contractual pay for off-hours work \$384 Certification Pay \$500 Bilingual Pay \$600	2,056.94	1,450.00	1,450.00	1,484.00	1,484.00	1,484.00	
013037	5150 LONGEVITY	1,255.00	1,280.00	1,280.00	1,750.00	1,750.00	1,255.00	
013037	5235 MEMBERSHIP \$300 for dues increase	50.00	50.00	50.00	51.00	300.00	300.00	
013037	5262 OTHER MACH	.00	75.00	75.00	76.00	76.00	76.00	
013037	5294 MACHINERY, ID Alcove Copier Rental - 85 x 12 = 1,020 Copies - 12 x 12 = 144	1,643.90	1,152.00	1,152.00	1,169.00	1,164.00	1,164.00	
013037	5295 SEMINAR&CO 6 meetings per year @ \$50 each = \$300	420.11	300.00	300.00	305.00	300.00	300.00	

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ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013037	5298 OTHER	7,529.25	14,100.00	14,100.00	14,312.00	14,304.00	14,304.00	
	LiveScan machine lease in holding facility: \$617/mth. x 12 = \$7,404 Portable LiveScan machine maintenance fee in Print Room: \$325/mth. x 12 = \$3,900							
013037	5322 CHEMICAL,L	5,713.81	6,068.00	6,068.00	6,159.00	6,159.00	6,159.00	
	Fairfield County Computer Forensic Task Force - \$3,000 Increase due to an increase in scene and evidence processing and the increased consumption of sterile processing equipment.							
013037	5329 OTHER OPER	3,498.07	3,527.00	3,527.00	3,580.00	3,580.00	3,580.00	
	Used to supply the Detective Bureau, Special Victims Unit, Special Services Unit and the Patrol Division with necessary evidence collection and packaging materials - \$2,600 Replacement of memory cards, patrol cameras and USB storage for Cellebrite - \$980 (previously paid out of various accounts)							
013037	5392 BOOKS	41.44	.00	.00	.00	.00	.00	
013037	5393 PHOTOGRAPH	1,827.73	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	
	Used to fund Cold Case investigations with upgrading older 35mm scene photos and VHS tapes to DVD's and upgrade the technology in digital photography equipment and related equipment in evidence photography.							
TOTAL IDENTIFICATION BUREAU		330,322.64	357,165.00	357,165.00	363,998.00	349,149.00	348,654.00	
013038	SCHOOL RESOURCE OFFICERS							
013038	5110 WAGES & SA	592,613.78	654,968.00	654,968.00	670,800.00	670,800.00	670,800.00	
013038	5120 WAGES & SA	4,535.11	7,995.00	7,995.00	8,184.00	8,184.00	8,184.00	
	Overtime for 8 SRO's for special & sporting events, child porn investigations, elder abuse investigations & follow up							
013038	5121 WAGES & SA	9,177.57	8,100.00	8,100.00	8,291.00	8,291.00	8,291.00	
	Contractual pay for off-hours work \$3,691 Certification Pay \$4,000 Bilingual Pay \$600							
013038	5150 LONGEVITY	870.00	915.00	915.00	2,040.00	2,040.00	870.00	
013038	5235 MEMBERSHIP	.00	800.00	800.00	812.00	812.00	812.00	
	Membership in National Association of School Resource Officers							
013038	5295 SEMINAR&CO	.00	1,500.00	1,500.00	1,523.00	1,523.00	1,523.00	
	National leading experts from the field conduct seminars regarding the latest developments in school safety, threats and response to critical incidents on school grounds.							

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ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013038	5328 EDUCATIONA	1,822.50	1,600.00	1,600.00	1,624.00	1,624.00	1,624.00	
	For educational supplies utilized by SRO's							
013038	532B DARE	2,400.00	2,450.00	2,450.00	2,450.00	2,950.00	2,950.00	
	Supplies for the DARE program = \$2,950							
	DARE 5th grade planners, graduation certificates & achievement medals (New middle school DARE program, inclusion of All Saints School to the DARE program)							
	TOTAL SCHOOL RESOURCE OFFICE	611,418.96	678,328.00	678,328.00	695,724.00	696,224.00	695,054.00	
013040	TESTING & RECRUITING							
013040	5110 WAGES & SA	104,319.49	107,128.00	107,128.00	109,660.00	109,660.00	109,660.00	
013040	5120 WAGES & SA	2,788.47	14,391.00	14,391.00	14,731.00	14,731.00	14,731.00	
	OT needed to conduct background investigations, recruitment activities, as well as training for background investigators and recruiting officers.							
013040	5121 WAGES & SA	618.27	900.00	900.00	921.00	921.00	921.00	
	Contractual pay for off-hours work \$421							
	Certification Pay \$500							
013040	5150 LONGEVITY	505.00	520.00	520.00	535.00	535.00	535.00	
013040	5237 ADVERTISIN	.00	.00	.00	.00	3,000.00	3,000.00	
	Advertising and marketing expenses for the next entry level examination.							
013040	5251 MEDICAL,DE	8,728.00	5,679.00	5,679.00	5,764.00	5,679.00	5,679.00	
	New Recruit Testing							
	Physicals: 3 x 1,168 = 3,504							
	Psychological: 3 x 425 = 1,275							
	Polygraph: 3 x 300 = 900							
	Total = \$5,679							
	TOTAL TESTING & RECRUITING	116,959.23	128,618.00	128,618.00	131,611.00	134,526.00	134,526.00	
013042	TRAINING							
013042	4807 REIMB EXP	4,335.36	.00	.00	.00	19,500.00	19,500.00	
	Entry level candidate revenue							
013042	5110 WAGES & SA	215,268.29	163,042.00	163,042.00	166,900.00	166,900.00	166,900.00	
013042	5120 WAGES & SA	452,786.12	425,000.00	425,000.00	435,030.00	465,000.00	435,000.00	
	Needed to cover additional training overtime expenses for required training as well as contractual increases in hourly wages. The Training Unit is responsible for providing POST mandated police officer certification training, which requires a minimum of sixty hours of review credit training every three years. The Training Unit recertifies approximately sixty officers per year, as well as required civilian employee training. Additionally, firearms training and qualifications, as well as Use of Force training is required for every officer yearly. The Training Unit conducts a four hour class for legal training on use of force issues and low-light shooting skills in the range for every officer. In order to reduce OT without cutting training hours, officers qualify with their							

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<p>duty pistols while on-duty, and only the firearms instructor is on OT. Additionally, approximately 60 officers that are assigned patrol rifles receive 16 hours of training and qualifications, split into two 8-hour sessions. This is necessary for officers to maintain their skills and proficiency with the weapons. The Emergency Medical Responder (First Responder training) recertification is a 20 hour course required every three years for all personnel. This is required by the State of CT for all municipality designated first responders (in Norwalk it's the Police Department). The Training unit contracts with the Norwalk Hospital to provide this training several times per year. Also additional training is being conducted in areas mandated CALEA accreditation and advanced specialty training for detectives and other officers assigned to specialized units. Training 21 Supervisors in Noise Meter Usage - 25 hours per person.</p>							
013042	5121 WAGES & SA	6,179.62	4,850.00	4,850.00	4,964.00	4,964.00	4,964.00 _____
<p>Contractual pay for off-hours work \$3,364 Certification Pay \$1,000 Bilingual Pay \$600</p>							
013042	5150 LONGEVITY	385.00	400.00	400.00	415.00	415.00	415.00 _____
013042	5234 SUBSCRIPTI	159.00	1,800.00	4,100.00	1,827.00	1,827.00	1,827.00 _____
<p>Journals and Guides including license i.d. manuals, penal code materials and looseleaf publications.</p>							
013042	5235 MEMBERSHIP	1,480.00	885.00	885.00	898.00	885.00	885.00 _____
<p>For training officers, including: FC Police Training Officers Assoc = \$700 Int. Enf. Fire Inst. Assoc = \$95 National Tactical Officers Assoc. = \$90</p>							
013042	5269 OTHER REPA	.00	4,000.00	1,700.00	4,060.00	4,060.00	.00 _____
<p>This account is utilized for repairs and maintenance to the shooting range. Since it's opening in 2005, general maintenance and repairs on the equipment has been performed by Training Division officers. Several of the target track systems are in need of immediate repairs and are not operational.</p>							
013042	5272 TRAINING A	23,922.45	22,000.00	22,000.00	22,330.00	30,000.00	22,000.00 _____
<p>Fees and expenses paid to the CT Police Academy for new officer training (\$2,000 ea.) and in-service training (up to \$200 per course). Satellite academies such as Milford and Bridgeport are now charging fees for new recruits as well. We anticipate filling a minimum of 1-2 openings within the next fiscal year. I am also requesting in the account, \$10,000 for professional development for police management. This would pay tuition and other fees for management and executive development courses for police managers, and \$6,500 for up to six department Use of Force trainers to attend the annual Daigle Law Use of Force Summit, a 3-day use of force and legal update training seminar held yearly in Uncasville, CT. This account is also utilized for general tuition costs for specialty and advanced training courses at the CT police academy and other training institutions (for investigators and other specialized police units). Total request for 2019-20: \$30,000.</p>							

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ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013042	5286 BUSINESS E	1,114.53	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	_____
	Expenses for training							
013042	5294 MACHINERY,	1,317.28	1,700.00	1,700.00	1,726.00	1,726.00	1,726.00	_____
	Office Machinery							
013042	5298 OTHER	9,612.75	6,000.00	6,000.00	6,090.00	10,000.00	6,000.00	_____
	Fees for outside instructors to train officers. This includes fees to the Norwalk Hospital staff for Emergency Medical Responder training for all sworn personnel; fees to outside instructors that provide required "Police and the Law" and "Legal Updates" review credit training, as well as fees for review credit classes in various fields of expertise.							
013042	5311 OFFICE SUP	4,719.10	900.00	900.00	914.00	914.00	914.00	_____
	Copier paper, toner, batteries							
013042	5323 FOOD	579.63	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
	Refreshments for hosting of outside training programs, recruitment functions, promotion, award ceremonies and oral boards.							
013042	5327 FIREARM SU	49,939.97	65,000.00	73,246.14	65,975.00	70,000.00	65,000.00	_____
	\$46,000 - ammunition							
	\$20,000 - Special weapons and parts (for training & on-duty use)							
	\$ 4,000 - Misc. (targets, cardboard, etc)							
	This account is utilized mainly for firearms ammunition and Taser electronic control device replacement cartridges, batteries and repairs. The cost of firearms ammunition has been increasing dramatically every year (15-20%) and additional funds are needed to cover the increase while maintaining the same amount of supply ordered. Also, with the increase in firearms training hours, additional ammunition will be required. Other items this account is utilized for includes range targets, cardboard target backers, firearms cleaning supplies and miscellaneous parts for repairs and replacement.							
013042	5328 EDUCATIONA	356.16	700.00	700.00	711.00	711.00	711.00	_____
	Educational supplies, phamplets, books and required manuals for training.							
013042	5392 BOOKS	4,095.79	3,296.00	3,296.00	3,345.00	3,345.00	3,345.00	_____
	For training purposes. Looseleaf law publications for whole department.							
	TOTAL TRAINING	776,251.05	702,573.00	710,819.14	718,230.00	783,292.00	732,232.00	_____
013048	INTERNAL AFFAIRS							
013048	5110 WAGES & SA	200,076.81	108,228.00	108,228.00	110,760.00	110,760.00	110,760.00	_____
013048	5120 WAGES & SA	13,055.03	10,000.00	10,000.00	10,236.00	10,230.00	10,230.00	_____
	Overtime required for investigations and interviews off-hours. IA overtime based on usage over past 2 years = \$8,000 Grant application processing overtime = \$2,230							

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013048	5121 WAGES & SA	989.69	300.00	300.00	307.00	307.00	307.00	
	Contractual pay for off-hours \$307							
013048	5150 LONGEVITY	.00	.00	.00	1,025.00	1,025.00	1,025.00	
013048	5272 TRAINING A	.00	.00	.00	.00	2,038.00	.00	
	Training classes off site for Grants - 6 days							
013048	5294 MACHINERY,	1,793.57	1,920.00	1,920.00	1,949.00	2,220.00	2,220.00	
	Copier							
	Rental - 120 x 12 = 1,440							
	Copies - 40 x 12 = 480							
	Business equipment scanner - \$300							
TOTAL INTERNAL AFFAIRS		215,915.10	120,448.00	120,448.00	124,277.00	126,580.00	124,542.00	
013049	PLANNING/RESEARCH/ACCREDITATIO							
013049	5110 WAGES & SA	105,116.44	205,739.00	205,739.00	209,970.00	209,970.00	209,970.00	
013049	5120 WAGES & SA	2,037.30	747.00	747.00	765.00	765.00	765.00	
	This account will cover any cost associated with manpower coverage. With no onsite or mock this year, this account will be used for any emergency situation.							
013049	5121 WAGES & SA	1,102.31	525.00	525.00	537.00	537.00	537.00	
	Contractual pay for off-hours \$37							
	Certification Pay \$500							
013049	5150 LONGEVITY	740.00	770.00	770.00	445.00	445.00	445.00	
013049	5234 SUBSCRIPTI	5,630.00	8,500.00	12,293.30	8,628.00	20,900.00	8,500.00	
	IA Pro is a full featured software to provide management and tracking of Internal Affairs & Professional Standards data. Includes early identification and warning features and statistical reports.							
	Power DMS cloud subscription service - \$5,100							
	Accreditation software access - \$3,000							
	Unanticipated increase in fees - \$400							
013049	5235 MEMBERSHIP	.00	5,600.00	5,600.00	5,684.00	157,067.00	157,067.00	
	CALEA membership dues - \$5,500							
	CONNAPAC \$100							
	Body Camera annual fees - \$69,485							
	CEW (Conducted Electrical Weapon) Taser annual fees - \$81,982							
013049	5258 OTHER PROF	.00	11,000.00	11,000.00	11,165.00	.00	.00	
013049	5286 BUSINESS E	5,497.57	3,000.00	3,000.00	3,045.00	4,000.00	4,000.00	
	This account pays for the travel fees (flight, hotel, and per diem) for the CALEA conference and body camera training.							

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013049	5295 SEMINAR&CO	3,410.20	3,000.00	3,000.00	3,045.00	3,000.00	3,000.00	
	This account will need to cover conference fees for two officers to attend training at one CALEA conference in 2019 and one officer to attend body camera training.							
	TOTAL PLANNING/RESEARCH/ACCR	123,533.82	238,881.00	242,674.30	243,284.00	396,684.00	384,284.00	
013050	PROPERTY & EVIDENCE							
013050	5110 WAGES & SA	140,601.34	142,905.00	142,905.00	146,286.00	146,286.00	146,286.00	
013050	5120 WAGES & SA	737.50	1,200.00	1,200.00	1,228.00	1,228.00	1,228.00	
013050	5121 WAGES & SA	545.32	510.00	510.00	522.00	522.00	522.00	
	Contractual pay for off-hours work \$22							
	Certification Pay \$500							
013050	5150 LONGEVITY	250.00	265.00	265.00	830.00	830.00	830.00	
013050	5294 MACHINERY,	1,029.78	636.00	1,036.00	646.00	660.00	660.00	
	Property Copier							
	Rental - 30 x 12 = 360							
	Copies - 25 x 12 = 300							
013050	5311 OFFICE SUP	989.47	1,200.00	1,200.00	1,218.00	1,218.00	1,218.00	
	Toner, copier paper, pens, etc.							
013050	5322 CHEMICAL,L	2,630.45	4,250.00	3,850.00	4,314.00	4,314.00	4,314.00	
	For evidence bags, field drug kits, & storage supplies							
013050	5329 OTHER OPER	1,099.67	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	
	Labels and storage boxes for property room, (historical)							
	TOTAL PROPERTY & EVIDENCE	147,883.53	151,966.00	151,966.00	156,059.00	156,073.00	156,073.00	
013053	VEHICLE MAINTENANCE							
013053	5110 WAGES & SA	105,116.47	107,928.00	107,928.00	109,660.00	109,660.00	109,660.00	
013053	5120 WAGES & SA	14,277.10	7,125.00	7,125.00	7,293.00	7,293.00	7,293.00	
	Overtime needed for pickup & delivery of cars off hours, emergency maintenance outside regular shifts, relocation of cars off hours for storm & weather emergencies.							
013053	5121 WAGES & SA	906.91	700.00	700.00	717.00	717.00	717.00	
	Contractual pay for off-hours work \$217							
	Certification Pay \$500							
013053	5150 LONGEVITY	460.00	475.00	475.00	490.00	490.00	490.00	
013053	5261 REPAIR-MAI	1,426.62	3,500.00	3,500.00	3,553.00	3,553.00	3,553.00	
	Motorcycle Maintenance							
	Yearly service; tires; brakes; clutch; service adjustments; batteries; cleaning supplies for 3 motorcycles (2 assigned to the Traffic Unit, 1 assigned to the Motorcycle Unit Supervisor for the Patrol Division).							

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013053	5262 OTHER MACH Accident Unit equipment storage chest	.00	.00	.00	.00	3,000.00	.00	
013053	5269 OTHER REPA WT/Laser Repair/Supplies - \$5,379 Washing of police cars - \$20,235	27,191.12	25,235.00	25,235.00	25,614.00	25,614.00	25,614.00	
013053	5298 OTHER Vehicle towing	3,989.18	2,500.00	2,500.00	2,538.00	2,538.00	2,538.00	
013053	5322 CHEMICAL,L Funds for EMS, AED & Bloodbourne program, including medical supplies for patrol vehicles and holding facility, badges, name tags. includes software upgrades for the AED's. Many are older and require an upgrade.	1,473.64	11,000.00	11,000.00	11,165.00	11,165.00	11,165.00	
013053	5332 MOTOR VEHI	421.96	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	
013053	5419 OTHER	9,543.99	.00	109.75	.00	.00	.00	
013053	5421 BUILDING&O Lease fee for Yankee Doodle Garage to house confiscated vehicles that can no longer be stored in onsite police lot. = \$12,768 The MOu for the parking garage spaces stayed 28 times the monthly rate. We believe the monthly is currently \$38, so please add 28x38x12 = \$12,768	6,384.00	6,000.00	6,000.00	6,090.00	25,536.00	12,768.00	
013053	5461 CENT-FUEL	260,472.91	288,153.00	288,153.00	292,475.00	292,475.00	304,956.00	
013053	5462 CENT-FLEET Approved Update based on reduced fleet OT	736,458.81	629,817.00	629,817.00	639,264.00	639,264.00	615,805.00	
013053	5729 OTHER Badges/Medals- \$3,000; WT Lithium Batteries - \$1,000 AED Upgrade - \$20,000 Storage container at HQ - \$4,500	26,290.65	23,500.00	23,500.00	23,853.00	28,500.00	28,500.00	
013053	5731 CARS AND V Purchase and upfit 10 2020 Police Interceptors @ \$50,000 each = \$500,000 Purchase and upfit 2 2020 Marked K-9 vehicles @ \$55,000 each = \$110,000 Finance meeting 1/9/2019	404,560.34	376,000.00	376,000.00	509,134.00	610,000.00	625,000.00	
013053	5743 RADIOS,MOB Vehicle radio repair/maintenance	.00	.00	.00	.00	1,000.00	.00	
013053	5790 OTHER	.00	.00	.00	.00	.00	.00	
TOTAL VEHICLE MAINTENANCE		1,598,973.70	1,482,933.00	1,483,042.75	1,632,861.00	1,761,820.00	1,749,074.00	
013055	NEW POLICE HEADQUARTERS							
013055	5110 WAGES & SA	62,567.10	61,467.00	61,467.00	62,920.00	62,920.00	62,920.00	

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FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013055	5120	WAGES & SA	4,015.27	1,279.00	1,279.00	1,309.00	1,309.00	1,309.00	
013055	5150	LONGEVITY	675.00	685.00	685.00	695.00	695.00	695.00	
013055	5241	ELECTRIC	172,517.31	165,745.00	165,745.00	167,402.00	178,721.00	178,721.00	
		Based on historical usage and current rates							
013055	5242	WATER	3,323.71	3,644.00	3,644.00	3,680.00	3,660.00	3,660.00	
		Request based on historical usage and current rates							
013055	5244	GAS	63,639.52	63,815.00	63,815.00	64,453.00	54,184.00	54,184.00	
		Request is based on current rates and historical usage							
013055	5246	HEATING FU	1,532.18	1,046.00	1,046.00	1,056.00	806.00	806.00	
013055	5262	OTHER MACH	6,200.00	6,260.00	6,260.00	6,354.00	6,260.00	6,260.00	
		UPS Yearly Maintenance \$3,000							
		Rotational UPS Battery Replacement \$3,260							
013055	5266	BUILDINGS	166,647.96	172,064.00	172,064.00	174,645.00	177,656.00	177,656.00	
013055	5267	PLUMBING,H	28,267.64	28,894.00	28,894.00	29,327.00	29,410.00	29,410.00	
		Plumbing & Electrical Repairs & Maintenance \$13,000							
		HVAC automation controls repairs & maintenance \$7,974							
		HVAC Filters(regular) \$3,000							
		Dehumidification Canisters IT Room \$2,100							
		Belts \$150							
		Boiler Cleaning & Burner Tuning \$3,186							
013055	5269	OTHER REPA	17,054.78	16,800.00	16,800.00	17,052.00	16,800.00	16,800.00	
		Building, door & hardware, holding cell repairs \$3,180							
		Painting \$0							
		Window Washing \$5,150							
		Groundwell monitoring required by state \$8,470							
013055	5276	PUR UNIF	700.00	700.00	700.00	711.00	711.00	711.00	
		Based Upon Historical Expenditures							
013055	5298	OTHER	53,974.72	71,875.00	71,875.00	72,953.00	73,803.00	73,803.00	
		Overhead Garage Doors \$4,025							
		Entrance Gates Repairs & Maintenance \$3,100							
		Boiler Water Treatment \$2,320							
		Diesel Fuel Tank Testing \$550							
		Pest Control \$1,200							
		Landscaping \$2,624							
		Trash Removal \$3,000							
		Elevator Service & Inspections \$1,600							
		Carpet Cleaning \$5,028							
		Removable Mats for Entryways \$1,500							
		Emergency Generator Service \$2,000							
		Cameras & Control Repairs & Maintenance \$2,680							
		Fire System Test, Inspect & Repairs \$6,550							
		Parking Lot Repairs & Maintenance \$2,000							
		Snow Plowing \$15,586							
		Infrared Scanning of Electrical Equipment \$1,500							
		Front Entrance Statue Refinishing \$4,000							
		Quarterly Jail Cell Cleanng\$14,000							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013055 Fire Extinguisher Test & Inspect \$400 5323 FOOD 240.00	240.00	.00	.00	.00	.00	.00	_____
013055 5329 OTHER OPER 5,490.74 Light Bulbs \$1,500 Grainger Tools & Supplies \$2,600	5,490.74	5,600.00	5,600.00	5,684.00	5,600.00	5,600.00	_____
013055 5394 OTHER 10,951.74 Home Depot Supplies \$1,500 Lightbulb Recycling \$1,000 Perimeter Fence Repairs \$300 Gun Range Repairs & Maintenance \$5,000 HEPA Filters for Gun Range HVAC System \$4,800	10,951.74	11,100.00	11,100.00	11,267.00	11,100.00	11,100.00	_____
TOTAL NEW POLICE HEADQUARTER	597,797.67	610,974.00	610,974.00	619,508.00	623,635.00	623,635.00	_____
013057 COURT OFFICER							
013057 5110 WAGES & SA 80,642.65	80,642.65	81,521.00	81,521.00	83,450.00	83,450.00	83,450.00	_____
013057 5120 WAGES & SA 31,331.47 Overtime is required to cover Court Officer sick and vacation time.	31,331.47	27,500.00	27,500.00	28,149.00	28,149.00	28,149.00	_____
013057 5121 WAGES & SA 883.08 Contractual pay for off-hours work \$256	883.08	250.00	250.00	256.00	256.00	256.00	_____
013057 5150 LONGEVITY 670.00	670.00	685.00	685.00	700.00	700.00	700.00	_____
013057 5311 OFFICE SUP 291.47 For supplies for desktop copier: toner, etc.	291.47	300.00	300.00	305.00	305.00	305.00	_____
TOTAL COURT OFFICER	113,818.67	110,256.00	110,256.00	112,860.00	112,860.00	112,860.00	_____
013059 ANIMAL CONTROL							
013059 4503 DOG POUND 2,670.00	2,670.00	3,750.00	3,750.00	3,750.00	2,200.00	2,200.00	_____
013059 5110 WAGES & SA 205,387.15	205,387.15	207,201.00	207,201.00	212,099.00	212,099.00	212,099.00	_____
013059 5120 WAGES & SA 18,138.78 Funds required for extra shifts, coverage and emergency canine maintenance	18,138.78	13,581.00	13,581.00	13,902.00	15,400.00	15,400.00	_____
013059 5121 WAGES & SA 1,109.75 Contractual pay for off-hours work	1,109.75	1,200.00	1,200.00	1,228.00	1,228.00	1,228.00	_____
013059 5150 LONGEVITY 1,805.00	1,805.00	1,900.00	1,900.00	1,920.00	1,920.00	1,920.00	_____
013059 5214 MESSENGER& 231.66 Courier service for animal testing	231.66	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
013059 5237 ADVERTISIN 711.58 Advertising for found animals in local newspapers. Based on historical expenditures.	711.58	1,894.00	1,894.00	1,922.00	1,922.00	1,922.00	_____

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ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013059	5242 WATER Based on Historical Expenditures	108.33	127.00	127.00	128.00	124.00	124.00	
013059	5244 GAS Expense was formerly in heating fuels, reflects revised rates.	6,372.23	9,402.00	9,402.00	9,496.00	9,496.00	9,496.00	
013059	5245 TELEPHONE Telephone charges for animal control division	322.55	261.00	261.00	264.00	264.00	264.00	
013059	5251 MEDICAL,DE Vet services for animals at Dog Pound. Based on historical expenditures.	2,489.27	6,240.00	6,240.00	6,334.00	6,334.00	6,334.00	
013059	5267 PLUMBING,H Boiler Repairs & Tuning \$720 Boiler Inspection \$240 Clean Drains \$300 Back Flow Inspection & Repairs \$280	1,360.39	1,540.00	1,540.00	1,563.00	1,540.00	1,540.00	
013059	5269 OTHER REPA Pest Control \$703 Fire Extinguisher Inspection \$52 Guillotine Doors Maintenance \$400 Fire Alarm Test, Inspect & Monitor \$378	1,299.83	1,515.00	1,515.00	1,538.00	1,533.00	1,533.00	
013059	5276 PUR UNIF For Animal Control officers.	755.65	1,137.00	1,137.00	1,154.00	1,154.00	1,154.00	
013059	5298 OTHER Pet burial services based on historical expenditures.	1,420.00	1,700.00	1,700.00	1,726.00	1,726.00	1,726.00	
013059	5323 FOOD For dogs and cats held at the pound (historical)	718.87	1,200.00	1,200.00	1,218.00	1,218.00	1,218.00	
013059	5324 HOUSEHOLD& Cleaning supplies for Dog Pound (historical)	727.20	800.00	800.00	812.00	800.00	800.00	
013059	5329 OTHER OPER Air Filters \$285 Cleaning supplies - \$475	.00	760.00	760.00	771.00	760.00	760.00	
TOTAL ANIMAL CONTROL		245,628.24	255,208.00	255,208.00	260,840.00	260,733.00	260,733.00	
01305C	DARE							
01305C	5120 WAGES & SA	55.26	.00	.00	.00	.00	.00	
01305C	5121 WAGES & SA	503.33	.00	.00	.00	.00	.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL DARE	558.59	.00	.00	.00	.00	.00	_____
013060 ADMINISTRATIVE SERVICES							
013060 5110 WAGES & SA	109,559.20	109,358.00	109,358.00	111,943.00	111,943.00	111,943.00	_____
013060 5150 LONGEVITY	.00	475.00	475.00	475.00	475.00	475.00	_____
TOTAL ADMINISTRATIVE SERVICE	109,559.20	109,833.00	109,833.00	112,418.00	112,418.00	112,418.00	_____
013061 PURCHASING & BOOKKEEPING							
013061 5110 WAGES & SA	59,654.67	61,384.00	41,316.00	62,836.00	62,836.00	62,836.00	_____
013061 5120 WAGES & SA	1,319.62	1,000.00	5,000.00	1,024.00	2,000.00	2,000.00	_____
	Occasionally during critical times of the year overtime is required to keep up with work demands						
013061 5150 LONGEVITY	680.00	690.00	690.00	.00	450.00	450.00	_____
013061 5211 POSTAGE,BO	7,357.61	8,410.00	8,410.00	8,536.00	8,536.00	8,536.00	_____
	Postage and PO Box rental for entire Dept.						
013061 5221 PRINTING &	7,471.68	13,000.00	11,750.00	13,195.00	13,195.00	13,195.00	_____
	Forms, business cards, envelopes, etc. for Dept, based on historical expenses.						
013061 5237 ADVERTISIN	1,485.85	.00	.00	.00	.00	.00	_____
013061 5258 OTHER PROF	363.70	600.00	600.00	609.00	609.00	609.00	_____
	Body bags removal from crime scenes						
013061 5271 CLOTHING A	288,153.81	289,250.00	289,250.00	293,589.00	297,000.00	292,000.00	_____
	178 officers x 1,625 (uniform allowance) = \$289,250						
	Misc. accessories and Repair & Replacement of damaged uniforms - \$7,750						
013061 5272 TRAINING A	12,124.05	14,500.00	14,500.00	14,718.00	20,000.00	14,500.00	_____
	More training is required to keep up with advancing technologies (i.e. bodycams, etc.). Department wide incidentals are housed here.						
013061 5276 PUR UNIF	33,632.39	38,400.00	38,400.00	38,976.00	38,976.00	38,976.00	_____
	Initial hire uniform costs.						
013061 5286 BUSINESS E	.00	.00	.00	.00	.00	.00	_____
013061 5294 MACHINERY,	2,139.94	1,716.00	2,966.00	1,742.00	2,880.00	2,880.00	_____
	Administrative Services Copier						
	Rental - 190 x 12 = 2,280						
	Copies - 50 x 12 = 600						
013061 5311 OFFICE SUP	24,298.35	28,489.00	28,489.00	28,916.00	31,000.00	28,500.00	_____
	Slight price increase and replacement of antiquated equipment for entire Dept. including toner & supplies, based on historical exp.						

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013061	5322 CHEMICAL,L Non-prescription medical supplies, (historical)	303.24	500.00	500.00	508.00	508.00	508.00	
013061	5327 FIREARM SU	3,659.74	.00	.00	.00	.00	.00	
013061	5329 OTHER OPER Misc. supplies and copy material, batteries for flashlights.	2,506.83	2,060.00	2,060.00	2,091.00	2,091.00	2,091.00	
013061	5631 AWARDS-SPE Plaques, trophies & nameplates for various ceremonial activities, based on historical expenditures.	1,609.00	1,600.00	1,600.00	1,624.00	1,624.00	1,624.00	
TOTAL PURCHASING & BOOKKEEPI		446,760.48	461,599.00	445,531.00	468,364.00	481,705.00	468,705.00	
013062	EXTRA WORK							
013062	4504 EXTRA WORK \$5,420,608 is the projected extra work gross total based on the last 12 months. Revenue is \$4,727,602 (Gross totals projected) x 74% (Percentage of Extra Work jobs that are fee based) x 15% (Administration Fee) x 90% (Collection rate). I have assumed 10% uncollectibles. Finance meeting 1/9/2019.	497,355.38	650,000.00	650,000.00	650,000.00	580,000.00	580,000.00	
013062	5110 WAGES & SA	59,938.34	58,461.00	58,461.00	59,844.00	59,844.00	59,844.00	
013062	5120 WAGES & SA Extra work function has tripled in revenue over the past 6 years. As the work increases so does the need for additional processing time, therefore, requiring many more overtime hours.	35,489.12	20,000.00	26,241.00	20,472.00	32,000.00	32,000.00	
013062	5150 LONGEVITY	450.00	450.00	450.00	450.00	450.00	450.00	
TOTAL EXTRA WORK		593,232.84	728,911.00	735,152.00	730,766.00	672,294.00	672,294.00	
013063	PAYROLL							
013063	5110 WAGES & SA	61,217.84	61,384.00	61,384.00	62,836.00	62,836.00	62,836.00	
013063	5120 WAGES & SA	100.47	.00	.00	.00	.00	.00	
013063	5150 LONGEVITY	525.00	525.00	525.00	525.00	525.00	525.00	
TOTAL PAYROLL		61,843.31	61,909.00	61,909.00	63,361.00	63,361.00	63,361.00	
013064	DATA ENTRY							
013064	5110 WAGES & SA	112,272.96	111,378.00	111,378.00	114,010.00	114,010.00	114,010.00	

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FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013064	5120 WAGES & SA	5,009.91	9,594.00	9,594.00	9,820.00	11,000.00	11,000.00	
	Ongoing vacancies and training require additional overtime work to maintain State standards.							
013064	5150 LONGEVITY	1,175.00	1,185.00	1,185.00	670.00	670.00	670.00	
TOTAL DATA ENTRY		118,457.87	122,157.00	122,157.00	124,500.00	125,680.00	125,680.00	
013065	PUBLIC RECORDS							
013065	4441 BINGO	953.80	480.00	480.00	480.00	1,200.00	1,200.00	
013065	4442 OTHER PERM	1,045.00	900.00	900.00	900.00	650.00	650.00	
013065	4502 POL REPT	9,160.00	9,850.00	9,850.00	9,850.00	11,150.00	11,150.00	
013065	4507 CRIME RPT	2,150.00	1,720.00	1,720.00	1,720.00	2,700.00	2,700.00	
	Increase in fee by State to \$50.00 per request.							
013065	5110 WAGES & SA	113,613.62	111,378.00	104,770.00	106,248.00	106,248.00	106,248.00	
013065	5120 WAGES & SA	7,878.14	2,558.00	7,558.00	2,618.00	5,000.00	5,000.00	
	Pending vacancies will require additional training and off hours for remaining personnel							
013065	5150 LONGEVITY	450.00	900.00	900.00	900.00	900.00	900.00	
013065	5294 MACHINERY, Front Records Copier Rental - 92 x 12 = 1,104 Copies - 38 x 12 = 456	1,620.16	1,464.00	1,464.00	1,486.00	1,560.00	1,560.00	
TOTAL PUBLIC RECORDS		136,870.72	129,250.00	127,642.00	124,202.00	129,408.00	129,408.00	
013066	ALARM ADMINISTRATION							
013066	4501 F ALARM	47,600.00	44,280.00	44,280.00	44,280.00	46,220.00	46,220.00	
013066	5110 WAGES & SA	69,985.68	71,095.00	71,095.00	72,776.00	72,776.00	72,776.00	
013066	5120 WAGES & SA	45,103.34	10,000.00	30,000.00	10,236.00	15,000.00	15,000.00	
	Funds required for emergency IT backup, special reporting, state mandated updating and off hours call-ins							
013066	5121 WAGES & SA	3,900.00	3,750.00	3,750.00	3,839.00	3,839.00	3,839.00	
	Based on agreement in Union Contract for on-call pay.							
013066	5150 LONGEVITY	770.00	780.00	780.00	790.00	790.00	790.00	

