

February 1, 2019

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

Transmitted herewith is the compilation of all capital budget requests received for the 5-year period beginning July 1, 2019, together with my analysis and recommendations relative to the capital plan and my estimate of the effect of such expenditures on the city's operating budget and bonded indebtedness.

INTRODUCTION

This 5-year capital budget recommendation considers state and local economies and the debt service impact on the operating budget from significant capital investments in the City of Norwalk in each of the forecasting years. The net \$143.2 million recommendation over the period from FY 2019-20 to FY 2023-24 is a 1.1% increase over the 5-year recommended capital for FY 2018-19. Net departmental funding consists of \$92.7 million for the City and \$50.5 million for the Board of Education. Gross funding of \$11.5 million for the WPCA and \$5.8 million for the Parking Authority is completely offset by matching revenues.

In analyzing the city's capital budget and the indebtedness that the city will incur as a result of this budget, we must consider the following:

- Capital needs of the city;
- Impact of the capital plan on debt position and credit rating;
- Impact of the capital plan on future operating budgets; and
- Level of authorized but unissued debt outstanding for prior capital authorizations and the projected drawdown schedule

This year's capital budget is impacted by capital financing related to the Board of Education's approved 5-year renovation plan. As expected in last year's capital plan, these initiatives have significantly increased the authorized but unissued capital balances that impact the city's debt metrics.

Accordingly, this year's 5-year recommendation is relatively flat from the prior year. This will accommodate the increased capital issuance related to authorized but unissued capital balances without adverse effects on the city's debt ratios.

The first year of the plan, FY 2019-20, recommends a gross capital budget of \$51.7 million which will result in a net amount to be bonded and repaid from the general fund of \$37.6 million. The \$14.1 million variance between the gross and net capital budgets is due to \$6.1 million in anticipated school construction grants from the State of Connecticut; \$5.7 million in Water Pollution Control Authority; \$1.5 million in Parking Authority projects that will be repaid by the authorities and \$0.8 million of Local Capital Improvement Program grants.

The Recommended Capital Plan provides for a total of \$143.2 million of new debt to be issued. Adding \$171.5 million of prior year authorizations results in total debt yet to be bonded of \$314.7 million. The city's projected indebtedness at the end of the five-year period will be \$400.2 million and drop to \$321.7 million in 2028-29.

The net capital requests from the departments of the City of Norwalk equaled \$206.5 million or \$63.3 million more than the recommendation of \$143.2 million. Under the recommended capital plan, annual debt service payments increase by \$20.4 million, from the FY 2018-19 total of \$28.1 million to \$48.5 million in FY 2023-24. These figures exclude general obligation debt and state-backed Clean Water Fund obligations which will be repaid from sources outside of the general fund.

ANALYSIS AND RECOMMENDATIONS

A. Capital Needs of the City

Meeting the capital needs of the city is of paramount importance in developing a recommended capital spending plan. While favorable debt ratios are important, investments in the city's infrastructure, facilities, and projects with demonstrable economic payback are essential to maintaining the city's long-term vitality and quality of life.

The gross recommended \$174.8 million *5-year capital plan* includes \$61.2 million for Board of Education capital projects; \$50.5 million for the Department of Public Works; \$11.5 million for the Water Pollution Control Authority; \$13.5 million for the city's emergency communication system replacement; \$10.1 million for Recreation and Parks; \$5.8 million for the Parking Authority; \$5.9 million for the Redevelopment Agency; \$3.0 million for the Fire Department; and \$13.3 million for all remaining departments' capital requests.

The gross recommended \$51.7 million *FY 2019-20 capital plan* includes infrastructure maintenance and improvements as a top priority of the city's capital budget, specifically: \$23.5 million for the Board of Education's infrastructure improvements; \$9.7 million for Operations & Public Works; \$5.7 million to the Water Pollution Control Authority; \$1.8 million to the Fire Department; \$1.6 million to the Parking Authority; \$2.9 million to

Recreation and Parks; \$0.9 million to Combined Dispatch; \$0.8 million to the Redevelopment Agency; \$0.6 million to Information Technology; \$2.7 million to the Historical Commission and \$1.5 million for all remaining departments' capital requests.

B. Impact of the Capital Plan on Debt Position and Credit Rating

Norwalk has a Aaa/AAA bond rating from all three major rating agencies. Norwalk's Aaa rating from Moody's includes it in an elite group of 17 of the 169 municipalities in Connecticut receiving that rating. Because of its strong credit, when Norwalk borrows money it does so at the lowest interest rates available in the marketplace.

In assigning credit ratings, the rating agencies generally focus on four broad rating factors in a community: Economic Factors (wealth levels, tax base, employment, regional economy, etc.); Financial Factors (operating results, financial reserves, contingent obligations, etc.); Administrative Factors (experience of the management team, financial management track record, etc.); and Debt Factors (debt as a % of full value, debt service as a % of budget, per capita debt, etc.).

In order for the city to maintain its Aaa/AAA credit ratings, it must ensure that certain measures of debt remain within the ranges that the rating agencies deem acceptable for a Aaa/AAA credit, and it must adhere to a well-crafted, long range capital plan that provides predictability and demonstrates sound and prudent financial planning. For the city to implement its long-range infrastructure improvement plans, current maximum debt thresholds need to be reviewed and revised to accommodate the associated increases in capital investment. The city's independent bond consultant feels that increasing the city's Debt Service as a Percentage of Expenditures and Per Capita Debt thresholds to 12.5% and \$5,000, respectively, will not have an adverse effect on the city's bond rating. Table 1, below, details the city's performance relative to recommended maximum thresholds.

Table 1 – Debt Ratio Measures – Recommended Maximum Thresholds

Debt Ratio Measures	Total Debt as a Percentage of Fair Market Value	Debt Service as a Percentage of Expenditures	Per Capita Debt
FY 2018-19 (current)	1.4%	7.9%	\$2,830
FY 2019-20 (recommended)	1.6%	8.2%	\$3,275
Recommended Maximum Threshold	2.0%	12.5%	\$5,000

Total debt as a percentage of the fair market value of all taxable property is an important measure of debt capacity. A ratio of less than 2% is considered favorably by the rating agencies. Norwalk's current and recommended ratios are less than this threshold. Norwalk's current recommended debt service to expenditure ratios are 7.9% and 8.2%, respectively. The rating agencies consider ratios below 5% to be low, from 5% to 15% to be moderate, and above 15% high.

Table 2 below details the key debt benchmarks of the capital plan based on financing the previously authorized projects and the new authorization in the recommended capital plan. Due to the recent investment in the city’s schools, this recommended five year plan generates several years of increasing debt ratios. *Debt service as a percentage of expenditures* peaks at 11.9% in Fiscal Year 2024-25 and declines to 9.6% by Fiscal Year 2028-29. The *total debt per capita* metric reaches a maximum of \$4,463 in Fiscal Year 2022-23 and falls to \$3,350 in Fiscal Year 2028-29.

