

---

---

# 2016-2017 ADOPTED BUDGET

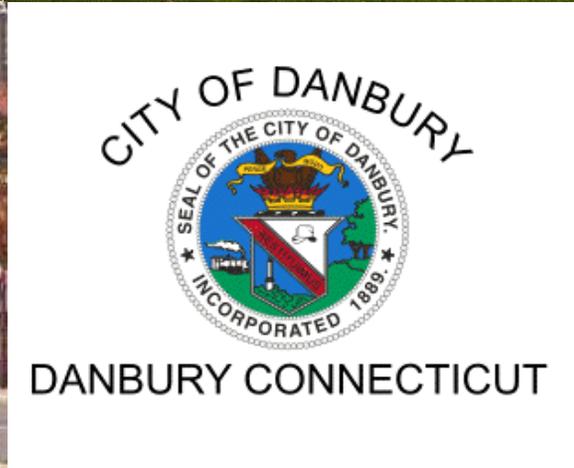
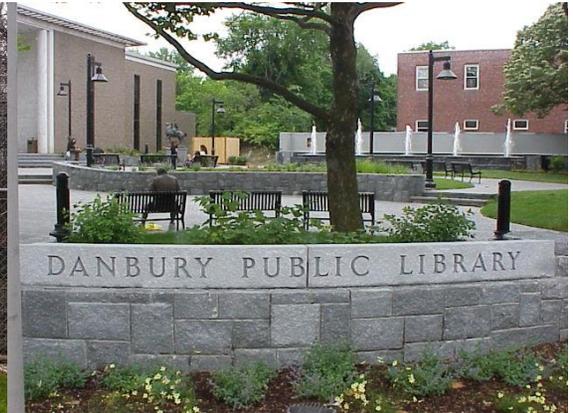
---

---



**MARK D. BOUGHTON, MAYOR**

**CITY OF DANBURY  
CONNECTICUT**



CITY OF DANBURY  
2016-2017 ADOPTED BUDGET BOOK

TABLE OF CONTENTS

|                                                                   | Page Number |
|-------------------------------------------------------------------|-------------|
| <u>TABLE OF CONTENTS</u> .....                                    | i-iii       |
| <u>PREFACE</u>                                                    |             |
| City of Danbury Overview and History .....                        | 1-4         |
| GFOA Distinguished Budget Presentation Award .....                | 5           |
| <u>MAYOR'S MESSAGE</u>                                            |             |
| City of Danbury Mission Statement .....                           | 6           |
| City Council Members .....                                        | 7           |
| Mayors Message .....                                              | 8-11        |
| Executive Summary .....                                           | 12-21       |
| Budget Assumptions .....                                          | 22-24       |
| Budget Overview and Major Initiatives By Fund.....                | 25-30       |
| <u>BUDGET SUMMARIES</u>                                           |             |
| Organization Chart .....                                          | 31          |
| Boards and Commissions.....                                       | 32          |
| Operating Budget Procedures.....                                  | 33-39       |
| Financial Policies, Objectives and Economic Considerations .....  | 40-47       |
| Budget Calendar .....                                             | 48          |
| Financial Structure and Basis of Accounting.....                  | 49-52       |
| Expenditure Categorization of Trend Analysis .....                | 53-54       |
| Summary of Revenues, Exp and Changes in General Fund Balance..... | 55          |
| Undesignated Unassigned Fund Balance 10 Year History .....        | 56          |
| Summary of Sources and Uses.....                                  | 57-58       |
| Summary of Sources and Uses - Pie Chart.....                      | 59          |
| General Fund Budget Summary .....                                 | 60          |
| Summary of Operating Expenditures - By Department .....           | 61-66       |
| Revenue Budget and Trend Analysis.....                            | 67-73       |
| General Fund Indirect Revenue .....                               | 74-79       |
| Long-Term Financial Planning .....                                | 80-87       |
| <u>GENERAL FUND</u>                                               |             |
| Expenditures by Function - Pie Chart.....                         | 88          |
| General Government                                                |             |
| City Council .....                                                | 89-90       |
| Mayor's Office .....                                              | 91-94       |
| Office of Project Excellence .....                                | 95-98       |

|                                                           | Page Number |
|-----------------------------------------------------------|-------------|
| <u>GENERAL FUND, CONTINUED</u>                            |             |
| Legislative Assistant.....                                | 99-101      |
| Probate Court .....                                       | 102-103     |
| Registrar of Voters .....                                 | 104-107     |
| Director of Finance .....                                 | 108-113     |
| Information Technology.....                               | 114-117     |
| Bureau of Assessments .....                               | 118-122     |
| Board of Assessment Appeals .....                         | 123-125     |
| Tax Collector .....                                       | 126-130     |
| Purchasing Department.....                                | 131-134     |
| Corporation Counsel .....                                 | 135-137     |
| Town Clerk .....                                          | 138-142     |
| Permit Coordination.....                                  | 143-145     |
| Planning & Zoning .....                                   | 146-150     |
| Office of Business Advocacy (Formerly Economic Dev) ..... | 151-153     |
| Conservation Commission .....                             | 154-155     |
| Human Resources.....                                      | 156-158     |
| Fair Rent Commission.....                                 | 159-160     |
| Candlewood Lake Authority .....                           | 161-162     |
| Public Buildings .....                                    | 163-171     |
| Public Safety                                             |             |
| Police Department.....                                    | 172-177     |
| Fire Department .....                                     | 178-185     |
| Building Inspector.....                                   | 186-189     |
| Civil Preparedness .....                                  | 190-191     |
| Consumer Protection.....                                  | 192-194     |
| Unified Neighborhood Inspection Team (UNIT) .....         | 195-198     |
| Airport.....                                              | 199-204     |
| HART.....                                                 | 205-207     |
| Public Works                                              |             |
| Director of Public Works .....                            | 208-211     |
| Highway.....                                              | 212-217     |
| Park Maintenance .....                                    | 218-221     |
| Forestry .....                                            | 222-225     |
| Equipment Maintenance.....                                | 226-229     |
| Recycling and Solid Waste.....                            | 230-231     |
| Engineering Department .....                              | 232-235     |
| Construction Services .....                               | 236-238     |

CITY OF DANBURY  
2016-2017 ADOPTED BUDGET BOOK

TABLE OF CONTENTS

|                                                                    | Page Number |
|--------------------------------------------------------------------|-------------|
| <u>GENERAL FUND, CONTINUED</u>                                     |             |
| Health and Welfare                                                 |             |
| Health and Human Services.....                                     | 239-244     |
| Veterans' Advisory .....                                           | 245-247     |
| Elderly Services.....                                              | 248-251     |
| Elderly Transportation .....                                       | 252-253     |
| Community Services .....                                           | 254-255     |
| Culture and Recreation                                             |             |
| Danbury Public Library .....                                       | 256-260     |
| Long Ridge Library .....                                           | 261-263     |
| Department of Recreation .....                                     | 264-267     |
| Tarrywile Park Authority .....                                     | 268-269     |
| Cultural Commission .....                                          | 270-271     |
| Lake Kenosia Commission.....                                       | 272-273     |
| Charles Ives Authority .....                                       | 274-275     |
| Danbury Museum Historical Society Authority .....                  | 276-277     |
| Pension and Other Benefits                                         |             |
| Risk Management .....                                              | 278-281     |
| Debt Service                                                       |             |
| Debt Service .....                                                 | 282         |
| Capital, Contingency, Other Financing Uses                         |             |
| Capital, Contingency, Other Financing Uses.....                    | 283         |
| Employee Service Benefits & Discounts                              |             |
| Employee Service Discounts.....                                    | 284         |
| Discounts.....                                                     | 285         |
| <u>AMBULANCE FUND</u>                                              |             |
| EMS Ambulance Fund Mission Statement.....                          | 286         |
| Summary of Sources and Uses - Ambulance Pie Chart.....             | 287         |
| Summary of Revenues, Exp and Changes in Ambulance Net Assets ..... | 288         |
| Summary of Revenue and Expenditures .....                          | 289         |
| Ambulance Fund Revenue .....                                       | 290         |
| Ambulance Fund Adopted Expense .....                               | 291         |
| Ambulance Vehicle and Non-Vehicle Inventory .....                  | 292         |
| EMS Historical Activity Chart.....                                 | 293         |

|                                                                 | Page Number |
|-----------------------------------------------------------------|-------------|
| <u>ANIMAL CONTROL FUND</u>                                      |             |
| Animal Control Fund Mission Statement .....                     | 294         |
| Animal Control Performance Measurements.....                    | 295         |
| Summary of Sources and Uses - Animal Control Pie Chart .....    | 296         |
| Summary of Revenues, Exp and Changes in Fund Balance.....       | 297         |
| Animal Control - Summary of Revenues and Expenditures .....     | 298         |
| Animal Fund Revenue Budget.....                                 | 299         |
| Animal Control Fund Adopted Expense Budget.....                 | 300-301     |
| Animal Control Fund Table Organization .....                    | 302         |
| <u>EDUCATION</u>                                                |             |
| BOE Members .....                                               | 303         |
| BOE Mission Statement and Objectives.....                       | 304         |
| BOE Revenue.....                                                | 305         |
| BOE Budget.....                                                 | 306         |
| BOE Expenditure History.....                                    | 307         |
| BOE State Aid-Local Share .....                                 | 308         |
| BOE Staffing History.....                                       | 309         |
| BOE Enrollment History .....                                    | 310         |
| Performance Measurements .....                                  | 311         |
| <u>SEWER FUND</u>                                               |             |
| Sewer Fund Mission Statement.....                               | 312         |
| Sewer Performance Measurements .....                            | 313         |
| Summary of Revenues and Exp - Sewer Pie Chart.....              | 314         |
| Summary of Revenues, Exp and Changes in Sewer Net Assets .....  | 315         |
| Sewer Fund Adopted Expense Budget .....                         | 316-318     |
| Sewer Fund Revenue Budget .....                                 | 319-320     |
| Combined Schedule of Bonded Debt Through Maturity - Sewer.....  | 321         |
| <u>WATER FUND</u>                                               |             |
| Water Fund Mission Statement .....                              | 322         |
| Performance Measurements .....                                  | 323         |
| Summary of Sources and Uses - Water Pie Chart .....             | 324         |
| Summary of Revenues, Exp and Changes in Water Net Assets.....   | 325         |
| Water Fund Revenue Budget.....                                  | 326-327     |
| Water Fund Expenditures Budget .....                            | 328-334     |
| Combined Schedule of Bonded Debt Through Maturity - Water ..... | 335         |

CITY OF DANBURY  
2016-2017 ADOPTED BUDGET BOOK

TABLE OF CONTENTS

|                                                                 | Page Number |
|-----------------------------------------------------------------|-------------|
| Water Fund Table of Organization .....                          | 336         |
| <u>CAPITAL</u>                                                  |             |
| Capital Introduction, Overview and Capital Budget Process ..... | 337-339     |
| Capital Budget Financing .....                                  | 340         |
| Impact of Capital Investments on Operating Budget .....         | 341-346     |
| Statement of Debt Limits .....                                  | 347         |
| City Indebtedness and Debt Limits .....                         | 348         |
| Summary of Exp, Revenues and Changes in Fund Balance .....      | 349         |
| Combined Schedule of Bonded Debt Through Maturity .....         | 350         |
| Outstanding Short Term Debt .....                               | 351         |
| Ratio of Debt Service to General Fund Expenditures .....        | 352         |
| Ratio of Bonded Debt to Assessed Value and Per Capita .....     | 353         |
| Capital Lease Schedule .....                                    | 354         |
| Mayors Recommended City Projects .....                          | 355-359     |
| Summary of Approved CIP Programs By Fund .....                  | 360         |
| Approved CIP Projects .....                                     | 361-370     |
| Unfunded Capital Requests .....                                 | 371-374     |
| <u>INTERNAL SERVICE FUND</u>                                    |             |
| Risk Management Mission Statement .....                         | 375         |
| Performance Measurements .....                                  | 376         |
| Risk Management and Employee Benefits Revenue .....             | 377         |
| Risk Management and Employee Benefits Expenses .....            | 378-379     |
| Risk Management Table Organization .....                        | 380         |
| Workers Compensation Revenue Budget .....                       | 381         |
| Workers Compensation Expenses .....                             | 382         |
| Pension and OPEB Revenue .....                                  | 383         |
| Pension and OPEB Expenses .....                                 | 384         |
| <u>SUPPLEMENTAL SUMMARIES</u>                                   |             |
| Percent Breakdown of Adopted Budgets .....                      | 385         |
| Budget Statistics .....                                         | 386         |
| Tax Collection Rates .....                                      | 387         |
| Assessed Value Chart .....                                      | 388         |
| Grand List and Ten Largest Taxpayers .....                      | 389         |
| Your Tax Dollar at Work .....                                   | 390         |
| Mill Rate Ten Year History .....                                | 391         |

|                                                               | Page Number |
|---------------------------------------------------------------|-------------|
| <u>SUPPLEMENTAL SUMMARIES, CONTINUED</u>                      |             |
| Full Time Budgeted Head Count .....                           | 392-393     |
| Full Time Budgeted Head Count Chart .....                     | 394         |
| Unassigned FB as a Percentage of Budgetary Expenditures ..... | 395         |
| Miscellaneous Statistics .....                                | 396         |
| Demographics - Age, Income, and Education .....               | 397         |
| Demographic - Population Trend .....                          | 398         |
| City of Danbury Bargaining Units and Major Employers .....    | 399         |
| Building Permit History and Employment by Industry .....      | 400         |
| <u>GLOSSARY</u>                                               |             |
| Glossary .....                                                | 401-414     |

## CITY OF DANBURY, CONNECTICUT

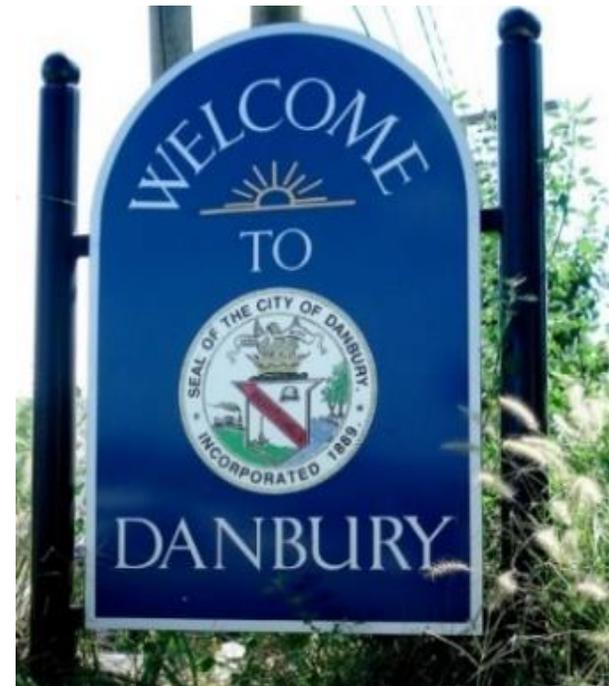
Danbury is the largest city in northern Fairfield County and the 7<sup>th</sup> largest City in Connecticut. Danbury has been recognized, for the seventh year in a row, as the fourth safest largest city in Connecticut and second safest in all of New England. The City is 44.3 square miles (42.1 square miles of land and 2.2 square miles of water) and has 242 miles of streets. Traversed by I-84 and Route 7, and adjacent to I-684, Danbury is easily accessible to New York City, Hartford and Norwalk, all of which are within 60 miles. Danbury is also accessible by Danbury Municipal Airport, which is the second busiest municipal airport in the New England region.

According to the 2014 U.S. Census, Fairfield County is one of the wealthiest counties in the United States, with a median household income of \$83,163 for the County, and \$65,981 for the City. Danbury, with a population of 83,784, is diversely populated. Residents represent more than 60 nationalities, and students entering Danbury public schools speak over 45 different languages. Danbury is a hub for retail shopping, and the Danbury Fair Mall remains the largest mall in New England.

Cultural activities abound in the City through Richter Park, which was ranked by the Boston Globe in the top ten places to play in New England, Candlewood Lake – the largest main-made lake in New England, Tarrywile Park and Mansion and several other smaller sites, museums and festivals. Western Connecticut State University, one of four State Universities, is located in the City.

The City was incorporated in 1889 and operates under a Charter that was last revised in November, 2009. The City is governed by a Mayor, who serves a two-year term and a twenty-one member City council, two from each of the seven City wards, and seven at-large. The current City Council consists of 15 Republicans and 6 Democrats. The Mayor is the chief executive and the City Council is the legislative body.

The City of Danbury's municipal government provides a full range of services including education, police, fire, planning and zoning, constructions and maintenance of highways, streets, storm and sanitary sewers and infrastructure, health and social services, parks and recreational activities, cultural events and a municipal airport. Approximately 2,000 full-time municipal and Board of Education employees provide services to the Danbury community.



## A BRIEF HISTORY OF DANBURY

“Danbury’s location has been the key to its success.” This statement remains as true today as it was when Danbury served as a supply depot for the Patriots in the Continental Army during the American Revolution. Eight families from the Norwalk and Stamford areas settled in Danbury in 1684. The founding fathers, Thomas Barnum, James Beebe, James Benedict, Samuel Benedict, Francis Bushnell, Judah Gregory, John Hoyt, and Thomas Taylor wanted to name their new town, Swampfield, but in October 1687 the general court decreed that the town would be named after Danbury in Essex, England. Trade flourished between Danbury and the coastal towns. As Danbury grew, local farmers had a surplus of food, but were unable to supply all of the goods required by its residents, which created a need for a turnpike. Later, as farms were being established in outlying areas, paths and trails branched out from the original main street of the town. Eventually, Danbury became a hub for travel and business, being equidistant from New York and Hartford, and at the intersection of the north-south route from Litchfield County to Long Island Sound.

After the British looted and burned Danbury (known as “Tyron’s Raid”) in April of 1777, fewer people farmed the land. Danbury became a base of trade for the local craftsmen, who produced hats, combs, hoes, harnesses, cloth, tin ware and clocks. The first hat factory was established in 1780, and Danbury acquired the nickname: “The Hat City” (but was also known as the “Hat City of the World”) because of its hat manufacturing industry. The industry flourished throughout the 1800’s until a general economic slowdown in the 1890’s precipitated a gradual decline in the hatting industry.

However, the industry was somewhat revived by orders from the federal government during World War I and the fashion trends of the 1920’s. The Great Depression was the beginning of the final decline of the hatting industry and the last hat factory closed in 1987.

It is estimated that the City’s hatting industry produced over 5,000,000 hats per year at the peak of the industry.

Most of the factories were located along the banks of the Still River, which was an important part of the hat manufacturing success since large quantities of water were needed for the process.



## A BRIEF HISTORY OF DANBURY (continued)

As new businesses and manufacturing shops developed in the center of town, they became distinct from the rural community, and Main Street and the surrounding area were granted borough privileges in 1822. Just prior to World War I, most of the growth was in the central business district, while the town remained rural and agricultural. With the introduction of the automobile, improvements were made to main highways and new State routes were constructed. The new roadsides attracted additional business: gasoline stations, repair garages, produce stands, refreshment stands, just to name a few. In the 1920's and 1930's, farming declined and the rural areas saw many changes: roads were paved, city people began to build homes in the countryside, and the Wooster School was established. The automobile also gave individuals the option to travel outside of the central business district, and new shopping centers and smaller businesses were developed outside of town. Danbury was incorporated on April 19, 1889, but it was not until 1965 that the Town of Danbury and the City of Danbury merged into what is today's City of Danbury.

The population in Danbury steadily grew from its first settlement, however the town did experience a decline prior to World War I. The population increased again in the 1920's, jobs increased, and Danbury retained its notoriety as a regional trading center.

Candlewood Lake, the largest body of fresh water in Connecticut, was also created during this decade, which eventually led to the development of homes, seasonal cottages and farms. Lake front acreage was highly sought after by speculators and developers, and subsequently many lakefront communities were established. In 1928, several local aviators purchased Tucker Field (near what is now the Danbury Fair Mall) and leased the property to the town for an airport, which is now known as Danbury Municipal Airport.



After World War II, Danbury experienced a major housing boom. In two decades, the population increased by 67%. As per the Housatonic Valley Council of Elected Officials, "The boom in residential growth reflected not only the outward expansion of the New York metropolitan area and easy accessibility of the Danbury area for commuting to other centers, but also a significant turnaround in Danbury's economy."

In the ten-year period between the 2000 census and the 2010 census, the population increased by 8.1% (state population increased by 4.9%). In today's Danbury, the City's elected officials remain committed to providing its high quality of municipal services as more homes, condominiums, and apartment buildings are constructed to meet the increase in population and the growth in economic development.

## SEAL OF DANBURY

“**We have Restored**” and “**Let Us Go Forward**” are the mottoes on the official Seal of Danbury. “**We have Restored**” is the central motto and appears on the red diagonal band across the shield. The second motto appears in the beak of the phoenix rising from the fiery crown at the top of the shield. The seal also depicts: Establishment of the railroad in 1852, the hatting industry (symbolized by the derby hat), Wooster Monument, a reference to the British burning of Danbury in 1777, water symbolizing the flood of 1869 caused by a break in the Kohanza Reservoir dam, and the elm trees signifying Elmwood Park.



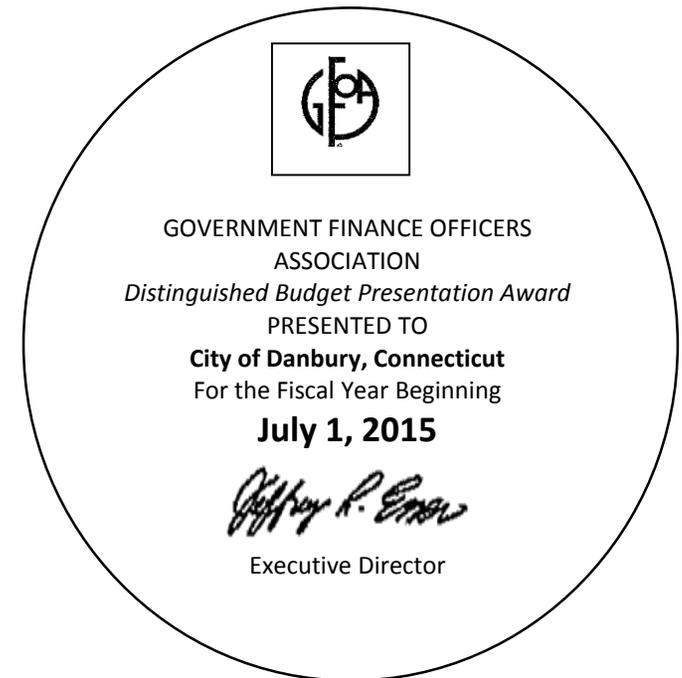
SOURCES: Images of America, Danbury, Danbury Museum and Historical Society, Wikipedia website - history of Danbury, HVCEO website, “Changing Land Use in Danbury, Connecticut”, and looking for adventure website, “History of Danbury, Connecticut.”

## GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

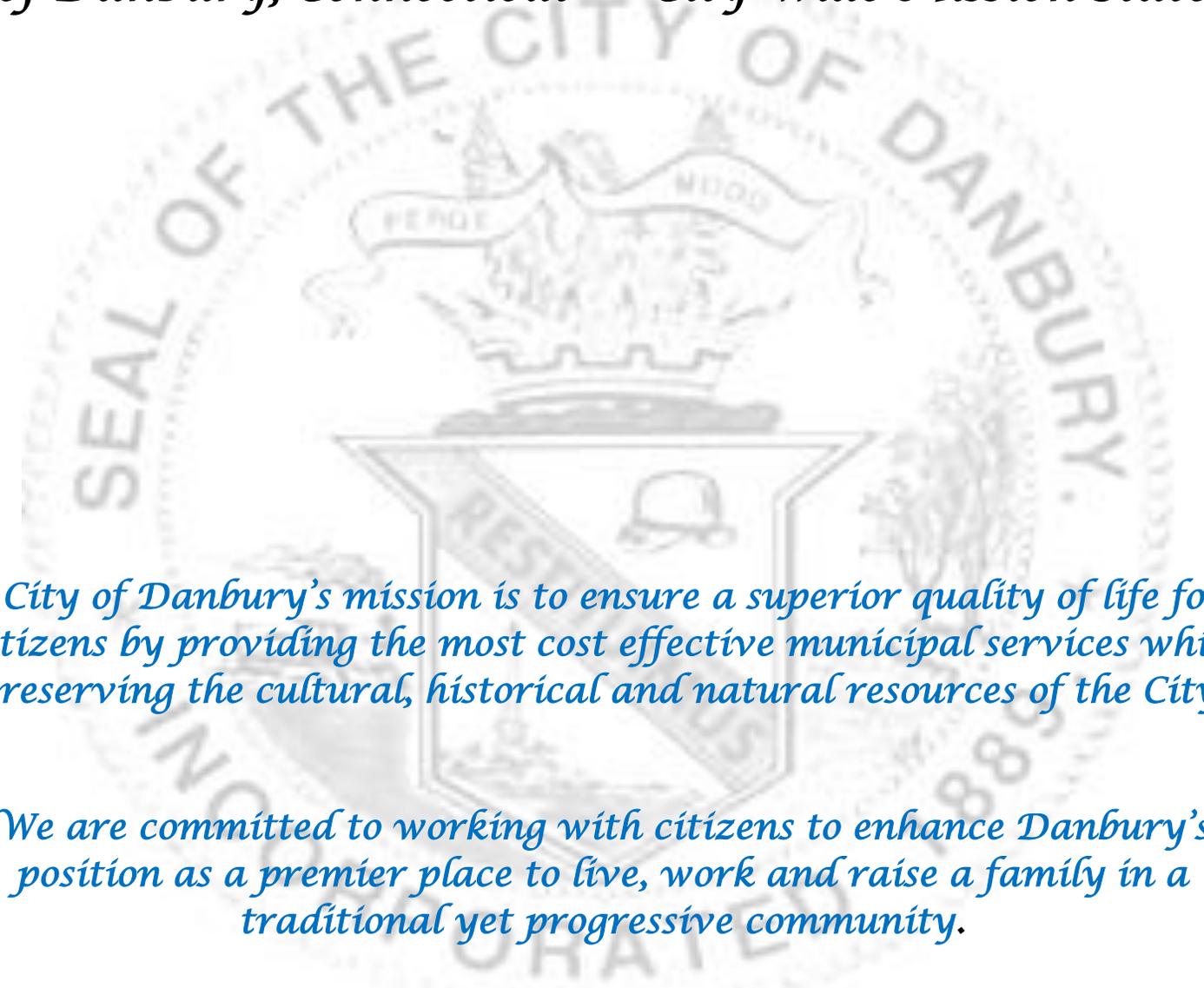
The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

Each budget document submitted to the program is evaluated separately by three reviewers. Each reviewer rates a given budget document as being either no proficient, proficient, or outstanding in regard to 27 specific criteria. The criteria structure of the Budget Awards Program evaluates budget documents in four major categories: as a policy document, a financial plan, an operating guide and a communications device. The reviewer also provides an overall rating for each of the basic categories. To receive the award, a budget document must be rated either proficient or outstanding by at least two of the three reviewers for all four basic categories, as well as for 14 of the 27 specific criteria identified as "mandatory."

*The GFOA presented a Distinguished Budget Presentation Award to the City of Danbury, Connecticut for its most recent budget document, the 2015-2016 Adopted Budget, and for the previous eleven years. The awarded is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.*



*City of Danbury, Connecticut City-Wide Mission Statement*

The seal of the City of Danbury, Connecticut, is a circular emblem. It features a central shield with a bell, topped by a crown. Above the crown is a banner with the word "VERGE". The shield is surrounded by a circular border containing the text "SEAL OF THE CITY OF DANBURY" and "INCORPORATED 1788".

*The City of Danbury's mission is to ensure a superior quality of life for its citizens by providing the most cost effective municipal services while preserving the cultural, historical and natural resources of the City.*

*We are committed to working with citizens to enhance Danbury's position as a premier place to live, work and raise a family in a traditional yet progressive community.*

**CITY OF DANBURY**  
**Honorable Mark D. Boughton, Mayor**

**CITY COUNCIL MEMBERS**

| <b>At Large</b>       |     |
|-----------------------|-----|
| Christina Chieffalo   | (R) |
| Philip D. Curran      | (R) |
| Michael J. Esposito   | (R) |
| Jack Knapp            | (R) |
| Warren Levy           | (R) |
| Gregg William Seabury | (R) |
| Andrew Wetmore        | (R) |

| <b>1<sup>ST</sup> Ward</b> |     |
|----------------------------|-----|
| Irving M. Fox              | (R) |
| John Priola                | (R) |

| <b>2<sup>nd</sup> Ward</b> |     |
|----------------------------|-----|
| Vinny DiGilio              | (R) |
| Elmer Palma                | (R) |

| <b>3<sup>rd</sup> Ward</b> |     |
|----------------------------|-----|
| Christopher J. Arconti     | (R) |
| Joseph A. Cavo*            | (R) |



| <b>4<sup>th</sup> Ward</b> |     |
|----------------------------|-----|
| John J. Esposito III       | (D) |
| Thomas J. Saadi            | (D) |

| <b>5<sup>th</sup> Ward</b> |     |
|----------------------------|-----|
| Duane E. Perkins           | (D) |
| Fred Visconti              | (D) |

| <b>6<sup>th</sup> Ward</b> |     |
|----------------------------|-----|
| Benjamin Chianese          | (D) |
| Paul T. Rotello            | (D) |

| <b>7<sup>th</sup> Ward</b> |     |
|----------------------------|-----|
| Nancy Cammisa              | (R) |
| Joseph Scozzafava          | (R) |

\*President of City Council

City Council Members were elected on November 5, 2015 for a two year term. Their term expires on December 1, 2017.



**CITY OF DANBURY  
OFFICE OF THE MAYOR  
DANBURY, CONNECTICUT 06810**

**MARK D. BOUGHTON  
MAYOR**

**(203) 797-4511  
FAX: (203) 796-1666**

July 1, 2016

The Members of the City Council  
The Citizens of the City of Danbury

I am pleased to present the Adopted Budget for the fiscal year commencing July 1, 2016 and ending on June 30, 2017.

The citizens of Danbury can be proud that through your committed efforts, our community continues to stand out and be recognized throughout the country as a City on the rise and leading the way into a bright and prosperous future.

As a City government, we remain steadfast in our commitment to follow the Citywide Mission Statement which strives to balance the preservation of our Danbury heritage in an ever-changing world, while meeting the increasing demands for municipal services and the associated costs for its' delivery. However, the most important aspect is and will always be that deep rooted sense of understanding of what is most valuable in our Danbury community, its people and our quality of life. The guiding principles of the Citywide Mission Statement stated so eloquently is:

*To ensure a superior quality of life for its citizens by providing the most cost effective municipal services while preserving the cultural, historical and natural resources of the City. We are committed to working with citizens to enhance Danbury's position as a premier place to live, work and raise a family in a traditional yet progressive community.*

## Mayor's Message (Continued)

**Quality of life means providing, creating, and promoting: a first rate educational system for our students; comprehensive recreational opportunities to our citizens; a business friendly environment to attract and retain employers to enhance job growth; and a vibrant and exciting cultural life in our community for all ages to enjoy.** The FY 2016-2017 Adopted Budget prominently illustrates our steadfast commitment to the City's Mission Statement by making significant investments in our Schools, Public Safety, Community, Parks, the paving and maintaining our City streets and infrastructure while presenting the most cost effective plan for the delivery of these municipal services.

Preserving a superior quality of life that we are fortunate enough to enjoy here in Danbury doesn't come easily nor should it ever waiver, especially during difficult economic times. We are reminded each time we pass through many of our once great neighboring communities throughout New England who waived at a time when they needed to stand firm to protect and preserve their quality of life.

The preservation of Danbury's quality of life means continuing to invest in and properly maintain:

- (1) The City's infrastructure -- with ongoing drainage, sidewalk, and road improvement projects
- (2) Our school buildings – by investing in energy efficiency projects to reduce long-term costs, replacing roofs and making necessary repairs
- (3) Our transportation network
- (4) Recreational facilities
- (5) Creating/expanding new educational programs to address the achievement gap

**The City has hired a full-time Main Street Enforcement Officer for the UNIT – the Unified Neighborhood Inspection Team -- to focus on quality-of-life issues.** Ten years ago, I created the Unified Neighbor Inspection Team (U.N.I.T.) to respond to quality of life complaints through enforcement and education and the results have proven its tremendous success every year since. Enforcement actions and remediation are published on the City's website. Residents are also educated on the City's zoning regulations while new property owners receive a welcome packet describing the "Do's and Don'ts" of living in our City. This strategy has proven to be highly effective and efficient by all measures. The UNIT Team addresses 1,200 calls/issues annually again having a significant impact on resolving quality of life complaints from our citizens. Furthermore, CityLine 311 was also created initiated as a part of our UNIT operation, which fields and responds to approximately 10,000 calls annually. To improve efficiency and effectiveness, call taking services for CityLine 311 has been outsourced to our existing dispatch services vendor (IXP Corp) which will leverage for additional cost savings.

## Mayor's Message (Continued)

***I recently announced a new initiative with the creation of the Office of Business Advocacy which essentially modernizes, updates and rebrands the Office of Economic Development to be more reflective to the specific needs of the Danbury economic environment.*** One of the things we have learned is that the marketplace has changed in terms of economic development. While we all want the big corporations to come to Danbury and we want those that are already here to stay, those are few and far between. The big businesses have the resources and if they need to, will come into the Mayor's Office. The smaller businesses do not have the same kind of resources and may need someone to assist them or be their advocate as they seek guidance in resolving their issues. Danbury has always been a business friendly community and this is just another way of going that extra mile to ensure their success.

Yet, such initiatives must be done within a framework that does not create an undue burden upon our taxpayers and should provide a sustainable and measurable return on our investment. As such, when appropriate, funds obtained from selling old assets will continue be used to reinvest into other necessary capital projects and initiatives which provide long-term benefits to the community while reducing the current tax burden.

***Danbury continues to be recognized as one of the safest large cities in Connecticut and in New England while continuing to be highly rated by Connecticut periodicals as one of the top cities to live in.*** In 2016, the City will reinstitute Danbury Police foot patrols on Main Street on a permanent basis to provide a stronger security presence. We have purchased the house adjacent to the Danbury Police Station and are in the design stages of a new pocket park dedicated to the public safety workers who gave their lives protecting our residents.

***The Danbury Labor Market unemployment remains the lowest in the state at 5.1% while our job recovery of lost jobs from the Great Recession has been significantly faster than any other area of the state.***

***The water rates are also the lowest in Connecticut while the sewer rates are among the lowest in the state. Danbury continues to be highly rated by Connecticut periodicals as one of the top cities to live in.***

After many years of planning, conservative business practices and the simple good fortunate of living where we do, Danbury residents have many reasons to be optimistic. The incremental increases in General Fund spending has declined year after year and we are on target for the state mandated 2.5% spending cap for FY2018.

Mayor's Message (Continued)

**IN CONCLUSION**

The FY 2016-2017 Budget will illustrate the many difficult choices and sacrifices that continue to be made by all City departments in order to present a balanced plan of operations designed to provide essential municipal services and offer quality of life initiatives most needed in the City's neighborhoods. I remain steadfast in my commitment to keeping the costs of running government to a minimum so the property tax burden is as low as possible to homeowners and business owners, while delivering real value for their tax dollar.

The FY 2016-2017 Budget plan is a finely tuned financially strong plan that includes only what is needed to preserve Danbury's quality of life and nothing more. The City has reprioritized our spending plan where appropriate and challenges all of our employees to deliver public services more efficiently. Moreover, the plan places the minimum burden possible on our taxpayers consistent with sound financial practices.

The Great Recession of 2008 has taught us that government can help its taxpayers and residents best by planning ahead and always remaining as lean and efficient as possible which will lead to a sustainable and stronger community. We must remain vigilant in our fiscal restraint, and continue to take this tremendous opportunity for all of us, especially in government, to think "outside the box" to find extraordinary solutions to deal with extraordinary problems and offer situations without adding any more burden than absolutely necessary to the struggling taxpayer.

I would like to thank all of the department heads and other City staff involved in the budget preparation process for the many long hours working diligently on the budget. I would like to thank the members of the City Council who spent several weeks working diligently on the budget. And most of all, I would like to express my sincere gratitude to the citizens of Danbury who have provided me with many valuable insights and suggestions, which we have incorporated into the adopted plan.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'M. D. Boughton', written in a cursive style.

Mark D. Boughton  
Mayor

## Executive Summary - FY 2016-2017 Budget

The FY 2016-2017 Budget totals \$244,100,000, an increase of \$6,400,000 (2.69%) in general fund spending as compared to the 2015-2016 Adopted Budget. The FY 2016-2017 Budget was strategically developed with the future in mind to manage cost trends downward while ensuring affordability to the Danbury taxpayer and continuing to provide a high quality of life for our citizenry. Danbury is well known and respected throughout the state and the region for being innovative and for providing real strong leadership in taking bold steps into uncharted areas to protect the interests of its residents and taxpayers.

The initial 2016-2017 Budget requests from all general fund departments totaled \$250.9 million, which is an increase of \$13.2 million (5.6%) from the 2015-2016 Adopted Budget: \$129.5 million from the Board of Education (\$5.7 million or a 4.6% increase); and \$121.4 from City Departments (\$7.5 million or a 6.6% increase). All budget requests have been carefully considered to ensure that the City's priorities are sufficiently funded to achieve its goals and objectives. In doing so, the FY 2016-2017 Budget will reflect spending trends for current and proposed initiatives throughout the City Departments.

While the FY 2016-2017 Budget represents an operational plan for the next twelve months, we are already working on our plan for following year (FY 2017-2018) to cap the growth of general fund expenditures for FY 2017-2018 at 2.5% or less. This is not a new strategy for the City of Danbury – in fact, business decisions (contracts) are made continuously to contain and/or reduce current and future operating costs. Some of the more visible initiatives over the last several years include the SmartGov Project, “Go Green”/paperless initiatives, CRM Project, outsourcing of: Dispatch Center, Information Technology, Grants administration to United Way, Pension Administration, and, etc. Streamlining government means that services are delivered more efficiently and effectively, at a cost that is usually less but always more containable (predictable) to minimize the impact to the growth of expenditures and the mill rate to taxpayers.

The 2.5% Spending Cap for municipalities will also be mandated by the state as summarized by the Connecticut Conference of Municipalities...

*“Beginning in FY 18, OPM will place a cap on municipal spending. The cap will limit “general budget expenditures” to 2.5 percent above the previous year or the rate of inflation rate, whichever is greater. There are several exemptions to the cap: Debt service; Special education expenditures; Expenditures for implementing court orders; Arbitration awards; Expenditures related to a major disaster or emergency declaration by the president or issued by the governor under the civil preparedness law; and any municipal revenue sharing grant distributed to a special taxing district.”*

## Executive Summary (Continued)

*“The penalty for exceeding the cap will be 50 cents for every dollar the municipality spends over the cap. OPM will require each municipality to provide information on whether or not it has exceeded the cap and by how much. This will be done through a form created by OPM. Municipalities must add language to their tax bills informing taxpayers of the penalty for going over the spending cap. The statement must be in the following form: “The state will reduce grants to your town if local spending increases by more than 2.5 percent from the previous fiscal year.”*

Since 2008, the cost reduction/containment initiatives have been on-going and the City has been steadily decreasing its growth in general fund expenditures each year. Consequently, the City of Danbury has been moving towards its own expenditure cap regardless of the state mandate and will continue to do so. The City of Danbury has prepared itself very well to be fully compliant with the 2.5% spending cap in FY 2018 as required by the State.

### Budgetary Highlights

***The FY 2016-2017 Budget totals \$244,100,000, an increase of \$6,400,000 (2.69%) as compared to FY 2015-2016 Adopted Budget. The Mill Rate of 28.68 represents a slight increase of 0.42 mills or 1.49%. The typical homeowner with a fair market value of \$275,000 and two cars will see a very modest increase in their taxes of about \$22.50 per quarter or \$90 per year.***

The summary of the FY 2016-2017 spending plan as compared to the FY 2015-2016 Adopted Budget is as follows:

- ❖ **\$2.2 million (1.8%) – Education** – Increased funding for operations (BOE requested \$5.7 million)
- ❖ **\$1.6 million (70.2%) – Capital Projects** – Prior to the current year, total capital projects funding level was about \$5.5 million. However, the proceeds from the \$3.2 million property sale were used to maintain that level of funding for capital projects in FY 2015-2016. The capital projects funding level from the general fund will be \$3.9 million for FY 2016-2017, requiring \$1.6 million of new budgetary funding. As we have done in the past, we will continue to gradually increase general fund allocations to capital projects as it deemed affordable to do so.
- ❖ **\$1.3 million (9.7%) – Employee/Retiree Benefits** – Health, dental, prescriptions, worker’s compensation, disability, etc. based upon claim experience.
- ❖ **\$0.9 million (2.0%) – Employee Wages** – Contractual wage increases of 2.75% plus/minus positions and timing of promotions.
- ❖ **\$0.6 million (1.6%) – Purchased Services** – Outsourced Information Technology Services, 311 help desk, Liability/auto/property insurances
- ❖ **(\$0.2) million (-4.7%) – Materials & Supplies** – Cost savings associated with lower pricing for motor/diesel fuel, heating oil, and electric

## Executive Summary: Budgetary Highlights (Continued)

Most of the other expense account lines have either been reduced to reflect their current spending levels or have remained flat at the current budget levels. Fortunately, the departments have been very frugal with their budgetary funds as demonstrated by a downward spending trend over the last several years, well positioning the City to achieve the 2.5% spending cap for FY 2018.

### **Striving for Cost Savings**

Each year, department heads are instructed to review their individual department mission to ensure that the essence of the citywide mission statement is an integral component of the budget development process. Each year, they are asked to reflect upon mission statements and goals in context of these difficult economic times and to focus on the most cost effective and efficient means of delivery of services while maintaining the highest level of commitment in meeting our citizens' needs. Specifically, departments were asked to evaluate the effectiveness of their programs and processes to gauge the level of success and to offer "out of the box" solutions or alternatives.

The Finance Department continues to regularly meet with department heads and key personnel to discuss targeted technology improvements which may lead to process improvements and cost saving opportunities. The Department of Finance Budget Team was instructed to cross-analyze every budgetary line item by department, division, and citywide to search for additional opportunities for budgetary reductions, containment and to squeeze out any remaining unnecessary excess from the budget to ensure the most cost effective delivery of services for the Danbury taxpayer.

The City has also formed strategic alliances and partnerships with the Board of Education, other communities, and businesses in our efforts to reduce and contain costs or improve services when in the City's interests to do so. The departments continue to exceed expectations by tightly managing their budgets, working together to lower costs, and taking the initiative to seek out saving opportunities.

The old adage of "doing more with less" by finding more efficient ways to run government is just as important today as it ever was. I am proud and grateful that my dedicated department heads continue to do "more with less" year after year. Because of their efforts, the City ended the last five fiscal years with surpluses, albeit very small, and no appropriated fund balance had to be used. Each department's mission incorporates the administration's goal of providing high-quality, cost-effective municipal services while educating residents about the programs and services being offered by the City of Danbury.

## Executive Summary: Budgetary Highlights (Continued)

### **Office of Project Excellence (OPE)**

The Citywide analysis of its operations, which became known as “**the SmartGov Project**,” completed by our external consultants from Blum Shapiro lead to the creation of the Office of Project Excellence (OPE). The Office of Project Excellence strives to bring the departments together and enhance communications to ensure that we strive towards meeting the objectives as identified in the “playbook.” The “playbook” was provided and intended to help the City get started with practical and tangible strategic moves so we can follow the next steps to take deliberate action into a better, more progressive city, a “City of the Future.” Such changes are intended to provide long-term and sustainable cost savings and revenue enhancements. The City has already seen its return on investment with the Office of Project Excellence completing most of “quick hits” from the “playbook” and realizing real savings as a result. The “City of the Future” will move forward with a strategic plan that will establish clear goals and objectives while prioritizing and promoting continuous improvement of services to the public at an affordable cost.

### **Efficiency through Technology**

The city continues to streamline workflow processes to utilize the latest technologies to implement the most cost effective service delivery solutions. By taking a “bottom-up” and “top-down” approach, we are able to address problems that may be department specific with targeted solutions while evaluating the impact to other departments. In FY 2014-2015, the Purchasing, Human Resources and Corporation Counsel Departments transitioned to the document management solution (scanning) by utilizing the multifunctional devices which saved hundreds of hours of record retrieval time annually and the transition has been on-going since with other departments. Additionally, most of the city’s desktops have been replaced over the last several years with a “thin client” solution which has not only has saved significant capital costs dollars but also ongoing service, maintenance, electrical and software license dollars. Several other ongoing cost saving or cost avoidance initiatives include: implementing an employee wellness program (cost avoidance), switching the City’s phone system to VoIP (cost saving), and upgrading the community development software (cost avoidance).

### **Sustainable Solutions**

We continue to leverage our hardware and software investments to make significant improvements leading to measurable savings in our daily operations. During FY 2015-2016, the City partnered with Savings Bank of Danbury to accept Tax payments at its local banks thus providing an increased convenience to the Danbury taxpayers. For FY 2016-2017, the City will be implementing a new public utilities billing and collections module which should also allow remote and on-line payments to customers. Additionally, we continue to research options to send/receive invoices and make payments electronically which would result in significant cost savings and improve operating efficiencies. These paperless workflows will work seamlessly with our new software systems to streamline processes into a multi-system environment with the goal of all operating together as “one system.” However, continuous cost reduction and containment requires the implementation of “best practices’ and the modernizing of existing work flows that integrate with the new software. While the maintenance costs of the new systems have supplanted the costs of the old systems with minimal impact to the IT budget, the tremendous value-added across the entire City organization in improved efficiency has significantly reduced the costs associated with handling duplication, and “lost time”.

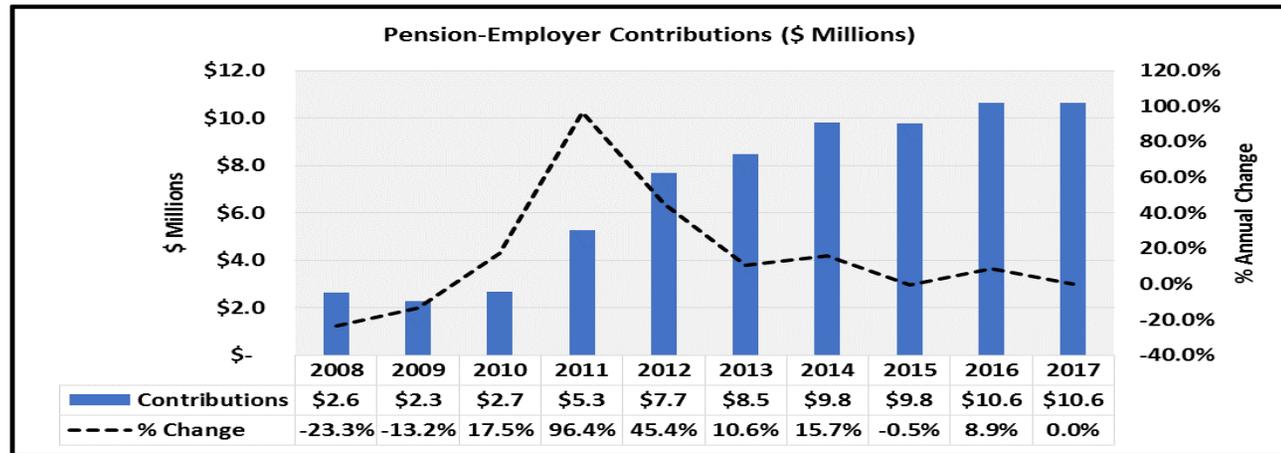
**Executive Summary: Budgetary Highlights (Continued)**

The investments made over the last few years have yielded both immediate and long-term savings by enhancing operational efficiencies and improving the way government operates for better customer service. While a certain amount of financial challenges will always remain, we have been proactive in positioning ourselves to directly address any challenges to provide a more stabilized and sustainable budgetary environment that will minimize the tax burden to the tax payer for this year and for many years to come.

**Pension Actuarially Determined Employer Contribution (ADEC - formerly named ARC -Annual Required Contributions)**

The FY 2016-2017 funding level for the **Pension ADEC** (Actuarially Determined Employer Contribution) is estimated to remain about the same as the current year. Although strategies and changes to assumptions are routinely discussed with our actuaries to more properly reflect current market and budgetary conditions, the impact of such changes would not be realized for two or three years later because pension valuations are completed once every two years. Fortunately, the City recently outsourced pension administration services to streamline the entire pension processing for our current and prospective retirees which will provide enhanced “real time” actuarial services to better manage the costs going forward. As the following chart illustrates, the Employer Contributions have stabilized significantly in recent years.

The City’s unwavering commitment during FY 2009-2010 to fund and to maintain a strong pension plan by meeting the increasing ARC requirements at a time is showing the kind of favorable results that we expected.



❖ Under current assumptions - employer contributions are projected to level off at the \$13.0M level in 2023

## Executive Summary: Budgetary Highlights (Continued)

### **OPEB Funding Policy**

Prior to FY 2014-2015, OPEB was funded on a **PAYGO** (pay as you go) basis, representing only the retiree portion of \$6.9 million of the total \$15.9 million of annual OPEB costs. This \$6.9 million PAYGO cost was approximately 6.0% of the City (non-BOE) budget and was projected to grow to about 18% of the budget in FY 2032 if funding for the non-retiree portion didn't begin immediately. Consequently, the City Council adopted an OPEB funding policy and subsequently funded approximately \$0.5 million and \$1.0 million in FY 2014-2015 and FY 2015-2016, respectively. To remain in compliance with the OPEB funding policy, the FY 2016-2017 Budget will increase the current budget level by approximately \$0.5 million (5% of the annual OPEB liability) to \$1.5 million.

This modest plan to address the growing liability will help minimize and stabilize future tax burdens as we strive to pay for benefits as accrued thus increasing the fairness to taxpayers by smoothing out future annual payments. The OPEB contribution will grow by 5% every year until the gap is closed in about 20 years.

### **Board of Education**

***Fostering a first rate education system is a key component to ensuring that Danbury is a premier place to raise a family.*** Studies have shown that a more comfortable physical environment is a more conducive environment for learning. The City is continuing to make significant investments in improving the physical buildings at the Board of Education while keeping energy efficiency also in the forefront. By doing so, our objective is to stabilize our ongoing operating costs, specifically energy costs.

***Funding the school system at reasonable levels allows the district to achieve its educational goals for students.*** I am proud of the accomplishments of our school system and remain confident that the budget increases since FY 2003 have set a strong foundation for its continued success. Over these years, annual spending on education has increased by \$44.6 million or 54.7%. The Education budget will increase by \$2.2 million to \$126.2 million in FY 2016-2017. The City will, once again, eliminate the annual charge of \$353,845 for City services provided and continue to fund the BOE Technology Improvement Program with another \$250,000 in capital funds while paying for the \$4,800,000 in debt service and Pension costs related to the BOE.

***The City will continue its commitment to provide every opportunity for all of our children to begin their learning as early as possible to ensure a strong educational foundation for their future success.*** I promised all-day kindergarten for all of Danbury's parents when you first honored and entrusted me to be your mayor in 2001, and now every parent has an opportunity of all-day kindergarten for their child. We proudly partnered with Head Start to provide a new facility which opened in August 2013.

## Executive Summary: Budgetary Highlights (Continued)

***The Mayor's 2020 Task Force was appointed to build a consensus between the Board of Education, the City Council, and the community to develop a long term strategic plan for Danbury's schools while making student achievement the highest priority.***

The "Task Force" identified the primary issues to be potential overcrowding at our schools and the need to develop a strategic plan for programming throughout the district. The recommended solution of adding rooms to or reconfiguring space at existing schools was truly innovative and cost effective in dealing with overcrowding issues in public education.