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ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013066 5221 PRINTING & Forms used for False Alarms.	.00	500.00	500.00	508.00	508.00	508.00	
TOTAL ALARM ADMINISTRATION	167,359.02	130,405.00	150,405.00	132,429.00	139,133.00	139,133.00	
013070 ADMINISTRATION							
013070 4120 EMG-911 Recommended E-911 Reimbursement	196,613.67	195,038.00	195,038.00	195,038.00	195,038.00	195,038.00	
013070 5110 WAGES & SA	104,478.99	107,128.00	107,128.00	109,660.00	109,660.00	109,660.00	
013070 5121 WAGES & SA Contractual pay for off-hours work \$500 Certification Pay \$500	3,120.91	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
013070 5150 LONGEVITY	520.00	535.00	535.00	550.00	550.00	550.00	
013070 5235 MEMBERSHIP Includes \$920 for APCO Group Membership	.00	920.00	920.00	920.00	920.00	920.00	
013070 5620 GRANTS&DON Southwestern Regional Communications Center (SWRCC/C-MED) Assessment (based on DPH population estimate): \$124,112.21 Credit (designate SWRCC as CMED recipient): \$26,710.50 Total = 119,330.41 - 24,421.41 = \$26,710.50 Southwest Connecticut Emergency Medical Services	88,846.24	97,019.00	97,019.00	97,019.00	97,401.71	97,402.00	
TOTAL ADMINISTRATION	393,579.81	401,640.00	401,640.00	404,187.00	404,569.71	404,570.00	
013071 COMMUNICATIONS/911							
013071 5110 WAGES & SA	1,654,400.89	1,876,119.00	1,876,119.00	1,927,695.00	1,927,695.00	1,927,695.00	
013071 5120 WAGES & SA Overtime request takes into consideration we have some vacancies this year and I am actively trying to fill the open positions, also needed to cover sick, vacation and injury leave.	577,383.31	480,500.00	481,096.92	480,500.00	565,000.00	565,000.00	
013071 5121 WAGES & SA Contractual pay for off hours shifts Civilian (\$19,000) Police (\$5,000)	25,220.69	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	
013071 5150 LONGEVITY	7,360.00	8,450.00	8,450.00	8,715.00	8,715.00	8,715.00	
013071 5175 RETRO WAGE	.00	.00	.00	.00	.00	.00	
013071 5216 OTHER COMM Regional maintenance costs for the UASI radio system will rise from 159K in 2015 to 185K in 2019. The region has adopted a base plus per capita formula for these sustainment costs. Norwalk's share expected to be approximately \$11,022 in FY 2016/17 rising to approximately \$19,000 in FY 2018/19.	14,021.24	19,000.00	19,000.00	19,000.00	19,000.00	19,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013071	5237 ADVERTISIN	.00	500.00	500.00	500.00	500.00	500.00	
	For advertising Dispatch vacancies.							
013071	5245 TELEPHONE	130,687.75	162,053.00	162,053.00	163,674.00	163,674.00	150,000.00	
	Phone service for entire Police Dept. ATT, cell phones, air cards, etc.							
013071	5247 OTHER UTIL	4,968.43	7,980.00	7,980.00	8,060.00	8,580.00	8,580.00	
	Cablevision fees - 185/mth. x 12 = \$2,220							
	Fiber optic - \$480/mth. x 12 = \$5,760							
	Wifi at beach - \$50/mth x 12 = 600							
013071	5255 IT SERVS	11,473.66	8,000.00	6,773.50	8,000.00	8,300.00	8,300.00	
	To reflect the increase in maintenance of software and other IT services.							
013071	5258 OTHER PROF	778.86	.00	.00	.00	.00	.00	
013071	5262 OTHER MACH	31,734.94	35,000.00	30,399.75	35,000.00	35,000.00	35,000.00	
	Maintenance and repair of the aging Communications system.							
013071	5269 OTHER REPA	.00	6,000.00	3,000.00	6,000.00	10,000.00	6,000.00	
	Maintenance of cable services, office machinery, and related expenses as well as general repairs to equipment							
013071	5272 TRAINING A	7,652.00	10,000.00	10,000.00	10,000.00	10,500.00	10,500.00	
	Upcoming training in the new year. We are in need of new trainers and they need to be certified as well as ongoing training for personnel. The division also needs to meet the demands of the job and with better training, we will have personnel that are ready to meet the challenges that our PSAP faces.							
013071	5286 BUSINESS E	.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
	To be used for dispatchers attending training not within travel distance and have to stay overnight at hotels and meal expenses.							
013071	5294 MACHINERY,	5,683.34	1,500.00	4,500.00	1,500.00	3,500.00	3,500.00	
	Maintenance and supplies associated with the copier, fax and collect printer. This would also include the work stations and any potential upgrades.							
013071	5295 SEMINAR&CO	171.50	.00	.00	.00	.00	.00	
013071	5311 OFFICE SUP	975.87	1,500.00	1,500.00	1,500.00	1,750.00	1,750.00	
	Paper for dot matrix printer, pens, paper for fax machine and printer, sanitary wipes for desk, water, calenders, folders, office supplies, headphones, cabinets, etc.							
013071	5329 OTHER OPER	3,224.99	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	
	This would include headsets, batteries for headsets, and base chargers for batteries							
013071	5391 A-V EQUIPM	.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
	Presentations for training materials							
013071	5741 IT HARDWAR	.00	1,500.00	1,500.00	1,500.00	1,000.00	1,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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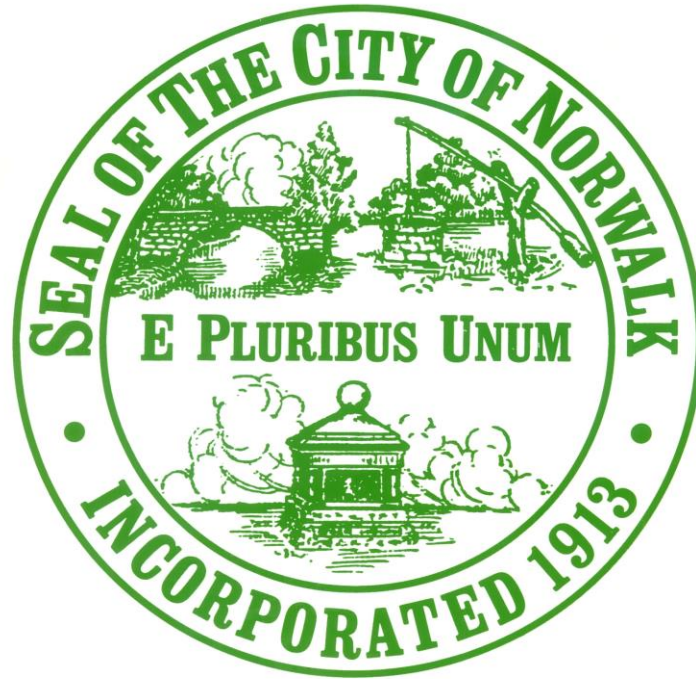
PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: POLICE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL COMMUNICATIONS/911	2,475,737.47	2,649,102.00	2,643,872.17	2,702,644.00	2,794,214.00	2,776,540.00	_____
013072 EMERGENCY PREPAREDNESS							
013072 5241 ELECTRIC	409.80	.00	.00	.00	.00	.00	_____
TOTAL EMERGENCY PREPAREDNESS	409.80	.00	.00	.00	.00	.00	_____
TOTAL POLICE DEPARTMENT	26,023,312.83	26,831,143.00	26,860,559.48	27,585,423.00	28,053,399.71	27,852,174.00	_____
GRAND TOTAL	26,023,312.83	26,831,143.00	26,860,559.48	27,585,423.00	28,053,399.71	27,852,174.00	_____

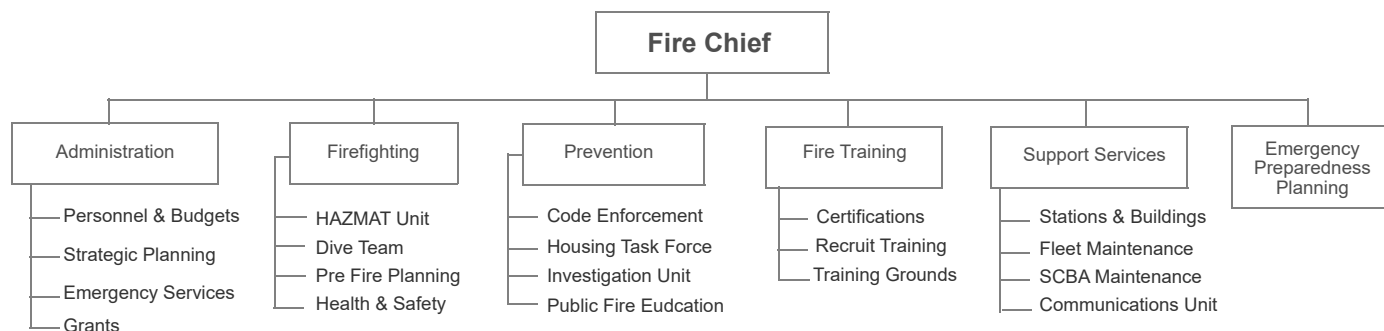
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CITY OF NORWALK



ANNUAL BUDGET

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 its educational, suppression and prevention efforts towards that objective. 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 2018- 2019:

- Hired four new Firefighters. All Firefighters completed recruit training at the Connecticut Fire Academy and have been assigned to shifts to fill vacancies as of December.
- Promoted one new Lieutenant.
- Promoted one new Fire Inspector.
- Renovations of Stations 1 (90 New Canaan Ave.), Station 4 (180 Westport Ave), and Station 5 (23 Meadow St.) to continue.
- Replaced 56 sets of self-contained breathing apparatus (SCBA) that are over ten-years old through capital budget.
- Replaced roof at 100 Fairfield Avenue through capital budget.
- Replaced new Pierce Fire Engine to replace Engine 1.
- Acquired through Government surplus a High Water Cargo Truck.

Goals For 2019 - 2020:

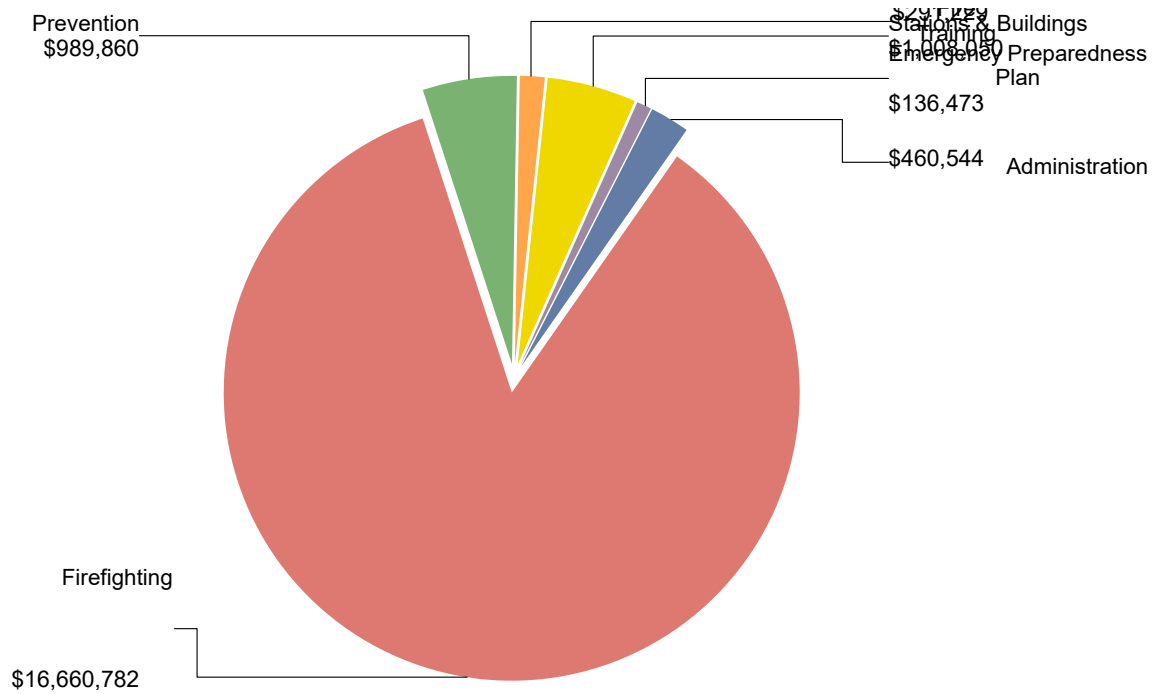
- Hire an additional four new Firefighters and send them to Connecticut Fire Academy.
- Provide company level officers (Lieutenants and Captains) with specific first line supervisor professional development days.
- Purchase new Pierce Fire Engine to replace Engine 1.
- Purchase a new ladder Truck to replace Truck 1.
- Apply for an AFG Grant for portable radio communication equipment.
- Purchase new battery powered extrication tools.
- Apply for an AFG Fire Prevention Grant for the smoke detectors.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Administration	\$477,101	\$368,040	\$454,824	\$460,544	\$460,544	\$5,720	1.26 %
Firefighting	\$14,836,163	\$15,536,481	\$16,100,684	\$16,719,946	\$16,660,782	\$560,098	3.48 %
Prevention	\$530,970	\$817,706	\$992,967	\$1,010,890	\$989,860	(\$3,107)	(0.31%)
Fire Training	\$280,510	\$286,860	\$294,555	\$292,679	\$291,229	(\$3,326)	(1.13%)
Stations & Buildings	\$856,687	\$927,443	\$965,120	\$1,015,336	\$1,008,050	\$42,930	4.45 %
Emergency Preparedness Plan	\$135,887	\$140,031	\$139,970	\$137,973	\$136,473	(\$3,497)	(2.50%)
Total	\$17,117,318	\$18,076,561	\$18,948,120	\$19,637,368	\$19,546,938	\$598,818	3.16 %
<u>Budget By Major Group</u>							
Personnel Services	\$15,416,617	\$16,384,342	\$17,189,751	\$17,760,021	\$17,733,426	\$543,675	3.16 %
Contractual Services	\$1,366,437	\$1,346,297	\$1,362,111	\$1,475,272	\$1,413,822	\$51,711	3.80 %
Supplies and Materials	\$270,257	\$281,977	\$332,080	\$334,308	\$331,249	(\$831)	(0.25%)
Fixed Charges	\$48,074	\$48,966	\$49,658	\$51,044	\$51,718	\$2,060	4.15 %
Grants & Donations	\$460	\$1,400	\$400	\$406	\$406	\$6	1.50 %
Capital Outlay	\$15,473	\$13,579	\$14,120	\$16,317	\$16,317	\$2,197	15.56 %
Total	\$17,117,318	\$18,076,561	\$18,948,120	\$19,637,368	\$19,546,938	\$598,818	3.16 %
NON-TAX REVENUE							
Intergovernmental	\$86,460	\$0	\$40,000	\$40,000	\$40,000	\$0	0.00 %
Licenses & Permits	\$38,278	\$45,380	\$40,925	\$40,925	\$40,925	\$0	0.00 %
Miscellaneous	\$4,728	\$11,907	\$3,502	\$2,120	\$2,120	(\$1,382)	(39.46%)
Total	\$129,465	\$57,287	\$84,427	\$83,045	\$83,045	(\$1,382)	(1.64%)
AMT. SUPPORTED BY TAXES	\$16,987,853	\$18,019,275	\$18,863,693	\$19,554,323	\$19,463,893	\$600,200	3.18 %

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.			
Administration										
Assistant Fire Chief	1	\$124,466	1	\$124,466	1	\$132,758	1	\$132,758	0	(\$721)
Fire Chief	1	\$137,268	1	\$137,268	1	\$147,054	1	\$147,054	0	\$1,026
Account Clerk II	1	\$60,439	1	\$60,439	1	\$69,280	1	\$69,280	0	\$1,600
Computer Specialist	1	\$60,439	1	\$60,439	1	\$65,989	1	\$65,989	0	\$1,523
Total	4	\$382,612	4	\$382,612	4	\$415,081	4	\$415,081	0	\$3,428
Firefighting										
Deputy Fire Chief	4	\$439,344	4	\$439,344	4	\$479,688	4	\$479,688	0	\$11,076
Fire Captain	11	\$1,102,112	11	\$1,102,112	11	\$1,175,548	11	\$1,203,334	0	\$27,786
Fire Captain	1	\$90,917	1	\$90,917	1	\$106,868	1	\$109,394	0	\$2,526
Fire Lieutenant	20	\$1,818,340	20	\$1,818,340	20	\$1,939,500	20	\$1,985,340	0	\$45,840
Firefighter	96	\$7,049,178	96	\$7,027,932	96	\$7,506,631	96	\$7,716,763	0	\$210,132
Total	132	\$10,499,891	132	\$10,478,645	132	\$11,197,159	132	\$11,494,519	0	\$297,360
Prevention										
Deputy Fire Marshal	1	\$100,192	1	\$100,192	1	\$106,868	1	\$109,394	0	\$2,526
Fire Marshal	1	\$109,836	1	\$100,249	1	\$117,153	1	\$119,922	0	\$2,769
Fire Inspector	4	\$363,668	4	\$344,614	4	\$407,288	5	\$521,145	1	\$113,857
Fire Inspector	0	\$0	0	\$0	1	\$101,822	1	\$104,229	0	\$2,407
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	0	\$1,452

Department Summary - FIRE DEPARTMENT

PERSONNEL SUMMARY												
	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
Total	7	\$631,246	7	\$602,605	8	\$794,515	9	\$917,526	9	\$917,526	1	\$123,011
<u>Fire Training</u>												
Deputy Fire Chief Training	1	\$120,821	1	\$120,821	1	\$128,868	1	\$131,915	1	\$131,915	0	\$3,047
Total	1	\$120,821	1	\$120,821	1	\$128,868	1	\$131,915	1	\$131,915	0	\$3,047
<u>Fire Equipment</u>												
Fire Master Mechanic	1	\$80,942	1	\$83,393	1	\$91,567	1	\$96,412	1	\$96,412	0	\$4,845
Assistant Fire Mechanic	1	\$66,717	1	\$70,055	1	\$71,057	1	\$76,488	1	\$76,488	0	\$5,431
Total	2	\$147,659	2	\$153,448	2	\$162,624	2	\$172,900	2	\$172,900	0	\$10,276
<u>Emergency Preparedness Planning</u>												
Deputy Dir. Emergency Preparedness Planning	1	\$79,314	1	\$80,901	1	\$82,803	1	\$84,757	1	\$84,757	0	\$1,954
Total	1	\$79,314	1	\$80,901	1	\$82,803	1	\$84,757	1	\$84,757	0	\$1,954
Department Total	147	\$11,861,543	147	\$11,819,032	148	\$12,777,622	149	\$13,216,698	149	\$13,216,698	1	\$439,076

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$443,619	\$327,420	\$415,099	\$419,987	\$419,987	\$4,888	1.18 %
Contractual Services	\$22,063	\$27,995	\$23,824	\$24,418	\$24,418	\$594	2.49 %
Supplies and Materials	\$11,419	\$12,626	\$15,901	\$16,139	\$16,139	\$238	1.50 %
Total	\$477,101	\$368,040	\$454,824	\$460,544	\$460,544	\$5,720	1.26 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$477,101	\$368,040	\$454,824	460,544
Employees	4	4	4	4
Outputs				
General				
of grants applied for	3	4	4	3
of grants received	2	4	3	2
of injury days used	850	800	750	420
of sick days used	1,198	1,100	1,000	1037
of workers compensation claims	40	35	33	39
Effectiveness				
General				
Increase/Decrease in Injury Leave	-6.49%	-3%	-6.25%	-44%
Increase/Decrease in Sick Leave	-2.28%	-3%	-9.09%	3.5%
Increase/Decrease in workers compensation claims	-1%	-1%		15%
Overtime as a percentage of total budget	11.98%	22%	22.30%	15%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$14,127,326	\$14,833,765	\$15,359,922	\$15,894,914	\$15,889,349	\$529,427	3.45 %
Contractual Services	\$641,175	\$630,343	\$642,067	\$724,856	\$674,316	\$32,249	5.02 %
Supplies and Materials	\$54,117	\$58,035	\$85,175	\$86,453	\$83,394	(\$1,781)	(2.09%)
Grants & Donations	\$460	\$1,400	\$400	\$406	\$406	\$6	1.50 %
Capital Outlay	\$13,085	\$12,937	\$13,120	\$13,317	\$13,317	\$197	1.50 %
Total	\$14,836,163	\$15,536,481	\$16,100,684	\$16,719,946	\$16,660,782	\$560,098	3.48 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$14,836,163	\$15,536,481	16,100,684	16,660,782
Employees	132	132	132	132
Outputs				
General				
of buildings maintained	7	7	7	7
Total Calls for Service	6,159	6,463	6,262	7133
Unit Responses	10,414	11,300	12,529	11,444
Fires				
of other fires	104	124	100	91
of structure fires	124	142	153	139
of vehicle fires	46	37	24	36
Rescue/EMS				
of EMS	3,583	3,854	3,632	3841
of extrications	32	17	35	41
of motor vehicle accidents	373	420	374	371
of water/ice related rescues	25	30	22	18
Other				
of explosions	23	20	6	12
of false alarms/false calls	1,113	1,104	1161	1272
of good intent calls	362	386	412	445
of hazardous conditions	368	418	320	430
of natural disaster/weather calls	10	11	2	5
of service calls	422	363	374	410
of special incidents	11	18	13	22
Effectiveness				

Department Summary - FIRE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
General				
Average response time	5:00	5:00	4.95	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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$513,117	\$804,457	\$977,943	\$991,209	\$970,179	(\$7,764)	(0.79%)
Contractual Services	\$10,257	\$8,013	\$9,924	\$14,060	\$14,060	\$4,136	41.68 %
Supplies and Materials	\$6,006	\$5,237	\$5,100	\$5,621	\$5,621	\$521	10.22 %
Capital Outlay	\$1,590	\$0	\$0	\$0	\$0	\$0	0.00 %
Total	\$530,970	\$817,706	\$992,967	\$1,010,890	\$989,860	(\$3,107)	(0.31%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$530,970	\$817,706	\$992,967	\$989,860
Employees	7	7	8	9
Outputs				
Code Enforcement				
of commercial properties in Norwalk	2,039	2,039	2,400	2,450
of residential properties in Norwalk that require inspection	27,025	2,500	1,000	1,500
Inspections				
of commercial inspections including C of O	425	425	425	500
of multi-family dwellings requiring inspection	Started tracking later years	2,500	1,000	1,500
Plan Review				
of building plans reviewed	551	551	551	600
Investigation				
of fires investigated	160	160	160	199
Education				
of resident fire prevention programs	149	149	149	149
of residents educated about fire prevention	60	60	100	150
of school aged children educated about fire prevention	7,000	7,200	7,200	9,500
of school fire prevention programs	91	91	91	100
Effectiveness				
Code Enforcement				
% of violations resolved/followed up on in a timely manner	100%	100%	100%	100%
Inspections				
% of inspections performed in a timely manner	100%	100%	100%	100%

Department Summary - FIRE DEPARTMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Plan Review				
% of building plans in accordance to standards and codes	100%	100%	100%	100%
% of plans reviewed in a timely manner	100%	100%	100%	100%
Investigation				
% of investigations completed in a timely manner	100%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$129,540	\$138,192	\$142,660	\$146,643	\$146,643	\$3,983	2.79 %
Contractual Services	\$144,201	\$140,065	\$134,520	\$131,521	\$130,071	(\$4,449)	(3.31%)
Supplies and Materials	\$6,769	\$8,603	\$17,375	\$14,515	\$14,515	(\$2,860)	(16.46%)
Total	\$280,510	\$286,860	\$294,555	\$292,679	\$291,229	(\$3,326)	(1.13%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$280,510	\$286,860	\$294,555	\$291,229
Employees	1	1	1	1
Outputs				
New Recruits				
of new recruits	9	4	4	4
of new recruits needing Firefighter I/II certification	9	4	4	4
of training hours for new recruits	5,400	2,500	3,280	3,200
Continued Training				
of firefighters with Paramedic certification	4	5	5	5
of firefighters trained on a daily basis	33	33	33	33
of firefighters with EMT certification	64	60	75	75
of firefighters with Firefighter I certification	132	132	139	139
of firefighters with MRT certification	65	61	46	46
of training hours per year	30,240	30,240	33,000	33,000
Effectiveness				
New Recruits				
% of new recruits with Firefighter I/II certification	100%	100%	100%	4
Average number of training hours per new recruit	820	820	820	820
Continued Training				
% of firefighters with EMT certification	50%	45%	49%	49%
% of firefighters with Firefighter I certification	100%	100%	100%	100%
% of firefighters with MRT certification	51%	46%	48%	48%
% of firefighters with Paramedic certification	3%	4%	.5%	.5%
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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$119,800	\$195,075	\$210,849	\$222,036	\$222,036	\$11,187	5.31 %
Contractual Services	\$499,227	\$493,364	\$504,084	\$536,751	\$528,791	\$24,707	4.90 %
Supplies and Materials	\$188,789	\$189,395	\$199,529	\$202,505	\$202,505	\$2,976	1.49 %
Fixed Charges	\$48,074	\$48,966	\$49,658	\$51,044	\$51,718	\$2,060	4.15 %
Capital Outlay	\$798	\$643	\$1,000	\$3,000	\$3,000	\$2,000	200.00 %
Total	\$856,687	\$927,443	\$965,120	\$1,015,336	\$1,008,050	\$42,930	4.45 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$856,687	\$927,443	\$965,120	\$1,008,050
Employees	2	2	2	2
Outputs				
General				
SCBA Bottles	5	5	110	14
SCBA Paks	53	53	55	56

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$83,216	\$85,433	\$83,278	\$85,232	\$85,232	\$1,954	2.35 %
Contractual Services	\$49,514	\$46,517	\$47,692	\$43,666	\$42,166	(\$5,526)	(11.59%)
Supplies and Materials	\$3,157	\$8,081	\$9,000	\$9,075	\$9,075	\$75	0.83 %
Total	\$135,887	\$140,031	\$139,970	\$137,973	\$136,473	(\$3,497)	(2.50%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$135,887	\$138,068	139,970	97,973
Employees	1	1	1	1
Outputs				
General				
of households assisted thru fire victims fund/referrals for services	18	18	25	20
of people reached through education programs/workshops	3,025	3,175	3,200	3,360
Public Education programs/workshops	18	20	20	22
Effectiveness				
General				
% change in of people reached	8%	5%	5%	5%
% change in number of programs	10%	10%	10%	10%

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013110	ADMINISTRATION							
013110	4445 FIRE PERM	37,430.08	40,925.00	40,925.00	40,925.00	40,925.00	40,925.00	
013110	4619 BR PARKING	2,120.00	2,120.00	2,120.00	2,120.00	2,120.00	2,120.00	
013110	4807 REIMB EXP	249.78	1,382.00	1,382.00	1,382.00	.00	.00	
	Meeting Jan 2019							
013110	5110 WAGES & SA	323,905.04	411,653.00	411,653.00	415,081.00	415,081.00	415,081.00	
013110	5120 WAGES & SA	1,159.62	1,066.00	1,066.00	1,091.00	1,091.00	1,091.00	
013110	5121 WAGES & SA	500.00	500.00	500.00	512.00	2,000.00	2,000.00	
	Certification pay increase. EMT-EMS-Medic Stipend increase from \$1,000.00 to \$1,500.00.							
013110	5150 LONGEVITY	1,855.00	1,880.00	1,880.00	1,815.00	1,815.00	1,815.00	
013110	5211 POSTAGE,BO	154.60	1,030.00	1,030.00	1,045.00	1,045.00	1,045.00	
	Postage stamps, shipping charges (Fedex,UPS, US Postal) Based on historical expenditures.							
013110	5225 TYPING SER	1,210.00	1,236.00	1,236.00	1,255.00	1,440.00	1,440.00	
	Secretarial Services, Board of Fire Commissioners Meetings Meetings run approx 3 hours/\$40 per hour = \$120 x 10 meetings=\$1200 Special Meetings: 2 per year @ 3 hours/\$40 per hr +\$120 x2 = \$240							
	Request: \$1440.00							
013110	5233 SUBSCRIPTI	494.49	600.00	600.00	609.00	609.00	609.00	
	Magazine and newspaper subscriptions Based on historical expenditures.							
013110	5235 MEMBERSHIP	439.00	552.00	552.00	560.00	560.00	560.00	
	Membership dues for Chief & Assistant Chief (CT Career Fire Chiefs association, I.S.F.S.I., International Assoc. of Fire Chiefs, etc...) Based on historical expenditures.							
013110	5245 TELEPHONE	13,049.35	10,250.00	10,250.00	10,353.00	10,353.00	10,353.00	
	Telephone bills for Frontier Communications, The Norwalk Fire Department maintains thru AT&T Wireless: 12 iPhones, 1 Wireless card with a monthly average of \$833 Total request: \$10,353							
013110	5286 BUSINESS E	4,818.44	3,000.00	3,000.00	3,045.00	3,045.00	3,045.00	
	Support for department sponsored meeting and training classes including lunch, coffee and light refreshments. Swearing in ceremonies and other large events catered by the department. Administration Office events. Chief, Assistant Chief and other Officers lunches and breakfasts while traveling to meetings and department mandatory training.							

Based on historical Expenditures

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013110	5294 MACHINERY, Administration Office: Lanier model MPC6004 copier & contract monthly cost \$153.00 X 12 = \$1,836 Plus copy overage approx. \$90.00/mo X 12 = \$1,080 Yearly cost:\$2,916 Sta 1(90 New Canaan Avenue: Lanier MPC306SPF copier & contract monthly cost \$37.00 X 12 = \$440 Plus copy overage approx. \$50moa X 12 = \$600 Yearly cost: \$1,040 Sta 2 Officers: Lanier MPC3004 copier & contract monthly cost \$95.00 X 12 = \$1,140 Plus copy overage approx. \$20/mo X 12 - \$240 Yearly cost: \$1,380 Approx. yearly cost: \$5,336	6,128.52	5,156.00	5,156.00	5,233.00	5,336.00	5,336.00	
013110	5295 SEMINAR&CO Account provides for one conference each for the Chief and Assistant Chief	1,700.63	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	
013110	5311 OFFICE SUP Office & miscellaneous supplies for 5 fire stations, Apparatus Maintenance Division, Fire Prevention, Emergency Management and Administration Offices. Fax, printer & toner cartridges and replacement of machines as needed. Copy paper, letter head, envelopes, pens, pencils, pads, folders, etc. Small office furniture: filing cabinets, chairs, chair pads, etc.... Based on historical expenditures.	11,369.54	14,605.00	14,605.00	14,824.00	14,824.00	14,824.00	
013110	5329 OTHER OPER To purchase promotional items, fire safety items that are distributed to school groups on station tours. There has been an increase in schools requesting station tours, which has increased the need for items purchased. The yearly FD Open House for Fire Prevention month has also been expanded.	1,256.20	1,296.00	1,296.00	1,315.00	1,315.00	1,315.00	
TOTAL ADMINISTRATION		407,840.29	499,251.00	499,251.00	503,195.00	503,589.00	503,589.00	
013120	FIREFIGHTING							
013120	5110 WAGES & SA	10,540,237.27	11,095,337.00	11,095,337.00	11,494,519.00	11,494,519.00	11,494,519.00	
013120	5111 SALARY ADJ Leave 6 Firefighters vacant - 6 x 58,265	.00	-372,870.00	-372,870.00	-381,670.00	-381,670.00	-381,670.00	
013120	5120 WAGES & SA The budget was developed to reflect projected expenditures in each of the overtime categories. This account includes overtime expenses for Vacation Leave, Sick, Holiday, Injury, Extra Hire, Educational Leave, Union Business Leave, Jury Duty, FLSA, 6 Vacancies.	4,156,015.78	4,494,495.00	4,494,495.00	4,600,565.00	4,600,565.00	4,600,000.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013120	5121 WAGES & SA Certification pay increase from \$1,000.00 to \$1,500.00. All new hires with EMT certification	96,500.00	98,500.00	98,500.00	100,825.00	136,500.00	136,500.00	
013120	5150 LONGEVITY	39,520.00	44,460.00	43,615.00	45,000.00	45,000.00	40,000.00	
013120	5175 RETRO WAGE	1,492.34	.00	.00	.00	.00	.00	
013120	5235 MEMBERSHIP Mid Fairfield County Hazmat yearly dues: \$3,000 Also membership & dues for the following: CT State Firefighters Association, CT Fire Dept. Instructors and any others deemed necessary during the year:\$555	3,000.00	3,502.00	3,502.00	3,555.00	3,555.00	3,555.00	
013120	5242 WATER Fire Hydrant Rental: Called both First Taxing District & SNEW but still waiting for return phone calls from both of them with possible increases to next years hydrant rental rates.	183,633.00	184,810.00	184,810.00	186,658.00	186,658.00	186,658.00	
013120	5245 TELEPHONE IPads for firetrucks: 10 Mobile Cellular Data Service = \$440.11/mo Request: \$5,414	4,484.76	5,414.00	5,414.00	5,468.00	5,468.00	5,468.00	
013120	5251 MEDICAL,DE OSHA yearly physicals for self contained breathing apparatus 135 funded staff 135 x 900 = \$121,500 New Hire Physicals 4 x 1200 = \$4,800 Other Medical = \$2,000 - based on historical expenditures Misc Increase: 1,800 The cost of physicals may change once a new vendor is chosen. Increase to \$130,100 due to increase in cost of physicals	91,308.40	87,000.00	87,000.00	88,305.00	130,100.00	105,000.00	
013120	5262 OTHER MACH 5 Calibration gas cylinders: \$1,000 7 Sensors (average replacement per year): \$1400 Replace 1 gas meter: \$ 2000 Carbon Monoxide single gas meters & expendable parts: \$ 1000 Each station uses a cylinder of calibration gas annually. The sensors (LEL, oxygen, CO, H2S) have a service life of 18 months to 36 months depending on usage time and concentration. The individual sensor costs between \$190 and \$250. The 4-gas meters have an expected service life of 5 years, with the oldest at 6 years.	13,373.04	10,500.00	10,500.00	10,658.00	15,900.00	15,900.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
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Replace 1 Thermal Imaging Camera: \$10,000

Replace one (1) 12 year old camera with the newest technology NFPA compliant model. Life expectancy of the thermal imaging camera is 10 years.

Battery replacement/conditioning for current cameras: \$ 500

Total Request: \$ 15,900

013120	5269	OTHER REPA	33,827.80	33,951.00	33,951.00	34,460.00	34,460.00	34,460.00	_____
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Hydro Testing & maintenance of SCBA cylinders. Repair and maintenance of firefighting equipment including hurst tools: \$9,000

Repair, filling, replacement and service of fire extinguishers FY18 cost was \$3,600

This price is anticipated to increase considerably the next few years with the age of the extinguishers and the constant need to repair/replace: \$4,660

Repairs & maintenance of 2 Breathing Air Compressors Repair and maintenance of fire equipment. Yearly flow testing \$8,000

6 SCOTT RIT - III replacement bags: \$4,800

Initial bags are 15 years old and are worn out. The specific bag will provide uniformity with the current newest bags. These are also uniform with our primary mutual aid resources.

SCBA setups for 4 new hires, Masks and Regulators: \$8,000

013120	5271	CLOTHING A	203,175.00	211,050.00	211,050.00	214,216.00	215,775.00	215,775.00	_____
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Allowance = \$1,575
Full Staff 137 + 6 vacancies
Less 6 that can't be filled

137 x 1,575 = \$215,775

013120	5276	PUR UNIF	97,541.39	105,840.00	113,098.61	107,428.00	132,940.00	107,500.00	_____
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Repair/Replacement/Promotion = \$30,000 (based on history)

Assume4 during the year 4 x 10,135 = \$40,540

Turnout Gear = \$62,400

This is to replace 20 sets of turmount gear. \$1,640 per pant & \$1,480 per coat = \$3,120/set per man.