Table 2 – Projected City of Norwalk Debt Benchmarks – FY 2018-19 through FY 2028-29

Debt Measures	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Debt as % of FMV	1.4%	1.6%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.6%	1.5%	1.4%
Debt Service, % of Expenditures	7.9%	8.2%	8.4%	9.5%	10.7%	11.7%	11.9%	11.5%	10.9%	10.3%	9.6%
Per Capita Debt	\$ 2,830	\$ 3,275	\$ 3,709	\$ 4,137	\$ 4,463	\$ 4,326	\$ 4,133	\$ 3,945	\$ 3,763	\$ 3,586	\$ 3,350
Net Indebtedness – FYE	\$ 252,236,071	\$ 294,028,978	\$ 335,569,578	\$ 377,088,972	\$ 409,840,829	\$ 400,179,195	\$ 385,253,895	\$ 370,503,558	\$ 356,036,214	\$ 341,805,738	\$ 321,697,851

C. Impact of the Capital Plan on Future Operating Budgets

In approving the capital budget, it is important to recognize that capital spending has a direct impact on the city’s future operating budgets and tax rates. Amounts that are borrowed must be repaid with interest over a period up to twenty years. After financing previously approved projects and the recommended capital plan, the city’s annual debt service paid from property taxes is projected to increase from \$28.1 million in FY 2018-19 to \$48.5 million in FY 2023-24, an increase of \$20.4 million. This translates into a 1.6 mill rate. Over the 5-year forecast period this is a 6.3% increase from the current average mill rate. The added debt service also increases the current 7.9% debt service as a percentage of the operating expenses to 11.7% in FY 2023-24. This metric begins declining toward historical levels in FY 2025-26, arriving at a rate of 9.6% in FY 2028-29.

Provided in Table 3 below is a summary of expected debt service over the five year plan and extends to a ten year projection.

Table 3 – Projected City of Norwalk General Fund Debt Service FY 2018-19 through FY 2028-29

Debt Service	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Current Debt Service	28,135,417	29,985,461	29,551,754	28,203,550	27,403,219	26,243,982	23,491,174	21,360,840	19,593,121	18,036,247	15,589,629
Increased Debt Service	0	0	2,189,025	8,841,102	15,545,898	22,247,528	27,173,214	29,177,586	29,592,468	30,057,116	30,547,864
Total Projected Debt Service	28,135,417	29,985,461	31,740,779	37,044,652	42,949,117	48,491,510	50,664,388	50,538,425	49,185,589	48,093,363	46,137,492

SUMMARY OF PROJECT REQUESTS AND RECOMMENDATIONS

The various departments of the City of Norwalk have requested a 5-year net capital plan totaling \$206.5 million. While all of the capital requests have merit, the city does not have the financial capacity to fund all projects while maintaining its debt ratio targets. Moreover, if all of the requests were approved, it would result in substantially higher debt service obligations requiring tax revenue support. For this reason, I am recommending reducing total requests to a 5-year gross total of \$174.8 million. The portion of this amount that would be repaid from property taxes with operating debt service over the life of the bonds is \$143.2 million. For the upcoming FY 2019-20, I have recommended a gross capital budget of \$51.7 million resulting in \$37.6 million of additional bonding. A brief description of the major projects recommended for FY 2019-20 follows:

Combined Dispatch:

The department's recommended budget totals **\$890,000** for the first phase replacement of the communication consoles that are at the end of their useful lives. The system is outside of its manufacturer support window and it is increasingly difficult to procure replacement parts. Radio communication is critical to operations and the new system will be compatible with the State Core Radio system.

Fire:

The department's recommended budget totals **\$1,809,000** primarily attributable to apparatus replacement for an aerial ladder that is at the end of its 15-year useful life cycle at a cost of \$1,350,000. Other projects include: portable radio replacement, \$411,000; building repairs, \$35,000; air compressor replacement, \$13,000.

Operations & Public Works

The department's recommended budget totals **\$9,700,000** for the following functional areas with the largest projects identified in each area:

- **Road Reconstruction total \$5,000,000:** City's pavement management program
- **Storm Water Management total \$300,000 :** For general drainage repair, replacement and new construction
- **Sidewalks total \$550,000** Annual appropriation for citywide sidewalks, curbing, and footpaths
- **Fleet total \$900,000 :** Two plow trucks and one new garbage truck.

- **Building Management total \$990,000** : Primarily related to **\$460,000** for city hall repairs including \$100,000 to replace 30 year old air handlers, \$250,000 for concert hall repairs related to roof leaks and \$110,000 for ADA compliance and reliability of 30 year old elevator service. **\$200,000** for police facilities to replace roof top units at the end of their useful lives that have developed refrigerant leaks. **\$190,000** for Ben Franklin school roof replacement, **\$50,000** for library repairs, **\$50,000** for unplanned replacement, **\$25,000** for energy conservation projects and equipment repairs and **\$15,000** for safety ladders.
- **Bridges total \$335,000** : \$300,000 for West Cedar Bridge and \$35,000 for inspections and structural repairs.
- **LED Street Lighting Conversion \$75,000** : Initial phase of street lighting conversion that is expected to save \$300,000 to \$450,000 per year in energy cost savings.

Transportation, Mobility & Parking

The department's recommended budget totals **\$800,000** to support budget funding for traffic signal replacement at \$400,000 ; fleet upgrade to replace a 20 year old bucket truck at \$150,000; Transportation Master Plan update at \$150,000; New sidewalk construction at \$50,000; Pavement markings for bikes at \$25,000; and Artistic Crosswalks for \$25,000.

Water Pollution Control (WPCA) and Norwalk Parking (NPA) Authorities

All debt service associated with WPCA and NPA projects will be repaid from the revenues of the individual authorities. The NPA requests **\$1,558,000** which is primarily attributed to vehicle guard rail installation, \$536,000; asphalt lot resurfacing, \$457,000; Painting the Haviland Deck, \$181,500; Healer-sealer repairs, \$151,000; electrical vehicle charging stations, \$107,000 and resurfacing and waterproofing projects, \$125,500.

The WPCA requests **\$5,700,000** for ongoing rehabilitation of the city's 180 miles of sanitary sewers; pump station and other facility upgrades.