***The first phase of the project was voted on in November 2012 when the voters approved \$44 million in funding for the Danbury Board of Education to manage and accommodate the needs for more space in the elementary and middle schools to address the student population "bubble" and to better prepare our students as educational programming changes occur for the year 2020 and beyond.*** The renovation, expansion, and/or reconfiguration (space conversion) to address the space utilization and related programming concerns/issues at Shelter Rock Elementary, Stadley Rough Elementary, Park Avenue Elementary and Mill Ridge Middle Schools were completed in 2014. Examples of some specific improvements include: new classroom wings, new media center/computer/mechanical room, cafeteria additions, elevators, reconfiguration/redistribution of classrooms, site work improvements playground improvements, roof repair/replacements, new music suite, new engineering classrooms, and roadway/parking/traffic improvements for buses and cars.

***The second phase is the new addition at the Danbury High School which is expected to begin construction this summer with a target open date of August 2017.*** Now that the elementary and middle school projects have been completed, our attention is now on Danbury High School which is the next phase that addresses space and programming changes. Last June, the voters supported a \$53.5 million bond referendum to expand and renovate the Danbury High School. Similarly to the elementary and middle school projects, it is expected that approximately 60% of the project costs will be funded by the State. The budgetary impact of the new bonds related to this project will be minimal because such bonds will be related bonds will be issued as older bonds are being retired.

## Executive Summary: Budgetary Highlights (Continued)

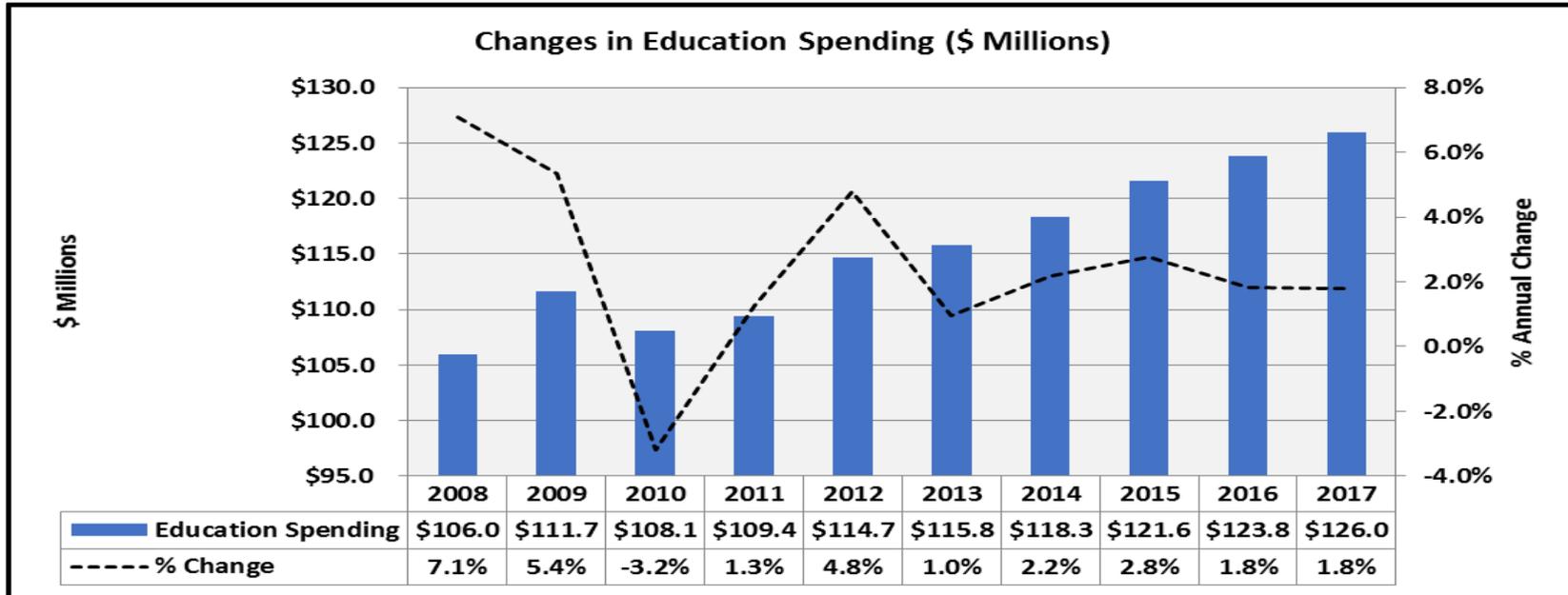
***The City government and the BOE (Board of Education) have always worked well together to obtain that balance of providing quality educational opportunities at an affordable cost to the City of Danbury taxpayers.*** However, 2013 marked a very special milestone that deserves special recognition especially now that City/BOE collaboration on switching to a self-insured health insurance plan has proven successful. Three years ago, the City and the **BOE** (Board of Education) worked together to control the increasing health insurance costs by switching from a fully insured health insurance plan to a self-insured plan. The renewal rates have been relatively modest very modest over the last two years and is estimated to be about 9% for FY 2016-2017, resulting in a \$1.5 million budgetary increase. However, this is far less than the original projections of double digit increases annually that were being projected as a fully insured plan. Additionally, the City and BOE are gradually building reserves which need to eventually total to approximately 25% of health insurance costs (\$9.4 million). The risk analysis illustrates that our self-insured plan may “lose money” once every three to four years, hence the requirement for the reserve. With a fully insured plan, the insurance company would include within its’ annual premium: the CT State Premium Tax, the Health Insurance Provider Fee, and charges for their added risk. These added taxes, fees and charges are not required for self-insured plans, as such; the City realized an estimated 7% annual savings or about \$2.0 million since becoming self-insured in FY 2013-2014.

The BOE has also realized a similar 7% savings. Much of the savings has been used to build up the required reserves, to help offset other insurance costs and to manage rate increases.

The City has made numerous efforts over the last several years to bend the future cost curve and to offset some of the rising costs by encouraging participation in the HSA (Health Savings Account) program and negotiating increased co-pays, deductibles, and pension plan contributions.

Executive Summary: Budgetary Highlights (Continued)

*The Board of Education will receive an increase in direct funding of \$2,200,000 (1.8%) for a total of \$126.0 million (exclusive of \$214,000 of funding for Head Start) which is 51.6% of the total FY 2016-2017 Budget of \$244,100,000.*



The BOE budget will not include the following costs which are typically included within the City’s Budget:

- ❖ Debt service for the school buildings (\$2.7 million)
- ❖ BOE employees’ pension ADEC (Actuarially Determined Employer Contribution – formerly ARC) (\$1.7 million)
- ❖ Technology Improvement Program (\$250,000)
- ❖ Field maintenance costs (\$353,845)

A total of 53.7% (\$131.0 million) of the FY 2016-2017 Budget is allocated for BOE purposes when the \$5.0 million of additional BOE costs are combined with the direct allocation of \$126.0 million.

## Executive Summary: Budgetary Highlights (Continued)

### **Cost Savings and Cost Avoidance Strategies**

***The City hires only when necessary – making public safety the number one priority while striving to reduce departmental overtime.*** Cost savings and avoidance strategies, which have been used during the past eight budgets, will be continued for the FY 2016-2017 Budget. Specifically, the City will continue to strategically fund vacant positions to help offset cost increases. The City currently has forty-five (45) vacant positions of which twenty nine (29) are related to Public Safety and Public Works. With the exception of nine (9) vacant positions, all positions have been fully funded. Partially funding these nine (9) positions resulted in nearly \$0.3 million in salary savings for the FY 2016-2017. Nevertheless, hiring will continue to be deferred unless there is a safety concern or a significant overtime cost impact on our budget.

***City Government should not be in the business of holding onto assets (properties) unless it serves a public purpose.*** The evaluation of the City's unutilized or underutilized assets will continue as we determine its value and role in our future operations and, if necessary, to strategically sell such unneeded and idle assets i.e. the "old police station" located at 120 Main Street was sold for \$2.3 million in FY 2010-2011 and 13 + - Acres located on the West Side Danbury on Old Ridgebury Road was sold for \$3.2 million in June 2015. Proceeds related to the sale of these properties funded high priority projects that would have otherwise been completed by borrowing thus burdening the future taxpayers.

***No "one-time" revenues were used to balance the budget.*** In compliance with the City's Balance Budget Policy, the FY 2016-2017 Budget does not include the use of "one-time" revenues to balance the operating budget thus avoiding unnecessary budgetary pressures and permitting more discretionary use of such periodic revenue opportunities as they occur.

***The FY 2016-2017 Budget significantly reduces the use of appropriated fund balance while strengthening our financial mobility.*** The FY 2016-2017 Budget reduces the use of appropriated fund balance from \$1,800,000 for the current year to \$750,000 – a \$1,050,000 reduction. The annual amount of appropriated fund balance as a budgeting tool has been systematically reduced over the last eight years from \$4.0 million to \$750,000 to ensure only a minimal impact to the mill rate. The goal is completely eliminate appropriated fund balance as a tool to balance the budget in the next budget cycle (FY 2018 budget). This strategy, as recommended by GFOA (Governmental Accounting Standards Board) and the rating agencies, strengthens our underlying goal to provide financial mobility and stability for the City while focusing on minimizing the tax burden for property owners.

The citizens of Danbury have been incredibly supportive as we engaged in ongoing initiatives to control costs. We remain well positioned to weather the economic challenges facing municipalities during this tepid national recovery, and we will become even leaner and more efficient organization after the implementation of the FY 2016-2017 Budget.

**BUDGET ASSUMPTIONS**  
**(Revenues and Expenditures)**

**SUMMARY OF THE FY 2016-2017 BUDGET**

The total general fund spending plan for FY 2016-2017, including the Board of Education, is \$244,100,000. This represents an increase of \$6.4 million over the current year adopted budget of \$237,700,000. Spending by the Board of Education (excluding capital) will increase by \$2.2 million. Net revenue from all sources other than current property taxes total \$42,793,012, leaving a net balance expected to be collected from local taxes of \$201,306,988 (after considering a \$229,607 allowance for uncollectable taxes/tax appeal adjustments). Based upon a taxable grand list of \$7.03 billion, the mill rate needed to support the Adopted Budget is 28.68 mills. This represents an increase in the mill rate of 0.42 mills, or 1.49%.

|                            | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|----------------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| <b><u>REVENUES</u></b>     |                                |                                  |                                    |                           |
| PROPERTY TAXES             | 196,131,988                    | 201,328,858                      | 201,328,858                        | 5,196,870                 |
| INTERGOVERNMENTAL          | 31,113,350                     | 34,062,672                       | 34,062,672                         | 2,949,322                 |
| LICENSES & PERMITS         | 4,552,300                      | 4,072,350                        | 4,065,775                          | (486,525)                 |
| FINES & PENALTIES          | 1,261,300                      | 1,260,000                        | 1,273,000                          | 11,700                    |
| INTEREST INCOME            | 200,000                        | 200,000                          | 200,000                            | 0                         |
| CHARGES FOR SERVICES       | 2,606,062                      | 2,496,849                        | 2,419,695                          | (186,367)                 |
| SALE OF ASSETS             | 35,000                         |                                  |                                    | (35,000)                  |
| USE OF FUND BALANCE        | 1,800,000                      | 750,000                          | 750,000                            | (1,050,000)               |
| <b>TOTAL REVENUE</b>       | <b>237,700,000</b>             | <b>244,170,729</b>               | <b>244,100,000</b>                 | <b>6,400,000</b>          |
| <b><u>EXPENDITURES</u></b> |                                |                                  |                                    |                           |
| GENERAL GOVERNMENT         | 9,885,396                      | 10,554,562                       | 10,264,235                         | 378,839                   |
| PUBLIC SAFETY              | 34,078,557                     | 35,105,431                       | 34,514,915                         | 436,358                   |
| PUBLIC WORKS               | 10,070,166                     | 10,703,770                       | 10,334,596                         | 264,430                   |
| HEALTH & WELFARE           | 2,124,418                      | 2,194,940                        | 2,179,754                          | 55,336                    |
| EDUCATION                  | 124,208,575                    | 129,890,352                      | 126,408,575                        | 2,200,000                 |
| CULTURE & RECREATION       | 2,738,263                      | 2,996,195                        | 2,881,709                          | 143,446                   |
| PENSION & OTHER BENEFITS   | 35,735,902                     | 38,255,888                       | 37,101,493                         | 1,365,591                 |
| DEBT SERVICE               | 15,804,801                     | 16,408,000                       | 15,804,801                         | 0                         |
| CONTINGENCY                | 475,000                        | 475,000                          | 425,000                            | (50,000)                  |
| TRANSFER OUT               | 2,578,922                      | 4,798,922                        | 4,184,922                          | 1,606,000                 |
| <b>TOTAL EXPENDITURES</b>  | <b>237,700,000</b>             | <b>251,383,060</b>               | <b>244,100,000</b>                 | <b>6,400,000</b>          |

## Budget Assumptions (Continued)

### **Revenues:**

- Tax collection percentages are closely monitored to ensure revenue goals are achieved. Typical revenue enhancement strategies include: selling current year tax liens, selling older inactive accounts (liens), personal property audits, hiring a collection agency and instituting a “boot” program for unpaid/unregistered vehicles. Over the past five years, such measures have generated an additional \$5.5 million in tax revenues to help offset potential declines in revenues due to the negative impact of uncollectable tax receivables/tax appeals. Given that the number of tax appeals relating to the 2012 revaluation seem to be leveling off, the allowance for uncollectable taxes, tax appeals and local credits will remain at about the same level of \$215,000 for FY 2016-2017.
- The budget assumes an increase in intergovernmental revenues of approximately \$2.9 million from state aid as listed in the Governor’s proposed budget inclusive of Municipal Revenue Sharing –Additional Sales Tax Funds of \$2,993,644.
- In accordance with the City’s Balanced Budget Policy, the FY 16-17 Budget does not assume any “one-time” revenues.
- The Governor’s budget includes an amount of \$1,726,901 for Grants for Municipal Projects which is for the construction/maintenance of public highways, roads and bridges. This amount will be allocated as follows: \$1,000,000 to capital for Paving, Drainage and Road Improvements; and as done in prior years for this grant, \$726,901 will be set aside in a special revenue fund to be used for the FY 2016-2017 winter season – any amount not used for the winter season purposes will be reallocated for the paving and maintenance of roads.
- In accordance with the City’s Fund Balance Policy, the use of appropriated Fund Balance is being reduced to \$750,000 in the FY 16-17 Budget. The goal is to follow the recommendations of the GFOA (Government Finance Officers Association) and all three rating agencies (S&P, Fitch, & Moody’s) to completely eliminate the routine use of appropriated fund balance as a tool to balance the budget.
- The current level of unassigned fund balance is \$23.1 million or 9.7%. This amount is exclusive of the \$750,000 that has been designated for FY 2016-2017 Budget.

The City of Danbury’s primary revenue challenge continues to be the uncertainty of intergovernmental revenues from the State due to their unpredictable fiscal policies and financial distress and their inclination to pass on such problems to the local municipalities. For example, due to the financial distress, the state reduced current year funding (intergovernmental revenues) to the City of Danbury by approximately \$400,000.

## Budget Assumptions (Continued)

Fortunately, the City of Danbury was able to sufficiently modify the current year spending plan to adjust to the lower funding amount. While we are pleased with the revenue increases in the Governor's FY 2017 Budget, we are cautiously optimistic that it will remain. Consequently, we must be prudent and make the necessary budget adjustments if such amounts are significantly reduced.

### **Expenditures:**

The financial impact to the FY 2016-2017 Budget from contractual agreements amounted to approximately \$2.2 million. Departmental budgets were able to absorb most of the inflationary cost increases, if applicable, while continuing to provide the same high level of service.

- Actuarially Determined Employer Contribution (ADEC), formerly ARC -Annual required contributions, to the Employee Pension Plans, is estimated to remain at current budget levels of \$10.6 million for the FY 2016-2017 Budget. The City continues to realize budgetary savings in our ARC projections by making payment at the beginning of the fiscal year instead of at the end. The Pension ARC amount relating to the BOE employees will amount to approximately \$1.7 million for FY 2016-2017.
- In March 2016, the City conducted a Bond Refunding of \$15 million of previously issued debt and reissued at a lower interest rate yielding \$860,000 in interest savings. The FY 2016-2017 Budget for Debt Service payments will remain at current budgetary levels due to \$560,000 of bond refunding savings utilized for FY 2016-2017. Since 2010, the City has saved the taxpayers \$5.5 million in interest costs refunding approximately \$95 million of higher interest bonds.
- 9 vacant positions have been partially funded positions and will only be filled on an "as-needed" basis saving approximately \$0.3 million.
- The FY 2016-2017 Budget allows \$425,000 as a contingency for unanticipated expenses throughout the year, a reduction of \$50,000 from current levels.

The expenditure pressures and challenges to future budgets will continue to be primary from these three areas:

1. Cost of education;
2. Costs relating to employee (current and retiree) contractual benefits such general wage increases, health insurances, prescriptions, pensions and post-employment benefits (**OPEB**); and
3. Costs of debt service.

## BUDGET OVERVIEW AND MAJOR INITIATIVES BY FUND

### GENERAL FUND:

#### General Government

- The FY 2016-2017 Adopted Budget for General Government is \$378,839 more than the FY 2015-2016 Adopted Budget due mostly the contractual wage increases funding.
- The hiring freeze, which I instituted seven years ago, remains in effect on all non-essential positions. There are five open positions which will only be partially funded thus saving \$150,000 for FY 2016-2017.
- The Office of Economic Development has been renamed to “Office of Business Advocacy” to more properly reflect the modernized functions of the office and the specific needs of the marketplace, especially the small business community.
- The FY 2016-2017 Capital Budget includes funding for the following: IT – City Server Replacement Program (\$50,000), PS Tough Book Replacements (\$50,000), HW Replacement (\$75,000), new CD/PU Software (\$50,000), IT Security (\$50,000), MS 365 Integration (\$75,000), MS SQL update (\$75,000), HW/SW upgrades – lease (\$521,000), MFD copiers – lease (\$85,000); Office of Project Excellence – Playbook Implementation & Government Initiatives (\$230,000); Planning – Octagon House Rehabilitation (\$500,000), West Street/Deer Hill Streetscape (\$150,000); Tax Assessor – Property Tax Revaluation (\$300,000).

#### Public Safety

- The Western Connecticut 911 Communications Center (new Dispatch Center) has successfully completed its first year. I would like to offer my sincere gratitude to the Chiefs of Police and Fire and their respective departments, IXP Corp, Director of EMS, and the City’s Director of Information of Technology, for their dedication and commitment to the successful transition to civilized dispatch services. There were many adjustments and exciting new changes which will yield significant dividends in the future. I am certain that the City Council and the residents of Danbury are as proud as I am of the members of our Fire and Police Departments who once again have shown why they are the best in the State for their professionalism and dedication. On behalf of the residents of the City of Danbury - Thank you for your service to your community!
- The FY 2016-2017 Adopted Budget for Public Safety is \$436,358 more that the FY 2015-2016 Adopted Budget due mostly the contractual wage increases funding.

### Budget Overview and Major Initiatives by Fund (Continued)

- The FY 2016-2017 Capital Budget will include funding for the following: Police Department Capital Program – Vehicle Replacement Program (\$140,000), Taser Replacement Program (\$35,000), and ICOP Replacement Program (\$35,000), Patrol equipment (\$250,000); Fire Department Capital Program – Fire tools (\$50,000), Turnout Gear (\$150,000), Volunteer Station Repairs (\$25,000), and Fire apparatus – leases (\$547,000).
- The FY 2016-2017 Adopted Budget does not include a general fund subsidy to the Ambulance Fund. In fact, the Ambulance Fund has been self-sustaining for many years and has been reclassified as an enterprise fund.
- The Ambulance fund will provide \$290,000 in capital funds for the following: (\$100,000) the completion of the new Fire Training Center Building; (\$140,000) EMS Defibrillator; and (\$150,000) Crash Compliance Program.

### Public Works

- The FY 2016-2017 Adopted Budget for Public Works is \$264,430 more than the FY 2015-2016 Adopted Budget due mostly to the contract wage increases.
- The FY 2016-2017 Adopted Budget includes a reduction of fuel costs of approximately \$200,000 citywide.
- The FY 2016-2017 Capital Budget will include funding for the following: Construction Services – Playground safety improvements (\$150,000), Engineering – City Sidewalks/street improvements (\$820,000), Bridge Maintenance (\$150,000), Still River project (\$500,000), Jefferson Avenue Bridge (\$300,000), Relocate Traffic Signal – North/Main street (\$25,000); Equipment Maintenance – Dump Body Replacement Program (\$80,000), Forestry – Tree Removal Program (\$25,000), Highway – Replace Equipment (\$125,000), Paving, drainage and road improvements (\$1,550,000); Public Buildings – HVAC Replacement Program (\$125,000), Vehicle Replacement Program (\$150,000), School Roof Replacement Program (\$1,500,000), UST Replacement (\$450,000), School HVAC Program (\$200,000).

### Health & Welfare

- The FY 2016-2017 Adopted Budget for Health and Welfare is \$55,336 more than the FY 2015-2016 Adopted Budget due mostly to the contract wage increases.

## Budget Overview and Major Initiatives by Fund (Continued)

### Education

- The FY 2016-2017 Adopted Budget will include an appropriation for the Board of Education of \$126.2 million, an increase of \$2.2 million from the FY 2015-2016 Adopted Budget. The Board of Education had requested \$129.7 million (\$129.5 for the BOE and \$0.2 for Headstart- both are combined for comparative purposes), an increase of \$5.5 million. I realize that this will not be an easily achievable goal to close the funding gap of this size. Nevertheless, the standard will continue to be set high for the Board of Education to partner with the City to slow the spending growth trend to levels the community can afford. I firmly believe that by continuing to work together, the City and BOE staff can gradually reduce, if not eliminate, this perennial gap through various cost cutting measures, maximizing efficiencies and utilizing other revenue sources.

### Culture/Recreation

- Charles Ives Authority – I am recommending that the funding of \$55,404 that was eliminated for the FY 2015-2016 Adopted Budget (subsequently funded as a budget amendment) be restored for the FY 2016-2017 Budget.
- The FY 2016-2017 Capital Budget will include funding for the following: Tarrywile Park – Carriage House Roof and Farm House Roof (\$40,000) and Richter Park – Pump Station – (\$100,000), Fence repair at hole #4 (\$25,000).
- Funding to the Danbury Public Library will be \$2,074,877, for FY 2016-2017, an increase of \$88,933 most due to contract wage increases and new contract for automation services.
- The Department of Recreation budget for FY 2016-2017 will be the same at FY 2015-2016. Funding for most of the Authorities and Commissions has remained flat with the current levels with the exception of the War Memorial. I have recommended a \$50,000 increase in funding from \$75,000 to \$125,000. The War Memorial is a vital asset to the community and is used as a citywide shelter during emergencies. The additional funding is needed for operational costs however the City will be working with the War Memorial to develop a more permanent solution.
- Community Services for FY 2016-2017 Budget will increase slightly by \$1,000 to \$513,898, entirely due to a minimal increase to the Volunteer Center. It includes the following: Danbury Downtown Council/CityCenter Danbury (\$31,398); United Way of Western Connecticut (\$425,000); Volunteer Center – SAVE program (\$7,500); and Danbury PAL (\$50,000). The City partnered with the United Way of Western Connecticut to ensure that the funds are effectively utilized and for its intended purposes. The United Way established a committee of community volunteers to interview applicant agencies, review the applications, and determine if the agency is within the goals of the City.

### Budget Overview and Major Initiatives by Fund (Continued)

- With these funds, United Way distributed money to dozens of city agencies that, in turn, helped tens of thousands of residents. The program has been successful and will go forward without format change.
- The United Way's Mission Statement has identified the following essential components for a community which helps create opportunities and advance the common good for local communities: Economics, Health, and Education.
- The following agencies receive a direct allocation from the city because they perform functions necessary or similar to responsible city department: Danbury Animal Welfare Society, Inc. - the Animal Control Fund; The War Memorial provides on-call citywide emergency shelter - Civil Preparedness; Women's Center, Danbury Youth Services and CT Institute for Communities - Health and Human Services Department; Council of Veterans - Veterans Department; and the Westerners - the Department of Recreation.

### Pension & Other Benefits

- The City's contribution to the pension fund is budgeted at \$10,643,000, same level as the FY 2015-2016 Adopted Budget. The FY 2016-2017 Adopted Budget for OPEB is \$1.5 million, an increase of \$0.5 million. Such funding of the accrued benefits for City employees' - (OPEB - Other Post-Employment Benefits) is required, pursuant to city policy.
- Health Insurance costs will increase by about \$1.5 million or about 8.8%.

### Debt Service

- The FY 16-17 Adopted Budget for Debt Service is flat funded at current levels of \$15,804,801 – thanks to the \$860,000 of interest savings which resulted from the \$15 million bond refunding in March 2016. Since 2010, The City has refunded \$95 million of higher interest bonds, saving taxpayers \$5.5 million in interest payments. Debt Authorization through Bond Referendums and the City's ongoing capital improvement program funded with bonds/BANS will continue to drive debt service expenditures.

### Contingency

- The Adopted Budget includes a contingency totaling \$425,000 for unanticipated expenses throughout the year.

## Budget Overview and Major Initiatives by Fund (Continued)

### Transfers Out & Capital Plan

- The total FY 16-17 Capital Budget of \$19,181,922 to be funded as follows: General Fund (\$3,878,922), Sewer and Water Funds (\$1,040,000), Ambulance Fund (\$390,000), Borrowing – Bonds/BANS (\$3,000,000), Federal/State grants (\$3,728,000), LoCIP (\$485,000), CDBG (\$525,000), funds from existing bonds (\$6,135,000).
- The \$3.0 million borrowing included in the FY 2016-2017 Capital Budget for the following projects have been deemed necessary at this time: Paving, drainage and road improvements (\$450,000); Still River removal of vegetation, dredging & wall repair (\$500,000); HVAC Replacement Program (\$125,000); Vehicle Replacement Program – Public Buildings (\$150,000); School Roof Replacement Program (\$750,000); Scholl HVAC Program (\$200,000); City sidewalk/ Street Improvements (\$100,000); Replace HW equipment (\$125,000); Octagon House Rehabilitation (\$250,000); Animal Shelter Building (\$50,000) and Citywide Property Revaluation (\$300,000).
- The transfer out to fund the Animal Control fund will increase slightly to \$306,000.

### AMBULANCE FUND:

- The FY 2016-2017 Adopted Budget will require an increase of \$318,600 mostly due to fund capital projects. Fund equity will be used to fund the \$290,000 related to capital projects and increases in projected revenues will cover the remaining amount of \$28,600.
- The FY 2016-2017 Capital Budget will include funding for the following: EMS Cardiac Monitor Defibrillator Replacements (\$140,000), Crash Compliance Program (\$150,000) and Fire Training Center (\$100,000).
- The Ambulance Fund continues to operate very successfully as a self-sustaining fund as it has done so for many years. The day to day Ambulance service has been outsourced to the Western Connecticut Health Network (Danbury Hospital) and has been managed by the Director of EMS since 1992. The Director of EMS, Fire Chief and Director of Finance converse and/or meet regularly to ensure the success of the Ambulance Fund operations.

### ANIMAL CONTROL FUND:

- The FY 2016-2017 Adopted Budget will require a slight increase of \$5,400 from the current year adopted budget due mostly to contractual wage increases.

### Budget Overview and Major Initiatives by Fund (Continued)

- Capital Reserves for equipment and structures have been funded at the same level of \$8,600 and \$10,000, respectively. As a “reserve” the funds will be set aside and grow annually until such time enough funds are available and are needed for the intended purpose.
- The FY 2016-2017 Capital Budget will include funding for the following: Animal Control Building (\$50,000).
- The Animal Control Fund is funded mostly (\$306,000 of \$320,000 total budget) by an operating transfer from the general fund.

### SEWER FUND:

- The FY 2016-2017 Adopted Budget will require a very modest rate increase of 2.95% for Sewer services to raise additional funds which will be used for primarily for capital purchases and infrastructure projects.
- The FY 2016-2017 Capital Budget will include funding for the following: Sewer - Vehicle Replacement Program – phase 2 (\$425,000), and Padanaram Rd Sewer Relocation (\$200,000).

### WATER FUND:

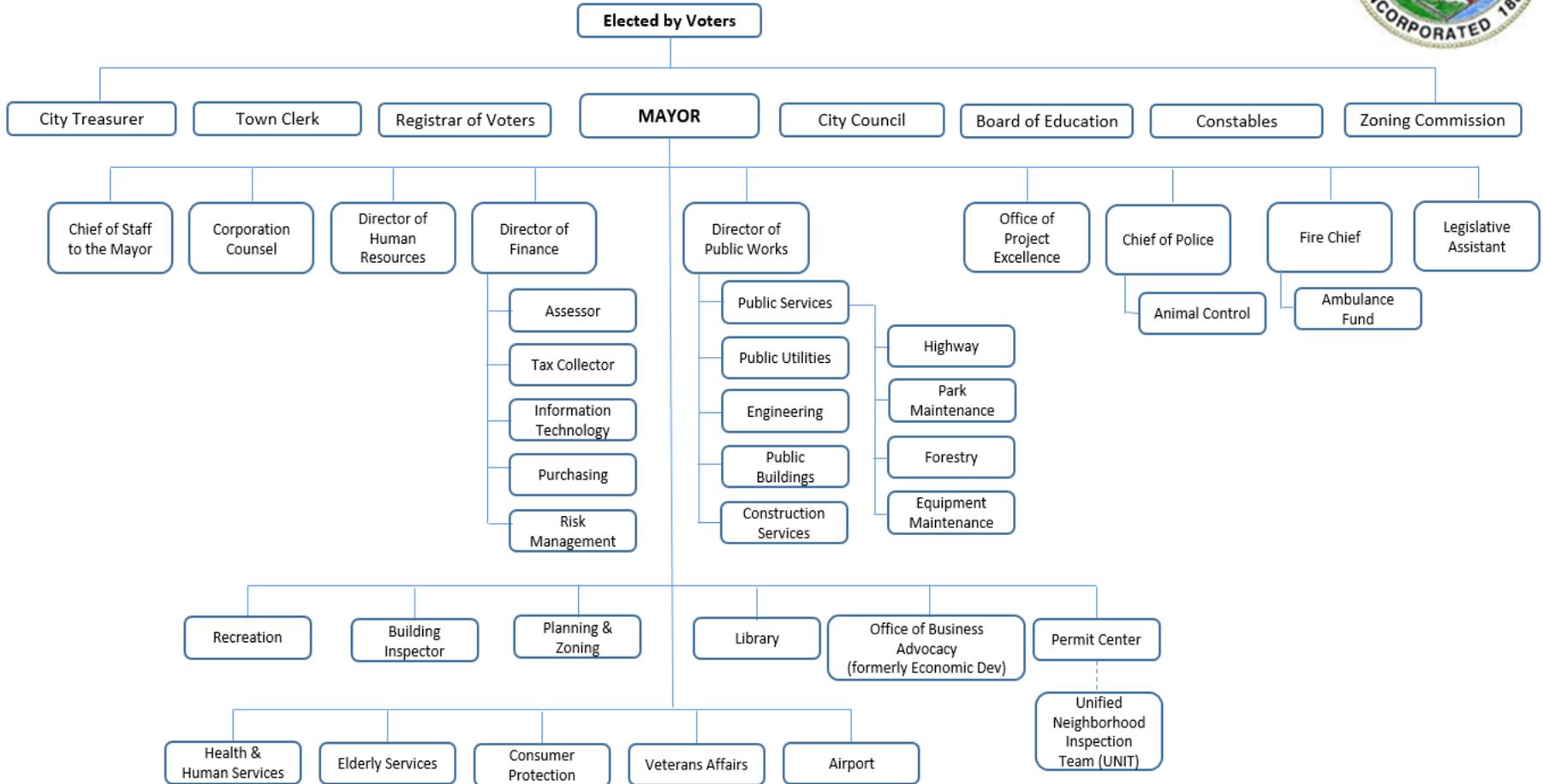
- The FY 2016-2017 Adopted Budget will require a very modest rate increase of 2.95% for Water services to raise additional funds which will be used for primarily for capital purchases and infrastructure projects.
- The FY 2016-2017 Capital Budget will include funding for the following Water - - Vehicle Replacement Program – (\$315,000), Emergency Repair Program (\$100,000) and Vehicle Replacement Program – phase 2 (\$425,000).

### CAPITAL FUND:

- The FY 2016-2017 Adopted Capital Projects Budget includes funding for 58 projects totaling \$19,243,922 and is allocated as follows: General Fund projects (\$15,711,922), General Fund leases (\$2,152,000), Ambulance Fund (\$290,000), Animal Control Fund (\$50,000), Sewer Fund (\$625,000), and Water Fund (\$415,000).
- The FY 2016-2017 Capital Projects of \$19,243,922 will be financed as follows: General Fund Capital – tax levy (\$3,878,922), existing bond authorizations (\$6,135,000), BANs A.K.A. “Notes” (\$3,000,000), LOCiP (\$485,000), CDBG (\$525,000), State/Fed/other-grant (\$3,728,000), Ambulance Fund (\$290,000), Sewer Fund (\$625,000) and Water Fund (\$415,000).

# CITY OF DANBURY

## ORGANIZATION CHART



**CITY OF DANBURY**  
**BOARDS & COMMISSIONS**

**ELECTED OFFICIALS**

City Council  
Constables  
Mayor  
Probate Judge  
Registrar of Voters  
Town Clerk  
Treasurer  
Zoning Commission

**COMMUNITY SERVICES**

Commission on Aging  
Commission for Persons with Disabilities  
Cultural Commission  
Danbury Council of Veterans  
Danbury Historic Properties Commission  
Danbury Museum & Historical Society  
Authority  
Library Board of Directors

**RETIREMENT BOARDS**

General Employees Pension Board  
Pre/Post 1967 Police Pension Board  
1983 Police Pension Board  
Pre/Post 1967 & Post 2011 Firefighters  
Pension Board  
Other Post-Employment Benefits (OPEB)  
Board

**OTHER CITY OPERATIONS**

Alarm Hearing Officers  
Board of Ethics  
Building Code Board of Appeals  
Civil Service Commission  
Danbury Housing Partnership  
Danbury Main Street Partnership  
Danbury Parking Authority  
Fair Rent Commission  
Danbury Housing Authority  
Mayor's Airport Task Force  
Parking Ticket Hearing Officer  
Redevelopment Agency  
Towing Hearing Officers  
Housatonic Area Regional Transit (HART)

**PARKS & RECREATION**

Candlewood Lake Authority  
Charles Ives Authority  
Conservation Commission  
Environmental Impact Commission  
Lake Kenosia Commission  
Parks and Recreation Commission  
Richter Park Authority  
Tarrywile Park Authority

**PLANNING & DEVELOPMENT**

Board of Assessment Appeals  
Planning Commission  
Zoning Board of Appeals

## CITY OF DANBURY ANNUAL OPERATING BUDGET PROCEDURES

Pursuant to the City’s Balance Budget Policy, the City of Danbury strives to develop and maintain structurally balanced budgets for all operating funds. The Policy states: “budget will be balanced not just simply on a statutory basis where total budgeted revenues equal total budgeted expenditures. Rather operating budgets will be balanced on a true structural and sustainable basis where recurring revenues will exceed recurring expenditures on an annual basis.”

For purposes of this policy statement the following elements are the essential factors of structural balance:

**Timeframe** – Recurring revenues will be recognized and recurring expenditures will be incurred within the duration of the City’s annual budget time period.

**Recurring Revenues** – Revenues that can be reasonably expected to continue from year to year with a high level of predictability. Examples of recurring revenue are property taxes, departmental receipts and inter-governmental transfers. Although the amounts of these revenues may fluctuate from year to year they are generally considered routine on an annual basis.

**Non-Recurring Revenues** – Revenues that are derived from finite sources that cannot be expected to materialize from year to year and generally are realized due to one-time actions. These revenue sources are infrequent in nature and cannot be sustainable on a multi-year basis. Examples include transfers from reserves, favorable legal judgments, proceeds from asset sales or an unusually high yield from a recurring revenue source such as a dramatic rise in building permit fees attributable to a non-recurrent project. The reliance on non-recurring revenues will undermine a budget’s long-term sustainability and according to City policy must not be used to balance the budget or for operational budgeting purposes.

**Recurring Expenditures** – Expenditures that are expected to occur for a government entity that is required to fulfill its basic mission or delivery of essential services. Examples include salaries, benefits, the costs of materials and services, and debt service. Typically governments do not have considerable flexibility over the deferral these expenditures.

**Non-Recurring Expenditures** – An expenditure that is not essential for a government’s daily operations in the provision of essential services such as the acquisition of major capital assets or capital projects.

## **BUDGET PROCEDURES (Continued)**

**Scope of Policy** – The City of Danbury will apply these principles to all operating funds including the general fund and any enterprise funds as well. In the case of enterprise funds it is expected that these funds will be self-sufficient and that user fees will fully support the operations of the fund activities including debt service and capital costs.

**Periods of Structural Imbalance** – There will be times for all governments that structural balance may not be attainable. The causes of imbalance may include drastic changes in economic conditions, unanticipated reductions in recurring revenues, cyclical fluctuations in expenditures pressures or other extraordinary events.

In any of these cases the use of non-recurring revenues may be considered and required to legally balance an operating budget. The use of non-recurring revenues such as fund balance appropriations may be necessary in order to prevent a disruption of essential municipal services during times of fiscal stress. Historically, the planned use of appropriated fund balance has been a strategic tool to balance the budget. The FY 2016-2017 Budget has reduced the use of appropriated fund balance by \$1,050,000 to \$750,000. The City's goal is to strategically eliminate the use of appropriated fund balance to balance the budget in FY 2017-2018. The inclusion of non-recurring revenues in these instances should be deemed as transitory and merely serve as a bridge to more sustainable operations. Along with the inclusion of any such non-recurring revenue or deferral of recurring expenditure, the City should include a well thought out plan to restore structural balance within a reasonable timeframe. A principal component of this plan should include a timetable to replenish any reserve balances that were drawn upon to remedy temporary budget gaps.

Upon approval by the City Council, appropriations for impromptu matters may come directly from fund balance, such as special litigation court settlements, asset purchases, significant non-routine unplanned capital expenditures, etc. As a matter of practice, the City generally strives to absorb these impromptu matters into its current operating budget whenever possible. Regardless of such unplanned financial expenses, the unappropriated fund balance has remained strong and steady as a level of about 9-10% of the ensuing year's budget – well within the City's policy goals of the 8-15% range as established by the rating agency, Standard and Poor's for defining a "strong" position.

Pursuing the fairest and most appropriate method for revenue enhancement has always been a challenge during any budget process. Distinguishing between basic community services, which may already be included in a citizen's tax bill and those which may require a higher level of service and subject to a fee based charge, has always been open for discussion so that all revenue opportunities are thoroughly considered. Rates and fee structures are routinely reviewed by the City to ensure equity utilization of City services. Emphasis will always be given to protecting the interests of tax "payers" by aggressively defending the grand list and vigorously pursuing delinquent receivables of all types, i.e. tax, special services, utility, etc. The City reviews all assets to ensure that they are "active" and will consider selling, disposing, or donating inactive assets.

## BUDGET PROCEDURES (Continued)

In a sense, we are “spring cleaning” throughout the entire year. Such strategies have helped close the past revenue/expenditure gaps and strengthen the City’s financial position. As a conservative budgetary practice, certain offset provisions are considered so as not to be excessively dependent on the planned use of appropriated fund balance. The offset provisions may be included within the expenditures, other revenues and/or through strategic management of the balance sheet. With so many economic uncertainties facing our nation and the City, it is vitally important that we remain prepared for the unpredictable fluctuations which may occur in revenues associated with property taxes, state revenue, and housing market transactions.

Preparing the budget for presentation takes several months of collaborative efforts with departments to understand their needs and objectives for the remainder of this year and the next year. Often during this process, additional needs and saving opportunities arise especially as their historical spending trends are being reviewed. By using 10 years of empirical data of revenues and expenditures, a cross analysis is performed by examining historical trends, initially by each account for the entire city, then by division and lastly, by department. After the departments submit their requested amounts and justifications, the analysis is performed once again to compare the account, division, and department requests with the historical trends. The process enables the Finance Department to discuss with the departments their financial requests as they relate to their departmental and citywide objectives given budgeting constraints. Additionally, this process ensures that departments’ accounts or line items are not needlessly funded in the new budget and as such, could be reallocated. In short, funds were reprioritized and any excess was squeezed out to keep government more affordable for the Danbury taxpayer.

The City will continue to impose deep spending restrictions. The Finance Department budget task force remains committed to finding cost saving opportunities and evaluating cost avoidance plans. Such strategies have helped close any possible revenue/current expenditure gap while strengthening the City’s financial position this fiscal year and into the next.

The Planning Director distributes the Capital Improvement Program forms and guidelines to department heads in early-November. Departments are required to return their requests to the Planning Director in about a month.

The budget “kick-off” meeting was held in mid- November. The Mayor and Director of Finance distributed the budget calendar, forms, and instructions to City department heads and representatives of the City’s outside agencies and authorities/commissions. An overview of economic conditions, trends and expectations was presented to provide a guideline for preparation of the next fiscal year’s budget. Department heads were required to submit their budget to the Director of Finance no later than January 2.

Budget submissions are reviewed, and a meeting is held with each department head during January to discuss justification of the budget submitted and any changes that need to be made. If necessary, additional discussions with department heads and outside agencies are scheduled throughout the month of February.

## **BUDGET PROCEDURES (Continued)**

During the month of March, the Mayor and Director of Finance finalize the budget, which is presented to the City Council at its April meeting. According to Danbury's City Charter, the Mayor must present a budget to the Council no later than April 7, which allows the Mayor the option of submitting the budget earlier than the April meeting.

During the month of April, the City Council reviews the Mayor's Proposed Budget. This budget is divided into four subdivisions – General Government I, General Government II, Public Works, and Health & Human Services, Public Safety and Social Services. Each is reviewed by a subcommittee composed of members of the City Council. Public hearings are held so that the citizens of Danbury may ask questions and voice their opinion of the proposed budget. The last date that the budget can be adopted is May 15. However, the City Council usually approves an Adopted Budget at its regularly scheduled May meeting (the first Tuesday of the month). The Budget Ordinance and Tax Resolution are formalized. The Adopted Budget is printed and is ready for distribution and posting on the City's web site on July 1.

### **FORMAL BUDGET PROCEDURES AS OUTLINED BY CITY CHARTER**

#### **General Form of Budget Presentation - Section 7.1**

The Mayor shall require each department, office or agency of the City, supported wholly or in part by any funds, or for which a specific City appropriation is made, including the Board of Education, to set forth in narrative or such other form as the Mayor may prescribe, a program or programs, showing services, activities and work accomplished during the current year and to be accomplished during the ensuing year with associated costs thereof and such other detailed information as the Mayor may require. The merit of a budget request shall stand the test of past and expected performance.

#### **Department Estimates Section 7.2**

The Mayor shall compile preliminary estimates for the annual budget. The head of each department, office or agency of the City, including the Board of Education, shall not later than February 15<sup>th</sup>, or the next business day, thereafter if February 15<sup>th</sup> shall not be a business day, file with the Mayor, on forms prescribed and provided by him, a detailed estimate of the expenditures to be made by the department, office or agency and the revenue other than tax revenues to be collected thereby in the ensuing fiscal year and such other information as may be required by the Mayor or City Council.

#### **Duties of the Mayor on the Budget Section 7.3**

Not later than April 7<sup>th</sup> or the next business day thereafter if April 7<sup>th</sup> shall not be a business day, the Mayor shall present to the City Council a budget consisting of:

## **BUDGET PROCEDURES (Continued)**

1. **A budget message** outlining the financial policy of the City government and describing in connection therewith the important features of the budget plan indicating any major changes from the current fiscal year in financial policies, expenditures and revenues together with the reasons for such changes, and containing a clear general summary of its contents.
2. **Estimates of revenue**, presenting in parallel columns the itemized revenue collected in the last completed fiscal year, the receipts collected during the current fiscal year prior to the time of preparing the estimates, total revenue estimated to be collected during the current fiscal year, estimates of revenue, other than from the property tax, to be collected in the ensuing fiscal year, and a statement of an estimate of available surplus.
3. **Itemized estimates of expenditures**, presenting in parallel columns the actual expenditures for each department, office, agency or activity for the last completed fiscal year and for the current fiscal year prior to the time of preparing the estimates, total expenditures as estimated for the current fiscal year, and the Mayor's recommendations of the amounts to be appropriated for the ensuing fiscal year for all items, and such other information as may be required by the City Council. The Mayor shall present reasons for his recommendations.
4. The Board of Education shall have the same duties and follow the same form and procedure with respect to the budget of the Board of Education as required of the Mayor for other departmental estimates.
5. As part of the budget, the Mayor shall present a program, previously considered and acted upon by the City Planning Commission in accordance with Section 8-24 of the General Statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the five fiscal years thereafter. Estimates of the costs of such projects shall be submitted to each department, office or agency in the form and manner prescribed by the Mayor. The Mayor shall recommend to the City Council those projects to be undertaken during the ensuing fiscal year and the method of financing them.
6. As part of the budget, the Mayor shall present to the Council the data required to be presented to the Mayor under the "General Form of Budget Presentation" heading above.

### **Duties of the City Council on the Budget Section 7.4**

The City Council shall hold one or more public hearings not later than May 1<sup>st</sup> or the next business day thereafter if May 1<sup>st</sup> shall not be a business day, at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year.

## BUDGET PROCEDURES (Continued)

Following receipt of the estimates from the Mayor, the Council shall cause sufficient copies of said estimates to be made available for general distribution in the office of the Legislative Assistant and, at least five (5) days prior to the aforementioned public hearing, the Council shall cause to be published in a newspaper having a circulation in the City a notice of such public hearing and a summary of said proposed budget estimates showing anticipated revenues by major sources, and proposed expenditures by budgets or department, and shall also show the amounts to be raised by taxation. Not later than May 15<sup>th</sup>, or the next business day thereafter if May 15<sup>th</sup> shall not be a business day, the Council shall adopt a budget and file the same with the Legislative Assistant; provided, however, if the Council shall insert new amounts or programs in the budget, such changes shall be adopted by an affirmative vote of at least two-thirds (2/3) of all members of the Council. The ordinance adopting the budget may provide for appropriations by department or function, and such appropriations need not be in greater detail than to indicate the total appropriation for each department or function. At the time when the Council shall adopt the budget, together with a provision for uncollectible taxes reserve, it shall also fix the tax rate in mills, which shall be levied on the taxable property in the City for the ensuing fiscal year.

Should the Council fail to adopt a budget within the time specified, the budget as transmitted by the Mayor, shall be deemed to have been finally adopted by said Council. The tax rate shall forthwith be fixed by the Mayor and thereafter expenditures shall be made in accordance with the budget so adopted.

### Expenditures – Section 7.9, (subsections d, e, f, i, j)

- d. The several departments, commissions, officers and boards of the City shall not involve the City in any obligation to spend money for any purpose in excess of the amount appropriated therefore until the matter has been approved by the City Council.
- e. The Mayor may at any time transfer any unencumbered appropriation among programs within a department, office, board, commission or agency. Upon the request of the Mayor, but only within the last four (4) months of the fiscal year, the City Council may by resolution transfer any unencumbered appropriation, balance or portion thereof from one department, commission, board or office to another. No transfer shall be made from any appropriation for debt service and other statutory charges.
- f. Additional appropriations over and above the total budget may be made from time to time by resolution of the City Council, upon recommendation of the Mayor and certification from the Director of Finance that there are available unappropriated general fund resources in excess of the proposed additional appropriations.

## BUDGET PROCEDURES (Continued)

- i. If at any time during the fiscal year the Mayor shall ascertain that revenues for the year and the general fund surplus from the preceding year will be less than the total appropriations, he shall review work programs and allotments to forestall the incurring of a deficit. He shall report to the City Council without delay, indicating the estimated amount of the deficit and his recommendations as to further action. The Council shall then take such action as may be necessary to prevent or reduce any deficit and for the purpose it may, by resolution, reduce one or more appropriations.
- j. Whenever at the close of a fiscal year there shall appear a deficit in the current accounts of the City, it shall be mandatory to make an appropriation sufficient to cover such deficit in the next succeeding budget

## Emergency Appropriations

For the purpose of meeting a public emergency threatening the lives, health or property of citizens, emergency appropriations may be made upon the recommendation of the Mayor and by an affirmative vote of not less than two-thirds (2/3) of the entire membership of the City Council, provided a public hearing, at which any elector or taxpayer of the City shall have an opportunity to be heard, shall be held prior to making such appropriation, notice of which hearing shall be given in a newspaper having circulation in the City not more than ten (10) nor less than five (5) days prior to such hearing. Such hearing and notice of hearing may be waived if the Council, by at least two-thirds (2/3) affirmative vote of its entire membership, shall decide that a delay in making the emergency appropriation would jeopardize the lives, health or property of citizens. Financing to meet said appropriations shall be provided in such manner, consistent with the provisions of the General Statutes as may be determine by the Council. Any borrowing ordinance adopted by the Council in order to meet said appropriations shall be adopted by an affirmative vote of at least two-thirds (2/3) of the entire membership and shall not be subject to referendum pursuant to either Sections 3-11 or 7-10 hereof.

## FINANCIAL POLICIES, OBJECTIVES & ECONOMIC CONSIDERATIONS

### Introduction

Unfortunately, most cities are confronted with the similar problems at the same time – the economy. No one can predict with certainty what the economy will do in the next six months or the next six years. All that can be done is to ensure that we have well positioned the City, financially speaking, to weather any temporary economic storm long enough so that we can make the necessary adjustments going forward – to ensure that the City is financially resilient and its operations sustainable to continue to offer affordable quality services during periods of temporary economic fluctuations. Consequently, the City of Danbury has taken a three to five year strategic approach in developing a sound financial plan since the Great Recession began in 2008. While the annual budgets address primarily a twelve month financial plan, our multi-year strategy focuses on the taxpayer and strives towards a lower and more stable tax rate. Fortunately, the City was proactive in managing the consequences relating to the Great Recession of 2008 by keeping a watchful eye on the next 3-5 years into future. A few examples from the last several years which illustrated the successes of our strategic plan include: Citywide hiring freeze; pension and employee benefit (especially in health insurance) reforms for current and new employees while negotiating other union concessions; strategically funding capital projects with current dollars; refunding higher interest rate bonds with lower rate bonds saving \$5.5 million in interest dollars; fully funding the pension **ARC** (annual required contribution) and pre-funding of **OPEB** (Other Post-Employment Benefits); and investing in the replacement/upgrade of technical infrastructure (hardware and software).

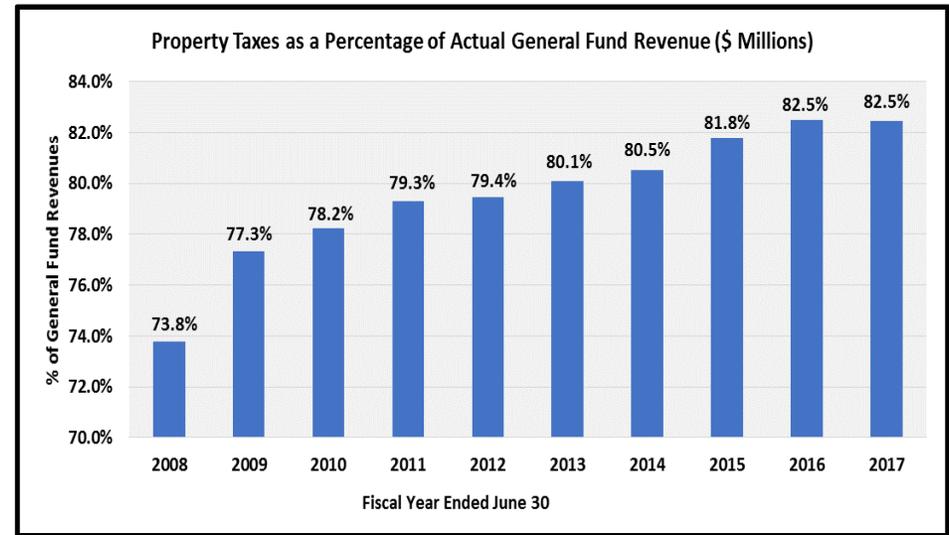
### ECONOMIC CONSIDERATIONS & FINANCIAL POLICIES

There are economic considerations and financial policies that are key drivers for the City of Danbury and the development of the budget. These factors include the City's grand list of taxable properties and the reliance on the property tax to finance city government, overall economic conditions in the City, and financial policies concerning unassigned fund balance and debt management.