Total Request: \$132,940

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013120	5322 CHEMICAL,L Misc Medical Supplies: \$6,500 Purchase of medical supplies, foam, oxygen,, bleach, disinfectant, AMBU bags (CPR), medical first aid kits blood bourne pathogen kits, etc. Based on historical expenditures	17,741.84	19,000.00	19,000.00	19,285.00	19,285.00	19,285.00	
	Defibrillator batteries: \$2,400 10 per year @ \$240 each							
	Latex Gloves: \$3,185							
	Pediatric Defib pads: \$1,800 15 @ \$120 each Need to replace expired stock							
	Oxygen: \$1,000							
	Replacement of two oldest AED's: 2 @ \$2,200 = \$4,400 Based on historical expenditures.							
013120	Total Request: \$19,285 5331 AUTOMOTIVE Diesel, natural gas, gasoline, oil for all FD apparatus/ vehicles. Includes fuel & fluids for boat. Based on historical expenditures.	34,444.45	52,275.00	52,275.00	53,059.00	53,059.00	50,000.00	
	Diesel fuel needed for Fire Boat MU-238 & gas for Fire Boat MU-224 = \$8,000							
013120	5336 ELECTRICAL Batteries, hand lights, safety lights on helmets, electrical cords, misc electrical, etc. - based on historical exp.	.00	900.00	900.00	914.00	914.00	914.00	
013120	5341 CONSUMABLE Tools, hardware and rescue equipment. Lost or broken tools replacement, etc.: \$6,195 Based on historical expenditures.	5,849.06	13,000.00	13,000.00	13,195.00	13,195.00	13,195.00	
	Rescue Ropes have a 10 year life span and are now 12 years old and need to be replaced: \$4,000							
	The department is in need of High Angle Rescue Equipment due to to multiple new construction within the city: \$3,000							
	Total Request: \$13,195							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013120	5631 AWARDS-SPE Special services. Firefighter recognition awards, ceremonies, etc. Based on historical expenditures.	1,400.00	400.00	400.00	406.00	406.00	406.00	
013120	5743 RADIOS,MOB Repairs, programming and replacement of both portable and mobile radios. Averaged \$8,472 in the last 2 fiscal years. Based on historical expenditures	7,973.88	8,120.00	8,120.00	8,242.00	8,242.00	8,242.00	
013120	Total request: \$8,242 5764 OTHER Hose Replacement Replacement of damaged hose placed out of service. Nozzles and misc hose parts. On an average we loose 20 lengths of hose per year due to failing NFPA testing standards. Based on historical expeditures	4,962.66	5,000.00	2,500.00	5,075.00	5,075.00	5,075.00	
TOTAL FIREFIGHTING		15,536,480.67	16,100,684.00	16,104,597.61	16,610,163.00	16,719,946.00	16,660,782.00	
013130	PREVENTION							
013130	4807 REIMB EXP	5,718.73	.00	.00	.00	.00	.00	
013130	5110 WAGES & SA	691,392.46	896,337.00	896,337.00	917,526.00	917,526.00	917,526.00	
013130	5120 WAGES & SA Inpectors required to work overtime to investigate the origen of the fires and prevent them.	53,376.67	36,650.00	36,650.00	37,515.00	60,000.00	40,000.00	
013130	5121 WAGES & SA \$7,800 for on call pay \$2,500 certification pay	11,221.49	10,300.00	10,300.00	10,543.00	10,543.00	10,543.00	
013130	5140 WAGES & SA	42,512.00	31,616.00	31,616.00	32,090.00	.00	.00	
013130	5150 LONGEVITY	2,110.00	3,040.00	3,290.00	3,140.00	3,140.00	2,110.00	
013130	5175 RETRO WAGE	3,844.00	.00	.00	.00	.00	.00	
013130	5211 POSTAGE,BO High volume mailings for violation notices. Based on historical expenditures.	843.00	1,134.00	1,134.00	1,151.00	1,151.00	1,151.00	
013130	5221 PRINTING & Flyers for yearly Fire prevention Open House and other Fire Prevention programs = \$320 Business cards for Fire Marshal, Deputy Fire Marshal & 6 inspectors: \$120 x 8 = \$960	968.00	920.00	920.00	934.00	1,280.00	1,280.00	
Total Request: \$1,280								

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013130 5233 SUBSCRIPTI A 1-year subscription to National Fire Protection Association (NFPA) Fire Code all access electronic	.00	1,550.00	1,550.00	1,573.00	1,573.00	1,573.00	_____
013130 5237 ADVERTISIN Advertising special Fire Prevention programs in newspaper. Advertising for the Departments Yearly Open House. Sandwich boards, Hour newspaper ad, etc... Based on Historical Expenditures	.00	500.00	500.00	508.00	508.00	508.00	_____
013130 5245 TELEPHONE Data plan for 8 Ipad: At&T Wireless: \$43.23 x 8 = \$345.84/month x 12 = \$4,150.08/yearly	1,853.96	3,058.00	3,058.00	3,089.00	4,150.08	4,150.00	_____
013130 5272 TRAINING A -CT Fire Marshal Assoc.yearly Conference: \$260 x 8 Fire Inspectors = \$2,080 -International Assoc. of Arson Investigation Conference: \$300 x 8 Fire Inspectors = \$2,400 (These are credit certification conferences that all inspectors will attend). -Misc state certification classes: \$500 Based on historical expenditures Total Request: 4,980	3,978.00	2,350.00	2,350.00	2,385.00	4,980.00	4,980.00	_____
013130 5294 MACHINERY, Lanier MP301SPF copier & contract monthly cost \$27.00 X 12 = \$324.00 plus additional copies	369.68	412.00	412.00	418.00	418.00	418.00	_____
013130 5311 OFFICE SUP	91.27	.00	.00	.00	.00	.00	_____
013130 5328 EDUCATIONA This account is used to pay for handouts of fire prevention & educational material (smoke detectors, pamphlets, rulers, hats, stickers, badges, etc.) given to adults & school children throughout the year at schools, senior citizen and day care centers and any other special events. Based in historical expenditures.	3,709.95	4,060.00	3,560.00	4,121.00	4,121.00	4,121.00	_____
013130 5329 OTHER OPER Operating budget expenditures for the following: NFPA manuals, reference guides (books, tapes, CDs), and fire investigaion tools. Have already used actual budget this year. increase \$500 due to increase in inspectors and need for more supplies. Based on historical expenditures.	1,435.65	1,040.00	1,540.00	1,056.00	1,500.00	1,500.00	_____

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
Request: \$1,500							
TOTAL PREVENTION	823,424.86	992,967.00	993,217.00	1,016,049.00	1,010,890.08	989,860.00	_____
013140 FIRE TRAINING							
013140 4409 ED/TRAIN	7,950.00	.00	.00	.00	.00	.00	_____
013140 5110 WAGES & SA	128,828.85	128,868.00	128,868.00	131,915.00	131,915.00	131,915.00	_____
013140 5120 WAGES & SA	9,363.09	12,792.00	12,792.00	13,094.00	13,094.00	13,094.00	_____
Includes \$7,000 for regular overtime and \$5,000 for the Fire Cadet Program							
013140 5121 WAGES & SA	.00	1,000.00	1,000.00	1,024.00	1,024.00	1,024.00	_____
Certification pay							
013140 5150 LONGEVITY	.00	.00	595.00	535.00	610.00	610.00	_____
013140 5233 SUBSCRIPTI	48.00	100.00	100.00	102.00	102.00	102.00	_____
Training magazines & newspapers Based on historical expenditures							
013140 5237 ADVERTISIN	77.82	.00	.00	.00	.00	.00	_____
013140 5258 OTHER PROF	29,254.36	31,020.00	31,020.00	31,485.00	24,060.00	24,060.00	_____
Lieutenant promotional Exam: per contract approximately \$7,000							
Annual Officer Training:							
There are 36 officers(supervisors) in the department with responsibilities of a single company, station, or an entire shift. Officer development that is more comprehensive than firefighter training is required by the Occupational Safety and Health Administration(OSHA) and the Insurance Servie Organization (ISO). The training program will consist of an online learning management system (LMS) that can be customized to the level of rank and years in position and a practical classroom session(s). Learning Management System (1 year 36 Officers): \$6,500 Officer Developement Class: \$10,000							
New Hire Costs							
Background Checks: 4 X 140 = 560							
013140	Total Request: \$24,060						
5272 TRAINING A	96,866.86	84,300.00	84,300.00	85,565.00	86,740.00	86,740.00	_____
Education/Training reimbursements(CFA classes) & misc expenses: \$15,000 (based on history)							
New recruits to Fire Academy: 4 x 6,685 = \$26,740							
College Courses:\$45,000							
At this time we have several firefighters enrolled in college and working toward fire related degrees. This is a contractual obligation.							
Total: \$86,740							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

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ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013140	5286 BUSINESS E	2,193.28	2,400.00	2,400.00	2,436.00	2,400.00	2,400.00	_____
	Meals for new recruits at the academy 4 x 600 = \$2,400							
013140	5295 SEMINAR&CO	500.00	1,250.00	1,250.00	1,269.00	1,269.00	1,269.00	_____
	To attend one training conference							
013140	5298 OTHER	11,124.75	15,450.00	15,450.00	15,682.00	16,950.00	15,500.00	_____
	EMS Refresher Training is an annual ongoing requirement. (16 Members) Request: \$12,950							
	Initial EMS Certification for new hires: \$4,000							
	Request: \$16,950							
013140	5328 EDUCATIONA	8,054.52	16,375.00	16,375.00	16,621.00	13,500.00	13,500.00	_____
	Purchase misc educational supplies: \$6,000							
	Public Safety cadets: FD splits cost with Norwalk PD. - PPE (Helamet, gloves, safety glasses): \$500 - Transportation to events: \$500 - Food for events (pancake breakfast): \$1,500							
	Total Public Safety Cadets: \$2,500							
	Ventilation Model Roof prop: \$5,000 Traing prop that Firefighters can repeatedly train for ventilation and cut into it.							
	Total Request: \$13,500							
013140	5329 OTHER OPER	25.90	.00	.00	.00	.00	.00	_____
013140	5392 BOOKS	522.57	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
	To purchase books for each of our Personnel to maintain certification as EMT/EMR. These are also required as in Line Item 40-5328, for EMS training.							
TOTAL FIRE TRAINING		294,810.00	294,555.00	295,150.00	300,743.00	292,679.00	291,229.00	_____
013152	FIRE EQUIPMENT							
013152	5110 WAGES & SA	149,242.04	162,624.00	162,624.00	172,900.00	172,900.00	172,900.00	_____
013152	5120 WAGES & SA	19,656.13	21,320.00	21,320.00	21,823.00	21,823.00	21,823.00	_____
013152	5121 WAGES & SA	.00	500.00	500.00	512.00	512.00	512.00	_____
	Certification pay							
013152	5140 WAGES & SA	26,177.29	26,405.00	26,405.00	26,801.00	26,801.00	26,801.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013152	5212 FREIGHT,EX	107.32	250.00	250.00	254.00	254.00	254.00	_____
	To pay freight for all mechanical parts shipped by the Mechanics Division. Based on historical expenditures.							
013152	5258 OTHER PROF	24,927.35	25,560.00	25,560.00	25,943.00	25,943.00	25,943.00	_____
	Professional services other than those performed by the Fire dept. Mechanics: \$10,383 Includes upholstery, vehicle painting & lettering, towing & fleet maintenance. based on historical expenditures. Yearly pumper testing: \$3,800 Yearly ladder testing: \$5,000 Yearly Hurst Tool maintenance/testing: \$2,500 NAPA Tracs: \$355 per month = \$4,260 Online access for vehicle maintenance, trouble shooting and diagnostics for heavy and light duty vehicles.							
	Total Request: \$25,943							
013152	5269 OTHER REPA	8,909.93	9,200.00	9,200.00	9,338.00	27,960.00	20,000.00	_____
	For repair work that is not performed in house by the Fire Dept. mechanics. Includes body work, maintenance of equipment, etc.: \$2,500 Yearly maintenance of fireboats, haul, wash. block, paint bottom & launching. Misc parts, repairs & service. No longer receiving FEMA Port Security Sustainability Grant for Maintenance on both Fire Boths MU-224 & MU-238: \$25,460 Total Request: \$27,960 Based on historical expenditures.							
013152	5272 TRAINING A	748.00	750.00	750.00	761.00	1,500.00	1,500.00	_____
	Misc certification classes for Master Mechanic and Mechanic. Both need to attend yearly Firetruck Training Conference in Wisconsin which is \$600 per mechanic. Increase to \$1,500							

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013152	5276 PUR UNIF	331.61	500.00	500.00	508.00	1,000.00	1,000.00	_____
	This account needs to be increased due to the fact that the two mechanics do not receive a uniform allowance anymore. This account needs to supply them both with boots, department shirts and work pants.							
	Increase to \$1,000							
013152	5322 CHEMICAL,L	2,442.77	2,500.00	2,500.00	2,538.00	2,538.00	2,538.00	_____
	To pay for the purchase of chemical supplies for the mechanics division.							
	Based on historical expenditures.							
013152	5329 OTHER OPER	580.69	665.00	665.00	675.00	675.00	675.00	_____
	To pay for welding supplies, shop equipment & other misc operating supplies.							
	Based on historical expenditures.							
013152	5332 MOTOR VEHI	113,149.51	111,709.00	111,709.00	113,385.00	113,385.00	113,385.00	_____
	This account is used to purchase motor vehicle parts which are used for preventive maintenance, repairs & supplies for approximately 55 vehicles.							
	Based on historical expenditures.							
013152	5333 MACHINERY&	1,473.82	1,500.00	1,500.00	1,523.00	1,523.00	1,523.00	_____
	This account is used for the purchase of specialized tools & equipment for repairs.							
	Based on historical expenditures.							
013152	5335 PLUMBING S	474.00	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	_____
	This account is used to pay for the purchase of plumbing supplies to maintain all Fire Apparatus & Haz-mat equipment.							
	Based on historical expenditures.							
013152	5339 TIRE,TUBES	39,198.06	45,675.00	45,675.00	46,360.00	46,360.00	46,360.00	_____
	This account is used for the purchase of batteries, tires, tubes and tires chains for approximatly 55 vehicle/apparatus.							
013152	5461 CENT-FUEL	7,442.61	6,889.00	6,889.00	6,992.00	6,992.00	7,666.00	_____
	TOTAL FIRE EQUIPMENT							
		394,861.13	417,047.00	417,047.00	431,328.00	451,181.00	443,895.00	_____
013153	STATIONS & BUILDINGS							
013153	4807 REIMB EXP	3,318.00	.00	3,852.60	.00	.00	.00	_____
013153	5241 ELECTRIC	84,838.63	83,672.00	83,672.00	84,509.00	84,509.00	84,509.00	_____
013153	5242 WATER	9,415.42	10,341.00	10,341.00	10,444.00	10,444.00	10,444.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013153 5244 GAS	36,600.97	33,572.00	33,572.00	33,908.00	33,908.00	33,908.00	
013153 5246 HEATING FU	20,009.75	21,433.00	21,433.00	21,647.00	21,647.00	21,647.00	
013153 5247 OTHER UTIL	4,856.57	4,012.00	4,012.00	4,052.00	5,479.44	5,479.00	
Approved Reduce to reflect updated fuel pricing Cablevision fees for Fire Administration Offices and Emergency Management: Optimum for Business \$68.95 per month Boxes/remotes 10 @ \$10 each = \$100.00 per month Additional outlet \$9.95 per month Other charges \$10.96 per month Total TV: \$189.86 includes surcharge & broadcast TV Optimum Online \$69.95 per month Modem fee: \$9.99 per month Static IP fee: \$30 per month Ultra 50: \$19.95 per month Networork: \$1.99 month Total Internet \$131.88 per month Taxes & fees \$24.41 per month Monthly total: \$346.15 (from statement dated 11/7 - 12/8/18) \$346.15 mo. x 12 = \$4,153.80 yearly due to cable increase. Cablevision for 100 Fairfield Avenue - Mechanics Division: Optimum Silver: \$89.95 IO Value Credit: -\$64.95 Sport & Ent Pak: \$10.00 Cable box: \$10.00 Total TV: \$45.00 Optimum Online: \$59.95 Taxes: \$5.52 Monthly Total: \$110.47 (from statement 11/1 - 11/30/18) \$110.47 mo x 12 = \$1325.64 yearly Total Request: \$5,479.44							
013153 5254 ARCHITECTU	3,762.28	4,365.00	4,365.00	4,430.00	4,500.00	4,500.00	
Lawn service for 100 Fairfield Avenue approx. \$500 per quarter for mowing: \$2,000 Lawn/parking lot clean-ups approx. \$700 yearly ABC Exterminating Service: \$1,800 Total Request: \$4,500							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013153	5258 OTHER PROF City Carting trash removal services Garbage removal at 3 stations approx \$525/mth = \$6,300	5,784.21	6,000.00	6,000.00	6,090.00	6,300.00	6,300.00	_____
013153	5267 PLUMBING,H Generator maintenance: \$3,375 Service costs for 6 emergency generators at each Fire dept. building. Basic maintenace is done by department mechanics. Larger repairs are handled by outside vendors. Other Maintenance Costs: \$22,000 The Department spends approximately \$22,000 on various plumbing, heating & electrical repairs yearly for our 6 buildings. Based on historical expenditures	24,552.25	25,000.00	28,852.60	25,375.00	25,375.00	25,375.00	_____
013153	5269 OTHER REPA Repairs and maintenance at 6 buildings: \$10,150 Including apparatus floor exhaust system repairs, lock repairs, appliance repair window replacement, door and door hardware replacement or repairs. Misc repairs to 27 overhead doors.	8,749.39	10,000.00	10,000.00	10,150.00	10,150.00	10,150.00	_____
013153	5273 OTHER Annual furniture allowance - Firefighters Fund This account is used to replace furniture, appliances, cookware, grills etc. for firefighters living areas.	1,899.00	2,000.00	2,000.00	2,030.00	2,030.00	2,030.00	_____
013153	5275 LINEN SERV Linen sevice for 6 buildings by Norwalk Linen To purchase linens for new recruits and replacement linens such as mattress covers and sheets for stations. Based on historical expenditures.	3,777.23	8,500.00	8,500.00	8,628.00	8,628.00	8,628.00	_____
013153	5276 PUR UNIF	53.16	.00	.00	.00	.00	.00	_____
013153	5296 SECURITY S To pay SimplexGrinnell Security for security system at mechanics division on 100 Fairfiled Avenue. Based on historical expenditures. Annual Contract: \$1,686 Monitoring & maintenace fees/services: \$405.15 x 6 = \$2,430.90	3,237.18	4,047.00	4,047.00	4,108.00	4,116.90	4,117.00	_____
013153	5324 HOUSEHOLD& Benmans Industires Blanket: \$16,000 Used to purchase household supplies for 6 buildings (toilet paper, paper towel, cleaning supplies, etc) Misc household purchases including small and large appliances needed at 6 firehouses (dishwashers, stoves, etc..) : \$2,473	17,367.43	18,200.00	18,200.00	18,473.00	18,473.00	18,473.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013153	5329 OTHER OPER Misc. operating supplies: \$4,212 This account is used to pay for all department misc. operating supplies including purchases made from Walmart and local vendors. Various yard work & supplies. Based on historical expenditures	3,435.25	4,150.00	4,150.00	4,212.00	4,212.00	4,212.00	
013153	5334 PAINTING S To purchase painting supplies for 5 fire stations & 100 Fairfield Avenue. Based on historical expenditures	.00	1,200.00	1,200.00	1,218.00	1,218.00	1,218.00	
013153	5341 CONSUMABLE To pay for tools, hardware, misc building supplies, etc.. Home depot account. Based on historical expenditures.	3,116.80	4,000.00	4,000.00	4,060.00	4,060.00	4,060.00	
013153	5371 LUMBER & W To purchase lumber & wood for building repairs, maintenance & updates. Based on historical expenditures.	700.05	750.00	750.00	761.00	761.00	761.00	
013153	5421 BUILDING&O Rent for station #3, 56 Van zant Street. Third Taxing District	41,523.00	42,769.00	42,769.00	43,411.00	44,052.00	44,052.00	
013153	5790 OTHER Yearly rent increased 3% to \$44,052 Misc. equipment, repair and maintenance of our reformed dive team: \$3,000	642.53	1,000.00	3,500.00	1,015.00	3,000.00	3,000.00	
TOTAL STATIONS & BUILDINGS		277,639.10	285,011.00	295,216.20	288,521.00	292,863.34	292,863.00	
013154	FIRE HEADQUARTERS							
013154	5241 ELECTRIC	100,113.52	92,034.00	92,034.00	92,954.00	98,995.00	98,995.00	
013154	5242 WATER	4,075.76	4,912.00	4,912.00	4,961.00	4,268.00	4,268.00	
013154	5244 GAS	11,285.55	10,487.00	10,487.00	10,592.00	9,416.00	9,416.00	
013154	5245 TELEPHONE Monthly alarm monitoring lines as well as elevator phone line.	2,291.67	2,710.00	2,710.00	2,737.00	2,737.00	2,737.00	
013154	5246 HEATING FU Diesel fuel for emergency generator \$2,000	.00	1,632.00	1,632.00	1,648.00	1,648.00	1,648.00	
013154	5265 GROUNDS&OU Landscaping and grounds maintenance	.00	1,000.00	1,000.00	1,015.00	1,000.00	1,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013154 5266 BUILDINGS	84,621.00	87,371.00	87,371.00	88,682.00	90,211.00	90,211.00	_____
013154 5267 PLUMBING,H Plumbing, heating and electrical maintenance and repairs \$6,785 HVAC automation/ controls maintenance and repairs \$3,030 HVAC filters (regular) \$1,000 Belts \$120 Boiler cleaning and tuning \$960 Cooling Tower Annual Maintenance \$2,100	8,823.79	13,995.00	13,995.00	14,205.00	13,995.00	13,995.00	_____
013154 5269 OTHER REPA Building repairs, door and hardware repairs \$1,700	335.00	1,700.00	1,700.00	1,726.00	1,700.00	1,700.00	_____
013154 5296 SECURITY S Annual Alarm Monitoring	.00	504.00	504.00	512.00	500.00	500.00	_____
013154 5298 OTHER Overhead garage door maintenance and repairs: \$4,720 Window Washing - Interior & Exterior \$7,450 UPS System Maintenance: \$500 Vehicle Exhaust System Maintenance: \$3,588 HVAC system water treatment: \$4,243 Diesel Tank Testing 2 X's Per Year \$550 Pest control: \$900 Licenses, permits, inspections: \$800 Trash removal/ recycling: \$2,800 Elevator service and inspections: \$1,600 Removable mats for entryways: \$1,170 Emergency generator contract: \$2,716 Fire system tests, inspections and repairs including hood and duct system: \$2,100 Oil separator maintenance and oil disposal: \$800 Fire extinguisher and emergency lighting test and inspect: \$400 Infrared scanning of all electrical equipment: \$800 Annual High Bay Cleaning: \$3,400	39,257.77	38,537.00	38,537.00	39,115.00	38,537.00	38,537.00	_____
013154 5324 HOUSEHOLD& Janitorial cleaning, consumable paper and soap products	6,923.41	7,000.00	7,000.00	7,105.00	7,105.00	7,105.00	_____
013154 5329 OTHER OPER Light bulbs \$355 Grainger supplies \$500 Home Depot misc. supplies \$325	533.48	1,180.00	1,180.00	1,198.00	1,180.00	1,180.00	_____
TOTAL FIRE HEADQUARTERS	258,260.95	263,062.00	263,062.00	266,450.00	271,292.00	271,292.00	_____
013160 EMERGENCY PREPAREDNESS PLAN							
013160 4189 CIVIL PREP	.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: FIRE DEPARTMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013160 4807 REIMB EXP	500.00	.00	.00	.00	.00	.00	
013160 5110 WAGES & SA	82,558.37	82,803.00	82,803.00	84,757.00	84,757.00	84,757.00	
013160 5121 WAGES & SA	2,400.00	.00	.00	.00	.00	.00	
013160 5150 LONGEVITY	475.00	475.00	475.00	475.00	475.00	475.00	
013160 5211 POSTAGE,BO	.00	262.00	262.00	266.00	266.00	266.00	
Postage stamps, shipping charges							
013160 5221 PRINTING &	.00	1,030.00	1,030.00	1,045.00	1,045.00	1,045.00	
Based on historical expenditures.							
013160 5235 MEMBERSHIP	467.00	350.00	350.00	355.00	355.00	355.00	
Annual costs for Chief and Deputy EMD for emergency management associations.							
013160 5258 OTHER PROF	46,050.00	46,050.00	46,050.00	46,741.00	40,500.00	40,500.00	
Yearly contract for reverse 911 increase for unlimited minutes plan \$37,500							
Crisis Trac: \$3,000							
Damage assessment and cost tracking for disasters.							
Total Request : \$40,500							
013160 5295 SEMINAR&CO	.00	.00	.00	.00	1,500.00	.00	
For Director of Emeergency Management to attend annual Hurricane Conference:							
\$1,500							
013160 5328 EDUCATIONA	4,588.84	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
This account is used to purchase materials needed to run programs							
& educational workshops for community groups & stakeholders to							
help create a prepared community. Materials needed to build &							
maintain disaster volunteer program.							
Based on historical expenditures.Previous years budget was augmented by grant							
money. No grant funds available this FY.							
013160 5329 OTHER OPER	3,491.73	4,000.00	4,000.00	4,060.00	4,000.00	4,000.00	
EOC Audio Visual Equipment - To cover routine maintenance check, replacement							
lamps for projector and one or two service/repair visits including small equipment							
upgrades.\$1,000							
- Replace two lamps @ \$500 each = \$1,000							
- EOC Control and Annotation upgrade includes materials, programming and on site							
testing: \$2,000							
request \$4,000							
TOTAL EMERGENCY PREPAREDNESS	140,530.94	179,970.00	179,970.00	182,774.00	177,973.00	176,473.00	
TOTAL FIRE DEPARTMENT	18,133,847.94	19,032,547.00	19,047,510.81	19,599,223.00	19,720,413.42	19,629,983.00	
GRAND TOTAL	18,133,847.94	19,032,547.00	19,047,510.81	19,599,223.00	19,720,413.42	19,629,983.00	

** END OF REPORT - Generated by Angela Fogel **

ECONOMIC & COMMUNITY DEVELOPMENT



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 in 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 or Certificate of Compliance after satisfactory completion of all permitted work.

The Chief Building Official is responsible for the Anti-Blight Ordinance enforcement.

Planning & Zoning:

The Planning & Zoning Department, which also consists of Conservation staff, is responsible for regulating the use of land within the city and carrying out the city's vision, as outlined within the POCD. We perform many regulatory tasks related to public safety and upholding property values as well as the protection and preservation of the natural and built environment. This also includes the conservation and protection of wetlands and water courses the city's public drinking water supply, natural areas, the aesthetic character of our many and varied residential neighborhoods as well as the development of the urban core and developed environs. To accomplish these tasks we are empowered by and required to enforce state codes and statutes as well as the City Charter and local regulations. In addition to providing guidance to citizens, their contractors and their consultants, our staff provides staffing and council to all the numerous land use agencies, including the Planning Commission, Zoning Commission, Conservation Commission, Aquifer Protection Agency, Zoning Board of Appeals and Harbor Management Commission, as well as other town bodies such as the Common Council. In our planning capacity, we guide growth and development within the city in accordance with the POCD and other planning studies the city undertakes.

Highlights For 2018- 2019:

- New All-Wheel drive cars for (3) inspectors to conduct inspections.
- Record breaking year for permit revenue through collected permit fees
- Continued success in eliminating blighted properties throughout the city.

Goals For 2019 - 2020:

- Incorporate (2) all-wheel drive vehicles for inspectors, completing the turnover.
- Update and modernize the current ways of conducting a plan review through a computerized system.
- Begin a scanning system for field cards stored in our office.

Planning & Zoning Goals:

1. Implement the goals of the newly adopted POCD.
2. Complete the East Avenue TOD study.
3. Rewrite East Avenue Zoning in response to recommendations in East Avenue TOD study.
4. Begin process of updating zoning regulations.
5. Conduct first corridor study.
6. Continue to improve and streamline the enforcement/citation process.
7. Undertake sustainability initiatives and work toward certification in Sustainable CT.

SIGNIFICANT CHANGES

2018 Connecticut State Building code, Residential and Commercial, has come into effect.

Planning & Zoning:

Significant Changes:

1. Reduced forecasted revenue in Maps & Regulations (4457), P&Z Applications (4465), Copies Misc. (4466), Outdoor Dining (4467) to place them in-line with more recent values.
2. Increased forecast revenue for Enforcement Fees (4462) based on changes to the citation process and Zoning Approvals (4468) based on permit numbers continuing at their current pace.
3. We added a new line item to our budget, Messenger & Delivery Service (5214) to accommodate the Constable/Marshal service we have implemented as part of our citation process. Their service was implemented at the recommended of the citation hearing officer and is used when mail goes unanswered. We anticipate this revenue request to be offset by fines received, so there is no net loss to the city, while improving enforcement.
4. While this is a significant increase from what was funded in the current fiscal year, it is a lesser request than FY 2018/2019. The total request is for \$170,000. This is split among 3 projects:

- Industrial Zones Usage and Needs Assessment:

No zoning area in the city has more controversy associated with it and is under as much pressure as the city's industrial zoned land. Where and how much land should be allocated to contractors How much land do we need in the future to support industry What policies should the city enact in order to attract the desired businesses Should the zoning bounds be redrawn Should the uses within the various industrial zones be modified What are other peer communities to address these issues These are some of the questions that need a holistic assessment. The last look at this was in 2005/2006 which was pre-recession and we live in very different economic and social times now. Estimated cost of \$100,000.

- Corridor Study or Housing Study:

Some questions to consider: What is the city's obligation toward affordable housing What is the right percent requirement and should that level be consistent throughout the city or differ by location What income levels should be the responsibility of the development community and tax payers of the city What tools are implemented successfully locally and nationally However, another important study area emerged as part of the POCD, corridor studies/neighborhood plans. As part of our work in developing the plan we concluded that Norwalk's neighborhoods are a strength and a weakness. Their individuality is attractive and seen as an identifying theme for the neighbors but their disconnection and decentralization form other parts of the city present challenges for transportation, economic development and identity of the city.

This study will look at 1-2 neighborhoods or corridors identified in the plan. Some examples are Springwood/Whistleville, Main St./Center Ave. or New Canaan Ave./Silvermine Ave. The larger Route 1 corridor area will require a separate study. Estimated cost of \$50,000.

- Zoning Regulations Evaluation:

One of the major themes within the draft POCD is the need to update and modernize the zoning regulations. This has also been an observation I have made on numerous occasions. To completely overhaul the zoning regulations will be a very expensive and time consuming task. I think a prudent first step would be to hire a qualified consultant to evaluate the existing regulations and make a recommendation on an estimated cost to completely overhaul the regulations and place that request in the FY 2020/2021 budget.

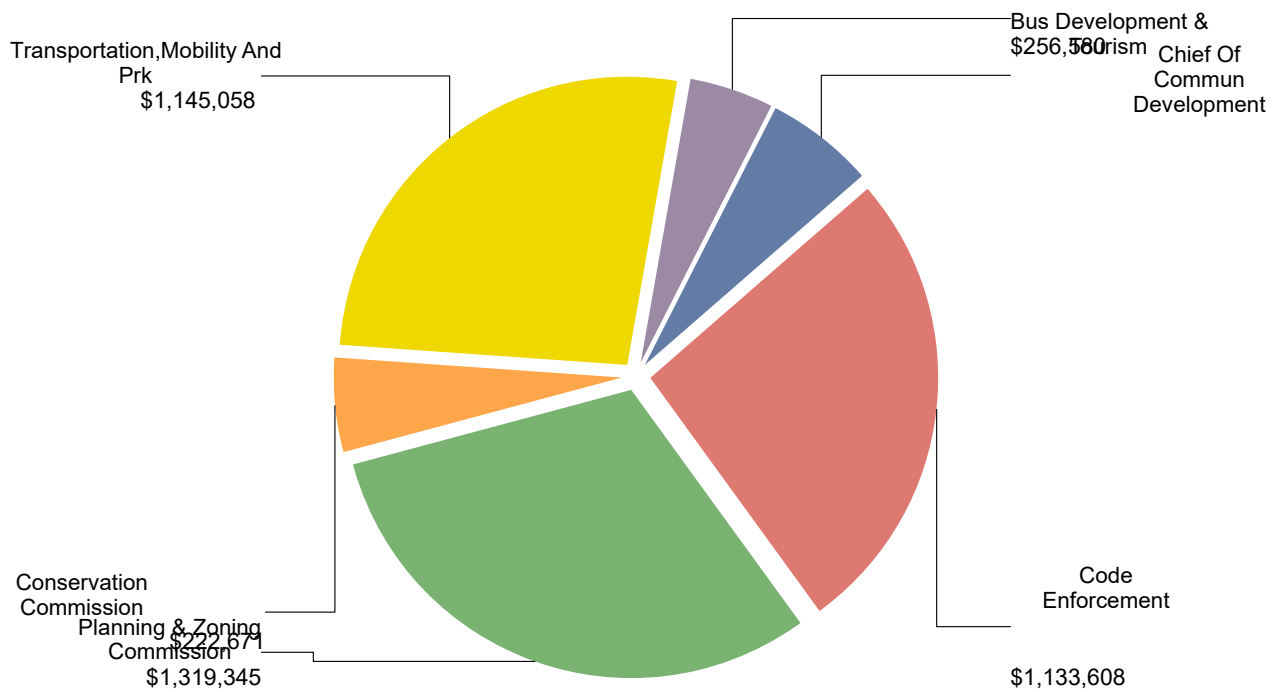
The work would include evaluating the regulations from an ease of use standpoint, attending meetings to see how they are implemented, interviewing applicants regarding their experiences with the regulations, providing examples of zoning codes from peer communities that would work well for the city, evaluating and making recommendations on the type of code the city should consider and preparing a summary report of their findings. Estimated cost of \$20,000.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Chief Of Commun Development	\$0	\$0	\$0	\$306,580	\$256,580	\$256,580	0.00 %
Code Enforcement	\$819,757	\$877,317	\$933,768	\$1,159,218	\$1,133,608	\$199,840	21.40 %
Planning & Zoning Commission	\$812,829	\$1,086,116	\$1,021,180	\$1,321,649	\$1,319,345	\$298,165	29.20 %
Conservation Commission	\$194,620	\$211,804	\$220,518	\$225,635	\$222,671	\$2,153	0.98 %
Transportation, Mobility And Prk	\$266,262	\$285,548	\$314,371	\$1,145,058	\$1,145,058	\$830,687	264.24 %
Bus Development & Tourism	\$265,022	\$188,584	\$219,352	\$200,000	\$200,000	(\$19,352)	(8.82%)
Grants-neighborhood Impv Coord	\$108,104	\$102,272	\$103,601	\$0	\$0	(\$103,601)	(100.00%)
Housing Site Development	\$150,136	\$158,846	\$157,089	\$0	\$0	(\$157,089)	(100.00%)
Total	\$2,616,730	\$2,910,488	\$2,969,879	\$4,358,140	\$4,277,262	\$1,307,383	44.02 %
<u>Budget By Major Group</u>							
Personnel Services	\$1,979,816	\$2,168,772	\$2,282,136	\$3,524,140	\$3,521,940	\$1,239,804	54.33 %
Contractual Services	\$160,368	\$260,972	\$118,726	\$645,359	\$592,595	\$473,869	399.13 %
Supplies and Materials	\$13,206	\$18,433	\$18,594	\$89,600	\$87,600	\$69,006	371.12 %
Fixed Charges	\$15,077	\$12,609	\$20,381	\$41,381	\$42,467	\$22,086	108.37 %
Grants & Donations	\$0	\$0	\$0	\$7,660	\$7,660	\$7,660	0.00 %
Capital Outlay	\$0	\$0	\$50,000	\$50,000	\$25,000	(\$25,000)	(50.00%)
Others	\$448,262	\$449,702	\$480,042	\$0	\$0	(\$480,042)	(100.00%)
Total	\$2,616,730	\$2,910,488	\$2,969,879	\$4,358,140	\$4,277,262	\$1,307,383	44.02 %
NON-TAX REVENUE							
Licenses & Permits	\$4,840,682	\$6,054,025	\$3,343,439	\$3,635,832	\$3,635,832	\$292,393	8.75 %
Miscellaneous	\$2,434	\$2,564	\$2,898	\$2,898	\$2,898	\$0	0.00 %
Total	\$4,843,116	\$6,056,589	\$3,346,337	\$3,638,730	\$3,638,730	\$292,393	8.74 %
AMT. SUPPORTED BY TAXES	(\$2,226,386)	(\$3,146,101)	(\$376,458)	\$719,410	\$638,532	\$1,014,990	(269.62%)

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.
Chief						
Chief of Ec & Comm. Development	0	\$0	0	\$0	0	\$0
Administrative Secretary II	0	\$0	0	\$0	0	\$0
Total	0	\$0	0	\$0	0	\$0
Code Enforcement						
Housing Site Development Administrator	0	\$0	0	\$0	0	\$0
Neighborhood Improv. Coordinator	0	\$0	0	\$0	0	\$0
Chief Building Official	1	\$140,068	1	\$140,068	1	\$164,341
Assistant Building Official	2	\$178,590	2	\$178,590	2	\$190,486
Electrical Inspector	1	\$89,295	1	\$89,295	1	\$95,243
Mechanical Inspector	1	\$89,295	1	\$89,295	1	\$95,243
Technical Assistant	2	\$126,906	2	\$126,906	2	\$135,360
Technical Assistant	1	\$57,550	1	\$60,439	1	\$64,466
Total	8	\$681,704	8	\$684,593	8	\$745,139
Transportation, Mobility & Parking						
Assistant Director of Transportation	0	\$0	0	\$0	0	\$0
Director Tr. Mobility & Parking	0	\$0	0	\$0	0	\$0
Traffic Engineer	0	\$0	0	\$0	0	\$0
Signal System Technician	1	\$67,776	1	\$71,165	1	\$74,611

PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.	Variance Pers./Exp.	
Traffic Signal Mechanic	1	\$81,104	1	\$81,104	1	\$86,508	1	\$88,553	1	\$88,553	0	\$2,045
Traffic Analyst		\$0	0	\$0	0	\$0	1	\$88,553	1	\$88,553	1	\$88,553
Supervisor-Traffic Maintenance	1	\$75,848	1	\$78,047	1	\$85,624	1	\$90,088	1	\$90,088	0	\$4,464
Administrative Assistant		\$0	0	\$0	0	\$0	1	\$76,403	1	\$76,403	1	\$76,403
Total	3	\$224,728	3	\$230,316	3	\$246,743	8	\$812,275	8	\$812,275	5	\$565,532

Conservation Commission

Senior Environmental Officer	1	\$102,527	1	\$105,231	1	\$112,242	1	\$114,896	1	\$114,896	0	\$2,654
Environmental Compliance Officer	1	\$73,463	1	\$73,463	1	\$78,357	1	\$80,209	1	\$80,209	0	\$1,852
Total	2	\$175,990	2	\$178,694	2	\$190,599	2	\$195,105	2	\$195,105	0	\$4,506

Planning & Zoning

Transportation Planner	0	\$0		\$0	0	\$0	1	\$80,209	1	\$80,209	1	\$80,209
Director of Planning & Zoning	1	\$130,363	1	\$134,315	1	\$147,478	1	\$155,274	1	\$155,274	0	\$7,796
Assistant Director of Planning & Zoning	1	\$127,316	1	\$127,316	1	\$149,400	1	\$152,932	1	\$152,932	0	\$3,532
Deputy Zoning Inspector	1	\$77,141	1	\$73,463	1	\$82,280	1	\$88,428	1	\$88,428	0	\$6,148
Zoning Inspector	1	\$89,295	1	\$89,295	1	\$95,243	1	\$102,361	1	\$102,361	0	\$7,118
Site Planner	1	\$98,446	1	\$98,446	1	\$105,004	1	\$107,486	1	\$107,486	0	\$2,482
Sr Planner	1	\$103,378	1	\$103,378	1	\$110,265	1	\$112,872	1	\$112,872	0	\$2,607
Compliance Inspector	1	\$80,990	1	\$80,990	1	\$74,639	1	\$80,209	1	\$80,209	0	\$5,570
Compliance Assistant	2	\$127,093	2	\$121,003	2	\$122,768	2	\$131,978	2	\$131,978	0	\$9,210
Administrative Assistant I	0	\$0	0	\$0	1	\$48,464	1	\$49,243	1	\$49,243	0	\$779
Total	9	\$834,022	9	\$828,206	10	\$935,541	11	\$1,060,992	11	\$1,060,992	1	\$125,451

Business Development/Tourism

Business Development Officer	0	\$0	0	\$0	0	\$0	1	\$75,000	1	\$75,000	1	\$75,000
Total	0	\$0	0	\$0	0	\$0	1	\$75,000	1	\$75,000	1	\$75,000

Department Total	22	\$1,916,444	22	\$1,921,809	23	\$2,118,022	34	\$3,275,747	34	\$3,275,747	11	\$1,157,725
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PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$819,757	\$816,081	\$933,768	\$908,095
Employees	8	8	8	10
Outputs				
New Item				
Administration				
of CEAC meetings	26	24	24	30
of FOI requests received	8,200	8,200	8,500	8,500
ISO grade	4	4	4	PENDING
Permits & Applications				
of building permits issued	2,000	2,000	1,850	1,644
of demolition permits issued	100	100	75	80
of electrical permits issued	2,600	2,600	2,550	1,940
of HVAC permits issued	2,200	2,00	2,175	2,032
of plumbing permits issued	1,550	1,500	1,575	1,351
of pre-demolition applications received	60	60	58	52
of sewer permits issued	240	240	180	160
of sign permits issued	150	150	158	155
of temporary permits issued	65	80	125	125
Licenses				
of sign licenses issued	40	42	45	52
Inspections				
of inspections	20,000	20,000	20,000	22,000
Violations				
of violation notices issued	400	400	366 166 Blight	275 250 Blight
Information Technology				
of records maintained on system	40,000	40,000	48,000	50,000
Effectiveness				
Administration				
% of approved revenue realized	120%	126%	At Least 100%	At Least 100%
% of FOI requests processed in a timely manner	100%	100%	100%	100%
Favorable ISO grade received	Average	Average	Average	PENDING
Permits & Applications				
% building permits issued in a timely manner	98%	100%	100%	100%
% demolition permits issued in a timely manner	98%	100%	100%	100%
% electrical permits issued in a timely manner	98%	100%	100%	100%
% HVAC permits issued in a timely manner	98%	100%	100%	100%
% plumbing permits issued in a timely manner	98%	100%	100%	100%
% pre-demolition permits issued in a timely manner	99%	100%	100%	100%
% sewer permits issued in a timely manner	99%	100%	100%	100%
% sign permits issued in a timely manner	98%	100%	100%	100%
% temporary permits issued in a timely manner	99%	100%	100%	100%