Board of Education

The department's recommended budget totals **\$23,536,000** primarily for the following projects: Jefferson School renovation, \$9,000,000 ; Columbus School renovation, \$9,000,000 ; Facilities Master Plan Capital Needs; \$2,675,000 ; District Technology, \$517,000 ; Air Conditioning Program, \$500,000 ; Curriculum Materials & Textbooks, \$459,000 ; BMHS Marine Sciences Pathway Renovation, \$215,000 ; Capital Repairs and Replacements, \$200,000 ; District Paving, \$350,000; BMHS IAQ Recommendations, \$150,000 ; Furniture & Equipment, \$160,000 ; Rowayton Asbestos Abatement, \$100,000 ; Kendall Media Center, \$100,000; and Energy Conservation Program, \$110,000 .

Recreation and Parks

The department's recommended budget totals **\$2,875,000** for the following projects: West Rocks Soccer Complex, \$1,500,000 ; NHS court replacement due to water damage, \$550,000 ; Cranbury Park/Gallaher Estate building systems and interior waterproofing, \$200,000 Irving Freese Park, \$220,000 ; Vehicles, \$110,000 Calf Pasture Park concession renovation, \$95,000 ; Backstop & Fencing Improvements, \$50,000 ; Tree Planting, \$50,000 ; Open Space Fund, \$50,000 ; Paving Sidewalks Projects, \$25,000 and School & Playgrounds, \$25,000.

Library

The department's recommended budget totals **\$618,000** primarily related to \$450,000 for Main Library Parking & Expansion and \$96,000 for the GNLV Abatement/Renovation. The Greater Norwalk Literacy Volunteers (GNLV) section of the main library contains lead and asbestos that needs abatement and will be part of an overall renovation of this area. Other projects include: SONO branch repurposing, \$50,000; Book drop installation, \$12,000; and Norwalk newspaper digitization, \$10,000.

Historical Commission

The department's recommended budget of **\$2,713,000** is related to mechanical and safety upgrades at the Lockwood Mathews Mansion, \$2,500,000. The total cost of the project is \$7.5 million. \$5 million of this total will be provided by the state's Bonding Commission. Without this \$2.5 million investment in the project, the Historical Commission will forego state assistance. The remaining funding will provide critical repairs to the Mill Hill brick deterioration and roof failure in the Lockwood Mathews Mansion Verandah, \$213,000.

Redevelopment Agency

The department's recommended budget totals **\$750,000** for the following projects: Urban Core Infrastructure, \$250,000 ; Affordable Housing, \$250,000 and Waterfront Public Access, \$250,000 .

Information Technology

The department's recommended budget totals **\$592,000** for all citywide information technology projects, including funding for the city's technology refresh program for \$131,000, Windows and database server software license upgrades of \$157,000 and police system upgrades totaling \$119,000 among other smaller technology upgrade projects.

Human Relations and Fair Rent

The department's recommended budget totals **\$151,000** for the continuation of its citywide ADA compliance projects.

CONCLUSION

The recommended gross capital budget for FY 2019-20 totals \$51,745,000 . This is \$29,576,000 below the \$81,321,000 recommended capital for FY 2018-19. This reduction will accommodate the increased bonding required for the \$171,537,530 balance of authorized but unissued obligations primarily associated with the approved 5-year plan to upgrade Norwalk schools. Cash flow requirements of the approved and proposed capital projects will require a FY 2019-20 total bond issue of \$62,734,256 . With the city's existing debt profile, this is an amount of additional debt that the city can prudently afford, while still maintaining favorable debt ratio benchmarks and limiting the impact on future operating budgets.

I would like to thank the departments and agencies for their cooperation and assistance in compiling this capital budget, and commend my staff for their work in preparing this document. I look forward to assisting the Planning Commission, the Board of Estimate and Taxation, and the Common Council in evaluating the capital requests and developing a workable, financially sound capital plan.

Respectfully Submitted,

Angela Fogel
Director, Management & Budgets

The City of Norwalk, Connecticut
5-YEAR CAPITAL REQUEST AND RECOMMENDATION
 February 1, 2019

Category	Growth	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Population	0.75%	89,123	89,792	90,465	91,144	91,827	92,516	93,210	93,909	94,613	95,323	96,038
Net Taxable GL	0.5%, 4.25%, 2.5%	12,281,559,564	12,803,525,846	13,123,613,992	13,451,704,342	13,787,996,950	14,132,696,874	14,486,014,296	14,848,164,653	15,219,368,770	15,599,852,989	15,989,849,314
Est. Full Value	calculated	17,545,085,092	18,290,751,208	18,748,019,989	19,216,720,488	19,697,138,501	20,189,566,963	20,694,306,137	21,211,663,791	21,741,955,385	22,285,504,270	22,842,641,877
Expense Budget		356,745,957	367,448,335	378,471,785	389,825,939	401,520,717	413,566,339	425,973,329	438,752,529	451,915,104	465,472,558	479,436,734
			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Current Outstanding Debt		271,524,880	252,236,071	186,159,382	165,575,111	145,034,857	123,147,550	101,503,154	81,734,187	63,319,281	46,124,227	29,933,954
Current Principal Reduction		(19,288,809)	(20,941,349)	(22,014,571)	(21,750,553)	(21,887,307)	(21,644,396)	(19,768,967)	(18,414,906)	(17,195,054)	(16,190,273)	(14,172,803)
Current Net Outstanding Debt		252,236,071	231,294,722	164,144,811	143,824,558	123,147,550	101,503,154	81,734,187	63,319,281	46,124,227	29,933,954	15,761,151
Current Debt Service		28,135,417	29,985,461	29,551,754	28,203,550	27,403,219	26,243,982	23,491,174	21,360,840	19,593,121	18,036,247	15,589,629
Beginning Outstanding Debt		271,524,880	252,236,071	297,824,578	345,826,678	396,132,328	442,625,205	444,077,666	438,344,370	430,537,341	419,365,786	407,880,225
Prior Authorized but Unissued	267,566,939		51,461,259	55,441,547	67,587,484	64,142,025	28,934,625	25,389,180	24,659,770	21,559,650	21,559,650	13,859,775
Requested Capital (less authorized/unissued)	61,945,022	\$0	\$15,068,597	\$14,575,125	\$9,171,420	\$13,890,030	\$9,239,850	\$9,239,850	\$9,239,850	\$9,239,850	\$9,239,850	\$7,699,875
Request Outstanding Debt		271,524,880	318,765,927	367,841,249	422,585,582	474,164,383	480,799,680	478,706,696	472,243,990	461,336,841	450,165,286	429,439,875
Request Principal Reduction		(19,288,809)	(20,941,349)	(22,014,571)	(26,453,254)	(31,539,177)	(36,722,014)	(40,362,326)	(41,706,650)	(41,971,055)	(42,285,061)	(41,104,692)
Request Net Outstanding Debt		252,236,071	297,824,578	345,826,678	396,132,328	442,625,205	444,077,666	438,344,370	430,537,341	419,365,786	407,880,225	388,335,183
Request Debt Service		28,135,417	29,985,461	31,873,221	38,356,123	45,090,176	51,765,289	54,959,853	56,098,014	56,135,728	55,839,286	54,028,008
Beginning Outstanding Debt		271,524,880	252,236,071	294,028,978	335,569,578	377,088,972	409,840,829	400,179,195	385,253,895	370,503,558	356,036,214	341,805,738
Prior Authorized but Unissued	240,302,789		51,461,259	52,278,547	61,675,734	56,243,875	18,643,375	15,997,480	16,634,670	16,454,550	16,454,550	10,577,925
Dir. Fin. Rec. (less authorized/unissued)	35,900,372	\$0	\$11,272,997	\$11,276,625	\$6,028,620	\$7,322,130	\$7,051,950	\$7,051,950	\$7,051,950	\$7,051,950	\$7,051,950	\$5,876,625
Recommended Outstanding Debt		271,524,880	314,970,327	357,584,149	403,273,932	440,654,977	435,536,154	423,228,625	408,940,515	394,010,058	379,542,714	358,260,288
Recommended Principal Reduction		(19,288,809)	(20,941,349)	(22,014,571)	(26,184,960)	(30,814,148)	(35,356,959)	(37,974,730)	(38,436,958)	(37,973,843)	(37,736,976)	(36,562,437)
Recommended Net Outstanding Debt		252,236,071	294,028,978	335,569,578	377,088,972	409,840,829	400,179,195	385,253,895	370,503,558	356,036,214	341,805,738	321,697,851
Recommended Debt Service		28,135,417	29,985,461	31,740,779	37,044,652	42,949,117	48,491,510	50,664,388	50,538,425	49,185,589	48,093,363	46,137,492
OS Debt to Fair Market Value (EQGL) %		Policy threshold less than 2.0%										
Current		1.4%	1.3%	0.9%	0.8%	0.6%	0.5%	0.4%	0.3%	0.2%	0.1%	0.1%
Request		1.4%	1.6%	1.8%	2.1%	2.3%	2.2%	2.1%	2.0%	1.9%	1.8%	1.7%
Director of Finance Rec.		1.4%	1.6%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.6%	1.5%	1.4%
Debt Service % of Expense Budget		Policy threshold less than 10%										
Current		7.9%	8.2%	7.8%	7.2%	6.8%	6.3%	5.5%	4.9%	4.3%	3.9%	3.3%
Request		7.9%	8.2%	8.4%	9.8%	11.2%	12.5%	12.9%	12.8%	12.4%	12.0%	11.3%
Director of Finance Rec.		7.9%	8.2%	8.4%	9.5%	10.7%	11.7%	11.9%	11.5%	10.9%	10.3%	9.6%
OS Debt Per Capita		Policy threshold less than \$3,000										
Current		2,830	2,576	1,814	1,578	1,341	1,097	877	674	488	314	164
Request		2,830	3,317	3,823	4,346	4,820	4,800	4,703	4,585	4,432	4,279	4,044
Director of Finance Rec.		2,830	3,275	3,709	4,137	4,463	4,326	4,133	3,945	3,763	3,586	3,350