## Financial Policies, Objectives & Economic Considerations (Continued)

### **Property Taxes & Grand List Growth**

For FY 2016-2017, property taxes will account for 82.5% of total revenues for the City. This has trended higher since 2008 but has leveled off in 2017 primarily because budgeted state revenues designated for the city have increased after remaining flat for so many years. Since 2007, educational costs and other state mandated programs have steadily increased every year but the state funding has remained relatively flat until this year. Unfortunately, this funding imbalance has caused a very noticeable upward shift of the burden to local taxpayers. Over the past several years, state revenues have routinely been re-allocated and specifically designated for educational purposes and given directly to BOE as illustrated with the Alliance Grant. The BOE received Alliance Grant funding of \$7.8 million for FY 2015-2016 and is expected to receive the same amount for FY 2016-2017.



**\*2016 Adopted; 2017 Adopted**

The City continually seeks opportunities to reduce costs and identify additional revenue sources to reduce the tax burden on local property owners and to lower the percentage levels of property taxes as a percentage of general fund revenue. The extent to which property taxes make up total revenues will fluctuate depending on the composition of those non-property tax revenues and the costs necessary to provide services. The FY 2016-2017 Budget proposes an overall 2.69% spending increase totaling \$6.4 million.

Financial Policies, Objectives & Economic Considerations (Continued)

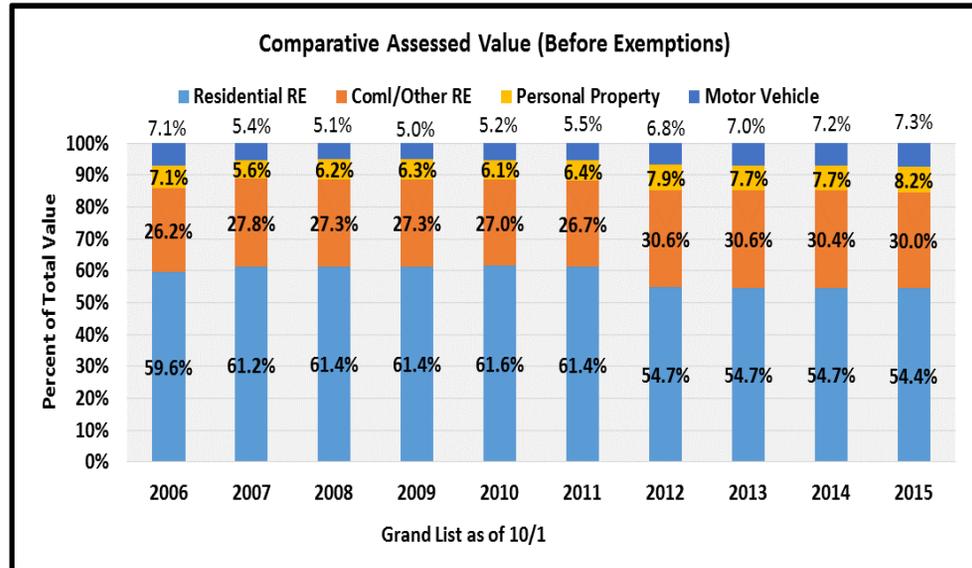
The City’s October 1, 2015 net taxable Grand List has grown by approximately \$80.0 million (1.15%) yielding an additional \$2.2 million in property tax revenues, exceeding the growth rate from each of the previous two years.

**CHANGES IN NET TAXABLE GRAND LIST AFTER BOARD OF ASSESSMENT APPEALS**

|                          | OCTOBER 1, 2012      | OCTOBER 1, 2013      | OCTOBER 1, 2014      | OCTOBER 1, 2015      | CHANGE 14 vs 15   | % CHANGE     |
|--------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|--------------|
| <b>REAL ESTATE</b>       | 5,971,833,015        | 6,013,563,065        | 6,046,122,065        | 6,089,917,520        | 43,795,455        | 0.72%        |
| <b>PERSONAL PROPERTY</b> | 374,118,330          | 375,454,318          | 386,933,837          | 409,356,790          | 22,422,953        | 5.48%        |
| <b>MOTOR VEHICLES</b>    | 481,155,257          | 498,592,104          | 513,945,171          | 527,290,025          | 13,344,854        | 2.53%        |
| <b>TOTALS</b>            | <b>6,827,106,602</b> | <b>6,887,609,487</b> | <b>6,947,001,073</b> | <b>7,026,564,335</b> | <b>79,563,262</b> | <b>1.15%</b> |
| <b>Growth Rate</b>       |                      | 0.89%                | 0.86%                | 1.15%                |                   |              |

The City is mandated by the State to perform a revaluation of properties every five years. The City’s most recent State mandated property revaluation which was effective for the 2012 grand list resulted in a 19.0% reduction in assessed valuation to real estate.

On average, net taxable assessed valuations declined twice (-17.9%) as much for residential type properties than for commercial type properties (-8.7%). Net taxable assessed valuation did not decline very much for condos, while apartments and land value held steady or increased somewhat. As the chart below illustrates, this resulted in an overall shift in the Grand List distribution primarily from residential to commercial type of properties.



**Financial Policies, Objectives & Economic Considerations (Continued)**

As the table below illustrates, the City of Danbury was not immune to the impact of the national Great Recession of 2008. It is important to note that all permit types and revenues have significantly increased since hitting bottom during 2009-2011 indicating a recovery for the Danbury economy. Most of the revenues for building permits, fees and revenues associated with real estate transactions, such as conveyance tax, have been adjusted in the FY 16-17 Budget to reflect activity trends of planned projects.

**BUILDING PERMITS**

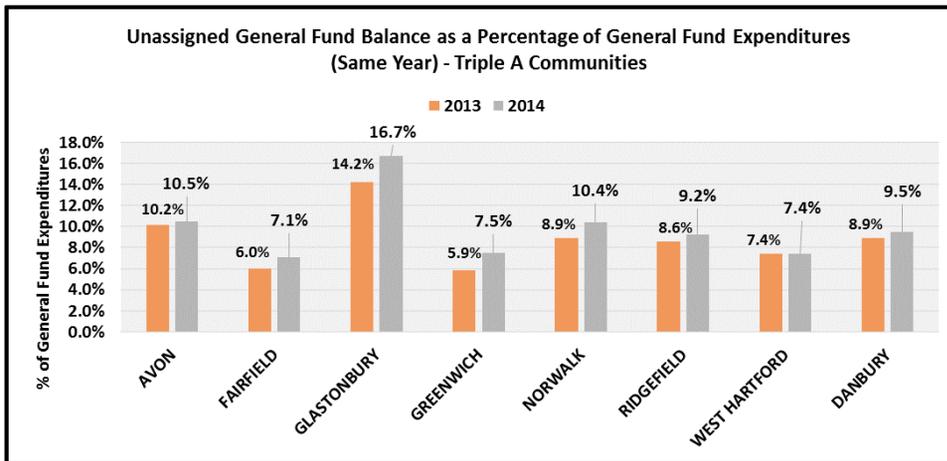
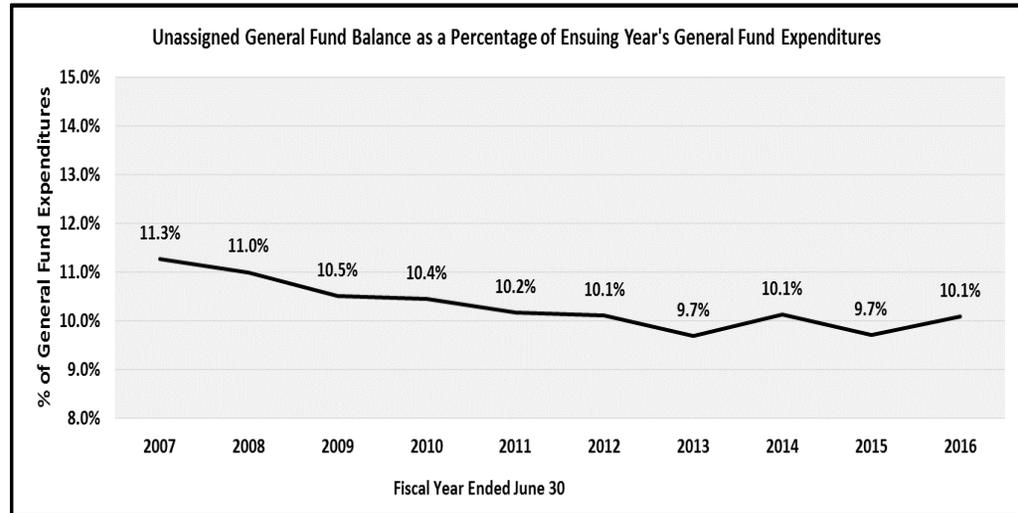
| <b><i>Calendar Year<br/>Ending 12/31</i></b> | <b><i>Residential</i></b> |                     | <b><i>Commercial</i></b> |                     | <b><i>Industrial</i></b> |                     | <b><i>Total</i></b> |                     |
|----------------------------------------------|---------------------------|---------------------|--------------------------|---------------------|--------------------------|---------------------|---------------------|---------------------|
|                                              | <b><i>No.</i></b>         | <b><i>Value</i></b> | <b><i>No.</i></b>        | <b><i>Value</i></b> | <b><i>No.</i></b>        | <b><i>Value</i></b> | <b><i>No.</i></b>   | <b><i>Value</i></b> |
| 2015                                         | 900                       | \$ 115,268,512      | 241                      | \$ 51,735,137       | 5                        | \$ 1,646,000        | 1,146               | \$ 168,649,649      |
| 2014                                         | 951                       | 78,906,280          | 192                      | 48,270,735          | 10                       | 13,451,161          | 1,153               | 140,628,176         |
| 2013                                         | 967                       | 42,944,615          | 219                      | 145,532,615         | 11                       | 16,709,942          | 1,197               | 205,187,172         |
| 2012                                         | 872                       | 92,841,102          | 273                      | 72,099,494          | 4                        | 5,422,450           | 1,149               | 170,363,046         |
| 2011                                         | 829                       | 30,801,215          | 235                      | 45,597,554          | 11                       | 4,619,000           | 1,075               | 81,017,769          |
| 2010                                         | 823                       | 29,438,911          | 225                      | 44,204,745          | 7                        | 10,037,000          | 1,055               | 83,680,656          |
| 2009                                         | 949                       | 59,205,660          | 165                      | 25,269,316          | 11                       | 1,450,559           | 1,125               | 85,925,535          |
| 2008                                         | 808                       | 34,115,571          | 226                      | 20,464,467          | 10                       | 51,439,000          | 1,044               | 106,019,038         |
| 2007                                         | 1220                      | 68,757,868          | 209                      | 73,443,295          | 17                       | 45,231,176          | 1,446               | 187,432,339         |
| 2006                                         | 1368                      | 57,171,613          | 203                      | 69,518,464          | 12                       | 28,725,755          | 1,583               | 155,415,832         |

*Source: Building Department, City of Danbury*

**Financial Policies, Objectives & Economic Considerations (Continued)**

**Fund Balance**

The City's practice has always been to maintain an unassigned general fund balance as a percentage of General Fund expenditures which is sufficient enough: to ensure adequate levels of liquidity and working capital; to improve budget flexibility and the ability to withstand economic downturns; and to enhance the City's credit rating. The rating agencies favorably recognized the City for formally adopting strong financial policies such as a fund balance policy that uses similar guidelines provided by the rating agencies and the GFOA (Government Finance Officers Association). The audited unassigned fund balance as of June 30, 2014 is \$23.1 million or about 9.7%. According to Standard and Poor's guidelines, an unassigned fund balance between 8-15% is considered "Strong." The Adopted Budget for FY 2016-2017 incorporates a planned use of fund balance of \$750,000 which is \$1,050,000 less than the current year. Even with this planned use of fund balance, the projected unassigned fund balance for June 30, 2016 will be approximately 10.0%, certainly considered "strong" by any measure.



In comparison with other triple AAA rated communities in Connecticut, we are favorably positioned with municipalities with higher credit ratings than our own.

Source: State of CT for FY ended 2013 (most recent available)

- Please note that the state uses a modified calculation approach which includes other expenditures thus reducing Unassigned Fund Balance as a Percentage in comparison to the City's calculation. This chart should be used for comparative purposes only.

## Financial Policies, Objectives & Economic Considerations (Continued)

I am very proud that Standard & Poor's, the largest of the three major rating agencies, upgraded the rating for the City of Danbury, a few years ago. This translated into lower net interest costs for debt issuances resulting in savings of future tax dollars. Standard & Poor's states that the ratings reflect the City's:

- Strong and diverse economy located in Fairfield County, featuring extremely strong per capita market value and high per capita retail sales;
- Income levels above national averages;
- Sound financial operations and conservative management practices; and
- Moderate debt burden, coupled with a manageable capital improvement plan (CIP)

### **Capital Financing and Debt Management**

In recent years, the City of Danbury has received approval from the voters for an aggressive capital improvement program geared toward upgrading the City's infrastructure and to position our City for the 21<sup>st</sup> Century. In 2004, the voters approved the 21<sup>st</sup> Century Bond package, the focus of which was to rebuild our schools. In 2005, the voters approved the Danbury Neighborhood Bond, which upgraded our parks and playgrounds and provides our citizens with additional recreational opportunities. In May 2006, the voters approved another bond proposal, the Danbury Public Safety Bond. This bond provided the necessary funding to construct a state-of-the-art police headquarters. In 2007, the voters approved the Open Space Bond to provide funding for such initiatives as: to preserve open space; additional public improvement projects including parks/streetscape enhancements and to purchase capital equipment; and a fire sprinkler system at Danbury High School.

In November 2012, the voters approved \$55.0 million for the following capital improvement projects: \$44.0 million to renovate, expand and reconfigure space at Shelter Rock Elementary, Stadley Rough Elementary, Park Avenue Elementary and Mill Ridge Primary Schools to address the growing student population and changing programming needs; \$1.9 million to the bridge replacement/renovation fund; \$550,000 to renovate, improve and upgrade the Library Annex into a small business incubator facility; and \$8.5 million for improvements to the sewer and water infrastructure and facilities.

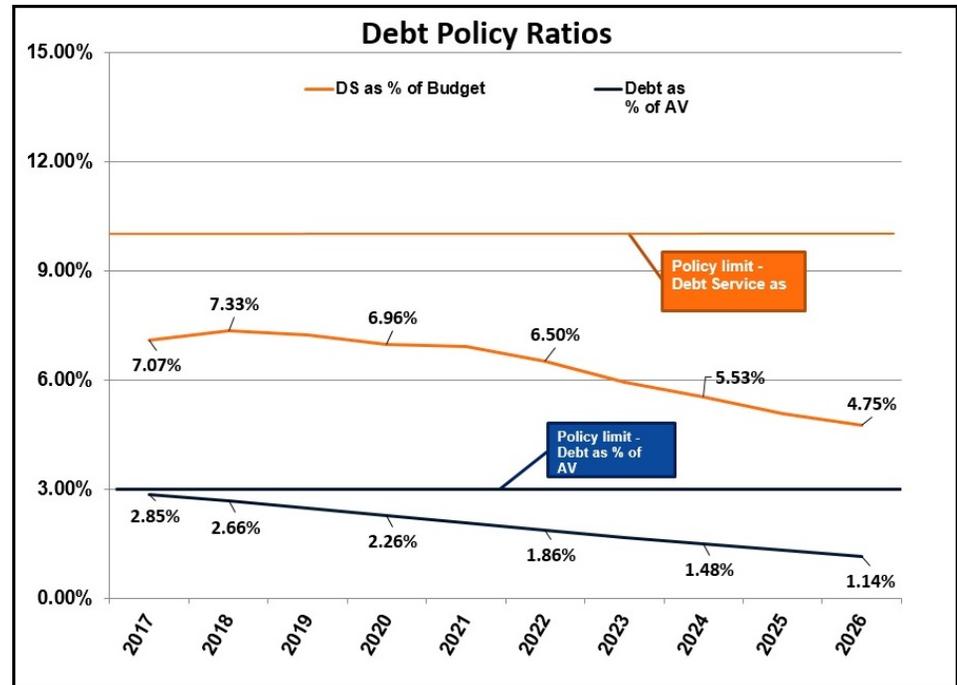
In June 2015, the voters approved \$53.5 million for a building addition, program improvements and safety enhancements at the Danbury High School. As with the first phase of the BOE project which started with the referendum in 2012, this will also be approximately 60% funded by state grants and the city's portion will be financed by bonds (permanent debt) which will be issued as old debt is retiring to minimize the budgetary and mill rate impact to taxpayers.

## Financial Policies, Objectives & Economic Considerations (Continued)

In proposing these capital project investments, the City does so within a framework of capital financing practices designed to ensure that the debt associated with these projects does not place undue pressure on the mill rate and our taxpayers. The City has adopted a Debt Management Policy using industry guidelines and best practices. Such policy addresses debt structure, pay-down/call provisions, and address post issuance compliance procedures while establishing the following standard debt benchmark ratios:

- Debt service as a percent of expenditures should not exceed 10% and
- Debt as a percentage of assessed valuation shall not exceed 3.0%.

Debt Service as a percentage of general fund expenditures will peak at 7.33% in FY 2018 and while debt as a percentage of assessed valuation will peak in FY 2017 at 2.85%. Given the City's conservative debt practices, the ratios are projected to trend downward even as new debt is issued. Even though the City continues to substantially make capital investments, it does so by funding such projects through a balanced financing from capital reserves (current tax levy), debt issues, and capital leases. Furthermore, to minimize the budgetary impact of the cost of such capital projects, the City strategically issues new debt as old debt expires.



### Financial Policies, Objectives & Economic Considerations (Continued)

The associated bonding associated with current available bonding authorizations for projects will likely be issued by FY 2021 as follows: \$18 million for FY 2017, \$15 million for FY 2018 and \$12 million for the following three years.

As illustrated, even if all the debt that is currently authorized is bonded over the next five years as projected, the City would still be well below its policy benchmarks.

Outstanding debt is projected to peak in FY 2018 at \$126.8 million when most of older authorizations have been issued and will decline to \$75.1 million in FY 2024-2025 as the debt is paid down. Projected outstanding debt and its impact on debt service as a percentage of expenditures, debt per capita, and debt to fair market value.

#### **PROJECTED DEBT SERVICE AS A % of EXPENDITURES & TAXABLE ASSESSED VALUATION**

| <b>Fiscal Year</b> | <b>Outstanding Debt<br/>as of June 30 (in Millions)</b> | <b>Debt Service as<br/>% of Expend.</b> | <b>Debt as % of Taxable<br/>Assessed Valuation</b> |
|--------------------|---------------------------------------------------------|-----------------------------------------|----------------------------------------------------|
| 2015-2016          | 119.6                                                   | 7.07%                                   | 2.85%                                              |
| 2016-2017          | 124.9                                                   | 7.33%                                   | 2.66%                                              |
| 2017-2018          | 126.8                                                   | 7.22%                                   | 2.46%                                              |
| 2018-2019          | 113.9                                                   | 6.96%                                   | 2.26%                                              |
| 2019-2020          | 112.5                                                   | 6.92%                                   | 2.06%                                              |
| 2020-2021          | 111.3                                                   | 6.50%                                   | 1.86%                                              |
| 2021-2022          | 110.7                                                   | 5.93%                                   | 1.67%                                              |
| 2022-2023          | 98.5                                                    | 5.53%                                   | 1.48%                                              |
| 2023-2024          | 86.7                                                    | 5.06%                                   | 1.31%                                              |
| 2024-2025          | 75.1                                                    | 4.75%                                   | 1.14%                                              |

**CITY OF DANBURY**  
**2016-2017 BUDGET PREPARATION CALENDAR**

| <b>DATE</b>                         | <b>ACTIVITY</b>                                                                                                                                                              |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| November 5, 2015                    | Planning Director distributes Capital Budget forms and guidelines                                                                                                            |
| November 19, 2015 <b>at 4:00 pm</b> | Director of Finance distributes budget guidelines                                                                                                                            |
| December 10, 2015                   | Capital Budgets are due to Planning Director                                                                                                                                 |
| December 17, 2015 <b>at Noon</b>    | Deadline for submission of Budget Requests to Finance Director                                                                                                               |
| December 21-January 7, 2016         | Director of Finance reviews budget submissions                                                                                                                               |
| January 11- January 28, 2016        | Director of Finance meets with department heads                                                                                                                              |
| February 1-March 10, 2016           | Mayor & Finance Director reviews and makes final recommendations                                                                                                             |
| February 15, 2016                   | Deadlines: Capital Budget (Planning Commission) and Budget Request (Board of Education)                                                                                      |
| March 11-20, 2016                   | Proposed Budget is prepared for printing/binding. Budget Ordinance & Tax Resolution are drafted                                                                              |
| April 5, 2016                       | Mayor presents Budget to City Council (Must present to Council no later than April 7*)                                                                                       |
| April 6 – April 28, 2016            | City Council Budget review. Public hearings are held (prior to May 1*)<br>Notice of hearings published five days prior. Proposed budget printed in Danbury <i>News Times</i> |
| May 3, 2016                         | Budget submitted to City Council for final approval                                                                                                                          |
| May 16, 2016                        | Final Budget Adoption Deadline                                                                                                                                               |
| May 17– June 13, 2016               | Preparation & Printing of Adopted Budgets                                                                                                                                    |
| July 1, 2016                        | Adopted Budget available on City's website                                                                                                                                   |

## CITY OF DANBURY

### FINANCIAL STRUCTURE AND BASIS OF ACCOUNTING

The accounts of the City of Danbury are organized on a fund basis, each of which is considered a separate accounting entity. The activities of each fund are accounted for with a distinct set of self-balancing accounts that includes expenditures, revenues, assets, liabilities and fund equity. Resources are allocated to and accounted for in individual funds based on the purposes for which they are to be expended and to maintain control and accountability.

All of the funds of the City of Danbury are divided into three categories: governmental funds, proprietary funds and fiduciary funds.

**Governmental Funds:** The City of Danbury maintains 23 individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund which is considered to be a major fund. Other funds considered to be Major Funds are Miscellaneous Special Revenue and Vision 2020. The Miscellaneous Special Revenue Fund is the consolidation of 60 small grant programs that have been combined for the purposes of financial reporting. This is considered a major fund. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements in the Comprehensive Annual Financial Report. Non-major governmental funds are combined into a single, aggregated presentation as other governmental funds. Such funds include the School Lunch Program Fund, the Community Development Block Grant Fund, the Animal Control Fund, the School-Based Health Center Grant Fund, the LOCIP Fund, Airport Projects Fund, State and Federal School Projects Fund, the Library Fund, the Metro North Parking Lease Fund, Open Space Bond, NSP Grant, ARRA, Public Safety Bond, SECP, Century 21 PI Fund, the City Projects Fund, the Danbury Neighborhood Bond Fund, the Head Start Bond Fund, CRM Project Fund, and the Farioly Permanent Fund.

Governmental funds are used to finance the vast majority of the City's activities. Governmental funds include the General Fund, the Special Revenue Fund and Capital Projects Fund.

- **General Fund** – The General Fund is the general operating fund of the City government. All unrestricted sources, except those required to be accounted for in another fund, are included in this fund. General operating expenditures, fixed charges, principal and interest on long term debt, and some capital improvements costs are paid from this fund.
- **Special Revenue Funds** – The Special Revenue Funds are used to account for the proceeds of the 11 small grant programs that are either required by law or administrative action to be accounted for in a separate fund. Special Revenue Funds appropriated in the budget include the Animal Control Fund and the Local Capital Improvement Program (LOCIP). Other special revenue funds maintained by the City of Danbury are not subject to appropriation, and information on these funds is not included in this document, but is included in the City's (CAFR).

## FINANCIAL STRUCTURE (continued)

- **Capital Projects Fund** – The Capital Projects Fund is used to account for resources related to the acquisition and/or construction/renovation/significant repair of capital facilities.

**Proprietary Funds:** These funds are used to account for activities similar to those funds in the private sector where the determination of net income is necessary or useful to sound financial administration. The City maintains four different types of proprietary funds, each of which are subject to budgetary control and appropriation. The Enterprise types consist of the Ambulance, Water and Sewer Funds, which account for activities related to the provision of emergency medical services, water services and wastewater treatment. The Internal Service Fund accounts for employee benefits, liability insurance, worker’s compensation, heart and hypertension claims, and retiree benefits.

**Fiduciary Funds:** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to provide services to the City constituency. The City has six pension fund trust funds, one private purpose fund and seven agency funds. The accounting used for fiduciary funds is much like that used for proprietary funds. The funds are not subject to budgetary appropriation.

## ACCOUNTING AND BUDGETARY BASIS

The Annual Fiscal Year Adopted Budget and the Comprehensive Annual Financial Report (CAFR) strive to communicate to interested parties (the public) a detailed summary of the financial health and an overview of the future plans of the City. At first glance, there may appear to be a slight disconnect between the two reports. However, disparities between the GAAP basis of accounting and the basis of budgeting do often occur because regulations governing budgeting (e.g., laws or local ordinances) differ from GAAP. Some of the more common differences between GAAP and the budgetary basis of budgeting are as follows:

- Encumbered amounts are commonly treated as expenditures under the basis of budgeting, while encumbrances are never classified as expenditures under the GAAP basis of accounting.
- Budgetary revenues and expenditures may include items classified as “other financing sources” and “other financing uses” under the GAAP basis of accounting.
- The fund structure used in GAAP financial statements may differ from the fund structure used for budgetary purposes (e.g., debt service payments may be accounted for in the general fund for budgetary purpose, but may be reported in a debt service fund in the GAAP financial statements).

## FINANCIAL STRUCTURE (continued)

- The government's budget document may not include all of the component units and funds incorporated into the GAAP financial statements (e.g., Danbury Parking Authority, Richter Park Authority, Danbury Museum and Historical Society Authority, Ives Authority for the Performing Arts and Tarrywile Park Authority included in the GAAP financial statements may not be incorporated into the budget). Under the GAAP basis of accounting used in proprietary funds, the receipt of long term debt proceeds, capital outlays, and debt service principal payments are not reported in operations, but allocations for depreciation and amortization expense are recorded. Often the opposite is true under the basis of budgeting.
- Under GAAP basis of accounting, on-behalf revenues and expenditures must be reported. They are generally not included under the basis of budgeting (e.g., payments by the state to a pension plan for the government's employees).<sup>1</sup>

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. The City of Danbury relies on two methods in its accounting and budgetary systems to account for revenues and expenditures.

- A) Modified Accrual Basis of Accounting:** Under the modified accrual basis of accounting, revenues are recognized when they are both measurable and available to finance current operations. These revenue items consist primarily of property taxes, special assessments and interest on investments. Fines, permits and charges for services are not susceptible to accrual as they are not measurable until the cash is received. Expenditures are generally recognized under the modified accrual basis of accounting when the liability is incurred. Exceptions to this policy are: (1) principal and interest on long-term debt, which is recognized when paid; and (2) compensated absences, claims and landfill closure costs, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.
- B) Accrual Basis of Accounting:** The accrual basis of accounting is used for pension funds, internal service funds and non-expendable trust funds with revenues recorded when earned and expenses when incurred.

*Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued, and accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservation of fund balance on a GAAP basis.*

**FINANCIAL STRUCTURE (continued)**

<sup>1</sup>GFOA recommended practice on “Relationship Between Budgetary and Financial Statement Information” (1999). The **budgetary basis** follows the modified accrual basis of accounting except:

| <b><u>Summary of Fund Types &amp; Basis of Accounting</u></b> |                                 |                            |                         |                                   |                          |
|---------------------------------------------------------------|---------------------------------|----------------------------|-------------------------|-----------------------------------|--------------------------|
| <b><u>Fund</u></b>                                            | <b><u>Appropriated Fund</u></b> | <b><u>Audited Fund</u></b> | <b><u>Fund Type</u></b> | <b><u>Basis of Accounting</u></b> | <b><u>Major Fund</u></b> |
| General Fund                                                  | Yes                             | Yes                        | Governmental            | Modified Accrual                  | Yes                      |
| Water Fund                                                    | Yes                             | Yes                        | Proprietary             | Accrual                           | Yes                      |
| Sewer Fund                                                    | Yes                             | Yes                        | Proprietary             | Accrual                           | Yes                      |
| Ambulance Fund                                                | Yes                             | Yes                        | Proprietary             | Accrual                           | Yes                      |
| Animal Control Fund                                           | Yes                             | Yes                        | Governmental            | Modified Accrual                  | No                       |
| Capital Projects Fund                                         | Yes                             | Yes                        | Governmental            | Modified Accrual                  | No                       |
| Internal Service Fund                                         | Yes                             | Yes                        | Proprietary             | Accrual                           | Yes                      |
| Special Revenue Fund                                          | No                              | No                         | Governmental            | Modified Accrual                  | No                       |

## CITY OF DANBURY

### EXPENDITURE CATEGORIZATION AND TREND ANALYSIS

The City's General Fund expenditures are categorized as follows:

**General Government** – Includes City Council, Mayor, Legislative Assistant, Office of Project Excellence, Ordinances, Probate Court, Registrars and Elections, Treasurer, Finance, Information Technology, Independent Audit, Bureau of Assessments, Board of Assessment Appeals, Tax Collector, Purchasing, Corporation Counsel, Town Clerk, Annual Report, Permit Coordination, Planning, Economic Development, Conservation Commission, Department of Human Resources, Mayor's Discretionary Fund, Fair Rent Commission, City Memberships, Lake Authority, Retirement Administration, Labor Negotiations, Public Buildings, City Hall Building, Library Building, Police Station Building, Senior Center Building, Old Jail Building, Old Library Building and Park Buildings.

**Public Safety**: Police Department, Fire Department, Building Inspector, Civil Preparedness, Consumer Protection, Unified Neighborhood Inspection Team, Airport, and HART.

**Public Works**: Director of Public Works, Highways, State Aid Highway Projects, Snow and Ice Removal, Street Lighting, Park Maintenance, Forestry, Public Building Maintenance and Repair, Equipment Maintenance, Recycling/Solid Waste, Engineering, and Construction Services.

**Health and Welfare**: Health and Human Services, Veterans Advisory Center, Elderly Services, Elderly Transportation, and Community Services.

**Education** – Includes Education and Schools Health and Welfare.

**Culture and Recreation**: Danbury Public Library, Long Ridge Library, Recreation, Tarrywile Park Authority, Cultural Commission, Lake Kenosia Commission, Ives Authority for the Performing Arts, and Danbury Museum Authority.

**Pension & Other Employee Benefits** – Includes FICA, Pension Expense, Employee Service Benefit, Worker's Compensation, Unemployment Compensation, Employee Health & Life Insurance, Union Welfare Contribution, and Risk Management.

**Debt Service** – Includes Interest on Debt, Interest on School Debt, Redemption of Debt, and Redemption of School Debt.

**Contingency** – Includes Contingency for unexpected events.

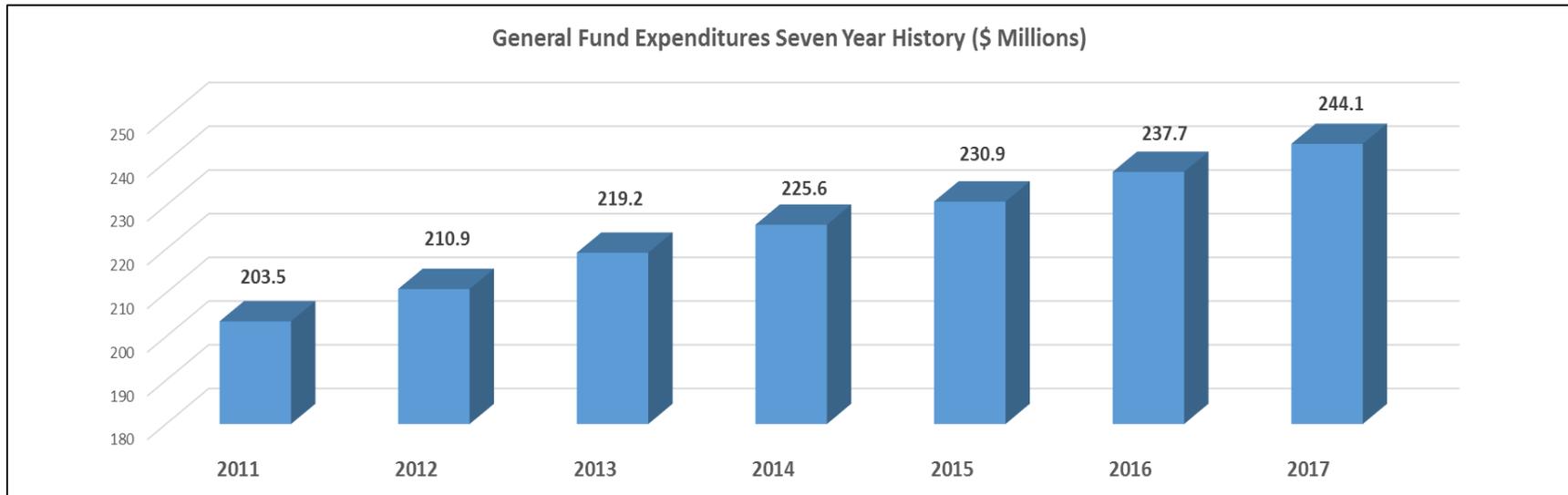
**Transfer Out** - Operating Transfers Out to Animal Control Fund and Capital Fund.

**CITY OF DANBURY**  
**GENERAL FUND EXPENDITURES: 7-YEAR HISTORY**

**General Fund Expenditures: 7-Year History**

| FUNCTION                  | FY 10-11 ACTUAL    |               | FY 11-12 ACTUAL    |               | FY 12-13 ACTUAL    |               | FY 13-14 ACTUAL    |               | FY 14-15 ACTUAL    |               | FY 15-16 ADOPTED   |               | FY 16-17 ADOPTED   |               |
|---------------------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|
|                           | \$                 | %             | \$                 | %             | \$                 | %             | \$                 | %             | \$                 | %             | \$                 | %             | \$                 | %             |
| General Government        | 9,146,449          | 4.5%          | 8,699,990          | 4.1%          | 9,004,820          | 4.1%          | 9,551,158          | 4.2%          | 9,652,416          | 4.2%          | 9,885,396          | 4.2%          | 10,264,235         | 4.2%          |
| Public Safety             | 29,630,689         | 14.6%         | 29,770,239         | 14.1%         | 30,902,152         | 14.1%         | 31,988,696         | 14.2%         | 33,945,155         | 14.7%         | 34,078,557         | 14.3%         | 34,514,915         | 14.1%         |
| Public Works              | 9,043,528          | 4.4%          | 8,828,515          | 4.2%          | 9,139,309          | 4.2%          | 9,136,062          | 4.1%          | 9,413,822          | 4.1%          | 10,070,166         | 4.2%          | 10,334,596         | 4.2%          |
| Health & Welfare          | 2,001,354          | 1.0%          | 1,973,241          | 0.9%          | 2,015,820          | 0.9%          | 1,928,089          | 0.9%          | 1,973,258          | 0.9%          | 2,124,418          | 0.9%          | 2,179,754          | 0.9%          |
| Education                 | 109,655,335        | 53.9%         | 114,901,799        | 54.5%         | 116,003,866        | 52.9%         | 118,421,068        | 52.5%         | 121,976,528        | 52.8%         | 124,208,575        | 52.3%         | 126,408,575        | 51.8%         |
| Culture & Recreation      | 2,776,197          | 1.4%          | 2,531,484          | 1.2%          | 2,427,402          | 1.1%          | 2,458,082          | 1.1%          | 2,630,485          | 1.1%          | 2,738,263          | 1.2%          | 2,881,709          | 1.2%          |
| Pension & Other Benefits  | 25,755,048         | 12.7%         | 26,447,785         | 12.5%         | 30,220,695         | 13.8%         | 28,941,782         | 12.8%         | 31,009,090         | 13.4%         | 35,735,902         | 15.0%         | 37,101,493         | 15.2%         |
| Debt Service              | 13,424,471         | 6.6%          | 15,646,997         | 7.4%          | 16,820,198         | 7.7%          | 16,602,270         | 7.4%          | 14,505,473         | 6.3%          | 15,804,801         | 6.6%          | 15,804,801         | 6.5%          |
| Contingency*              | -                  | 0.0%          | -                  | 0.0%          | -                  | 0.0%          | -                  | 0.0%          | -                  | 0.0%          | 475,000            | 0.2%          | 425,000            | 0.2%          |
| Transfer Out              | 2,027,328          | 1.0%          | 2,132,464          | 1.0%          | 2,620,555          | 1.2%          | 6,533,552          | 2.9%          | 5,804,149          | 2.5%          | 2,578,922          | 1.1%          | 4,184,922          | 1.7%          |
| <b>Total General Fund</b> | <b>203,460,399</b> | <b>100.0%</b> | <b>210,932,514</b> | <b>100.0%</b> | <b>219,154,817</b> | <b>100.0%</b> | <b>225,560,759</b> | <b>100.0%</b> | <b>230,910,376</b> | <b>100.0%</b> | <b>237,700,000</b> | <b>100.0%</b> | <b>244,100,000</b> | <b>100.0%</b> |

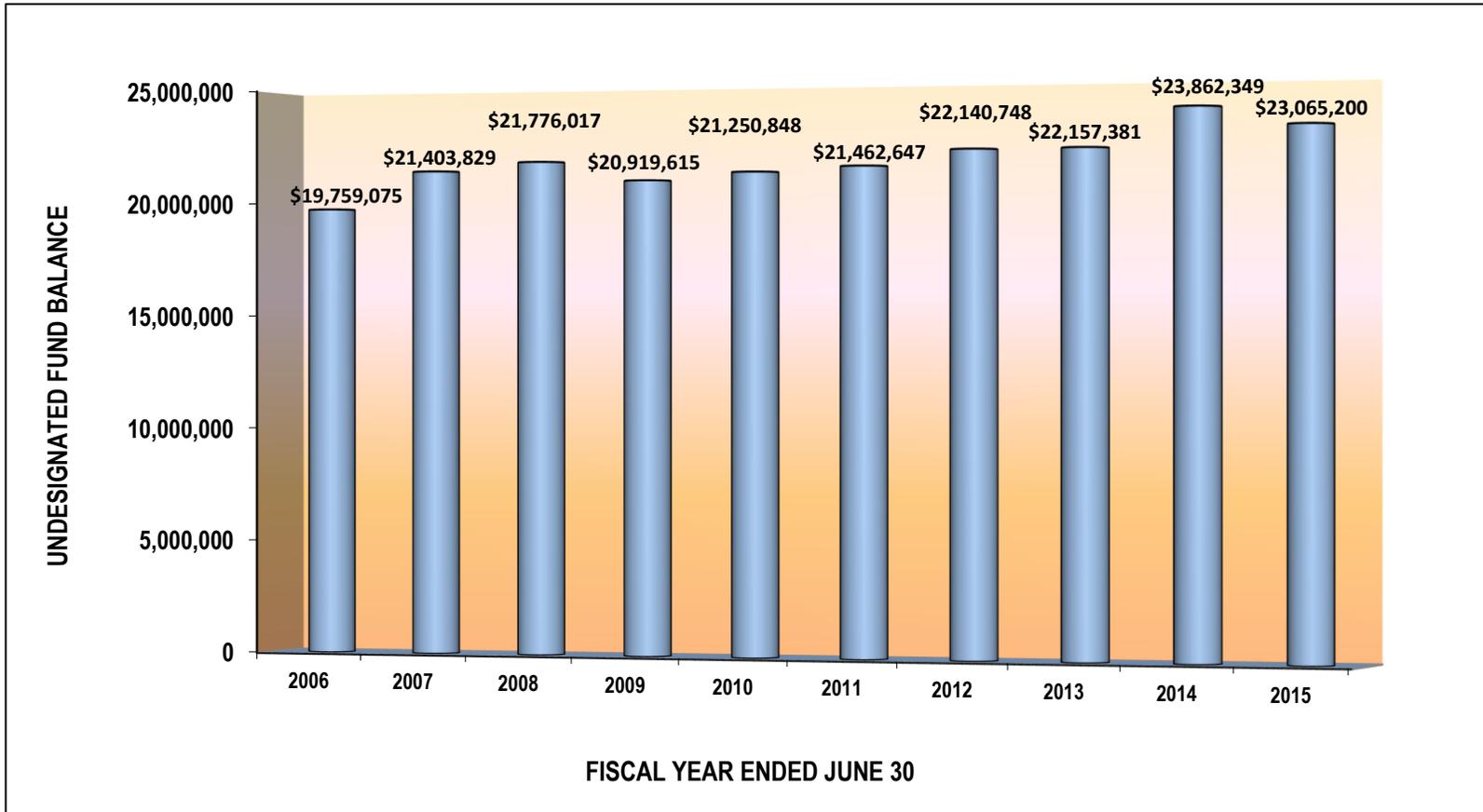
\*Contingency funds are transferred to other accounts during the fiscal year, as such the actual year-end balances reflect the utilization of these contingency funds



**CITY OF DANBURY**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN GENERAL FUND BALANCE**  
**FISCAL YEARS 2012-2013 to 2016-2017**

|                                    | 2012-2013<br>ACTUAL | 2013-2014<br>ACTUAL | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                    |                     |                     |                     |                     |                     |
| Property Taxes                     | 175,571,404         | 181,696,534         | 188,467,780         | 196,131,988         | 201,328,858         |
| Intergovernmental                  | 31,874,477          | 46,161,761          | 48,767,079          | 31,113,350          | 34,062,672          |
| Licenses & Permits                 | 4,752,699           | 4,262,540           | 3,855,787           | 4,552,300           | 4,065,775           |
| Fines & Penalties                  | 1,228,222           | 1,231,133           | 1,687,742           | 1,261,300           | 1,273,000           |
| Interest Income                    | 99,555              | 192,513             | 115,630             | 200,000             | 200,000             |
| Charges for Services               | 3,104,198           | 7,390,792           | 5,901,523           | 2,606,062           | 2,419,695           |
| <b>TOTAL REVENUES</b>              | <b>216,630,555</b>  | <b>240,935,273</b>  | <b>248,795,541</b>  | <b>235,865,000</b>  | <b>243,350,000</b>  |
|                                    |                     |                     |                     |                     |                     |
| General Government                 | 9,004,820           | 9,570,570           | 9,656,623           | 9,885,396           | 10,264,235          |
| Public Safety                      | 30,902,152          | 32,041,952          | 33,938,144          | 34,078,557          | 34,514,915          |
| Public Works                       | 9,139,309           | 9,127,320           | 9,416,623           | 10,070,166          | 10,334,596          |
| Health and Welfare                 | 2,015,820           | 2,134,091           | 1,973,258           | 2,124,418           | 2,179,754           |
| Education                          | 116,003,866         | 2,405,356           | 141,957,467         | 124,208,575         | 126,408,575         |
| Culture & Recreation               | 2,427,402           | 135,882,098         | 2,630,485           | 2,738,263           | 2,881,709           |
| Pension & Other Benefits           | 30,220,695          | 28,941,783          | 31,009,090          | 35,735,902          | 37,101,493          |
| Debt Service                       | 16,820,198          | 16,698,898          | 14,504,187          | 15,804,801          | 15,804,801          |
| Contingency                        | 0                   | 0                   | 0                   | 475,000             | 425,000             |
| Capital                            | <u>2,156,858</u>    | <u>2,761,552</u>    | <u>1,005,435</u>    | <u>2,278,922</u>    | <u>3,878,922</u>    |
| <b>TOTAL EXPENDITURES</b>          | <b>218,691,121</b>  | <b>239,563,620</b>  | <b>246,091,312</b>  | <b>237,400,000</b>  | <b>243,794,000</b>  |
|                                    |                     |                     |                     |                     |                     |
| Revenues Over (Under) Expenditures | (2,060,566)         | 1,371,653           | 2,704,229           | (1,535,000)         | (444,000)           |
| Other Financing Sources/(Uses)     | 2,232,311           | (981,933)           | (119,061)           | (265,000)           | (306,000)           |
| Net Change in Fund Balance         | <u>171,745</u>      | <u>389,720</u>      | <u>2,585,168</u>    | <u>(1,800,000)</u>  | <u>(750,000)</u>    |
| <b>Beginning Fund Balance</b>      | <b>28,292,857</b>   | <b>28,464,602</b>   | <b>28,854,322</b>   | <b>31,439,490</b>   | <b>29,639,490</b>   |
| <b>Ending Fund Balance</b>         | <b>28,464,602</b>   | <b>28,854,321</b>   | <b>31,439,490</b>   | <b>29,639,490</b>   | <b>28,889,490</b>   |

**CITY OF DANBURY  
GENERAL FUND  
UNDESIGNATED (UNASSIGNED) FUND BALANCE  
TEN YEAR HISTORY**



**CITY OF DANBURY**

**2015-2017 SUMMARY OF FINANCIAL SOURCES AND USES**

|                                 | GENERAL FUND        |                     |                     | AMBULANCE FUND      |                     |                     | ANIMAL CONTROL FUND |                     |                     |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                 | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
| <b><u>FINANCIAL SOURCES</u></b> |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Property Taxes                  | 188,467,780         | 196,131,988         | 201,328,858         |                     |                     |                     |                     |                     |                     |
| Intergovernmental               | 48,767,079          | 31,113,350          | 34,062,672          |                     |                     |                     |                     |                     |                     |
| Licenses & Permits              | 3,855,787           | 4,552,300           | 4,065,775           |                     |                     |                     | 1,301               | 2,000               | 1,300               |
| Fines & Penalties               | 1,687,742           | 1,261,300           | 1,273,000           |                     |                     |                     |                     |                     |                     |
| Interest Income                 | 115,630             | 200,000             | 200,000             | 990                 | 900                 | 1,000               | 423                 | 100                 | 100                 |
| Charges for Services            | 6,082,462           | 2,641,062           | 2,419,695           | 3,423,650           | 3,392,500           | 3,611,000           |                     |                     |                     |
| Septic & Connection Fees        |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Fund Balance                    |                     | 1,800,000           | 750,000             |                     |                     | 100,000             |                     |                     |                     |
| Operating Transfer In           |                     |                     |                     |                     |                     |                     | 300,000             | 300,000             | 306,000             |
| Lease Proceeds                  |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Note Premium                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Capital Contributions           |                     |                     |                     | 148,845             |                     |                     |                     |                     |                     |
| Animal License & Other          |                     |                     |                     |                     |                     |                     | 12,771              | 12,500              | 12,600              |
| <b>Total Financial Sources</b>  | <b>248,976,480</b>  | <b>237,700,000</b>  | <b>244,100,000</b>  | <b>3,573,485</b>    | <b>3,393,400</b>    | <b>3,712,000</b>    | <b>314,495</b>      | <b>314,600</b>      | <b>320,000</b>      |
| <b><u>FINANCIAL USES</u></b>    |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| General Government              | 9,656,623           | 9,885,396           | 10,264,235          |                     |                     |                     |                     |                     |                     |
| Public Safety                   | 33,938,144          | 34,078,557          | 34,514,915          | 3,848,927           | 3,263,400           | 3,322,000           | 255,078             | 299,900             | 301,400             |
| Public Works                    | 9,416,623           | 10,070,166          | 10,334,596          |                     |                     |                     |                     |                     |                     |
| Health and Welfare              | 1,973,258           | 2,124,418           | 2,179,754           |                     |                     |                     |                     |                     |                     |
| Education                       | 141,957,467         | 124,208,575         | 126,408,575         |                     |                     |                     |                     |                     |                     |
| Culture & Recreation            | 2,630,485           | 2,738,263           | 2,881,709           |                     |                     |                     |                     |                     |                     |
| Pension & Other Benefits        | 31,009,090          | 35,735,902          | 37,101,493          |                     |                     |                     |                     |                     |                     |
| Debt Service                    | 14,504,187          | 15,804,801          | 15,804,801          |                     |                     |                     |                     |                     |                     |
| Contingency                     | 0                   | 475,000             | 425,000             |                     |                     |                     |                     |                     |                     |
| Capital                         | 1,005,435           | 2,278,922           | 3,878,922           |                     | 130,000             | 390,000             | 593                 |                     |                     |
| Operating Transfer Out          | 300,000             | 300,000             | 306,000             |                     |                     |                     |                     | 14,700              | 18,600              |
| <b>Total Financial Uses</b>     | <b>246,391,312</b>  | <b>237,700,000</b>  | <b>244,100,000</b>  | <b>3,848,927</b>    | <b>3,393,400</b>    | <b>3,712,000</b>    | <b>255,671</b>      | <b>314,600</b>      | <b>320,000</b>      |