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$790,009	\$876,372	\$968,671	\$1,094,122	\$1,094,122	\$125,451	12.95 %
Contractual Services	\$17,527	\$203,386	\$44,673	\$219,691	\$217,691	\$173,018	387.30 %
Supplies and Materials	\$2,881	\$4,663	\$5,200	\$5,200	\$4,700	(\$500)	(9.62%)
Fixed Charges	\$2,412	\$1,696	\$2,636	\$2,636	\$2,832	\$196	7.44 %
Total	\$812,829	\$1,086,116	\$1,021,180	\$1,321,649	\$1,319,345	\$298,165	29.20 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$812,829	\$1,062,040	1,021,180	1,279,372
Employees	9	9	10	11
Outputs				
Administration				
of questions regarding zoning	30,000	30,000	30,000	30,000
Applications				
of site plans & coastal site plans processed	40	35	40	45
of site plans & coastal site plans received	40	35	40	45
of special permits processed	20	10	20	15
of special permits received	20	10	20	15
of subdivisions processed	12	5	8	8
of subdivisions received	12	5	8	8
of variances/appeals processed	36	35	43	30
of variances/appeals received	36	35	43	30
of zoning permits issued	1,400	1,400	1,400	1,500
of zoning regulation and map amendments approved	25	25	125	20
of zoning regulation and map amendments processed	20	10	4	20
Enforcement				
of certificates of occupancy issued	1,200	850	1,200	1,000
of construction sites inspected	100	1,200	780	1,000
of violations prosecuted in court/hearing officer	50	0	20	100
of violations received/inspected	300	425	350	400
Planning				
of amendments to the Plan of Cons and Dev.	2	2	2	2
of DEP/Army Corps applications comments	15	12	15	15

Department Summary - ECONOMIC & COMMUNITY DEVELOPMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
of municipal improvements processed	15	15	15	15
Outreach & Education				
of information requests	2,000	2,000	2,000	2000
of informational pamphlets and presentations produced	1	1	20	20
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%	80	100%	100
Outreach & Education				
% of required changes made to regulations	100%	100	100%	100
% of required changes to map	100%	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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$188,056	\$204,496	\$209,603	\$214,603	\$212,403	\$2,800	1.34 %
Contractual Services	\$5,766	\$6,713	\$9,915	\$10,032	\$9,268	(\$647)	(6.53%)
Supplies and Materials	\$798	\$595	\$1,000	\$1,000	\$1,000	\$0	0.00 %
Total	\$194,620	\$211,804	\$220,518	\$225,635	\$222,671	\$2,153	0.98 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$194,620	\$211,804	\$220,518	\$222,671
Employees	2	2	2	2
Outputs				
of activities receiving permit-need assessment	1,162	1,348	1,158	1200
of Aquifer Protection (APA) registration or permit applications decided w/in 65 days	3	3	2	2
of Aquifer Protection Area regulations violations	9	6	4	3
of Aquifer Protection Area regulations violations resolved w/in 30 days	8	6	3	3
of changes made to Inland Wetland Map	42	46	38	40
of changes made to IWW regulations	0	1	1	1
of changes/updates needed on Inland Wetland Map	42	46	38	40
of facilities within APA registered and monitored	32	32	30	30
of information requests	1,550	1,550	1550	1,550
of informational pamphlets and presentations produced/added to website	4	6	3	2
of Inland Wetland (IWW) permit applications	53	45	42	48
of Inland Wetland violations noted	14	24	8	15
of Inland Wetland violations resolved within 30 days	12	19	7	15
of required changes to IWW regulations	0	1	1	1
Permit/Enforcement File records linked to correct parcel in Muncity				5158
Effectiveness				
of Aquifer Protection Area regulations violations resolved within three months	100%	100%	75%	100%
% of activities assessed for permit need	100%	100%	100%	100%
% of APA registrations filed within statutory timelines	100%	98%	100%	100%

Department Summary - ECONOMIC & COMMUNITY DEVELOPMENT

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of Inland Wetland violations resolved within three months	86%	79%	88%	95%
% of meetings attended	100%	100%	100%	100%
% of permit applications decided within statutory timeline	100%	100%	100%	100%
% 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%	90%	90%	90%
Administrative Permits: Average calendar days from application to issuance				1.5 days
Agency Permits: Average calendar days from application to issuance				28 days

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013710 CHIEF OF COMMUN DEVELOPMENT							
013710 5110 WAGES & SA	.00	.00	.00	224,280.00	224,280.00	224,280.00	
013710 5211 POSTAGE,BO	.00	.00	.00	.00	1,500.00	1,500.00	
postage, mailings, registered mail for community outreach and overall communication for ECD Chief and Dir Dev/Tourism							
013710 5221 PRINTING &	.00	.00	.00	.00	3,000.00	3,000.00	
presentations, meetings, outreach for Chief ECD and Dir Dev/Tourism							
013710 5235 MEMBERSHIP	.00	.00	.00	.00	1,700.00	1,700.00	
professional organizations for Chief ECD and Dir Dev.Tourism							
013710 5245 TELEPHONE	.00	.00	.00	.00	1,800.00	1,800.00	
desk/cell and mobile communication Chief ECD and Dir Dev.Tourism							
013710 5258 OTHER PROF	.00	.00	.00	.00	60,000.00	10,000.00	
move.redesign.furniture ECD.DDT.TMP							
013710 5281 MILEAGE	.00	.00	.00	.00	800.00	800.00	
013710 5286 BUSINESS E	.00	.00	.00	.00	1,500.00	1,500.00	
bus expenses for ECD and DDT							
013710 5294 MACHINERY,	.00	.00	.00	.00	4,000.00	4,000.00	
copier/printer leases (per city bid); computers Chief ECD and Dir Dev.Tourism							
013710 5295 SEMINAR&CO	.00	.00	.00	.00	4,500.00	4,500.00	
professional development/certifications Chief ECD and Dir Dev.Tourism							
013710 5311 OFFICE SUP	.00	.00	.00	.00	3,500.00	3,500.00	
office supplies and materials for community outreach and communication for Chief ECD and Dir Dev.Tourism							
TOTAL CHIEF OF COMMUN DEVELO	.00	.00	.00	224,280.00	306,580.00	256,580.00	
013720 Code Enforcement							
013720 4401 BLDG PERM	5,740,670.19	3,000,000.00	3,000,000.00	3,000,000.00	3,300,000.00	3,300,000.00	
Anticipated Revenue:							
Washington Village							
Water Street Apartments							
Phase 2 Glover Avenue							
West Avenue Apartments							
013720 4407 OTHER PERM	37,677.68	58,000.00	58,000.00	58,000.00	58,000.00	58,000.00	
Finance meeting 1/9/2019.							
Other permits issued by the department including sign permits and temporary structure permits. This was moved from 4411							
013720 4409 ED/TRAIN	4,099.48	.00	.00	.00	.00	.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013720 4410 PRE-DEMO	1,035.00	1,450.00	1,450.00	1,450.00	1,450.00	1,450.00	
013720 4411 RETRIEVAL	24,301.40	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	
Copies, public information fees, off-hours inspections, fines for working before permit issued. Other permits that were accounted for here are now in 4407.							
013720 5110 WAGES & SA	735,425.62	745,139.00	745,139.00	908,095.00	908,095.00	908,095.00	
013720 5120 WAGES & SA	3,305.37	7,995.00	7,995.00	7,995.00	7,995.00	7,995.00	
Increase to account for anticipated higher number of projects requiring inspections.							
013720 5140 WAGES & SA	106,604.25	88,720.00	88,720.00	88,720.00	123,200.00	123,200.00	
A one Ordinance Enforcement Officer was added with \$20,800 in temporary wages. He was previously paid from Public Works, however, switched to Code Enforcement for the FY 2019-20.							
013720 5150 LONGEVITY	4,485.00	4,570.00	4,570.00	4,570.00	4,570.00	4,570.00	
013720 5211 POSTAGE,BO	3,830.60	3,709.00	3,709.00	3,709.00	5,000.00	5,000.00	
Postage necessary for mailing certificates of occupancy and other legal documents.							
Finance meeting 1/9/2019.							
013720 5221 PRINTING &	867.74	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	
Printing of necessary forms and documents used in the operation of the department.							
013720 5235 MEMBERSHIP	240.00	500.00	700.00	500.00	500.00	500.00	
Memberships for 5 Inspectors							
013720 5245 TELEPHONE	1,672.94	2,300.00	2,300.00	2,323.00	2,323.00	2,323.00	
013720 5258 OTHER PROF	1,410.00	1,000.00	1,250.00	1,000.00	1,000.00	1,000.00	
Contracted building plan review							
013720 5263 FURNITURE,	.00	150.00	150.00	150.00	150.00	150.00	
Replacement of furniture and office machines as required by use and age.							
013720 5286 BUSINESS E	.00	300.00	100.00	300.00	27,000.00	27,000.00	
013720 5294 MACHINERY,	2,638.98	2,240.00	2,240.00	2,240.00	2,240.00	2,240.00	
Annual contract for copy machine							
013720 5295 SEMINAR&CO	750.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
Building official's annual certification & required training							
013720 5311 OFFICE SUP	2,806.67	4,200.00	3,950.00	4,200.00	4,200.00	3,000.00	
General office supplies such as pens, pencils, file folders, ring binders, note pads, fax machine film, copy machine paper. We process approximately 4,500 permits per year necessitating the use of various sized envelopes. Remote storage boxes are also necessary on an annual basis. The increase is being driven by the influx of permits ,FOI requests and the influx of major projects.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013720 5392 BOOKS Providing our inspectors with the necessary code and standards as required by the State.	2,366.45	2,700.00	2,700.00	2,700.00	2,700.00	2,400.00	
013720 5461 CENT-FUEL	2,876.96	3,423.00	3,423.00	3,423.00	3,423.00	3,483.00	
013720 5462 CENT-FLEET Approved	8,036.90	14,322.00	14,322.00	14,322.00	14,322.00	15,152.00	
013720 5731 CARS AND V Update based on reduced fleet OT Requesting two Ford Escapes to replace aging fleet for inspectors	.00	50,000.00	73,150.00	50,000.00	50,000.00	25,000.00	
TOTAL Code Enforcement	6,685,101.23	4,018,218.00	4,041,368.00	4,181,197.00	4,543,668.00	4,518,058.00	
013730 PLANNING & ZONING COMMISSION							
013730 4457 MAPS & REG Decrease reflective of actual requests.	90.00	1,873.00	1,873.00	1,873.00	1,000.00	1,000.00	
013730 4462 ENFOR FEES Projected increase in response to increased use of zoning fine process.	3,150.00	.00	.00	.00	5,000.00	5,000.00	
013730 4465 P&Z APPL Value lowered to be closer to actual values.	15,510.00	22,000.00	22,000.00	22,000.00	20,000.00	20,000.00	
013730 4466 COPIES Value lowered closer to historical values.	399.50	2,602.00	2,602.00	2,602.00	1,500.00	1,500.00	
013730 4467 OUTDOOR Decreased to be in-line with historical averages.	3,715.00	12,000.00	12,000.00	12,000.00	6,000.00	6,000.00	
013730 4468 ZONING Estimating similar workload in upcoming FY.	165,194.12	140,000.00	140,000.00	140,000.00	150,000.00	150,000.00	
013730 4469 ZBA VAR In-line with historical averages.	9,710.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	
013730 446A PERMIT EXT In-line with historical averages.	14,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	
013730 4822 ADMIN REIM	2,494.00	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	
013730 5110 WAGES & SA Transportation Planner position expected to be filled in January 2019.	848,915.11	935,541.00	935,541.00	1,060,992.00	1,060,992.00	1,060,992.00	
013730 5120 WAGES & SA This amount is reflective of the required funds for additional staffing needs due to the large volume and often, complexity of the applications reviewed by the various commissions and boards.	13,705.41	22,000.00	17,000.00	22,000.00	22,000.00	22,000.00	
013730 5141 PT TYPING This reflects the actual cost of secretary to provide minutes for evening meetings and appeals	10,656.25	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	
013730 5150 LONGEVITY	3,095.00	3,130.00	3,130.00	3,130.00	3,130.00	3,130.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013730	5211 POSTAGE,BO System doesn't allow the surplus funds for the morning mail to be used for the afternoon mail	1,732.66	6,000.00	5,900.00	6,000.00	6,000.00	6,000.00	
013730	5214 MESSENGER& Line item added to facilitate the use of Marshal's and Constable's for delivery of notices as part of the municipal zoning citation process. We have added a second citation hearing officer and have amended our operating procedures regarding violations. As part of that we are using a Marshal or Constable to deliver unclaimed notices to ensure the property owner has been notified. We anticipate this request being offset by fine revenues recovered.	.00	.00	.00	.00	5,000.00	5,000.00	
013730	5221 PRINTING & Requested amount to cover copying printing costs of the zoning regulations and map, which are amendend several times and years, often requiring a complete reprint. Costs also include printing of the POCD which includes several drafts for steering committee, Planning Commission and staff review.	1,134.25	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
013730	5231 PUBL OF NO Legal Notices are required for all Commision actions, both prior to the hearing and after the vote. Reflects actual use from past year	10,625.43	8,628.00	8,501.00	8,628.00	8,628.00	8,628.00	
013730	5233 SUBSCRIPTI Professional journals & newspapers to check legal notices	350.00	223.00	350.00	223.00	223.00	223.00	
013730	5235 MEMBERSHIP Membership in professional organizations, such as the American Planning Association and CAZEO which are requisites for staff positions and also should be expected by the individual positions. To have a professional P&Z staff you must expect and require certification and training. AICP certification for P&Z Director, APA membership for Sr. Planner, CAZEO membership for 3-4 staff.	432.00	1,500.00	1,500.00	1,500.00	1,500.00	1,000.00	
013730	5237 ADVERTISIN Director, APA membership for Sr. Planner, CAZEO membership for 3-4 staff.	163.60	.00	.00	.00	.00	.00	
013730	5245 TELEPHONE Additional data charges for the department for 2 new field tables and a new smart phone.	1,336.90	1,845.00	1,845.00	1,863.00	1,863.00	1,863.00	
013730	5254 ARCHITECTU This is very similar to my request for the current fiscal year which went unfunded. To state it as simply as possible, a planning department cannot plan without funds and there is no point in having a planning department without allowing them to plan. The Citywide Plan (POCD) is near completion and within the plan there are countless recommendations for planning. Where this request and recommendation may differ from past efforts is that these will be implemented and not sit on the proverbial shelf. Industrial Zones Usage and Needs Assessment: No zoning area in the city has more controversy associated with it and is under as much pressure as the city's industrial zoned land. Where and how much land should be allocated to contractors? How much land do we need in the future to support industry? What policies should the city enact in order to attract the desired businesses? Should the zoning bounds be redrawn? Should the uses within the various industrial zones be modified? What are other peer communities to address these issues? These are some of the questions that need a holistic assessment. The last look at this was in 2005/2006 which was pre-recession and we live in very	181,063.08	.00	23,937.00	.00	170,000.00	170,000.00	

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
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different economic and social times now. Estimated cost of \$100,000.
Corridor Study or Housing Study: A request to conduct a housing needs study was denied as part of last year's budget. Our work on the POCD only reinforced the need to do this study. Some questions to consider: What is the city's obligation toward affordable housing? What is the right percent requirement and should that level be consistent throughout the city or differ by location? What income levels should be the responsibility of the development community and tax payers of the city? What tools are implemented successfully locally and nationally? However, another important study area emerged as part of the POCD, corridor studies/neighborhood plans. As part of our work in developing the plan we concluded that Norwalk's neighborhoods are a strength and a weakness. Their individuality is attractive and seen as an identifying theme for the neighbors but their disconnection and decentralization form other parts of the city present challenges for transportation, economic development and identity of the city. This study will look at 1-2 neighborhoods or corridors identified in the plan. Some examples are Springwood/Whistleville, Main St./Center Ave. or New Canaan Ave./Silvermine Ave. The larger Route 1 corridor area will require a separate study. Estimated cost of \$50,000.
Zoning Regulations Evaluation: One of the major themes within the draft POCD is the need to update and modernize the zoning regulations. This has also been an observation I have made on numerous occasions. To completely overhaul the zoning regulations will be a very expensive and time consuming task. I think a prudent first step would be to hire a qualified consultant to evaluate the existing regulations and make a recommendation on an estimated cost to completely overhaul the regulations and place that request in the FY 2020/2021 budget. The work would include evaluating the regulations from an ease of use standpoint, attending meetings to see how they are implemented, interviewing applicants regarding their experiences with the regulations, providing examples of zoning codes from peer communities that would work well for the city, evaluating and making recommendations on the type of code the city should consider and preparing a summary report of their findings. Estimated cost of \$20,000.

013730	5258 OTHER PROF	.00	12,000.00	12,100.00	12,000.00	12,000.00	12,000.00	_____
013730	5263 FURNITURE,	.00	150.00	150.00	150.00	150.00	150.00	_____
013730	5272 TRAINING A	45.00	2,900.00	2,900.00	2,900.00	2,900.00	2,900.00	_____

This request should significantly decrease in FY20/21 budget.

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013730 5281 MILEAGE	359.42	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	_____
Reimbursement for use of personal vehicle when City vehicle is not available for field inspections or meetings out of town							
013730 5286 BUSINESS E	52.99	1,000.00	1,000.00	1,000.00	1,000.00	500.00	_____
Assorted expenses associated w/meetings and conferences such as parking, meals, fees, etc.							
013730 5294 MACHINERY,	5,735.56	4,427.00	4,427.00	4,427.00	4,427.00	4,427.00	_____
Cost to lease copy machine plus copies during the year							
013730 5295 SEMINAR&CO	355.00	2,500.00	2,500.00	2,500.00	2,500.00	1,500.00	_____
Cost for registration and attendance which are learning new practices and principles and providing best practices to the City.							
013730 5311 OFFICE SUP	4,513.24	5,000.00	5,000.00	5,000.00	5,000.00	4,500.00	_____
013730 5329 OTHER OPER	150.00	200.00	200.00	200.00	200.00	200.00	_____
Small scale equipment / material for field work							
013730 5461 CENT-FUEL	740.67	718.00	718.00	718.00	718.00	823.00	_____
013730 5462 CENT-FLEET	954.92	1,918.00	1,918.00	1,918.00	1,918.00	2,009.00	_____
Baed on projected need.							
TOTAL PLANNING & ZONING COMM	1,300,379.11	1,234,455.00	1,253,392.00	1,359,924.00	1,539,949.00	1,537,645.00	_____
013740 CONSERVATION COMMISSION							
013740 4461 APP FEES	31,025.00	43,632.00	43,632.00	43,632.00	31,000.00	31,000.00	_____
Request FY19-20 (Anticipated Revenue): Inland Wetland application fes, based on historical permit application numbers; in addition, we collect also, \$9,000 in Aquifer Protection Fees, based on estimated 30 annual inspections @ \$300 each. Finance meeting 1/9/2019.							
013740 4463 PHOTO, REG	207.50	382.00	382.00	382.00	382.00	382.00	_____
Anticipated Revenue based on average historical amounts for photocopies.							
013740 4464 LEGAL NOTI	3,240.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	_____
Fee collected for legal notice of permit decision: \$90 collected per permit application ; \$89 paid to The Hour (part of expenditure in 5231), dependent on # of permit applications received.							
013740 4822 ADMIN REIM	70.00	98.00	98.00	98.00	98.00	98.00	_____
\$2 per application reimbersment from the \$60 State Land Use Fee, dependant on number of permit applications							
013740 5110 WAGES & SA	190,590.67	190,599.00	190,599.00	195,105.00	195,105.00	195,105.00	_____
013740 5120 WAGES & SA	718.95	959.00	959.00	959.00	959.00	959.00	_____
For attendance by Enviro. Compliance Officer at approx. 5 evening meetings (out of 36 avg. total evening Agency meetings).							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
013740	5140 WAGES & SA One (1) administrative Conservation Assistant 19 hr/wk @ \$15.50/hr. Proposed increase provides for a \$0.50/hr increase from \$15 to \$15.50/hour. This employee continues to be responsible for updating all permit records in preparation for on-line permitting system.	12,161.25	14,820.00	14,820.00	14,820.00	15,314.00	15,314.00	
013740	5141 PT TYPING Required to provide written minutes of meetings. Approximately 4 APA meeting/year @ \$50 avg./meeting = \$200; Approx. 22 Wetland meetings/year @ \$91 avg./mtg. = \$2,000; Total =\$2,200	.00	2,200.00	2,200.00	2,200.00	2,200.00	.00	
013740	5150 LONGEVITY	1,025.00	1,025.00	1,025.00	1,025.00	1,025.00	1,025.00	
013740	5211 POSTAGE,BO Permits, registrations, and enforcement actions are required certified & return-receipt. Amounts based on historical.	22.96	942.00	942.00	942.00	942.00	942.00	
013740	5221 PRINTING & Duplication costs of printing Wetland Regulations, Aquifer Regulations, guidelines, information pamphlets, and other photocopying needs. Variable each year, based on historical amounts.	.00	950.00	950.00	950.00	950.00	950.00	
013740	5231 PUBL OF NO Legal notices are required for all Inland Wetland & Aquifer Agency actions. One legal notice required for every permit decision - see revenue account 01 3330 4464 for recoup. Must also post 2 legal notices for every public hearing held. Increased to reflect more accurate cost based on historical amounts.	4,982.00	5,764.00	5,764.00	5,764.00	5,764.00	5,000.00	
013740	5233 SUBSCRIPTI Annual subscription to one newspaper; increased to reflect actual subscription cost.	350.00	240.00	240.00	240.00	350.00	350.00	
013740	5235 MEMBERSHIP Supports three professional memberships for Commissioners and staff.	906.00	280.00	280.00	280.00	280.00	280.00	
013740	5245 TELEPHONE Amount reflects historical.	236.46	671.00	671.00	678.00	678.00	678.00	
013740	5258 OTHER PROF Covers cost of certified soil scientist or wetland scientist or other outside professional for disputed Wetland or APA disputes or appeals. Also covers O&M for the Silvermine River Restoration Project	171.00	500.00	500.00	500.00	500.00	500.00	
013740	5281 MILEAGE For use of personal car for inspection when City-owned car is not available.	.00	203.00	203.00	203.00	203.00	203.00	
013740	5295 SEMINAR&CO Would allow staff and Commission members participation in annual training courses by CT DEEP.	45.00	365.00	365.00	365.00	365.00	365.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013740 5311 OFFICE SUP	595.06	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
Normal office operating costs, as based on historical expenditures.							
TOTAL CONSERVATION COMMISSIO	246,346.85	269,130.00	269,130.00	273,643.00	261,615.00	258,651.00	
013750 TRANSPORTATION, TRAFFIC AND PRK							
013750 5110 WAGES & SA	218,506.97	246,743.00	617,755.00	647,319.00	812,275.00	812,275.00	
013750 5120 WAGES & SA	14,252.01	5,330.00	5,330.00	5,330.00	30,000.00	30,000.00	
on call, emergencies and contractual obligations for dir and asst dir (50% chargeback to NPA for Dir and adm tmp)							
013750 5121 WAGES & SA	4,770.00	4,800.00	4,800.00	4,800.00	9,000.00	9,000.00	
On-call pay \$150/pay week, contractual, includes emergencies							
013750 5130 WAGES & SA	.00	.00	.00	.00	18,000.00	18,000.00	
2 interns, \$15/hour/16 weeks. Assist with traffic studies, counts, srts outreach/presentations, inventory traffic signal equipment, analysis, bike share program. 1 intern paid by NPA to perform on street parking regulation inventory							
013750 5150 LONGEVITY	555.00	565.00	565.00	565.00	3,000.00	3,000.00	
contractual obligation, 50% Dir to NPA							
013750 5211 POSTAGE, BO	.00	.00	.00	.00	1,000.00	1,000.00	
registered mail, project plans, traffic studies/traffic authority related							
013750 5221 PRINTING &	.00	.00	.00	.00	5,000.00	5,000.00	
tmp projects, traffic studies, presentations. Common Council, Traffic Authority, neighborhoods/community, outreach							
013750 5225 TYPING SER	.00	.00	.00	.00	1,800.00	1,800.00	
Traffic Authority/public information meetings/hearings - \$150/meeting*13							
013750 5235 MEMBERSHIP	.00	.00	.00	.00	2,200.00	2,200.00	
ITE state/national, IMSA, IPMI, NEPC professional licenses and certifications							
013750 5237 ADVERTISIN	.00	.00	.00	.00	3,000.00	3,000.00	
rfp, bids, hr personnel ads, public information meetings, community communication, outreach							
013750 5241 ELECTRIC	24,406.62	28,439.00	28,439.00	28,723.00	28,723.00	28,723.00	
Traffic signal electrical costs (CL&P, SNEW, 3rd Taxing District)							
013750 5245 TELEPHONE	.00	.00	.00	.00	6,500.00	6,500.00	
desk/cell/mobile and field communication							
013750 5251 MEDICAL, DE	.00	.00	.00	.00	1,000.00	1,000.00	
random testing contractual and personnel background checks, contractual							
013750 5258 OTHER PROF	.00	.00	.00	.00	50,000.00	50,000.00	
transportation/mobility design plans for regulatory and wayfinding signs and crosswalks, emergency and in house traffic signal tech, maintenance, repair and mast arm inspections. Previously funded dpw.							
013750 5264 TRAFFIC LI	860.55	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	
Includes parts and supplies to repair traffic cabinets due to mva accidents, 3 year lead time for reimbursements from insurance companies. LED, signal heads, visors, back plates,							

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
013750	5267 PLUMBING,H Electrical maintenance service for historic street lights outside the 2nd district. Replace lights from knockdowns, accidents, and storms. Historic lights from Mathews Park to Route 1. CCTV camera, regular and electric locks, signal cabinets.	3,596.83	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	
013750	5269 OTHER REPA Software maintenance (9,000); dcms (5,000); cctv (8,000); cms-opticoms (4,000); gps monitoring (3,000); wireless remote monitoring of TMC (5,000); RRFB (rapid rectangular flashing blinking ped LED signals and radar speed count LED signs.	.00	.00	.00	.00	34,000.00	34,000.00	
013750	5272 TRAINING A IMSA, connected vehicle, ITE webinars, synchro, ATMs.NOW., DCMS, CCTV, signal certifications, required continuing education (ceu's)	.00	.00	.00	.00	4,000.00	4,000.00	
013750	5276 PUR UNIF every other year, includes ppe safety equipment and boots; contractual	.00	.00	.00	.00	3,500.00	3,500.00	
013750	5281 MILEAGE contractual	.00	.00	.00	.00	800.00	800.00	
013750	5286 BUSINESS E bus expenses for community and neighborhood outreach	.00	.00	.00	.00	500.00	500.00	
013750	5294 MACHINERY, copier/printer office and remote traffic per city lease bid	.00	.00	.00	.00	2,600.00	2,600.00	
013750	5295 SEMINAR&CO ITS (intelligent transportation system), ITE (institute of transportation engineers), IPMI, NEPC	.00	.00	.00	.00	3,500.00	3,500.00	
013750	5296 SECURITY S Pay for extra duty police officers for traffic control per city Ordinance for in house city traffic traffic installations/repairs and for accidents in lieu of flagman when required. DPW related projects budgeted separately.	10,598.31	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	
013750	5311 OFFICE SUP material/supply prep presentations for bike walk, traffic authority, community/neighborhood and Common Council Committee meetings, office general	.00	.00	.00	.00	8,000.00	8,000.00	
013750	5336 ELECTRICAL battery back ups, electric supplies for traffic signal system, generators	6,452.36	3,213.00	3,213.00	3,213.00	3,000.00	3,000.00	
013750	5341 CONSUMABLE Misc. electrical equipment, small tools, etc. signal vehicle tools, traffic counters and equipment	1,549.17	2,281.00	2,281.00	2,281.00	2,000.00	2,000.00	
013750	5343 TRAFFIC SI signal cabinet equipment, improvements and upgrades to existing equipment (90 signals), each value at 200,000, total value investment of 18 million	.00	.00	.00	.00	60,000.00	60,000.00	
013750	5461 CENT-FUEL Fleet repair based on actual Fleet DPW	.00	.00	.00	.00	11,500.00	11,500.00	
013750	5462 CENT-FLEET Fuel based on actual Fleet DPW	.00	.00	.00	.00	9,500.00	9,500.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY DEVELOPMENT	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
013750 5623 SPECIAL EV annual citywide open house Bike Walk expenses: Printing 3,500 Advertising: 500 Other: 1,000 Varios Business expenses: 1,000 Total Bike Walk Expenses: 7,160	.00	.00	.00	.00	7,660.00	7,660.00	
TOTAL TRANSPORTATION,TRAFFIC	285,547.82	314,371.00	685,383.00	715,231.00	1,145,058.00	1,145,058.00	
013780 BUS DEVELOPMENT & TOURISM							
013780 5110 WAGES & SA Salary Director Business Development and Tourism	.00	.00	.00	75,000.00	75,000.00	75,000.00	
013780 5258 OTHER PROF Marketing, tourism and business development citywide	.00	.00	.00	.00	125,000.00	125,000.00	
013780 5B0225 TYPING SER 5,200.00	5,200.00	5,200.00	5,200.00	5,200.00	.00	.00	
013780 5B0245 TELEPHONE 638.89	638.89	.00	.00	.00	.00	.00	
013780 5B0620 GRANTS 182,744.86	182,744.86	214,152.00	214,152.00	.00	.00	.00	
TOTAL BUS DEVELOPMENT & TOUR	188,583.75	219,352.00	219,352.00	80,200.00	200,000.00	200,000.00	
013781 GRANTS-NEIGHBORHOOD IMPV COORD							
013781 5B0620 GRANTS 102,272.00	102,272.00	103,601.00	103,601.00	.00	.00	.00	
TOTAL GRANTS-NEIGHBORHOOD IM	102,272.00	103,601.00	103,601.00	.00	.00	.00	
013782 HOUSING SITE DEVELOPMENT							
013782 5B0620 GRANTS Approved Removed contract services 158,846.00	158,846.00	157,089.00	157,089.00	.00	.00	.00	
TOTAL HOUSING SITE DEVELOPME	158,846.00	157,089.00	157,089.00	.00	.00	.00	
TOTAL COMMUNITY DEVELOPMENT	8,967,076.76	6,316,216.00	6,729,315.00	6,834,475.00	7,996,870.00	7,915,992.00	
GRAND TOTAL	8,967,076.76	6,316,216.00	6,729,315.00	6,834,475.00	7,996,870.00	7,915,992.00	

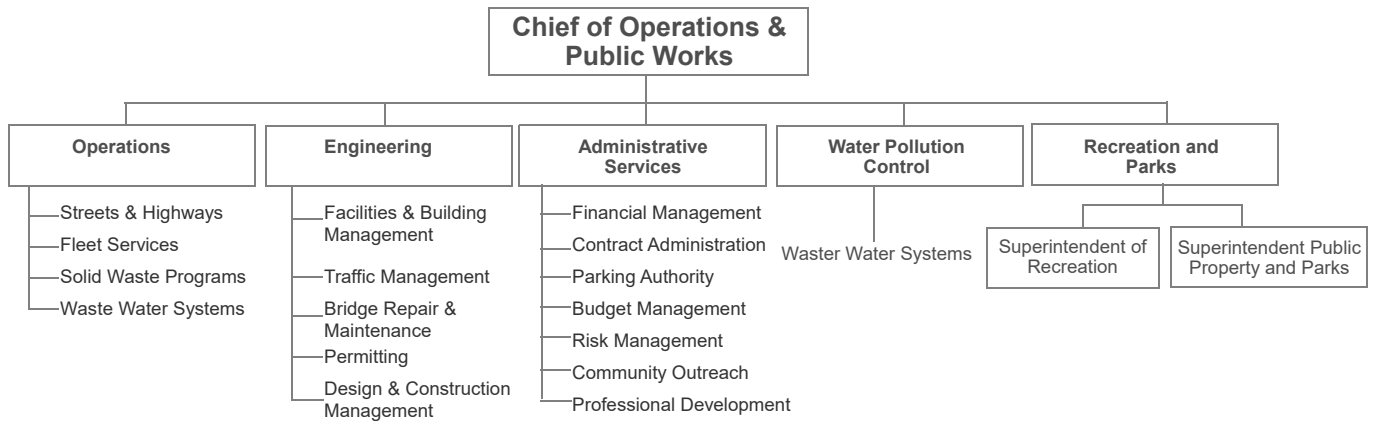
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CITY OF NORWALK



ANNUAL BUDGET

OPERATIONS & PUBLIC WORKS



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.

The Department of Recreation and Parks facilitates leisure experiences for the residents of Norwalk by operating and maintaining a system of parks, 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 2018- 2019:

- Continue to focus on the maintenance and repair of critical infrastructure.
- Paved 42 lane miles of roads.
- Reviewed, supported, and inspected all major City capital projects.
- Reviewed State DOT projects including the Walk Bridge.
- Upgraded of the traffic signal system.
- Continued our safety programs to reduce our risk management cost and strive for no accidents or injuries.
- Initiated Capital Projects for drainage and bridge construction.
- Continued to decrease solid waste tonnage and increase the recycling tonnage.
- Started the revamp of permitting system.
- Implemented an on demand bulk waste pick-up pilot program.
- Certified as Tree City USA for 14th consecutive year.

Recreation and Parks

- Upgrade Gallaher estate bathrooms to full ADA compliance.
- Install new ADA playground at NECC site.
- Install new playground at Fodor Farm.
- Increased beach revenue by 27% through aggressive advertising.
- Completed HVAC, water and gas at caretaker cottage, Fodor Farm.
- Constructed and rented City's first set of kayak racks at Calf Pasture Beach.
- Finished dock replacement project at veterans Park.
- Installed new trailhead for NVRT at Calf Pasture.
- Continued on schedule for reoccurring maintenance tasks, i.e. mowing, trimming, garbage pickup, field maintenance, field striping, leaf pickup and snow removal.
- Installed safety fencing at City softball fields, Calf Pasture beach.
- Repaired various tennis and basketball courts throughout the City.
- Installed City's first two outdoor pickleball courts at Norwalk Senior center.
- Performed ADA upgrade to launch ramp side bathrooms at Veterans Park.
- Converted old steam boiler to state of the art hot water boiler at Gallaher Mansion in Cranbury Park.
- Readjusted all Parks usage fees.

Goals For 2019 - 2020:

- Continue to focus on the maintenance and repair of critical building infrastructure.
- Examine citywide garbage collection.
- Implement a recycling educational program for the city residents and school system.
- Continue to seek and acquire external funding for infrastructure repairs and improvements.
- Continue a safety program that strives for zero accidents/incidents/injuries, meets OSHA requirements, and reduces risk management costs.
- Continue a pavement management program intended to steadily increase the average condition and extend the useful life of streets throughout the City.
- Maintain certification as Tree City USA.
- Continue to ensure building life safety through timely inspections.