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend

A1. POLICE

New	Scuba Dry Suits	0	15,000	15,000	0	0	0	0	0	0	0	0	15,000	15,000
New	Animal Control Van	0	38,000	38,000	0	0	0	0	0	0	0	0	38,000	38,000
New	Firing Range	0	0	0	125,000	125,000	0	0	0	0	0	0	125,000	125,000
New	Firearms Simulation System	0	0	0	0	0	0	0	95,000	0	0	95,000	95,000	95,000
New	Faro 360 Scanner	0	0	0	0	0	110,000	0	0	0	0	110,000	110,000	110,000
030	SUBTOTAL - POLICE DEPT.	\$0	\$53,000	\$53,000	\$125,000	\$125,000	\$110,000	\$0	\$95,000	\$0	\$0	\$0	\$383,000	\$178,000

A2. COMBINED DISPATCH

New	Communication Console	0	890,000	890,000	0	0	0	0	0	0	0	0	890,000	890,000
New	Radio System Replacement	0	0	0	13,500,000	13,500,000	0	0	0	0	0	0	\$13,500,000	\$13,500,000
C0615	Replacement of Portable Radios	1,500,000	0	0	0	0	0	0	0	0	0	0	0	0
036	SUBTOTAL - COMB. DISPATCH	\$1,500,000	\$890,000	\$890,000	\$13,500,000	\$13,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$14,390,000	\$14,390,000