**CITY OF DANBURY**

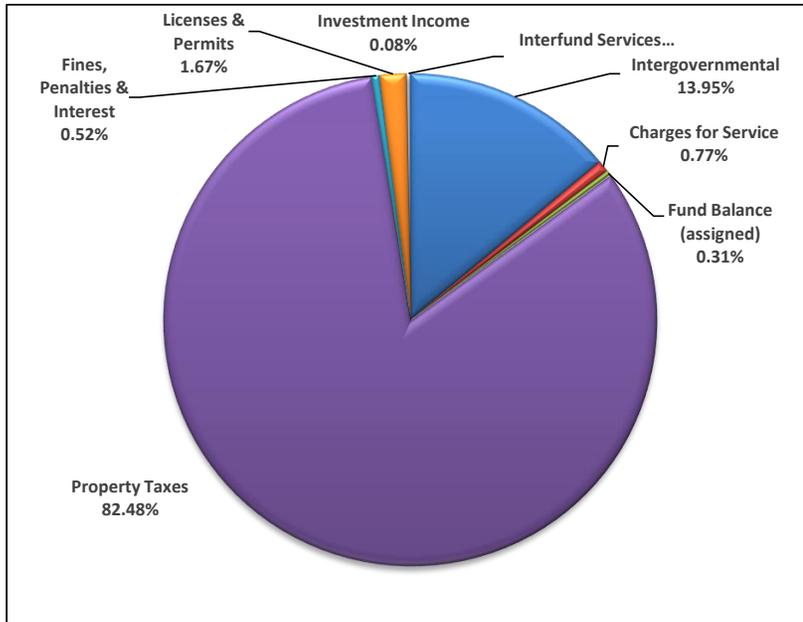
**2015-2017 SUMMARY OF FINANCIAL SOURCES AND USES**

|                                | SEWER FUND          |                     |                     | WATER FUND          |                     |                     | FUND TOTALS         |                     |                     |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
| <b>FINANCIAL SOURCES</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Property Taxes                 |                     |                     |                     |                     |                     |                     | 188,467,780         | 196,131,988         | 201,328,858         |
| Intergovernmental              |                     |                     |                     |                     |                     |                     | 48,767,079          | 31,113,350          | 34,062,672          |
| Licenses & Permits             |                     |                     |                     |                     |                     |                     | 3,857,088           | 4,554,300           | 4,067,075           |
| Fines & Penalties              |                     |                     |                     |                     |                     |                     | 1,687,742           | 1,261,300           | 1,273,000           |
| Interest Income                | 3                   | 0                   | 0                   | 23,508              | 16,500              | 22,000              | 140,554             | 217,500             | 223,100             |
| Charges for Services           | 11,212,904          | 11,687,744          | 11,680,000          | 8,995,954           | 9,254,573           | 9,368,000           | 29,714,970          | 26,975,879          | 27,078,695          |
| Septic & Connection Fees       | 364,780             | 541,804             | 550,000             |                     |                     |                     | 364,780             | 541,804             | 550,000             |
| Fund Balance                   |                     |                     |                     |                     |                     |                     | 0                   | 1,800,000           | 850,000             |
| Operating Transfer In          |                     |                     |                     |                     |                     |                     | 300,000             | 300,000             | 306,000             |
| Lease Proceeds                 |                     |                     |                     |                     |                     |                     | 0                   | 0                   | 0                   |
| Note Premium                   |                     |                     |                     |                     |                     |                     | 0                   | 0                   | 0                   |
| Capital Contributions          |                     |                     |                     | 246,984             |                     |                     | 395,829             | 0                   | 0                   |
| Animal License & Other         |                     |                     |                     |                     |                     |                     | 12,771              | 12,500              | 12,600              |
| <b>Total Financial Sources</b> | <b>11,577,687</b>   | <b>12,229,548</b>   | <b>12,230,000</b>   | <b>9,266,446</b>    | <b>9,271,073</b>    | <b>9,390,000</b>    | <b>273,708,593</b>  | <b>262,908,621</b>  | <b>269,752,000</b>  |
| <b>FINANCIAL USES</b>          |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| General Government             |                     |                     |                     |                     |                     |                     | 9,656,623           | 9,885,396           | 10,264,235          |
| Public Safety                  |                     |                     |                     |                     |                     |                     | 38,042,149          | 37,641,857          | 38,138,315          |
| Public Works                   | 9,532,794           | 9,587,741           | 11,314,808          | 7,733,784           | 8,206,583           | 8,873,739           | 26,683,201          | 27,864,490          | 30,523,143          |
| Health and Welfare             |                     |                     |                     |                     |                     |                     | 1,973,258           | 2,124,418           | 2,179,754           |
| Education                      |                     |                     |                     |                     |                     |                     | 141,957,467         | 124,208,575         | 126,408,575         |
| Culture & Recreation           |                     |                     |                     |                     |                     |                     | 2,630,485           | 2,738,263           | 2,881,709           |
| Pension & Other Benefits       |                     |                     |                     |                     |                     |                     | 31,009,090          | 35,735,902          | 37,101,493          |
| Debt Service                   | 400,260             | 1,000,807           | 415,192             | 352,204             | 464,490             | 341,261             | 15,256,651          | 17,270,098          | 16,561,254          |
| Contingency                    |                     |                     |                     |                     |                     |                     | 0                   | 475,000             | 425,000             |
| Capital                        | 299,180             | 1,641,000           | 500,000             |                     | 600,000             | 175,000             | 1,305,208           | 4,649,922           | 4,943,922           |
| Operating Transfer Out         |                     |                     |                     |                     |                     |                     | 300,000             | 314,700             | 324,600             |
| <b>Total Financial Uses</b>    | <b>10,232,234</b>   | <b>12,229,548</b>   | <b>12,230,000</b>   | <b>8,085,988</b>    | <b>9,271,073</b>    | <b>9,390,000</b>    | <b>268,814,132</b>  | <b>262,908,621</b>  | <b>269,752,000</b>  |

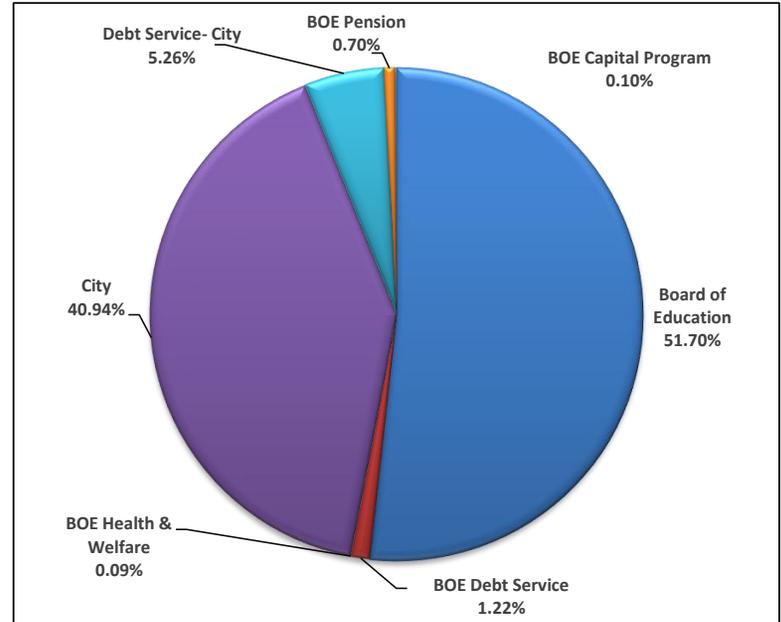
**CITY OF DANBURY**  
**2016-2017 ADOPTED BUDGET**

**TOTAL \$244,100,000**

**REVENUES**



**EXPENDITURES**



|                             |                      |
|-----------------------------|----------------------|
| Intergovernmental           | \$34,062,672         |
| Charges for Service         | 1,880,295            |
| Fund Balance (assigned)     | 750,000              |
| Property Taxes              | 201,328,858          |
| Fines, Penalties & Interest | 1,273,000            |
| Licenses & Permits          | 4,065,775            |
| Investment Income           | 200,000              |
| Interfund Services          | 539,400              |
| <b>Total</b>                | <b>\$244,100,000</b> |

|                      |                      |
|----------------------|----------------------|
| Board of Education   | \$126,200,000        |
| BOE Debt Service     | 2,975,344            |
| BOE Health & Welfare | 208,575              |
| City                 | 99,936,624           |
| Debt Service- City   | 12,829,457           |
| BOE Pension          | 1,700,000            |
| BOE Capital Program  | 250,000              |
| <b>Total</b>         | <b>\$244,100,000</b> |

**CITY OF DANBURY  
GENERAL FUND  
2016-2017 ADOPTED BUDGET SUMMARY**

|                                                                | <u>PROPOSED<br/>BY DEPARTMENT</u> | <u>ADOPTED<br/>BY COUNCIL</u> |
|----------------------------------------------------------------|-----------------------------------|-------------------------------|
| GENERAL GOVERNMENT                                             | 10,554,562                        | 10,264,235                    |
| PUBLIC SAFETY                                                  | 35,105,431                        | 34,514,915                    |
| PUBLIC WORKS                                                   | 10,703,770                        | 10,334,596                    |
| HEALTH & WELFARE                                               | 2,194,940                         | 2,179,754                     |
| EDUCATION                                                      | 129,890,352                       | 126,408,575                   |
| CULTURE & RECREATION                                           | 2,996,195                         | 2,881,709                     |
| PENSION & OTHER BENEFITS                                       | 38,255,888                        | 37,101,493                    |
| DEBT SERVICE                                                   | 16,408,000                        | 15,804,801                    |
| CONTINGENCY                                                    | 475,000                           | 425,000                       |
| TRANSFER OUT                                                   | <u>4,798,922</u>                  | <u>4,184,922</u>              |
| TOTAL                                                          | \$ 251,383,060                    | \$ 244,100,000                |
| LESS INDIRECT REVENUE                                          |                                   | (42,043,012)                  |
| LESS USE OF FUND BALANCE                                       |                                   | (750,000)                     |
| PLUS RESERVE FOR UNCOLLECTABLE TAXES/TAX APPEALS/LOCAL CREDITS |                                   | 214,877                       |
| REQUIRED TAXES FROM LEVY                                       |                                   | \$ 201,521,865                |
| <b>MILL RATE</b>                                               | <b>28.68</b>                      |                               |
| NET TAXABLE GRAND LIST                                         | 7,026,564,335                     |                               |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

|                                                     | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|-----------------------------------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>GENERAL GOVERNMENT</b>                           |                     |                                |                                  |                                    |                           |
| City Council                                        | 16,271              | 23,362                         | 24,642                           | 24,122                             | 760                       |
| Mayors                                              | 350,713             | 355,613                        | 401,461                          | 401,170                            | 45,557                    |
| Office of Project Excellence                        |                     |                                | 120,911                          | 119,311                            | 119,311                   |
| Legislative Assistant                               | 60,840              | 61,517                         | 63,172                           | 63,172                             | 1,655                     |
| Ordinances                                          | 15,143              | 17,500                         | 17,500                           | 17,000                             | (500)                     |
| Probate Court                                       | 19,659              | 21,100                         | 21,100                           | 21,100                             | -                         |
| Registrar of Voters                                 | 242,663             | 222,574                        | 239,481                          | 232,920                            | 10,346                    |
| City Treasurer                                      | 23,452              | 23,378                         | 24,667                           | 24,668                             | 1,290                     |
| Finance                                             | 912,326             | 918,610                        | 979,825                          | 979,245                            | 60,635                    |
| Information Technology                              | 1,270,766           | 1,251,594                      | 1,410,751                        | 1,276,834                          | 25,240                    |
| Independent Audit                                   | 30,955              | 45,000                         | 45,000                           | 45,000                             | -                         |
| Bureau of Assessments                               | 340,643             | 386,153                        | 452,938                          | 450,162                            | 64,009                    |
| Board of Assessment Appeal                          | 4,093               | 7,700                          | 7,257                            | 5,500                              | (2,200)                   |
| Tax Collector                                       | 557,462             | 587,653                        | 629,012                          | 629,013                            | 41,360                    |
| Purchasing                                          | 252,931             | 261,552                        | 270,922                          | 267,879                            | 6,327                     |
| Corporation Counsel                                 | 891,127             | 836,081                        | 858,477                          | 850,629                            | 14,548                    |
| Town Clerk                                          | 318,020             | 388,326                        | 389,915                          | 387,665                            | (661)                     |
| Annual Report                                       | 10,000              | 10,000                         | 10,000                           | 10,000                             | -                         |
| Permit Coordination                                 | 329,452             | 337,950                        | 350,185                          | 346,893                            | 8,943                     |
| Planning                                            | 504,860             | 513,737                        | 501,424                          | 500,397                            | (13,340)                  |
| Office of Business Advocacy (formerly Economic Dev) | 99,796              | 105,224                        | 109,646                          | 109,646                            | 4,422                     |
| Conservation Commission                             | 8,607               | 10,024                         | 10,024                           | 9,455                              | (569)                     |
| Human Resources                                     | 493,206             | 352,173                        | 367,402                          | 362,462                            | 10,289                    |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

|                                 | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|---------------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| Mayor's Discretionary Fund      | 21,135              | 15,000                         | 13,800                           | 13,800                             | (1,200)                   |
| Fair Rent Commission            | 0                   | 500                            | 500                              | 400                                | (100)                     |
| City Memberships                | 85,087              | 85,870                         | 85,870                           | 85,087                             | (783)                     |
| Lake Authority                  | 61,646              | 74,636                         | 76,800                           | 76,800                             | 2,164                     |
| Retirement Administration       | 12,684              | 30,000                         | 30,000                           | 30,000                             | -                         |
| Labor Negotiations              | 184,907             | 200,200                        | 150,200                          | 150,200                            | (50,000)                  |
| Public Buildings                | 1,124,622           | 1,225,757                      | 1,333,374                        | 1,289,886                          | 64,129                    |
| City Hall Building              | 408,605             | 433,440                        | 421,589                          | 402,035                            | (31,405)                  |
| Library Building                | 225,759             | 245,380                        | 249,255                          | 240,400                            | (4,980)                   |
| Police Station Bldg             | 508,005             | 505,373                        | 541,366                          | 513,346                            | 7,973                     |
| Senior Center Building          | 46,630              | 55,100                         | 67,290                           | 58,140                             | 3,040                     |
| Old Jail Building               | 28,423              | 31,032                         | 33,093                           | 30,470                             | (562)                     |
| Old Library Building            | 49,514              | 55,853                         | 53,980                           | 52,800                             | (3,053)                   |
| Park Buildings                  | 142,461             | 153,500                        | 153,105                          | 148,000                            | (5,500)                   |
| General Govt Discounts          | (49)                | 0                              | 0                                | 0                                  | -                         |
| General Govt Employee Benefits  | 0                   | 36,934                         | 38,628                           | 38,628                             | 1,694                     |
| <b>TOTAL GENERAL GOVERNMENT</b> | <b>9,652,414</b>    | <b>9,885,396</b>               | <b>10,554,562</b>                | <b>10,264,235</b>                  | <b>378,839</b>            |
| <b>PUBLIC SAFETY</b>            |                     |                                |                                  |                                    |                           |
| Police Department               | 16,829,555          | 16,749,952                     | 17,352,608                       | 16,893,438                         | 143,486                   |
| Fire Department                 | 12,422,282          | 12,602,689                     | 12,850,373                       | 12,764,782                         | 162,093                   |
| Emergency Services Dispatch     | 2,554,841           | 2,473,208                      | 2,528,045                        | 2,493,148                          | 19,940                    |
| Building Inspector              | 515,146             | 587,650                        | 600,485                          | 599,485                            | 11,835                    |
| Civil Preparedness              | 126,853             | 152,045                        | 202,045                          | 202,045                            | 50,000                    |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

|                                 | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|---------------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| Consumer Protection             | 49,757              | 39,487                         | 21,287                           | 21,287                             | (18,200)                  |
| Unified Neighborhood Inspection | 172,484             | 184,686                        | 244,061                          | 242,261                            | 57,575                    |
| Airport                         | 541,291             | 544,855                        | 562,377                          | 554,319                            | 9,464                     |
| HART                            | 733,080             | 733,080                        | 730,410                          | 730,410                            | (2,670)                   |
| Public Safety Discounts         | (135)               | 0                              | 0                                | 0                                  | -                         |
| Public Safety Empl Benefits     | 0                   | 10,905                         | 13,740                           | 13,740                             | 2,835                     |
| <b>TOTAL PUBLIC SAFETY</b>      | <b>33,945,154</b>   | <b>34,078,557</b>              | <b>35,105,431</b>                | <b>34,514,915</b>                  | <b>436,358</b>            |
| <b>PUBLIC WORKS</b>             |                     |                                |                                  |                                    |                           |
| Director of Public Works        | 231,560             | 236,997                        | 244,104                          | 244,104                            | 7,107                     |
| Highways                        | 2,593,743           | 2,862,512                      | 2,957,610                        | 2,937,567                          | 75,055                    |
| Highways - State Aid            | 280,775             | 360,000                        | 360,118                          | 360,000                            | -                         |
| Snow & Ice Removal              | 870,910             | 874,500                        | 869,756                          | 869,000                            | (5,500)                   |
| Street Lighting                 | 477,186             | 500,000                        | 500,000                          | 500,000                            | -                         |
| Park Maintenance                | 1,204,534           | 1,268,583                      | 1,417,511                        | 1,395,418                          | 126,835                   |
| Forestry                        | 280,560             | 281,226                        | 298,803                          | 288,980                            | 7,754                     |
| Public Buildings-Maint & Repai  | 620,311             | 642,500                        | 833,421                          | 671,000                            | 28,500                    |
| Equipment Maintenance           | 1,475,850           | 1,482,203                      | 1,551,836                        | 1,484,780                          | 2,577                     |
| Recycling/Solid Waste           | 225,812             | 270,250                        | 321,400                          | 280,250                            | 10,000                    |
| Engineering                     | 952,645             | 999,753                        | 1,026,404                        | 997,139                            | (2,614)                   |
| Construction Services           | 200,732             | 276,755                        | 306,405                          | 289,956                            | 13,201                    |
| Public Works Discounts          | (796)               | 0                              | 0                                | 0                                  | -                         |
| Public Works Empl Benefits      | 0                   | 14,887                         | 16,402                           | 16,402                             | 1,515                     |
| <b>TOTAL PUBLIC WORKS</b>       | <b>9,413,822</b>    | <b>10,070,166</b>              | <b>10,703,770</b>                | <b>10,334,596</b>                  | <b>264,430</b>            |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

|                                   | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|-----------------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>HEALTH &amp; WELFARE</b>       |                     |                                |                                  |                                    |                           |
| Health & Human Services           | 1,191,585           | 1,285,108                      | 1,358,346                        | 1,334,751                          | 49,643                    |
| Health Empl Benefits              | 0                   | 3,536                          | 3,633                            | 3,633                              | 97                        |
| Veteran's Advisory                | 38,116              | 54,263                         | 54,692                           | 54,263                             | -                         |
| Elderly Services                  | 218,659             | 255,528                        | 251,256                          | 260,094                            | 4,566                     |
| Elderly Transportation            | 12,000              | 12,000                         | 12,000                           | 12,000                             | -                         |
| Community Services                | 512,898             | 512,898                        | 513,898                          | 513,898                            | 1,000                     |
| Welfare Empl Service Benefits     | 0                   | 1,085                          | 1,115                            | 1,115                              | 30                        |
| <b>TOTAL HEALTH &amp; WELFARE</b> | <b>1,973,258</b>    | <b>2,124,418</b>               | <b>2,194,940</b>                 | <b>2,179,754</b>                   | <b>55,336</b>             |
| <b>EDUCATION</b>                  |                     |                                |                                  |                                    |                           |
| Schools-Regular                   | 121,767,953         | 124,000,000                    | 129,681,777                      | 126,200,000                        | 2,200,000                 |
| Schools-Health & Welfare          | 208,575             | 208,575                        | 208,575                          | 208,575                            | -                         |
| <b>TOTAL EDUCATION</b>            | <b>121,976,528</b>  | <b>124,208,575</b>             | <b>129,890,352</b>               | <b>126,408,575</b>                 | <b>2,200,000</b>          |
| <b>CULTURE &amp; RECREATION</b>   |                     |                                |                                  |                                    |                           |
| Danbury Public Library            | 1,865,030           | 1,985,944                      | 2,154,281                        | 2,074,877                          | 88,933                    |
| Long Ridge Library                | 9,860               | 7,360                          | 9,860                            | 7,360                              | -                         |
| Recreation                        | 308,919             | 343,689                        | 346,142                          | 343,492                            | (197)                     |
| Tarrywile Park Authority          | 218,153             | 218,153                        | 218,153                          | 218,153                            | -                         |
| Cultural Commission               | 69,870              | 72,718                         | 102,650                          | 72,718                             | -                         |
| Lake Kenosia Commission           | 12,458              | 15,236                         | 15,236                           | 15,236                             | -                         |
| Ives Authority Performing Arts    | 55,404              | 0                              | 55,404                           | 55,404                             | 55,404                    |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

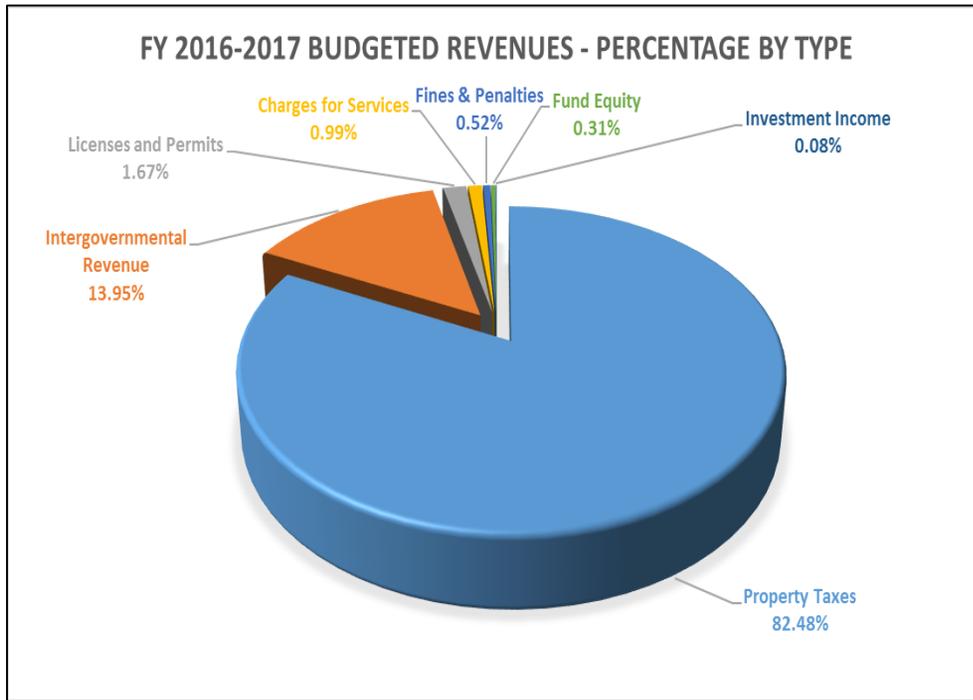
|                                           | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|-------------------------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| Danbury Museum/Hist Soc Auth              | 90,792              | 90,792                         | 90,792                           | 90,792                             | -                         |
| Culture & Rec Discounts                   | (1)                 | 0                              | 0                                | 0                                  | -                         |
| Culture & Rec Employee Benefit            | 0                   | 4,371                          | 3,677                            | 3,677                              | (694)                     |
| <b>TOTAL CULTURE &amp; RECREATION</b>     | <b>2,630,485</b>    | <b>2,738,263</b>               | <b>2,996,195</b>                 | <b>2,881,709</b>                   | <b>143,446</b>            |
| <b>PENSION &amp; OTHER BENEFITS</b>       |                     |                                |                                  |                                    |                           |
| FICA                                      | 1,417,323           | 1,695,700                      | 1,741,816                        | 1,565,000                          | (130,700)                 |
| Pension Expense                           | 9,545,912           | 10,268,000                     | 11,180,000                       | 10,268,000                         | -                         |
| Employee Service Benefit                  | 109,418             | 221,960                        | 43,692                           | 43,692                             | (178,268)                 |
| Worker's Compensation - H/H               | 576,094             | 700,000                        | 700,000                          | 700,000                            | -                         |
| State Unemployment Comp                   | 53,870              | 50,000                         | 75,000                           | 60,000                             | 10,000                    |
| Employee Health & Life Ins                | 16,616,776          | 18,296,527                     | 19,955,012                       | 19,910,012                         | 1,613,485                 |
| Union Welfare                             | 1,465,254           | 1,645,000                      | 1,660,000                        | 1,604,000                          | (41,000)                  |
| Risk Management                           | 1,224,442           | 2,858,715                      | 2,900,368                        | 2,950,789                          | 92,074                    |
| <b>TOTAL PENSION &amp; OTHER BENEFITS</b> | <b>31,009,090</b>   | <b>35,735,902</b>              | <b>38,255,888</b>                | <b>37,101,493</b>                  | <b>1,365,591</b>          |
| <b>DEBT SERVICE</b>                       |                     |                                |                                  |                                    |                           |
| Interest On Debt                          | 4,072,736           | 4,429,385                      | 4,121,000                        | 3,944,011                          | (485,374)                 |
| Interest On Debt-School                   | 903,491             | 975,321                        | 1,002,500                        | 980,414                            | 5,093                     |
| Redemption Of Debt                        | 8,195,250           | 8,699,147                      | 9,208,500                        | 8,885,446                          | 186,299                   |
| Redemption Of Debt-School                 | 1,334,000           | 1,700,948                      | 2,076,000                        | 1,994,930                          | 293,982                   |
| <b>TOTAL DEBT SERVICE</b>                 | <b>14,505,477</b>   | <b>15,804,801</b>              | <b>16,408,000</b>                | <b>15,804,801</b>                  | -                         |

**CITY OF DANBURY**  
**SUMMARY OF OPERATING BUDGET EXPENDITURES**  
**ADOPTED BUDGET 2016-2017**

|                           | ACTUAL<br>2014-2015 | ADOPTED<br>BUDGET<br>2015-2016 | PROPOSED<br>BY DEPT<br>2016-2017 | ADOPTED<br>BY COUNCIL<br>2016-2017 | \$ CHANGE<br>2016 VS 2017 |
|---------------------------|---------------------|--------------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>CONTINGENCY</b>        |                     |                                |                                  |                                    | -                         |
| Contingency               | 0                   | 475,000                        | 475,000                          | 425,000                            | (50,000)                  |
| <b>TOTAL CONTINGENCY</b>  | <b>0</b>            | <b>475,000</b>                 | <b>475,000</b>                   | <b>425,000</b>                     | <b>(50,000)</b>           |
| <b>TRANSFER OUT</b>       |                     |                                |                                  |                                    |                           |
| Capital                   | 254,149             | 0                              | 0                                | 0                                  | -                         |
| Other Financing Uses      | 5,550,000           | 2,578,922                      | 4,798,922                        | 4,184,922                          | 1,606,000                 |
| <b>TOTAL TRANSFER OUT</b> | <b>5,804,149</b>    | <b>2,578,922</b>               | <b>4,798,922</b>                 | <b>4,184,922</b>                   | <b>1,606,000</b>          |
| <b>GRAND TOTAL</b>        | <b>230,910,377</b>  | <b>237,700,000</b>             | <b>251,383,060</b>               | <b>244,100,000</b>                 | <b>6,400,000</b>          |

**CITY OF DANBURY**  
**REVENUE BUDGET ANALYSIS**

**Summary**



The City's General Fund Revenues are derived from the following sources:

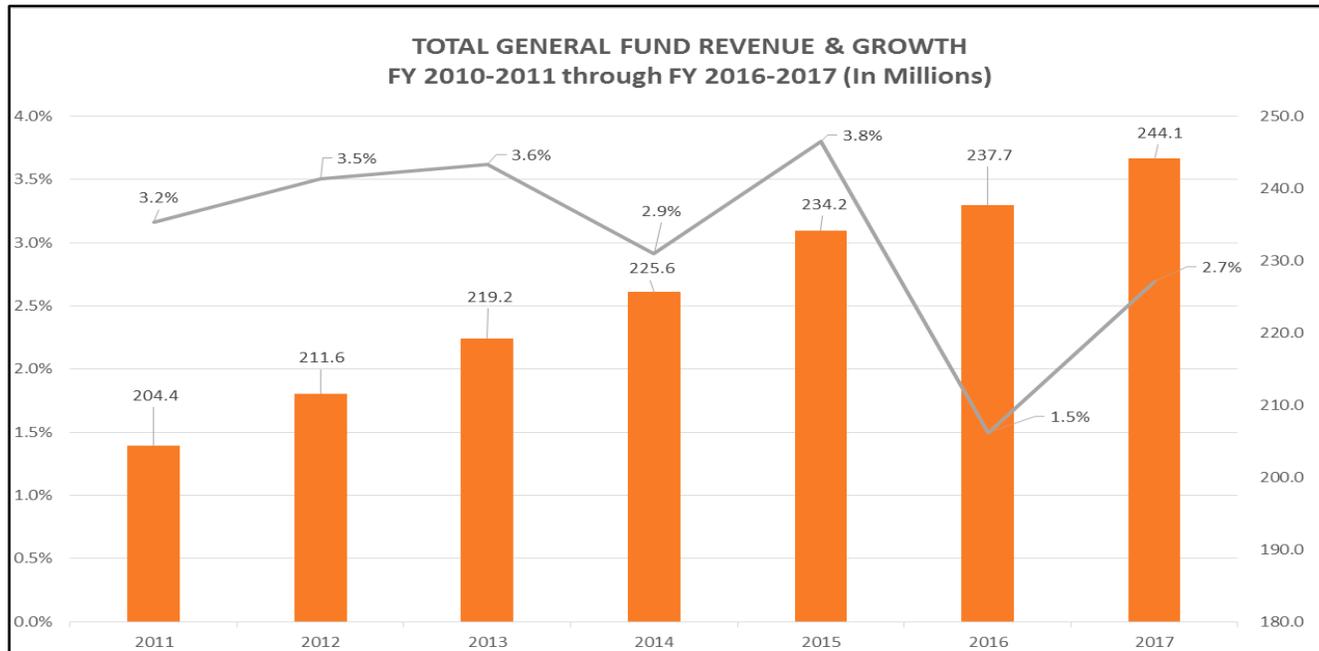
- 1) Property Taxes, net of reserve for uncollectable - 82.48%
- 2) Intergovernmental Revenue – 13.95%
- 3) Licenses and Permits - 1.67%
- 4) Charges for Services - .99%
- 5) Fines and Penalties - .52%
- 6) Fund Equity - .31%
- 7) Investment Income - .08%

The budgeted General Fund Revenues for FY 2016-2017 total \$244,100,000, an increase of \$6,400,000 or 2.69% more than the prior year adopted budget. The factors accounting for this change are as follows:

|                         |              |                      |                |
|-------------------------|--------------|----------------------|----------------|
| Taxes                   | \$ 5,196,870 | Charges for Services | \$ (186,367)   |
| Intergovernmental       | \$ 2,949,322 | Licenses and Permits | \$ (486,525)   |
| Fines and Penalties     | \$ 11,700    | Use of Fund Balance  | \$ (1,050,000) |
| Other Financing Sources | \$ (35,000)  | Investment Income    | \$ -           |

## Total General Fund Revenue & Revenue Growth FY 2012-2013 - through FY 2016-2017

| Revenue                 | FY 2012-2013       |               | FY 2013-2014       |               | FY 2014-2015       |               | FY 2015-2016       |               | FY 2015-2016       |               | FY 2016-2017       |               |
|-------------------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|
|                         | Actual             | %             | Actual             | %             | Actual             | %             | Budget             | %             | Projected          | %             | Budget             | %             |
| Taxes                   | 175,592,197        | 80.1%         | 181,696,533        | 80.5%         | 188,467,780        | 80.5%         | 196,131,988        | 82.5%         | 196,131,988        | 82.5%         | 201,328,858        | 82.5%         |
| Intergovernmental       | 31,874,477         | 14.5%         | 29,876,762         | 13.2%         | 31,137,079         | 13.3%         | 31,113,350         | 13.1%         | 30,663,159         | 12.9%         | 34,062,672         | 14.0%         |
| Licenses & Permits      | 4,752,699          | 2.2%          | 4,262,540          | 1.9%          | 3,855,787          | 1.6%          | 4,552,300          | 1.9%          | 3,891,975          | 1.6%          | 4,065,775          | 1.7%          |
| Fines & Penalties       | 1,253,027          | 0.6%          | 1,231,133          | 0.5%          | 1,687,742          | 0.7%          | 1,261,300          | 0.5%          | 1,282,126          | 0.5%          | 1,273,000          | 0.5%          |
| Investment Income       | 99,555             | 0.0%          | 192,513            | 0.1%          | 115,630            | 0.0%          | 200,000            | 0.1%          | 200,000            | 0.1%          | 200,000            | 0.1%          |
| Charges for Services    | 3,600,514          | 1.6%          | 5,465,583          | 2.4%          | 4,256,157          | 1.8%          | 2,606,062          | 1.1%          | 2,590,120          | 1.1%          | 2,419,695          | 1.0%          |
| Fund Equity             | -                  | 0.0%          | 0                  | 0.0%          | 0                  | 0.0%          | 1,800,000          | 0.8%          | 1,614,571          | 0.7%          | 750,000            | 0.3%          |
| Other Financing Sources | 2,061,762          | 0.9%          | 2,901,465          | 1.3%          | 4,680,939          | 2.0%          | 35,000             | 0.0%          | 1,269,789          | 0.5%          | -                  | 0.0%          |
| <b>TOTAL</b>            | <b>219,234,231</b> | <b>100.0%</b> | <b>225,626,530</b> | <b>100.0%</b> | <b>234,201,115</b> | <b>100.0%</b> | <b>237,700,000</b> | <b>100.0%</b> | <b>237,643,728</b> | <b>100.0%</b> | <b>244,100,000</b> | <b>100.0%</b> |
| <b>Revenue Growth</b>   | <b>7,649,877</b>   | <b>3.62%</b>  | <b>6,392,299</b>   | <b>2.92%</b>  | <b>8,574,585</b>   | <b>3.80%</b>  | <b>3,498,885</b>   | <b>1.49%</b>  | <b>3,442,613</b>   | <b>1.47%</b>  | <b>6,400,000</b>   | <b>2.69%</b>  |



## REVENUE OVERVIEW

### Property Tax Revenue

|                | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|----------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Property Taxes | 175,592,197            | 181,696,533            | 188,467,780            | 196,131,988            | 196,131,988               | 201,328,858            |

The principal source of revenue for the City of Danbury is local property taxes. Local taxes, which comprise 82.5% of the City’s revenue, are levied annually to cover the operating expenses of City government. The following four factors determine the level of taxes that must be raised each year to meet the needs of City government:

**Gross Expenditures** – The size of the City’s operating budget is a key determinant of the amount of money that must be raised through taxes each year. For FY 2016-2017, Property Tax revenues will be \$201,328,858, (\$201,306,988 for Property tax levy and \$21,870 from budget tax liens revenues). Property Tax Revenues increase by \$5.2 million due to a very slight increase in the mill rate of 1.49% (\$3.2 million) and grand list growth of 1.15% (\$2.2 million). Since the City is required to operate with a balanced budget, when all other factors are equal, the larger the operating budget, the more money that must be raised through taxation.

**Other Revenue Sources** – The City of Danbury also receives revenue from sources other than taxation. These revenue sources include intergovernmental revenue, licenses and permits, charges for services, investment income, and fines and penalties. Stronger revenue collections from these sources can reduce the amount of revenue that must be raised through taxation.

**Grand List** – The Grand List is the assessed value of all auto, real estate, and personal property. The October 1, 2015 net taxable Grand List, which is used for the FY 2016-2017 is \$7,026,564,335, an increase of \$79,563,362 or 1.15% from the current year that generated an additional \$2.2 million in property tax revenues.

**Tax Collection Rate** –The budget assumes to collect approximately 100% of the tax levy amount in the current year. Historically, the actual tax revenue has been slightly more than the budget because we do not specifically budget for other property tax revenue adjustments that typically occur during the year like collections for supplemental auto taxes, prior year taxes, tax appeals, bankruptcies, etc. Such fiscally prudent practices have served the City well and will continue to keep us on sound financial footing.

Historically, collections have been in excess of 98% of the current year levy. We are proactive in taking steps towards maintaining the budgeted tax revenues for this year and next. The following initiatives to maximize property tax revenues have been taken: a tax collection agency specializing in municipal tax collections has been rehired; vehicles that are unregistered or have unpaid taxes are aggressively being pursued through a boot program; receivables are being evaluated for sale; a mailing service will be assisting us in finding current billing addresses; personal property audits; and on-line and scheduled payments will be allowed and encouraged. Although we are optimistic about maintaining the collection levels of the past with our initiatives, the FY 2016-2017 Budget will have an uncollected tax allowance of \$214,877 to help offset the anticipated reduction of collections and grand list reductions due to tax appeals associated with the recent revaluation.

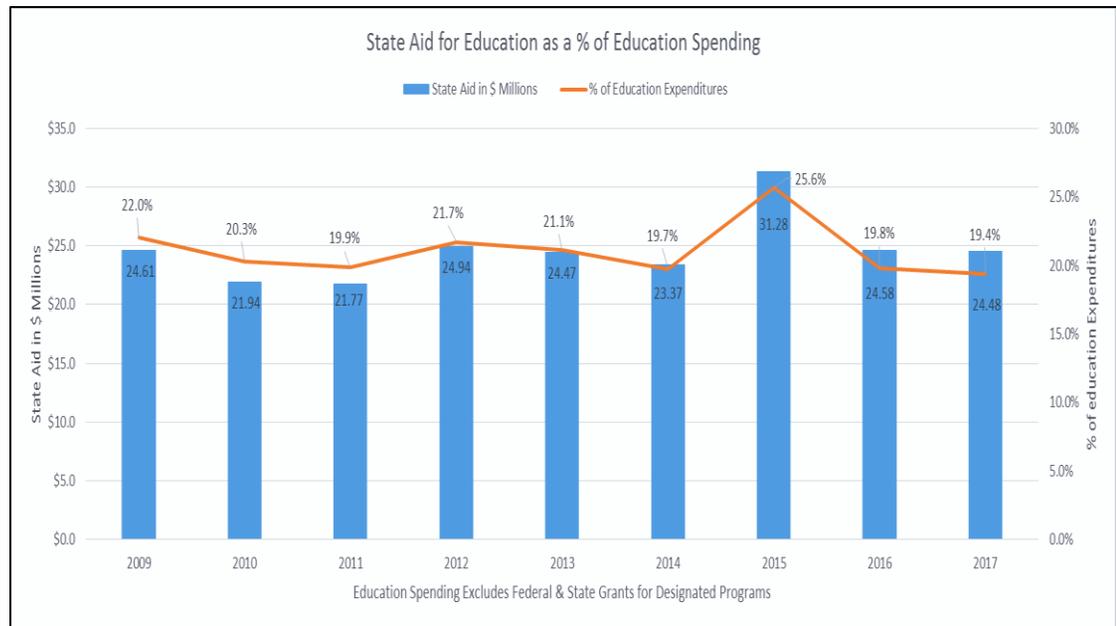
## GENERAL FUND REVENUE

### INTERGOVERNMENTAL REVENUE

| Revenue                 | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|-------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Public Works            | 348,226                | 921,391                | 977,934                | 871,854                | 878,055                   | 878,055                |
| PILOTS                  | 5,237,031              | 5,160,057              | 5,501,382              | 5,432,173              | 5,036,556                 | 4,856,229              |
| Other Intergovernmental | 1,824,038              | 422,049                | 542,121                | 227,349                | 227,349                   | 3,841,533              |
| Education               | 24,465,182             | 23,373,265             | 24,115,642             | 24,581,974             | 24,521,199                | 24,486,855             |
| <b>Total</b>            | <b>31,874,477</b>      | <b>29,876,762</b>      | <b>31,137,079</b>      | <b>31,113,350</b>      | <b>30,663,159</b>         | <b>34,062,672</b>      |

**Public Works/PILOTS/Other Intergovernmental** – These revenue sources from the State of Connecticut are expected to increase by \$3,044,441 or 46.61%. The reduction in State Payments In Lieu of Taxes for (PILOTS) for Sate owned property, hospitals, tax relief for the elderly, and tax exemptions for veterans is offset by a new program, Municipal Revenue Sharing: Select Payment in Lieu of Taxes. The State also began a new program in FY 2016-2017, Municipal Revenue Sharing: Additional Sales Tax. The City has budgeted the Governor’s recommended amount of \$2,993,664 in additional revenues for the City of Danbury.

**Education** - Revenues in this category are subsidies to local governments designed to offset the cost of education and are formula driven. They include education equalization, transportation, special education and reimbursement for school construction projects. Education revenues have been fairly steady in the past and are expected to remain relatively flat. For FY 2016-2017, education revenues are budgeted at \$24,486,855, a slight decrease of \$95,119 or -.39% from the FY 2015-2016 budget.



## GENERAL FUND REVENUE

### LICENSES & PERMITS

| Revenue                 | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|-------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Building Department     | 3,173,742              | 2,217,891              | 1,991,313              | 2,675,000              | 2,000,000                 | 2,175,000              |
| Town Clerk              | 1,272,215              | 1,738,913              | 1,591,826              | 1,561,800              | 1,574,775                 | 1,574,775              |
| Health & Human Services | 267,595                | 264,453                | 237,928                | 277,250                | 280,200                   | 280,000                |
| Public Safety           | 27,185                 | 25,770                 | 19,848                 | 26,250                 | 20,000                    | 20,000                 |
| Public Works            | 11,962                 | 15,513                 | 14,803                 | 12,000                 | 17,000                    | 16,000                 |
| <b>Total</b>            | <b>4,752,699</b>       | <b>4,262,540</b>       | <b>3,855,717</b>       | <b>4,552,300</b>       | <b>3,891,975</b>          | <b>4,065,775</b>       |

The City of Danbury derives revenue through the assessment of charges permitting individuals and businesses to either operate a business, undertake construction or convey property. Revenues in this category include building permits, conveyance tax, recording fees, Health and Human Services licenses and permits, and street opening fees are dependent upon local building and economic activity. The budgeted revenue projections are based on a historical baseline and past recent trends that we expect to continue. Adjustments to those trends have been adjusted for projected activity. Except as noted above, most revenues have been fairly steady in the past and are expected to remain relatively flat.

**Building Department** – Permit fees are charged to any person or business that desires to either renovate existing structures or to undertake new development either commercial or residential. While these fees are currently being reviewed, we have not taken any possible changes in fees under consideration for the next fiscal year. The Building Permit revenue projections were overstated for FY 2015-2016 and have been adjusted accordingly for FY 2016-2017. FY 2016-2017, Building Permit revenues will decrease over the current year budget level by \$500,000.

**Town Clerk** – The Town Clerk collects revenue through the conveyance of property and vital statistics. Revenue for the Town Clerk is budgeted at \$1,574,775, an increase of \$12,975 or .83%. With the exception of conveyance fees that do fluctuate with the local economic activity, most revenues have been fairly steady in the past and are expected to remain relatively flat.

**Health & Human Services**– Health & Human Services issues certificates of occupancy and issues permits for septic sewage, rooming houses and restaurants. Health and Human Services revenue is budgeted at \$280,000, a slight increase of \$2,750.

**Public Safety** – Revenue in this category includes alarm registrations and permits issued by the Police Department. For FY 2016-2017 revenue is budgeted at \$20,000, a decrease of \$6,250 from the current budget year.

**Public Works** – The Department of Public Works issues street opening permits for excavation work in the City. For FY 2016-2017 revenue is budgeted at \$16,000, an increase of \$4,000 from the prior year.

**GENERAL FUND REVENUE**  
Fines, Penalties, and Interest

| Revenue                        | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Interest & Penalties - Non Tax | 8                      | 56                     | 292                    | -                      | 200                       | 200                    |
| Public Safety                  | 207,808                | 252,636                | 148,920                | 190,300                | 102,800                   | 102,800                |
| Property Taxes                 | 1,045,211              | 978,440                | 1,538,529              | 1,071,000              | 1,179,126                 | 1,170,000              |
| <b>Total</b>                   | <b>1,253,027</b>       | <b>1,231,133</b>       | <b>1,687,742</b>       | <b>1,261,300</b>       | <b>1,282,126</b>          | <b>1,273,000</b>       |

The City of Danbury derives revenue from parking violations, state court fines, and interest and lien fees on delinquent taxes. Revenues for FY 2016-2017 is budgeted with a slight increase of \$11,700. However, revenues for parking tickets are expected to decline while we expected interest received in delinquent taxes to increase by approximately an offsetting amount. The budgeted revenue projections are based on a historical baseline and past stable trends that we expect to continue. Adjustments to those trends have been adjusted for projected activity.

**Delinquent Taxes** – Interest on delinquent taxes is set at the rate of 18% per annum and is mandated by State legislation. Penalty fees for late payment are also mandated by State legislation. Penalty charges include lien fees, warrant fees, and returned check charges. Revenue in this category is budgeted at \$1,170,000, an increase of \$99,000 or 9.24% from FY 2015-2016.

**Public Safety** – The Police Department issues parking violations throughout the City, excluding those issued by the Parking Authority. The Police also issues parking violations during snow emergencies and other similar situations. The City contracts with a collection agency to pursue violations receivable accounts. Additionally, the City receives revenue from the State of Connecticut for other traffic violations. The ordinances for false alarm fines and parking tickets are being reviewed which accounts for the decrease in this category. Total revenue for FY 2016-2017 is budgeted at \$102,800, a decrease of \$87,500 or 45.98%.

**Investment Income**

| Revenue           | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|-------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Investment Income | 99,555                 | 192,513                | 115,630                | 200,000                | 200,000                   | 200,000                |

Investment income is derived through the investment of cash on a short-term basis in highly liquid investments to meet the cash flow needs of the City. The FY 2016-2017 Budget is projecting continued low rates of return on certificates of deposit and money market investments.

## GENERAL FUND REVENUE

### Charges for Services

| Revenue            | FY 2012-2013<br>Actual | FY 2013-2014<br>Actual | FY 2014-2015<br>Actual | FY 2015-2016<br>Budget | FY 2015-2016<br>Projected | FY 2016-2017<br>Budget |
|--------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Planning & Zoning  | 226,246                | 182,746                | 194,095                | 203,450                | 203,450                   | 201,200                |
| Public Works       | 12,750                 | 21,120                 | 21,271                 | 21,500                 | 13,600                    | 12,500                 |
| Public Safety      | 1,758,709              | 1,810,050              | 1,830,131              | 620,700                | 473,105                   | 470,750                |
| Education          | 64,804                 | 124,197                | 5,886                  | 35,000                 | -                         | -                      |
| Transportation     | 664,447                | 754,693                | 777,079                | 733,030                | 784,160                   | 764,660                |
| Parks & Recreation | 181,107                | 206,655                | 186,501                | 201,200                | 238,995                   | 229,385                |
| Interfund Services | 496,316                | 489,521                | 423,627                | 518,500                | 490,500                   | 489,400                |
| Other              | 196,135                | 1,876,601              | 817,568                | 272,682                | 386,310                   | 251,800                |
| <b>Total</b>       | <b>3,600,514</b>       | <b>5,465,583</b>       | <b>4,256,157</b>       | <b>2,606,062</b>       | <b>2,590,120</b>          | <b>2,419,695</b>       |

Charges for Services are individual fees charged specifically for the use of a particular City service or activity. FY 2016-2017 revenues will decrease by \$186,367 or 7.15% over 2016-2017. The budgeted revenue projections are based on a historical baseline and past stable trends that we expect to continue. Most revenues have been fairly steady in the past and are expected to remain relatively flat.

**Planning & Zoning** – The Planning Department and its various boards and commissions assess fees related to development in the City. Revenues for FY 2016-2017 total \$201,200.

**Public Works** – This category includes a fee for site plan reviews performed by the Engineering Department. Revenues for FY 2016-2017 total \$12,500, a decrease of \$9,000.

**Public Safety** – Both the Police and Fire Departments assess fees for various activities, including police and fire special services and finger prints, police reports and permits. The actual revenues include special services but are not considered in the budgeted amounts to be conservative. This category also includes fees for Fire Marshal inspections and permits and fees for weights and measures inspections. Budgeted revenues for FY 2016-2017 total \$470,750, a decrease of \$149,950 or 24.16%.

**Transportation** – The City operates a municipal airport through which a majority of these revenues are derived. In addition, the City receives reimbursement from Housatonic Area Regional Transit (HART), which provides bus and trolley services in Danbury. Revenues for FY 2016-2017 are budgeted at \$764,660, an increase of \$31,630 or 4.31%.

**Parks and Recreation** – The Department of Parks and Recreation charges fees to City residents to participate in recreational activities throughout the City. FY 2016-2017 budgeted revenues in this category total \$229,385, an increase of \$28,185 or 14.01% from FY 2016-2017.

**Other** - Other revenues include the sale and rental of land, civil service test fees, welfare reimbursement, grant administration, class fees from the senior center, copying charges from various departments, the sale of surplus property, information technology services and other miscellaneous reimbursements from various sources. Revenues from this category are budgeted at \$251,800, a decrease of \$20,882.