Recreation and Parks

- Hire a foreman position in the Parks Department to aid in employee and department efficiency.
- Continue a small equipment replacement program in order to decrease maintenance costs and to lessen the need of major bulk equipment replacement in the future.
- To increase facility rental use 15% this season.
- Decrease workers' compensation claims through the use of Cirmas seminars and videos.
- Upgrade Rec-Trac software system used to run the Recreation department.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Administration	\$1,043,965	\$1,042,805	\$1,036,333	\$682,195	\$682,195	(\$354,138)	(34.17%)
Operations	\$10,965,304	\$12,032,428	\$12,055,517	\$12,414,973	\$12,374,861	\$319,344	2.65 %
Engineering	\$3,951,720	\$4,332,142	\$4,611,054	\$4,412,013	\$4,275,544	(\$335,510)	(7.28%)
Customer Service Center	\$0	\$0	\$351,800	\$363,234	\$363,234	\$11,434	3.25 %
Recreation-admin	\$701,222	\$645,459	\$663,665	\$699,289	\$694,185	\$30,520	4.60 %
Social Programs	\$108,560	\$121,695	\$149,199	\$155,199	\$150,699	\$1,500	1.01 %
Culture Programs	\$21,858	\$4,618	\$28,700	\$28,700	\$28,700	\$0	0.00 %
Sports Programs	\$215,006	\$196,301	\$240,162	\$241,162	\$241,162	\$1,000	0.42 %
Physical Fitness	\$96,028	\$119,661	\$167,605	\$160,605	\$156,605	(\$11,000)	(6.56%)
Playgrounds	\$40,905	\$31,971	\$53,148	\$53,148	\$51,148	(\$2,000)	(3.76%)
Boat Show	\$8,983	\$11,784	\$12,410	\$12,410	\$12,410	\$0	0.00 %
Veteran's Committee	\$15,352	\$14,220	\$15,354	\$15,354	\$15,354	\$0	0.00 %
Grounds/facilities	\$2,280,213	\$2,426,046	\$2,407,276	\$2,517,292	\$2,477,410	\$70,134	2.91 %
Calf Beach Operations	\$527,464	\$515,251	\$396,401	\$505,334	\$501,343	\$104,942	26.47 %
Veteran Park Maintenance	\$121,227	\$120,297	\$134,921	\$135,538	\$135,538	\$617	0.46 %
Shea Island Maintenance	\$0	\$0	\$1,000	\$1,000	\$1,000	\$0	0.00 %
Heritage/mathews Pks	\$29,763	\$33,741	\$93,226	\$93,467	\$93,467	\$241	0.26 %
Recreation&parks-fodor Farm	\$24,022	\$21,622	\$34,726	\$34,896	\$30,791	(\$3,935)	(11.33%)
Garage	\$31,318	\$30,246	\$34,785	\$34,951	\$34,951	\$166	0.48 %
Cranbury Park	\$105,706	\$84,636	\$106,081	\$106,561	\$102,731	(\$3,350)	(3.16%)
Total	\$20,288,616	\$21,784,924	\$22,593,363	\$22,667,321	\$22,423,328	(\$170,035)	(0.75%)

Budget By Major Group

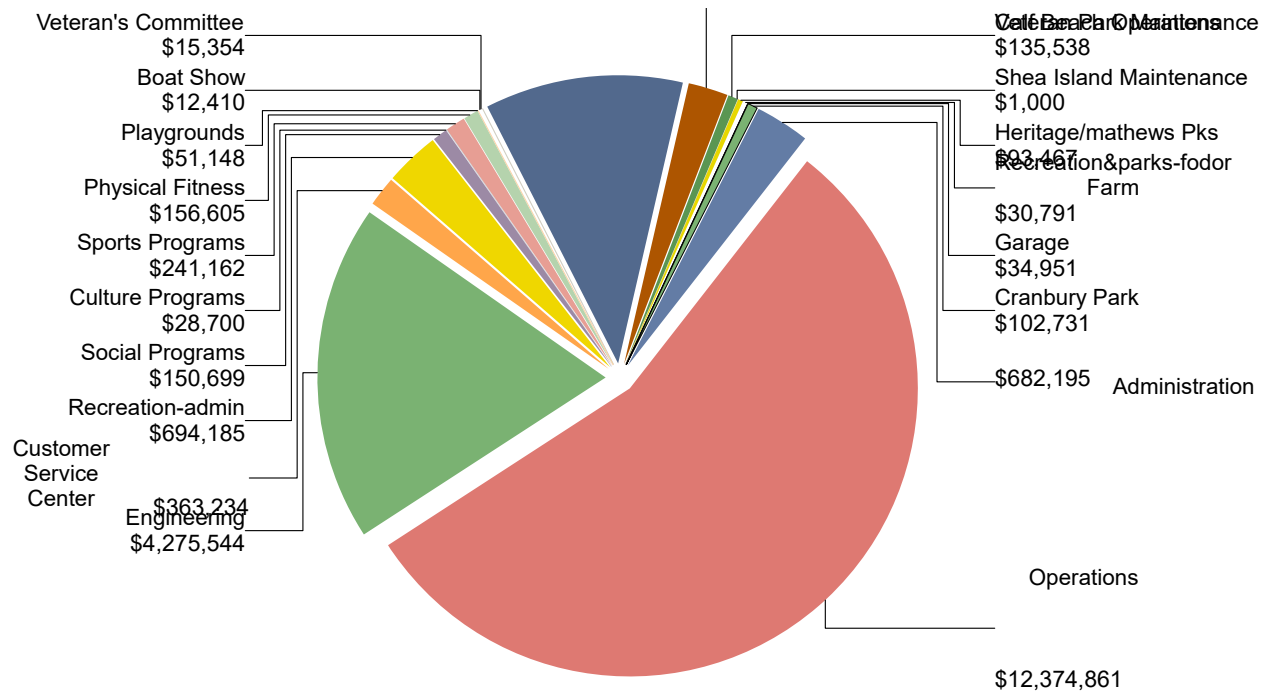
Personnel Services	\$8,936,815	\$9,479,640	\$9,811,280	\$9,658,167	\$9,537,294	(\$273,986)	(2.79%)
Contractual Services	\$8,860,285	\$8,999,645	\$9,858,451	\$10,100,889	\$10,031,683	\$173,232	1.76 %
Supplies and Materials	\$948,833	\$1,030,039	\$987,930	\$943,528	\$876,092	(\$111,838)	(11.32%)
Fixed Charges	\$877,823	\$1,690,606	\$1,359,958	\$1,367,764	\$1,385,686	\$25,728	1.89 %
Debt Service	\$224,788	\$177,261	\$150,000	\$160,525	\$160,525	\$10,525	7.02 %
Grants & Donations	\$433,979	\$394,963	\$406,994	\$412,898	\$412,898	\$5,904	1.45 %
Capital Outlay	\$6,095	\$12,769	\$18,750	\$23,550	\$19,150	\$400	2.13 %
Total	\$20,288,616	\$21,784,924	\$22,593,363	\$22,667,321	\$22,423,328	(\$170,035)	(0.75%)

NON-TAX REVENUE

Department Summary - OPERATIONS & PUBLIC WORKS

Intergovernmental	\$1,304,408	\$1,307,601	\$1,307,303	\$1,307,303	\$1,307,303	\$0	0.00 %
Licenses & Permits	\$99,198	\$107,630	\$163,770	\$163,770	\$163,770	\$0	0.00 %
Service Charges	\$1,627,498	\$1,691,459	\$2,000,771	\$1,673,460	\$1,673,460	(\$327,311)	(16.36%)
Miscellaneous	\$1,181,934	\$1,244,102	\$1,167,187	\$1,184,680	\$1,184,680	\$17,493	1.50 %
Total	\$4,213,038	\$4,350,792	\$4,639,031	\$4,329,213	\$4,329,213	(\$309,818)	(6.68%)
AMT. SUPPORTED BY TAXES	\$16,075,579	\$17,434,131	\$17,954,332	\$18,338,108	\$18,094,115	\$139,783	0.78 %

Summary by Division - Recommended FY 2019-20



PERSONNEL SUMMARY

		2016-17 Approved Pers./Exp.	2017-18 Approved Pers./Exp.	2018-19 Approved Pers./Exp.	2019-20 Req'd Pers./Exp.	2019-20 Rec. Pers./Exp.	Variance Pers./Exp.			
Administration										
Chief of Operations and Public Works	1	\$132,576	1	\$134,786	1	\$137,954	1	\$137,954	0	\$0
Administrative Services Manager	1	\$115,764	1	\$115,764	1	\$123,477	0	\$0	-1	(\$123,477)
Public Works Administrative Assistant	1	\$66,654	1	\$66,654	1	\$74,639	0	\$0	-1	(\$74,639)
Records Data Entry Clerk	1	\$60,518	1	\$60,518	1	\$64,550	0	\$0	-1	(\$64,550)
Executive Secretary	1	\$69,977	1	\$69,977	1	\$74,639	0	\$0	-1	(\$74,639)
Total	5	\$445,489	5	\$447,699	5	\$475,259	1	\$137,954	-4	(\$337,305)
Administration R&P										
Director of Recreation & Parks	1	\$136,894	1	\$139,632	1	\$139,632	1	\$139,632	0	\$0
Administrative Support II	1	\$57,550	1	\$57,550	1	\$61,384	1	\$62,836	0	\$1,452
Secretary/Bookkeeper	1	\$63,453	1	\$63,453	1	\$67,680	1	\$69,280	0	\$1,600
Athletic Supervisor	1	\$73,463	1	\$73,463	1	\$78,357	0	\$0	-1	(\$78,357)

Department Summary - OPERATIONS & PUBLIC WORKS

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.			2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
Total	4	\$331,360	4	\$334,098	4	\$347,053	3	\$271,748	3	\$271,748	-1	(\$75,305)	
<u>Grounds/Facilities</u>													
Park Supervisor	0	\$0	0	\$0	0	\$0	1	\$82,781	1	\$82,781	1	\$82,781	
Total	0	\$0	0	\$0	0	\$0	1	\$82,781	1	\$82,781	1	\$82,781	
<u>Grounds/Facilities</u>													
Superintendent of Park Maintenance	1	\$99,833	1	\$99,833	1	\$109,358	0	\$0	0	\$0	-1	(\$109,358)	
Superintendent of Public Property & Parks	0	\$0	0	\$0	0	\$0	1	\$131,883	1	\$131,883	1	\$131,883	
Carpenter	1	\$81,104	1	\$81,104	1	\$86,508	1	\$88,553	1	\$88,553	0	\$2,045	
Carpenter Assistant	1	\$70,055	1	\$70,055	1	\$74,722	1	\$76,488	1	\$76,488	0	\$1,766	
Maintenance Tradesworker	2	\$140,110	2	\$140,110	2	\$149,407	2	\$152,976	2	\$152,976	0	\$3,569	
Park Maintainer III	2	\$133,434	2	\$133,434	2	\$142,328	2	\$145,692	2	\$145,692	0	\$3,364	
Plumber/Pipefitter	1	\$81,104	1	\$81,104	1	\$86,508	1	\$88,553	1	\$88,553	0	\$2,045	
Park Maintainer I	4	\$230,512	4	\$230,512	4	\$245,868	4	\$251,680	4	\$251,680	0	\$5,812	
Park Maintainer II	7	\$426,648	7	\$426,648	6	\$390,523	6	\$396,456	6	\$396,456	0	\$5,933	
Plumber Assistant	0	\$0	0	\$0	1	\$71,164	1	\$76,488	1	\$76,488	0	\$5,324	
Total	19	\$1,262,800	19	\$1,262,800	19	\$1,356,386	19	\$1,408,769	19	\$1,408,769	0	\$52,383	
<u>Operations</u>													
Superintendent of Operations	1	\$114,264	1	\$117,264	1	\$128,838	1	\$131,883	1	\$131,883	0	\$3,045	
Waste Programs Manager	1	\$82,509	1	\$82,509	1	\$90,386	1	\$92,522	1	\$92,522	0	\$2,136	
Records Data Entry Clerk	0	\$0	0	\$0	0	\$0	1	\$66,076	1	\$66,076	1	\$66,076	
Maintainer II (Truck Driver)	20	\$1,176,979	19	\$1,110,530	19	\$1,205,268	18	\$1,173,754	18	\$1,173,754	-1	(\$31,514)	
Roads Supervisor	3	\$245,296	3	\$251,985	3	\$275,913	3	\$277,567	3	\$277,567	0	\$1,654	
Maintainer III (Equipment Operator)	12	\$788,776	13	\$867,321	13	\$925,132	13	\$946,998	13	\$946,998	0	\$21,866	
Maintainer III (Equipment Operator)	1	\$66,717	1	\$66,717	1	\$71,164	1	\$72,846	1	\$72,846	0	\$1,682	
Mason I	3	\$231,711	3	\$231,711	3	\$247,149	3	\$252,990	3	\$252,990	0	\$5,841	
Weighmaster	3	\$220,674	3	\$220,674	3	\$235,377	3	\$240,942	3	\$240,942	0	\$5,565	
Maintainer I (Laborer)	14	\$724,467	14	\$718,997	14	\$779,749	13	\$727,534	13	\$727,534	-1	(\$52,215)	
Maintainer II (Truck Driver)	0	\$0	0	\$0	0	\$0	1	\$72,846	1	\$72,846	1	\$72,846	
Total	58	\$3,651,393	58	\$3,667,708	58	\$3,958,976	58	\$4,055,958	58	\$4,055,958	0	\$96,982	
<u>Engineering</u>													
Assistant Director of Transportation	1	\$132,723	1	\$132,723	1	\$135,798	0	\$0	0	\$0	-1	(\$135,798)	
Assistant Principal Engineer	0	\$0	0	\$0	0	\$0	1	\$117,628	0	\$0	0	\$0	
Building & Facilities Manager	1	\$124,056	1	\$124,056	1	\$135,798	1	\$139,009	1	\$139,009	0	\$3,211	
Traffic Engineer	1	\$93,207	1	\$93,207	1	\$102,031	0	\$0	0	\$0	-1	(\$102,031)	
Principal Civil Engineer	1	\$136,473	1	\$136,473	1	\$149,400	1	\$152,932	1	\$152,932	0	\$3,532	
Senior Civil Engineer	3	\$317,591	3	\$323,532	3	\$354,045	3	\$362,970	3	\$362,970	0	\$8,925	
Traffic Analyst	1	\$81,104	1	\$81,104	1	\$86,508	0	\$0	0	\$0	-1	(\$86,508)	
GIS ANALYST	0	\$0	1	\$85,039	1	\$90,704	0	\$0	0	\$0	-1	(\$90,704)	

PERSONNEL SUMMARY

	2016-17 Approved Pers./Exp.		2017-18 Approved Pers./Exp.		2018-19 Approved Pers./Exp.		2019-20 Req'd Pers./Exp.		2019-20 Rec. Pers./Exp.		Variance Pers./Exp.	
Junior Engineer	5	\$387,956	5	\$376,746	5	\$408,968	5	\$394,873	5	\$394,873	0	(\$14,095)
Assistant Civil Engineer	2	\$183,960	2	\$181,506	2	\$196,216	2	\$203,532	2	\$203,532	0	\$7,316
Permit Engineer	1	\$80,942	1	\$83,393	1	\$91,567	1	\$100,165	1	\$100,165	0	\$8,598
Engineering Aide III	1	\$81,104	1	\$81,104	1	\$86,508	1	\$88,553	1	\$88,553	0	\$2,045
Permit Inspector	1	\$81,104	1	\$81,104	1	\$86,508	1	\$88,553	1	\$88,553	0	\$2,045
Executive Secretary	0	\$0	0	\$0	0	\$0	1	\$76,403	1	\$76,403	1	\$76,403
Total	18	\$1,700,220	19	\$1,779,987	19	\$1,924,051	17	\$1,724,618	16	\$1,606,990	-3	(\$317,061)
Engineering												
Custodian	1	\$54,809	1	\$54,809	1	\$58,461	1	\$59,844	1	\$59,844	0	\$1,383
Total	1	\$54,809	1	\$54,809	1	\$58,461	1	\$59,844	1	\$59,844	0	\$1,383
Department Total	105	\$7,446,071	106	\$7,547,101	106	\$8,120,186	100	\$7,741,672	99	\$7,624,044	-7	(\$496,142)

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$483,761	\$523,128	\$505,100	\$163,291	\$163,291	(\$341,809)	(67.67%)
Contractual Services	\$99,227	\$93,172	\$106,607	\$89,374	\$89,374	(\$17,233)	(16.16%)
Supplies and Materials	\$27,565	\$31,630	\$29,000	\$28,000	\$28,000	(\$1,000)	(3.45%)
Grants & Donations	\$433,412	\$394,876	\$395,626	\$401,530	\$401,530	\$5,904	1.49%
Total	\$1,043,965	\$1,042,805	\$1,036,333	\$682,195	\$682,195	(\$354,138)	(34.17%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct expenditures	\$1,043,965	\$997,012	\$1,036,333	
Employees	5	5	5	
Outputs				
Area managed (square miles)				
Major service contracts managed				
Number of budgets managed				
Number of committees, authorities staff to				

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$3,890,446	\$4,198,090	\$4,333,380	\$4,438,645	\$4,437,855	\$104,475	2.41 %
Contractual Services	\$5,908,869	\$5,940,110	\$6,155,048	\$6,370,733	\$6,339,833	\$184,785	3.00 %
Supplies and Materials	\$546,088	\$688,299	\$580,000	\$588,700	\$561,750	(\$18,250)	(3.15%)
Fixed Charges	\$619,900	\$1,205,929	\$987,089	\$1,001,895	\$1,020,423	\$33,334	3.38 %
Total	\$10,965,304	\$12,032,428	\$12,055,517	\$12,399,973	\$12,359,861	\$304,344	2.52 %

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct expenditures	\$11,231,566	\$12,025,944	\$12,369,888	
Employees	61	61	61	
Outputs				
Drainage Service Request	207	150	200	452
Fleet Preventive Maintenance to Corrective Maintenance %/FY	16%	12%	50%	60%
Landscaping Service Requests	557	640	700	800
Road Service Requests	727	600	800	1000
Snow Service Requests	654	66	100	300
Solid Waste Service Requests	1880	1600	1700	1200
Tons Recycled/FY (Tons)	9038	9,000	9,200	9400
Tons Solid Waste Collected/FY (Tons)	22,557	22,700	21,000	24500
Traffic Service Requests	560	340	400	
Effectiveness				
% of Drainage Requests Completed				
% of Drainage Service Requests Completed	95%	100%	100%	
% of Landscaping Service Requests Completed	98%	100%		
% of operations OT (without snow) expended/FY	84%	81%	75%	
% of Road Service Requests Completed				
% of Snow Service Requests Completed	95%	100%		
% of Solid Waste Service Requests Completed	100%		100%	
% of Solid Waste Service Requets Completed		100%		
% of Traffic Service Requests Completed	94%	100%	100%	
% Salt expended/FY	As Needed	As Needed	As Needed	

Department Summary - OPERATIONS & PUBLIC WORKS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
New Item				

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	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Personnel Services	\$1,750,427	\$1,990,853	\$2,092,377	\$1,894,309	\$1,774,761	(\$317,616)	(15.18%)
Contractual Services	\$2,067,733	\$2,172,248	\$2,376,666	\$2,434,645	\$2,417,724	\$41,058	1.73 %
Supplies and Materials	\$93,982	\$100,400	\$107,011	\$47,534	\$47,534	(\$59,477)	(55.58%)
Debt Service	\$39,579	\$68,641	\$35,000	\$35,525	\$35,525	\$525	1.50 %
Total	\$3,951,720	\$4,332,142	\$4,611,054	\$4,412,013	\$4,275,544	(\$335,510)	(7.28%)

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Input				
Direct expenditures	\$3,951,720	\$4,330,535	\$4,611,054	
Employees	19	20	20	
Outputs				
of GIS Assets Added	5,159	4,699		
of Permit Inspections Conducted	2,232	1,300	1,500	1600
of Permits Issued	727	650	700	750
% of Permit Fees Collected	88%	75%	90%	100%
Average PCI (Pavement Condition Index)	81	81	83	83
Engineering Service Requests	527	540	600	680
Lane-miles Road Paved	31.97	42.10	39.38	19.66
Number of Feet of Sanitary Sewer Pipe Cleaned and Televised (cctv)	61,565	112,517	8,500	261149
Number of Manholes Inspected	107	305	200	350
Number of NPDES Permit Violations at WWTP	6	3	6	6
Number of Sewage Bypasses that occur within the Collection System	18	16	16	22
Effectiveness				
% of Engineering Service Requests Completed	64%	100%	100%	100%

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.

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$701,222	\$630,085	\$663,665	
Employees	4	4	4	
Outputs				
Number of budgets managed	6	6	6	
Administration				
of contracts managed	27	17	15	18
of grants received	1	2	1	2
of revenue transactions	13,900	14,200	14,500	14000
Total dollars collected	1,600,000	1,804,000	1,800,000	1500000
Total dollars of contracts managed	4,000,000	6,000	2,000,000	2500000
Customer Service/Outreach				
of residents utilizing department programs	68,000	71,000	75,000	70000
Effectiveness				
Administration				
% of approved budget expended	100%	100%	100%	
% of grants renewed	1	1	1	50%
% 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%	90.2%	90%	95%
% of residents who would rate services received as good/satisfied with services received	98%	98.5%	99%	99%

RECREATION

DESCRIPTION OF SERVICES

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

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$491,340	\$622,705	\$651,224	
Outputs				
Special Events				
of families participating at special events	50,000	60,000	60,000	60000
Social Programs				
of social programs offered	20	21	20	20
Total participants in social programs	1,800	1,750	1,700	1700
Physical Fitness Programs				
of physical fitness programs offered	24	22	22	22
Total participants in physical fitness programs	5,500	5,000	5,000	5000
Arts/Cultural Programs				
of arts/cultural programs offered	26	26	26	26
Total partic. in arts/cultural programs Specialty Camp	4,000	4,000	4,000	4000
Sports Programs				
of sports programs offered	58	60	60	60
Total participants in sports programs - League	18,500	19,000	19,000	18000
Play & Learn Program (Youth)				
Total participants in program	760	770	770	770
Aquatics				
of aquatics programs offered	15	17	15	15
Total participants in aquatics programs	13,000	15,000	14,000	13000
Scheduling				
of facilities and fields available for use	164	164	165	165
of facilities and fields used	164	164	165	165
Effectiveness				
Special Events				
% change in number of participants	32%	20%	20%	-15%
% change in number of Special Events offered	8.1%	13.6%	15%	0%
% of participants satisfied with Special Events	95%	95%	98%	98%
Social Programs				
% change in number of participants	0%	9.8%	10%	0%
% change in number of Social Programs offered	8.8%	5%	5%	0%

Department Summary - OPERATIONS & PUBLIC WORKS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% of participants satisfied with Social programs	95%	95%	98%	98%
Physical Fitness Programs				
% change in number of physical fitness programs offered	0%	-8.3%	0%	0%
% of participants satisfied with physical fitness programs	96%	97%	98%	98%
Arts/Cultural Programs				
% change in number of arts/cultural programs offered	1%	0%	0%	0%
% change in number of participants	9.5%	0%	0%	0%
% of participants satisfied with arts/cultural programs	99%	99%	99%	99%
Sports Programs				
% change in field and facility usage	9.2%	3.4%	5%	0%
Play & Learn Program				
% change in number of events offered	0%	0%	0%	0%
% change in participation	-12.6%	1.3%	1%	-10%
Aquatics				
% change in number of aquatics programs offered	8%	13.3%	10%	-10%
% change in number of participants	9.2%	15.3	12%	-10%
% of participants satisfied with aquatics programs	98%	99%	99%	100%
Scheduling				
% change in number of participants	0%	0%	0%	0%

PARK MAINTENANCE

DESCRIPTION OF SERVICES

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

PERFORMANCE INDICATORS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
Inputs				
Direct Expenditures	\$2,982,690	\$2,976,555	\$3,067,550	
Employees	19	19	19	
Outputs				
Park Maintenance & Repair				
of acres/areas plowed	51	51	51	51
of parks maintained	58	58	60	61
of parks receiving scheduled maintenance	58	58	60	61
Turf Management				
of acres managed	1,240	1,240	1,300	1300
of acres receiving scheduled maintenance	625	625	665	665
of irrigation systems controlled	20	21	22	21
of irrigation systems receiving scheduled mntnce.	20	21	21	21
Facilities/Building Maintenance & Repair				
of facilities maintained	23	25	25	25
of facilities receiving scheduled maintenance/repair	23	25	25	25
Tree Maintenance				
of trees and shrubs planted/replaced	210	185	170	180
Beautification/Landscape Design				
of landscape beds, perennials, annuals maintained	92	95	95	95
of landscape beds, perennials, annuals planted/rep.	50	50	50	45
Special Projects & Events				
of special events planned	300	280	275	275
of special projects suggested	4	5	6	8
Athletics				
of athletic activities practiced at City venues	8,000	8,100	8,000	8000
of athletic contests played at City venues	35,000	37,000	38,000	38000
Vehicle Maintenance				
of pieces receiving scheduled maintenance	58	60	62	80
pieces of equipment maintained	264	266	268	270
Effectiveness				
Park Maintenance & Repair				

Department Summary - OPERATIONS & PUBLIC WORKS

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Projected	FY2019-20 Recom'd
% 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 at cranbury
% of parks maintained satisfactorily	100%	100%	99%	90
% of parks that are available for use	100%	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	100%	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%	93%	80%	75
Beautification/Landscape Design				
% of landscape beds, perennials, annuals replaced on schedule	95%	95%	95%	90
Special Projects & Events				
% of special events executed/completed	100%	100%	100%	100
% of special projects executed/completed	100%	100%	100%	100
Athletics				
% change in athletic contests/activities played or practiced at City venues	9.0%	5.4%	5%	3
Vehicle Maintenance				
% of acres not maintained due to lack of vehicles	0%	0%	1%	0
% of vehicles out of service due to non-replacement	3%	2%	2%	3

BUILDING MAINTENANCE

DESCRIPTION OF SERVICES

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

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NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014010	OPERATIONS CHIEF							
014010	4136 MUN PROJS	402,915.00	402,915.00	402,915.00	402,915.00	402,915.00	402,915.00	
014010	4176 HIGHWAY	898,332.77	898,333.00	898,333.00	898,333.00	898,333.00	898,333.00	
014010	4450 SOLID WAST	59,140.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	
	Annual Registration fee- All licensed refuse haulers and businesses have to register each truck that disposed solid waste at the Transfer Station annually.							
014010	4454 B WAST LIC	8,375.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	
	Annual license fees- All licensed refuse haulers and businesses that dispose waste at the Transfer Station must obtain an annual license each fiscal year.							
014010	4505 DONAT	500.00	500.00	500.00	500.00	500.00	500.00	
014010	4526 FINES	199.00	.00	.00	.00	.00	.00	
014010	4805 MISCELL	-2,094.65	.00	.00	.00	.00	.00	
014010	4817 COA-STREET	819.72	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
	advertising on street trash receptacles							
014010	489B REIMB	184,392.00	336,793.00	336,793.00	336,793.00	336,793.00	336,793.00	
014010	489C REIMB WPCA	647,287.00	522,203.00	522,203.00	522,203.00	522,203.00	522,203.00	
014010	5110 WAGES & SA	470,054.70	475,259.00	351,782.00	356,836.00	137,954.00	137,954.00	
014010	5120 WAGES & SA	15,207.94	6,396.00	6,396.00	6,547.00	2,000.00	2,000.00	
	Overtime for adm staff on project requirements per NMEA union contract.							
014010	5121 WAGES & SA	4,500.00	.00	.00	.00	.00	.00	
014010	5130 WAGES & SA	.00	.00	.00	.00	21,112.00	21,112.00	
	Finance meeting Jan. 2019							
014010	5140 WAGES & SA	30,755.00	20,800.00	20,800.00	21,112.00	.00	.00	
	Finance meeting Jan. 2019							
014010	5150 LONGEVITY	2,610.00	2,645.00	2,645.00	2,680.00	2,225.00	2,225.00	
	contractual requirement							
014010	5211 POSTAGE,BO	1,568.02	5,357.00	5,357.00	5,437.00	3,000.00	3,000.00	
	Overnight mail deliveries, UPS and all departmental mail. Reduced, Transferred to TMP.							
014010	5221 PRINTING &	7,581.60	12,000.00	12,000.00	12,180.00	7,500.00	7,500.00	
	General Printing Requirements-All Public Works Divisions and staffed committees, and commissions. Reduced, Transferred to TMP.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
014010	5225 TYPING SER Professional Committee minutes based on \$40/ hr. 3 hour minimum for the Land Use, NFCC. Other minutes provided by city adm staff through OT. Reduced for traffic authority minutes to department of transportation mobility parking Reduced, Transferred to TMP.	3,170.00	4,000.00	4,000.00	4,060.00	3,000.00	3,000.00	
014010	5233 SUBSCRIPTI Employment and project/program advertising in local newspapers and industry publications	1,210.99	800.00	800.00	812.00	812.00	812.00	
014010	5235 MEMBERSHIP Professional memberships and certifications Reduced, Transferred to TMP.	4,974.50	5,000.00	5,000.00	5,075.00	4,000.00	4,000.00	
014010	5237 ADVERTISIN public hearings, position vacancies, public communication Reduced, Transferred to TMP.	5,113.19	6,180.00	6,180.00	6,273.00	4,000.00	4,000.00	
014010	5245 TELEPHONE Cell and desk telephone service Reduced, Transferred to TMP.	28,236.02	25,000.00	24,880.00	25,250.00	25,250.00	25,250.00	
014010	5247 OTHER UTIL Satellite/cable services for Customer Service Center - moved to Mayor's Office per reorg	207.48	410.00	410.00	414.00	.00	.00	
014010	5251 MEDICAL,DE Random Drug Testing in Accordance with Federal Law. \$50/test pp ops division, 2405 union.	3,191.54	7,000.00	7,000.00	7,105.00	6,000.00	6,000.00	
014010	5258 OTHER PROF New employee candidates-background checks \$50/background check	804.98	800.00	800.00	812.00	812.00	812.00	
014010	5272 TRAINING A Safety Training =\$6,000 Engineering Autocad Training GIS Webseminars ASCATG Adminstration, Confined space, snow courses, safety training. (\$2,000) Professional Development Hours Required to Maintain PE Licensure for PE employees = \$3,500/yr tree warden, winter maintenance, cpr Reduced, Transferred to TMP. Connecticut Road Scholar Program for 4; Connecticut Tree Warden for 4 Connecticut Tree Preservation for 4; Heavy Equipment Operator Training- \$5,000 NEW: Additional training requested for GIS online training for Junior Engineers	17,784.43	19,500.00	19,500.00	19,793.00	16,500.00	16,500.00	
014010	5281 MILEAGE Auto allowance for the entire department in accordance with union contracts and federal rates.	2,622.76	2,060.00	2,060.00	2,091.00	1,500.00	1,500.00	
014010	5286 BUSINESS E	.00	.00	.00	.00	.00	.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014010	5294 MACHINERY, Includes all department copier leases Reduced, Transferred to TMP.	15,083.07	14,000.00	14,000.00	14,210.00	13,000.00	13,000.00	_____
014010	5295 SEMINAR&CO APWA Conference (for 2 Supervisors)	1,623.39	4,500.00	4,500.00	4,568.00	4,000.00	4,000.00	_____
014010	5311 OFFICE SUP Office supplies Reduced, Transferred to TMP.	31,616.58	29,000.00	29,000.00	29,435.00	28,000.00	28,000.00	_____
014010	5326 CLOTHING A	12.99	.00	.00	.00	.00	.00	_____
014010	5623 SPECIAL EV Expenses related to the DPW Open House	1,249.91	2,000.00	2,000.00	2,030.00	2,000.00	2,000.00	_____
014010	5650 TRANSFERS Sewer use charge city buildings	393,626.00	393,626.00	393,626.00	399,530.00	399,530.00	399,530.00	_____
TOTAL OPERATIONS CHIEF		3,242,670.93	3,243,077.00	3,119,480.00	3,132,994.00	2,888,939.00	2,888,939.00	_____
014021	OPERATIONS-MAINT & REPAIR STS							
014021	5110 WAGES & SA	2,454,557.30	2,800,423.00	2,800,423.00	2,805,196.00	2,871,272.00	2,871,272.00	_____
014021	5120 WAGES & SA Overall overtime for 021, 023, 025, 029. Includes \$32,000 for 1X/week street sweeping program in business districts.	125,028.36	116,450.00	116,450.00	119,198.00	119,198.00	119,198.00	_____
014021	5121 WAGES & SA Emergency Standby \$150/pay period per employee, (3 employees) Includes Foreman, Driver and a Laborer	19,530.04	25,000.00	25,000.00	25,590.00	25,590.00	25,590.00	_____
014021	5150 LONGEVITY	17,500.00	18,045.00	18,045.00	16,055.00	16,055.00	15,690.00	_____
014021	5216 OTHER COMM Covers radio communication maintenance for Public Works employees. Used in emergencies during storms.	467.24	500.00	500.00	508.00	508.00	508.00	_____
014021	5241 ELECTRIC Finance provided	521,934.09	472,749.00	472,749.00	477,476.00	477,476.00	477,476.00	_____
014021	5247 OTHER UTIL	1,055.28	3,500.00	3,500.00	3,535.00	3,535.00	3,535.00	_____
014021	5269 OTHER REPA Cable and Wi-fi service at the public works center GPS Monthly Operating Expenses	28,576.40	35,000.00	35,000.00	35,525.00	35,525.00	35,525.00	_____
014021	5276 PUR UNIF Uniforms per CBA.	23,067.11	5,000.00	5,000.00	5,075.00	25,000.00	25,000.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014021	5296 SECURITY S Pay for extra duty police officers for traffic control for Road Maintenance as needed per Ordinance. Previous account transferred to Transportaton, Mobility and Parking.	.00	.00	.00	.00	7,500.00	7,500.00	
014021	5323 FOOD	360.00	.00	.00	.00	.00	.00	
014021	5326 CLOTHING A PPE Equipment	10,290.45	16,000.00	16,000.00	16,240.00	16,240.00	16,240.00	
014021	5333 MACHINERY& Sweeper Maintenance Parts and Supplies.	9,153.12	9,600.00	9,600.00	9,744.00	9,744.00	9,744.00	
014021	5341 CONSUMABLE Includes request for hand and power tools etc.	19,655.56	20,000.00	20,000.00	20,300.00	20,300.00	20,300.00	
014021	5381 ASPHALT &	107,157.26	140,000.00	140,000.00	142,100.00	142,100.00	130,000.00	
TOTAL OPERATIONS-MAINT & REP		3,338,332.21	3,662,267.00	3,662,267.00	3,676,542.00	3,770,043.00	3,757,578.00	
014022	STREET CLEANING							
014022	5110 WAGES & SA	4.27	.00	.00	.00	.00	.00	
TOTAL STREET CLEANING		4.27	.00	.00	.00	.00	.00	
014023	OPERATIONS-SIGNS & MARKINGS							
014023	5110 WAGES & SA	83,796.08	187,646.00	187,646.00	195,072.00	195,072.00	195,072.00	
014023	5120 WAGES & SA	825.52	9,680.00	9,680.00	9,908.00	9,908.00	9,908.00	
014023	5150 LONGEVITY	425.00	425.00	425.00	425.00	425.00	425.00	
014023	5341 CONSUMABLE Misc. small hand tools.	.00	400.00	400.00	406.00	406.00	406.00	
014023	5342 SIGN PARTS Includes street and traffic signs, complete sign replacements with channel posts, sign faces replacements installations. Includes requests from other city departments, agencies and special events citywide.	52,901.80	44,000.00	44,000.00	44,660.00	44,660.00	44,660.00	
014023	5345 ROAD MARKI Performing additional line striping. Paint machine parts and maintenance.	9,798.99	15,000.00	15,000.00	15,225.00	15,225.00	9,000.00	
TOTAL OPERATIONS-SIGNS & MAR		147,747.39	257,151.00	257,151.00	265,696.00	265,696.00	259,471.00	
014025	OPERATIONS-SNOW/ICE REMOVAL							
014025	4807 REIMB EXP	9,570.38	11,207.00	11,207.00	11,207.00	11,207.00	11,207.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
014025	5110 WAGES & SA	211,217.44	.00	.00	.00	.00	.00	
	Salaries in other accounts on personnel roster							
014025	5120 WAGES & SA	270,302.79	102,858.00	102,858.00	105,285.00	105,285.00	105,285.00	
	Allocation increase is based on a 5-year average.							
014025	5269 OTHER REPA	.00	1,000.00	1,000.00	1,015.00	1,015.00	1,015.00	
	Includes requests for snow blower and snow removal equipment repairs.							
014025	5322 CHEMICAL,L	373,788.79	225,000.00	225,000.00	228,375.00	228,375.00	228,375.00	
	Cargill- Treated Road Salt							
	Morton- Rock Salt							
	Innovative- Magnesium Chloride							
	Bagged Calcium Chloride							
014025	5323 FOOD	16,933.71	10,000.00	10,000.00	10,150.00	10,150.00	10,150.00	
	Meal Allowance for Snow removal Labor Forces per 2405 contract.							
	\$15/meal/employee varies depending on weather and usage.							
014025	5333 MACHINERY&	33,197.81	35,000.00	35,000.00	35,525.00	35,525.00	32,500.00	
	Plow blades, chains and miscellaneous parts and repairs for snow related activities.							
	TOTAL OPERATIONS-SNOW/ICE RE	915,010.92	385,065.00	385,065.00	391,557.00	391,557.00	388,532.00	
014027	STORM DRAINAGE							
014027	5110 WAGES & SA	364,350.78	423,281.00	423,281.00	427,140.00	427,140.00	427,140.00	
014027	5120 WAGES & SA	10,107.67	16,902.00	16,902.00	17,301.00	17,301.00	17,301.00	
014027	5121 WAGES & SA	1,350.00	1,350.00	1,350.00	1,382.00	1,382.00	1,382.00	
014027	5150 LONGEVITY	850.00	850.00	850.00	980.00	980.00	980.00	
014027	5294 MACHINERY,	.00	497.00	497.00	504.00	504.00	504.00	
	Inspections for Perry Avenue Dike-Erosion Control.							
014027	5296 SECURITY S	.00	.00	.00	.00	7,500.00	7,500.00	
	Pay for extra duty police officers for traffic control for in-house construction as needed per Ordinance.							
014027	5333 MACHINERY&	4,667.48	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
	Includes request for MS4 permit.							
	Includes request for camera truck parts and repairs.							
014027	5351 CEMENT & C	31,363.25	40,000.00	40,000.00	40,600.00	40,600.00	35,000.00	
	Precast Concrete Catch Basin Tops, Manholes, Risers and Vaults.							
	Includes request for road construction material- block, brick, cement etc.							
014027	5361 METAL PROD	13,774.07	15,000.00	15,000.00	15,225.00	15,225.00	15,225.00	
	Frames and Grates							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL STORM DRAINAGE	426,463.25	502,880.00	502,880.00	508,207.00	515,707.00	510,107.00	
014028 OPERATIONS-SOLID WASTE COLLECT							
014028 5110 WAGES & SA	145,726.88	90,386.00	90,386.00	92,522.00	92,522.00	92,522.00	
014028 5120 WAGES & SA	1,706.41	30,000.00	30,000.00	30,708.00	30,708.00	30,708.00	
Overtime for Waste Programs Manager for Desert-Micro Issues and Household Hazardous Waste Day. Overtime cost for Bulky Waste Collection by Local 2405 and Road Supervisor based on spring 2017 actual numbers.							
014028 5121 WAGES & SA	.00	1,000.00	1,000.00	1,024.00	3,200.00	3,200.00	
Overtime for Local 2405 for Household Hazardous Waste Day. Other Wages are for Pay Differential (\$2/hr) for Bulky Item and Yard Waste Collection.							
014028 5150 LONGEVITY	.00	850.00	850.00	.00	.00	.00	
014028 5258 OTHER PROF	1,113,057.00	1,146,449.00	1,146,449.00	1,180,842.00	1,180,842.00	1,180,842.00	
Contract Price for curbside collection of MSW by City Carting .							
TOTAL OPERATIONS-SOLID WASTE	1,260,490.29	1,268,685.00	1,268,685.00	1,305,096.00	1,307,272.00	1,307,272.00	
014029 OPERATIONS-TREE MAINT/REMOVAL							
014029 5110 WAGES & SA	214,778.90	221,863.00	221,863.00	229,010.00	229,010.00	229,010.00	
014029 5120 WAGES & SA	13,371.40	12,754.00	12,754.00	13,055.00	13,055.00	13,055.00	
014029 5121 WAGES & SA	2,228.58	6,000.00	6,000.00	6,142.00	6,142.00	6,142.00	
CBA Obligation							
014029 5150 LONGEVITY	425.00	500.00	500.00	925.00	925.00	500.00	
014029 5296 SECURITY S	.00	.00	.00	.00	7,500.00	7,500.00	
Pay for extra duty police officers for traffic control for in-house Tree Work as needed per Ordinance.							
014029 5298 OTHER	41,914.10	60,000.00	60,000.00	60,900.00	60,900.00	55,000.00	
Contracted tree work. This number has been greatly reduced over the years due to the increased capabilities of in-house staff.							
014029 5333 MACHINERY&	5,257.00	5,000.00	5,000.00	5,075.00	5,075.00	5,075.00	
Chain saws, blades, pruning equipment, etc. Allocation increase in due to more in-house work being done.							
TOTAL OPERATIONS-TREE MAINT/	277,974.98	306,117.00	306,117.00	315,107.00	322,607.00	316,282.00	
014030 ENGINEERING							
014030 4452 ENCR FEES	250.00	52,030.00	52,030.00	52,030.00	52,030.00	52,030.00	
Permits required for work being done on city's rights of way.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014030	4455 DW PERMIT	37,965.25	56,466.00	56,466.00	56,466.00	56,466.00	56,466.00	_____
	Driveway permit fee collection is seasonal as well as depends on new construction.							
014030	4456 FILL PERM	1,300.00	9,700.00	9,700.00	9,700.00	9,700.00	9,700.00	_____
	Fill permit is required for adding fill over 50cy							
014030	4459 EXCAV PERM	.00	262.00	262.00	262.00	262.00	262.00	_____
014030	4460 DPW TREE	600.00	312.00	312.00	312.00	312.00	312.00	_____
	Tree permits.							
014030	4517 PL DEP FEE	.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	_____
	Fee charged to contractors interested in receiving paper bid documents.							
014030	4520 MAPS	1,158.00	1,119.00	1,119.00	1,119.00	1,119.00	1,119.00	_____
	Fees are charged to the public for the printing and duplication of maps, GIS and CAD drawings.							
014030	5110 WAGES & SA	1,883,186.48	1,924,051.00	1,626,251.00	1,619,140.00	1,724,618.00	1,606,990.00	_____
014030	5120 WAGES & SA	26,808.09	31,980.00	31,142.73	32,735.00	32,735.00	32,735.00	_____
	Depending on project requirements, work on certain holidays and in accordance with the 2405 union contract.							
014030	5121 WAGES & SA	3,150.00	2,550.00	2,550.00	2,610.00	2,610.00	2,610.00	_____
	Standby pay minimum \$150/pay period							
014030	5130 WAGES & SA	7,870.00	65,800.00	65,800.00	66,787.00	64,760.00	64,760.00	_____
	As per Temporary Sesaonal Roster							
014030	5150 LONGEVITY	7,230.00	7,855.00	7,855.00	8,025.00	8,025.00	6,105.00	_____
014030	5247 OTHER UTIL	3,641.66	4,182.00	4,182.00	4,224.00	4,224.00	4,224.00	_____
	MTA encroachment lease for sanitary sewer drainage and storm crossing.							
014030	5258 OTHER PROF	62,291.64	160,650.00	160,650.00	163,060.00	163,060.00	163,060.00	_____
	\$100,000 Walk Bridge Consulting Services approved by the Common Council 12/11/18							
	\$10,650 Materials testing: Testing of materials used in construction to determine compliance with specs. Surveying:Preparation of easement maps, survey cross-sections, etc. Environmental Testing: Required for land acquisition, construction, stream dredging, etc. including the Walk Bridge. Previous FY included traffic mast arm design and electrical signal, (\$50,000)/tmp.							
014030	5296 SECURITY S	.00	.00	.00	.00	7,500.00	7,500.00	_____
	Pay for extra duty police officers for traffic control for Engineering Projects as needed per Ordinance.							
	TOTAL ENGINEERING	2,035,451.12	2,318,207.00	2,019,569.73	2,017,720.00	2,128,671.00	2,009,123.00	_____
014031	ENGINEERING-SIGNALIZATION							
014031	4807 REIMB EXP	15,581.42	.00	.00	.00	.00	.00	_____