B. FIRE

C0437	Apparatus Replacement	0	1,350,000	1,350,000	0	0	0	0	675,000	675,000	0	0	2,025,000	2,025,000
New	Portable Radio Upgrade	0	411,000	411,000	0	0	0	0	0	0	0	0	411,000	411,000
New	Battery Powered Extrication Equip.	0	100,000	0	0	0	0	100,000	0	0	0	0	100,000	100,000
C0486	Vehicles Replacement	0	63,000	0	0	0	0	63,000	110,000	0	0	110,000	173,000	173,000
C0385	Building Repairs Various Stations	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	175,000	175,000
New	Air Compressor	0	13,000	13,000	0	0	0	0	0	0	0	0	13,000	13,000
New	Security Cameras & Intercom System	0	21,000	0	0	0	0	0	0	0	0	0	21,000	0
New	Outdoor Sign	0	20,000	0	0	0	0	0	0	0	0	0	20,000	0
New	Training Tower	0	18,000	0	0	0	0	18,000	0	0	0	0	18,000	18,000
C0310	SCBA Airpacks, Facepieces	0	0	0	20,000	20,000	0	0	0	0	0	0	20,000	20,000
C0443	Fairfield Avenue Construction Match	0	0	0	50,000	50,000	0	0	0	0	0	0	50,000	50,000
C0616	Firetruck Intercom w/Headsets	10,000	0	0	0	0	0	0	0	0	0	0	0	0
031	SUBTOTAL - FIRE DEPARTMENT	\$45,000	\$2,031,000	\$1,809,000	\$105,000	\$105,000	\$35,000	\$216,000	\$820,000	\$710,000	\$35,000	\$145,000	\$3,026,000	\$2,985,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
C. OPERATIONS & PUBLIC WORKS														
C0496	A-1. James Street Bridge over Silvermine	150,000	0	0	0	0	0	0	0	0	0	0	0	0
C0315	A-2. Bridge Repairs	0	450,000	0	450,000	0	450,000	450,000	450,000	0	450,000	450,000	2,250,000	900,000
C0617	A-3. Structural Inspections & Repairs	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	175,000	175,000
New	A-4. West Cedar Bridge	0	300,000	300,000	300,000	300,000	100,000	100,000	0	0	0	0	700,000	700,000
	BRIDGES SUBTOTAL	185,000	785,000	335,000	785,000	335,000	585,000	585,000	485,000	35,000	485,000	485,000	3,125,000	1,775,000
C0313	B-1. Fleet Replacement	620,000	1,210,000	900,000	908,000	500,000	828,000	400,000	995,000	500,000	995,000	500,000	4,936,000	2,800,000
	FLEET SUBTOTAL	\$620,000	\$1,210,000	\$900,000	\$908,000	\$500,000	\$828,000	\$400,000	\$995,000	\$500,000	\$995,000	\$500,000	\$4,936,000	\$2,800,000
C0021	C-1. Pavement Management Program	5,000,000	6,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	26,000,000	25,000,000
	PAVEMENT PROGRAMS SUBTOTAL	\$5,000,000	\$6,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$26,000,000	\$25,000,000
C0318	C-2. Sidewalks & Curbing - Citywide	1,172,000	1,500,000	500,000	1,500,000	500,000	1,500,000	600,000	1,500,000	700,000	1,500,000	700,000	7,500,000	3,000,000
C0503	C-3. Footpath Replacement	0	100,000	50,000	100,000	100,000	300,000	150,000	300,000	200,000	300,000	200,000	1,100,000	700,000
	SIDEWALKS SUBTOTAL	\$1,172,000	\$1,600,000	\$550,000	\$1,600,000	\$600,000	\$1,800,000	\$750,000	\$1,800,000	\$900,000	\$1,800,000	\$900,000	\$8,600,000	\$3,700,000
C0302	C-4. General Drainage	250,000	250,000	250,000	250,000	250,000	500,000	250,000	500,000	250,000	500,000	250,000	2,000,000	1,250,000
C0440	D-1. Watercourse Maintenance	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	4,000,000
New	D-2. Dredging-Marinas and Easements	0	500,000	0	0	250,000	0	0	500,000	0	0	250,000	1,000,000	500,000
C0425	D-3. Stormwater Quality Management	0	840,000	0	552,000	200,000	358,000	100,000	342,000	100,000	250,000	100,000	2,342,000	500,000
New	D-4. Norwalk River Flood Control	0	150,000	50,000	150,000	150,000	0	0	0	0	0	0	300,000	200,000
New	D-5. Coastal Resiliency	0	0	0	0	150,000	250,000	0	250,000	0	250,000	150,000	750,000	300,000
	STORM WATER MANAGEMENT SUBTOTAL	\$250,000	\$1,740,000	\$300,000	\$1,952,000	\$2,000,000	\$2,108,000	\$1,350,000	\$2,592,000	\$1,350,000	\$2,000,000	\$1,750,000	\$10,392,000	\$6,750,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
C0439	E-1. City Hall Repairs & Improvements	345,000	610,000	460,000	480,000	180,000	453,000	250,000	203,000	50,000	203,000	50,000	1,949,000	990,000
C0583	E-2 Sidewalk Curb Building Management	0	0	0	50,000	25,000	0	0	0	0	0	0	50,000	25,000
C0476	E-3. Various City Buildings - Gen. Capital Repairs	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
C0119	E-4. Public Works Center - Repairs/Improvement	55,000	0	0	147,000	147,000	45,000	45,000	0	0	0	0	192,000	192,000
C0327	E-5. Energy Conservation Various Locations	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	125,000
New	E-6. Branch Library	0	85,000	25,000	52,000	25,000	225,000	25,000	50,000	25,000	0	25,000	412,000	125,000
C0133	E-7. Main Library Repairs and Improvements	0	40,000	25,000	112,000	25,000	10,000	25,000	415,000	25,000	0	25,000	577,000	125,000