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

### REVENUES

| REVENUE<br>CODE | DESCRIPTION                                     | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|-------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4110.0120       | Property Taxes - Suspense Tax                   | 29,576              | 25,000                         | 25,000                            | 21,870                            | 21,870                         |
|                 | <b>SUBTOTAL TAX FEES</b>                        | <b>29,576</b>       | <b>25,000</b>                  | <b>25,000</b>                     | <b>21,870</b>                     | <b>21,870</b>                  |
| 4200.2000       | Lic. & Prmts - Town Clerk -Conveyance Tax       | 922,942             | 900,000                        | 950,000                           | 950,000                           | 950,000                        |
| 4200.2005       | Lic. & Prmts - Town Clerk - HDP/CIA             | 195,278             | 185,000                        | 185,000                           | 185,000                           | 185,000                        |
| 4200.2010       | Lic. & Prmts - Town Clerk MERS General          | 76,701              | 68,000                         | 70,000                            | 70,000                            | 70,000                         |
| 4200.2015       | Lic. & Prmts - Town Clerk MERS Exception        | 21,760              | 17,000                         | 18,000                            | 18,000                            | 18,000                         |
| 4200.2020       | Lic. & Prmts - Town Clerk - Permits             | 4,865               | 5,000                          | 5,000                             | 5,500                             | 5,000                          |
| 4200.2040       | Lic. & Prmts - Town Clerk Fees - Misc           | 360,712             | 380,000                        | 340,000                           | 340,000                           | 340,000                        |
| 4200.2041       | Lic. & Prmts - Town Clerk Fees - Fish & Game    | 176                 | 200                            | 175                               | 200                               | 175                            |
| 4200.2042       | Lic. & Prmts - Town Clerk Fees - Marriages      | 7,326               | 6,600                          | 6,600                             | 7,000                             | 6,600                          |
| 4200.2043       | Lic. & Prmts - Town Clerk Fees - Conveyance Fee | 2,066               | 0                              | 0                                 | 0                                 | 0                              |
| 4200.2060       | Lic. & Prmts - Police - License & Permits       | 18,290              | 23,000                         | 18,000                            | 10,000                            | 18,000                         |
| 4200.2080       | Lic. & Prmts - Alarm Registrations              | 490                 | 2,000                          | 750                               | 1,000                             | 750                            |
| 4200.2100       | Lic. & Prmts - Fire - Permits&Reports Registrat | 1,138               | 1,250                          | 1,250                             | 1,250                             | 1,250                          |
| 4200.2120       | Lic. & Prmts - Building Department              | 1,991,313           | 2,675,000                      | 2,000,000                         | 2,175,000                         | 2,175,000                      |
| 4200.2140       | Lic. & Prmts - Street Opening Fees              | 14,803              | 12,000                         | 17,000                            | 16,000                            | 16,000                         |
| 4200.2160       | Lic. & Prmts - Health - Cer of Apt Occup        | 6,080               | 3,250                          | 6,200                             | 9,000                             | 6,000                          |
| 4200.2180       | Lic. & Prmts - Health - Haz Mat Site Inpsection | 0                   | 0                              | 0                                 | 400                               | 0                              |
| 4200.2200       | Lic. & Prmts - Health - License & Permits       | 221,406             | 270,000                        | 270,000                           | 280,000                           | 270,000                        |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

| REVENUES        |                                                  |                     |                                |                                   |                                   |                                |
|-----------------|--------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| REVENUE<br>CODE | DESCRIPTION                                      | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
| 4200.2220       | Lic. & Prmts - Health-Room House&Hotel Lic       | 10,442              | 4,000                          | 4,000                             | 4,000                             | 4,000                          |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>           | <b>3,855,787</b>    | <b>4,552,300</b>               | <b>3,891,975</b>                  | <b>4,072,350</b>                  | <b>4,065,775</b>               |
| 4300.3080       | Intergov. Rev. - Mashantucket Pequot Fund        | 951,066             | 960,044                        | 963,273                           | 909,915                           | 909,915                        |
| 4300.3120       | Intergov. Rev. - State Revenue Sharing           | 0                   | 0                              | 0                                 | 620,540                           | 620,540                        |
| 4300.3121       | Intergov. Rev. - Additional Sales Tax            | 0                   | 0                              | 0                                 | 2,993,644                         | 2,993,644                      |
| 4300.3140       | Intergov. Rev. - Telecommunications Tax          | 252,359             | 250,000                        | 247,000                           | 245,000                           | 245,000                        |
| 4300.3160       | Intergov. Rev. - Elderly-Lieu of Taxes           | 0                   | 2,000                          | 2,000                             | 2,000                             | 2,000                          |
| 4300.3180       | Intergov. Rev. - In Lieu Tax Hosp & College      | 1,344,343           | 1,384,545                      | 1,384,386                         | 1,268,313                         | 1,268,313                      |
| 4300.3220       | Intergov. Rev. - Public Housing-Lieu Tax         | 140,991             | 140,000                        | 140,000                           | 140,000                           | 140,000                        |
| 4300.3260       | Intergov. Rev. - State Prop in Lieu of Tax       | 2,413,997           | 2,305,684                      | 1,909,997                         | 1,896,601                         | 1,896,601                      |
| 4300.3300       | Intergov. Rev. - State Heart Program             | 374,641             | 365,000                        | 365,000                           | 372,600                           | 372,600                        |
| 4300.3320       | Intergov. Rev. - Vets Exemption St of CT         | 23,984              | 24,900                         | 24,900                            | 21,800                            | 21,800                         |
| 4300.3360       | Intergov. Rev. - Civil Defense                   | 0                   | 41,403                         | 41,403                            | 41,403                            | 41,403                         |
| 4300.3440       | Intergov. Rev. - Highway State Aid               | 855,534             | 855,534                        | 861,735                           | 861,735                           | 861,735                        |
| 4300.3460       | Intergov. Rev. - State Road Maintenance          | 122,400             | 16,320                         | 16,320                            | 16,320                            | 16,320                         |
| 4300.3620       | Intergov. Rev. - Education Equalization          | 22,266,531          | 22,857,956                     | 22,852,924                        | 22,852,924                        | 22,852,924                     |
| 4300.3640       | Intergov. Rev. - Elem-High School Transportation | 484,825             | 506,287                        | 472,292                           | 452,750                           | 452,750                        |
| 4300.3780       | Intergov. Rev. - Special Ed Agency Placement     | 1,158,605           | 1,000,000                      | 1,000,000                         | 1,000,000                         | 1,000,000                      |
| 4300.3840       | Intergov. Rev. - Transportation Non-Public BOE   | 205,681             | 217,731                        | 195,983                           | 181,181                           | 181,181                        |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

| REVENUES        |                                                 |                     |                                |                                   |                                   |                                |
|-----------------|-------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| REVENUE<br>CODE | DESCRIPTION                                     | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
| 4300.3920       | Intergov. Rev. - St Pub Safety Answering Pt Sub | 542,121             | 185,946                        | 185,946                           | 185,946                           | 185,946                        |
|                 | <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b>      | <b>31,137,079</b>   | <b>31,113,350</b>              | <b>30,663,159</b>                 | <b>34,062,672</b>                 | <b>34,062,672</b>              |
| 4400.4000       | Chgs for Svcs - Refund - Prior Year Exp         | 737,593             | 151,750                        | 171,410                           | 155,000                           | 155,000                        |
| 4400.4100       | Chgs for Svcs - Copy Charges                    | 6,015               | 5,000                          | 5,100                             | 4,500                             | 4,500                          |
| 4400.4120       | Chgs for Svcs - Town Clerk Historic Documents   | 0                   | 116,800                        | 116,800                           | 100,000                           | 25,000                         |
| 4400.4140       | Chgs for Svcs - Environmental Impact            | 11,810              | 16,000                         | 16,000                            | 16,000                            | 16,000                         |
| 4400.4160       | Chgs for Svcs - Planning and Zoning             | 163,530             | 160,000                        | 160,000                           | 160,000                           | 160,000                        |
| 4400.4180       | Chgs for Svcs - Planning Commission             | 11,355              | 15,750                         | 15,750                            | 15,000                            | 15,000                         |
| 4400.4200       | Chgs for Svcs - Zoning Board                    | 2,600               | 3,300                          | 3,300                             | 3,300                             | 3,300                          |
| 4400.4220       | Chgs for Svcs - Zoning Board of Appeals         | 4,800               | 8,400                          | 8,400                             | 6,900                             | 6,900                          |
| 4400.4240       | Chgs for Svcs - Civil Service Test Fees         | 13,185              | 5,000                          | 5,000                             | 5,000                             | 5,000                          |
| 4400.4260       | Chgs for Svcs - Electric Interruption           | 7,189               | 4,000                          | 4,000                             | 4,000                             | 4,000                          |
| 4400.4280       | Chgs for Svcs - Police Fingerprints             | 10,237              | 9,000                          | 10,000                            | 7,500                             | 7,500                          |
| 4400.4300       | Chgs for Svcs - Police Reports                  | 10,881              | 8,000                          | 10,000                            | 10,000                            | 10,000                         |
| 4400.4320       | Chgs for Svcs - Police Special Services         | 1,304,368           | 0                              | 0                                 | 0                                 | 0                              |
| 4400.4340       | Chgs for Svcs - Fire Department Services        | 2,568               | 4,200                          | 3,750                             | 4,200                             | 3,750                          |
| 4400.4360       | Chgs for Svcs - Fire Marshal Inspections        | 62,789              | 72,500                         | 72,500                            | 72,500                            | 72,500                         |
| 4400.4380       | Chgs for Svcs - Fire Marshal Plan Reviews       | 42,315              | 47,500                         | 47,500                            | 47,500                            | 47,500                         |
| 4400.4400       | Chgs for Svcs - Fire Special Services           | 102,040             | 0                              | 0                                 | 0                                 | 0                              |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

### REVENUES

| REVENUE<br>CODE | DESCRIPTION                                   | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|-----------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4425       | Chgs for Svcs - Spec Svcs Admin Charge        | 256,987             | 239,000                        | 239,000                           | 239,000                           | 239,000                        |
| 4400.4480       | Chgs for Svcs - Consumer Protection           | 37,946              | 40,500                         | 40,355                            | 40,500                            | 40,500                         |
| 4400.4500       | Chgs for Svcs - Aircraft Registrations        | 53,960              | 55,290                         | 55,290                            | 55,290                            | 55,290                         |
| 4400.4522       | Chgs for Svcs - Fuel Flows                    | 71,680              | 65,000                         | 65,000                            | 65,000                            | 65,000                         |
| 4400.4524       | Chgs for Svcs - FBO Permits                   | 118,563             | 117,750                        | 117,750                           | 110,250                           | 110,250                        |
| 4400.4540       | Chgs for Svcs - Housatonic Area Reg Transit   | 105,742             | 97,500                         | 93,680                            | 93,680                            | 93,680                         |
| 4400.4580       | Chgs for Svcs - Engineering Site Plan Reviews | 21,115              | 21,000                         | 12,000                            | 21,000                            | 12,000                         |
| 4400.4620       | Chgs for Svcs - Veterans Advisory Center      | 70                  | 0                              | 0                                 | 0                                 | 0                              |
| 4400.4660       | Chgs for Svcs - Tuition - Other               | 5,886               | 35,000                         | 0                                 | 0                                 | 0                              |
| 4400.4700       | Chgs for Svcs - Hatters Park Revenue          | 31,659              | 35,000                         | 45,000                            | 44,000                            | 44,000                         |
| 4400.4740       | Chgs for Svcs - Recreation                    | 154,842             | 166,200                        | 193,995                           | 185,385                           | 185,385                        |
| 4400.4780       | Chgs for Svcs - Misc Charges for Services     | 20,734              | 32,632                         | 30,000                            | 33,300                            | 33,300                         |
| 4400.4800       | Chgs for Svcs - NSF Fees                      | 1,825               | 0                              | 1,600                             | 1,500                             | 1,500                          |
| 4400.4820       | Chgs for Svcs - Other Revenues                | 2,936               | 25,000                         | 1,000                             | 1,000                             | 1,000                          |
| 4400.4990       | Chgs for Svcs - Housing Authority             | 12,769              | 12,800                         | 45,000                            | 15,000                            | 15,000                         |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>          | <b>3,389,987</b>    | <b>1,569,872</b>               | <b>1,589,180</b>                  | <b>1,516,305</b>                  | <b>1,431,855</b>               |
| 4500.1000       | Intrfd Svc Rev - Provided For Other Funds     | 24,187              | 55,000                         | 25,000                            | 25,000                            | 25,000                         |
| 4500.1003       | Intrfd Svc Rev - Provided for Water Fund      | 237,530             | 249,400                        | 249,400                           | 249,450                           | 249,400                        |
| 4500.1004       | Intrfd Svc Rev - Provided for Sewer Fund      | 148,000             | 166,100                        | 166,100                           | 170,000                           | 170,000                        |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

| REVENUES        |                                                    |                     |                                |                                   |                                   |                                |
|-----------------|----------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| REVENUE<br>CODE | DESCRIPTION                                        | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
| 4500.1005       | Intrfd Svc Rev - Provided for Ambulance Fund       | 0                   | 240,000                        | 90,000                            | 90,000                            | 85,000                         |
| 4500.1065       | Intrfd Svc Rev - Grants Administrator              | 13,910              | 8,000                          | 10,000                            | 10,000                            | 10,000                         |
|                 | <b>SUBTOTAL INTERFUND SERVICES</b>                 | <b>423,627</b>      | <b>718,500</b>                 | <b>540,500</b>                    | <b>544,450</b>                    | <b>539,400</b>                 |
| 4110.0102       | Property Taxes - Audit/Collection Services         | -124,025            | 0                              | 0                                 | 0                                 | 0                              |
| 4190.0150       | Pen. & Int. on Delq. Tx - Interest on Delinquent T | 1,439,898           | 1,025,000                      | 1,100,000                         | 1,100,000                         | 1,100,000                      |
| 4190.0160       | Pen. & Int. on Delq. Tx - Liens & Other Fees Taxes | 0                   | 0                              | 0                                 | 0                                 | 0                              |
| 4190.0170       | Pen. & Int. on Delq. Tx - Tax Lien Admin Fee       | 0                   | 1,000                          | 0                                 | 0                                 | 0                              |
| 4510.5000       | Fines & Penlts. - Zoning Violations                | 2,950               | 300                            | 300                               | 300                               | 300                            |
| 4510.5020       | Fines & Penlts. - Parking Violations               | 43,537              | 50,000                         | 20,000                            | 16,000                            | 20,000                         |
| 4510.5040       | Fines & Penlts. - Parking Violation Penalties      | 795                 | 10,000                         | 2,000                             | 1,000                             | 2,000                          |
| 4510.5060       | Fines & Penlts. - State Court Fines                | 95,164              | 45,000                         | 80,000                            | 90,000                            | 80,000                         |
| 4510.5080       | Fines & Penlts. - False Alarm Fines                | 4,255               | 85,000                         | 0                                 | 2,000                             | 0                              |
| 4510.5180       | Fines & Penlts. - Blight Fees                      | 1,400               | 0                              | 0                                 | 0                                 | 0                              |
| 4510.5185       | Fines & Penlts. - Abandoned Carts - Ord 12-33      | 820                 | 0                              | 500                               | 500                               | 500                            |
| 4510.5190       | Fines & Penlts. - Interest & Liens - Non Tax       | 292                 | 0                              | 200                               | 200                               | 200                            |
|                 | <b>SUBTOTAL FINES &amp; PENALTIES</b>              | <b>1,465,086</b>    | <b>1,216,300</b>               | <b>1,203,000</b>                  | <b>1,210,000</b>                  | <b>1,203,000</b>               |
| 4610.1200       | Invsmt. Earnings - Interest on Investments         | 115,630             | 200,000                        | 200,000                           | 200,000                           | 200,000                        |
|                 | <b>SUBTOTAL INTEREST</b>                           | <b>115,630</b>      | <b>200,000</b>                 | <b>200,000</b>                    | <b>200,000</b>                    | <b>200,000</b>                 |
| 4620.1300       | Rents - Land                                       | 15,408              | 12,000                         | 8,000                             | 8,000                             | 8,000                          |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

### REVENUES

| REVENUE<br>CODE                                  | DESCRIPTION                                 | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------------------|---------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4620.1330                                        | Rents - FBO Leases                          | 106,454             | 74,774                         | 100,000                           | 74,774                            | 90,000                         |
| 4620.1332                                        | Rents - Outside Leases                      | 297,471             | 300,276                        | 330,000                           | 330,880                           | 328,000                        |
| 4620.1334                                        | Rents - Tie Downs                           | 23,210              | 22,440                         | 22,440                            | 22,440                            | 22,440                         |
|                                                  | <b>SUBTOTAL RENTS</b>                       | <b>442,543</b>      | <b>409,490</b>                 | <b>460,440</b>                    | <b>436,094</b>                    | <b>448,440</b>                 |
| 4900.1740                                        | Other Fin. Sources - Sale of Assets         | 3,253,129           | 35,000                         | 0                                 | 0                                 | 0                              |
| 4900.1755                                        | Other Fin. Sources - Reappropriations       | 0                   | 288,717                        | 0                                 | 0                                 | 0                              |
|                                                  | <b>SUBTOTAL OTHER FINANCING SOURCES</b>     | <b>3,253,129</b>    | <b>323,717</b>                 | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| 4910.6005                                        | Operating Transfer In - From Ambulance Fund | 925,000             | 0                              | 0                                 | 0                                 | 0                              |
|                                                  | <b>SUBTOTAL INTERFUND TRANSFERS</b>         | <b>925,000</b>      | <b>0</b>                       | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| 4930.7000                                        | Debt Issuance - Premium Revenue             | 502,810             | 0                              | 1,269,789                         | 0                                 | 0                              |
|                                                  | <b>SUBTOTAL DEBT ISSUANCE</b>               | <b>502,810</b>      | <b>0</b>                       | <b>1,269,789</b>                  | <b>0</b>                          | <b>0</b>                       |
| 4950.9000                                        | Special Items - Premium Rev Tax Lien Sales  | 98,631              | 45,000                         | 79,126                            | 50,000                            | 70,000                         |
|                                                  | <b>SUBTOTAL SPECIAL ITEMS</b>               | <b>98,631</b>       | <b>45,000</b>                  | <b>79,126</b>                     | <b>50,000</b>                     | <b>70,000</b>                  |
| <b>GRAND TOTAL GENERAL FUND INDIRECT REVENUE</b> |                                             | <b>45,638,886</b>   | <b>40,173,529</b>              | <b>39,922,169</b>                 | <b>42,043,012</b>                 | <b>42,043,012</b>              |

# CITY OF DANBURY LONG-TERM FINANCIAL PLAN INTRODUCTION AND OVERALL MISSION

## **Introduction:**

Community members have played an integral part in the development of the Long-Term Financial Plan of the City through many public meetings, surveys, and discussions directly with the elected officials and Department Heads. Together, they discuss strategies to implement the City's Mission Statement which strives to create a superior quality of life for the citizenry of Danbury in the most cost-effective manner. Success depends on the collaborative efforts of each team member to reflect upon past performance and while focusing on future objectives. Ultimately, it is the City's goal to develop a Long-Term Financial Plan to operate the government within its financial structure while satisfying long-term objectives.

The Director of Finance's overall mission for the City includes continuing to meet its budgetary and operational goals and objectives in the most cost efficient and effective manner. Developing long-term financial plans for the City of Danbury is complicated due to the nature of the organization and external economic influences such as reduction in state and federal revenues, changes in prices for products and services or the global economic recessions.

No matter the challenges faced with long-term financial planning, it is a necessary function particularly with regards to planning for future projects, resources, identifying opportunities and it forms the foundation for setting short and long-term organizational goals.

As mentioned in the "**Budget Assumptions**" in the **Mayor's Message** section, the challenge continues to be the uncertainty of intergovernmental revenues from the State due to its indecisive financial policies and financial distress, combined with their inclination to pass on such problems to the local municipalities. The concept behind long-term planning is indeed to have a business strategy for the years ahead. Nevertheless, given the reliance on grant funding from state and federal resources for projects, adjustments will necessarily have to be made periodically to address the changing economic conditions.

**CITY OF DANBURY**  
**LONG-TERM FORECASTING**  
**FINANCIAL FORECASTING IN OUR ENVIRONMENT**

**Forecasting In Our Financial Environment:**

Forecasting for the City remains a challenge due to several external economic influences as aforementioned i.e. decreases in state revenues and unfunded state mandates. For example, several smaller projects had to be deferred or eliminated due to a mid-year reduction of \$600,000 in State aid for fiscal year 2015/2016.

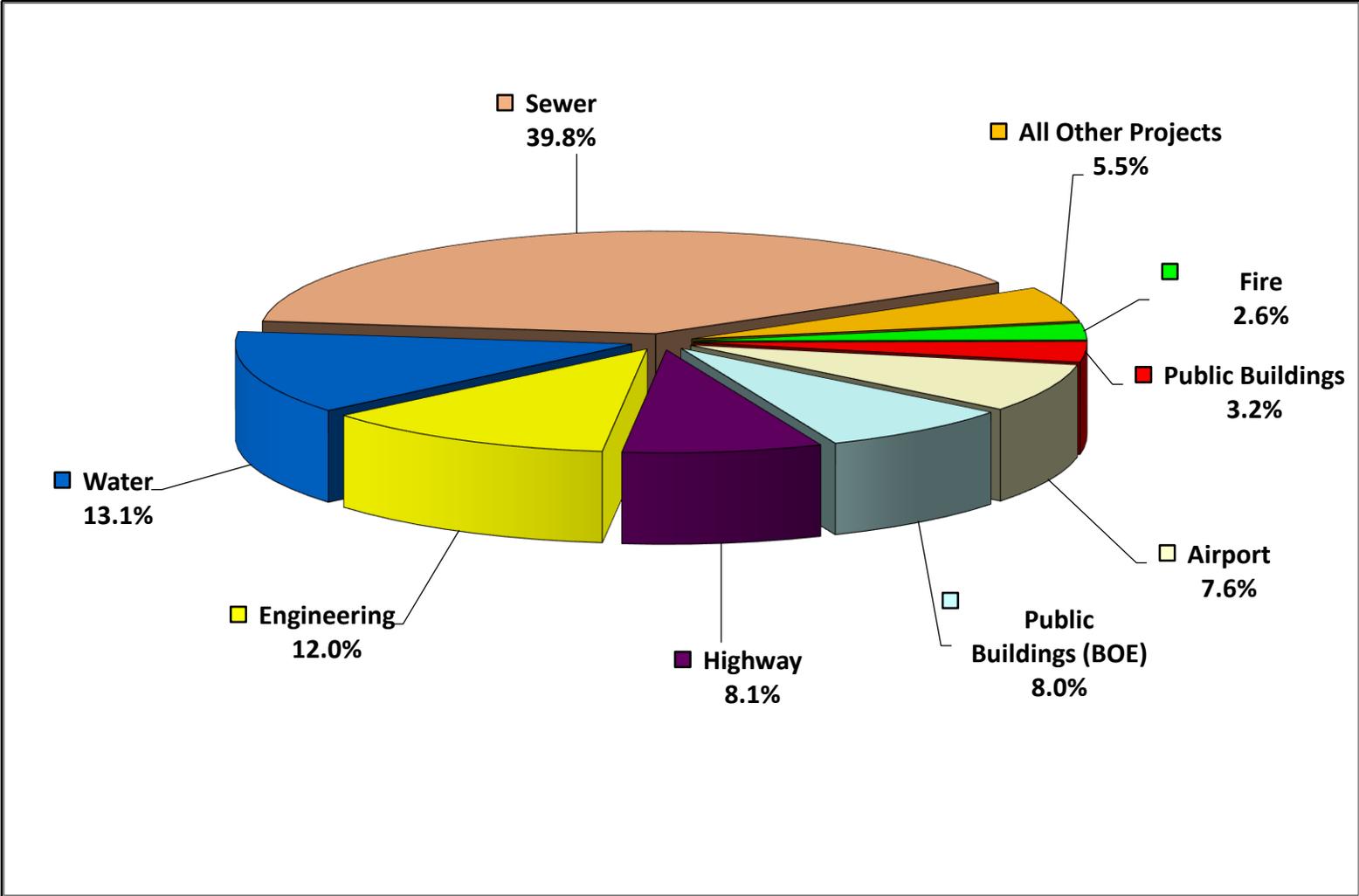
A 6-year capital plan is provided within the adopted budget; however, operations are not forecasted beyond the budget year. While the City is not required to formally forecast for its operations beyond one year, we prudently do so informally nonetheless. For example, while the FY 2016-2017 Budget represents an operational plan for the next twelve months, the City is already working on a plan for following year (FY 2017-2018).

The future of the City of Danbury and its prospective economic position was considered as part of the FY 2016-2017 Adopted Budget. The City continues to manage costs to ensure affordability to the Danbury taxpayer as illustrated in the historical mill rate (tax rate) analysis. General Fund expenditure growth will be capped for FY 2017-2018 at 2.5% or less. Long-range forecasting will continue to be limited to 2.5% or less, and adjustments will be made accordingly on an annual basis. This is an ongoing approach for the City of Danbury, allowing us to respond to changes with flexibility with the economy from one year to the next with limited financial consequences. In fact, business decisions (contracts) are made continuously to contain and/or reduce current and future operating costs.

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PLAN**  
**FISCAL YEAR 2016-17 THROUGH FISCAL YEAR 2021-22**

| <b>Proposed Projects</b>    | <b>2016-17</b>       | <b>2017-18</b>       | <b>2018-19</b>       | <b>2019-20</b>       | <b>2020-21</b>       | <b>2021-22</b>       | <b>Total</b>          |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Airport .....               | \$ 928,000           | \$ 646,000           | \$ 4,666,667         | \$ 3,456,000         | \$ 1,565,000         | \$ 7,355,000         | \$ 18,616,667         |
| Ambulance.....              | 290,000              | 365,000              | 375,000              | 150,000              | 255,000              | 265,000              | 1,700,000             |
| Animal Control.....         | 50,000               | 300,000              | 200,000              | -                    | -                    | -                    | 550,000               |
| Civil Preparedness.....     | -                    | -                    | -                    | -                    | -                    | -                    | -                     |
| Construction Services.....  | 150,000              | 150,000              | -                    | -                    | -                    | -                    | 300,000               |
| Engineering .....           | 1,895,000            | 4,570,000            | 8,295,000            | 2,205,000            | 10,250,000           | 2,180,000            | 29,395,000            |
| Equipment Maintenance ...   | 80,000               | 360,000              | 160,000              | 530,000              | 155,000              | -                    | 1,285,000             |
| Fire .....                  | 872,000              | 1,427,653            | 1,059,653            | 1,039,653            | 1,039,653            | 958,954              | 6,397,566             |
| Forestry.....               | 25,000               | 200,000              | 200,000              | 200,000              | 75,000               | -                    | 700,000               |
| Highway .....               | 7,210,000            | 3,275,000            | 2,380,000            | 2,355,000            | 2,330,000            | 2,330,000            | 19,880,000            |
| Information Technology..... | 1,031,000            | 384,760              | 335,064              | 150,000              | 125,000              | 150,000              | 2,175,824             |
| Information Tech (BOE)..... | 250,000              | -                    | -                    | -                    | -                    | -                    | 250,000               |
| Office of Proj. Excellence  | 230,000              |                      |                      |                      |                      |                      | 230,000               |
| Park Maintenance.....       |                      | 488,400              | 299,700              | 340,000              | 199,000              | 245,500              | 1,572,600             |
| Planning.....               | 650,000              | -                    | -                    | -                    | -                    | -                    | 650,000               |
| Police.....                 | 460,000              | 330,000              | 323,000              | 290,000              | 190,000              | 40,000               | 1,633,000             |
| Public Buildings .....      | 468,922              | 1,729,949            | 1,145,224            | 984,094              | 250,000              | 3,308,488            | 7,886,677             |
| Public Buildings (BOE)..... | 3,149,000            | 4,076,316            | 3,753,074            | 5,961,396            | 1,741,000            | 1,741,000            | 20,421,786            |
| Recreation .....            |                      |                      | 150,000              | 350,000              | 165,000              | 125,000              | 790,000               |
| Social Services .....       | -                    | -                    | -                    | -                    | -                    | -                    | -                     |
| Solid Waste/Recycle .....   | -                    | 227,000              | -                    | -                    | -                    | -                    | 227,000               |
| Richter Park .....          | 125,000              |                      |                      |                      |                      |                      | 125,000               |
| Tarrywile Park .....        | 40,000               | 258,500              | 670,000              | 215,000              | -                    | 200,000              | 1,383,500             |
| Tax Assessor .....          | 300,000              | 300,000              |                      |                      |                      |                      | 600,000               |
| Sewer .....                 | 625,000              | 5,183,400            | 9,538,950            | 29,459,300           | 26,933,100           | 25,382,200           | 97,121,950            |
| Water .....                 | 415,000              | 9,848,970            | 8,943,450            | 7,608,670            | 4,064,930            | 1,148,540            | 32,029,560            |
| <b>TOTAL</b>                | <b>\$ 19,243,922</b> | <b>\$ 34,120,948</b> | <b>\$ 42,494,782</b> | <b>\$ 55,294,113</b> | <b>\$ 49,337,683</b> | <b>\$ 45,429,682</b> | <b>\$ 245,921,130</b> |

**CITY OF DANBURY**  
**6-YEAR CAPITAL PLAN ALLOCATIONS**  
**FISCAL YEAR 2016-17 THROUGH FISCAL YEAR 2021-22**



**CITY OF DANBURY**  
**LONG-TERM FINANCIAL PLAN**  
**ANALYSIS OF FINANCIAL ENVIRONMENT**

**Debt Position and Strategies for Achieving and Maintaining Financial Balance:**

The ratio of Debt Service expenditures for the General Fund has been steady at approximately **7%**, and is expected to decline after FY2020, staying well below our policy level of 10%. The debt as a percentage of assessed valuation is currently 2.85% and expected to decline in future years – below the City’s policy limit of 3%. As a debt management tool, the City typically issues new debt as old debt is expiring. Also, the City has been increasing its annual funding over the last several years for capital projects directly from tax levy in its efforts to reduce the reliance on debt financing for investments in capital infrastructure. A more in depth look into the City’s Debt Service and financial policies can be found in the “**Financial Policies, Objectives and Economic Considerations**” section of this book under **Budget Summaries**.

**Visibility:**

The City of Danbury is becoming a more transparent government with the implementation of new technology. The Department of Finance and Information Technology departments are working cooperatively to ensure the City’s most current financial documents are accessible on the Finance Home Page. Residents and elected officials can easily learn about the financial health and strategies of the City. Currently, the following documents can be found on the Finance website:

<http://danbury-ct.gov/content/21015/21087/21103/default.aspx>

| <b>DOCUMENT NAME</b>                                                    | <b>DESCRIPTION</b>                           | <b>LATEST VERSION</b>           |
|-------------------------------------------------------------------------|----------------------------------------------|---------------------------------|
| Council’s Supplemental                                                  | 7-Year Historical Summary By Fund            | 2016-2017 Council’s Supplement  |
| Previous Adopted Budget Books                                           | Financial and Operational 12-Month Budget    | 2016-2017 Adopted Budget (7/1)  |
| Comprehensive Annual Financial Report (CAFR)                            | Audited Management Financial Statements      | 2015 CAFR (FY 14-15)            |
| General Obligation Bonds Final Official Statement                       | Bond, Tax, Debt and Financial Statements     | Official Statement - 03/17/2016 |
| Leadership Danbury Presentation to the Chamber of Commerce              | Priorities, Economic Briefing and Challenges | Leadership Danbury 2016         |
| Consolidated Plan and Annual Action Plan                                | Housing & Community Needs Analyses           | Annual Action Plan: 2013-2018   |
| * OpenGov ( <i>we are currently developing reports for the Public</i> ) | Web-based Financial Reporting Tool           | Reports are under development   |

**CITY OF DANBURY**  
**LONG-TERM FINANCIAL PLAN**  
**MOBILIZATION, ANALYSIS, DECISION & EXECUTION PHASES**

**MOBILIZATION PHASE**

**Budget Initiation:**

Annual budget planning is a rigorous annual process which involves historical analysis and setting reasonable expectations for the upcoming fiscal year. The Mayor provides a budget message with his directives and discusses the general economic outlook for revenues and expenses for the current and upcoming fiscal year. Additionally, the Mayor presents a program concerning municipal improvements of proposed capital projects for the ensuing fiscal year and for five fiscal years thereafter. Further details of these procedures are outlined in “**Budget Procedures**” in the Budget Summary section.

**Alignment of Resources:**

In November, the budget kickoff meeting is held with the key stakeholders. Capital Budget Forms and budget guidelines are distributed to Department Heads for the upcoming Budget Year with a one (1) month deadline to submit budget requests. Multiple budget training sessions are offered to discuss current year changes and to address questions. Throughout December and January, Department Heads are required to meet individually with Planning Director and the Director of Finance to discuss their budget requests.

**Preliminary Analysis:**

During February and March, the Director of Finance meets with the Mayor to finalize the Mayor’s proposed budget. After the budget is presented to the City Council in early April, the City Council has several public Ad Hoc meetings throughout April to carefully review each department’s budgetary request with the Department Head, Director of Finance and the Mayor. The budget is once again presented and voted on by the City Council with any possible amendments which may have been identified during the Ad Hoc meetings. This annual process ensures all levels within the City government have had the opportunity to review the budget and offer input.

**Identification of Service Policies and Priorities:**

This budget is divided into multiple subdivisions – General Government I, General Government II, Public Works, and Health & Human Services, Public Safety and Social Services. Each is reviewed by an Ad Hoc subcommittee composed of members of the City Council. Public hearings are held throughout April so that the citizens of Danbury may ask questions and voice their opinions of the proposed budget. The last date that the budget can be adopted is May 15.

**CITY OF DANBURY**  
**LONG-TERM FINANCIAL PLAN**  
**MOBILIZATION, ANALYSIS, DECISION & EXECUTION PHASES**

**MOBILIZATION PHASE (continued)**

**Validation of Financial Policies:**

As reviewed annually, the City of Danbury remains in compliance with its financial policies. Pursuant to the City’s Balanced Budget policy, operating budgets will be balanced on a true structural and sustainable basis where recurring revenues will equal or exceed recurring expenditures on an annual basis. However, there may be periods of structural imbalance caused by changes in economic conditions, unanticipated reductions in recurring revenues, cyclical fluctuations in expenditures pressures or other extraordinary events. Although the City has a planned use of appropriated fund balance of \$750,000 for FY2017 for the General Fund, this amount has been strategically reduced over the last several years from a high of \$4 million dollars. The City intends to completely eliminate the use of appropriated fund balance as a budgeting tool beginning in FY2018.

**Definition of Purpose and Scope of Planning:**

The City of Danbury’s budget procedures and planning of all operating funds include the General Fund and enterprise funds. In the case of enterprise funds it is expected that these funds will be self-sufficient and that user fees will fully support the operations of the fund activities including debt service and capital costs.

**ANALYSIS PHASE**

**Information Gathering:**

As stated in the **Mayor’s Message** section, the creation of a business advocacy office was developed to modernize, update and rebrand the Office of Economic Development so that it is more reflective of the specific needs of the Danbury economic environment. Based upon the City’s analysis, the small and mid-sized businesses are disadvantaged because they do not have the intellectual resources or the contacts of a large corporation. Therefore, the Office of Business Advocacy was created to assist this business sector.

**Trend Projection:**

Keeping in line with The City of Danbury’s mission of, “...providing the most cost-effective municipal services while preserving the cultural, historical and natural resources of the City”, the budget requirements are reviewed annually and spending activity is monitored throughout the Fiscal Year. As previously mentioned, the City’s target projections for FY2018 and beyond is to maintain a growth trend of 2.5% or less in General Fund expenditures.

**CITY OF DANBURY**  
**LONG-TERM FINANCIAL PLAN**  
**MOBILIZATION, ANALYSIS, DECISION & EXECUTION PHASES**

**ANALYSIS PHASE (continued)**

The City's Department Heads review their individual department missions and financial requirements, maintaining alignment with the citywide mission statement. As mentioned in the **Executive Summary** section of the Mayor's Message, budget analysis is an essential factor of the budget development process for the City of Danbury. Necessary adjustments are made to address the needs of the departments and to identify the challenges of the economic state of the environment. Economic environmental trends may require reallocations, reductions or additions. Such changes can only effectively be made on an annual basis for each budget year.

Department Heads must consider both the citywide mission statement and their department goals in the context of these difficult economic times. They must also focus on the most cost-effective and efficient means of delivery of services while maintaining the highest level of commitment in meeting our citizens' needs. The Department of Finance Budget Team cross-analyze every budgetary line item for each department, division, and citywide searching for additional savings opportunities and reduce financial drag from the budget to maximize cost-effectiveness for Danbury taxpayers.

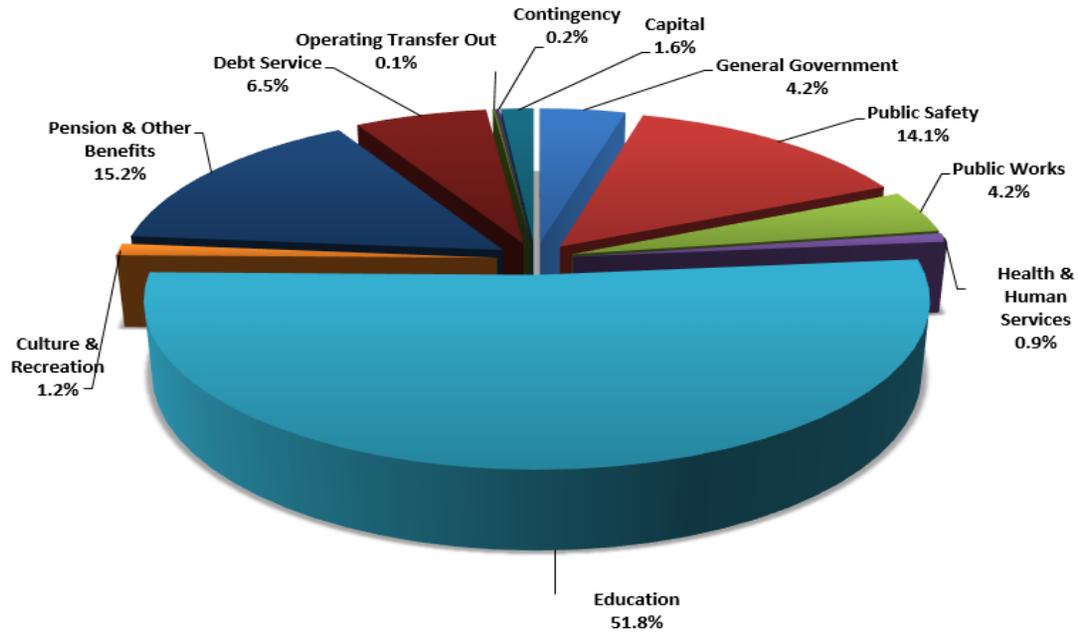
**DECISION PHASE**

The City's annual budget process takes several months of cooperative efforts among its Department Heads to prepare for the upcoming Fiscal Year. The end of the process involves the City Council's Budget Review, which occurs throughout the month of April. During the Decision Phase, the Mayor, City Council, Department Heads, the Director of Finance are all involved in providing input in helping the City Council make a final decision to adopt a budget. At these meetings, recommendations and input are presented by the public which is considered by the City Council.

**EXECUTION PHASE**

When the Budget Book is finalized and voted upon, it becomes the Adopted Budget. The Adopted Budget is distributed to all Department Head and City Council members and published on the City's website. Based on the Danbury City Charter, Section 7-4, "Duties of the City Council on the Budget", *"The City Council shall hold one or more public hearings not later than May 1<sup>st</sup> or the next business day thereafter if May 1<sup>st</sup> shall not be a business day, at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year"*.

**CITY OF DANBURY  
EXPENDITURES BY FUNCTION  
\$244,100,000**



|                          | <u>FY 2016-2017</u>  | <u>FY 16/17 %</u> | <u>FY 15/16 %</u> |
|--------------------------|----------------------|-------------------|-------------------|
| General Government       | \$10,264,235         | 4.2%              | 4.2%              |
| Public Safety            | 34,514,915           | 14.1%             | 14.3%             |
| Public Works             | 10,334,596           | 4.2%              | 4.2%              |
| Health & Human Services  | 2,179,754            | 0.9%              | 0.9%              |
| Education                | 126,408,575          | 51.8%             | 52.3%             |
| Culture & Recreation     | 2,881,709            | 1.2%              | 1.2%              |
| Pension & Other Benefits | 37,101,493           | 15.2%             | 15.0%             |
| Debt Service             | 15,804,801           | 6.5%              | 6.6%              |
| Operating Transfer Out   | 306,000              | 0.1%              | 0.1%              |
| Contingency              | 425,000              | 0.2%              | 0.2%              |
| Capital                  | 3,878,922            | 1.6%              | 1.0%              |
| <b>Total</b>             | <b>\$244,100,000</b> | <b>100.0%</b>     | <b>100.0%</b>     |

## CITY COUNCIL

President: Joseph M. Cavo

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1005

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | As the legislative body of the City, the City Council has the power to enact, amend, or repeal ordinances. Additionally, the City Council approves the appropriation of funds, adopts the City's Operating and Capital Budgets, sets the mill rate, and has overall legislative oversight over the City of Danbury.                                                                                                                                                                                                                                                                                                                          |
| <b>Department Goals:</b>                      | The City Council is responsible for governing the management of the City, which includes regulating the operations of all Departments and boards. The City Council can create new ordinances, and change or abolish them, in order to provide for a more efficient, safe and economically sound city.                                                                                                                                                                                                                                                                                                                                        |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Worked with the Mayor's Office to adopt necessary restrictive spending and support innovative cost reduction solutions, providing property tax exemptions to 100% disabled veterans and qualified seniors.</li><li>• Provided Legislative support to the Vision 2020 DHS Project which will invest \$53 million in DHS to address spacing, safety concerns and other programming enhancements and improvements.</li><li>• Worked with the Mayor's Office and Downtown City Center to provide necessary funding for decorating downtown Danbury for the holidays and the Hat City Monument.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Support the Mayor's Office in pursuing public/private collaborative efforts in providing the best possible services more efficiently, effectively and at the most affordable cost to the Danbury taxpayer.</li><li>• Continue to provide the legislative support to advance technology and operational initiatives to communicate more effectively with constituents and to promote efficiency by streamlining the delivery of government services.</li></ul>                                                                                                                                        |

**CITY COUNCIL**

President: Joseph M. Cavo

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1005

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1005</b>  | <b>CITY COUNCIL</b>                | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1005</b>  | <b>CITY COUNCIL</b>                |                  |                  |                     |                  |                  |                  |
| 5030.1000    | Overtime - Salaries                | 80               | 1,200            | 0                   | 1,200            | 1,000            | 1,000            |
| 5040.1000    | Part Time - Salaries               | 14,159           | 15,832           | 8,672               | 17,772           | 17,772           | 17,772           |
| 5050.1100    | Other Salaries - Constables        | 110              | 1,980            | 600                 | 1,320            | 1,000            | 1,000            |
| 5300.2055    | Purch Svcs - Postage               | 52               | 200              | 200                 | 200              | 200              | 200              |
| 5300.2040    | Purch Svcs - Outside Svcs          | 0                | 2,000            | 2,000               | 2,000            | 2,000            | 2,000            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 194              | 350              | 350                 | 350              | 350              | 350              |
| 5600.2500    | Materials & Supplies - Office      | 1,676            | 1,800            | 1,800               | 1,800            | 1,800            | 1,800            |
| <b>TOTAL</b> |                                    | <b>16,271</b>    | <b>23,362</b>    | <b>13,622</b>       | <b>24,642</b>    | <b>24,122</b>    | <b>24,122</b>    |
| <b>1030</b>  | <b>ORDINANCES</b>                  |                  |                  |                     |                  |                  |                  |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 15,143           | 15,000           | 15,000              | 15,000           | 15,000           | 15,000           |
| 5300.2090    | Purch Svcs - Printing & Binding    | 0                | 2,500            | 2,000               | 2,500            | 2,000            | 2,000            |
| <b>TOTAL</b> |                                    | <b>15,143</b>    | <b>17,500</b>    | <b>17,000</b>       | <b>17,500</b>    | <b>17,000</b>    | <b>17,000</b>    |

## MAYOR'S OFFICE

Mayor: Mark D. Boughton

ADOPTED BUDGET: 2016-2017

Dept. #: 1010

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the Mayor's Office is to ensure superior quality of constituent services for our citizenry through effective communications and implementation of the Mayor's legislative and policy priorities. We are committed to working with our residents, faith communities and businesses to assure Danbury's municipal government fulfills its obligations.                                                                                                                                                                                     |
| <b>Department Goals:</b>                      | The Mayor's Office services constituents and supports the Mayor's administrative tasks. The Mayor's staff services thousands of individuals year round through phone calls, emails, letters and by way of walk-in visits. The staff oversees a variety of city projects and programs in addition to assisting other departments and organizations with their daily business.                                                                                                                                                                            |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Worked with the Downtown City Center to decorate downtown streets of Danbury for the holidays.</li><li>• Established the Office of Project Excellence to assist in Implemented the SmartGov "playbook" initiatives as we move toward being a "City of the Future."</li><li>• Initiated the voter approved \$53 million Danbury High School which will address the student population growth and program needs at the BOE by building an addition of 110,000 square foot with 24 classrooms.</li></ul>           |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Initiate acquisition of CL&amp;P owned street lights and convert to more effective and energy-efficient LED lights.</li><li>• Rebrand the Office of Economic Development to Office of the Business Advocate to be more reflective of the specific needs of the Danbury business community – especially for the small to mid-size businesses.</li><li>• Continue to aggressively move forward with innovative cost reduction and containment measures to minimize the tax burden on Danbury taxpayers.</li></ul> |

**MAYOR'S OFFICE**

Mayor: Mark D. Boughton

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1010

**APPROPRIATIONS**

| DEPT #:      |                                  | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1010</b>  | <b>MAYOR'S OFFICE</b>            | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                  |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1010</b>  | <b>MAYOR'S OFFICE</b>            |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular               | 333,283          | 329,298          | 321,238             | 376,189          | 376,189          | 376,189          |
| 5040.1000    | Part Time - Salaries             | 2,588            | 3,594            | 3,290               | 4,098            | 3,807            | 3,807            |
| 5250.1620    | Other Benefits - Longevity       | 355              | 2,827            | 2,827               | 1,165            | 1,165            | 1,165            |
| 5250.1630    | Other Benefits - Sick Leave      | 3,312            | 3,398            | 3,087               | 4,270            | 4,270            | 4,270            |
| 5300.2090    | Purch Svcs - Printing & Binding  | 810              | 900              | 900                 | 900              | 900              | 900              |
| 5300.2055    | Purch Svcs - Postage             | 4,526            | 5,000            | 5,000               | 5,000            | 5,000            | 5,000            |
| 5300.2060    | Purch Svcs - Travel/Mileage      | 1,482            | 2,060            | 2,060               | 3,000            | 3,000            | 3,000            |
| 5300.2075    | Purch Svcs - Training Courses    | 0                | 50               | 50                  | 1,350            | 1,350            | 1,350            |
| 5300.2080    | Purch Svcs - Conferences         | 0                | 150              | 0                   | 150              | 150              | 150              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb  | 234              | 350              | 350                 | 350              | 350              | 350              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S | 1,635            | 1,733            | 1,733               | 1,739            | 1,739            | 1,739            |
| 5500.2420    | Maintenance & Repair - Office Eq | 108              | 1,113            | 860                 | 750              | 750              | 750              |
| 5600.2500    | Materials & Supplies - Office    | 2,380            | 3,700            | 2,500               | 2,500            | 2,500            | 2,500            |
| <b>TOTAL</b> |                                  | <b>350,713</b>   | <b>354,173</b>   | <b>343,895</b>      | <b>401,461</b>   | <b>401,170</b>   | <b>401,170</b>   |
| <b>1170</b>  | <b>ANNUAL REPORT</b>             |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs        | 10,000           | 10,000           | 10,000              | 10,000           | 10,000           | 10,000           |
| <b>TOTAL</b> |                                  | <b>10,000</b>    | <b>10,000</b>    | <b>10,000</b>       | <b>10,000</b>    | <b>10,000</b>    | <b>10,000</b>    |

**MAYOR'S OFFICE**

Mayor: Mark D. Boughton

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1010

**APPROPRIATIONS**

| DEPT #:      |                                   | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1010</b>  | <b>MAYOR'S OFFICE</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                   |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1280</b>  | <b>MAYOR'S DISCRETIONARY FUND</b> |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs         | 14,010           | 8,940            | 6,000               | 6,000            | 6,000            | 6,000            |
| 5300.2180    | Purch Svcs - Boards & Commissio   | 100              | 200              | 200                 | 800              | 800              | 800              |
| 5870.        | Contributions/Grants -            | 7,025            | 7,300            | 7,000               | 7,000            | 7,000            | 7,000            |
| <b>TOTAL</b> |                                   | <b>21,135</b>    | <b>16,440</b>    | <b>13,200</b>       | <b>13,800</b>    | <b>13,800</b>    | <b>13,800</b>    |
| <b>1300</b>  | <b>CITY MEMBERSHIPS</b>           |                  |                  |                     |                  |                  |                  |
| 5305.2220    | Fees & Charges - ASCAP License    | 0                | 783              | 0                   | 783              | 0                | 0                |
| 5875.3315    | Memberships - US Conf Mayors      | 5,269            | 5,269            | 5,269               | 5,269            | 5,269            | 5,269            |
| 5875.3300    | Memberships - Western CT Counc    | 32,354           | 32,354           | 32,354              | 32,354           | 32,354           | 32,354           |
| 5875.3310    | Memberships - Connecticut Conf    | 47,464           | 47,464           | 47,464              | 47,464           | 47,464           | 47,464           |
| <b>TOTAL</b> |                                   | <b>85,087</b>    | <b>85,870</b>    | <b>85,087</b>       | <b>85,870</b>    | <b>85,087</b>    | <b>85,087</b>    |

Mayor: Mark D. Boughton

**MAYOR'S OFFICE**  
**ADOPTED BUDGET: 2016-2017**

Dept. #1010

**TABLE OF ORGANIZATION**

| MAYOR'S OFFICE<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                         | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| MAYOR                                   | 1                   |                    | 1                   | 112,834          | 115,937                        |
| (A) CHIEF OF STAFF TO THE MAYOR         | 1                   |                    | 1                   | 86,238           | 43,119                         |
| COMMUNITY SERVICES COORDINATOR          | 1                   |                    | 1                   | 78,009           | 78,009                         |
| SECRETARY TO MAYOR                      | 1                   |                    | 1                   | 59,184           | 59,184                         |
| COMMUNICATIONS COORDINATOR              | 1                   | -1                 | 0                   | 0                | 0                              |
| PUBLIC RELATIONS COORDINATOR            | 0                   | 1                  | 1                   | 45,000           | 45,000                         |
| RECEPTIONIST                            | 1                   |                    | 1                   | 34,940           | 34,940                         |
| <b>TOTAL</b>                            | <b><u>6</u></b>     |                    | <b><u>6</u></b>     |                  | <b>376,189</b>                 |

(A) 1/2 Mayor's Office; 1/2 Police Department

**OFFICE OF PROJECT EXCELLENCE**

**ADOPTED BUDGET: 2016-2017**

Dir. of Proj. Excellence: Stephen Nocera

Dept. #: 1015

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Statement of Mission:</b></p>                  | <p>The mission of the Office of Project Excellence is to unite all city projects under the portfolio concept and align them with the vision and long term strategy of the city. Most importantly it is our goal to provide real-time communication, customer service and access to information.</p>                                                                                                                                                                                    |
| <p><b>Department Goals:</b></p>                      | <p>Our goal is to provide real-time communication, customer service and access to information. The department's objectives are to; a) Improve quality of project deliverables; b) achieve proactive management of project issues/risks; c) achieve containment of project scope; d) create transparency of City resources; d) generate timelier communication with stakeholders; and e) leverage and maximize every dollar appropriated by the residents and taxpayers of Danbury.</p> |
| <p><b>Fiscal Year 2015-2016 Accomplishments:</b></p> | <ul style="list-style-type: none"><li>• The Office of Project Excellence (OPE) was brought online and immersed in Danbury operations and culture.</li><li>• 83% of all initial projects established by the OPE steering committee have been completed.</li><li>• The implementation of the bid threshold ordinance will save 1 month of staff time on projects ranging in cost from \$5,000 to \$10,000 in perpetuity.</li></ul>                                                       |
| <p><b>Major Objectives 2016-2017:</b></p>            | <ul style="list-style-type: none"><li>• Complete the implementation of the Quick Hits program.</li><li>• Complete the initial list of projects (available online) established by the OPE Steering Committee.</li><li>• Continue to improve project integration and the implementation of the City wide project portfolio concept in accordance with the Playbook.</li><li>• Begin moving forward on remaking how City Departments and resources are structured.</li></ul>              |

**OFFICE OF PROJECT EXCELLENCE**

Dir. of Proj. Excellence: S. Nocera

ADOPTED BUDGET: 2016-2017

Dept. #: 1015

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The Office of Project Excellence brings all city projects into one unified portfolio. The objectives of this office are to improve the quality of projects, to manage issues, to contain the scope of projects, to foster communication with stakeholders, to maximize funding provided by the taxpayers, and to promote a more open use of city resources.

**Performance Measurements:**

|                                   | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|-----------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| # Projects Initiated              |          |          |          |          |          | 18                    | 20               |
| # Projects Completed              |          |          |          |          |          | 15                    | 17               |
| % of Initiated Projects Completed |          |          |          |          |          | 83%                   | 85%              |

**Proposed Capital Budget: FY16/17**

| PROJECT DESCRIPTION                         | Priority | Total Cost | General Fund<br>Capital | SOURCE FOR FUNDS                |                               | Proposed<br>Capital<br>Budget<br>FY 16/17 | Balance   |
|---------------------------------------------|----------|------------|-------------------------|---------------------------------|-------------------------------|-------------------------------------------|-----------|
|                                             |          |            |                         | Other<br>St./Federal<br>(Grant) | Existing<br>Capital<br>Budget |                                           |           |
| Playbook Implementation & Gov't Initiatives | Urgent   | \$340,000  | \$230,000               | \$0                             | \$0                           | \$230,000                                 | \$110,000 |

**Sustainable Danbury:**

One of the programs listed for implementation in FY 16-17 is Danbury Lean and Green. The program seeks to place all efficiency and conversation projects into a single portfolio and have one team managing both the implementation as well as to ensure that the scope of individual projects are aligned to our overall mission of sustainability.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 Danbury City Council  
 City of Danbury Playbook: Plays 1 & 2

**Data Reference(s):**

- Strategic Municipal Assessment of Resources and Transformation of Government (SMARTGOV) Project

**OFFICE OF PROJECT EXCELLENCE**

**ADOPTED BUDGET: 2016-2017**

Dir. of Proj. Excellence: Stephen Nocera

Dept. #: 1015

**APPROPRIATIONS**

| DEPT. #:     |                                      | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|--------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>1015</b>  | <b>ACCOUNT DESCRIPTION</b>           | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>1015</b>  | <b>OFFICE OF PROJECT EXCELLENCE</b>  |                  |                  |                        |                  |                   |                  |
| 5020.1000    | Salaries - Regular                   | 0                | 109,992          | 109,992                | 111,484          | 111,484           | 111,484          |
| 5250.1690    | Other Benefits - Educational Credits | 0                | 2,050            | 2,050                  | 2,050            | 2,050             | 2,050            |
| 5250.1630    | Other Benefits - Sick Leave          | 0                | 0                | 0                      | 1,654            | 1,654             | 1,654            |
| 5300.2080    | Purch Svcs - Conferences             | 0                | 100              | 100                    | 500              | 500               | 500              |
| 5300.2060    | Purch Svcs - Travel/Mileage          | 0                | 200              | 100                    | 200              | 200               | 200              |
| 5300.2045    | Purch Svcs - Communication Svcs      | 0                | 1,100            | 400                    | 812              | 812               | 812              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs  | 0                | 210              | 210                    | 211              | 211               | 211              |
| 5600.2500    | Materials & Supplies - Office        | 0                | 1,650            | 1,250                  | 2,500            | 1,400             | 1,400            |
| 5700.2700    | Equipment - Office                   | 0                | 0                | 0                      | 1,500            | 1,000             | 1,000            |
| <b>TOTAL</b> |                                      | <b>0</b>         | <b>115,302</b>   | <b>114,102</b>         | <b>120,911</b>   | <b>119,311</b>    | <b>119,311</b>   |

**OFFICE OF PROJECT EXCELLENCE**  
**ADOPTED BUDGET: 2016-2017**

Dir. of Proj. Excellence: Stephen Nocera

Dept. #: 1015

**TABLE OF ORGANIZATION**

| OFFICE OF PROJECT EXCELLENCE<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                       | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF PROJECT EXCELLENCE                        | 0                   | 1                  | 1                   | 111,484          | 111,484                        |
| <b>TOTAL</b>                                          | <b><u>0</u></b>     |                    | <b><u>1</u></b>     |                  | <b>111,484</b>                 |

**LEGISLATIVE ASSISTANT**

Legislative Assistant: Jean Natale

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1020

|                                               |                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To serve the citizens and governmental agencies with honesty and integrity while providing accurate and timely information and preserving documents and records.                                                                                                                                                                                                               |
| <b>Department Goals:</b>                      | The Legislative Assistant will continue to update and improve the office to better serve the City Council and taxpayers of the City of Danbury.                                                                                                                                                                                                                                |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Significant tax dollars were saved by changing the format of published Ordinances and Budget.</li><li>• Used technology to improve services to both City Officials and the Public.</li><li>• Concluded re-codification of all Ordinances with MuniCode.</li><li>• Preserved all historic minutes of meetings electronically.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to use technology to improve services to both City Officials and the Public.</li><li>• Continue to find cost saving methods by reducing paperwork and finding alternative methods of publication.</li><li>• Continue preserving all historic minutes of meetings electronically.</li></ul>                                    |

**LEGISLATIVE ASSISTANT**

Legislative Assistant: Jean Natale

ADOPTED BUDGET: 2016-2017

Dept. #: 1020

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The Legislative Assistant works with the Mayor and the City Council to serve the citizens of Danbury. The Legislative Assistant serves as the custodian of public records, ordinances, resolutions, City Charter, minutes of the City Council meetings, and attests and seals official documents. The office receives claims and lawsuits against the City of Danbury.