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014031	5269 OTHER REPA	21,925.63	25,000.00	25,000.00	25,375.00	.00	.00	
	Moved to Traffic, Mobility and Parking							
014031	5272 TRAINING A	2,986.06	.00	4,000.00	.00	.00	.00	
014031	5343 TRAFFIC SI	53,137.94	60,000.00	56,000.00	60,900.00	.00	.00	
	Moved to Traffic, Mobility and Parking.							
	TOTAL ENGINEERING-SIGNALIZAT	93,631.05	85,000.00	85,000.00	86,275.00	.00	.00	
014042	OPERATIONS-DISPOSAL							
014042	4518 WAST DP FE	490,323.07	465,000.00	465,000.00	465,000.00	465,000.00	465,000.00	
	Solid Waste and Yard Waste disposal fees.							
014042	4863 SCRAP META	23,147.83	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
	Revenue from Scrap Metal recycled at DPW Operations Center/ Fleet.							
014042	5110 WAGES & SA	241,657.31	235,377.00	235,377.00	240,942.00	240,942.00	240,942.00	
014042	5120 WAGES & SA	18,304.45	30,000.00	30,000.00	30,708.00	30,708.00	30,708.00	
	Overtime costs due to coverage on holidays with 3 Weighmasters							
	Overtime cost of 40 Saturdays for the Weighmaster at the Public Works Center.							
	Overtime coverage for vacation.							
014042	5121 WAGES & SA	46.00	.00	.00	.00	.00	.00	
014042	5150 LONGEVITY	.00	1,740.00	1,740.00	1,825.00	1,825.00	1,825.00	
014042	5241 ELECTRIC	1,510.40	1,200.00	1,200.00	1,212.00	1,500.00	1,500.00	
	Electric service for light on outside of Transfer Station based on actual.							
014042	5258 OTHER PROF	26,859.27	36,000.00	36,000.00	36,540.00	36,540.00	36,540.00	
	Household Hazardous Waste Collection Day (1 local Norwalk collection day & 7 regional collection days in surrounding towns)							
014042	5262 OTHER MACH	1,501.67	6,500.00	6,500.00	6,598.00	6,598.00	6,598.00	
	Cost of new scale readout and scale maintenance.							
014042	5298 OTHER	2,774,673.28	2,898,750.00	2,898,750.00	2,942,231.00	2,962,000.00	2,962,000.00	
	Tranfer Station operation contract- \$836,500							
	23,000 Tons of solid waste at \$91/ton= \$2,093,000							
	Tire disposal- \$5,000							
	Battery Diposal- \$4,500							
	Oil/Antifreeze disposal- \$4,500							
	Propane tank disposal-\$ 1,500							
	CFC disposal- \$2,000							
	Freon disposal- \$15,000							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014042	5299 DISPOSAL Contract disposal of yardwaste Contract disposal of street sweepings and catch basin debris. Disposal of dredge materials related to drainage issues.	325,005.05	375,000.00	375,000.00	380,625.00	425,000.00	400,000.00	
TOTAL OPERATIONS-DISPOSAL		3,903,028.33	4,052,067.00	4,052,067.00	4,108,181.00	4,172,613.00	4,147,613.00	
014043	OPERATIONS-RECYCLING							
014043	4515 TIRE RECYL	2,315.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	
014043	4525 WASTE OIL Revenue from batteries, clothes, misc. recycling	12,418.00	15,000.00	15,000.00	15,000.00	12,000.00	12,000.00	
014043	4529 CITY SHARE Revenue from City Carting for single-stream recycling.	161,801.04	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00	
014043	5298 OTHER Curbside recycling collection contract	1,080,489.00	1,112,903.00	1,112,903.00	1,146,290.00	1,146,290.00	1,146,290.00	
TOTAL OPERATIONS-RECYCLING		1,257,023.04	1,304,503.00	1,304,503.00	1,337,890.00	1,334,890.00	1,334,890.00	
014045	CENTRALIZED FLEET MAINTENANCE							
014045	5461 CENT-FUEL Finance provided	138,355.70	136,261.00	136,261.00	138,305.00	138,305.00	169,661.00	
014045	5462 CENT-FLEET Request includes replacement of emissions catalyst due to federal emissions guidelines	1,067,573.06	850,828.00	850,828.00	863,590.00	863,590.00	850,762.00	
TOTAL CENTRALIZED FLEET MAIN		1,205,928.76	987,089.00	987,089.00	1,001,895.00	1,001,895.00	1,020,423.00	
014071	ENGINEERING-FACILITIES-ADMIN							
014071	4629 LIBERTY SQ	6,675.00	3,150.00	3,150.00	3,150.00	3,150.00	3,150.00	
014071	5110 WAGES & SA	58,203.90	58,461.00	58,461.00	59,844.00	59,844.00	59,844.00	
014071	5120 WAGES & SA Custodian O.T. for Set-ups, Call in Time and Half =\$42.00 per hour	3,854.49	320.00	320.00	328.00	328.00	328.00	
014071	5150 LONGEVITY	550.00	560.00	560.00	570.00	570.00	570.00	
014071	5211 POSTAGE,BO Outgoing mail to contractors and consultants	5.29	52.00	52.00	53.00	53.00	53.00	
014071	5221 PRINTING & Outside printing services, Blue Print Copying	396.27	400.00	400.00	406.00	406.00	406.00	
014071	5245 TELEPHONE Expense for (3) Office Phones and Fax Machines	1,995.85	2,000.00	2,000.00	2,020.00	2,020.00	2,020.00	

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
014071	5258 OTHER PROF	439,110.24	534,829.00	534,829.00	552,211.00	552,211.00	552,211.00	_____
	negotiated rates w/Guardian							
014071	5266 BUILDINGS	29,402.45	33,520.00	33,520.00	34,609.00	34,609.00	34,609.00	_____
	Overtime allowance for mechanical maintenance							
014071	5267 PLUMBING,H	11,727.93	9,548.00	8,451.73	9,691.00	9,691.00	9,691.00	_____
	Repair or replacement of aged pumps, motors and heating and air conditioning repairs.							
014071	5269 OTHER REPA	26,769.62	24,995.00	24,995.00	25,370.00	25,370.00	25,370.00	_____
	Grainger General Maintenance Supplies \$18,995							
	Home Depot Supplies \$5,000							
	McMaster Carr Supplies \$1,375							
014071	5294 MACHINERY,	1,102.66	1,440.00	1,440.00	1,462.00	1,462.00	1,462.00	_____
	Copier							
	Rental - 95 x 12 = 1,140							
	Copies - 25 x 12 = 322							
014071	5298 OTHER	9,468.36	9,452.00	9,452.00	9,594.00	9,594.00	9,594.00	_____
	Fan coil, Air Filters for HVAC \$1,794							
	Light Bulbs, Recycling \$800							
	Environmental-Air Quality Testing, Minor Asbestos Removal \$7,000							
	Lead and Water Testing							
014071	5311 OFFICE SUP	828.78	800.00	800.00	812.00	812.00	812.00	_____
	Pens, pencils & misc. office supplies \$812							
014071	5324 HOUSEHOLD&	33,129.94	34,036.00	34,036.00	34,547.00	34,547.00	34,547.00	_____
	Janitorial cleaning & sanitary supplies							
014071	5334 PAINTING S	178.44	1,455.00	1,455.00	1,477.00	1,455.00	1,455.00	_____
	Building standard paints, waterproof paints, boiler room paints and non skid paint. Rollers brushes, etc.							
014071	5335 PLUMBING S	1,933.46	1,940.00	1,940.00	1,969.00	1,940.00	1,940.00	_____
	Replacement of Valves \$440							
	Backflow prevention \$396							
	Faucets and Washers \$220							
	Replacement of Flushometers \$884							
014071	5336 ELECTRICAL	1,701.08	1,700.00	1,700.00	1,726.00	1,700.00	1,700.00	_____
	Light Fixtures and ballast replacement \$960							
	Fluorescent bulb stock \$440							
	New electrical wall outlets and circuits \$300							
014071	5561 BUILDINGS/	68,641.12	35,000.00	35,000.00	35,525.00	35,525.00	35,525.00	_____
	\$35,525 for Emergency and unplanned repairs to buildings and code compliance construction							
014071	5741 IT HARDWAR	.00	.00	1,096.27	.00	.00	.00	_____

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL ENGINEERING-FACILITIES	695,674.88	753,658.00	753,658.00	775,364.00	775,287.00	775,287.00	_____
014072 ENGINEERING-FACILITIES-N ELY							
014072 4650 CDI - H/S	11,797.91	17,390.00	17,390.00	17,390.00	17,390.00	17,390.00	_____
014072 5241 ELECTRIC	47,826.69	52,352.00	52,352.00	52,876.00	56,980.00	56,980.00	_____
014072 5242 WATER	4,594.08	5,317.00	5,317.00	5,370.00	5,016.00	5,016.00	_____
014072 5244 GAS	41,805.56	47,682.00	47,682.00	48,159.00	41,190.00	41,190.00	_____
014072 5245 TELEPHONE	2,239.07	2,000.00	2,000.00	2,020.00	2,020.00	2,020.00	_____
014072 5266 BUILDINGS	29,337.96	30,291.00	30,291.00	31,275.00	31,275.00	30,000.00	_____
014072 5267 PLUMBING,H	6,493.70	10,050.00	10,050.00	10,201.00	10,050.00	10,050.00	_____
Belts \$220							
Chimney Cleaning \$300							
Boiler Cleaning & Tuning \$2,190							
Boiler Water Treatment \$2,320							
Annual State Boiler Inspection \$200							
Hot Water Heater Inspection \$900							
Boiler Discharge Testing \$750							
Inspect & Repair Leaks in Steam Pipe System \$800							
Clean Drains and Traps \$1,340							
Infrared Scanning of all Electrical Equip. \$530							
Back Flow Inspection & Repairs \$500							
014072 5269 OTHER REPA	355.00	1,600.00	1,600.00	1,624.00	1,600.00	1,600.00	_____
Air Quality Testing \$400							
Light Bulb Disposal \$200							
Window Repairs \$1,000							
014072 5298 OTHER	19,122.47	24,472.00	24,472.00	24,839.00	24,472.00	20,000.00	_____
014072 5329 OTHER OPER	.00	410.00	410.00	416.00	410.00	410.00	_____
Air Filter Replacement 2 times per year \$410							
TOTAL ENGINEERING-FACILITIES	163,572.44	191,564.00	191,564.00	194,170.00	190,403.00	184,656.00	_____
014073 ENGINEERING-FACILITIES-ROSEVLT							
014073 5241 ELECTRIC	47,781.81	46,370.00	46,370.00	46,834.00	45,036.00	45,036.00	_____
014073 5242 WATER	2,478.86	2,568.00	2,568.00	2,594.00	2,326.00	2,326.00	_____

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014073	5245 TELEPHONE	1,359.59	1,400.00	1,400.00	1,414.00	1,414.00	1,414.00	
	Boiler Room Alarm and Fire Alarm Monitoring lines							
014073	5246 HEATING FU	18,976.99	19,980.00	19,980.00	20,180.00	18,027.00	18,027.00	
014073	5266 BUILDINGS	39,716.04	41,007.00	41,007.00	42,340.00	42,340.00	40,000.00	
014073	5267 PLUMBING,H	9,153.52	9,495.00	9,495.00	9,637.00	9,495.00	9,495.00	
	Boiler Cleaning & Tuning \$1,980							
	Back Flow Inspection & Repairs \$205							
	Mitsubishi Air Conditioning Units Repairs & Maintenance \$2,425							
	Belts & Filter Replacements \$850							
	Clean Roof Top Drains(4 times/yr.) \$440							
	Boiler Water Treatment \$2,320							
	Annual State Boiler Inspection \$200							
	Infrared Scanning of all Electrical Equip. \$525							
	Fuel Tank Testing 2 X's Per Year \$550							
014073	5269 OTHER REPA	5,030.00	6,230.00	6,230.00	6,323.00	6,230.00	6,230.00	
	Septic Tank Cleaning							
014073	5296 SECURITY S	879.62	900.00	900.00	914.00	914.00	914.00	
	Alarm Monitoring							
014073	5298 OTHER	173.33	800.00	800.00	812.00	800.00	800.00	
	Fire Extinguisher and Emergency Exit Light Annual Service \$800							
	TOTAL ENGINEERING-FACILITIES	125,549.76	128,750.00	128,750.00	131,048.00	126,582.00	124,242.00	
014074	ENGINEERING-FACILITIES-FRANKLN							
014074	4622 FAMILY& CH	24,380.02	19,558.00	19,558.00	19,558.00	19,558.00	19,558.00	
014074	4640 MID FFLD	982.92	17,840.00	17,840.00	17,840.00	17,840.00	17,840.00	
014074	4642 BEN FRANK	11,360.00	17,040.00	17,040.00	17,040.00	17,040.00	17,040.00	
	\$1,420 MONTHLY RENT x 12 MONTHS							
014074	4650 CDI - H/S	20,527.08	17,820.00	17,820.00	17,820.00	17,820.00	17,820.00	
014074	4807 REIMB EXP	15,688.43	9,558.00	9,558.00	9,558.00	9,558.00	9,558.00	
014074	5241 ELECTRIC	51,593.51	41,995.00	41,995.00	42,415.00	50,549.00	50,549.00	
014074	5242 WATER	4,018.70	3,500.00	3,500.00	3,535.00	3,989.00	3,989.00	
	City portion of annual water usage							
014074	5244 GAS	28,829.75	24,910.00	24,910.00	25,159.00	23,817.00	23,817.00	
014074	5245 TELEPHONE	1,646.02	1,650.00	1,650.00	1,667.00	1,650.00	1,650.00	
	Alarm monitoring lines as well as elevator emergency phone line							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
014074	5266	BUILDINGS	45,404.04	46,880.00	46,880.00	48,404.00	48,404.00	45,000.00	
014074	5267	PLUMBING,H	16,986.46	18,936.00	18,936.00	19,220.00	18,936.00	18,936.00	
		Annual Chiller Start Up \$1,800							
		Plumbing \$3,000							
		Electrical \$1,000							
		HVAC Automation & Controls \$2,000							
		Boiler Cleaning and Burner Tuning \$1,980							
		Boiler Water Treatment \$2,320							
		State Boiler Inspection \$300							
		Fan Coil Units Contract \$3,836							
		Infrared Scanning of all Electrical Equipment \$525							
		Belts, Filters, Motor & Pump Replacements \$2,175							
014074	5269	OTHER REPA	20,335.25	16,880.00	16,880.00	17,133.00	16,880.00	16,880.00	
		Elevator Services \$1,600							
		Pest Control \$1,000							
		Roof Repairs \$1,500							
		Gym Floor Maintenace \$800							
		Bathroom & Corridor Repairs \$680							
		Burglar Alarm Monitoring \$1,000							
		Life Safety Repairs \$2,000							
		Kitchen Hood Annual Inspection \$850							
		Fire Extinguisher Annual Service \$950							
		Snow Removal \$1,000							
		Landscaping \$3,000							
		Trash Removal \$2,500							
014074	5329	OTHER OPER	4,195.94	600.00	600.00	609.00	600.00	600.00	
		Lightbulbs for Gym Area \$300							
		Air Filter Replacement 2 times per year \$300							
		TOTAL ENGINEERING-FACILITIES	245,948.12	237,167.00	237,167.00	239,958.00	246,641.00	243,237.00	
014075		ENGINEERING-FACILITIES-C/HALL							
014075	5241	ELECTRIC	217,609.24	215,640.00	215,640.00	217,796.00	231,451.00	231,451.00	
014075	5242	WATER	6,438.27	6,803.00	6,803.00	6,871.00	6,438.00	6,438.00	
014075	5244	GAS	60,355.59	43,490.00	43,490.00	43,925.00	47,886.00	47,886.00	
		Increase based on historical expenditures							
014075	5245	TELEPHONE	31.70	.00	.00	.00	.00	.00	
014075	5246	HEATING FU	845.42	3,876.00	3,876.00	3,915.00	400.00	400.00	
		Diesel for Emergency Generators \$5,075							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014075	5266 BUILDINGS	382,454.68	392,243.00	392,243.00	404,991.00	404,991.00	400,000.00	
	Guardian							
014075	5267 PLUMBING,H	20,176.00	22,248.00	22,248.00	22,582.00	22,248.00	22,248.00	
	Air Conditioning Chiller Service Agreement	\$3,400						
	Calibrate HVAC Controls	\$2,500						
	Chiller Refrigerant Monitoring System Inspection	\$920						
	Emergency Generator Contract	\$3,100						
	Boiler Water Treatment	\$4,743						
	Sand filter Maintenance	\$2,500						
	Back Flow Inspection & Repairs	\$230						
	Cooling Tower Gasket, Inspection & Repairs	\$1,355						
	Infrared Scanning of all Electrical Equipment	\$900						
	Parking Lot Light Inspection/ Repairs	\$1,500						
	Diesel Tank Testing 2 X's per Year	\$1,100						
014075	5269 OTHER REPA	24,142.90	20,175.00	20,175.00	20,478.00	20,175.00	20,175.00	
	Keys & Lock Repairs	\$1,000						
	Exterminating	\$1,610						
	Community Room Repairs	\$450						
	Window & Glass Door Replacement	\$4,000						
	Roof Maintenance & Repairs	\$7,500						
	Annual Fire Extinguisher Service	\$350						
	Door Closer Replacements	\$2,765						
	Office/ Corridor Signage Replacement	\$2,500						
014075	5296 SECURITY S	113,736.96	119,644.00	119,644.00	121,439.00	121,439.00	121,000.00	
	Burglary & Fire Alarm	\$10,282						
	Annual fire alarm/sprinkler inspection	\$1,500						
	Security Guard Contract	\$90,297						
	Security guard overtime	\$19,360						
014075	5298 OTHER	21,659.33	22,786.00	22,786.00	23,128.00	22,786.00	22,786.00	
	Elevator Contract	\$5,665						
	Trash removal, recycling	\$4,880						
	Window washing (1 time)	\$5,211						
	HVAC automation controls repair & maintenance	\$7,030						
	TOTAL ENGINEERING-FACILITIES	847,450.09	846,905.00	846,905.00	865,125.00	877,814.00	872,384.00	
014076	ENGINEERING-FACILITIES-FOLLOW							
014076	5265 GROUNDS&OU	.00	1,500.00	1,500.00	1,523.00	1,523.00	1,523.00	
	Spring, Summer and Fall cleanup of grounds at 127 Fallow Street							
014076	5269 OTHER REPA	.00	2,500.00	2,500.00	2,538.00	2,538.00	2,538.00	
	Miscellaneous repairs and maintenance at 127 Fallow Street.							
014076	5298 OTHER	250.00	800.00	800.00	812.00	812.00	812.00	
	Snow plowing for 127 Fallow Street.							

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL ENGINEERING-FACILITIES	250.00	4,800.00	4,800.00	4,873.00	4,873.00	4,873.00	_____
014077 ENGINEERING-FACILITIES-CONCERT							
014077 4855 C/H CLEAN	2,045.60	1,289.00	1,289.00	1,289.00	1,289.00	1,289.00	_____
Reimbursement of OT to clean concert hall after shows							
014077 5120 WAGES & SA	.00	800.00	800.00	819.00	819.00	819.00	_____
Wages O.T. City Custodian-Event Cleanup							
014077 5267 PLUMBING,H	2,615.18	2,500.00	2,500.00	2,538.00	2,500.00	2,500.00	_____
Toilet and Piping repairs \$750							
Air Handler Motor & Control Repair \$1,000							
Circuit Repairs \$525							
Other Misc. Repairs \$225							
014077 5269 OTHER REPA	8,104.91	4,000.00	4,000.00	4,060.00	4,000.00	4,000.00	_____
Door, Wall & Window Repairs \$1,100							
Painting \$1,575							
Light Bulb Replacement \$1,325							
TOTAL ENGINEERING-FACILITIES	12,765.69	8,589.00	8,589.00	8,706.00	8,608.00	8,608.00	_____
014078 FACILITIES-LOCKWOOD HOUSE							
014078 5241 ELECTRIC	9,717.57	9,874.00	9,874.00	9,973.00	11,267.00	11,267.00	_____
014078 5242 WATER	261.37	600.00	600.00	606.00	235.00	235.00	_____
014078 5244 GAS	3,303.40	3,000.00	3,000.00	3,030.00	2,871.00	2,871.00	_____
014078 5245 TELEPHONE	2,027.91	2,000.00	2,000.00	2,020.00	2,020.00	2,020.00	_____
Increase to reflect actual rates and usage.							
014078 5267 PLUMBING,H	3,212.00	4,325.00	4,325.00	4,390.00	4,325.00	4,325.00	_____
Quarterly Water Treatment \$4,325							
014078 5269 OTHER REPA	2,165.73	2,500.00	2,500.00	2,538.00	2,500.00	2,500.00	_____
Pest Control \$600							
Gutter Cleaning \$400							
Replacement of deteriorated wood, painting & maintenance \$1,200							
Fire extinguisher test and service \$300							
014078 5296 SECURITY S	904.32	905.00	905.00	919.00	905.00	905.00	_____
Annual burglar alarm monitoring, test and inspect \$605							
Fire Alarm Monitoring @ \$25 per month \$300							
014078 5329 OTHER OPER	.00	150.00	150.00	152.00	150.00	150.00	_____
Air filter cleaning or replacement \$150							
014078 5394 OTHER	89.31	100.00	100.00	102.00	100.00	100.00	_____
Other maintenance supplies \$100							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL FACILITIES-LOCKWOOD HO	21,681.61	23,454.00	23,454.00	23,730.00	24,373.00	24,373.00	_____
014079 ENGINEERING-FACILITIES-DPW CTR							
014079 5241 ELECTRIC	78,262.58	71,193.00	71,193.00	71,905.00	77,112.00	77,112.00	_____
014079 5242 WATER	8,123.67	6,527.00	6,527.00	6,592.00	6,411.00	6,411.00	_____
014079 5246 HEATING FU	30,220.80	29,800.00	29,800.00	30,098.00	36,553.00	36,553.00	_____
014079 5266 BUILDINGS	96,696.00	99,839.00	99,839.00	103,084.00	103,084.00	103,084.00	_____
014079 5267 PLUMBING,H	8,804.24	10,600.00	10,600.00	10,759.00	10,600.00	10,600.00	_____
Boiler cleaning and tuning \$2,050							
Annual Chiller Startup \$1,500							
General HVAC repairs \$2,615							
Misc plumbing supplies \$550							
Boiler Water Treatment \$2,320							
Backflow prevention tests \$215							
Infrared Scanning of all Electrical Equip \$525							
Fuel Tank testing \$825							
014079 5269 OTHER REPA	13,166.47	13,965.00	13,965.00	14,174.00	13,965.00	13,965.00	_____
Life Safety Repairs & Maintenance \$750							
Fire System Monitoring & Inspection \$5,000							
Annual Fire Extinguisher Service \$750							
Annual Chairlift Maintenance Contract \$660							
Generator Maintenance \$500							
Overhead Garage Door Maintenance \$6,305							
014079 5324 HOUSEHOLD&	5,205.55	5,820.00	5,820.00	5,907.00	5,820.00	5,820.00	_____
Based on Historical Expenditures							
TOTAL ENGINEERING-FACILITIES	240,479.31	237,744.00	237,744.00	242,519.00	253,545.00	253,545.00	_____
014086 FACILITIES-98 MAIN ST BUILDING							
014086 5266 BUILDINGS	.00	351,800.00	351,800.00	363,234.00	363,234.00	363,234.00	_____
TOTAL FACILITIES-98 MAIN ST	.00	351,800.00	351,800.00	363,234.00	363,234.00	363,234.00	_____
014095 LOTS & METERS							
014095 4617 CROSS ST	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	_____
TOTAL LOTS & METERS	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	_____
TOTAL PUBLIC WORKS	20,478,128.44	21,177,539.00	20,755,304.73	21,016,887.00	20,992,250.00	20,815,669.00	_____
GRAND TOTAL	20,478,128.44	21,177,539.00	20,755,304.73	21,016,887.00	20,992,250.00	20,815,669.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014100 RECREATION-ADMIN							
014100 4141 REIMBURSE	6,352.83	6,055.00	6,055.00	6,055.00	6,055.00	6,055.00	_____
Reimbursement for costs associated with the City Pump station in Veteran's Park							
014100 4505 DONAT	5,485.13	8,671.00	8,671.00	8,671.00	.00	.00	_____
Additional revenue through donations for summer concert series.							
014100 4549 S/E INS	13,160.00	8,754.00	8,754.00	8,754.00	9,000.00	9,000.00	_____
Insurance certificates offered by the Department for special events. City collects \$50 per event.							
014100 4564 PARK FEES	35,538.60	132,000.00	132,000.00	132,000.00	30,000.00	30,000.00	_____
Decreased to take out projected zip line revenues							
014100 4610 SHOWMOBILE	5,150.00	3,750.00	3,750.00	3,750.00	3,750.00	3,750.00	_____
\$400/rental (\$200 for Norwalk non-profits) plus set up/take down fee.							
014100 4805 MISCELL	.00	600.00	600.00	600.00	.00	.00	_____
014100 4863 SCRAP META	802.46	231.00	231.00	231.00	231.00	231.00	_____
Scrap metal collected and disposed from park facilities							
014100 4866 MERCHANDIS	105.50	.00	.00	.00	.00	.00	_____
Merchandise sold from Cranbury Park, Fodor Farm, and the office. Hats, Bags, T-Shirts, ornaments.							
014100 5110 WAGES & SA	281,979.05	347,053.00	347,053.00	381,106.00	381,106.00	381,106.00	_____
Recreation supervisor removed per personnel							
014100 5120 WAGES & SA	35,281.42	39,254.00	39,254.00	39,254.00	39,254.00	39,254.00	_____
014100 5130 WAGES & SA	52,302.50	38,790.00	38,790.00	38,790.00	38,790.00	38,790.00	_____
014100 5140 WAGES & SA	19,522.51	.00	.00	.00	.00	.00	_____
014100 5150 LONGEVITY	1,020.00	1,555.00	1,555.00	1,555.00	1,555.00	1,020.00	_____
014100 5211 POSTAGE,BO	367.05	1,078.00	1,078.00	1,078.00	1,100.00	1,100.00	_____
Department brochures, home mailings, general information 2,200 x .50 = \$1,100							
014100 5221 PRINTING &	2,756.63	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00	_____
Launch ramp stickers \$1,000 Park tickets, Veterans Park tickets launch ramp visitors docks tickets \$750 Department brochures cranbury park \$1,000							
014100 5225 TYPING SER	1,550.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	_____
Monthly meetings secretary approx. \$150 x 13= \$1,950							
014100 5235 MEMBERSHIP	778.94	765.00	765.00	765.00	765.00	765.00	_____
National Recreation and Parks Assoc. Dues. (Dir) \$400 Connecticut Recreation & Parks Assoc. Dues (3 staff) \$260 CT Tree Program Dues \$55 CT Parks Assoc. Dues \$25 New England Parks Assoc. Dues \$25							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014100	5237 ADVERTISIN Project Advertisement \$750 Seasonal staffing \$750 Local Press: 1/4 pg. ad @ \$400/event (current pricing) Special events, activities, registration \$1,000 Concerts \$750 Advertisements of events \$750	5,787.32	4,000.00	4,000.00	4,000.00	4,400.00	4,000.00	_____
014100	5245 TELEPHONE	6,840.98	7,601.00	7,601.00	7,601.00	7,600.00	7,600.00	_____
	Alarm phones for Ben Franklin, Veterans Park center building, Blue phone Oyster Shell Park, Parks Garage.							
014100	5258 OTHER PROF Background checks for full-time and part-time employees, including coaches and referees 250 x \$20 = \$5,000 Administration cost in processing credit cards from on-line registrations \$987.00 Drug testing 1,013.00 Master Plan of Parks & Open Spaces \$250,000 Increased \$2869.00 for required Web-Trac upgrade split with IT	7,197.92	9,869.00	13,719.00	9,869.00	9,869.00	7,000.00	_____
014100	5266 BUILDINGS	.00	.00	.00	.00	.00	.00	_____
014100	5272 TRAINING A Seminars, Continuing education sessions to maintain certification \$40 - \$70 per session per person , plumbers license as well as chemical applicators license.	766.30	900.00	900.00	900.00	900.00	900.00	_____
014100	5286 BUSINESS E Lunches for workshops, seminars, concert functions for visiting bands. Flowers and flags for dedications.	467.29	1,800.00	1,800.00	1,800.00	1,800.00	500.00	_____
014100	5294 MACHINERY, Rental of copier in Recreation office 2,300.00 Rental of copier in Parks office 1,400.00	3,934.74	3,200.00	3,200.00	3,200.00	3,700.00	3,700.00	_____
	Increased to reflect actual.							
014100	5295 SEMINAR&CO State Conf. & local seminars, CEU sessions CEU sessions: \$450 State Conf.: 2 people @ \$450 each = \$900	680.45	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	_____
014100	5296 SECURITY S Veterans Park: 440 hours x \$80 = \$35,200 Calf Pasture Beach: 1,655 hours x \$80 = \$132,400 Fireworks: 30 officers x 8 hours x \$70 = \$16,800 Cranbury Park: 150 hours x \$80 = \$12,000	218,231.98	196,000.00	196,000.00	196,000.00	196,400.00	196,400.00	_____
014100	5298 OTHER	349.75	.00	.00	.00	.00	.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014100	5311 OFFICE SUP Bottled water, City Hall Office, Boating Center, Calf Pasture Beach, Parks Garage \$3,000 Paper products, pens clipboards, paper for copier \$2,000 Summer program play and learn Bulletin Boards, Boating Center, small office equipment (e.g. date books, calenders, receipt books, tide calenders) \$1,000	5,644.58	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	
TOTAL RECREATION-ADMIN		712,053.93	823,726.00	827,576.00	857,779.00	748,325.00	743,221.00	
014103	SOCIAL PROGRAMS							
014103	4505 DONAT	16,600.00	.00	.00	.00	.00	.00	
014103	5130 WAGES & SA	5,412.50	29,599.00	29,599.00	29,599.00	29,599.00	29,599.00	
014103	5140 WAGES & SA	2,812.50	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	
014103	5221 PRINTING & Printing for programs This needs to be budgeted separately to account for program costs.	255.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	
014103	5237 ADVERTISIN Flyers, Tickets, special events, rental marketing \$3,500 Brochures, printing of materials, Cranbury Park trail maps and brochure, disc golf score cards \$1,500	1,124.24	5,000.00	5,000.00	5,000.00	5,000.00	2,500.00	
014103	5258 OTHER PROF Contracts for concerts, sound systems and movie rights. Concerts 15 bands @ approx. \$800-\$3,000.00 ea. = \$24,000 Sound systems = \$21,000 N.I.C.E. Festival sound system, bands, tents, rentals \$20,000	62,917.92	59,000.00	66,315.00	59,000.00	65,000.00	63,000.00	
014103	5298 OTHER Fireworks and Barge \$43,500 July 4th activities \$3,000 Musicians for Christmas concert with Community Chorale \$700	47,180.35	47,200.00	46,400.00	47,200.00	47,200.00	47,200.00	
014103	5325 RECREATION Special needs supplies, mats, adaptive equipment \$800 Special events supplies (Music for Community chorale) \$1,200	1,992.81	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	
TOTAL SOCIAL PROGRAMS		138,295.32	149,199.00	155,714.00	149,199.00	155,199.00	150,699.00	
014106	CULTURE PROGRAMS							
014106	4545 CUL PROG Fees for programs run by the department (ex. - Murder Mystery Dinners)	8,142.30	9,581.00	9,581.00	9,581.00	3,000.00	3,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014106	4564 PARK FEES	.00	16,000.00	16,000.00	16,000.00	9,500.00	9,500.00	
	Facility usage rental fees for program collaborations							
	Paint, Draw and More \$500							
	Cooking classes \$4,000							
	Guitar Lessons \$600							
	MAd Scientists \$1,500							
	Chess \$500							
	Various new programs \$2,400							
	Note: Crystal Theater Summer camp \$6,500 -will no longer be held at Crystal Theater, hence, the FY 2018-19 budget was decreased by this amount.							
014106	5130 WAGES & SA	1,028.96	25,200.00	25,200.00	25,200.00	25,200.00	25,200.00	
014106	5140 WAGES & SA	130.40	.00	.00	.00	.00	.00	
014106	5258 OTHER PROF	2,549.54	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
	Special events: Contractual vendors at various locations, estimate 5 @ \$500 each = \$2,500							
014106	5325 RECREATION	908.62	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
	Program supplies, paint, arts & crafts material \$1,000							
	TOTAL CULTURE PROGRAMS	12,759.82	54,281.00	54,281.00	54,281.00	41,200.00	41,200.00	
014109	SPORTS PROGRAMS							
014109	4505 DONAT	1,250.00	.00	.00	.00	.00	.00	
014109	4546 SPORTS	190,758.18	269,306.00	269,306.00	269,306.00	200,000.00	200,000.00	
	League fees for volleyball, adult softball (includes industrial, co-ed, wood bat league), men's basketbal, bidy basketball, girl's basketball association, junior basketball association, indoor baseball, youth fall baseball, gymnastics.							
014109	4564 PARK FEES	8,879.00	20,402.00	20,402.00	20,402.00	15,000.00	15,000.00	
	Facility usage rental fees for program collaborations;							
	Youth and Adult Tennis and year round multisports camps and classes;							
	Field rental and lighting.							
014109	4574 SLAMMER	1,094.00	.00	.00	.00	500.00	500.00	
014109	5130 WAGES & SA	61,350.15	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	
014109	5140 WAGES & SA	91,977.64	97,612.00	97,612.00	97,612.00	97,612.00	97,612.00	
014109	5235 MEMBERSHIP	2,623.99	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
	ASA and NSA dues for various programs and memberships							
014109	5258 OTHER PROF	3,514.95	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	
	Softball supervisor Umpire assignments							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014109	5269 OTHER REPA Lighting repair and bulbs for courts and fields Re-stripping turf fields \$2,000	4,999.95	6,000.00	6,000.00	6,000.00	7,000.00	7,000.00	_____
014109	Increase due to age of lighting fixtures/bulbs 5325 RECREATION Athletic supplies and equipment (volleyballs, basketballs, basketball nets, footballs, jersey's, stop watches, scorebooks tennis nets) Trophies, plaques \$6,000	31,834.23	30,750.00	30,750.00	30,750.00	30,750.00	30,750.00	_____
TOTAL SPORTS PROGRAMS		398,282.09	529,870.00	529,870.00	529,870.00	456,662.00	456,662.00	_____
014112	PHYSICAL FITNESS							
014112	4544 SWIM PROG Fees and charges for Swim program: 30 minute class (residents and non-residents), 45 minute class (residents and non-residents), open-swim, semi-private lessons, lifeguard training courses.	129,964.50	191,900.00	191,900.00	191,900.00	125,000.00	125,000.00	_____
014112	4547 PHY FITNES Participation fees for skate camp, and lifeguarding course training programs.	1,408.00	2,040.00	2,040.00	2,040.00	1,500.00	1,500.00	_____
014112	4564 PARK FEES Facility usage rental fees for program collaborations Includes boot camp, karate, stroller strides and yoga	822.00	9,090.00	9,090.00	9,090.00	1,000.00	1,000.00	_____
014112	Moved from 4547 5130 WAGES & SA	27,536.88	31,180.00	31,180.00	31,180.00	31,180.00	31,180.00	_____
014112	5140 WAGES & SA	70,304.16	101,320.00	101,320.00	101,320.00	101,320.00	101,320.00	_____
014112	5324 HOUSEHOLD&	16.53	.00	.00	.00	.00	.00	_____
014112	5325 RECREATION First aid supplies, training materials, kickboards, life jackets, lane lines, certificates, coaches' supplies (whistles, uniforms for staff, suits).	2,503.48	3,105.00	3,105.00	3,105.00	3,105.00	3,105.00	_____
014112	5451 POOL RENT	19,300.00	32,000.00	32,000.00	32,000.00	25,000.00	21,000.00	_____
TOTAL PHYSICAL FITNESS		251,855.55	370,635.00	370,635.00	370,635.00	288,105.00	284,105.00	_____
014115	PLAYGROUNDS							
014115	5272 TRAINING A First Aid and CPR training for staff. Special workshops w/guest speakers	.00	530.00	530.00	530.00	530.00	530.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014115	5298 OTHER Bus Transportation for special trips \$160 per bus x 5 trips per day x 5 days per week = 4,000 X 6 weeks=24,000 Contractual summer artist program \$5,000.00	22,414.57	29,000.00	29,000.00	29,000.00	29,000.00	29,000.00	
014115	5322 CHEMICAL,L First Aid supplies, First Aid kits, bee and wasp spray, safety items, antimicrobial soap, masks, eye protection. medication containers.	973.53	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	
014115	5325 RECREATION Arts and Craft supplies \$4,500 Games, sports equipment, prizes special events \$2,500	6,685.32	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	
014115	5333 MACHINERY& Swings, misc. playground parts around the City, vandalism repair	1,809.68	4,000.00	4,000.00	4,000.00	4,000.00	2,000.00	
014115	5650 TRANSFERS Moved from 5120 & 5130 Contribution to Play & Learn program tuition	87.50	11,368.00	11,368.00	11,368.00	11,368.00	11,368.00	
TOTAL PLAYGROUNDS		31,970.60	53,148.00	53,148.00	53,148.00	53,148.00	51,148.00	
014118	BOAT SHOW							
014118	4562 B/S PKG Boat show parking \$10 per vehicle 3,650 non-resident vehicles.	43,051.50	42,420.00	42,420.00	42,420.00	42,420.00	42,420.00	
014118	5130 WAGES & SA	6,709.24	5,310.00	5,310.00	5,310.00	5,310.00	5,310.00	
014118	5221 PRINTING & Tickets printed for boat show parking, parking passes no parking signs, admission price signs.	575.00	600.00	600.00	600.00	600.00	600.00	
014118	5258 OTHER PROF Contractual agreement with Exchange Club for parking \$5,000 Water, sandwiches, coffee, tent for staff \$1,500	4,500.00	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	
TOTAL BOAT SHOW		54,835.74	54,830.00	54,830.00	54,830.00	54,830.00	54,830.00	
014121	VETERAN'S COMMITTEE							
014121	5211 POSTAGE,BO Post office rental, postage for events.	.00	104.00	104.00	104.00	104.00	104.00	
014121	5237 ADVERTISIN Advertising, promotional materials, publicity for different events, parade, ceremonies, concerts. Website hosting fee.	148.00	750.00	750.00	750.00	750.00	750.00	
014121	5258 OTHER PROF Bands for performances, Veterans Day, Shea Magrath Memorial ceremony, Memorial Day parade, Governor's Footguard, special invitation, various vendors, web master.	10,144.34	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	
014121	5286 BUSINESS E Travel, lodging, expenses, gifts for speakers, flowers for events and grave sites.	2,155.83	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014121	5325 RECREATION Flags around the City.	1,771.76	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	
	TOTAL VETERAN'S COMMITTEE	14,219.93	15,354.00	15,354.00	15,354.00	15,354.00	15,354.00	
014150	4805 GROUND/FACILITIES MISCELL	5,093.58	3,920.00	3,920.00	3,920.00	4,500.00	4,500.00	
014150	5110 WAGES & SA	1,333,483.23	1,356,386.00	1,356,386.00	1,491,550.00	1,491,550.00	1,491,550.00	
014150	5120 WAGES & SA Increased to reflect contractual increases	131,123.73	125,967.00	125,967.00	125,967.00	130,000.00	130,000.00	
014150	5130 WAGES & SA	117,860.30	113,760.00	113,760.00	113,760.00	113,760.00	113,760.00	
014150	5150 LONGEVITY	10,095.00	10,755.00	10,755.00	10,755.00	10,755.00	10,755.00	
014150	5175 RETRO WAGE	46.54	.00	.00	.00	.00	.00	
014150	5241 ELECTRIC	24,276.80	20,410.00	20,410.00	20,614.00	20,614.00	20,614.00	
014150	5242 WATER	16,824.66	9,952.00	9,952.00	10,052.00	10,052.00	10,052.00	
014150	5244 GAS	.00	.00	.00	.00	.00	.00	
014150	5245 TELEPHONE	255.56	.00	.00	.00	.00	.00	
014150	5262 OTHER MACH Specialty rental equipment, fence mending, tennis court rehabilitation, playground repairs, irrigation winterization.	1,157.61	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
014150	5265 GROUND&OU Porto-Johns for various locations (Nathan Hale Sports Complex) disposal of various waste, rat and rodent control parks garage and Rowayton Pond. Increased due to increased park activity and need for additional portable facilities.	7,061.10	6,000.00	9,000.00	6,000.00	9,000.00	9,000.00	
014150	5267 PLUMBING,H Contractual services for maintenance and troubleshooting on all electrical, plumbing, and heating systems.	23,479.12	23,091.00	23,091.00	23,091.00	23,091.00	23,091.00	
014150	5269 OTHER REPA Contractual services for welder for various park purposes \$10,000 Mason services, other contractual vendors, awning company dugout covers, backstop tarps \$2,000 NEW - GPS costs per vehicle per month: 17 vehicles X \$30/mth X 12 = \$6,120	14,707.24	18,120.00	18,120.00	18,120.00	18,120.00	15,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
014150 5271 CLOTHING A	75.00	.00	.00	.00	.00	.00	_____
Needs to be changed to \$150 per employee per new 2405 contract.							
014150 5276 PUR UNIF	7,119.52	8,000.00	8,000.00	8,000.00	8,000.00	7,200.00	_____
Full-time contractual uniforms, shirts, sweat shirt \$7,500							
Part-time seasonal clothing, hats, T-shirts, rain coats \$500							
014150 5294 MACHINERY,	2,659.08	5,000.00	2,000.00	5,000.00	5,000.00	4,000.00	_____
Compressors for irrigation, filling of Mechanic tanks at garage, large equipment for in-house projects.							
014150 5298 OTHER	36,394.24	54,660.00	54,660.00	54,660.00	.00	.00	_____
Tree removal, pruning, trimming							
Removed due to reorg.							
014150 5311 OFFICE SUP	309.98	600.00	600.00	600.00	600.00	600.00	_____
Ink for printer, Paper, desk products							
014150 5321 AGRICULTUR	18,747.73	30,450.00	30,450.00	30,450.00	30,450.00	25,000.00	_____
Plantings and Weed Control \$3,950							
Top soil (175 yds x \$40/yd.) \$7,000							
Seed Pellets \$8,000							
Fertilizer (400 bags @ \$25/bag) \$10,000							
Lime \$1,500							
014150 5322 CHEMICAL,L	580.81	4,120.00	4,120.00	4,120.00	4,120.00	2,000.00	_____
First-Aid safety items, cleaning supplies, gloves & chemical for parks.							
014150 5323 FOOD	645.00	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	_____
Contractual obligations for food during emergencies Consistent with past spending.							
014150 5326 CLOTHING A	641.81	2,060.00	2,060.00	2,060.00	2,060.00	1,000.00	_____
Clothing T-shirts and hats for part-time staff to identify themselves with the public.							
014150 5329 OTHER OPER	30,300.47	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	_____
Field marking paint (500 pails @ \$20/pail) \$10,000							
Sand and gravel \$5,000							
keys and Locks \$4,500							
Paper products, toilet paper, paper towels \$5,500							
Quick Dry for fields \$2,000							
Signage \$3,000							
014150 5331 AUTOMOTIVE	5,454.84	8,879.00	8,879.00	8,879.00	8,879.00	6,000.00	_____
Mixed gas for the mowers and small equipment.							
Increased to reflect actual.							
014150 5334 PAINTING S	6,637.93	11,000.00	11,000.00	11,000.00	15,000.00	11,000.00	_____
Paint and stain for various signs and benches for park facilities, interior and exterior.							
Increased need for painting maintenance.							
Finance meeting Jan 2019.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014150	5335 PLUMBING S All irrigation systems, sprinkler heads, restroom facilities, plumbing, heating and cooling.	11,037.38	32,297.00	32,297.00	32,297.00	32,297.00	25,000.00	
014150	5336 ELECTRICAL All lighting systems including those for safety, security, and athletic fields (Calf Pasture & Vets Park), irrigation systems, boating center, docks, street lights in parks.	230.51	7,000.00	7,000.00	7,000.00	8,000.00	6,000.00	
014150	5341 CONSUMABLE Gloves, eye protectors, rakes, shovels, picers, shears, hardware, nuts, bolts, painting supplies, chains for saws, string and blades for weedwackers, safety equipment.	12,581.17	15,700.00	15,700.00	15,700.00	15,700.00	13,000.00	
014150	5351 CEMENT & C Foundation work, concrete for sign bases, in-house repair to concrete sidewalk, fountains, park benches.	5,388.35	4,000.00	4,000.00	4,000.00	5,000.00	5,000.00	
014150	5371 LUMBER & W Picnic table frames, replacement decking and fencing, carpentry replacement for buildings. Major repair on buildings	6,433.20	15,450.00	15,450.00	15,450.00	15,450.00	10,000.00	
014150	5375 CLAY & BALL Ballfield clay (275 tons @ \$45/ton)	10,598.73	11,000.00	11,000.00	11,000.00	12,375.00	12,375.00	
014150	5394 OTHER Disposal of waste found around City & from in-house projects	3,073.77	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	
014150	5461 CENT-FUEL	46,400.50	41,043.00	41,043.00	41,043.00	41,043.00	49,550.00	
014150	5462 CENT-FLEET	418,977.11	299,826.00	299,826.00	299,826.00	299,826.00	294,713.00	
014150	5585 PARK IMPRO \$25,000 Park beautification \$15,000 Playground repair \$15,000 Replacement of beach water meter vault \$25,000 Misc. repairs (lighting, athletic fields, track) \$5,000 Parking lot striping \$35,000 Geese control year round \$5,000 New rental chairs and umbrellas all parks	108,619.83	115,000.00	115,500.00	115,000.00	125,000.00	125,000.00	
	Increased to reflect increased material costs and increased numbers of maintained properties (Oyster Shell/Follow Street)							
014150	5715 PICNIC TAB Need new tables to replace broken frames.	1,965.70	5,150.00	5,150.00	5,150.00	5,150.00	5,150.00	
014150	5775 GROUNDS MA Field drag \$13,500 2 back pack blowers \$1,000.00 3 Saber push mowers \$2,400.00 3 weed trimmers \$1,500.00	10,802.87	13,600.00	13,600.00	13,600.00	18,400.00	14,000.00	