C0543	E-8. Var Buildings Environmental Remediation	0	20,000	0	20,000	0	0	0	0	0	0	0	40,000	0
C0266	E-9. Nathaniel Ely	0	94,000	0	150,000	0	35,000	0	0	0	750,000	0	1,029,000	0
New	E-10. Norwalk Museum	0	0	0	30,000	0	0	30,000	0	0	0	0	30,000	30,000
C0137	E-11. Police Facilities	0	200,000	200,000	200,000	200,000	250,000	0	100,000	0	0	0	750,000	400,000
C0295	E-12. Ben Franklin	190,000	190,000	190,000	10,000	10,000	200,000	100,000	135,000	100,000	55,000	100,000	590,000	500,000
C0594	E-13. Roosevelt	0	0	0	0	0	0	0	125,000	125,000	0	0	125,000	125,000
New	E-14. Health Department	0	30,000	0	0	0	0	0	0	0	0	0	30,000	0
New	E-14. Safety Ladders	0	15,000	15,000	0	0	0	0	0	0	0	0	15,000	15,000
	BUILDING MANAGEMENT SUBTOTAL	\$665,000	\$1,359,000	\$990,000	\$1,326,000	\$687,000	\$1,293,000	\$550,000	\$1,103,000	\$400,000	\$1,083,000	\$275,000	\$6,164,000	\$2,902,000
C0233	F-1. Tree Planting General	10,000	60,000	50,000	60,000	50,000	60,000	50,000	60,000	50,000	60,000	50,000	300,000	250,000
	TREE PLANTING SUBTOTAL	\$10,000	\$60,000	\$50,000	\$60,000	\$50,000	\$60,000	\$50,000	\$60,000	\$50,000	\$60,000	\$50,000	\$300,000	\$250,000
C0471	G-1. East Avenue Reconstruction	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	0	0	1,000,000	1,000,000	0	0	4,000,000	4,000,000
C0234	G-2 FHWA Local Match	0	450,000	0	450,000	250,000	450,000	250,000	450,000	250,000	450,000	250,000	2,250,000	1,000,000
New	G-3. Glover Avenue Infrastructure Improvements	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	0	0	4,000,000	0
New	G-4. Infrastructure Reinvestment (Capital Reserve)	0	0	0	100,000	0	1,000,000	0	1,000,000	0	2,000,000	0	4,100,000	0
	SAFETEALU MATCH SUBTOTAL	\$1,000,000	\$2,950,000	\$1,500,000	\$3,050,000	\$1,750,000	\$2,450,000	\$250,000	\$3,450,000	\$1,250,000	\$2,450,000	\$250,000	\$14,350,000	\$5,000,000
New	G-5. LED Street Light Conversion	0	1,750,000	75,000	0	800,000	0	400,000	0	400,000	100,000	0	1,850,000	1,675,000
New	G-6. Right-of-Way Use Policy Study (all Utilities)	0	0	0	0	0	75,000	75,000	0	0	0	0	75,000	75,000
New	G-7. State Projects Non-participating city standard amenities	0	0	0	0	0	200,000	175,000	300,000	175,000	500,000	175,000	1,000,000	525,000
	PUBLIC WORKS OTHER SUBTOTAL	\$0	\$1,750,000	\$75,000	\$0	\$800,000	\$275,000	\$650,000	\$300,000	\$575,000	\$600,000	\$175,000	\$2,925,000	\$2,275,000
040	SUBTOTAL - PUBLIC WORKS	\$8,902,000	\$17,454,000	\$9,700,000	\$14,681,000	\$11,722,000	\$14,399,000	\$9,585,000	\$15,785,000	\$10,060,000	\$14,473,000	\$9,385,000	\$76,792,000	\$50,452,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
D. TRANSPORTATION, MOBILITY & PARKING														
C0232	A-1. Traffic Signal Replacement	0	400,000	400,000	400,000	400,000	425,000	400,000	425,000	400,000	450,000	400,000	2,100,000	2,000,000
New	A-2. East Avenue-Green Pedestrian Crosswalk Signa	0	200,000	0	0	0	0	200,000	0	0	0	0	200,000	200,000
C0528	A-3 Traffic Signal System Enhancements	0	50,000	0	50,000	0	50,000	0	50,000	0	50,000	0	250,000	0
C0581	A-4 RRFB Crosswalk Signs	0	30,000	0	30,000	25,000	30,000	25,000	30,000	25,000	30,000	25,000	150,000	100,000
New	A-5 Artistic Crosswalk Signs	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	125,000
C0514	B-1 Transporation Master Plan Update	0	150,000	150,000	500,000	150,000	0	150,000	500,000	150,000	500,000	150,000	1,650,000	750,000
C0407	B-2 Norwalk River Valley Trail	0	150,000	0	150,000	0	0	0	150,000	0	150,000	0	600,000	0
C0441	B-3 Safe Routes to School Project	0	225,000	0	225,000	0	225,000	500,000	250,000	0	250,000	250,000	1,175,000	750,000
New	B-4 New Sidewalk Construction	0	100,000	50,000	100,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	400,000
New	B-5 West/Belden Mott Intersection	0	0	0	0	0	1,500,000	0	0	0	0	0	1,500,000	0
New	B-6 Hamilton Street Staircase	0	0	0	700,000	0	0	0	0	0	0	0	700,000	0
New	B-7 Pedestrian Crosswalk-40 Cross Street Trail	0	0	0	0	0	0	0	275,000	0	0	0	275,000	0
New	B-8 Traffic Signal - Scribner at I-95	0	0	0	0	0	0	0	450,000	0	0	0	450,000	0
New	B-9 Hunt Street/Wich Lane Sidewalks	0	100,000	0	550,000	0	0	0	0	0	0	0	650,000	0
C0562	C-1 Pavement Markings	50,000	0	0	150,000	150,000	75,000	75,000	75,000	75,000	75,000	75,000	375,000	375,000
C0598	C-2 Pavement Markings for Bikes	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	125,000
New	D-1 Fleet Equipment	0	150,000	150,000	80,000	0	75,000	75,000	0	0	80,000	0	385,000	225,000
													0	0
031	SUBTOTAL - TMP	\$50,000	\$1,605,000	\$800,000	\$2,985,000	\$825,000	\$2,530,000	\$1,575,000	\$2,355,000	\$800,000	\$1,735,000	\$1,050,000	\$11,210,000	\$5,050,000