**Performance Measurements:**

|                                        | FY 10-11  | FY 11-12  | FY 12-13  | FY 13-14  | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|----------------------------------------|-----------|-----------|-----------|-----------|----------|-----------------------|------------------|
| Council Meetings Projected             | 12        | 13        | 12        | 13        | 12       | 13                    | 12               |
| Council Meetings Scheduled             | 14        | 15        | 14        | 13        | 14       | 13                    | 13               |
| Historical Activity                    | 237       | 223       | 220       | 218       | 204      | 200                   | 195              |
| Agenda Projected                       | 360       | 390       | 360       | 390       | 360      | 390                   | 390              |
| Agendas Items Prepared On Time         | 450       | 450       | 450       | 390       | 420      | 390                   | N/A              |
| % Over Projection Goal                 | 115%      | 118%      | 115%      | 100%      | 115%     | 100%                  | N/A              |
| Prior Council Agendas Available Online | 1994-2010 | 1985-2011 | 1981-2012 | 1980-2013 | 1980     | 1979                  | 1979             |

**Sustainable Danbury:**

It is the mission of this office to ensure the City's legislative processes are open to the public by providing a link between citizens and government through the dissemination of information, and to ensure the preservation, access and integrity of records required to be stored for legal and public purposes.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter III, Section 3-3:, "Legislative Assistant", in the City of Danbury Charter

**Data Reference(s):**

- Council Records

**LEGISLATIVE ASSISTANT**

Legislative Assistant: Jean Natale

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1020

**APPROPRIATIONS**

| DEPT #:      |                                  | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1020</b>  | <b>LEGISLATIVE ASSISTANT</b>     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                  |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1020</b>  | <b>LEGISLATIVE ASSISTANT</b>     |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular               | 57,344           | 59,379           | 59,378              | 59,507           | 59,507           | 59,507           |
| 5250.1630    | Other Benefits - Sick Leave      | 1,084            | 1,114            | 1,114               | 1,145            | 1,145            | 1,145            |
| 5250.1620    | Other Benefits - Longevity       | 555              | 555              | 555                 | 555              | 555              | 555              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb  | 182              | 200              | 200                 | 200              | 200              | 200              |
| 5300.2055    | Purch Svcs - Postage             | 88               | 100              | 100                 | 100              | 100              | 100              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S | 483              | 513              | 513                 | 515              | 515              | 515              |
| 5600.2500    | Materials & Supplies - Office    | 1,103            | 1,150            | 400                 | 1,150            | 1,150            | 1,150            |
| <b>TOTAL</b> |                                  | <b>60,840</b>    | <b>63,011</b>    | <b>62,260</b>       | <b>63,172</b>    | <b>63,172</b>    | <b>63,172</b>    |

**TABLE OF ORGANIZATION**

| LEGISLATIVE ASSISTANT<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | 2016-2017<br>ADOPTED<br>BUDGET |
|------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| LEGISLATIVE ASSISTANT                          | 1                   |                    | 1                   | 59,507           | 59,507                         |
| <b>TOTAL</b>                                   | <b>1</b>            |                    | <b>1</b>            |                  | <b>59,507</b>                  |

## PROBATE COURT

Probate Judge: Dianne E. Yamin

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1040

|                                               |                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Danbury Probate Court serves Danburians through a variety of functions, including settlement of estates and conservatorships. The Judge also provides free public seminars about the functions of the Probate Court, in spirit of providing greater understanding of probate procedures to the citizens of Danbury.                                         |
| <b>Department Goals:</b>                      | The Danbury Probate Court shall serve the public with such services as name changes, guardianships of minors, adoptions, Special Juvenile Immigration Status, psychiatric commitments, guardians of the Intellectually Disabled, paternity and emancipation of minors.                                                                                          |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Provided the highest level of service to the Danbury residents.</li><li>• Continued recycling files and supplies to promote costs savings.</li><li>• Continued to work with Probate Administration on the state-wide transitions.</li><li>• Continued to recycle files and supplies to promote costs savings.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to take cost-savings measures.</li><li>• Continue to work with Probate Administration on the state-wide transitions.</li><li>• Continue to serve the Danbury public efficiently.</li></ul>                                                                                                                     |

**PROBATE COURT**

Probate Judge: Dianne E. Yamin

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1040

**APPROPRIATIONS**

| DEPT #:      |                                  | ACTUAL           | AMENDED<br>BUDGET | PROJECTED<br>EXPENDITURES | PROPOSED<br>BY DEPT | PROPOSED<br>BY MAYOR | ADOPTED<br>BUDGET |
|--------------|----------------------------------|------------------|-------------------|---------------------------|---------------------|----------------------|-------------------|
| <b>1040</b>  | <b>PROBATE COURT</b>             | <b>2014-2015</b> | <b>2015-2016</b>  | <b>2015-2016</b>          | <b>2016-2017</b>    | <b>2016-2017</b>     | <b>2016-2017</b>  |
| <b>1040</b>  | <b>PROBATE COURT</b>             |                  |                   |                           |                     |                      |                   |
| 5300.2100    | Purch Svcs - Leased Equipment    | 676              | 900               | 872                       | 900                 | 900                  | 900               |
| 5300.2090    | Purch Svcs - Printing & Binding  | 1,798            | 3,300             | 1,300                     | 1,300               | 1,300                | 1,300             |
| 5300.2085    | Purch Svcs - Subscriptions/Memb  | 167              | 200               | 200                       | 200                 | 200                  | 200               |
| 5300.2055    | Purch Svcs - Postage             | 10,400           | 7,583             | 7,500                     | 7,800               | 7,800                | 7,800             |
| 5300.2045    | Purch Svcs - Communication Svcs  | 297              | 1,700             | 1,400                     | 1,700               | 1,700                | 1,700             |
| 5300.2040    | Purch Svcs - Outside Svcs        | 520              | 1,298             | 1,298                     | 2,500               | 2,500                | 2,500             |
| 5500.2420    | Maintenance & Repair - Office Eq | 97               | 617               | 400                       | 400                 | 400                  | 400               |
| 5600.2500    | Materials & Supplies - Office    | 3,323            | 2,502             | 2,502                     | 3,300               | 3,300                | 3,300             |
| 5700.2700    | Equipment - Office               | 2,383            | 3,000             | 3,000                     | 3,000               | 3,000                | 3,000             |
| <b>TOTAL</b> |                                  | <b>19,659</b>    | <b>21,100</b>     | <b>18,472</b>             | <b>21,100</b>       | <b>21,100</b>        | <b>21,100</b>     |

## REGISTRAR OF VOTERS

Reg. of Voters: Marge Gallo & Mary A. Doran **ADOPTED BUDGET: 2016-2017**

Dept. #: 1060

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | In pursuit of the preservation of our democracy and faith in our government, it is our duty to enable all eligible voters to participate in a free and open electoral process using the latest technology to provide for an untainted election.                                                                                                                                                                                                     |
| <b>Department Goals:</b>                      | The mission of the Registrar of Voters Office is to ensure federal, state and local elections are conducted timely, responsibly, and with the highest level of professional election standards, accountability, security and integrity, intended to earn and maintain public confidence in the electoral process.                                                                                                                                   |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Appointed and trained poll workers on election procedures to ensure that all polling places were properly staffed and aware of all new laws.</li><li>• Conducted annual canvass to preserve voter eligibility.</li><li>• Attended Conferences and Conducted Meetings with other Registrars on the new Election laws.</li><li>• Worked with ROVAC to eliminate outdated language in State Statute.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Appoint and train poll workers on election procedures in preparation for the Presidential Election and Primaries</li><li>• Continue to work with the Registrars Association and Legislators to eliminate unfunded mandates.</li><li>• Provide the highest level of service to the voters of Danbury.</li></ul>                                                                                              |

## REGISTRAR OF VOTERS

Reg. of Voters: Marge Gallo & Mary A. Doran **ADOPTED BUDGET: 2016-2017**

Dept. #: 1060

### PERFORMANCE MEASUREMENTS

**Department Description:**

Through the authority and guidance of State Statute, the Office of the Registrar is responsible for the processing and maintenance of all voter information. The Registrars must hire and train all election personnel as well as test all election equipment to make sure it is in perfect working order. The department's goal is to have 100% error free elections by having well trained poll workers. The office handles telephone calls, mail requests, and face to face voter inquiries each year and prides itself in dealing with these in a professional atmosphere.

| <b>Performance Measurements:</b>     | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| Cost Per Election                    | \$63,877        | \$59,201        | \$65,517        | \$60,923        | \$71,318        | \$60,081                      | <b>\$75,000</b>          |
| New Voters Processed                 | 2,118           | 1,752           | 2,412           | 1,498           | 2,336           | 1,200                         | <b>2,500</b>             |
| New Voters Projected                 | 1,500           | 950             | 1,500           | 1,000           | 1,500           | 1,800                         | <b>2,500</b>             |
| # of Elections/Primaries/Referendums | 3               | 2               | 4               | 1               | 5               | 4                             | <b>3</b>                 |
| % Under/Over Projection              | 140%            | 180%            | 160%            | 150%            | 156%            | N/A                           | <b>N/A</b>               |
| Number of Registered Voters          | 32,954          | 32,440          | 35,551          | 34,286          | 34,775          | 35,000                        | <b>36,000</b>            |
| Poll Workers Employed                | 260             | 230             | 260             | 230             | 250             | 236                           | <b>346</b>               |
| Poll Workers Trained                 | 274             | 250             | 288             | 260             | 300             | 300                           | <b>400</b>               |

**Sustainable Danbury:**

Recognize and respect all individuals while continually improving and providing the highest quality of service. Conduct elections in a manner that protects the integrity of the electoral process. Promote a positive work environment.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 - Chapter II, Section 2-1, "Federal and State Officers", in the City of Danbury Charter

**Data Reference(s):**

- CVRS, Budget, Poll Worker Registry

**REGISTRAR OF VOTERS**

Reg. of Voters: Marge Gallo & Mary A. Doran

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1060

**APPROPRIATIONS**

| DEPT. #:     |                                      | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|--------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>1060</b>  | <b>ACCOUNT DESCRIPTION</b>           | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>1060</b>  | <b>REGISTRAR OF VOTERS</b>           |                  |                  |                        |                  |                   |                  |
| 5020.1000    | Salaries - Regular                   | 112,045          | 117,748          | 117,748                | 118,006          | 116,405           | 118,006          |
| 5040.1000    | Part Time - Salaries                 | 23,672           | 15,808           | 12,447                 | 16,796           | 16,796            | 16,796           |
| 5050.1120    | Other Salaries - Election Workers    | 58,169           | 51,225           | 48,885                 | 54,340           | 54,340            | 52,739           |
| 5300.2090    | Purch Svcs - Printing & Binding      | 11,010           | 11,000           | 10,000                 | 12,500           | 11,000            | 11,000           |
| 5300.2085    | Purch Svcs - Subscriptions/Membersh  | 292              | 322              | 130                    | 322              | 322               | 322              |
| 5300.2075    | Purch Svcs - Training Courses        | 0                | 0                | 0                      | 3,200            | 3,200             | 3,200            |
| 5300.2055    | Purch Svcs - Postage                 | 6,482            | 4,000            | 3,601                  | 10,000           | 8,000             | 8,000            |
| 5300.2045    | Purch Svcs - Communication Svcs      | 967              | 1,500            | 1,200                  | 1,200            | 1,200             | 1,200            |
| 5300.2040    | Purch Svcs - Outside Svcs            | 20,681           | 16,500           | 16,500                 | 17,000           | 16,500            | 16,500           |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs  | 947              | 1,004            | 1,004                  | 1,007            | 1,007             | 1,007            |
| 5500.2420    | Maintenance & Repair - Office Equip  | 39               | 150              | 88                     | 150              | 150               | 150              |
| 5600.2695    | Materials & Supplies - Miscellaneous | 420              | 660              | 500                    | 660              | 500               | 500              |
| 5600.2500    | Materials & Supplies - Office        | 7,940            | 4,300            | 3,500                  | 4,300            | 3,500             | 3,500            |
| <b>TOTAL</b> |                                      | <b>242,663</b>   | <b>224,217</b>   | <b>215,603</b>         | <b>239,481</b>   | <b>232,920</b>    | <b>232,920</b>   |

**REGISTRAR OF VOTERS**

**ADOPTED BUDGET: 2016-2017**

Reg. of Voters: Marge Gallo & Mary A. Doran

Dept. #: 1060

**TABLER ORGANIZATION**

| REGISTRAR OF VOTERS<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                              | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| REGISTRAR                                    | 2                   |                    | 2                   | 58,202           | 118,006                        |
| <b>TOTAL</b>                                 | <b><u>2</u></b>     |                    | <b><u>2</u></b>     |                  | <b>118,006</b>                 |

**DIRECTOR OF FINANCE**  
**ADOPTED BUDGET: 2016-2017**

Director of Finance: David St. Hilaire

Dept. #: 1080

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Statement of Mission:</b></p>                  | <p>The Finance Department is responsible for safeguarding the City's assets by keeping account of all financial transactions and reporting the financial condition of the City on a periodic basis. The Director of Finance strives to maintain the tax rates at reasonable levels without adversely impacting the quality of City services by employing best practices related to debt, cash, and financial management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Department Goals:</b></p>                      | <p>The Finance Division's goal is to ensure that the City continues to meet its budgetary and operational goals and objectives in the most cost-efficient and effective manner. We strive to illustrate to the City Taxpayers that only the necessary resources to provide essential services will be utilized while keeping tax rates as low and affordable as possible.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Fiscal Year 2015-2016 Accomplishments:</b></p> | <ul style="list-style-type: none"> <li>• Conducted a \$15.0 million Bond Refunding saving \$860,000 in future interest payments. Since 2010, Finance has conducted five bond refunding sales at \$95.1 million saving taxpayers \$5.5 million in interest payments.</li> <li>• The Government Finance Officers Association (GFOA) has awarded the City's Department of Finance the 28th consecutive Certificate of Achievement, recognized for the highest conformance standards for preparation of state &amp; local gov't financial reports, as well as having received the 11th consecutive Distinguished Budget Presentation Award.</li> <li>• Pension Administration was successfully outsourced and will significantly enhance employee and retiree post-retirement benefit services and reduce current administrative costs.</li> </ul> |
| <p><b>Major Objectives 2016-2017:</b></p>            | <ul style="list-style-type: none"> <li>• To be awarded the Certificate of Achievement and Distinguish Budget Presentation Award from the GFOA.</li> <li>• Work with the Tax Collector's office on integrating tax software data into the City's financial system (New World).</li> <li>• Continue exploring the automation of "Purchase to Pay" and streamline the Accounts Payable process.</li> <li>• To help contain and reduce all future costs relating to risk management, we will be selecting a risk management vendor partner for a managed services arrangement (outsourced) during the next year.</li> </ul>                                                                                                                                                                                                                        |

**DIRECTOR OF FINANCE**  
**ADOPTED BUDGET: 2016-2017**

Director of Finance: David St. Hilaire

Dept. #: 1080

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The Director of Finance directly oversees the City's financial functions which consist of the following departments: Finance, Tax Assessor, Information Technology, Purchasing, Tax Collector, and Risk Management. The overall mission for Finance Division is to ensure that the City continues to meet its budgetary and operational goals and objectives in the most cost efficient and effective manner.

| <b>Performance Measurements:</b>                         | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|----------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| Sick Leave Hours Paid for All City Employees             | 38,908          | 43,656          | 44,262          | 42,347          | 47,321          | 46,750                        | <b>46,500</b>            |
| Overtime Work Hours Paid for All City Employees          | 94,727          | 104,904         | 138,683         | 137,049         | 115,129         | 120,885                       | <b>115,000</b>           |
| Vacation/Holiday Leave Hours Paid for All City Employees | 95,692          | 97,426          | 96,450          | 93,756          | 94,114          | 93,935                        | <b>92,996</b>            |
| # of Payroll Direct Deposits                             | 16,774          | 14,820          | 16,877          | 17,177          | 17,238          | 17,250                        | <b>17,500</b>            |
| # of Payroll Checks Processed                            | 6,026           | 4,303           | 2,285           | 1,096           | 1,236           | 1,200                         | <b>1,000</b>             |
| # of Pension Checks Processed                            | 8,856           | 8,784           | 8,976           | 9,216           | 9,336           | 9,400                         | <b>9,450</b>             |
| # of Vendor Checks Processed                             | 1,982           | 1,928           | 1,984           | 1,495           | 1,312           | 1,275                         | <b>1,250</b>             |
| # of Invoices                                            | 20,444          | 21,188          | 21,867          | 20,933          | 22,163          | 22,750                        | <b>23,500</b>            |

**Sustainable Danbury:**

The Director of Finance shall strive for process and procedural efficiencies while constantly evaluating the effectiveness of services provided.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter VI, Section 6-6, Paragraph A - "The Director of Finance: Powers, Duties and Qualifications" and Chapter VI, Section 6-15, "Official Bonds" in the City of Danbury Charter.

**Data Reference(s):**

- City Charter
- Annual audit payroll module
- Annual CAFR reports (2011-2015)
- New World Systems

**DIRECTOR OF FINANCE**  
**ADOPTED BUDGET: 2016-2017**

**APPROPRIATIONS**

| DEPT. #:     |                                      | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|--------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1080</b>  | <b>ACCOUNT DESCRIPTION</b>           | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                      |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1070</b>  | <b>CITY TREASURER</b>                |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                   | 23,253           | 23,809           | 23,809              | 24,455           | 24,456           | 24,456           |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs  | 199              | 211              | 211                 | 212              | 212              | 212              |
| <b>TOTAL</b> |                                      | <b>23,452</b>    | <b>24,020</b>    | <b>24,020</b>       | <b>24,667</b>    | <b>24,668</b>    | <b>24,668</b>    |
| <b>1080</b>  | <b>DIRECTOR OF FINANCE</b>           |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                   | 728,684          | 693,151          | 693,151             | 837,003          | 837,003          | 837,003          |
| 5030.1000    | Overtime - Salaries                  | 6,942            | 5,000            | 2,723               | 5,000            | 5,000            | 5,000            |
| 5040.1000    | Part Time - Salaries                 | 34,309           | 34,458           | 34,458              | 36,373           | 36,373           | 36,373           |
| 5250.1620    | Other Benefits - Longevity           | 2,453            | 3,723            | 3,723               | 2,908            | 2,908            | 2,908            |
| 5250.1630    | Other Benefits - Sick Leave          | 10,587           | 9,546            | 9,546               | 11,822           | 11,822           | 11,822           |
| 5250.1690    | Other Benefits - Educational Credits | 0                | 0                | 0                   | 2,475            | 2,475            | 2,475            |
| 5300.2060    | Purch Svcs - Travel/Mileage          | 70               | 250              | 250                 | 250              | 250              | 250              |
| 5300.2010    | Purch Svcs - Professional Svcs       | 96,305           | 94,609           | 75,779              | 45,000           | 45,000           | 45,000           |
| 5300.2055    | Purch Svcs - Postage                 | 5,014            | 5,000            | 5,000               | 5,000            | 5,500            | 5,500            |
| 5300.2075    | Purch Svcs - Training Courses        | 0                | 149              | 149                 | 0                | 0                | 0                |
| 5300.2080    | Purch Svcs - Conferences             | 3,495            | 6,500            | 6,500               | 6,500            | 6,500            | 6,500            |
| 5300.2085    | Purch Svcs - Subscriptions/Membersh  | 3,662            | 4,000            | 4,000               | 4,000            | 4,000            | 4,000            |
| 5300.2090    | Purch Svcs - Printing & Binding      | 4,795            | 4,250            | 4,250               | 4,800            | 4,250            | 4,250            |
| 5300.2040    | Purch Svcs - Outside Svcs            | 0                | 240              | 240                 | 240              | 240              | 240              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs  | 7,336            | 7,778            | 7,778               | 7,804            | 7,804            | 7,804            |
| 5400.2305    | Property Services - Office Services  | 0                | 250              | 0                   | 250              | 0                | 0                |

**DIRECTOR OF FINANCE**

**ADOPTED BUDGET: 2016-2017**

Director of Finance: David St. Hilaire

Dept. #: 1080

**APPROPRIATIONS**

| DEPT. #:     |                                     | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|-------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>1080</b>  | <b>ACCOUNT DESCRIPTION</b>          | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| 5500.2420    | Maintenance & Repair - Office Equip | 838              | 3,160            | 3,160                  | 3,200            | 3,120             | 3,120            |
| 5600.2500    | Materials & Supplies - Office       | 7,838            | 7,200            | 7,200                  | 7,200            | 7,000             | 7,000            |
| <b>TOTAL</b> |                                     | <b>912,326</b>   | <b>879,264</b>   | <b>857,907</b>         | <b>979,825</b>   | <b>979,245</b>    | <b>979,245</b>   |
| <b>1100</b>  | <b>INDEPENDENT AUDIT</b>            |                  |                  |                        |                  |                   |                  |
| 5300.2020    | Purch Svcs - Financial Services     | 30,955           | 45,000           | 45,000                 | 45,000           | 45,000            | 45,000           |
| <b>TOTAL</b> |                                     | <b>30,955</b>    | <b>45,000</b>    | <b>45,000</b>          | <b>45,000</b>    | <b>45,000</b>     | <b>45,000</b>    |
| <b>1320</b>  | <b>RETIREMENT ADMINISTRATION</b>    |                  |                  |                        |                  |                   |                  |
| 5350.2216    | Interfund Svc Exp - Post Employment | 12,684           | 30,000           | 30,000                 | 30,000           | 30,000            | 30,000           |
| <b>TOTAL</b> |                                     | <b>12,684</b>    | <b>30,000</b>    | <b>30,000</b>          | <b>30,000</b>    | <b>30,000</b>     | <b>30,000</b>    |

## GENERAL FUND INDIRECT REVENUE

ADOPTED BUDGET: 2016-2017

### REVENUES

| REVENUE<br>CODE                            | DESCRIPTION                                  | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------------|----------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4500.1003                                  | Intrfd Svc Rev - Provided for Water Fund     | 79,000              | 82,950                         | 82,950                            | 82,950                            | 82,950                         |
| 4500.1004                                  | Intrfd Svc Rev - Provided for Sewer Fund     | 15,000              | 15,750                         | 15,750                            | 16,000                            | 16,000                         |
| 4500.1005                                  | Intrfd Svc Rev - Provided for Ambulance Fund | 0                   | 40,000                         | 40,000                            | 35,000                            | 35,000                         |
|                                            | <b>SUBTOTAL INTERFUND SERVICES</b>           | <b>94,000</b>       | <b>138,700</b>                 | <b>138,700</b>                    | <b>133,950</b>                    | <b>133,950</b>                 |
| 4610.1200                                  | Invsmt. Earnings - Interest on Investments   | 115,630             | 200,000                        | 200,000                           | 200,000                           | 200,000                        |
|                                            | <b>SUBTOTAL INTEREST</b>                     | <b>115,630</b>      | <b>200,000</b>                 | <b>200,000</b>                    | <b>200,000</b>                    | <b>200,000</b>                 |
| 4930.7000                                  | Debt Issuance - Premium Revenue              | 502,810             | 0                              | 1,269,789                         | 0                                 | 0                              |
|                                            | <b>SUBTOTAL DEBT ISSUANCE</b>                | <b>502,810</b>      | <b>0</b>                       | <b>1,269,789</b>                  | <b>0</b>                          | <b>0</b>                       |
| <b>TOTAL GENERAL FUND INDIRECT REVENUE</b> |                                              | <b>712,440</b>      | <b>338,700</b>                 | <b>1,608,489</b>                  | <b>333,950</b>                    | <b>333,950</b>                 |

**TABLE OF ORGANIZATION**

| DIRECTOR OF FINANCE<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                              | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF FINANCE                          | 1                   |                    | 1                   | 160,154          | 160,154                        |
| (A) ASSISTANT DIRECTOR OF FINANCE            | 0.5                 |                    | 0.5                 | 117,207          | 58,604                         |
| SENIOR ACCOUNTANT                            | 2                   |                    | 2                   | 87,326           | 174,652                        |
| PAYROLL SUPERVISOR/ACCOUNTANT                | 1                   |                    | 1                   | 89,740           | 89,740                         |
| FINANCIAL ASST/PENSION SPECIALIST            | 1                   |                    | 1                   | 82,200           | 82,200                         |
| * ACCOUNT BUDGET ANALYST                     | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * PAYROLL COORDINATOR                        | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * ACCOUNT CLERK II                           | 1                   |                    | 1                   | 52,853           | 54,309                         |
| * ACCOUNT CLERK I                            | 2                   |                    | 2                   | 48,794           | 100,246                        |
| <b>TOTAL</b>                                 | <b><u>10.5</u></b>  |                    | <b><u>10.5</u></b>  |                  | <b>837,003</b>                 |

(A) 1/2 Finance; 1/2 Risk Management

\* Union Negotiated

## INFORMATION TECHNOLOGY

IT Manager: Frank Gentile

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1090

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Information Technology Department is committed to providing Technology Support Services to all departments of municipal government by incorporating the newest technologies to improve government efficiency while assuring that our data systems remain secure.                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Department Goals:</b>                      | Information Technology (IT) provides an uninterrupted flow of data internally and externally to the organization. The objective of the IT Division is to conduct planning, design, support and programming of all technology used by City offices including the Police and Fire Departments. Additionally, IT administers up-to-date operating standards for the acquisition of all hardware and software used by City offices.                                                                                                                                                                                                       |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• IT Support Solution vendor partner has been selected through an RFP process, to provide scalable IT Support Solutions for the city. The completion of outsourcing IT will result in a net savings of \$86,000 per year over the next five years.</li><li>• A new core network switch for the Public Safety departments network has been integrated, and IT replaced all remaining end-of-life Police Department desktop computers with state-of-the-art systems.</li><li>• City-Wide office Internet and Wi-Fi bandwidth have been expanded by 30%, while maintaining existing cost</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• City and Public Safety offices internet access service has a planned expansion of 25% bandwidth increase and addition of a second internet circuit.</li><li>• A remote IT Help Desk solution will be integrated to handle up to 50% of all IT Support requests.</li><li>• IT will continue the replacement of older computer technology (Goal: 75) with affordable, centrally-managed computing solutions.</li></ul>                                                                                                                                                                          |

## INFORMATION TECHNOLOGY

IT Manager: Frank Gentile

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1090

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Information Technology Department supports the hardware, software, and network infrastructure that comprises the City's computer system; provides help-desk support and issue resolution; network and e-mail administration; direction, design, implementation and maintenance of new or upgraded systems; disaster planning and recovery capabilities.

**Performance Measurements:**

|                                            | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|--------------------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| # of Help Desk Inquiries                   |          |          | 1,496    | 1,795    | 1,742    | 2,650                 | 2,650            |
| # of Special Projects                      |          |          | 2        | 5        | 4        | 5                     | 4                |
| # of Computer Set Ups                      |          |          | 17       | 90       | 149      | 150                   | 150              |
| # of Work Stations Managed (phones, iPads) |          |          | 496      | 601      | 626      | 650                   | 700              |
| # of Devices                               |          |          | 586      | 756      | 786      | 811                   | 871              |
| # Servers                                  |          |          | 65       | 65       | 70       | 71                    | 75               |
| # PC Life-Cycle Replacements               |          |          | 25       | 50       | 75       | 105                   | 75               |
| Internet Bandwidth (bps)                   |          |          | 10       | 50       | 150      | 250                   | 350              |
| # of Level 1 Support Calls                 |          |          | 600      | 720      | 745      | 1,125                 | 1,200            |
| # of Level 2 Support Calls                 |          |          | 747      | 920      | 830      | 1,300                 | 1,225            |
| # of Level 3 Support Calls                 |          |          | 149      | 155      | 167      | 225                   | 225              |

**Proposed Capital Budget: FY16/17**

| PROJECT DESCRIPTION                               | Priority | TOTAL COST | SOURCE FOR FUNDS          |                         | Existing Capital Budget | Capital Budget FY 16/17 | Balance   |
|---------------------------------------------------|----------|------------|---------------------------|-------------------------|-------------------------|-------------------------|-----------|
|                                                   |          |            | Other St./Federal (Grant) | Existing Capital Budget |                         |                         |           |
| City Server Storage Replacement Program           | Existing | \$375,000  | \$0                       | \$0                     | \$100,000               | \$50,000                | \$225,000 |
| Public Safety Tough Book Replacement (Technology) | Existing | \$624,212  | \$0                       | \$0                     | \$249,212               | \$50,000                | \$325,000 |
| Computer Hardware Replacement Program             | Existing | \$725,000  | \$0                       | \$0                     | \$250,000               | \$75,000                | \$400,000 |
| New Enterprise Applications CD/PU                 | Existing | \$400,000  | \$0                       | \$0                     | \$300,000               | \$50,000                | \$50,000  |
| IT Security and Evaluation                        | Existing | \$150,000  | \$0                       | \$0                     | \$50,000                | \$50,000                | \$50,000  |
| Microsoft 365 Integration                         | Urgent   | \$125,000  | \$0                       | \$0                     |                         | \$75,000                | \$50,000  |
| Microsoft SQL Directory Update                    | Urgent   | \$75,000   | \$0                       | \$0                     |                         | \$75,000                | \$0       |

**Sustainable Danbury:**

The IT Department maintains its level of efficiency by utilizing a competitive bid focused procurement process. The highest quality lowest cost vendor partners are selected. The IT Department's standard policy is to refurbish older computer technology to prolong equipment "end of life" while instituting a

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or - Chapter VI, Section 6-6, Paragraph D - "Manager of Information Technology" in the City of Danbury

**Data Reference(s):**

- Help Desk Inquiries and Computer Set Ups: Kaseya IT Help Desk System.
- Special Projects: Project status reports and meeting notes
- Work Stations Managed: Kaseya IT Help Desk System (NOTE: Excludes copiers-MFDs, smart devices/phones, servers, enterprise applications, network H/W managed)

## INFORMATION TECHNOLOGY

IT Manager: Frank Gentile

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1090

### APPROPRIATIONS

| DEPT #:      |                                    | ACTUAL           | AMENDED<br>BUDGET | PROJECTED<br>EXPENDITURES | PROPOSED<br>BY DEPT | PROPOSED<br>BY MAYOR | ADOPTED<br>BUDGET |
|--------------|------------------------------------|------------------|-------------------|---------------------------|---------------------|----------------------|-------------------|
| <b>1090</b>  | <b>INFORMATION TECHNOLOGY</b>      | <b>2014-2015</b> | <b>2015-2016</b>  | <b>2015-2016</b>          | <b>2016-2017</b>    | <b>2016-2017</b>     | <b>2016-2017</b>  |
| <b>1090</b>  | <b>INFORMATION TECHNOLOGY</b>      |                  |                   |                           |                     |                      |                   |
| 5020.1000    | Salaries - Regular                 | 263,974          | 166,638           | 166,638                   | 108,489             | 108,489              | 108,489           |
| 5030.1000    | Overtime - Salaries                | 5,234            | 0                 | 0                         | 0                   | 0                    | 0                 |
| 5040.1000    | Part Time - Salaries               | 32,374           | 17,557            | 17,557                    | 8,892               | 8,892                | 8,892             |
| 5250.1620    | Other Benefits - Longevity         | 810              | 0                 | 0                         | 0                   | 0                    | 0                 |
| 5250.1630    | Other Benefits - Sick Leave        | 4,917            | 3,679             | 3,679                     | 2,087               | 2,087                | 2,087             |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 79               | 0                 | 0                         | 100                 | 100                  | 100               |
| 5300.2010    | Purch Svcs - Professional Svcs     | 265,490          | 500,050           | 407,100                   | 509,510             | 437,980              | 437,980           |
| 5300.2018    | Purch Svcs - Public Safety Technic | 0                | 0                 | 0                         | 108,000             | 108,000              | 108,000           |
| 5300.2040    | Purch Svcs - Outside Svcs          | 47,681           | 56,875            | 56,875                    | 50,000              | 50,000               | 50,000            |
| 5300.2055    | Purch Svcs - Postage               | 191              | 150               | 150                       | 200                 | 200                  | 200               |
| 5300.2075    | Purch Svcs - Training Courses      | 6,583            | 4,445             | 4,445                     | 11,495              | 5,000                | 5,000             |
| 5300.2080    | Purch Svcs - Conferences           | 0                | 0                 | 0                         | 360                 | 360                  | 360               |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 125              | 0                 | 0                         | 150                 | 150                  | 150               |
| 5300.2140    | Purch Svcs - Community Access D    | 1,198            | 1,180             | 128                       | 1,780               | 1,780                | 1,780             |
| 5300.2045    | Purch Svcs - Communication Svcs    | 148,307          | 121,598           | 119,388                   | 146,274             | 146,275              | 146,275           |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 4,829            | 5,120             | 5,120                     | 1,141               | 1,141                | 1,141             |
| 5500.2420    | Maintenance & Repair - Office Eq   | 458,249          | 445,567           | 425,000                   | 439,755             | 397,087              | 397,087           |
| 5600.2500    | Materials & Supplies - Office      | 6,814            | 5,350             | 5,350                     | 5,478               | 5,478                | 5,478             |
| 5700.2700    | Equipment - Office                 | 23,911           | 15,550            | 15,500                    | 17,040              | 3,815                | 3,815             |
| <b>TOTAL</b> |                                    | <b>1,270,766</b> | <b>1,343,759</b>  | <b>1,226,930</b>          | <b>1,410,751</b>    | <b>1,276,834</b>     | <b>1,276,834</b>  |

**GENERAL FUND INDIRECT REVENUE**

IT Manager: Frank Gentile

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1090

**REVENUES**

| REVENUE CODE                       | DESCRIPTION                                 | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------------------------|---------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4500.1003                          | Interfund Svc Rev - Provided for Water Fund | 38,000              | 39,900                         | 39,900                            | 39,900                            | 39,900                         |
| 4500.1004                          | Interfund Svc Rev - Provided for Sewer Fund | 10,170              | 10,700                         | 10,700                            | 11,000                            | 11,000                         |
| <b>SUBTOTAL INTERFUND SERVICES</b> |                                             | <b>48,170</b>       | <b>50,600</b>                  | <b>50,600</b>                     | <b>50,900</b>                     | <b>50,900</b>                  |
| <b>TOTAL</b>                       |                                             | <b>48,170</b>       | <b>50,600</b>                  | <b>50,600</b>                     | <b>50,900</b>                     | <b>50,900</b>                  |

**TABLE OF ORGANIZATION**

| INFORMATION TECHNOLOGY<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                 | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| MANAGER OF INFORMATION TECHNOLOGY               | 1                   |                    | 1                   | 108,489          | 108,489                        |
| ASSISTANT MANAGER OF INFORMATION TECH           | 1                   | -1                 | 0                   | 0                | 0                              |
| NETWORK ADMINISTRATOR LAN/WAN                   | 1                   | -1                 | 0                   | 0                | 0                              |
| PC & LAN SPECIALIST                             | 2                   | -2                 | 0                   | 0                | 0                              |
| <b>TOTAL</b>                                    | <b>5</b>            |                    | <b>1</b>            |                  | <b>108,489</b>                 |

## BUREAU OF ASSESSMENTS

Assessor: Colleen M. LaHood

ADOPTED BUDGET: 2016-2017

Dept. #: 1110

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | <p>Our mission is to administer the City's assessment program in a manner that assures public confidence in our accuracy, productivity and fairness. The Assessor's Office is committed to providing a fair and equitable valuation of real estate, motor vehicles and personal property in Danbury and to provide excellent customer service for property owners and the public. We will effectively communicate the availability of Danbury's special assistance programs offered to qualified property owners.</p>                                                                                                                                                                                             |
| <b>Department Goals:</b>                      | <p>The Assessor's Office shall accurately assess every property (exempt and non-exempt) located in the City of Danbury and compile these assessments into a "Grand List" which includes real estate, business personal property and registered motor vehicles. The Assessor's objectives include assisting taxpayers in understanding the assessment on their properties, guiding seniors, veterans and the public through the exemptions/benefits which may be available to them. Furthermore, the Assessor's Office shall assist professionals such as appraisers, surveyors and title searchers, obtain information such as map numbers, deed numbers and current assessments to conduct their businesses.</p> |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Conducted Personal Property Audits for businesses within the City of Danbury.</li><li>• Served the City's constituents in the most effective manner with all available resources and with an emphasis on customer service.</li><li>• Continued improvement of open communication and teamwork within our department and the customers we serve.</li></ul>                                                                                                                                                                                                                                                                                                                 |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• The City is preparing for property values revaluations that will determine City taxes in the 2016-2017 fiscal year.</li><li>• Create an organizational culture aligned with the Department's Mission and responsive to the needs of customers.</li><li>• Establish a Diversity Team with a mission to promote an environment within the Department that appreciates the value of diversity by identifying shared goals in alignment with the department's values and vision.</li><li>• Improve quality through training, enabling competent job performance and enhancing professional growth.</li></ul>                                                                  |

## BUREAU OF ASSESSMENTS

Assessor: Colleen M. LaHood

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1110

### PERFORMANCE MEASUREMENTS

**Department Description:**

In accordance with Connecticut State Statutes, is required to update, compile and balance a list of all taxable and exempt property each year for the October 1 assessment date. The Grand List consists of all real estate, motor vehicles and other personal property. Compiling the Grand List involves reading land records, checking all permits, updating map changes, listing new businesses and field inspections for new construction and personal property.

| Performance Measurements:                        | FY 10-11      | FY 11-12      | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16<br>Projected | FY 16-17 Goal |
|--------------------------------------------------|---------------|---------------|---------------|---------------|---------------|-----------------------|---------------|
| # of Sales                                       | 734           | 744           | 589           | 1,810         | 1,610         | 1,725                 | 1,830         |
| Number of Foreclosed sales                       | 45            | 43            | 23            | 54            | 87            | 95                    | 100           |
| # of Property Inspections                        | 796           | 805           | 431           | 580           | 674           | 700                   | 730           |
| # of Maps Filed                                  | 96            | 65            | 105           | 87            | 107           | 115                   | 125           |
| Number of Maps Changed                           |               |               | 28            | 24            | 30            | 35                    | 45            |
| # of New Construction Additions                  | 155           | 138           | 141           | 176           | 188           | 195                   | 205           |
| Additional Assessment Revenue                    | \$7,407,300   | \$7,744,600   | \$7,449,500   | \$9,291,100   | \$14,686,707  | \$15,500,000          | \$16,000,000  |
| Total Assessment of Personal Property            | \$535,429,920 | \$564,055,800 | \$556,766,090 | \$544,288,660 | \$553,851,535 | \$557,000,000         | \$560,000,000 |
| # of Personal Property Accounts Entered          | 3,791         | 3,897         | 3,872         | 4,016         | 3,730         | 3,600                 | 3,700         |
| # of Properties Assessed (exempt and non-exempt) |               |               | 27,772        | 27,544        | 27,574        | 27,580                | 27,595        |
| # of House Calls to Seniors                      |               |               | 9             | 13            | 14            | 16                    | 20            |
| # Personal Property Audits for Businesses        |               |               |               |               | 330           | 330                   | 330           |
| # Applications for Each Program                  |               |               |               |               | 1,250         | 1,325                 | 1,350         |

**Sustainable Danbury:**

To be a model of assessment administration with a reputation for delivering impartial, accurate, and understandable assessments that exceed statutory requirements. We will satisfy our customers with prompt, courteous and professional service. Our work environment will attract and retain quality workers; fully develop and challenge individual skills; and encourage open communication and a true team spirit. The work force will be committed, empowered, employees dedicated to a process of ever-improving, responsive,

**Government Authority:**

- Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)
- Chapter VI, Section 6-6, Paragraph B., "The Tax Collector and Assessor", in the City of Danbury Charter
- State of Connecticut General Statutes and the City of Danbury Ordinances

**Data Reference(s):**

- Appeal applications

**BUREAU OF ASSESSMENTS**

Assessor: Colleen M. LaHood

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1110

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>1110</b>  | <b>BUREAU OF ASSESSMENTS</b>       | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>1110</b>  | <b>BUREAU OF ASSESSMENTS</b>       |                  |                  |                        |                  |                   |                  |
| 5020.1000    | Salaries - Regular                 | 304,930          | 324,488          | 324,487                | 413,896          | 413,896           | 413,896          |
| 5030.1000    | Overtime - Salaries                | 176              | 550              | 364                    | 500              | 500               | 500              |
| 5040.1000    | Part Time - Salaries               | 16,084           | 15,467           | 15,467                 | 14,820           | 12,820            | 12,820           |
| 5050.1140    | Other Salaries - Other Earnings    | 0                | 63               | 0                      | 0                | 0                 | 0                |
| 5250.1630    | Other Benefits - Sick Leave        | 3,213            | 1,658            | 1,658                  | 3,207            | 3,207             | 3,207            |
| 5250.1620    | Other Benefits - Longevity         | 1,465            | 1,820            | 1,820                  | 2,175            | 2,175             | 2,175            |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 426              | 710              | 450                    | 425              | 450               | 450              |
| 5300.2090    | Purch Svcs - Printing & Binding    | 1,949            | 850              | 755                    | 950              | 950               | 950              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 816              | 900              | 876                    | 1,266            | 1,100             | 1,100            |
| 5300.2075    | Purch Svcs - Training Courses      | 60               | 1,338            | 910                    | 340              | 340               | 340              |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 0                | 136              | 102                    | 135              | 100               | 100              |
| 5300.2055    | Purch Svcs - Postage               | 5,239            | 4,200            | 4,200                  | 5,600            | 5,000             | 5,000            |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 4,039            | 4,282            | 4,282                  | 4,297            | 4,297             | 4,297            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 426              | 3,241            | 3,000                  | 3,240            | 3,240             | 3,240            |
| 5600.2500    | Materials & Supplies - Office      | 1,820            | 1,647            | 1,250                  | 2,087            | 2,087             | 2,087            |
| <b>TOTAL</b> |                                    | <b>340,643</b>   | <b>361,350</b>   | <b>359,621</b>         | <b>452,938</b>   | <b>450,162</b>    | <b>450,162</b>   |

**GENERAL FUND INDIRECT REVENUE**

Assessor: Colleen M. LaHood

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1110

**REVENUES**

| REVENUE CODE                               | DESCRIPTION                                          | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------------|------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4300.3160                                  | Intergovernmental Revenues - Elderly-Lieu of Taxes   | 0                   | 2,000                          | 2,000                             | 2,000                             | 2,000                          |
| 4300.3180                                  | Intergovernmental Revenues - In Lieu Tax Hosp & Coll | 1,344,343           | 1,384,545                      | 1,384,386                         | 1,268,313                         | 1,268,313                      |
| 4300.3220                                  | Intergovernmental Revenues - Public Housing-Lieu Ta  | 140,991             | 140,000                        | 140,000                           | 140,000                           | 140,000                        |
| 4300.3260                                  | Intergovernmental Revenues - State Prop in Lieu of T | 2,413,997           | 2,305,684                      | 1,909,997                         | 1,896,601                         | 1,896,601                      |
| 4300.3300                                  | Intergovernmental Revenues - State Heart Program     | 374,641             | 365,000                        | 365,000                           | 372,600                           | 372,600                        |
| 4300.3320                                  | Intergovernmental Revenues - Vets Exemption St of C  | 23,984              | 24,900                         | 24,900                            | 21,800                            | 21,800                         |
| <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b> |                                                      | <b>4,297,956</b>    | <b>4,222,129</b>               | <b>3,826,283</b>                  | <b>3,701,314</b>                  | <b>3,701,314</b>               |
| 4400.4100                                  | Charges for Services - Copy Charges                  | 2,873               | 2,000                          | 2,000                             | 2,000                             | 2,000                          |
| 4400.4990                                  | Charges for Services - Housing Authority             | 12,769              | 12,800                         | 45,000                            | 15,000                            | 15,000                         |
| <b>SUBTOTAL CHARGES FOR SERVICES</b>       |                                                      | <b>15,642</b>       | <b>14,800</b>                  | <b>47,000</b>                     | <b>17,000</b>                     | <b>17,000</b>                  |
| <b>TOTAL</b>                               |                                                      | <b>4,313,598</b>    | <b>4,236,929</b>               | <b>3,873,283</b>                  | <b>3,718,314</b>                  | <b>3,718,314</b>               |

**BUREAU OF ASSESSMENTS**  
**ADOPTED BUDGET: 2016-2017**

Assessor: Colleen M. LaHood

Dept. #: 1110

**TABLE OF ORGANIZATION**

| ASSESSOR<br>TABLE OF ORGANIZATION                         | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| ASSESSOR                                                  | 1                   |                    | 1                   | 107,231          | 107,231                        |
| * (PF) ASSISTANT ASSESSOR                                 | 1                   |                    | 1                   | 60,970           | 62,644                         |
| * PERSONAL PROPERTY CLERK                                 | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * SECRETARY/BOOKKEEPER                                    | 0                   | 1                  | 1                   | 56,984           | 58,549                         |
| * SENIOR FIELD PERSON                                     | 1                   |                    | 1                   | 52,853           | 54,309                         |
| * GIS ANALYST                                             | 1                   |                    | 1                   | 48,794           | 50,123                         |
| * (PF) REAL ESTATE TRANSFER CLERK                         | 1                   |                    | 1                   | 46,756           | 48,030                         |
| * CLERK TYPIST II                                         | 1                   | -1                 | 0                   | 0                | 0                              |
| <i>SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)</i> |                     |                    |                     |                  | <b>(25,539)</b>                |
| <b>TOTAL</b>                                              | <b><u>7</u></b>     |                    | <b><u>7</u></b>     |                  | <b>413,896</b>                 |

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

## BOARD OF ASSESSMENT APPEALS

Assessor: Colleen M. LaHood

ADOPTED BUDGET: 2016-2017

Dept. #: 1120

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Board of Assessment Appeals reviews specific cases if a taxpayer is in dispute of their assessment. The Board meets in March for all real estate, motor vehicles and business personal property. The Board meets in September to review motor vehicles only.                                                                                                                                                                                                                            |
| <b>Department Goals:</b>                      | The Office of the Board of Assessment Appeal shall ensure due process for taxpayers if the assessed value of his or her property cannot be agreed upon with the county assessor. The objective of the assessment appeal process is to provide for the equalization and the fairness of the assessment of a property's value.                                                                                                                                                                |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Reviewed 100 appeals which included residential, commercial and industrial properties.</li><li>• Inspected vehicles of taxpayer's who appealed, which included checking the condition, damage and mileage.</li><li>• Worked with the Assessor to ensure property owner appeals are considered and resolved in a timely manner.</li><li>• Provided general information to taxpayers appealing the different seniors and veterans programs.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Attendance at a Board of Assessment Appeals seminar will be scheduled.</li><li>• Determine the market value of property based on the evidence presented.</li><li>• Establish a website for Assessment Appeals clients to obtain forms, instructions, and general information on equalization.</li><li>• Improve communications with Assessor and staff.</li></ul>                                                                                   |

## BOARD OF ASSESSMENT APPEALS

Assessor: Colleen M. LaHood

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1120

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Board of Assessment Appeals reviews specific cases if a taxpayer is in dispute of their assessment. The Board meets in March for all real estate, motor vehicles and business personal property. The Board meets in September to review motor vehicles only.

**Performance Measurements:**

|                                     | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 Projected | FY 16-17 Goal |
|-------------------------------------|----------|----------|----------|----------|----------|--------------------|---------------|
| # of Appeals on Real Estate         |          | 59       | 52       | 47       | 103      | 51                 | 40            |
| # of Appeals on Motor Vehicles      |          | 20       | 29       | 5        | 4        | 2                  | 0             |
| # of Appeals on Personal Property   |          | 6        | 7        | 18       | 31       | 15                 | 10            |
| # of Appeals on Commercial Property |          | 28       | 24       | 98       | 41       | 20                 | 15            |

**Sustainable Danbury:**

Continue to serve the citizens of Danbury.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 - Chapter V, Section 5-2, "Board of Assessment Appeals", in the City of Danbury Charter

**Data Reference(s):**

- Appeal applications

**BOARD OF ASSESSMENT APPEALS**

Assessor: Colleen M. LaHood

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1120

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1120</b>  | <b>BOARD OF ASSESSMENT APPEALS</b> | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1120</b>  | <b>BOARD OF ASSESSMENT APPEALS</b> |                  |                  |                     |                  |                  |                  |
| 5030.1000    | Overtime - Salaries                | 268              | 527              | 0                   | 3,000            | 1,500            | 1,500            |
| 5040.1000    | Part Time - Salaries               | 3,300            | 3,300            | 3,300               | 3,300            | 3,300            | 3,300            |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 390              | 657              | 657                 | 657              | 500              | 500              |
| 5300.2080    | Purch Svcs - Conferences           | 0                | 400              | 100                 | 0                | 0                | 0                |
| 5300.2055    | Purch Svcs - Postage               | 135              | 300              | 200                 | 300              | 200              | 200              |
| <b>TOTAL</b> |                                    | <b>4,093</b>     | <b>5,184</b>     | <b>4,257</b>        | <b>7,257</b>     | <b>5,500</b>     | <b>5,500</b>     |

## TAX COLLECTOR

Tax Collector: Scott Ferguson

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1130

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the Tax Collector is to apply all Connecticut General Statutes and City of Danbury Ordinances equally and without favoritism or prejudice. We will effectively communicate tax information and provide excellent customer service.                                                                                                                                                                                                                                                       |
| <b>Department Goals:</b>                      | The goal of the Tax Collector's office is to assist taxpayers with their payments and general questions. Also, taxpayers requiring research or other information are directed into our office where an Account Clerk will sit with the taxpayer to review their needs. The objective of the office is make these interactions as efficient, educational and customer-friendly as possible.                                                                                                              |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Finalized the implementation of a new online payment system that allows taxpayers to view and pay bills via electronic check or credit card.</li><li>• Began a partnership with the Savings Bank of Danbury to allow taxpayers to pay current year tax bills at the Danbury branches 6 days a week.</li><li>• Maintained a high collection rate through the use of our outside collection agency and through the increased efforts of our constables.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to work with our tax system vendor in creating a new utility billing component that will allow for more efficient collection options.</li><li>• Convert tax assessment billing from the current software to a new software that will be more flexible and efficient.</li><li>• Continue to provide a professional and courteous work environment for our customers and communicate effectively.</li></ul>                                              |

## TAX COLLECTOR

Tax Collector: Scott Ferguson

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1130

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Office of the Tax Collector is responsible for the processing and collection of 160,000 property tax, water/sewer usage and assessment bills. The revenue from property tax collections account for approximately 80% of the City's budgeted revenue. The department's goal is to collect as close to 100% of the current year tax levy and the budgeted property tax revenue as possible. Current and delinquent collection methods are governed by Connecticut State Statutes. The Tax Collector will make use of these methods in an effort to recover delinquent taxes. The office handles thousands of telephone and face to face taxpayer inquiries each year, and prides itself in dealing with these in a professional atmosphere. Proactive measures are taken to ensure taxpayers can resolve any issues and have their payments processed in a timely and efficient manner.