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
TOTAL GROUNDS/FACILITIES	2,431,140.00	2,411,196.00	2,411,696.00	2,546,664.00	2,521,792.00	2,481,910.00	
014153 CALF BEACH OPERATIONS							
014153 4553 WEEKENDS	174,089.62	168,595.00	168,595.00	168,595.00	188,595.00	188,595.00	
Beach entry 4,500 vehicles X \$35:	\$57,500						
Holiday and Special Events Non-Resident Parking:	\$131,095						
014153 4554 CORPORATE	150.00	1,010.00	1,010.00	1,010.00	300.00	300.00	
Businesses purchasing stickers. Cost is \$35-\$45 per sticker depending on the number purchased.							
014153 4555 WEEKDAYS	64,530.00	70,132.00	70,132.00	70,132.00	77,436.00	77,436.00	
Non resident weekday cars 2,580 X \$30 =	\$77,436						
014153 4556 RENTAL	10,230.00	15,150.00	15,150.00	15,150.00	10,000.00	10,000.00	
Beach chair and table rental \$5 per item all day X 3,000=	\$15,000						
014153 4557 VENDING	374.63	1,010.00	1,010.00	1,010.00	400.00	400.00	
View finders rental from Tower Optical. Calf Pasture Beach only.							
014153 4558 LANDLOCK	13,705.00	9,100.00	9,100.00	9,100.00	13,000.00	13,000.00	
Non-resident season pass at \$225 each.							
014153 4561 OFF PEAK	95,131.00	120,000.00	120,000.00	120,000.00	95,000.00	95,000.00	
Event Parking Pass (after 5:00 pm M-F) 4,600 x \$10 =	\$46,000						
Off-Peak Athlete Parking (M-Sun) 400 x \$50 =	\$2,000						
Off-Peak Parking after 5:00 (M-Sun) 4,700 x \$10 =	\$47,000						
014153 4564 PARK FEES	26,776.53	25,000.00	25,000.00	25,000.00	15,000.00	15,000.00	
Pavilion Tent rental (\$425-\$625)							
Decreased to reflect actual, also less Cafe Mu.							
Decreased due to non replacement of the tents.							
014153 4602 CALF CON	38,500.00	29,000.00	29,000.00	29,000.00	30,388.00	30,388.00	
Rental fee paid by operator of Beach Concession.							
Rate increases yearly based on contractual amounts.							
014153 4655 KAYAK RACK	2,400.00	.00	.00	.00	3,000.00	3,000.00	
014153 4656 ON BOARD	.00	.00	.00	.00	4,000.00	4,000.00	
014153 4866 MERCHANDIS	54,722.33	13,500.00	13,500.00	13,500.00	.00	.00	
Decreased due to CafeMu closing.							
014153 5120 WAGES & SA	.00	3,731.00	3,731.00	3,731.00	3,731.00	3,731.00	
014153 5130 WAGES & SA	398,819.93	289,131.00	289,131.00	289,131.00	397,380.00	397,380.00	
Increased to actual.							
014153 5140 WAGES & SA	1,276.00	.00	.00	.00	.00	.00	
014153 5221 PRINTING &	1,600.00	2,091.00	2,091.00	2,091.00	2,091.00	1,600.00	
Printing brochures for the beach, walking trails, activities, highlighted programs, special events.							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS			2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
014153	5241	ELECTRIC	36,901.31	32,144.00	32,144.00	32,465.00	32,465.00	32,465.00	
014153	5242	WATER	25,041.96	31,406.00	31,406.00	31,720.00	31,720.00	31,720.00	
		Splash Pad additional cost.	\$10,000						
014153	5244	GAS	1,165.18	1,568.00	1,568.00	1,584.00	1,584.00	1,584.00	
		Gas for early and late opening of the bathhouses.							
014153	5245	TELEPHONE	882.98	1,128.00	1,128.00	1,139.00	1,139.00	1,139.00	
014153	5247	OTHER UTIL	2,033.99	2,157.00	2,157.00	2,179.00	2,179.00	2,179.00	
		Cablevision services, wi-fi for beach area							
014153	5267	PLUMBING,H	3,861.22	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	
		Lighting for safety purposes, contractual services, repair light fixtures damaged by vandalism.							
014153	5269	OTHER REPA	3,007.54	3,045.00	3,045.00	3,045.00	3,045.00	3,045.00	
		Sidewalks, sprinkler system, timers, curbing, signage							
014153	5272	TRAINING A	210.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
		Lifeguard and staff safety training programs Staff training in blood borne pathogens, first aid, CPR AED machine.							
014153	5322	CHEMICAL,L	410.20	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
		Medical First-Aid supplies, oxygen for tank, beach operations, tweezers, replacement maniquins, lungs for training, AED machine updates.							
014153	5324	HOUSEHOLD&	2,303.66	5,000.00	5,000.00	5,000.00	5,000.00	2,500.00	
		Facilitating all comfort stations, paper products, toilet paper, hand towels, soap fixtures, restroom deoderizers Based on historical expenditures.							
014153	5325	RECREATION	36,577.09	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	
		New rescue boards, marker buoys, umbrellas, radios, lifelines, repair and maintenance of accessible wheel chairs.							
014153	5326	CLOTHING A	641.77	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	
		Lifeguard uniforms, shorts, womens suits, sweatshirts, hats. Based on previous year expenditures.							
014153	5329	OTHER OPER	518.02	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	
		Specific cleaning supplies, graffiti remover, hand soaps, cleaners, oars, rescue kayak. Fiberglass for rescue board repair.							
		TOTAL CALF BEACH OPERATIONS	995,859.96	848,898.00	848,898.00	849,582.00	942,453.00	938,462.00	
014156		VETERAN PARK MAINTENANCE							
014156	4542	GATEHOUSE	22,265.00	32,643.00	32,643.00	32,643.00	28,000.00	28,000.00	
		Revenue on non-resident parking \$10 per vehicle X 2,800=	\$28,000		\$28,000				

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014156	4543 ISLANDS	536.00	4,590.00	4,590.00	4,590.00	1,000.00	1,000.00	
	Camping fees (\$10/night) and non-resident registration fee (\$25/night)							
014156	4559 MARINA FEE	36,264.99	40,400.00	40,400.00	40,400.00	40,000.00	40,000.00	
	Number of boaters looking for permanent berthing has declined.							
014156	4560 RAMP FEES	.00	70.00	70.00	70.00	.00	.00	
014156	4563 VETS PARK	30,473.99	40,804.00	40,804.00	40,804.00	25,000.00	25,000.00	
014156	4565 NWLK RES	7,230.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	
	Resident unlimited launches: \$25 X 300 = \$7,500							
014156	4567 LAUNCHES	7,337.00	6,128.00	6,128.00	6,128.00	7,000.00	7,000.00	
	\$20 X 263 \$5,260							
014156	4568 LAUNCHES	16,754.17	11,649.00	11,649.00	11,649.00	12,840.00	12,840.00	
	\$30 x 428 = \$12,840							
014156	4569 L STICKERS	8,956.00	14,281.00	14,281.00	14,281.00	14,000.00	14,000.00	
	175 X 80 = \$14,000							
014156	4856 ICE RINK	1,000.00	.00	.00	.00	.00	.00	
014156	5120 WAGES & SA	.00	1,066.00	1,066.00	1,066.00	1,066.00	1,066.00	
014156	5130 WAGES & SA	68,959.89	68,450.00	68,450.00	68,450.00	68,450.00	68,450.00	
014156	5221 PRINTING &	125.00	618.00	618.00	618.00	618.00	618.00	
	Tickets for launch ramps, visitors docks, island camping, rules, regulations, infraction signage.							
014156	5241 ELECTRIC	37,607.86	37,600.00	37,600.00	37,976.00	37,976.00	37,976.00	
014156	5242 WATER	10,505.95	21,976.00	21,976.00	22,196.00	22,196.00	22,196.00	
014156	5245 TELEPHONE	1,458.67	2,081.00	2,081.00	2,102.00	2,102.00	2,102.00	
014156	5247 OTHER UTIL	.00	.00	500.00	.00	.00	.00	
014156	5324 HOUSEHOLD&	263.46	500.00	500.00	500.00	500.00	500.00	
	Cleaning supplies for restrooms on islands, Vets Park, mops, brooms for the docks, cleats, bumpers & signage for ramps.							
014156	5329 OTHER OPER	.00	100.00	100.00	100.00	100.00	100.00	
	Hoses, replacement of flourescent lighting in boating center comfort stations, floor cleaners.							
014156	5335 PLUMBING S	739.59	1,030.00	1,030.00	1,030.00	1,030.00	1,030.00	
	Pump out station on visitors docks, water pipes on docks. New water lines on visitors docks for extended stays, washer and dryer repair, showers.							

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City of Norwalk LIVE - 11.3.
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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014156	5336 ELECTRICAL Lighting, security and safety, pump station. Electrical units on visitors docks for extended stays.	360.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	_____
014156	5341 CONSUMABLE Pickers, rakes, shovels, trimmers, boating center needs, locks, window replacement.	276.64	500.00	500.00	500.00	500.00	500.00	_____
TOTAL VETERAN PARK MAINTENAN		251,114.21	292,986.00	293,486.00	293,603.00	270,878.00	270,878.00	_____
014159	SHEA ISLAND MAINTENANCE							
014159	5329 OTHER OPER Restroom sanitary cleaners, boating equipment (new lines), repair of signage, pump out comfort stations.	.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	_____
TOTAL SHEA ISLAND MAINTENANC		.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	_____
014162	HERITAGE/MATHEWS PKS							
014162	5130 WAGES & SA	10,914.90	44,800.00	44,800.00	44,800.00	44,800.00	44,800.00	_____
014162	5140 WAGES & SA	.00	10,830.00	10,830.00	10,830.00	10,830.00	10,830.00	_____
014162	5241 ELECTRIC	10,350.80	12,566.00	12,566.00	12,692.00	12,692.00	12,692.00	_____
014162	5242 WATER	486.00	11,462.00	11,462.00	11,577.00	11,577.00	11,577.00	_____
014162	5267 PLUMBING,H Repair park lighting, sprinkler systems, Devon's new water play parts and upkeep.	3,900.81	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	_____
014162	5269 OTHER REPA Excessive vandalism due to the parks failure to be completed. Repair wooden rails, bridges, replacement light poles, concrete surfaces, kiosks, playground repairs, Devon's Place, Mathews and Heritage Park repairs.	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	_____
014162	5322 CHEMICAL,L First-Aid medical supplies for Heritage/Mathews Park	.00	518.00	518.00	518.00	518.00	518.00	_____
014162	5324 HOUSEHOLD& Comfort station at Mathews Park supplies.	88.06	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	_____
TOTAL HERITAGE/MATHEWS PKS		33,740.57	93,226.00	93,226.00	93,467.00	93,467.00	93,467.00	_____
014165	RECREATION&PARKS-FODOR FARM							
014165	4564 PARK FEES Rental of Pavilion and Barn and main house for utilities. (\$125-\$400 plus deposit and cleaning)	13,047.60	35,350.00	35,350.00	35,350.00	15,000.00	15,000.00	_____
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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommend	COMMENT
014165 4644 NWLK LAND	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	
014165 4645 NWLK PRESE	1,350.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	
014165 4646 LIVE GREEN	1,500.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	
014165 4647 NWLK TREE	150.00	.00	.00	.00	1,800.00	1,800.00	
014165 4818 FODOR FARM	6,450.00	4,500.00	4,500.00	4,500.00	6,000.00	6,000.00	
Garden plots 300 X \$20 = \$6000							
014165 5241 ELECTRIC	6,527.74	4,953.00	4,953.00	5,003.00	5,003.00	5,003.00	
014165 5242 WATER	389.69	3,137.00	3,137.00	3,168.00	3,168.00	3,168.00	
014165 5244 GAS	7,265.17	6,040.00	6,040.00	6,100.00	6,100.00	6,100.00	
The main house and barn will be serviced by natural gas for heating.							
014165 5247 OTHER UTIL	2,456.05	2,870.00	2,870.00	2,899.00	2,899.00	2,899.00	
Cable and phone services							
014165 5266 BUILDINGS	2,533.16	6,500.00	6,500.00	6,500.00	6,500.00	3,000.00	
Cleaning services for the Main House and Barn/commercial kitchen.							
014165 5267 PLUMBING,H	323.30	7,105.00	7,105.00	7,105.00	7,105.00	6,500.00	
Repairs to systems, main house, green house, barn, and pavilion							
014165 5269 OTHER REPA	1,058.83	2,091.00	2,091.00	2,091.00	2,091.00	2,091.00	
Repair to windows, outdoor fixtures, greenhouse skin, plastic.							
014165 5294 MACHINERY,	794.22	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
In-house projects additional scaffolding, jacks, compressor.							
014165 5324 HOUSEHOLD&	273.98	1,030.00	1,030.00	1,030.00	1,030.00	1,030.00	
Restroom supplies							
TOTAL RECREATION&PARKS-FODOR	45,919.74	79,976.00	79,976.00	80,146.00	63,096.00	58,991.00	
014168 GARAGE							
014168 5241 ELECTRIC	9,428.46	7,783.00	7,783.00	7,861.00	7,861.00	7,861.00	
014168 5242 WATER	4,869.94	3,329.00	3,329.00	3,362.00	3,362.00	3,362.00	
014168 5244 GAS	8,338.89	5,523.00	5,523.00	5,578.00	5,578.00	5,578.00	
014168 5266 BUILDINGS	5,383.90	5,880.00	5,880.00	5,880.00	5,880.00	5,880.00	
Cleaning of the Parks Garage restrooms for staff and public							
\$120/week x 49 weeks = \$5,880							
014168 5267 PLUMBING,H	1,308.65	9,270.00	9,270.00	9,270.00	9,270.00	9,270.00	
Repairs to electrical fixtures, garage doors, repairs to heaters, bathroom repairs							

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recommnd	COMMENT
014168	5296 SECURITY S Security systems for the Parks Garage, and Ben Franklin Gym, Veteran's Park workshop	916.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	_____
014168	5336 ELECTRICAL Replacement lighting interior as well as exterior. Problems w/ current systems	.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	_____
TOTAL GARAGE		30,245.84	34,785.00	34,785.00	34,951.00	34,951.00	34,951.00	_____
014171	CRANBURY PARK							
014171	4542 GATEHOUSE	.00	12,726.00	12,726.00	12,726.00	.00	.00	_____
014171	4561 OFF PEAK 150.00 X 200 participants = \$30,000	38,465.50	15,000.00	15,000.00	15,000.00	30,000.00	30,000.00	_____
014171	4573 DISC GOLF	275.00	.00	.00	.00	.00	.00	_____
014171	4604 GALLAHER Rent from Caretakers cottage	15,263.16	16,026.00	16,026.00	16,026.00	15,263.00	15,263.00	_____
014171	4605 GALLAGHER We are looking to increase the Estate rental by 20% through a heavy advertising campaign and updates to our website. Also rental on the bunkhouse for events as well as the new pavilion.	80,903.75	72,834.00	72,834.00	72,834.00	80,000.00	80,000.00	_____
014171	4634 PICNIC Anticipate a revenue increase now that the project allowing restroom access to lower pavilion is complete and the pavilion is more attractive for rental.	27,985.50	16,078.00	16,078.00	16,078.00	25,000.00	25,000.00	_____
014171	4643 BUNKHOUSE	7,765.00	3,000.00	3,000.00	3,000.00	7,000.00	7,000.00	_____
014171	4651 THEATER	.00	.00	.00	.00	.00	.00	_____
014171	5110 WAGES & SA	4,686.00	.00	.00	.00	.00	.00	_____
014171	5130 WAGES & SA	32,935.57	33,774.00	33,774.00	33,774.00	33,774.00	33,774.00	_____
014171	5241 ELECTRIC	16,130.24	11,016.00	11,016.00	11,126.00	11,126.00	11,126.00	_____
014171	5242 WATER Additional use at the bunkhouse	3,686.36	3,659.00	3,659.00	3,696.00	3,696.00	3,696.00	_____
014171	5245 TELEPHONE Additional phone at the bunkhouse.	1,728.16	2,563.00	2,563.00	2,589.00	2,589.00	2,589.00	_____
014171	5246 HEATING FU Additional heating for the bunkhouse. Building renovation complete.	6,376.27	27,049.00	27,049.00	27,319.00	27,319.00	27,319.00	_____
014171	5247 OTHER UTIL Wi-Fi installed in to Gallaher Estate and grounds as well as the carriage house, as well as the bunkhouse. Approximately \$555 per month for cable services.	3,554.78	3,690.00	3,690.00	3,727.00	3,727.00	3,727.00	_____

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City of Norwalk LIVE - 11.3.
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 20201 FY 2019-20 City Operating Budget

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 pro forma	2020 requested	2020 recomm	COMMENT
014171	5265 GROUND&OU	1,235.75	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	
	Dumpsters for park, repair of trails, stone, benches, fencing, additional landscaped areas around the bunkhouse.							
014171	5266 BUILDINGS	7,386.04	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	
	Cleaning facility after events: 40 events X \$250/event = \$10,000.00							
014171	5267 PLUMBING,H	5,481.59	8,300.00	8,300.00	8,300.00	8,300.00	6,500.00	
	Replacement and electrical upgrades to current systems. Includes the rental cottage, and the new bunkhouse. Decreased \$2000 due to new boiler.							
014171	5296 SECURITY S	980.00	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	
	Alarm systems including the new bunkhouse.							
014171	5324 HOUSEHOLD&	270.55	1,000.00	1,000.00	1,000.00	1,000.00	500.00	
	Restroom sanitary items, garbage bags, pavilion, cleaning supplies for Mansion, including the bunkhouse.							
014171	5329 OTHER OPER	184.76	1,030.00	1,030.00	1,030.00	1,030.00	500.00	
	Repair of locks, windows, locks for gates, paint for interior and exterior facilities in the park. Bulbs for exterior lighting. LEDs.							
TOTAL CRANBURY PARK		255,293.98	241,745.00	241,745.00	242,225.00	263,824.00	259,994.00	
014174	VETERAN PARK							
014174	5247 OTHER UTIL	.00	.00	.00	.00	.00	.00	
TOTAL VETERAN PARK		.00	.00	.00	.00	.00	.00	
TOTAL PUBLIC WORKS		5,657,587.28	6,054,855.00	6,066,220.00	6,226,734.00	6,004,284.00	5,936,872.00	
GRAND TOTAL		5,657,587.28	6,054,855.00	6,066,220.00	6,226,734.00	6,004,284.00	5,936,872.00	

** END OF REPORT - Generated by Angela Fogel **

CITY OF NORWALK



ANNUAL BUDGET

BOARD OF EDUCATION



Description of Service/Mission Statements:

At Norwalk Public Schools, our vision is to be the most successful city school system in Connecticut. Working closely with the Norwalk community, we are focused on creating a student-focused culture that motivates, challenges and supports each individual student to his or her highest levels of achievement. Over 1,500 dedicated professionals work closely with more than 11,500 students throughout Norwalk. Our district's rich diversity is a key part of our strength. Norwalk students come from a variety of backgrounds, with more than 41% of students speaking a second language at home. Norwalk Public Schools 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.

The Norwalk Public Schools district is made up of 20 schools, starting with PreK. The state-of-the-art Norwalk Early Childhood Center opened its doors in September 2016 to serve preschool families of both typical and special needs children. Norwalk "choice" options include several at the elementary level, including Columbus Magnet School, based on the Bank Street School model, and the Silvermine Dual Language School, an English-Spanish immersion program. The nationally recognized "Teach-to-One" personalized math program has been successful at Nathan Hale Middle School and is being expanded to others in the district.

At the high school level, Norwalk offers two comprehensive high schools, Norwalk High and Brien McMahon High School. In 2018, the first students will graduate from the prestigious International Baccalaureate (IB) diploma program at Brien McMahon High School. Norwalk is also home to the renowned Center for Global Studies, an inter-district magnet high school housed at Brien McMahon. NPS also offer Norwalk high school students the option of attending Norwalk Early College Academy, the State's first early college, P-TECH model program, in partnership with IBM and Norwalk Community College. Located at Norwalk High, NECA's inaugural class graduated in 2018 and included students who earned both a high school diploma and a two-year college degree in computer science. Other specialized high school programs include the McMahon Healthcare Academy, Norwalk International Academy, and a Digital Media & Communications Academy. A Marine Sciences Academy will be launched in the upcoming school year.

Norwalk Public Schools provides full-day Kindergarten, as well as comprehensive special education and bilingual education programs. 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.

In 2017, a comprehensive School Building Program was approved that is designed to support the city's families for years to come. A joint commitment by the City of Norwalk and Board of Education, the "Modern Schools for a Growing City" program resulted in a major investment in Norwalk's school buildings, including the building of several new schools, the renovation of others, as well as priority repairs and capital projects at all schools.

Highlights For 2018- 2019:

Norwalk Public Schools had a lot to celebrate this year, thanks to the hard work of our students, teachers, staff, and administrators. According to the 2016-17 Connecticut Next Generation Accountability Report, released in February 2018, and results from the Smarter Balanced Assessment Consortium (SBAC) test results, Norwalk students have made significant academic progress:

- Norwalk ranked first in its District Reference Group (DRG), ahead of Stamford and other districts similar to ours.
- Our 2016-17 Accountability Index Score was the second largest gain of any K-12 district in the state.
- Norwalk's 2017 four-year graduation rate of 93% exceeded the Connecticut state average of 87.9% for the third consecutive year.
- Our English Language Learners now have a higher graduation rate than their statewide peers.
- Fifteen Norwalk schools achieved meaningful student growth in a year-over-year comparison.
- Two schools, Rowayton Elementary and the Center for Global Studies, were designated category 1 schools; others are also approaching that level.
- Rowayton was also named Norwalk's first Connecticut School of Distinction.
- The achievement gap in English Language Arts and math has been closed.
- 63% of Norwalk students in grades K-11 made a year's growth or more, exceeding national norms.
- Grades 6, 7 & 8 students led improvement in math with gains of 8.1%, 4.7% and 5.9% respectively.
- Norwalk ranks first compared to similar districts in growth results for all students and for high needs students in English Language Arts and math.
- With music and arts programs that consistently win state and national awards, Norwalk continues to be a statewide leader in arts participation.

Goals For 2019 - 2020:

Priorities for the 2018-19 school year include:

- Planning for implementation a 26-credit high school graduation requirement for 9th graders and 25 credit requirement for 10th graders, and developing a Capstone requirement.
- Piloting a redesign of Gifted and Talented Program district-wide to include the School-Wide Enrichment Model.
- Implementing Phase III of Middle School Redesign.
- Expanding summer school Tier III intervention to grade 6.
- Implementing a 30 minute extension of the school day at 6 elementary schools; plan 30 minute extension of the school day at six remaining elementary schools for the 2019-20 SY.
- Completing a feasibility study for Montessori Primary Program/School
- Initiating Phase I planning and development for International Baccalaureate Early Years Programme.
- Completing character education curriculum program planning and certification for a Character Education Intra-District Magnet School at Tracey Elementary School
- Initiating the construction phase of new school at Ponus Ridge; continuing design and construction planning for other building sites.
- Developing a Marine Science pathway to graduation as an intradistrict program at Brien McMahon High School
- Accomplishing all remaining recommendations and compliance issues of the CREC Special Education Review and sunseting the Special Education Development Fund.
- Based on analysis of staff absenteeism, developing policies, programs and procedures to improve adult attendance and reduce student-learning loss.
- Developing plans to address findings of the American Academy of Pediatrics and Center for Disease Control concerning later high school start times.
- Providing enhanced security protocol including security guards and protection technology at all elementary and middle schools.
- Redesigning Tier I Reading and Writing instruction in Grades 1-8 to implement Common Core ELA Standards.
- Initiating Phase 1 of instructional supports to implement the Next Generation Science Standards.
- Studying and redesigning K-12 Guidance Services.
- With the assistance of support from philanthropic partners, developing a replicable plan for a School of Distinction serving a majority of high needs students.
- Implementing band instrument lessons at grades 4 and 5 in 6 elementary schools; planning for implementation of instrument lessons at the remaining 6 elementary schools in 2019-20.
- Developing a comprehensive plan to improve and enhance customer service.
- Providing the opportunity for students at all schools to participate in the local, state and national academic competitions and events.
- Revising the Code of Conduct to reflect current Connecticut State guidelines, Restorative Practices, support and accountability.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Education	\$175,039,865	\$185,331,176	\$190,494,217	\$202,184,484	\$198,491,359	\$7,997,142	4.20 %
Total	\$175,039,865	\$185,331,176	\$190,494,217	\$202,184,484	\$198,491,359	\$7,997,142	4.20 %
<u>Budget By Major Group</u>							
Others	\$175,039,865	\$185,331,176	\$190,494,217	\$202,184,484	\$198,491,359	\$7,997,142	4.20 %
Total	\$175,039,865	\$185,331,176	\$190,494,217	\$202,184,484	\$198,491,359	\$7,997,142	4.20 %
NON-TAX REVENUE							
Intergovernmental	\$10,124,108	\$9,725,924	\$10,095,656	\$10,095,656	\$10,095,656	\$0	0.00 %
Service Charges	\$340	\$50	\$12,487	\$12,487	\$12,487	\$0	0.00 %
Total	\$10,124,448	\$9,725,974	\$10,108,143	\$10,108,143	\$10,108,143	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$164,915,417	\$175,605,202	\$180,386,074	\$192,076,341	\$188,383,216	\$7,997,142	4.43 %

PUBLIC EDUCATION

DESCRIPTION OF SERVICES

Description of Services/Mission Statement

This portion of the Board of Education budget reflects the activities and functions funded through local taxes and revenues. The diverse educational needs of Norwalk children are met through a system of 12 elementary schools, 4 middle schools, 2 high schools, and 1 alternative high school. The system also includes a nationally recognized Magnet elementary school; the Center of Global Studies, an interdistrict high school magnet program, comprehensive special education and bilingual education programs, a full day kindergarten program, expanded Pre-K opportunities, and a focused program of before and after school programs at the elementary and secondary levels. Students have a full array of interscholastic athletics and extra-curricular programs. Programs like the Center for Youth Leadership, a high school student activist group and the Norwalk High School and Brien McMahon Marching Bands have received national recognition. Brookside and Kendall elementary schools have received statewide recognition for the improvement of student achievement for Hispanic and African-American students. Ponus Ridge Middle School has been designated as a Vanguard School and Nathan Hale Middle School is a New England League of Middle Schools "Spotlight School."