E. PARKING AUTHORITY														
C0303	1. Parking Facilities	717,000	1,558,000	1,558,000	912,000	912,000	610,000	610,000	840,000	840,000	950,000	950,000	4,870,000	4,870,000
C0465	2. Revenue Control Equipment	295,000	0	0	250,000	250,000	200,000	200,000	250,000	250,000	200,000	200,000	900,000	900,000
	SUBTOTAL - PARKING AUTHORITY	\$1,012,000	\$1,558,000	\$1,558,000	\$1,162,000	\$1,162,000	\$810,000	\$810,000	\$1,090,000	\$1,090,000	\$1,150,000	\$1,150,000	\$5,770,000	\$5,770,000

F. WATER POLLUTION CONTROL AUTHORITY														
C0361	1. Collection System Rehabilitation	5,000,000	3,000,000	3,000,000	0	0	1,000,000	1,000,000	0	0	1,000,000	1,000,000	5,000,000	5,000,000
C0360	2. Pump Station Upgrade	4,000,000	2,700,000	2,700,000	0	0	1,800,000	1,800,000	0	0	1,200,000	1,200,000	5,700,000	5,700,000
New	3. Supplemental Treatment Upgrade	0	0	0	0	0	750,000	750,000	0	0	0	0	750,000	750,000
C0363	SCADA and I&C Systems	100,000	0	0	0	0	0	0	0	0	0	0	0	0
	SUBTOTAL - WPCA	\$9,100,000	\$5,700,000	\$5,700,000	\$0	\$0	\$3,550,000	\$3,550,000	\$0	\$0	\$2,200,000	\$2,200,000	\$11,450,000	\$11,450,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
G. BOARD OF EDUCATION														
C0619	1. Jefferson School	23,902,000	9,000,000	9,000,000	0	0	0	0	0	0	0	0	9,000,000	9,000,000
C0619	2. Columbus School	20,762,000	9,000,000	9,000,000	0	0	0	0	0	0	0	0	9,000,000	9,000,000
C0610	3. Facilities Master Plan Implementation	12,815,000	2,675,000	2,675,000	5,415,000	5,415,000	3,364,000	3,364,000	10,446,000	10,446,000	10,750,000	10,750,000	32,650,000	32,650,000
New	4. BMHS Marine Sciences Pathway Renovation	0	215,000	215,000	0	0	0	0	0	0	0	0	215,000	215,000
New	5. Air Conditioning Program	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
C0112	6. Instructional Technology	1,000,000	517,000	517,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	3,517,000	3,517,000
C0609	7. Curriculum Materials & Textbooks	150,000	459,000	459,000	150,000	150,000	150,000	150,000	0	0	0	0	759,000	759,000
C0587	8. Capital Repairs and Replacements	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000
New	9. Rowayton Asbestos Abatement	0	100,000	100,000	0	0	0	0	0	0	0	0	100,000	100,000
New	10. Furniture & Equipment	0	407,000	160,000	0	0	0	0	0	0	0	0	407,000	160,000
New	11. BMHS IAQ Recommendations	0	150,000	150,000	0	0	0	0	0	0	0	0	150,000	150,000
New	12. Kendall Media Center	0	100,000	100,000	0	0	0	0	0	0	0	0	100,000	100,000
C0516	13. District Paving & Concrete	225,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000	1,750,000
C0621	14. Energy Conservation Program	110,000	110,000	110,000	110,000	110,000	0	0	0	0	0	0	220,000	220,000
New	15. BMHS Learning Commons Furniture	0	0	0	120,000	0	0	0	0	0	0	0	120,000	0
C0623	16. District Vehicles	100,000	0	0	0	0	75,000	75,000	0	0	0	0	75,000	75,000
New	17. Silvermine Dual Language Expansion	0	0	0	0	0	0	0	12,000,000	0	0	0	12,000,000	0
New	18. 1B Middle Years Program	0	0	0	0	0	0	0	0	0	0	0	0	0
New	NHS Band Uniforms	94,000	0	0	0	0	0	0	0	0	0	0	0	0
050	SUBTOTAL - BOARD OF ED.	\$59,358,000	\$23,783,000	\$23,536,000	\$7,595,000	\$7,475,000	\$5,389,000	\$5,389,000	\$24,246,000	\$12,246,000	\$12,550,000	\$12,550,000	\$73,563,000	\$61,196,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
H. RECREATION & PARKS														
C0486	1. Vehicles	283,000	155,000	110,000	240,000	240,000	120,000	75,000	65,000	65,000	45,000	45,000	625,000	535,000
C0321	2. Basketball & Tennis Courts	170,000	1,000,000	550,000	100,000	50,000	675,000	50,000	100,000	50,000	100,000	50,000	1,975,000	750,000
C0364	3. School & Park Playgrounds	150,000	125,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000	125,000
C0366	4. Cranbury Park/Gallaher Estate	0	705,000	200,000	250,000	200,000	1,250,000	200,000	105,000	105,000	0	0	2,310,000	705,000
C0365	5. Calf Pasture Beach	85,000	95,000	95,000	1,400,000	700,000	575,000	250,000	0	250,000	0	250,000	2,070,000	1,545,000
New	6. Irving Freese Park	0	220,000	220,000	390,000	200,000	210,000	500,000	515,000	200,000	375,000	200,000	1,710,000	1,320,000
C0518	7. Nathan Hale Athletic Com	0	175,000	0	0	0	0	175,000	0	0	0	0	175,000	175,000
New	8. Broad River Baseball Complex	0	95,000	0	2,000,000	0	0	0	0	0	0	0	2,095,000	0
C0370	9. Tree Planting	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
C0623	10. Testa Field Turf Replacement	542,000	0	0	500,000	0	0	500,000	0	0	0	0	500,000	500,000
C0631	11. West Rocks Soccer Complex	80,000	2,200,000	1,500,000	0	700,000	0	0	0	0	0	0	2,200,000	2,200,000
C0131	12. Backstop and Fencing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
C0588	13. Paving Sidewalk Project	25,000	60,000	25,000	60,000	25,000	60,000	25,000	60,000	25,000	60,000	25,000	300,000	125,000
C0472	14. Park Garage	92,000	75,000	0	0	0	0	75,000	0	0	0	0	75,000	75,000
C0367	15. Veterans Memorial Park	83,000	0	0	425,000	0	1,800,000	425,000	0	0	0	0	2,225,000	425,000
C0372	16. Open Space Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
New	17 Turf Softball	0	45,000	0	0	0	0	0	0	0	0	0	45,000	0
New	18. Oyster Shell Park	0	0	0	250,000	0	600,000	300,000	600,000	300,000	0	300,000	1,450,000	900,000
C0624	Nathan Hale Fountain	45,000	0	0	0	0	0	0	0	0	0	0	0	0
060	SUBTOTAL - REC. AND PARKS	\$1,705,000	\$5,100,000	\$2,875,000	\$5,790,000	\$2,290,000	\$5,465,000	\$2,750,000	\$1,620,000	\$1,170,000	\$755,000	\$1,045,000	\$18,730,000	\$10,130,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
I. LIBRARY														
New	1. GNLV Abatement/Renovation	0	96,000	96,000	0	0	0	0	0	0	0	0	96,000	96,000
C0605	2. SONO Branch Repurposing	0	94,000	50,000	0	44,000	0	0	0	0	0	0	94,000	94,000
New	3. Book Drop	0	12,000	12,000	0	0	0	0	0	0	0	0	12,000	12,000
C0548	4. Norwalk Newspaper Digitization	20,000	10,000	10,000	50,000	20,000	38,000	20,000	33,000	20,000	0	0	131,000	70,000
New	5. Main Library Parking & Expansion	0	450,000	450,000	956,000	956,000	0	0	0	0	0	0	1,406,000	1,406,000
C0625	Professional Painting	18,000	0	0	0	0	0	0	0	0	0	0	0	0
C0626	Norwalk History Room Equipment	10,000	0	0	0	0	0	0	0	0	0	0	0	0
062	SUBTOTAL - LIBRARY	\$48,000	\$662,000	\$618,000	\$1,006,000	\$1,020,000	\$38,000	\$20,000	\$33,000	\$20,000	\$0	\$0	\$1,739,000	\$1,678,000

J. HISTORICAL COMMISSION														
C0521	1. ADA Access Mill Hill	30,000	80,000	80,000	250,000	250,000	0	0	0	0	0	0	330,000	330,000
C0092	2. L- M Mansion Roof Repair	75,000	133,000	133,000	0	0	0	0	0	0	0	0	133,000	133,000
C0186	3. L-M Mansion Code & Repairs	85,000	2,500,000	2,500,000	350,000	0	350,000	0	200,000	0	350,000	0	3,750,000	2,500,000
C0533	4. Museum Collection Archive/Cataloging	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	40,000
C0549	5. Lockwood House ADA Access	375,000	125,000	0	58,000	58,000	150,000	0	50,000	0	0	0	383,000	58,000
C0430	6. Smith Street Buildings	100,000	100,000	0	25,000	25,000	100,000	25,000	150,000	25,000	0	0	375,000	75,000
C0294	7. Cemetery Site Work	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	100,000	0
C0574	8. LWPA Murals	50,000	50,000	0	0	0	0	0	0	0	0	0	50,000	0
063	SUBTOTAL - HISTORICAL COMM.	\$725,000	\$3,018,000	\$2,713,000	\$713,000	\$343,000	\$630,000	\$35,000	\$430,000	\$35,000	\$380,000	\$10,000	\$5,171,000	\$3,136,000

K. REDEVELOPMENT AGENCY														
C0288	1. Affordable Housing	250,000	500,000	250,000	500,000	250,000	500,000	250,000	500,000	250,000	500,000	250,000	2,500,000	1,250,000
New	2. Urban Core Infrastructure Projects	0	500,000	250,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	4,500,000	2,250,000
C0467	3. Waterfront Public Access	0	500,000	250,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	4,500,000	2,250,000
C0591	4. Façade Improvements Redev	0	300,000	0	300,000	0	300,000	100,000	300,000	0	300,000	0	1,500,000	100,000
C0287	Wall Street Improvements	500,000	0	0	0	0	0	0	0	0	0	0	0	0
009	SUBTOTAL - REDEV. AGENCY	\$750,000	\$1,800,000	\$750,000	\$2,800,000	\$1,250,000	\$2,800,000	\$1,350,000	\$2,800,000	\$1,250,000	\$2,800,000	\$1,250,000	\$13,000,000	\$5,850,000