**Performance Measurements:**

|                                            | FY 10-11      | FY 11-12      | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16<br>Projected | FY 16-17<br>Goal |
|--------------------------------------------|---------------|---------------|---------------|---------------|---------------|-----------------------|------------------|
| Budget - Collection %                      | 99.30%        | 99.70%        | 100.00%       | 99.99%        | 100.30%       | 100.00%               | 100.00%          |
| Property Tax/Budget                        | \$164,097,148 | \$170,171,244 | \$176,136,413 | \$182,966,457 | \$188,548,289 | \$196,131,988         | \$201,536,595    |
| Original Levy-Collection %                 | 98.00%        | 98.50%        | 98.50%        | 98.55%        | 98.35%        | 100.00%               | 100.00%          |
| Original Levy                              | \$163,007,901 | \$168,403,918 | \$175,631,377 | \$181,061,122 | \$188,192,771 | \$195,007,848         | \$201,536,595    |
| Property Tax Bills Issued                  | 94,042        | 94,500        | 94,500        | 95,200        | 95,870        | 96,300                | 96,300           |
| Public Utility Bills Issued: Sewer & Water | 43,000        | 44,000        | 45,000        | 46,000        | 47,000        | 48,000                | 48,000           |
| Motor Vehicle Supplemental Bills           | 11,649        | 12,249        | 12,982        | 14,464        | 14,379        | 14,000                | 14,000           |

\*= Data not available until fiscal 16-17 budget is completed, 2015 grand list is completed and billed in July, utility accounts are actually billed during fiscal year.

**Capital Budget: FY16/17**

| PROJECT DESCRIPTION  | Priority | Total Cost | Notes     | SOURCE FOR FUNDS                |                            | Capital Budget<br>FY 16/17 | Balance   |
|----------------------|----------|------------|-----------|---------------------------------|----------------------------|----------------------------|-----------|
|                      |          |            |           | Other<br>St./Federal<br>(Grant) | Existing<br>Capital Budget |                            |           |
| Property Revaluation | Urgent   | \$600,000  | \$300,000 | \$0                             | \$0                        | \$300,000                  | \$300,000 |

**Sustainable Danbury:**

The tax collector office continues to implement new software and system enhancements that provide flexibility to our customers and greater efficiency for our daily activities. All efforts are made to maintain a high collection rate so our city may remain fiscally strong and provide its citizens with the services they require.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 - Chapter VI, Section 6-6, Paragraph B - "The Tax Collector and Assessor", Chapter VI, Section 6-15, "Official Bonds", Chapter VII, Section 7-6, "Tax Bills and User Charges" and Chapter VII, Section 7-7, "Assessment and Collection of Taxes" in the City of Danbury Charter

**Data Reference(s):**

- Grand Levy for each year.
- City of Danbury adopted budgets for each year.
- Tax Collector Reports for each year.

**TAX COLLECTOR**

Tax Collector: Scott Ferguson

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1130

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1130</b>  | <b>TAX COLLECTOR</b>               | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1130</b>  | <b>TAX COLLECTOR</b>               |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 454,234          | 468,989          | 468,989             | 514,700          | 514,701          | 514,701          |
| 5030.1000    | Overtime - Salaries                | 10,460           | 6,000            | 4,550               | 6,000            | 6,000            | 6,000            |
| 5050.1140    | Other Salaries - Other Earnings    | 0                | 6,097            | 0                   | 0                | 0                | 0                |
| 5250.1630    | Other Benefits - Sick Leave        | 5,333            | 7,524            | 7,524               | 7,662            | 7,662            | 7,662            |
| 5250.1620    | Other Benefits - Longevity         | 1,720            | 1,720            | 1,720               | 2,430            | 2,430            | 2,430            |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 1,142            | 1,500            | 1,486               | 1,500            | 1,500            | 1,500            |
| 5300.2090    | Purch Svcs - Printing & Binding    | 2,109            | 3,250            | 3,050               | 2,500            | 2,500            | 2,500            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 100              | 150              | 100                 | 100              | 100              | 100              |
| 5300.2080    | Purch Svcs - Conferences           | 540              | 700              | 500                 | 700              | 700              | 700              |
| 5300.2055    | Purch Svcs - Postage               | 48,538           | 56,000           | 56,000              | 56,000           | 56,000           | 56,000           |
| 5300.2040    | Purch Svcs - Outside Svcs          | 22,726           | 22,250           | 15,603              | 24,000           | 24,000           | 24,000           |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 5,095            | 5,402            | 5,402               | 5,420            | 5,420            | 5,420            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 1,002            | 4,175            | 3,995               | 4,000            | 4,000            | 4,000            |
| 5600.2500    | Materials & Supplies - Office      | 4,463            | 5,000            | 5,000               | 4,000            | 4,000            | 4,000            |
| <b>TOTAL</b> |                                    | <b>557,462</b>   | <b>588,757</b>   | <b>573,919</b>      | <b>629,012</b>   | <b>629,013</b>   | <b>629,013</b>   |

**GENERAL FUND INDIRECT REVENUE**

Tax Collector: Scott Ferguson

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1130

**REVENUES**

| REVENUE CODE                          | DESCRIPTION                                           | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|---------------------------------------|-------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4110.0120                             | Property Taxes - Suspense Tax                         | 29,576              | 25,000                         | 25,000                            | 21,870                            | 21,870                         |
| <b>SUBTOTAL TAX FEES</b>              |                                                       | <b>29,576</b>       | <b>25,000</b>                  | <b>25,000</b>                     | <b>21,870</b>                     | <b>21,870</b>                  |
| 4500.1003                             | Interfund Svc Rev - Provided for Water Fund           | 97,530              | 102,400                        | 102,400                           | 102,400                           | 102,400                        |
| 4500.1004                             | Interfund Svc Rev - Provided for Sewer Fund           | 119,830             | 136,500                        | 136,500                           | 139,800                           | 139,800                        |
| <b>SUBTOTAL INTERFUND SERVICES</b>    |                                                       | <b>217,360</b>      | <b>238,900</b>                 | <b>238,900</b>                    | <b>242,200</b>                    | <b>242,200</b>                 |
| 4110.0102                             | Property Taxes - Audit/Collection Services            | -124,025            | 0                              | 0                                 | 0                                 | 0                              |
| 4190.0150                             | Penalties and Interest on Delinquent Taxes - Interest | 1,439,898           | 1,025,000                      | 1,100,000                         | 1,100,000                         | 1,100,000                      |
| 4190.0160                             | Penalties and Interest on Delinquent Taxes - Liens &  | 0                   | 0                              | 0                                 | 0                                 | 0                              |
| 4190.0170                             | Penalties and Interest on Delinquent Taxes - Tax Lien | 0                   | 1,000                          | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL FINES &amp; PENALTIES</b> |                                                       | <b>1,315,874</b>    | <b>1,026,000</b>               | <b>1,100,000</b>                  | <b>1,100,000</b>                  | <b>1,100,000</b>               |
| 4950.9000                             | Special Items - Premium Rev Tax Lien Sales            | 98,631              | 45,000                         | 79,126                            | 70,000                            | 70,000                         |
| <b>SUBTOTAL SPECIAL ITEMS</b>         |                                                       | <b>98,631</b>       | <b>45,000</b>                  | <b>79,126</b>                     | <b>70,000</b>                     | <b>70,000</b>                  |
| <b>TOTAL</b>                          |                                                       | <b>1,661,440</b>    | <b>1,334,900</b>               | <b>1,443,026</b>                  | <b>1,434,070</b>                  | <b>1,434,070</b>               |

**TAX COLLECTOR**

**ADOPTED BUDGET: 2016-2017**

Tax Collector: Scott Ferguson

Dept. #: 1130

**TABLE OF ORGANIZATION**

| TAX COLLECTOR<br>TABLE OF ORGANIZATION                    | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| TAX COLLECTOR                                             | 1                   |                    | 1                   | 97,912           | 97,912                         |
| * ASSISTANT TAX COLLECTOR                                 | 1                   |                    | 1                   | 67,122           | 68,960                         |
| * TAX COORDINATOR                                         | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * ACCOUNT CLERK II                                        | 3                   |                    | 3                   | 52,853           | 162,927                        |
| (PF) ACCOUNT CLERK I                                      | 1                   |                    | 1                   | 48,794           | 50,123                         |
| * CASHIER                                                 | 2                   |                    | 2                   | 42,734           | 87,797                         |
| <i>SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)</i> |                     |                    |                     |                  | <b>(11,567)</b>                |
| <b>TOTAL</b>                                              | <b><u>9</u></b>     |                    | <b><u>9</u></b>     |                  | <b>514,701</b>                 |

(PF) SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)

\* Union Negotiated

## PURCHASING DEPARTMENT

Purchasing Agent: Charles J. Volpe Jr.

ADOPTED BUDGET: 2016-2017

Dept. #: 1140

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Purchasing Department's mission is to procure the goods and services required by City departments and agencies in the most cost-effective and efficient manner, while ensuring compliance with the rules and regulations set forth by the City Code of Ordinances. The department is committed to maintaining a conduct of business that is both professional and ethical, so as to best promote the interests of the City of Danbury.                                                                                                   |
| <b>Department Goals:</b>                      | The goal of the Purchasing Department is to work within the framework established by the City's Code of Ordinances while striving to obtain the best value for each tax dollar spent. The main objective is to continue to monitor cooperative government purchasing opportunities, and participate whenever it is deemed to be in the best interests of the City of Danbury.                                                                                                                                                                |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Administered the procurement of roof replacement projects for Rogers Park, South Street, Hayestown &amp; King Street Schools.</li><li>• Conducted successful on-site public auction for surplus vehicles and equipment.</li><li>• Participation in State of Connecticut Purchasing Card (P-Card) Program.</li><li>• Obtained membership with Capitol Region Council of Governments, affording the City wide-ranges of beneficial</li></ul>                                                           |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Implement eSuite module of New World CRM/ERP System, which will provide vendors and related partners with online tools that automate bid requirement compliance and provide online interaction.</li><li>• Implement a Purchasing Card (P-Card) program.</li><li>• Review Article VI. - Purchasing of the Danbury Code of Ordinances for any suggested improvements.</li><li>• Administrate the procurement process for the recently approved Danbury High School Additions and Alterations</li></ul> |

## PURCHASING DEPARTMENT

Purchasing Agent: Charles J. Volpe Jr.

ADOPTED BUDGET: 2016-2017

Dept. #: 1140

### PERFORMANCE MEASUREMENTS

#### Department Description:

The Purchasing Department's mission is to procure the goods and services required by City departments and agencies in the most cost effective and efficient manner, while ensuring compliance with the rules and regulations set forth by the City Code of Ordinances. We are committed to maintaining a conduct of business that is both professional and ethical, so as to best promote the interests of the City of Danbury.

#### Performance Measurements:

|                          | FY 10-11     | FY 11-12     | FY 12-13     | FY 13-14     | FY 14-15     | FY 15-16<br>Projected | FY 16-17<br>Goal |
|--------------------------|--------------|--------------|--------------|--------------|--------------|-----------------------|------------------|
| Purchase Orders Issued * | 3,307        | 3,267        | 3,150        | 3,595        | 4,373        | 4,300                 | 4,300            |
| Sealed Bids Issued       | 56           | 60           | 49           | 65           | 59           | 60                    | 60               |
| Value of Orders Issued   | \$32,068,212 | \$28,473,791 | \$41,638,137 | \$39,543,933 | \$37,502,298 | \$45,000,000          | \$50,000,000     |

\* Normal order volume appears to be running relatively flat as compared to last year - anticipating more in total dollar volume next year due to anticipated Danbury High School Additions & Alterations project.

#### Sustainable Danbury:

The Purchasing Department will continue to procure required goods and services in the most cost-effective and efficient manner by fostering communication with the departments and agencies we serve and the vendor community we interact with, and through active participation in the professional organizations that we are member to.

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
- Chapter VI, Section 6-6, Paragraph C - "The Purchasing Agent", in the City of Danbury Charter

#### Data Reference(s):

New World for Purchase Orders Issued  
Purchasing Dept. Bid Log for Sealed Bids Issued  
New World for Value of Orders Issued

**PURCHASING DEPARTMENT**

Purchasing Agent: Charles J. Volpe Jr.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1140

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1140</b>  | <b>PURCHASING DEPARTMENT</b>       | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1140</b>  | <b>PURCHASING DEPARTMENT</b>       |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 207,224          | 214,025          | 214,025             | 216,374          | 216,374          | 216,374          |
| 5040.1000    | Part Time - Salaries               | 26,740           | 28,094           | 27,244              | 31,518           | 28,800           | 28,800           |
| 5250.1630    | Other Benefits - Sick Leave        | 3,883            | 3,991            | 3,991               | 4,100            | 4,100            | 4,100            |
| 5250.1620    | Other Benefits - Longevity         | 1,365            | 1,365            | 1,365               | 1,565            | 1,565            | 1,565            |
| 5300.4659    | Purch Svcs - Reimbursement of Ex   | -390             | 0                | 0                   | 0                | 0                | 0                |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 7,817            | 9,250            | 8,500               | 9,250            | 9,250            | 9,250            |
| 5300.2090    | Purch Svcs - Printing & Binding    | 830              | 1,000            | 800                 | 1,000            | 1,000            | 1,000            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 565              | 500              | 486                 | 950              | 900              | 900              |
| 5300.2080    | Purch Svcs - Conferences           | 0                | 500              | 500                 | 500              | 500              | 500              |
| 5300.2055    | Purch Svcs - Postage               | 1,316            | 1,500            | 1,500               | 1,500            | 1,500            | 1,500            |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 1,777            | 1,884            | 1,884               | 1,890            | 1,890            | 1,890            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 311              | 775              | 502                 | 775              | 500              | 500              |
| 5600.2500    | Materials & Supplies - Office      | 1,492            | 1,500            | 1,149               | 1,500            | 1,500            | 1,500            |
| 5700.2700    | Equipment - Office                 | 0                | 706              | 706                 | 0                | 0                | 0                |
| <b>TOTAL</b> |                                    | <b>252,931</b>   | <b>265,090</b>   | <b>262,652</b>      | <b>270,922</b>   | <b>267,879</b>   | <b>267,879</b>   |

**GENERAL FUND INDIRECT REVENUE**

Purchasing Agent: Charles J. Volpe Jr.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1140

**REVENUES**

| REVENUE CODE                       | DESCRIPTION                                 | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------------------------|---------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4500.1003                          | Interfund Svc Rev - Provided for Water Fund | 23,000              | 24,150                         | 24,150                            | 24,150                            | 24,150                         |
| 4500.1004                          | Interfund Svc Rev - Provided for Sewer Fund | 3,000               | 3,150                          | 3,150                             | 3,200                             | 3,200                          |
| <b>SUBTOTAL INTERFUND SERVICES</b> |                                             | <b>26,000</b>       | <b>27,300</b>                  | <b>27,300</b>                     | <b>27,350</b>                     | <b>27,350</b>                  |
| <b>TOTAL</b>                       |                                             | <b>26,000</b>       | <b>27,300</b>                  | <b>27,300</b>                     | <b>27,350</b>                     | <b>27,350</b>                  |

**TABLE OF ORGANIZATION**

| PURCHASING<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                     | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| PURCHASING AGENT                    | 1                   |                    | 1                   | 97,309           | 97,309                         |
| * ASSISTANT PURCHASING AGENT        | 1                   |                    | 1                   | 69,142           | 71,035                         |
| * PURCHASING CLERK                  | 1                   |                    | 1                   | 46,756           | 48,030                         |
| <b>TOTAL</b>                        | <b>3</b>            |                    | <b>3</b>            |                  | <b>216,374</b>                 |

\* Union Negotiated

## CORPORATION COUNSEL

Deputy Corporation Counsel: Les Pinter

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1150

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of Corporation Counsel is to provide excellent and cost-effective legal advice, counsel and other legal services to Danbury municipal government officials and employees.                                                                                                                                                                                                                                                                                                                         |
| <b>Department Goals:</b>                      | Corporation Counsel shall continue approaching legal issues, concerns and requests to improve and support the betterment of our City and its residents. To do so, we will continue to advise our clients regarding efforts to protect natural resources, and property rights, and to safeguard public safety while balancing municipal rights and the public interest.                                                                                                                                        |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Corporation Counsel successfully defended and settled favorably, labor, tax, construction &amp; contract litigation claims.</li><li>• Corporation Counsel has assisted in major and ongoing labor contract negotiation.</li><li>• The Department has fostered direct representation of client segments (i.e. individual department consultations).</li><li>• Corporation Counsel provided defense of land use litigation and representation of Commissions.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Review, revise and make final implementation of amended and re-stated Municipal Code of City of Danbury.</li><li>• Continue to recommend and adopt provisions of law toward increasing City revenues via collections, fee structures and other recovery methods.</li><li>• Continue the trend of resolving new and significant 2013, 2014 and 2015 tax appeals and related litigation at reduced legal and outside costs.</li></ul>                                   |

**CORPORATION COUNSEL**

Deputy Corporation Counsel: Les Pinter

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1150

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1150</b>  | <b>CORPORATION COUNSEL</b>         | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1150</b>  | <b>CORPORATION COUNSEL</b>         |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 268,268          | 275,821          | 275,821             | 276,947          | 276,947          | 276,947          |
| 5040.1000    | Part Time - Salaries               | 82,368           | 86,300           | 86,210              | 86,592           | 86,592           | 86,592           |
| 5230.1590    | Employee Group Insurance - Wor     | 0                | 0                | 0                   | 22               | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity         | 1,365            | 1,365            | 1,365               | 1,465            | 1,465            | 1,465            |
| 5250.1630    | Other Benefits - Sick Leave        | 5,045            | 5,184            | 5,184               | 5,326            | 5,326            | 5,326            |
| 5300.2080    | Purch Svcs - Conferences           | 5,813            | 4,275            | 4,200               | 6,900            | 6,900            | 6,900            |
| 5300.2010    | Purch Svcs - Professional Svcs     | 44,311           | 42,300           | 40,000              | 42,000           | 42,000           | 42,000           |
| 5300.2025    | Purch Svcs - Legal Svcs            | 320,165          | 332,500          | 332,500             | 344,737          | 337,025          | 337,025          |
| 5300.2040    | Purch Svcs - Outside Svcs          | 133,831          | 67,600           | 67,600              | 65,475           | 65,475           | 65,475           |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 1,491            | 1,250            | 1,000               | 1,250            | 1,250            | 1,250            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 24,071           | 21,116           | 21,000              | 20,000           | 20,000           | 20,000           |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 566              | 0                | 0                   | 0                | 0                | 0                |
| 5300.4659    | Purch Svcs - Reimbursement of Ex   | -861             | 0                | 0                   | 0                | 0                | 0                |
| 5300.2055    | Purch Svcs - Postage               | 1,014            | 581              | 580                 | 1,014            | 900              | 900              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 2,349            | 2,491            | 2,491               | 2,499            | 2,499            | 2,499            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 281              | 1,069            | 500                 | 800              | 800              | 800              |
| 5600.2500    | Materials & Supplies - Office      | 1,053            | 1,950            | 1,219               | 1,950            | 1,950            | 1,950            |
| 5700.2700    | Equipment - Office                 | 0                | 1,500            | 1,500               | 1,500            | 1,500            | 1,500            |
| <b>TOTAL</b> |                                    | <b>891,127</b>   | <b>845,302</b>   | <b>841,170</b>      | <b>858,477</b>   | <b>850,629</b>   | <b>850,629</b>   |

**CORPORATION COUNSEL**

Deputy Corporation Counsel: Les Pinter

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1150

**APPROPRIATIONS**

| DEPT #:      |                                | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|--------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1150</b>  | <b>CORPORATION COUNSEL</b>     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1330</b>  | <b>LABOR NEGOTIATIONS</b>      |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs      | 0                | 200              | 0                   | 200              | 200              | 200              |
| 5300.2010    | Purch Svcs - Professional Svcs | 184,907          | 198,000          | 140,000             | 150,000          | 150,000          | 150,000          |
| <b>TOTAL</b> |                                | <b>184,907</b>   | <b>198,200</b>   | <b>140,000</b>      | <b>150,200</b>   | <b>150,200</b>   | <b>150,200</b>   |

**TABLE OF ORGANIZATION**

| CORPORATION COUNSEL<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                              | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DEPUTY CORPORATION COUNSEL                   | 1                   |                    | 1                   | 116,270          | 116,270                        |
| ASSISTANT CORPORATION COUNSEL                | 1                   |                    | 1                   | 97,216           | 97,217                         |
| LEGAL SECRETARY                              | 1                   |                    | 1                   | 63,460           | 63,460                         |
| <b>TOTAL</b>                                 | <b>3</b>            |                    | <b>3</b>            |                  | <b>276,947</b>                 |

## TOWN CLERK

Town Clerk: Janice Geigler

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1160

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Town Clerk efficiently maintains all land records, maps, trade names, vital records, military discharge and minutes of all Commission meetings in accordance with State Statutes. The office issues and maintains a variety of licenses and plays a significant role in elections and primaries, which includes the issuance of absentee ballots.                                                                                                                                                                                          |
| <b>Department Goals:</b>                      | In addition to serving Danbury's keeper of the records and issuing licenses, the goal of the Town Clerk's Office is to maintain all land records by indexing, scanning and putting them in volumes. Additionally, land record indexes will be made available via the City's website. The objectives include providing certified copies of any land records filed into the Danbury Land Records, function as the Registrar of Vital Statistics and act as the guardian of the City Seal, affixing only to proper and valid municipal documents. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Scanned 384,135 pages into 476 books for years 1950-1985.</li><li>• Purchased shelving to accommodate the next 3 years of land records.</li><li>• Printed a 5 year combined index from 2009-2014.</li><li>• Purchased 3 additional map cabinets to accommodate and maximize storage of new maps and those currently in drawers.</li></ul>                                                                                                                                                              |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Explore scanning vital statistics i.e. birth, marriage and death certificates.</li><li>• Utilize the Connecticut State Voting System to process absentee ballots.</li><li>• Handle successfully the increased demands on our office during the Presidential Primary/Election anticipating over 2000 absentee ballots.</li><li>• Implement new State of Connecticut required Vital Records ConnVRS System.</li></ul>                                                                                    |

## TOWN CLERK

Town Clerk: Janice Geigler

### ADOPTED BUDGET: 2016-2017

Dept. #: 1160

#### PERFORMANCE MEASUREMENTS

**Department Description:**

The Town Clerk's Office serves as Danbury's central repository of records for documents that pertain to the City of Danbury and its residents. It follows the State of Connecticut Statutes to efficiently maintain all land records, maps, trade names, vital records, military discharges, and minutes of all Commission meetings. The Office also issues and maintains a variety of licenses and plays a major role in elections and primaries, including the issuance of absentee ballots and certification of elections results.

| PAYMENTS           | FY 10-11           | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16<br>Projected | FY 16-17<br>Goal   |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|
| Dog License        | \$19,984           | \$18,407           | \$19,780           | \$20,081           | \$19,057           | \$18,217              | \$19,500           |
| Land Records       | \$1,514,907        | \$1,407,991        | \$1,487,379        | \$2,019,541        | \$1,792,399        | \$1,946,296           | \$2,000,000        |
| Liquor             | \$308              | \$342              | \$334              | \$324              | \$322              | \$340                 | \$330              |
| Map & Survey       | \$4,787            | \$4,236            | \$3,148            | \$2,997            | \$2,881            | \$3,052               | \$3,052            |
| Misc               | \$115,210          | \$101,582          | \$106,432          | \$83,992           | \$96,939           | \$102,342             | \$102,342          |
| Notary             | \$1,937            | \$2,011            | \$1,851            | \$2,542            | \$3,231            | \$2,902               | \$3,000            |
| Sporting License   | \$10,069           | \$8,191            | \$8,326            | \$7,659            | \$6,534            | \$7,700               | \$7,700            |
| Trade Name         | \$1,770            | \$1,593            | \$1,722            | \$1,668            | \$1,680            | \$1,570               | \$1,570            |
| Vitals             | \$272,734          | \$265,169          | \$276,798          | \$278,888          | \$306,624          | \$318,812             | \$300,000          |
| <b>Grand Total</b> | <b>\$1,941,706</b> | <b>\$1,809,522</b> | <b>\$1,905,770</b> | <b>\$2,417,692</b> | <b>\$2,229,667</b> | <b>\$2,401,231</b>    | <b>\$2,437,494</b> |

| ACTIVITY           | FY 10-11      | FY 11-12      | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16<br>Projected | FY 16-17<br>Goal |
|--------------------|---------------|---------------|---------------|---------------|---------------|-----------------------|------------------|
| Dog License        | 1,989         | 1,873         | 1,976         | 2,047         | 1,979         | 1,900                 | 2,000            |
| Land Records       | 19,719        | 21,238        | 22,576        | 20,090        | 18,390        | 19,226                | 20,000           |
| Liquor             | 154           | 171           | 167           | 162           | 161           | 170                   | 165              |
| Map & Survey       | 1,327         | 1,203         | 871           | 807           | 738           | 800                   | 800              |
| Misc               | 1,997         | 1,367         | 1,200         | 1,183         | 999           | 960                   | 960              |
| Notary             | 244           | 250           | 210           | 339           | 441           | 404                   | 400              |
| Sporting License   | 430           | 394           | 302           | 258           | 292           | 250                   | 250              |
| Trade Name         | 357           | 318           | 312           | 312           | 324           | 314                   | 314              |
| Vitals             | 15,452        | 14,902        | 15,511        | 15,706        | 17,139        | 16,866                | 16,866           |
| <b>Grand Total</b> | <b>41,669</b> | <b>41,716</b> | <b>43,125</b> | <b>40,904</b> | <b>40,463</b> | <b>40,890</b>         | <b>41,755</b>    |

**Sustainable Danbury:**

Continue to maximize technology in our office, improving its efficiency in order to better accommodate the general public.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or - Chapter II, Section 2-8, "The Town Clerk". and Chapter VI, Section 6-15, "Official Bonds" in the City of Danbury Charter

**Data Reference(s):**

- Data has been gathered from our year end Transaction Summary Reports from Cott Resolution.

**TOWN CLERK**

Town Clerk: Janice Geigler

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1160

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1160</b>  | <b>TOWN CLERK</b>                  | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1160</b>  | <b>TOWN CLERK</b>                  |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 214,012          | 246,407          | 230,683             | 261,198          | 261,198          | 261,198          |
| 5030.1000    | Overtime - Salaries                | 3,186            | 3,000            | 2,837               | 4,000            | 2,000            | 2,000            |
| 5040.1000    | Part Time - Salaries               | 22,946           | 29,640           | 15,280              | 21,090           | 21,090           | 21,090           |
| 5050.1140    | Other Salaries - Other Earnings    | 0                | 5,141            | 0                   | 0                | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity         | 355              | 1,298            | 355                 | 355              | 355              | 355              |
| 5250.1630    | Other Benefits - Sick Leave        | 2,245            | 3,157            | 3,157               | 3,245            | 3,245            | 3,245            |
| 5300.2080    | Purch Svcs - Conferences           | 585              | 1,700            | 1,114               | 1,700            | 1,700            | 1,700            |
| 5300.2040    | Purch Svcs - Outside Svcs          | 14,708           | 104,300          | 104,300             | 25,000           | 25,000           | 25,000           |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 71               | 300              | 206                 | 300              | 300              | 300              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 332              | 350              | 273                 | 350              | 350              | 350              |
| 5300.2090    | Purch Svcs - Printing & Binding    | 12,317           | 12,500           | 9,267               | 12,500           | 12,500           | 12,500           |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 2,424            | 3,700            | 2,500               | 3,700            | 3,700            | 3,700            |
| 5300.2195    | Purch Svcs - Misc Services         | 18,375           | 25,000           | 0                   | 25,000           | 25,000           | 25,000           |
| 5300.2055    | Purch Svcs - Postage               | 5,493            | 6,250            | 6,250               | 6,500            | 6,250            | 6,250            |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 2,798            | 2,967            | 2,967               | 2,977            | 2,977            | 2,977            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 12,771           | 15,500           | 14,000              | 15,500           | 15,500           | 15,500           |
| 5600.2500    | Materials & Supplies - Office      | 5,401            | 6,500            | 3,000               | 6,500            | 6,500            | 6,500            |
| 5700.2700    | Equipment - Office                 | 0                | 12,500           | 11,248              | 0                | 0                | 0                |
| <b>TOTAL</b> |                                    | <b>318,020</b>   | <b>480,210</b>   | <b>407,437</b>      | <b>389,915</b>   | <b>387,665</b>   | <b>387,665</b>   |

**GENERAL FUND INDIRECT REVENUE**

Town Clerk: Janice Geigler

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1160

**REVENUES**

| REVENUE CODE                           | DESCRIPTION                                          | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------|------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2000                              | Licenses and Permits - Town Clerk -Conveyance Tax    | 922,942             | 900,000                        | 950,000                           | 950,000                           | 950,000                        |
| 4200.2005                              | Licenses and Permits - Town Clerk - HDP/CIA          | 195,278             | 185,000                        | 185,000                           | 185,000                           | 185,000                        |
| 4200.2010                              | Licenses and Permits - Town Clerk MERS General       | 76,701              | 68,000                         | 70,000                            | 70,000                            | 70,000                         |
| 4200.2015                              | Licenses and Permits - Town Clerk MERS Exception     | 21,760              | 17,000                         | 18,000                            | 18,000                            | 18,000                         |
| 4200.2020                              | Licenses and Permits - Town Clerk - Permits          | 4,865               | 5,000                          | 5,000                             | 5,000                             | 5,000                          |
| 4200.2040                              | Licenses and Permits - Town Clerk Fees - Misc        | 360,712             | 380,000                        | 340,000                           | 340,000                           | 340,000                        |
| 4200.2041                              | Licenses and Permits - Town Clerk Fees - Fish & Game | 176                 | 200                            | 175                               | 175                               | 175                            |
| 4200.2042                              | Licenses and Permits - Town Clerk Fees - Marriages   | 7,326               | 6,600                          | 6,600                             | 6,600                             | 6,600                          |
| 4200.2043                              | Licenses and Permits - Town Clerk Fees - Conveyance  | 2,066               | 0                              | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL LICENCES &amp; PERMITS</b> |                                                      | <b>1,591,826</b>    | <b>1,561,800</b>               | <b>1,574,775</b>                  | <b>1,574,775</b>                  | <b>1,574,775</b>               |
| 4400.4120                              | Charges for Services - Town Clerk Historic Documents | 0                   | 116,800                        | 116,800                           | 25,000                            | 25,000                         |
| <b>SUBTOTAL CHARGES FOR SERVICES</b>   |                                                      | <b>0</b>            | <b>116,800</b>                 | <b>116,800</b>                    | <b>25,000</b>                     | <b>25,000</b>                  |
| <b>TOTAL</b>                           |                                                      | <b>1,591,826</b>    | <b>1,678,600</b>               | <b>1,691,575</b>                  | <b>1,599,775</b>                  | <b>1,599,775</b>               |

**TOWN CLERK**

**ADOPTED BUDGET: 2016-2017**

Town Clerk: Janice Geigler

Dept. #: 1160

**TABLE OF ORGANIZATION**

| TOWN CLERK<br>TABLE OF ORGANIZATION                       | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| TOWN CLERK                                                | 1                   |                    | 1                   | 60,357           | 62,016                         |
| * ASSISTANT TOWN CLERK                                    | 2                   |                    | 2                   | 60,970           | 125,288                        |
| * ASSISTANT REGISTRAR OF VITAL STATISTICS                 | 1                   |                    | 1                   | 46,756           | 48,030                         |
| * (PF) CLERK TYPIST II                                    | 2                   |                    | 2                   | 46,756           | 96,060                         |
| <i>SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)</i> |                     |                    |                     |                  | <b>(70,196)</b>                |
| <b>TOTAL</b>                                              | <b><u>6</u></b>     |                    | <b><u>6</u></b>     |                  | <b>261,198</b>                 |

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

## PERMIT COORDINATION

Dir. of Permit Coordination: Sean Hearty

ADOPTED BUDGET: 2016-2017

Dept. #: 1190

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Permit Center is committed to centralizing all permit and enforcement activities to a single location, eliminating redundant reviews and coordinating City resources to enable the cost effective application of all Codes and Ordinances. By simplifying the path for perspective/existing property owners, we will encourage economic growth.                                                                                                                                                                                                     |
| <b>Department Goals:</b>                      | The Department of Permit Coordination is responsible for overseeing the action taken by the various municipal departments on permit applications submitted by the public. The department's Customer Service assists visitors to the Permit Center by explaining their project to on-site staff that will provide the proper paper work and guidance for the project. The permit center will then disseminate plans and paperwork and route this information to the appropriate departments.                                                             |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• 40% Improvement to city wide application review-times. Quick review times result in economic growth.</li><li>• Implemented new Project Builder software. The new system will enable clients to build personalized project applications.</li><li>• E-Permitting: Successfully expanded the scope of applications to include more trade professional</li><li>• Continued our efforts to streamline permitting processes.</li></ul>                                                                                |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Choose a new software platform for Community Development suite allowing for a smooth transition to a cloud based service.</li><li>• Continue improving off-site communication with inspectors by using new technology, improving City service times.</li><li>• Transition data from existing system to new centralized database to ensure smooth crossover to new systems.</li><li>• Centralize all permitting within Application and Permitting Review with a designated staff in the Permit Center.</li></ul> |

**PERMIT COORDINATION**

Dir. of Permit Coordination: Sean Hearty

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1190

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1190</b>  | <b>PERMIT COORDINATION</b>         | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1190</b>  | <b>PERMIT COORDINATION</b>         |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 300,595          | 309,248          | 309,248             | 312,696          | 312,696          | 312,696          |
| 5030.1000    | Overtime - Salaries                | 403              | 500              | 131                 | 500              | 500              | 500              |
| 5040.1000    | Part Time - Salaries               | 14,120           | 15,129           | 13,332              | 18,278           | 15,129           | 15,129           |
| 5250.1620    | Other Benefits - Longevity         | 2,375            | 2,375            | 2,375               | 2,575            | 2,575            | 2,575            |
| 5250.1630    | Other Benefits - Sick Leave        | 2,701            | 3,048            | 3,048               | 3,803            | 3,803            | 3,803            |
| 5300.2080    | Purch Svcs - Conferences           | 0                | 2,500            | 2,300               | 2,500            | 2,500            | 2,500            |
| 5300.2045    | Purch Svcs - Communication Svcs    | 972              | 970              | 950                 | 970              | 970              | 970              |
| 5300.2075    | Purch Svcs - Training Courses      | 0                | 590              | 0                   | 590              | 590              | 590              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 100              | 170              | 100                 | 100              | 100              | 100              |
| 5300.2055    | Purch Svcs - Postage               | 910              | 1,455            | 1,455               | 1,455            | 1,455            | 1,455            |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 3,126            | 3,314            | 3,314               | 3,325            | 3,325            | 3,325            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 1,351            | 1,400            | 1,400               | 0                | 0                | 0                |
| 5600.2500    | Materials & Supplies - Office      | 1,252            | 1,630            | 1,394               | 1,700            | 1,700            | 1,700            |
| 5600.2535    | Materials & Supplies - Clothing/Dr | 222              | 450              | 450                 | 450              | 450              | 450              |
| 5700.2750    | Equipment - Safety                 | 182              | 100              | 100                 | 100              | 100              | 100              |
| 5700.2700    | Equipment - Office                 | 1,143            | 0                | 0                   | 1,143            | 1,000            | 1,000            |
| <b>TOTAL</b> |                                    | <b>329,452</b>   | <b>342,879</b>   | <b>339,597</b>      | <b>350,185</b>   | <b>346,893</b>   | <b>346,893</b>   |

**PERMIT COORDINATION**  
**ADOPTED BUDGET: 2016-2017**

Dir. of Permit Coordination: Sean Hearty

Dept. #: 1190

**TABLE OF ORGANIZATION**

| PERMIT COORDINATION<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                              | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF PERMIT COORDINATION/ZEO          | 1                   |                    | 1                   | 85,848           | 85,848                         |
| CUSTOMER SERVICE MANAGER                     | 1                   |                    | 1                   | 62,442           | 62,442                         |
| * CUSTOMER SERVICE REPRESENTATIVE            | 2                   |                    | 2                   | 52,853           | 116,376                        |
| * CLERK TYPIST II                            | 1                   |                    | 1                   | 46,756           | 48,030                         |
| <b>TOTAL</b>                                 | <b><u>5</u></b>     |                    | <b><u>5</u></b>     |                  | <b>312,696</b>                 |

\* Union Negotiated

## PLANNING & ZONING

Planning Director: Sharon B. Calitro

ADOPTED BUDGET: 2016-2017

Dept. #: 1220

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To protect and improve the City's neighborhoods, business centers, community resources and natural environment by planning for sustainable development and creating opportunities for balanced growth that will enhance and improve the quality of life of all residents.                                                                                                                                                                                                                   |
| <b>Department Goals:</b>                      | The Department of Planning and Zoning shall coordinate development and capital improvements programming activities of the City for the purpose of conserving desirable resources and promoting the orderly development of the City. The Department shall monitor State and Federal programs and funding resources for potential application to the City.                                                                                                                                    |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Administered Hearthstone Castle grant to prepare engineered drawings and documents for structural stabilization.</li><li>• Prepared zoning amendments intended to improve the quality of development, processing of applications, and clarity of regulations.</li><li>• Completed Memorial Park design at 357 Main Street.</li><li>• Submitted CT Trust for Historic Preservation grant for rehabilitation of the historic Octagon House.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue improvements to the capital improvements programming process.</li><li>• Improve visibility of the Department in the public forum.</li><li>• Lead team of City officials and stakeholders in developing plans for the rehabilitation of the Octagon House.</li><li>• Continue planning, zoning and subdivision administration and enforcement.</li></ul>                                                                                    |

## PLANNING & ZONING

Planning Director: Sharon B. Calitro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1220

### PERFORMANCE MEASUREMENTS

**Department Description:**

The primary task of the Department of Planning and Zoning is the promulgation and enforcement of zoning, subdivision and other land use regulations designed to ensure that proposed developments are constructed in accordance with the Plan of Conservation and Development. The Department reviews site plans, assists the Planning Commission in the review of special exception and subdivision applications, and advises the Zoning Commission on all proposals for zoning amendments and rezoning of land. Additionally, the Department reviews referrals from City Council for requests for extensions of sewer and water service, dedication of roads, and offers to buy, sell or lease city land. The Department prepares the Capital Improvement Program to schedule major capital expenditures over time, reviews all applications under the Deferral of Assessment program, and updates and corrects street addresses in the City. Department provides administrative staff to Zoning Board of Appeals and Environmental Impact Commission.

**Performance Measurements:**

|                                                                | FY 10-11 | FY 11-12   | FY 12-13   | FY 13-14   | FY 14-15   | * FY 15-16<br>Projected | ** FY 16-17<br>Goal |
|----------------------------------------------------------------|----------|------------|------------|------------|------------|-------------------------|---------------------|
| <b># Land Use Applications Submitted to Boards/Commissions</b> | N/A      | 120        | 105        | 129        | 127        | 75                      | 80                  |
| # Approved                                                     | N/A      | 114        | 92         | 118        | 109        | 67                      | N/A                 |
| % Approved                                                     | N/A      | 95%        | 88%        | 91%        | 86%        | 89%                     | N/A                 |
| <b># Land Use Applications Submitted to Department</b>         | N/A      | <b>79</b>  | <b>80</b>  | <b>76</b>  | <b>74</b>  | <b>74</b>               | <b>80</b>           |
| # Approved                                                     | N/A      | 76         | 76         | 72         | 72         | 72                      | N/A                 |
| % Approved                                                     | N/A      | 96%        | 95%        | 95%        | 97%        | 97%                     | N/A                 |
| <b>TOTAL</b>                                                   | N/A      | <b>199</b> | <b>185</b> | <b>205</b> | <b>201</b> | <b>149</b>              | <b>160</b>          |
| Total Number of Zoning Permits Issued                          | N/A      | 498        | 517        | 631        | 588        | 540                     | 550                 |

\* Total reflects decrease in the number of applications submitted to Zoning Board of Appeals and Environmental Impact Commission

\*\* Estimation based on market-driven factors beyond the control of the Department of Planning and Zoning.

**Proposed Capital Budget: FY16/17**

| PROJECT DESCRIPTION                           | Priority | Total Cost | Existing Bonds | Notes     | SOURCE FOR FUNDS          |                         | Proposed Capital Budget FY 16/17 | Balance |
|-----------------------------------------------|----------|------------|----------------|-----------|---------------------------|-------------------------|----------------------------------|---------|
|                                               |          |            |                |           | Other St./Federal (Grant) | Existing Capital Budget |                                  |         |
| Octagon House Rehabilitation                  | Urgent   | \$540,000  |                | \$250,000 | \$250,000                 | \$40,000                | \$500,000                        | \$ -    |
| West Street/Deer Hill Ave Streetscape Project | Urgent   | \$250,000  | \$150,000      |           |                           | \$100,000               | \$150,000                        | \$ -    |

**Sustainable Danbury:**

The Department will continue to process land use applications as statutorily required with a high level of professionalism and expediency. It will continue to promote infill growth opportunities in areas where infrastructure exists and will engage the community in planning for a sustainable future.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
City of Danbury Charter, Chapter V, Section 5-1, "Planning Commission and Zoning Board of Appeals"

**Data Reference(s):**

- Planning & Zoning Quarterly Counts (10-year report)

**PLANNING & ZONING**

Planning Director: Sharon B. Calitro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1220

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>1220</b>  | <b>PLANNING &amp; ZONING</b>       | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b> | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1220</b>  | <b>PLANNING &amp; ZONING</b>       |                  |                  |                  |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 450,979          | 493,505          | 493,504          | 447,406          | 447,407          | 447,407          |
| 5030.1000    | Overtime - Salaries                | 6,245            | 5,284            | 5,284            | 6,072            | 5,284            | 5,284            |
| 5250.1620    | Other Benefits - Longevity         | 2,175            | 2,175            | 2,175            | 2,075            | 2,075            | 2,075            |
| 5250.1630    | Other Benefits - Sick Leave        | 7,193            | 8,685            | 8,685            | 6,981            | 6,981            | 6,981            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 2,506            | 3,000            | 2,005            | 3,100            | 3,000            | 3,000            |
| 5300.2010    | Purch Svcs - Professional Svcs     | 1,480            | 1,780            | 1,400            | 1,400            | 1,400            | 1,400            |
| 5300.2045    | Purch Svcs - Communication Svcs    | 364              | 400              | 400              | 540              | 400              | 400              |
| 5300.2080    | Purch Svcs - Conferences           | 264              | 2,000            | 0                | 2,000            | 2,000            | 2,000            |
| 5300.2090    | Purch Svcs - Printing & Binding    | 0                | 600              | 0                | 300              | 300              | 300              |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 25,627           | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |
| 5300.2055    | Purch Svcs - Postage               | 634              | 1,000            | 1,000            | 600              | 600              | 600              |
| 5350.2215    | Interfund Svc Exp - Wrks Comp S    | 4,089            | 4,335            | 4,335            | 4,350            | 4,350            | 4,350            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 215              | 750              | 400              | 750              | 750              | 750              |
| 5600.2500    | Materials & Supplies - Office      | 876              | 850              | 750              | 850              | 850              | 850              |
| 5700.2750    | Equipment - Safety                 | 85               | 0                | 0                | 0                | 0                | 0                |
| 5700.2700    | Equipment - Office                 | 2,127            | 1,082            | 0                | 0                | 0                | 0                |
| <b>TOTAL</b> |                                    | <b>504,860</b>   | <b>550,446</b>   | <b>544,938</b>   | <b>501,424</b>   | <b>500,397</b>   | <b>500,397</b>   |

**PLANNING & ZONING**

Planning Director: Sharon B. Calitro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1220

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                    | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4140       | Charges for Services - Environmental Impact    | 11,810              | 16,000                         | 16,000                            | 16,000                            | 16,000                         |
| 4400.4160       | Charges for Services - Planning and Zoning     | 163,530             | 160,000                        | 160,000                           | 160,000                           | 160,000                        |
| 4400.4180       | Charges for Services - Planning Commission     | 11,355              | 15,750                         | 15,750                            | 15,000                            | 15,000                         |
| 4400.4200       | Charges for Services - Zoning Board            | 2,600               | 3,300                          | 3,300                             | 3,300                             | 3,300                          |
| 4400.4220       | Charges for Services - Zoning Board of Appeals | 4,800               | 8,400                          | 8,400                             | 6,900                             | 6,900                          |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>           | <b>194,095</b>      | <b>203,450</b>                 | <b>203,450</b>                    | <b>201,200</b>                    | <b>201,200</b>                 |
| 4510.5000       | Fines & Penalties - Zoning Violations          | 2,950               | 300                            | 300                               | 300                               | 300                            |
|                 | <b>SUBTOTAL FINES &amp; PENALTIES</b>          | <b>2,950</b>        | <b>300</b>                     | <b>300</b>                        | <b>300</b>                        | <b>300</b>                     |
| <b>TOTAL</b>    |                                                | <b>197,045</b>      | <b>203,750</b>                 | <b>203,750</b>                    | <b>201,500</b>                    | <b>201,500</b>                 |

**PLANNING & ZONING**

Planning Director: Sharon B. Calitro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1220

**TABLE OF ORGANIZATION**

| PLANNING<br>TABLE OF ORGANIZATION                         | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF PLANNING                                      | 1                   |                    | 1                   | 118,953          | 118,953                        |
| (PF) DEPUTY PLANNING DIRECTOR                             | 1                   |                    | 1                   | 101,001          | 101,001                        |
| * ASSOCIATE PLANNER                                       | 1                   |                    | 1                   | 69,142           | 71,035                         |
| * ASSISTANT ZONING ENFORCEMENT OFFICER                    | 1                   |                    | 1                   | 65,083           | 66,867                         |
| * PLANNING ASSISTANT                                      | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * SECRETARY                                               | 1                   |                    | 1                   | 52,853           | 54,309                         |
| <i>SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)</i> |                     |                    |                     |                  | <b>(23,307)</b>                |
| <b>TOTAL</b>                                              | <b><u>6</u></b>     |                    | <b><u>6</u></b>     |                  | <b>447,407</b>                 |

(PF) SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)

\* Union Negotiated

**OFFICE OF BUSINESS ADVOCACY (Formerly Economic Development)**

Director: Roger Palanzo

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1230

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Office of Business Advocacy will oversee all economic development efforts throughout the city and will act as a bridge between city government and small to medium sized businesses as well as Danbury’s existing corporate base.                                                                                                                                                                                       |
| <b>Department Goals:</b>                      | The focus of the office will be to retain and increase the number of jobs available in the City, by providing customer service and information services to those who have or are seeking to establish or expand a business in Danbury. The Office continues to deliver services designed to stimulate business and community development including: Workforce Development, Transportation, and Infrastructure Improvements. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Participated in interactions to bring in several new businesses, including Greystar, NewOak, Lenovo, Addivant, Macromark and ECAC.</li><li>• Produced the MadHackers Social Media Conference for the second year.</li><li>• The Office of Economic Development participated in completion of the 10-town Comprehensive Economic Development Strategy (CEDs.)</li></ul>              |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Maintain focus on retaining and attracting businesses to the City, including Praxair, Cartus and Belimo Air Controls.</li><li>• Continue work on downtown initiatives: Main Street Partnership, Danbury Innovation Center, and CityCenter Danbury.</li><li>• Provide leadership for the Danbury Hackerspace and new business / entrepreneurial efforts.</li></ul>                   |

**OFFICE OF BUSINESS ADVOCACY (Formerly Economic Development)**

Director: Roger Palanzo

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1230

**APPROPRIATIONS**

| DEPT #:      |                                                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|--------------------------------------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1230</b>  | <b>OFFICE OF BUSINESS ADVOCACY</b>                                 | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1230</b>  | <b>OFFICE OF BUSINESS ADVOCACY (Formerly Economic Development)</b> |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                                                 | 62,795           | 63,346           | 37,925              | 68,002           | 68,002           | 68,002           |
| 5250.1630    | Other Benefits - Sick Leave                                        | 1,186            | 1,219            | 1,219               | 948              | 948              | 948              |
| 5300.2090    | Purch Svcs - Printing & Binding                                    | 0                | 1,000            | 500                 | 1,000            | 1,000            | 1,000            |
| 5300.2080    | Purch Svcs - Conferences                                           | 0                | 1,250            | 150                 | 1,250            | 1,250            | 1,250            |
| 5300.2060    | Purch Svcs - Travel/Mileage                                        | 1,232            | 1,000            | 765                 | 1,000            | 1,000            | 1,000            |
| 5300.2055    | Purch Svcs - Postage                                               | 0                | 50               | 50                  | 50               | 50               | 50               |
| 5300.2040    | Purch Svcs - Outside Svcs                                          | 299              | 248              | 248                 | 0                | 0                | 0                |
| 5300.2010    | Purch Svcs - Professional Svcs                                     | 28,958           | 34,752           | 30,000              | 35,000           | 35,000           | 35,000           |
| 5350.2215    | Interfund Svc Exp - Wrks Comp S                                    | 1,124            | 1,192            | 1,192               | 1,196            | 1,196            | 1,196            |
| 5600.2500    | Materials & Supplies - Office                                      | 301              | 560              | 500                 | 200              | 200              | 200              |
| 5700.2795    | Equipment - Other                                                  | 0                | 640              | 640                 | 0                | 0                | 0                |
| 5700.2700    | Equipment - Office                                                 | 3,902            | 3,471            | 3,407               | 1,000            | 1,000            | 1,000            |
| <b>TOTAL</b> |                                                                    | <b>99,796</b>    | <b>108,728</b>   | <b>76,596</b>       | <b>109,646</b>   | <b>109,646</b>   | <b>109,646</b>   |

**OFFICE OF BUSINESS ADVOCACY (Formerly Economic Development)**

Director: Roger Palanzo

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1230

**TABLE OF ORGANIZATION**

| TABLE OF ORGANIZATION            | NUMBER OF POSITIONS |                 |                  | PRESENT RATES | ADOPTED BUDGET 2016-2017 |
|----------------------------------|---------------------|-----------------|------------------|---------------|--------------------------|
|                                  | 2015-2016 BUDGET    | CHANGE (+ or -) | 2016-2017 BUDGET |               |                          |
| DIRECTOR OF ECONOMIC DEVELOPMENT | 1                   | -1              | 0                | 0             | 0                        |
| SMALL BUSINESS ADVOCATE          | 0                   | 1               | 1                | 68,002        | 68,002                   |
| <b>TOTAL</b>                     | <b><u>1</u></b>     |                 | <b><u>1</u></b>  |               | <b>68,002</b>            |

## CONSERVATION COMMISSION

Commission Member: Kim Botelho

ADOPTED BUDGET: 2016-2017

Dept. #: 1260

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Conservation Commission's mission is to assure that Danbury maintains an adequate stock of open space resources for its citizens to have opportunities for passive recreation, outdoor exercise, environmental education, artistic inspiration and spiritual respite.                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Department Goals:</b>                      | The major responsibility of the Commission is to recommend to the Mayor and Common Council the parcels of open space that should be acquired - either by purchase or donation- and the uses of those parcels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Park Maintenance repaired Bear Mt. Reservation's (BMR) culvert and the carpenter bee infestation at Old Quarry has been monitored and currently under control.</li><li>• Continued local Eagle Scout troop projects including: Farrington Woods trail map design, creating outdoor classroom with permanent tables at BMR and a new viewing staircase with handrails and microscope table for smaller children at Old Quarry Nature Center. Increased attendance at BMR, Old Quarry Nature Center and Farrington Woods.</li></ul>                                                                                                               |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Further improvements to the field house at Old Quarry would be the most important goal right now. It has just been brought to our attention that the roof is starting to leak. As more and more field trips get booked and the school systems start utilizing this resource we would like to keep it up to code and safe for the children.</li><li>• Trail improvement is needed at Bear Mountain Reservation to address the mud season on the main access trail.</li><li>• A comprehensive map of both mountain bike and hiking trails that are being currently utilized to be created and produced and made available at the kiosk.</li></ul> |