October 1, 2008 enrollment is 10,748. This represents an increase of 49 elementary school students, a decrease of 69 middle school students, and an increase of 14 high school students compared with the actual enrollment of 10/1/07. Total 2009/2010 teaching staff across the district will increase by 0.6 positions.

Highlights 2008-09:

The District has:

- Completed and received approval from the Board of Education and the State Board of Education, a District Improvement Plan that is goal oriented and data driven using research based strategies for systemic improvement.
- Continued the School Growth Plan as the model for improving student performance by school.
- Continued its work in closing the achievement gap between white students and those who are black and Hispanic.
- Continued its history of outstanding achievement of many students in academics, arts, and athletics.
- Met its contractual obligations and those instructional requirements as identified under State and Federal Legislation.

Goals 2009-10:

- Systemic improvement of achievement for students, including all subgroups as identified under NCLB.
- Provide essential support for students with special needs by implementing recommendations of an assessment of the Pupil Personnel Department.
- Provide required ESL/Bilingual programs for ELL students.
- Expand the use of technology in instruction and student work
- Provide adequate technical support for the increasing use of technology in our system both for instruction and administration.

SPECIAL EDUCATION

DESCRIPTION OF SERVICES

Description of Services/Mission Statement

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

Highlights 2008-09:

- Aggressively pursue educating its special education students in regular education classes through the implementation of the co-teaching model
- Reduce the number of minority students designated as Seriously Emotionally Disturbed
- Increase the amount of time of special education students with non-disabled peers
- Improve the academic performance of special education students
- The District has addressed more comprehensively an increased number of special education students in regular education classes through the implementation of the co-teaching model
- Evaluate and comply with recommendations of the CREC report
- Develop uniform and consistent district wide procedures in order to provide an appropriate educational program to all identified students.

Goals 2009-10:

- The District will continue to pursue those areas identified as highlights in 2008/2009

NON-PUBLIC EDUCATION

DESCRIPTION OF SERVICES

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

FUND SUMMARY

OBJ DESCRIPTION	2017-18 ACTUAL	2018-19 APPROVED	2019-20 REQUESTED	2019-20 RECOMMENDED	VARIANCE 19-20/18-19
EDUCATION OBJECT CODES					
100 DEGREE LEVEL CHANGES	\$ -	\$ 100,000	\$80,000	\$80,000	\$ -
101 LONG TERM SUBSTITUTES	\$ 255,085	\$ 410,000	\$410,000	\$410,000	\$ -
102 PROFESSIONAL DEVELOPMENT	\$ 100,003	\$ 85,895	\$191,095	\$191,095	\$ -
111 SUPERINTENDENT	\$ 269,123	\$ 269,123	\$277,197	\$277,197	\$ -
112 CENTRAL ADMIN SUP TEAM	\$ 1,098,185	\$ 1,237,927	\$1,275,335	\$1,275,335	\$ -
113 PRINCIPALS	\$ 5,855,440	\$ 5,589,732	\$5,886,271	\$5,886,271	\$ -
114 SUPERVISORS	\$ 817,670	\$ 1,088,045	\$1,332,016	\$1,332,016	\$ -
115 ASSISTANT SUPERVISORS	\$ 636,661	\$ 615,863	\$494,843	\$494,843	\$ -
117 TEACHERS (NON-RATIO)	\$ 71,941,676	\$ 79,041,284	\$79,467,162	\$79,467,162	\$ -
118 SUBSTITUTES	\$ 1,238,344	\$ 803,439	\$886,539	\$886,539	\$ -
119 OTHER CERTIFIED	\$ 7,996,043	\$ 8,804,107	\$8,980,840	\$8,980,840	\$ -
121 SECRETARY	\$ 2,838,877	\$ 2,550,778	\$2,573,349	\$2,573,349	\$ -
122 AIDE	\$ 8,059,922	\$ 8,690,798	\$9,079,139	\$9,079,139	\$ -
123 CLERKS	\$ 1,339,305	\$ 1,209,644	\$1,381,319	\$1,381,319	\$ -
124 CUSTODIANS	\$ 3,671,355	\$ 3,773,405	\$3,733,156	\$3,733,156	\$ -
125 MAINTENANCE	\$ 483,620	\$ 529,518	\$482,750	\$482,750	\$ -
126 NON-AFFILIATED	\$ 3,083,681	\$ 3,539,084	\$3,927,380	\$3,927,380	\$ -
127 OTHER NON-CERTIFIED	\$ 872,022	\$ 870,446	\$829,966	\$829,966	\$ -
128 SUBSTITUTES (NON-CERTIFIED)	\$ 305,745	\$ 367,000	\$397,000	\$397,000	\$ -
130 OVERTIME SALARIES	\$ 456,225	\$ 460,042	\$511,042	\$511,042	\$ -
131 CERTIFIED OVERTIME	\$ 52,549	\$ 31,000	\$50,000	\$50,000	\$ -
133 SALARIES-WORKSHOPS	\$ 27,089	\$ 102,900	\$169,433	\$169,433	\$ -
134 SALARIES-EXTRA	\$ 283,261	\$ 74,999	\$74,999	\$74,999	\$ -
135 SECURITY	\$ 96,272	\$ 99,500	\$99,500	\$99,500	\$ -
137 CERTIFIED HOURLY	\$ 713,125	\$ 982,432	\$873,908	\$873,908	\$ -
138 NON-CERTIFIED HOURLY	\$ 42,251	\$ 30,500	\$30,500	\$30,500	\$ -
139 EXTRA - CURRICULAR	\$ 1,261,641	\$ 1,267,417	\$1,267,123	\$1,267,123	\$ -
143 NURSES	\$ 1,523,700	\$ 1,540,008	\$1,609,972	\$1,609,972	\$ -
145 PHYSICAL THERAPIST	\$ 6,689	\$ 137,446	\$152,422	\$152,422	\$ -
150 COMMON CORE IMPLEMENTATION	\$ 115,938	\$ (153,761)	\$3,454,689	\$3,454,689	\$ -
212 FRINGE BENEFITS	\$ 24,058,296	\$ 24,054,815	\$24,882,390	\$24,882,390	\$ -
213 WELLNESS PROGRAM	\$ 3,560	\$ -	\$0	\$0	\$ -
230 RETIREMENT BENEFITS	\$ 1,886,652	\$ 1,750,671	\$1,675,000	\$1,675,000	\$ -
235 LONGEVITY	\$ 288,230	\$ 267,339	\$325,138	\$325,138	\$ -
240 SOCIAL SECURITY	\$ 3,655,784	\$ 3,384,814	\$3,684,814	\$3,684,814	\$ -
250 UNEMPLOYMENT	\$ 137,488	\$ 204,448	\$204,448	\$204,448	\$ -
300 PURCHASED PROF AND TECH	\$ 153,212	\$ 183,420	\$181,960	\$181,960	\$ -
301 ATTENDANCE AT MEETINGS	\$ 67,331	\$ 104,236	\$132,186	\$132,186	\$ -
311 RECRUITMENT	\$ 23,399	\$ 120,100	\$88,600	\$88,600	\$ -
312 IN SERVICE	\$ 6,511	\$ -	\$0	\$0	\$ -
322 INSTRUCTIONAL PROGRAM IMP.	\$ 4,020	\$ 900	\$1,050	\$1,050	\$ -
323 PUPIL SERV-NON-PAYROLL	\$ 90,000	\$ 85,000	\$85,000	\$85,000	\$ -
324 FIELD TRIPS	\$ 118,592	\$ 5,400	\$5,400	\$5,400	\$ -
325 PARENT ACTIVITY	\$ 142	\$ 5,000	\$5,000	\$5,000	\$ -
329 MEDICAID REIMBURSEMENT CREDIT	\$ -	\$ (600,000)	\$0	\$0	\$ -
330 OTHER PROF TECH	\$ 8,317,032	\$ 6,125,697	\$5,306,780	\$5,306,780	\$ -
331 SPECIAL ED LEGAL FEES	\$ 758,949	\$ 600,000	\$655,000	\$655,000	\$ -
400 PURCHASED PROPERTY SERVI	\$ 3,685	\$ 2,544,577	\$2,656,129	\$2,656,129	\$ -
410 UTILITY SERV	\$ 223,174	\$ 219,368	\$230,336	\$230,336	\$ -
412 BOILER REPAIRS	\$ 192,360	\$ 179,360	\$189,000	\$189,000	\$ -
414 BURNER SERVICE	\$ -	\$ 25,000	\$25,000	\$25,000	\$ -
415 OTHER REPAIRS	\$ 9,071	\$ 10,713	\$11,000	\$11,000	\$ -
416 PNEUMATIC CONTROLS	\$ 26,155	\$ 25,000	\$25,000	\$25,000	\$ -
417 CLOCKS & INTERCOMS	\$ 1,385	\$ 10,000	\$10,000	\$10,000	\$ -
420 CLEANING SERVICES	\$ 17,395	\$ 25,860	\$25,860	\$25,860	\$ -
421 DISPOSAL SERVICES	\$ 122,354	\$ 129,635	\$133,900	\$133,900	\$ -

Department Summary - BOARD OF EDUCATION

OBJ	DESCRIPTION	2017-18 ACTUAL	2018-19 APPROVED	2019-20 REQUESTED	2019-20 RECOMMENDED	VARIANCE 19-20/18-19
425	GLASS	\$ 10,950	\$ 10,523	\$12,000	\$12,000	\$ -
430	REPAIRS AND MAINT SERV	\$ 1,295,783	\$ 1,560,502	\$1,557,661	\$1,557,661	\$ -
431	ELEVATOR SERVICE	\$ 32,396	\$ 47,250	\$47,250	\$47,250	\$ -
432	ELECTRIC SERVICE	\$ 5,001	\$ 20,500	\$20,500	\$20,500	\$ -
433	ELECTRIC MOTORS	\$ 28,992	\$ 16,275	\$28,000	\$28,000	\$ -
434	FOLDING PARTITIONS	\$ 610	\$ 10,609	\$10,609	\$10,609	\$ -
439	REPAIRS - MISC	\$ -	\$ 2,000	\$2,000	\$2,000	\$ -
440	RENTALS	\$ 46,766	\$ 48,595	\$27,240	\$27,240	\$ -
441	RENTAL OF LAND AND	\$ 29,000	\$ 31,000	\$31,000	\$31,000	\$ -
450	CONSTRUCTION SERVICES	\$ 304,831	\$ 125,000	\$275,000	\$275,000	\$ -
490	SECURITY SERVICES	\$ 26,371	\$ 29,700	\$25,000	\$25,000	\$ -
492	LIFE SAFETY SYSTEMS	\$ 158,346	\$ 110,334	\$110,334	\$110,334	\$ -
494	PURCHASED SERVICE SWIMMING POOL	\$ -	\$ -	\$0	\$0	\$ -
500	OTHER PURCHASED	\$ 2,512,078	\$ 445,322	\$445,322	\$445,322	\$ -
510	STUDENT TRANS SERV	\$ 8,273,995	\$ 8,117,380	\$8,464,622	\$8,464,622	\$ -
511	STUDENT TRANS	\$ 218,859	\$ 288,354	\$289,393	\$289,393	\$ -
514	STUDENT TRANS REIMBURSEMENT	\$ -	\$ -	\$0	\$0	\$ -
519	STUDENT TRANS IND ARTS	\$ 5,397	\$ 25,580	\$30,240	\$30,240	\$ -
521	LIABILITY INS (GEN)	\$ -	\$ 5,000	\$5,000	\$5,000	\$ -
529	INTER ACTI INSUR PREM	\$ 37,937	\$ 100,000	\$100,000	\$100,000	\$ -
530	COMMUNICATIONS	\$ 250,546	\$ 311,650	\$320,400	\$320,400	\$ -
540	ADVERTISING	\$ 4,166	\$ 8,800	\$27,500	\$27,500	\$ -
562	TUIT TO OTHER LEA'S	\$ 1,498,513	\$ 1,074,193	\$1,240,600	\$1,240,600	\$ -
563	TUITION+STATE AGENCY	\$ 8,866,273	\$ 9,125,000	\$8,165,000	\$8,165,000	\$ -
564	OUT OF DIST. TUITION-EXCESS COST	\$ (4,560,130)	\$ (4,400,000)	\$0	\$0	\$ -
565	REGULAR ED. TUITION OTHER LEA'S	\$ 82,430	\$ 124,000	\$134,000	\$134,000	\$ -
566	REGULAR ED. OUT OF DIST. TUITION	\$ 102,217	\$ 45,000	\$75,000	\$75,000	\$ -
580	TRAVEL	\$ 175,346	\$ 232,064	\$259,222	\$259,222	\$ -
590	MISCELL PURCH SERV	\$ 23,514	\$ 57,200	\$57,200	\$57,200	\$ -
600	SUPPLIES	\$ 240,517	\$ 315,005	\$342,820	\$342,820	\$ -
610	GENERAL SUPPLIES	\$ 405,585	\$ 439,813	\$451,470	\$451,470	\$ -
611	INSTRUCTIONAL SUPPLIES	\$ 1,085,400	\$ 968,499	\$1,190,769	\$1,190,769	\$ -
612	ADMINISTRATIVE SUPPLIES	\$ 1,806	\$ 2,500	\$2,390	\$2,390	\$ -
613	MAINTENANCE SUPPLIES	\$ 231,054	\$ 199,657	\$207,030	\$207,030	\$ -
614	POSTAGE	\$ 125,004	\$ 120,721	\$124,221	\$124,221	\$ -
616	TESTING	\$ 48,141	\$ 53,000	\$28,000	\$28,000	\$ -
618	MISCELLSUMMER FEEDING PROGRAM	\$ -	\$ 1,000	\$1,000	\$1,000	\$ -
622	ELECTRICITY	\$ 2,334,739	\$ 2,355,728	\$2,432,400	\$2,432,400	\$ -
623	PROPANE GAS	\$ 4,503	\$ 9,450	\$9,000	\$9,000	\$ -
624	OIL	\$ 500,610	\$ 648,463	\$600,000	\$600,000	\$ -
625	NATURAL GAS	\$ 846,275	\$ 814,901	\$863,795	\$863,795	\$ -
626	GASOLINE	\$ 220,733	\$ 167,442	\$226,502	\$226,502	\$ -
641	TEXTBOOKS	\$ 155,330	\$ 726,161	\$872,301	\$872,301	\$ -
642	LIBRARY BOOKS AND	\$ 7,833	\$ 33,123	\$33,123	\$33,123	\$ -
643	AUDIOVISUAL	\$ 71,924	\$ 50,538	\$49,038	\$49,038	\$ -
644	CONSUMABLES/WORKBOOKS	\$ 213,753	\$ 216,256	\$170,471	\$170,471	\$ -
645	TEXTBOOKS (SOFT COVER)	\$ 52,100	\$ 23,850	\$48,900	\$48,900	\$ -
646	BOOK BINDING	\$ -	\$ 1,300	\$1,300	\$1,300	\$ -
689	RETENTION & ENGAGEMENT	\$ 112,595	\$ 55,000	\$149,650	\$149,650	\$ -
690	OTHER SUPPLIES AND MAT.	\$ 287,010	\$ 322,506	\$367,436	\$367,436	\$ -
692	GRADUATION EXPENSES	\$ 33,433	\$ 32,500	\$32,500	\$32,500	\$ -
700	PROPERTY	\$ 132,596	\$ -	\$0	\$0	\$ -
730	INSTRUCTIONAL EQUIPMENT	\$ 1,514,557	\$ 670,479	\$486,979	\$486,979	\$ -
733	INSTRUCTIONAL SOFTWARE	\$ 619,697	\$ 472,004	\$583,400	\$583,400	\$ -
734	OTHER EQUIPMENT	\$ -	\$ -	\$0	\$0	\$ -
735	COMPUTER EQUIPMENT	\$ -	\$ -	\$0	\$0	\$ -
739	NON-INSTRUCTIONAL EQUIPMENT	\$ 532,551	\$ 59,225	\$60,205	\$60,205	\$ -
749	LEASE PAYMENTS	\$ 360,549	\$ 335,000	\$350,571	\$350,571	\$ -
800	OTHER OBJECTS	\$ 350	\$ -	\$0	\$0	\$ -
810	DUES,FEES & MEMBERSHIPS	\$ 156,070	\$ 218,341	\$221,184	\$221,184	\$ -
	ANTICIPATED 1% CARRYOVER FROM PY	\$ -	\$ -	\$0	-\$1,904,942	\$ (1,904,942)
	BOE TO DETERMINE DETAIL OF CUTS	\$ -	\$ -	\$0	-\$1,788,183	\$ (1,788,183)
	BOE TOTAL EXPENSES	\$ 185,331,176	\$ 190,494,217	\$202,184,484	\$198,491,359	\$ (3,693,125)

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 Center 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 chronic opiate 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 by conducting studies on harbor conditions, adopting rules and regulations for use of the harbor and coordination of events with public and private agencies.

Mid-Fairfield Child Guidance Center

Description: A non-profit corporation providing outpatient and emergency psychiatric services to children and their families.
Purpose: To ensure the mental health of children and families through the operation of two facilities throughout Norwalk.

Human Services Council

Description: A non-profit agency responsible for coordinating programs and organizations involved with substance abuse problems in the City.
Purpose: To ensure that a collaborative approach is maintained in addressing substance abuse through the community, through collaborative efforts with other local coalitions and councils, maintaining public awareness programs on alcohol and drug abuse and holding bi-monthly meetings.

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, the appointment of guardians, conservators and administrators, and settlement of their accounts, the adjudication of the mentally ill, and such other jurisdiction as may be provided by law.

Domestic Violence Crisis Center

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

Family and Children's Agency

Description: A community organization serving the poor and homeless populations.
Purpose: To provide a non-structured, half-day social and recreational opportunities for poor and homeless populations.

SW Connecticut Regional Mental Health Board

Description: A governing board representing the behavioral interests of Region I, including persons living and working in the City of Norwalk.
Purpose: To serve as an advocating body for mental health consumers and providers.

Neighborhood Improvement Coordinator

Description: A non-profit agency, which serves to improve communication and establish a productive working relationship with neighborhood associations and provide leadership and direction to Anti-Litter Task Force.
Purpose: To address and improve neighborhood quality of life issues. To enjoy a cleaner and more enjoyable Norwalk.

School-Based Health Center

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

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

Children's Connection

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

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

Sexual Assault Crisis and Education Center

Description: Norwalk's 24-hour crisis center.

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

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.

Courage to Speak Foundation

Description: The Courage to Speak Foundation provides several programs for schools, students, parents and communities to promote drug education and prevention.

Purpose: To save lives by empowering youth to be drug-free and encouraging parents to communicate effectively with their children about the dangers of drugs.

HSC Norwalk Mentoring Program

Description: The Norwalk Mentoring Program coordinates a structured one-on-one relationship between a student and an adult volunteer who for one per week at school during the school day and engage in academic and/or social, academic growth.

Purpose: To encourage young students to become great ambassadors and for them to have positive role models.

Construction Workforce Initiative 2, Inc.

Description: The Construction Workforce Initiative 2 is a workforce development non-profit organization focused on creating the next generation of the construction workforce through partner collaboration. It offers a unique opportunity for Norwalk's underemployed, unemployed and at risk labor force to benefit from free and focused training in order

to gain long-term employment. Courses include tradesman mathematics, OSHA 30 certification, first aid certification, etc.

Wall Street Neighborhood Association, Inc.

Description: The Wall Street Neighborhood Association is a group representing property and business owners in the Greater Wall Street area. The purpose of this program for projects such as: Clean Wall Street, in order to undertake regular rubbish cleaning; Wayfinding, in order to provide appropriate signage directing to the public parking and other destinations in the Wall Street area; Support for First Friday, in order to support and enhance the First Friday program which has been successful in organizing merchants and property owners for mutual benefit; Initial Outreach, in order to ensure that the unified goals can be transmitted to Norwalk at large.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Grants to Outside Agencies							
Headstart	\$0	\$0	\$57,000	\$0	\$0	(\$57,000)	(100.00%)
Americare Free Clinic	\$32,440	\$36,000	\$36,000	\$36,000	\$36,000	\$0	0.00 %
Grants-carver Foundation	\$152,702	\$158,000	\$158,000	\$160,000	\$160,000	\$2,000	1.27 %
Grants-carver Sch Transition	\$32,500	\$36,000	\$36,000	\$36,000	\$36,000	\$0	0.00 %
Elderhouse	\$10,374	\$12,000	\$18,000	\$18,000	\$18,000	\$0	0.00 %
Norwalk Senior Center	\$365,650	\$377,000	\$385,000	\$400,000	\$385,000	\$0	0.00 %
Norwalk Mentor Program	\$0	\$0	\$4,500	\$11,510	\$5,000	\$500	11.11 %
Sexual Assault Crisis Center	\$17,489	\$20,000	\$20,000	\$20,000	\$20,000	\$0	0.00 %
Conn. Counseling Center	\$2,186	\$3,000	\$3,000	\$3,000	\$3,000	\$0	0.00 %
Headstart Provider	\$10,224	\$0	\$0	\$500,000	\$343,690	\$343,690	0.00 %
Mid Fairfield Child Guidance	\$25,000	\$28,000	\$28,000	\$28,000	\$28,000	\$0	0.00 %
Human Services Council	\$14,210	\$16,000	\$16,000	\$16,480	\$16,480	\$480	3.00 %
Open Door Shelter	\$55,724	\$60,000	\$60,000	\$75,000	\$60,000	\$0	0.00 %
Domestic Violence Center	\$6,012	\$6,100	\$6,100	\$20,000	\$10,000	\$3,900	63.93 %
Family & Children's Aid	\$39,709	\$44,000	\$44,000	\$45,320	\$44,500	\$500	1.14 %
Sw Ct Mental Health Bd	\$15,989	\$18,000	\$18,000	\$18,000	\$18,000	\$0	0.00 %
School Based Health Center	\$20,222	\$23,000	\$23,000	\$23,230	\$23,230	\$230	1.00 %
Children's Connection	\$17,489	\$20,000	\$20,000	\$20,600	\$20,600	\$600	3.00 %
Person To Person	\$25,000	\$28,000	\$28,000	\$26,000	\$28,000	\$0	0.00 %
Courage To Speak	\$0	\$0	\$1,500	\$5,000	\$0	(\$1,500)	(100.00%)
Total	\$842,920	\$885,100	\$962,100	\$1,462,140	\$1,255,500	\$293,400	30.50%
Grants to City Agencies							
Transit District	\$517,820	\$517,820	\$543,711	\$570,897	\$570,897	\$27,186	5.00 %
Probate Court	\$27,135	\$27,135	\$26,900	\$28,090	\$28,090	\$1,190	4.42 %
Harbor Commission	\$9,134	\$9,134	\$9,134	\$9,134	\$9,134	\$0	0.00 %
Fair Housing Officer	\$150,808	\$146,473	\$183,584	\$188,174	\$175,054	(\$8,530)	(4.65%)
Grants-summer Yth Employment	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$0	0.00 %
Total	\$799,897	\$795,562	\$858,329	\$891,295	\$878,175	\$19,846	2.31%

DEBT SERVICE

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Bonds	\$26,441,276	\$25,898,875	\$28,447,763	\$31,137,040	\$29,985,460	\$1,537,697	5.41 %
Total	\$26,441,276	\$25,898,875	\$28,447,763	\$31,137,040	\$29,985,460	\$1,537,697	5.41 %
<u>Budget By Major Group</u>							
Debt Service	\$26,441,276	\$25,898,875	\$28,447,763	\$31,137,040	\$29,985,460	\$1,537,697	5.41 %
Total	\$26,441,276	\$25,898,875	\$28,447,763	\$31,137,040	\$29,985,460	\$1,537,697	5.41 %
NON-TAX REVENUE							
Miscellaneous	\$1,181,821	\$1,087,799	\$1,266,857	\$1,266,857	\$833,651	(\$433,206)	(34.20%)
Total	\$1,181,821	\$1,087,799	\$1,266,857	\$1,266,857	\$833,651	(\$433,206)	(34.20%)
AMT. SUPPORTED BY TAXES	\$25,259,455	\$24,811,076	\$27,180,906	\$29,870,183	\$29,151,809	\$1,970,903	7.25 %

ORGANIZATIONAL MEMBERSHIPS

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Organizational Memberships	\$83,959	\$80,214	\$105,014	\$106,589	\$106,589	\$1,575	1.50 %
Total	\$83,959	\$80,214	\$105,014	\$106,589	\$106,589	\$1,575	1.50 %
<u>Budget By Major Group</u>							
Contractual Services	\$83,959	\$80,214	\$105,014	\$106,589	\$106,589	\$1,575	1.50 %
Total	\$83,959	\$80,214	\$105,014	\$106,589	\$106,589	\$1,575	1.50 %
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$83,959	\$80,214	\$105,014	\$106,589	\$106,589	\$1,575	1.50 %

EMPLOYEE BENEFITS

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Insurance	\$11,983,068	\$7,138,449	\$8,535,188	\$11,727,382	\$12,942,554	\$4,407,366	51.64 %
City Lap & Workers Comp	\$4,181,283	\$3,364,495	\$4,278,213	\$4,391,559	\$3,581,671	(\$696,542)	(16.28%)
Social Security	\$2,470,955	\$2,533,058	\$2,643,177	\$2,709,256	\$2,722,472	\$79,295	3.00 %
Opeb Contribution	\$14,846,636	\$15,346,636	\$16,096,636	\$14,266,000	\$12,606,000	(\$3,490,636)	(21.69%)
BOE Benefits	\$2,901,723	\$3,425,923	\$1,885,489	\$2,262,587	\$1,297,105	(\$588,384)	(31.21%)
Unemployment	\$118,435	\$119,628	\$152,779	\$160,418	\$135,000	(\$17,779)	(11.64%)
Total	\$36,502,100	\$31,928,190	\$33,591,482	\$35,517,202	\$33,284,802	(\$306,680)	(0.91%)
<u>Budget By Major Group</u>							
Contractual Services	\$806,600	\$835,754	\$43,000	\$43,645	\$43,645	\$645	1.50 %
Fixed Charges	\$35,695,500	\$31,092,436	\$33,548,482	\$35,473,557	\$33,241,157	(\$307,325)	(0.92%)
Total	\$36,502,100	\$31,928,190	\$33,591,482	\$35,517,202	\$33,284,802	(\$306,680)	(0.91%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$36,502,100	\$31,928,190	\$33,591,482	\$35,517,202	\$33,284,802	(\$306,680)	(0.91%)

PENSIONS

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Police	\$4,354,100	\$4,792,975	\$3,933,226	\$4,306,823	\$4,008,971	\$75,745	1.93 %
Fire	\$2,628,693	\$2,903,735	\$1,888,053	\$2,004,996	\$2,183,899	\$295,846	15.67 %
City	\$5,180,953	\$5,889,842	\$5,172,745	\$5,170,911	\$5,668,998	\$496,253	9.59 %
Total	\$12,163,746	\$13,586,552	\$10,994,024	\$11,482,730	\$11,861,868	\$867,844	7.89 %
<u>Budget By Major Group</u>							
Contractual Services	\$2,000	\$2,000	\$52,375	\$53,161	\$53,161	\$786	1.50 %
Fixed Charges	\$12,161,746	\$13,584,552	\$10,941,649	\$11,429,569	\$11,808,707	\$867,058	7.92 %
Total	\$12,163,746	\$13,586,552	\$10,994,024	\$11,482,730	\$11,861,868	\$867,844	7.89 %
NON-TAX REVENUE							
Miscellaneous	\$15,276	\$18,148	\$11,990	\$11,990	\$11,990	\$0	0.00 %
Total	\$15,276	\$18,148	\$11,990	\$11,990	\$11,990	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$12,148,470	\$13,568,403	\$10,982,034	\$11,470,740	\$11,849,878	\$867,844	7.90 %

CONTINGENCY

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2016-17 Actual	2017-18 Actual	2018-19 Approved	2019-20 Req'd	2019-20 Rec.	Variance	% Change
Contingency	\$0	\$0	\$1,169,462	\$1,169,462	\$1,130,000	(\$39,462)	(3.37%)
Total	\$0	\$0	\$1,169,462	\$1,169,462	\$1,130,000	(\$39,462)	(3.37%)
<u>Budget By Major Group</u>							
Others	\$0	\$0	\$1,169,462	\$1,169,462	\$1,130,000	(\$39,462)	(3.37%)
Total	\$0	\$0	\$1,169,462	\$1,169,462	\$1,130,000	(\$39,462)	(3.37%)
NON-TAX REVENUE							
Total	\$0	\$0	\$0	\$0	\$0	\$0	0.00 %
AMT. SUPPORTED BY TAXES	\$0	\$0	\$1,169,462	\$1,169,462	\$1,130,000	(\$39,462)	(3.37%)

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 2019-20. 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 OF NORWALK



ANNUAL BUDGET

FLEET SERVICES

Description of Service/Mission Statements:

Fleet Services, an internal service fund, provides vehicle and equipment maintenance services to all departments, except the Fire Department, in order for the City personnel to have safe, reliable and efficient vehicles. This division was moved to a separate fund in FY 2005-06.

Highlights For 2018- 2019:

- Continued to bar code the parts inventory which makes tracking and accountability more accurate.
- Continued to train the Automotive Technicians to stay updated with the constantly changing technology with vehicle emissions as a focal point.
- Continued to improve the preventative maintenance program to accommodate all city departments with minimal interruptions when servicing or repairing their vehicles.
- Continued to work with all city departments to assess and evaluate their vehicles in order to maintain a viable replacement program.
- Continued to improve winter weather equipment calibrations to achieve accurate application rates for salt and pre-wetting chemicals.

Goals For 2019 - 2020:

- Continue to work with the IT Dept. to transfer fleet Assetworks program for faster updating and servicing.
- Working on obtaining quotes to upgrade fuel dispensing at the Public works center
- Work on updating and replacing obsolete shop equipment.
- Continue to work with the Purchasing Department on the asset disposal from an auction site.
- Work with vendors for continuing education on new vehicle updates and equipment.

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 2018- 2019:

- Continued to implement Sanitary Sewer Collection System Master Plan and implement rehabilitation as needed.
- Completed design and bid solicitation of rehabilitation of various sanitary sewer infrastructure improvements identified by OMI and CH2M within the City.
- Rehabilitated interceptor at Wall Street (short-term improvements).
- Completed construction/rehabilitate/startup of the Marvin Beach Pump Station and Force Main rehabilitation/replacement project.
- Completed pump station improvements at Westport Avenue and Fort Point.
- Completed pump station asset management plan and long-term capital needs.
- Completed design and bid solicitation of the wastewater treatment plant's Supervisory Control and Data Acquisition (SCADA) system upgrade improvements.
- Completed design and bid solicitation of wastewater treatment plant Outfall 002 wet weather treatment control plan project.
- Continue closure of existing Wastewater Service Agreement in 2020 and procurement of new contract.
- Continue utilization of tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).
- Continued Partnership with Harbor Watch Program of Earthplace.

Goals For 2019 - 2020:

- Continue to implement Sanitary Sewer Collection System Master Plan and implement rehabilitation as needed.
- Initiate construction of the various sanitary sewer replacement/rehabilitation project.
- Initiate design and relocation of Wall Street interceptor (long-term improvements).
- Initiate design of the Keeler Brook and Five Mile pump station rehabilitation/replacement project
- Complete upgrade improvements of the wastewater treatment plant's SCADA system.
- Initiate replacement of wastewater treatment plant chemical tanks (4 tanks).
- Initiate replacement of various pump station emergency generators (9 locations).
- Initiate construction of wastewater treatment plant Outfall 002 wet weather treatment control plan and improvements.
- Continue closure of existing Wastewater Service Agreement in 2020 and procurement of new contract.
- Continue utilization of tablet technology in the field to increase data collection and update the City's Geographic Information System (GIS).
- Continued Partnership with Harbor Watch Program of Earthplace.

PARKING AUTHORITY

Description of Service/Mission Statements:

The Norwalk Parking Authority are resident volunteers appointed by the Mayor, ratified by the Common Council and are responsible for the management, operation and maintenance of over 4,000 on and off-street parking spaces including the railroad stations. The Norwalk Parking Authority is an advocate for downtown development and commerce, providing economic development resources supporting mobility, sustainability, growth and improvement while creating easy to park and pay options through mobile platforms and wayfinding systems. The Norwalk Parking Authority is a financially self-sustaining agency of the City of Norwalk, established in 2002 by ordinance.

Highlights For 2018- 2019:

The Parking Authority responded to the negative perception about parking including parking capacity, aggressive enforcement and investing in the community, by implementing a comprehensive outreach and community conversation initiative integrating parking as an integral part of economic development and mobility and connecting these concepts to increase customer activity in the downtown districts and sustain the business community.

1. **Courtesy Card Parking Violation Program** Implemented July 1 and expanded October 1st, the courtesy card parking violation program involves offering an additional 20 minutes 'free' parking on random streets and days to those people who overstay their parking time. The result was immediately successful receiving numerous compliments directly and on social media. It is anticipated that by the end of the FY the estimated number of potential violation issuance will have decreased by about 7,000 tickets and with a potential violation revenue loss of about \$200,000 and an overall reduction estimated at 25%.
2. **Yankee Doodle Garage Placemaking and Facility Enhancements** A critical parking resource/asset serving a multitude of businesses, visitors and residents, installed safety measures including new elevators, LED lighting, stairwell door locks and lobby doors. Made improvements to the office and opened a satellite customer service center. Implemented wayfinding system by creating a place making installation, with a visually appealing facade through strategically placed LED lights that balances the aesthetics of the district while maintaining security and the integrity of the garage.
3. **Norwalk Now Collaborative Business Marketing Program** - Working with the business community and to improve economic development in the long term in the downtown business districts and to energize customer activity beyond Norwalk, invested \$100,000 per year in a collaborative business marketing business startup branded 'Norwalk Now.' Norwalk Now has grown and is quickly becoming the goto marketing organization for the restaurant, retail, entertainment and hospitality businesses in the greater downtown districts and in all of Norwalk.
4. **Parking Capacity and Strategic Plan** Anticipating a parking capacity issue as the city continues to grow, the Parking Authority contracted with Walker Parking Consultants to perform a citywide parking capacity and create a strategic plan to in the near and long term and recommend solutions that would include not only building or buying more parking but also other mobility solutions. It is expected to be completed by the end of CY 2018.
5. **Norwalk Tomorrow Citywide Planning Platform** - In collaboration with the POCD plan and the Neighborhood Redevelopment Update , created a central communication strategy to provide an easy-to-use, interactive website and mobile-based, responsive platform for innovation and engagement, to educate the public on citywide planning projects and to receive continuous input from a larger segment of the population through digital models including website, social media, blogging and surveys.
6. **Investor/Partner/Advisor in citywide programs/projects/developments** The NPA is involved as a major player with critical citywide economic development projects including the main Library, Webster Parking Lot, East and South Norwalk Railroad Stations (TOD/mixed use developments), Parks/Recreation (beach parking efficiencies). The NPA has assisted with funding and expertise to collaborate and partner with many different groups and planning, development and operational initiatives.
7. **Technology** Implemented a business intelligent dashboard integrating all data sources into one platform and a customer service system and mobile app to provide enhanced customer services and tracking.
8. **Walk Bridge Project Contributor** Project team member assisting the business district(s) developing solutions related to parking access and wayfinding.

Goals For 2019 - 2020:

1. Courtesy Card Parking Violation Program continue to offer this program in the downtown areas.
2. Collaborative Business Marketing continue to invest in the Norwalk Now Collaborative Business Marketing program in the long term with a goal of 40 participants and include marketing efforts by the Tourism Board and the Walk Bridge Marketing Team.
3. Parking Capacity Study evaluate consultant recommendation and develop an implementation plan.
4. South Norwalk Railroad Station Evaluate programs to increase weekend activity at the railroad station. Enhance customer service presence during peak commuting times.
5. Infrastructure and operational support to additional city parking assets provide operational and infrastructure enhancements to the main Library and to Liberty Square parking facilities through revenue control systems.
6. Investor/Partner/Advisor continue to collaborate with citywide economic development projects including TOD developments at the two railroad stations, the library, other infill citywide developments, Merritt 7 railroad station. Provide parking solutions and guidance for other city departments, agencies.
7. Circulator Contributor to implement a citywide circulator for the downtown districts (park once concept) offering easy mobility to get around the downtown districts and help the business community.
8. Bike Share Program Project team contributor for a citywide bike share program, providing one stop parking and parking areas the program.
9. Walk Bridge Project continue to provide resources to assist the business community with parking access and wayfinding.

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, two from each district and five 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.