L. INFORMATION TECHNOLOGY														
C0375	1. Citywide IT Projects	453,000	592,000	592,000	330,000	330,000	280,000	280,000	283,000	283,000	284,000	284,000	1,763,938	1,763,938
006	SUBTOTAL - IT	\$453,000	\$592,000	\$592,000	\$330,000	\$330,000	\$280,000	\$280,000	\$283,000	\$283,000	\$284,000	\$284,000	\$1,769,000	\$1,769,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
M. HEALTH														
C0612	1. Health Building Upgrades	0	0	0	16,000	16,000	0	0	0	0	0	0	16,000	16,000
020	SUBTOTAL - HEALTH	\$0	\$0	\$0	\$16,000	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0	\$16,000	\$16,000
N. HUMAN RELATIONS AND FAIR RENT														
C0536	1. ADA Compliance	30,000	151,000	151,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,101,000	751,000
010	SUBTOTAL - HR & FAIR RENT	\$30,000	\$151,000	\$151,000	\$500,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,101,000	\$751,000
O. PLANNING & ZONING														
New	1. P&Z Office Upgrades	40,000	0	0	0	0	0	0	0	0	0	0	0	0
033	SUBTOTAL - P&Z	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL		\$83,718,000	\$64,397,000	\$51,745,000	\$51,308,000	\$40,313,000	\$36,186,000	\$25,710,000	\$49,707,000	\$27,814,000	\$36,512,000	\$29,219,000	\$238,110,000	\$174,801,000

The City of Norwalk, Connecticut
5-YEAR CAPITAL PLAN
 January 29, 2019

DEPARTMENT		2018-2019	2019-20		2020-21		2021-22		2022-23		2023-24		5-YR TOTAL	
Proj. #	Priority, Project Description	Council Approved	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend	Department Request	Finance Recommend
DEPARTMENT SUMMARY														
	POLICE DEPARTMENT	0	53,000	53,000	125,000	125,000	110,000	0	95,000	0	0	0	383,000	178,000
	COMBINED DISPATCH	1,500,000	890,000	890,000	13,500,000	13,500,000	0	0	0	0	0	0	14,390,000	14,390,000
	FIRE DEPARTMENT	45,000	2,031,000	1,809,000	105,000	105,000	35,000	216,000	820,000	710,000	35,000	145,000	3,026,000	2,985,000
	PUBLIC WORKS	8,902,000	17,454,000	9,700,000	14,681,000	11,722,000	14,399,000	9,585,000	15,785,000	10,060,000	14,473,000	9,385,000	76,792,000	50,452,000
	TRANSPORATION, MOBILITY & PARKING	50,000	1,605,000	800,000	2,985,000	825,000	2,530,000	1,575,000	2,355,000	800,000	1,735,000	1,050,000	11,210,000	5,050,000
	PARKING AUTHORITY	1,012,000	1,558,000	1,558,000	1,162,000	1,162,000	810,000	810,000	1,090,000	1,090,000	1,150,000	1,150,000	5,770,000	5,770,000
	WPCA	9,100,000	5,700,000	5,700,000	0	0	3,550,000	3,550,000	0	0	2,200,000	2,200,000	11,450,000	11,450,000
	BOARD OF EDUCATION	59,358,000	23,783,000	23,536,000	7,595,000	7,475,000	5,389,000	5,389,000	24,246,000	12,246,000	12,550,000	12,550,000	73,563,000	61,196,000
	RECREATION & PARKS	1,705,000	5,100,000	2,875,000	5,790,000	2,290,000	5,465,000	2,750,000	1,620,000	1,170,000	755,000	1,045,000	18,730,000	10,130,000
	LIBRARY	48,000	662,000	618,000	1,006,000	1,020,000	38,000	20,000	33,000	20,000	0	0	1,739,000	1,678,000
	HISTORICAL COMMISSION	725,000	3,018,000	2,713,000	713,000	343,000	630,000	35,000	430,000	35,000	380,000	10,000	5,171,000	3,136,000
	REDEVELOPMENT AGENCY	750,000	1,800,000	750,000	2,800,000	1,250,000	2,800,000	1,350,000	2,800,000	1,250,000	2,800,000	1,250,000	13,000,000	5,850,000
	INFORMATION TECHNOLOGY	453,000	592,000	592,000	330,000	330,000	280,000	280,000	283,000	283,000	284,000	284,000	1,769,000	1,769,000
	HEALTH	0	0	0	16,000	16,000	0	0	0	0	0	0	16,000	16,000
	HUMAN RELATIONS & FAIR RENT	30,000	151,000	151,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,101,000	751,000
	SIXTH TAXING DISTRICT	0	0	0	0	0	0	0	0	0	0	0	0	0
	PLANNING & ZONING	40,000	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		\$83,718,000	\$64,397,000	\$51,745,000	\$51,308,000	\$40,313,000	\$36,186,000	\$25,710,000	\$49,707,000	\$27,814,000	\$36,512,000	\$29,219,000	\$238,110,000	\$174,801,000
LESS: REVENUES														
	LOCIP	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	3,750,000	3,750,000
	PARKING AUTHORITY	1,012,000	1,557,094	1,557,094	1,162,000	1,162,000	810,000	810,000	1,090,000	1,090,000	1,150,000	1,150,000	5,769,094	5,769,094
	WPCA	9,100,000	5,700,000	5,700,000	0	0	3,550,000	3,550,000	0	0	2,200,000	2,200,000	11,450,000	11,450,000
	HISTORICAL COMMISSION	0	0	0	0	0	0	0	0	0	0	0	0	0
	BOARD OF EDUCATION	14,824,000	6,161,250	6,161,250	812,250	812,250	504,600	504,600	1,566,900	1,566,900	1,612,500	1,612,500	10,657,500	10,657,500
	SIXTH TAXING DISTRICT	300,000	0	0	0	0	0	0	0	0	0	0	0	0
	SUBTOTAL REVENUES	\$25,986,000	\$14,168,344	\$14,168,344	\$2,724,250	\$2,724,250	\$5,614,600	\$5,614,600	\$3,406,900	\$3,406,900	\$5,712,500	\$5,712,500	\$31,626,594	\$31,626,594
NET AMOUNT TO BE BONDED		\$57,732,000	\$50,228,656	\$37,576,656	\$48,583,750	\$37,588,750	\$30,571,400	\$20,095,400	\$46,300,100	\$24,407,100	\$30,799,500	\$23,506,500	\$206,483,406	\$143,174,406