**CONSERVATION COMMISSION**

Commission Member: Kim Botelho

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1260

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1260</b>  | <b>CONSERVATION COMMISSION</b>      | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1260</b>  | <b>CONSERVATION COMMISSION</b>      |                  |                  |                     |                  |                  |                  |
| 5300.2090    | Purch Svcs - Printing & Binding     | 90               | 710              | 150                 | 710              | 150              | 150              |
| 5300.2040    | Purch Svcs - Outside Svcs           | 6,952            | 7,380            | 3,500               | 7,380            | 7,380            | 7,380            |
| 5500.2405    | Maintenance & Repair - Buildings    | 179              | 180              | 180                 | 180              | 175              | 175              |
| 5500.2400    | Maintenance & Repair - Land & G     | 235              | 754              | 500                 | 754              | 750              | 750              |
| 5600.2540    | Materials & Supplies - Electrical S | 1,152            | 1,000            | 820                 | 1,000            | 1,000            | 1,000            |
| <b>TOTAL</b> |                                     | <b>8,607</b>     | <b>10,024</b>    | <b>5,150</b>        | <b>10,024</b>    | <b>9,455</b>     | <b>9,455</b>     |

## HUMAN RESOURCES

Director of HR: Virginia Alosco-Werner

ADOPTED BUDGET: 2016-2017

Dept. #: 1270

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Human Resources/Civil Service Department provides leadership through innovative initiatives which focus on people. The department is committed to influencing positive management-workforce relationships supporting the overall goals and mission of the City of Danbury while striving to meet the goals of financial sustainability.                                                                                                                                                          |
| <b>Department Goals:</b>                      | The goal of the Human Resources Department is to establish, administer and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining organizational compliance with employment and labor laws, City directives, and labor agreements.                                                                                                                                                                                             |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Completed the development of the program and the establishment of the office of Project Excellence.</li><li>• Counseled and resolved several serious employee relations issues resulting in positive outcomes with a 100% employee return to work rate.</li><li>• Implemented the HRIS and applicant tracking system which increased production, enhanced the delivery of services, and enhanced work flow efficiencies.</li></ul>                           |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Create and implement programs to train and develop staff enabling employees to be in alignment with City's strategies, goals, policies, and procedures.</li><li>• Continue to fully automate and implement Human Resources functions and manage recruitment solely through automation.</li><li>• Continue to act as a Change agent while the City transforms into the City of the Future and embarks on each initiative of the visionary Playbook.</li></ul> |

## HUMAN RESOURCES

Director of HR: Virginia Alosco-Werner

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1270

### APPROPRIATIONS

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1270</b>  | <b>HUMAN RESOURCES</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1270</b>  | <b>HUMAN RESOURCES</b>             |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 154,724          | 228,736          | 228,736             | 229,155          | 229,155          | 229,155          |
| 5040.1000    | Part Time - Salaries               | 64,915           | 0                | 0                   | 0                | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity         | 355              | 355              | 355                 | 710              | 710              | 710              |
| 5250.1630    | Other Benefits - Sick Leave        | 985              | 1,981            | 1,981               | 3,348            | 3,348            | 3,348            |
| 5300.2055    | Purch Svcs - Postage               | 613              | 700              | 700                 | 700              | 700              | 700              |
| 5300.2010    | Purch Svcs - Professional Svcs     | 53,889           | 32,940           | 32,940              | 36,059           | 34,000           | 34,000           |
| 5300.2016    | Purch Svcs - Civil Service         | 36,013           | 40,000           | 20,000              | 38,500           | 38,500           | 38,500           |
| 5300.2017    | Purch Svcs - Employment Testing    | 45,144           | 42,070           | 42,000              | 41,385           | 41,385           | 41,385           |
| 5300.2040    | Purch Svcs - Outside Svcs          | 1,483            | 1,450            | 1,200               | 1,450            | 1,450            | 1,450            |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 379              | 400              | 400                 | 400              | 400              | 400              |
| 5300.2075    | Purch Svcs - Training Courses      | 46               | 3,500            | 2,500               | 6,881            | 5,000            | 5,000            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 262              | 300              | 245                 | 300              | 300              | 300              |
| 5300.2090    | Purch Svcs - Printing & Binding    | 396              | 400              | 400                 | 400              | 400              | 400              |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 1,729            | 5,333            | 3,496               | 5,000            | 4,000            | 4,000            |
| 5300.2030    | Purch Svcs - Consultants           | 129,599          | 0                | 0                   | 0                | 0                | 0                |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 1,494            | 1,584            | 1,584               | 1,589            | 1,589            | 1,589            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 195              | 525              | 350                 | 525              | 525              | 525              |
| 5600.2500    | Materials & Supplies - Office      | 986              | 1,000            | 800                 | 1,000            | 1,000            | 1,000            |
| <b>TOTAL</b> |                                    | <b>493,206</b>   | <b>361,274</b>   | <b>337,687</b>      | <b>367,402</b>   | <b>362,462</b>   | <b>362,462</b>   |

**GENERAL FUND INDIRECT REVENUE**

Director of HR: Virginia Alosco-Werner

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1270

**REVENUES**

| REVENUE CODE | DESCRIPTION                                    | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------|------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4240    | Charges for Services - Civil Service Test Fees | 13,185              | 5,000                          | 5,000                             | 5,000                             | 5,000                          |
|              | <b>SUBTOTAL CHARGES FOR SERVICES</b>           | <b>13,185</b>       | <b>5,000</b>                   | <b>5,000</b>                      | <b>5,000</b>                      | <b>5,000</b>                   |
| <b>TOTAL</b> |                                                | <b>13,185</b>       | <b>5,000</b>                   | <b>5,000</b>                      | <b>5,000</b>                      | <b>5,000</b>                   |

**TABLE OF ORGANIZATION**

| HUMAN RESOURCES<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                          | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF HUMAN RESOURCES              | 1                   |                    | 1                   | 105,319          | 105,319                        |
| CHIEF EXAMINER                           | 1                   |                    | 1                   | 67,691           | 67,691                         |
| HUMAN RESOURCES ASSISTANT                | 1                   |                    | 1                   | 56,145           | 56,145                         |
| <b>TOTAL</b>                             | <b><u>3</u></b>     |                    | <b><u>3</u></b>     |                  | <b>229,155</b>                 |

## FAIR RENT COMMISSION

Chairperson: Susan Mazzuco

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1290

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Fair Rent Commission (FRC) was created for the purpose of maintaining reasonable rental rates and eliminating excessive rental charges on residential properties.                                                                                                                                                                                                                                                                                                                                             |
| <b>Department Goals:</b>                      | The FRC will investigate and act on complaints, inquiries and other communications concerning alleged excessive rental charges in housing accommodations in Danbury.                                                                                                                                                                                                                                                                                                                                              |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• There have been no rental increases, investigations or hearings held within the last fiscal year.</li><li>• The FRC has been able to communications and resolve complaints prior to conducting a formal commission hearing.</li><li>• Minimal funds from fiscal year budget were utilized.</li><li>• The FRC held a Landlord Breakfast in the fall of 2015 to request reasonable monthly rental charges and to consider homeless clients with housing vouchers.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• FRC will continue focusing on affordability and development of housing in the community and monitor/protect existing housing stock.</li><li>• The general public will be provided information, education, direction and assistance on housing and rental issues.</li><li>• FRC shall execute the Mayor's 10- Year Plan to End Homelessness by assisting local agencies in eliminating homelessness in the community.</li></ul>                                            |

**FAIR RENT COMMISSION**

Chairperson: Susan Mazzuco

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1290

**APPROPRIATIONS**

| DEPT #:      |                                | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|--------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>1290</b>  | <b>FAIR RENT COMMISSION</b>    | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>1290</b>  | <b>FAIR RENT COMMISSION</b>    |                  |                  |                        |                  |                   |                  |
| 5300.2080    | Purch Svcs - Conferences       | 0                | 75               | 75                     | 75               | 75                | 75               |
| 5300.2055    | Purch Svcs - Postage           | 0                | 150              | 150                    | 150              | 100               | 100              |
| 5300.2010    | Purch Svcs - Professional Svcs | 0                | 50               | 50                     | 50               | 50                | 50               |
| 5600.2500    | Materials & Supplies - Office  | 0                | 225              | 225                    | 225              | 175               | 175              |
| <b>TOTAL</b> |                                | <b>0</b>         | <b>500</b>       | <b>500</b>             | <b>500</b>       | <b>400</b>        | <b>400</b>       |

## CANDLEWOOD LAKE AUTHORITY

Executive Director: Larry Marsicano

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1310

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | CLA provides lake, shoreline and watershed management to foster the preservation and enhancement of the Lake's multiple values (e.g. economic, environmental, quality-of-life) for the City of Danbury and the Towns of Brookfield, New Fairfield, New Milford and Sherman in cooperation with the State of Connecticut.                                                                                                                                                                                                          |
| <b>Department Goals:</b>                      | The City of Danbury, as one of Candlewood Lake's 5 town members, shall continue monitoring and patrolling the lake. Additionally, the Authority's goal is to foster the preservation and enhancement of recreational, economic, scenic, public safety and environmental values of the Lake for the City of Danbury and the Towns of Brookfield, New Fairfield, New Milford and Sherman in cooperation with the State of Connecticut and Northeast Utilities.                                                                      |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Successfully applied for a permit, received bids, purchased, and planned the release of 3,800 units of grass carp for managing Eurasian Watermilfoil.</li><li>• Negotiated a new MOA with the CT DEEP and provided ~1,500 on-the-water man-hours of lake patrol, and implemented our safety buoy program on the lake.</li><li>• Reviewed local land use for CLA lake municipality regulations and compared those to local regulations in 2002. Recommendations are forthcoming.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Put a management strategy in effect for Eurasian watermilfoil which negatively impacts boaters, residents and property values near the lake.</li><li>• Renegotiate the MOA with the CT DEEP, provide ~2,000 man-hours of lake patrol and implement the CLA's hazard and regulatory buoy program for safety.</li><li>• Review land use regulations in the CLA towns since 2002 when CLA made recommendations on how to improve them and provide follow up.</li></ul>                       |

**CANDLEWOOD LAKE AUTHORITY**

Executive Director: Larry Marsicano

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1310

**APPROPRIATIONS**

| DEPT #:      |                                  | ACTUAL        | AMENDED       | PROJECTED     | PROPOSED      | PROPOSED      | ADOPTED       |
|--------------|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|              |                                  | 2014-2015     | BUDGET        | EXPENDITURES  | BY DEPT       | BY MAYOR      | BUDGET        |
|              |                                  |               | 2015-2016     | 2015-2016     | 2016-2017     | 2016-2017     | 2016-2017     |
| <b>1310</b>  | <b>CANDLEWOOD LAKE AUTHORITY</b> |               |               |               |               |               |               |
| 5875.3305    | Memberships - Candlewood Lake    | 61,646        | 74,636        | 74,636        | 76,800        | 76,800        | 76,800        |
| <b>TOTAL</b> |                                  | <b>61,646</b> | <b>74,636</b> | <b>74,636</b> | <b>76,800</b> | <b>76,800</b> | <b>76,800</b> |

## PUBLIC BUILDINGS

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Public Buildings is responsible for the maintenance and repair of public buildings, their related mechanical systems, the construction of municipal/school buildings for the efficient operation of government, education and public safety.                                                                                                                                                                                                                                                                                                                       |
| <b>Department Goals:</b>                      | Our goal is to provide facility services in an efficient and timely manner and continue the maintenance, construction and repair of municipal buildings in the City.                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Installed centralized emergency generator for Public Buildings, Public Utilities, Highway and Tree Department at DPW Complex.</li><li>• Removed outdated UST's at Airport Administration Buildings, Pembroke and Great Plain Schools and replaced with above ground tanks. Replaced roofs at Rogers Park School, South Street School, Hayestown School and King Street Intermediate.</li><li>• Replaced remaining heat pump units at the Old Library and Welfare Dept. Replaced Old Library 1st floor carpeting.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Replace the roofs at Broadview Middle School and Mill Ridge Primary School.</li><li>• Renovate Bear Mountain Cottage and Farrington Property Buildings and all out Buildings.</li><li>• Renovate or replace Danbury Library elevator.</li><li>• Replace chillers at Broadview Middle School and Rogers Park Middle School.</li></ul>                                                                                                                                                                                       |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:     |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b> | <b>PUBLIC BUILDINGS</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1340</b> | <b>PUBLIC BUILDINGS</b>             |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                  | 700,998          | 750,181          | 734,559             | 882,163          | 882,163          | 882,163          |
| 5030.1000   | Overtime - Salaries                 | 76,291           | 103,942          | 103,942             | 75,000           | 65,000           | 65,000           |
| 5040.1000   | Part Time - Salaries                | 0                | 10,000           | 0                   | 0                | 0                | 0                |
| 5230.1590   | Employee Group Insurance - Wor      | 0                | 0                | 0                   | 65               | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity          | 3,055            | 3,510            | 3,485               | 2,930            | 2,930            | 2,930            |
| 5250.1630   | Other Benefits - Sick Leave         | 1,479            | 4,051            | 3,000               | 2,894            | 2,894            | 2,894            |
| 5250.1660   | Other Benefits - Shoe Allowance     | 880              | 990              | 990                 | 990              | 990              | 990              |
| 5300.2100   | Purch Svcs - Leased Equipment       | 783              | 0                | 0                   | 783              | 0                | 0                |
| 5300.2010   | Purch Svcs - Professional Svcs      | 5,363            | 20,137           | 15,000              | 25,000           | 19,000           | 19,000           |
| 5300.2040   | Purch Svcs - Outside Svcs           | 3,673            | 13,942           | 10,500              | 8,100            | 8,100            | 8,100            |
| 5300.2045   | Purch Svcs - Communication Svcs     | 161,114          | 170,000          | 160,000             | 160,000          | 160,000          | 160,000          |
| 5300.2055   | Purch Svcs - Postage                | 18               | 50               | 50                  | 50               | 50               | 50               |
| 5300.2075   | Purch Svcs - Training Courses       | 3,615            | 4,000            | 2,500               | 4,500            | 4,000            | 4,000            |
| 5300.2085   | Purch Svcs - Subscriptions/Memb     | 1,445            | 2,000            | 1,500               | 2,100            | 2,000            | 2,000            |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S    | 11,842           | 12,556           | 12,556              | 12,599           | 12,599           | 12,599           |
| 5400.2305   | Property Services - Office Services | 395              | 2,500            | 2,000               | 3,000            | 2,500            | 2,500            |
| 5400.2300   | Property Services - Cleaning Servi  | 40,146           | 43,625           | 40,279              | 53,300           | 43,500           | 43,500           |
| 5500.2405   | Maintenance & Repair - Buildings    | 63,573           | 40,199           | 40,000              | 50,000           | 40,000           | 40,000           |
| 5500.2420   | Maintenance & Repair - Office Eq    | 459              | 361              | 325                 | 400              | 360              | 360              |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>             |                  |                  |                     |                  |                  |                  |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 12,283           | 4,270            | 4,000               | 4,900            | 4,450            | 4,450            |
| 5600.2500    | Materials & Supplies - Office       | 1,307            | 1,400            | 1,364               | 1,600            | 1,400            | 1,400            |
| 5600.2525    | Materials & Supplies - Custodial    | 3,227            | 3,000            | 2,586               | 3,000            | 3,000            | 3,000            |
| 5600.2535    | Materials & Supplies - Clothing/Dr  | 2,714            | 3,500            | 2,000               | 3,500            | 1,500            | 1,500            |
| 5600.2540    | Materials & Supplies - Electrical S | 6,699            | 9,000            | 7,078               | 7,900            | 7,900            | 7,900            |
| 5600.2545    | Materials & Supplies - Heating Fu   | 3,687            | 5,775            | 5,000               | 5,000            | 4,750            | 4,750            |
| 5600.2565    | Materials & Supplies - Minor Supp   | 2,834            | 3,705            | 3,000               | 3,800            | 3,000            | 3,000            |
| 5700.2740    | Equipment - Communication           | 1,125            | 3,500            | 3,500               | 3,500            | 3,500            | 3,500            |
| 5700.2750    | Equipment - Safety                  | 7,957            | 7,592            | 7,000               | 8,000            | 7,500            | 7,500            |
| 5700.2700    | Equipment - Office                  | 650              | 0                | 0                   | 1,500            | 0                | 0                |
| 5700.2730    | Equipment - Garage & Shop           | 7,010            | 6,500            | 6,500               | 6,800            | 6,800            | 6,800            |
| <b>TOTAL</b> |                                     | <b>1,124,622</b> | <b>1,230,286</b> | <b>1,172,714</b>    | <b>1,333,374</b> | <b>1,289,886</b> | <b>1,289,886</b> |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1350</b>  | <b>CITY HALL BUILDING</b>           |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                  | 52,000           | 45,000           | 42,403              | 54,891           | 54,892           | 54,892           |
| 5030.1000    | Overtime - Salaries                 | 1,922            | 10,200           | 309                 | 3,200            | 3,200            | 3,200            |
| 5050.1140    | Other Salaries - Other Earnings     | 0                | 1,430            | 0                   | 0                | 0                | 0                |
| 5230.1590    | Employee Group Insurance - Wor      | 0                | 0                | 0                   | 5                | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity          | 355              | 355              | 355                 | 455              | 455              | 455              |
| 5250.1630    | Other Benefits - Sick Leave         | 803              | 974              | 625                 | 0                | 0                | 0                |
| 5300.2040    | Purch Svcs - Outside Svcs           | 5,021            | 6,280            | 4,898               | 21,500           | 6,280            | 6,280            |
| 5300.2045    | Purch Svcs - Communication Svcs     | 357              | 900              | 0                   | 1,000            | 750              | 750              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S    | 414              | 439              | 439                 | 440              | 440              | 440              |
| 5400.2300    | Property Services - Cleaning Servi  | 73,505           | 77,186           | 75,685              | 78,152           | 78,152           | 78,152           |
| 5400.2305    | Property Services - Office Services | 0                | 1,216            | 1,216               | 1,690            | 1,216            | 1,216            |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 2,644            | 2,910            | 2,239               | 3,000            | 3,000            | 3,000            |
| 5500.2405    | Maintenance & Repair - Buildings    | 102,040          | 83,472           | 66,828              | 75,000           | 75,000           | 75,000           |
| 5600.2525    | Materials & Supplies - Custodial    | 231              | 0                | 0                   | 2,000            | 1,000            | 1,000            |
| 5600.2540    | Materials & Supplies - Electrical S | 136,068          | 135,600          | 135,600             | 140,000          | 140,000          | 140,000          |
| 5600.2545    | Materials & Supplies - Heating Fu   | 33,245           | 45,000           | 32,000              | 35,000           | 35,000           | 35,000           |
| 5700.2700    | Equipment - Office                  | 0                | 1,500            | 0                   | 5,000            | 2,500            | 2,500            |
| 5700.2750    | Equipment - Safety                  | 0                | 150              | 0                   | 255              | 150              | 150              |
| <b>TOTAL</b> |                                     | <b>408,605</b>   | <b>412,612</b>   | <b>362,597</b>      | <b>421,589</b>   | <b>402,035</b>   | <b>402,035</b>   |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                           | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>                   | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                           |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1360</b>  | <b>LIBRARY BUILDING</b>                   |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs                 | 4,721            | 1,600            | 1,122               | 21,800           | 21,800           | 21,800           |
| 5400.2300    | Property Services - Cleaning Servi        | 57,419           | 61,780           | 59,232              | 69,790           | 64,000           | 64,000           |
| 5400.2305    | Property Services - Office Services       | 0                | 600              | 306                 | 1,020            | 600              | 600              |
| 5500.2450    | Maintenance & Repair - Fire Alar          | 1,186            | 2,330            | 1,501               | 2,645            | 2,000            | 2,000            |
| 5500.2405    | Maintenance & Repair - Buildings          | 42,234           | 43,100           | 38,958              | 25,000           | 25,000           | 25,000           |
| 5600.2525    | Materials & Supplies - Custodial          | 476              | 0                | 0                   | 3,000            | 1,000            | 1,000            |
| 5600.2540    | Materials & Supplies - Electrical S       | 87,792           | 108,000          | 91,604              | 98,000           | 98,000           | 98,000           |
| 5600.2545    | Materials & Supplies - Heating Fu         | 31,931           | 28,000           | 25,000              | 28,000           | 28,000           | 28,000           |
| <b>TOTAL</b> |                                           | <b>225,759</b>   | <b>245,410</b>   | <b>217,723</b>      | <b>249,255</b>   | <b>240,400</b>   | <b>240,400</b>   |
| <b>1371</b>  | <b>POLICE STATION BUILDING - 375 MAIN</b> |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs                 | 59,681           | 43,150           | 33,856              | 86,500           | 43,150           | 43,150           |
| 5400.2300    | Property Services - Cleaning Servi        | 157,413          | 162,928          | 162,884             | 168,541          | 168,541          | 168,541          |
| 5400.2305    | Property Services - Office Services       | 0                | 500              | 0                   | 660              | 500              | 500              |
| 5500.2405    | Maintenance & Repair - Buildings          | 45,289           | 69,655           | 50,000              | 30,000           | 49,655           | 49,655           |
| 5500.2450    | Maintenance & Repair - Fire Alar          | 2,694            | 3,165            | 3,000               | 3,665            | 3,000            | 3,000            |
| 5600.2525    | Materials & Supplies - Custodial          | 961              | 840              | 840                 | 3,000            | 1,000            | 1,000            |
| 5600.2540    | Materials & Supplies - Electrical S       | 193,700          | 201,400          | 190,467             | 200,000          | 200,000          | 200,000          |
| 5600.2545    | Materials & Supplies - Heating Fu         | 48,266           | 50,000           | 45,000              | 49,000           | 47,500           | 47,500           |
| <b>TOTAL</b> |                                           | <b>508,005</b>   | <b>531,638</b>   | <b>486,047</b>      | <b>541,366</b>   | <b>513,346</b>   | <b>513,346</b>   |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1380</b>  | <b>SENIOR CENTER BUILDING</b>       |                  |                  |                     |                  |                  |                  |
| 5300.2010    | Purch Svcs - Professional Svcs      | 0                | 1,000            | 0                   | 0                | 0                | 0                |
| 5400.2300    | Property Services - Cleaning Servi  | 13,749           | 15,000           | 14,197              | 15,740           | 15,740           | 15,740           |
| 5400.2305    | Property Services - Office Services | 0                | 360              | 0                   | 600              | 360              | 360              |
| 5500.2405    | Maintenance & Repair - Buildings    | 7,638            | 14,758           | 10,075              | 15,250           | 11,000           | 11,000           |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 599              | 1,000            | 1,000               | 1,600            | 1,000            | 1,000            |
| 5600.2525    | Materials & Supplies - Custodial    | 967              | 540              | 540                 | 600              | 540              | 540              |
| 5600.2540    | Materials & Supplies - Electrical S | 16,562           | 17,400           | 17,000              | 17,300           | 17,300           | 17,300           |
| 5600.2545    | Materials & Supplies - Heating Fu   | 7,116            | 9,800            | 5,571               | 7,700            | 7,200            | 7,200            |
| 5700.2795    | Equipment - Other                   | 0                | 0                | 0                   | 8,500            | 5,000            | 5,000            |
| <b>TOTAL</b> |                                     | <b>46,630</b>    | <b>59,858</b>    | <b>48,383</b>       | <b>67,290</b>    | <b>58,140</b>    | <b>58,140</b>    |
| <b>1385</b>  | <b>OLD JAIL BUILDING</b>            |                  |                  |                     |                  |                  |                  |
| 5400.2300    | Property Services - Cleaning Servi  | 8,555            | 9,232            | 9,200               | 10,173           | 9,600            | 9,600            |
| 5400.2305    | Property Services - Office Services | 0                | 270              | 0                   | 420              | 270              | 270              |
| 5500.2405    | Maintenance & Repair - Buildings    | 5,502            | 7,000            | 5,995               | 8,000            | 6,100            | 6,100            |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 430              | 1,000            | 374                 | 1,000            | 1,000            | 1,000            |
| 5600.2525    | Materials & Supplies - Custodial    | 544              | 0                | 0                   | 1,000            | 400              | 400              |
| 5600.2545    | Materials & Supplies - Heating Fu   | 6,863            | 7,000            | 6,433               | 6,600            | 6,600            | 6,600            |
| 5600.2540    | Materials & Supplies - Electrical S | 6,529            | 6,930            | 6,900               | 5,900            | 6,500            | 6,500            |
| <b>TOTAL</b> |                                     | <b>28,423</b>    | <b>31,432</b>    | <b>28,902</b>       | <b>33,093</b>    | <b>30,470</b>    | <b>30,470</b>    |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>1390</b>  | <b>OLD LIBRARY BUILDING</b>         |                  |                  |                     |                  |                  |                  |
| 5300.2010    | Purch Svcs - Professional Svcs      | 0                | 1,600            | 0                   | 1,000            | 1,000            | 1,000            |
| 5400.2300    | Property Services - Cleaning Servi  | 9,537            | 10,078           | 9,793               | 10,700           | 10,500           | 10,500           |
| 5400.2305    | Property Services - Office Services | 0                | 300              | 0                   | 580              | 300              | 300              |
| 5500.2405    | Maintenance & Repair - Buildings    | 18,898           | 18,975           | 18,500              | 21,200           | 20,000           | 20,000           |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 705              | 1,000            | 366                 | 1,000            | 1,000            | 1,000            |
| 5600.2525    | Materials & Supplies - Custodial    | 546              | 0                | 0                   | 500              | 200              | 200              |
| 5600.2540    | Materials & Supplies - Electrical S | 14,706           | 16,500           | 15,000              | 13,800           | 14,800           | 14,800           |
| 5600.2545    | Materials & Supplies - Heating Fu   | 5,122            | 5,500            | 4,824               | 5,200            | 5,000            | 5,000            |
| <b>TOTAL</b> |                                     | <b>49,514</b>    | <b>53,953</b>    | <b>48,483</b>       | <b>53,980</b>    | <b>52,800</b>    | <b>52,800</b>    |
| <b>1391</b>  | <b>PARK BUILDING</b>                |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs           | 7,305            | 15,292           | 13,000              | 9,500            | 9,500            | 9,500            |
| 5400.2305    | Property Services - Office Services | 0                | 500              | 160                 | 3,000            | 500              | 500              |
| 5400.2300    | Property Services - Cleaning Servi  | 9,153            | 10,100           | 10,096              | 11,005           | 10,000           | 10,000           |
| 5500.2405    | Maintenance & Repair - Buildings    | 25,442           | 28,500           | 12,738              | 25,000           | 25,000           | 25,000           |
| 5500.2450    | Maintenance & Repair - Fire Alar    | 2,446            | 3,930            | 3,244               | 4,000            | 3,000            | 3,000            |
| 5600.2525    | Materials & Supplies - Custodial    | 1,971            | 2,400            | 2,400               | 3,000            | 2,400            | 2,400            |
| 5600.2540    | Materials & Supplies - Electrical S | 66,701           | 72,000           | 70,744              | 69,600           | 69,600           | 69,600           |
| 5600.2545    | Materials & Supplies - Heating Fu   | 29,442           | 29,000           | 29,000              | 28,000           | 28,000           | 28,000           |
| <b>TOTAL</b> |                                     | <b>142,461</b>   | <b>161,722</b>   | <b>141,382</b>      | <b>153,105</b>   | <b>148,000</b>   | <b>148,000</b>   |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**APPROPRIATIONS**

| DEPT #:      |                                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|----------------------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>1340</b>  | <b>PUBLIC BUILDINGS</b>                            | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3010</b>  | <b>PUBLIC BUILDINGS - MAINTENANCE &amp; REPAIR</b> |                  |                  |                     |                  |                  |                  |
| 5250.1670    | Other Benefits - Storm Meals                       | 0                | 1,500            | 433                 | 0                | 0                | 0                |
| 5300.2040    | Purch Svcs - Outside Svcs                          | 224,125          | 252,683          | 240,000             | 334,621          | 265,000          | 265,000          |
| 5300.2043    | Purch Svcs - Storm Meals                           | 1,581            | 0                | 0                   | 3,000            | 0                | 0                |
| 5300.2100    | Purch Svcs - Leased Equipment                      | 0                | 0                | 0                   | 85,000           | 0                | 0                |
| 5400.2305    | Property Services - Office Services                | 1,280            | 5,000            | 2,500               | 11,800           | 5,000            | 5,000            |
| 5500.2450    | Maintenance & Repair - Fire Alar                   | 40,581           | 55,450           | 43,081              | 58,000           | 50,000           | 50,000           |
| 5500.2405    | Maintenance & Repair - Buildings                   | 351,245          | 352,500          | 335,000             | 340,000          | 350,000          | 350,000          |
| 5500.2435    | Maintenance & Repair - Sewage S                    | 1,500            | 1,000            | 1,000               | 1,000            | 1,000            | 1,000            |
| <b>TOTAL</b> |                                                    | <b>620,311</b>   | <b>668,133</b>   | <b>622,014</b>      | <b>833,421</b>   | <b>671,000</b>   | <b>671,000</b>   |

**REVENUES**

| REVENUE      |                                              | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | ADOPTED          |
|--------------|----------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>CODE</b>  | <b>DESCRIPTION</b>                           | <b>2014-2015</b> | <b>BUDGET</b>    | <b>REVENUE</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                              |                  | <b>2015-2016</b> | <b>2015-2016</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| 4400.4260    | Charges for Services - Electric Interruption | 7,189            | 4,000            | 4,000            | 4,000            | 4,000            |
|              | <b>SUBTOTAL CHARGES FOR SERVICES</b>         | <b>7,189</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     |
| <b>TOTAL</b> |                                              | <b>7,189</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     |

**PUBLIC BUILDINGS**

Superintendent, Public Bldgs: Sean Hanley

**ADOPTED BUDGET: 2016-2017**

Dept. #: 1340

**TABLE OF ORGANIZATION**

| PUBLIC BUILDINGS<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| SUPERINTENDENT OF PUBLIC BUILDINGS        | 1                   |                    | 1                   | 101,606          | 101,606                        |
| FOREMAN I - MAINTENANCE                   | 1                   | -1                 | 0                   | 0                | 0                              |
| FOREMAN II                                | 0                   | 1                  | 1                   | 68,927           | 68,927                         |
| * SECRETARY/BOOKKEEPER                    | 1                   |                    | 1                   | 61,055           | 62,732                         |
| * LEAD MECHANIC                           | 0                   | 1                  | 1                   | 59,301           | 60,923                         |
| * MAINTENANCE MECHANIC III                | 9                   | -1                 | 8                   | 58,156 - 60,237  | 492,627                        |
| * CUSTODIAN                               | 2                   |                    | 2                   | 48,838           | 95,348                         |
| <b>TOTAL</b>                              | <b><u>14</u></b>    |                    | <b><u>14</u></b>    |                  | <b>882,163</b>                 |

\* Union Negotiated

## POLICE DEPARTMENT

Chief of Police: Alan D. Baker

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To provide an environment for the people of Danbury that is free from the fear of crime, where people can enjoy a high quality of life, and the entire community can prosper. The Danbury Police Department will deliver the best community oriented police services to the people of Danbury.                                                                                                                                                                                                                  |
| <b>Department Goals:</b>                      | The goal of the Danbury Police Department is to maintain involvement in the community both on and off duty and respond to its ever-changing needs. The Department's objective is to employ best practices in law enforcement, manage up, and break down the silos that often form in large government agencies. Additionally, with the collective efforts of the personnel in Records, Administration and Professional Standards, our employees consistently make Danbury the safest large city in Connecticut. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Through grant funding, upgraded internal building security camera system.</li><li>• Conducted three (3) successful prescription drug "take back" days in conjunction with the Drug Enforcement Administration.</li><li>• Contracted with a private sector vendor to provide non-arrest fingerprinting services in the lobby of the police station.</li></ul>                                                                                                            |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue pursuit of State of Connecticut accreditation.</li><li>• Seek State of Connecticut funding to implement a body camera system for police officers.</li><li>• Expand program of community outreach to local businesses on terrorism and active shooter topics.</li><li>• Identify and pursue consolidation strategies with neighboring jurisdictions to create efficiencies and increase revenue.</li></ul>                                                      |

**POLICE DEPARTMENT**

Chief of Police: Alan D. Baker

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The mission of the Danbury Police Department is to provide an environment for the people of Danbury that is free from the fear of crime, where people can enjoy a high quality of life, and the entire community can prosper.

**Performance Measurements:**

|                     | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|---------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Adult Arrests       |          | 1,961    | 1,548    | 1,504    | 1,441    | 1,750                 | <b>1,800</b>     |
| Juvenile Arrests    |          | 263      | 345      | 269      | 173      | 200                   | <b>250</b>       |
| Calls for Service   | 57,521   | 56,154   | 54,963   | 55,020   | 70,765   | 85,000                | <b>95,000</b>    |
| Part 1 Crimes       | 1,729    | 1,816    | 1,755    | 1,490    | 1,461    | 1,500                 | <b>1,400</b>     |
| Traffic Accidents   | 3,462    | 3,407    | 3,773    | 4,430    | 4,602    | 4,000                 | <b>3,500</b>     |
| Traffic Enforcement | 6,980    | 4,937    | 5,724    | 6,365    | 6,189    | 6,000                 | <b>6,000</b>     |

**Capital Budget: FY16/17**

| PROJECT DESCRIPTION         | Priority | Total Cost  | General Fund<br>Capital | SOURCE FOR FUNDS                |                            | Capital Budget<br>FY 16/17 | Balance          |
|-----------------------------|----------|-------------|-------------------------|---------------------------------|----------------------------|----------------------------|------------------|
|                             |          |             |                         | Other<br>St./Federal<br>(Grant) | Existing<br>Capital Budget |                            |                  |
| Vehicle Replacement Program | Existing | \$2,580,000 | \$140,000               |                                 | \$1,480,000                | \$140,000                  | <b>\$960,000</b> |
| Taser Replacement Program   | Existing | \$341,022   | \$35,000                |                                 | \$65,000                   | \$35,000                   | <b>\$241,022</b> |
| ICOP Replacement Program    | Existing | \$173,000   | \$35,000                |                                 | \$65,000                   | \$35,000                   | <b>\$73,000</b>  |
| Patrol Equipment            | Urgent   | \$250,000   |                         | \$250,000                       |                            | \$250,000                  | <b>\$0</b>       |

**Sustainable Danbury:**

The Danbury Police Department will continue to maintain its efficiency and high quality of service through training, technology, and transparency.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter  
 - Chapter VI, Section 6-2, "Administrative Departments" and Section 6-3, "Appointments of Officers, Employees of City" and Chapter VI, Section 6-9, "Police Department" in the City of Danbury Charter

**Data Reference(s):**

- Internal computer system

**POLICE DEPARTMENT**

Chief of Police: Alan D. Baker

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

**APPROPRIATIONS**

| DEPT #:     |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2000</b> | <b>POLICE DEPARTMENT</b>            | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2000</b> | <b>POLICE DEPARTMENT</b>            |                  |                  |                     |                  |                  |                  |
| 5020.4659   | Salaries - Reimbursement of Expe    | -61,344          | 0                | 0                   | 0                | 0                | 0                |
| 5020.1000   | Salaries - Regular                  | 11,503,481       | 12,186,875       | 11,742,347          | 12,562,520       | 12,622,641       | 12,622,641       |
| 5030.1000   | Overtime - Salaries                 | 2,130,738        | 2,241,636        | 2,241,636           | 2,300,000        | 2,075,000        | 2,075,000        |
| 5040.1000   | Part Time - Salaries                | 69,830           | 33,593           | 31,670              | 19,760           | 19,760           | 19,760           |
| 5040.1090   | Part Time - Special Duty Police     | 2,393            | 16,325           | 3,502               | 5,129            | 5,130            | 5,130            |
| 5040.1095   | Part Time - School Crossing Guard   | 185,240          | 249,280          | 249,280             | 278,838          | 228,000          | 228,000          |
| 5050.1140   | Other Salaries - Other Earnings     | 0                | 41,440           | 0                   | 3,983            | 3,983            | 3,983            |
| 5060.1150   | Special Services - Special Services | 1,210,512        | 0                | 0                   | 0                | 0                | 0                |
| 5230.1590   | Employee Group Insurance - Wor      | 0                | 0                | 0                   | 143,819          | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity          | 65,670           | 68,060           | 61,748              | 63,720           | 61,020           | 61,020           |
| 5250.1690   | Other Benefits - Educational Credi  | 80,387           | 77,000           | 77,000              | 77,000           | 77,000           | 77,000           |
| 5250.1680   | Other Benefits - Holiday - Police/F | 509,918          | 548,500          | 524,122             | 574,871          | 569,546          | 569,546          |
| 5250.1630   | Other Benefits - Sick Leave         | 51,516           | 50,444           | 38,122              | 52,569           | 52,569           | 52,569           |
| 5250.1655   | Other Benefits - Uniform Allowan    | 241,921          | 257,300          | 257,300             | 258,400          | 258,400          | 258,400          |
| 5300.2060   | Purch Svcs - Travel/Mileage         | 1,390            | 2,000            | 1,500               | 1,000            | 1,000            | 1,000            |
| 5300.2010   | Purch Svcs - Professional Svcs      | 375              | 2,000            | 783                 | 500              | 500              | 500              |
| 5300.2040   | Purch Svcs - Outside Svcs           | 49,404           | 41,984           | 40,000              | 51,884           | 48,000           | 48,000           |
| 5300.2045   | Purch Svcs - Communication Svcs     | 45,481           | 53,100           | 50,085              | 47,300           | 47,300           | 47,300           |
| 5300.2050   | Purch Svcs - Shipping               | 198              | 200              | 200                 | 200              | 200              | 200              |

**POLICE DEPARTMENT**

Chief of Police: Alan D. Baker

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL            | AMENDED           | PROJECTED         | PROPOSED          | PROPOSED          | ADOPTED           |
|--------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2000         | POLICE DEPARTMENT                   | 2014-2015         | BUDGET            | EXPENDITURES      | BY DEPT           | BY MAYOR          | BUDGET            |
| 2000         | POLICE DEPARTMENT                   |                   | 2015-2016         | 2015-2016         | 2016-2017         | 2016-2017         | 2016-2017         |
| 5300.2075    | Purch Svcs - Training Courses       | 31,149            | 31,500            | 31,500            | 33,650            | 33,000            | 33,000            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb     | 3,980             | 4,000             | 3,930             | 4,835             | 4,000             | 4,000             |
| 5300.2090    | Purch Svcs - Printing & Binding     | 3,193             | 3,250             | 3,200             | 3,400             | 3,250             | 3,250             |
| 5300.2110    | Purch Svcs - Police Evidence        | 18,003            | 20,000            | 18,000            | 20,000            | 20,000            | 20,000            |
| 5300.2055    | Purch Svcs - Postage                | 2,992             | 3,200             | 3,000             | 3,240             | 3,200             | 3,200             |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S    | 245,328           | 260,111           | 260,111           | 260,993           | 261,422           | 261,422           |
| 5500.2420    | Maintenance & Repair - Office Eq    | 37,663            | 116,035           | 70,000            | 100,022           | 71,022            | 71,022            |
| 5500.2495    | Maintenance & Repair - Other        | 45,864            | 37,508            | 36,000            | 47,825            | 47,508            | 47,508            |
| 5600.2550    | Materials & Supplies - Motor Fuel   | 257,826           | 275,000           | 250,000           | 255,000           | 240,000           | 240,000           |
| 5600.2600    | Materials & Supplies - K9 Purchas   | 0                 | 0                 | 0                 | 13,400            | 13,400            | 13,400            |
| 5600.2565    | Materials & Supplies - Minor Supp   | 1,627             | 3,027             | 1,542             | 2,000             | 1,542             | 1,542             |
| 5600.2535    | Materials & Supplies - Clothing/Dr  | 25,823            | 8,800             | 8,000             | 8,335             | 8,335             | 8,335             |
| 5600.2500    | Materials & Supplies - Office       | 23,615            | 27,184            | 26,500            | 26,345            | 26,000            | 26,000            |
| 5600.2575    | Materials & Supplies - Industrial C | 28,931            | 75,363            | 62,536            | 59,360            | 50,000            | 50,000            |
| 5700.2700    | Equipment - Office                  | 599               | 1,000             | 1,000             | 1,000             | 1,000             | 1,000             |
| 5700.2720    | Equipment - Automotive              | 0                 | 0                 | 0                 | 10,000            | 0                 | 0                 |
| 5700.2740    | Equipment - Communication           | 0                 | 50,151            | 30,000            | 47,000            | 25,000            | 25,000            |
| 5700.2755    | Equipment - Public Safety           | 5,000             | 5,000             | 2,649             | 5,000             | 5,000             | 5,000             |
| 5700.2795    | Equipment - Other                   | 6,642             | 5,500             | 5,500             | 5,500             | 5,500             | 5,500             |
| 5865.3108    | Operating Transfer Out - To Speci   | 0                 | 2,000             | 2,000             | 0                 | 0                 | 0                 |
| 5870.        | Contributions/Grants -              | 4,210             | 4,210             | 4,210             | 4,210             | 4,210             | 4,210             |
| <b>TOTAL</b> |                                     | <b>16,829,555</b> | <b>16,802,576</b> | <b>16,138,973</b> | <b>17,352,608</b> | <b>16,893,438</b> | <b>16,893,438</b> |

**GENERAL FUND INDIRECT REVENUE**

Chief of Police: Alan D. Baker

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

**REVENUES**

| REVENUE CODE                           | DESCRIPTION                                       | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------|---------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2060                              | Licenses and Permits - Police - License & Permits | 18,290              | 23,000                         | 18,000                            | 18,000                            | 18,000                         |
| 4200.2080                              | Licenses and Permits - Alarm Registrations        | 420                 | 2,000                          | 750                               | 750                               | 750                            |
| <b>SUBTOTAL LICENCES &amp; PERMITS</b> |                                                   | <b>18,710</b>       | <b>25,000</b>                  | <b>18,750</b>                     | <b>18,750</b>                     | <b>18,750</b>                  |
| 4400.4280                              | Charges for Services - Police Fingerprints        | 10,237              | 9,000                          | 10,000                            | 7,500                             | 7,500                          |
| 4400.4300                              | Charges for Services - Police Reports             | 10,881              | 8,000                          | 10,000                            | 10,000                            | 10,000                         |
| 4400.4320                              | Charges for Services - Police Special Services    | 1,304,368           | 0                              | 0                                 | 0                                 | 0                              |
| 4400.4425                              | Charges for Services - Spec Svcs Admin Charge     | 238,980             | 225,000                        | 225,000                           | 225,000                           | 225,000                        |
| <b>SUBTOTAL CHARGES FOR SERVICES</b>   |                                                   | <b>1,564,465</b>    | <b>242,000</b>                 | <b>245,000</b>                    | <b>242,500</b>                    | <b>242,500</b>                 |
| 4510.5020                              | Fines & Penalties - Parking Violations            | 43,537              | 50,000                         | 20,000                            | 20,000                            | 20,000                         |
| 4510.5040                              | Fines & Penalties - Parking Violation Penalties   | 795                 | 10,000                         | 2,000                             | 2,000                             | 2,000                          |
| 4510.5060                              | Fines & Penalties - State Court Fines             | 95,164              | 45,000                         | 80,000                            | 80,000                            | 80,000                         |
| 4510.5080                              | Fines & Penalties - False Alarm Fines             | 4,255               | 85,000                         | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL FINES &amp; PENALTIES</b>  |                                                   | <b>143,750</b>      | <b>190,000</b>                 | <b>102,000</b>                    | <b>102,000</b>                    | <b>102,000</b>                 |
| <b>TOTAL</b>                           |                                                   | <b>1,726,926</b>    | <b>457,000</b>                 | <b>365,750</b>                    | <b>363,250</b>                    | <b>363,250</b>                 |

Chief of Police: Alan D. Baker

**POLICE DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

Dept. #: 2000

**TABLE OF ORGANIZATION**

| POLICE DEPARTMENT<br>TABLE OF ORGANIZATION         | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                    | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| CHIEF OF POLICE                                    | 1                   |                    | 1                   | 130,112          | 130,112                        |
| DEPUTY CHIEF                                       | 1                   |                    | 1                   | 118,104          | 118,104                        |
| ADMINISTRATIVE SERVICES MANAGER                    | 1                   |                    | 1                   | 61,304           | 61,304                         |
| EXECUTIVE SECRETARY                                | 1                   |                    | 1                   | 62,641           | 62,641                         |
| * DETECTIVE CAPTAIN                                | 1                   |                    | 1                   | 3,258 - 107,302  | 110,253                        |
| * CAPTAIN                                          | 2                   |                    | 2                   | 4,942 - 103,672  | 213,046                        |
| * DETECTIVE LIEUTENANT                             | 3                   |                    | 3                   | 31,180 - 98,608  | 303,960                        |
| * LIEUTENANT                                       | 8                   | -1                 | 7                   | 37,926 - 95,092  | 659,679                        |
| * DETECTIVE SERGEANT                               | 2                   |                    | 2                   | 34,180 - 89,713  | 184,360                        |
| * SERGEANT                                         | 22                  |                    | 22                  | 31,514 - 86,871  | 1,924,210                      |
| * DETECTIVE POLICE OFFICER                         | 20                  |                    | 20                  | 56,307 - 80,439  | 1,653,023                      |
| * POLICE OFFICER                                   | 94                  | 1                  | 95                  | 54,430 - 77,688  | 6,988,878                      |
| * (PF) CLERK TYPIST II                             | 5                   |                    | 5                   | 46,756           | 240,149                        |
| CHIEF OF STAFF                                     |                     |                    |                     | 43,119           | 43,119                         |
| SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S) |                     |                    |                     |                  | <b>(70,197)</b>                |
| <b>TOTAL</b>                                       | <b><u>161</u></b>   |                    | <b><u>161</u></b>   |                  | <b>12,622,641</b>              |

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

## FIRE DEPARTMENT

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Our mission is to protect the safety of all citizens of the City against the risks of fire and other emergencies, natural or man-made. This is accomplished through dedicated education of the public, training of our personnel, and efficient rapid response of the resources of the department.                                                                                                                                                                                                                      |
| <b>Department Goals:</b>                      | As an all-hazard emergency response agency, the goal of the Danbury Fire Department is to provide for the safety and security of citizens and visitors to Danbury, with a primary focus providing the best possible customer service on every call. The Fire Department's objective is to remain prepared and educated through rigorous training and attending various educational forums throughout their career.                                                                                                      |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• The classroom building at Fire Training School on Plumtrees Road has been completed.</li><li>• Upgraded comm. system with more towers and awarded \$370,400 FEMA grant for mobile and portable radios.</li><li>• Completed plans to refurbish aerial ladder truck.</li><li>• Repairs completed as follows: a) New roof and building repairs at Engine #24; b) Replaced facade and painted building at Engine #23 c) Replaced gutters and repaired roof at Engine #26.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Replace two pumper trucks.</li><li>• Add additional radio infrastructure upgrades including microwave transmitter/receivers.</li><li>• Remodel the former 911 Dispatch Center at Headquarters.</li><li>• Install gear extractors at outstations.</li></ul>                                                                                                                                                                                                                      |

## FIRE DEPARTMENT

Fire Chief: TJ Wiedl

### ADOPTED BUDGET: 2016-2017

Dept. #: 2010

#### PERFORMANCE MEASUREMENTS

**Department Description:**

The primary mission of the Danbury Fire Department is to protect the life, property, and environment of all citizens in the most efficient and safe manner possible. The department's goal is to reduce the incident of fire and accident through education, building inspections, and emergency response. The department handles thousands of emergency responses and face to face citizen interactions each year. The department prides itself in providing excellent customer service. Throughout the year, the department is proactive through our education sessions in the schools, our fire code enforcement inspections and pre-construction plan review process. Emergency responses and related activities complete the efforts to ensure our citizens and visitors to Danbury a safe and secure environment.

| Performance Measurements: | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|---------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Emergency Responses       | 7,757    | 9,260    | 9,263    | 8,709    | 9,504    | 9,600                 | 10,000           |
| Fire Runs                 | 3,449    | 4,366    | 4,093    | 4,383    | 4,124    | 4,400                 | 4,800            |
| Inspections Performed     | 5,006    | 7,083    | 6,382    | 4,099    | 5,954    | 6,200                 | 7,000            |
| Rescue Runs               | 4,310    | 4,894    | 5,170    | 4,878    | 5,380    | 5,700                 | 6,000            |
| Structure Fires           | 71       | 46       | 55       | 42       | 47       | 52                    | 52               |
| Training Hours            | 18,845   | 21,043   | 18,352   | 26,076   | 18,807   | 22,000                | 19,000           |

**Capital Budget: FY16/17**

| PROJECT DESCRIPTION                       | Priority | Total Cost  | General<br>Fund Capital | SOURCE FOR FUNDS             |                               | Capital<br>Budget | Balance   |
|-------------------------------------------|----------|-------------|-------------------------|------------------------------|-------------------------------|-------------------|-----------|
|                                           |          |             |                         | Amb.,<br>Animal,<br>Water or | Existing<br>Capital<br>Budget |                   |           |
| Fire Tools Replacement Program allocation | Existing | \$450,000   | \$50,000                |                              | \$150,000                     | \$50,000          | \$250,000 |
| Classroom Training Bldg.                  | Existing | \$1,100,000 |                         | \$100,000                    | \$1,000,000                   | \$100,000         | \$0       |
| Turnout Gear                              | Existing | \$700,000   | \$150,000               |                              | \$350,000                     | \$150,000         | \$200,000 |
| Volunteer Station Repairs                 | Urgent   | \$375,000   | \$25,000                |                              |                               | \$25,000          | \$350,000 |
| HQ Remodel and Addition                   | Urgent   | \$175,000   |                         |                              | \$105,000                     |                   | \$70,000  |

**Sustainable Danbury:**

Danbury Fire will provide 21st century level emergency response to evolving community needs through fire, medical, and rescue calls, and public education and code enforcement, by improving our services and efficiency through training, public outreach, and equipment, S/W and technology upgrades.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or  
- Chap. VI, Section 6-2, "Administrative Depts" and Section 6-3, "Appointments of Officers & Employees of City" & Chap. VI, Section 6-10, "Fire

**Data Reference(s):**

- Fire Department Logs

**FIRE DEPARTMENT**

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

**APPROPRIATIONS**

| DEPT #:     |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2010</b> | <b>FIRE DEPARTMENT</b>              | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2010</b> | <b>FIRE DEPARTMENT</b>              |                  |                  |                     |                  |                  |                  |
| 5020.4659   | Salaries - Reimbursement of Expe    | -9,437           | 0                | -9,552              | 0                | 0                | 0                |
| 5020.1000   | Salaries - Regular                  | 8,896,670        | 8,984,701        | 8,937,914           | 9,692,108        | 9,692,109        | 9,692,109        |
| 5030.1000   | Overtime - Salaries                 | 1,340,941        | 1,316,219        | 1,316,219           | 791,732          | 784,000          | 784,000          |
| 5030.1100   | Overtime - Volunteer Training       | 19,023           | 30,000           | 11,882              | 41,664           | 30,000           | 30,000           |
| 5030.4659   | Overtime - Reimbursement of Exp     | -15,607          | 0                | -3,485              | 0                | 0                | 0                |
| 5050.1140   | Other Salaries - Other Earnings     | 0                | 0                | 0                   | 8,247            | 8,247            | 8,247            |
| 5060.1150   | Special Services - Special Services | 106,104          | 0                | 0                   | 0                | 0                | 0                |
| 5230.1590   | Employee Group Insurance - Wor      | 0                | 0                | 0                   | 959              | 0                | 0                |
| 5250.1690   | Other Benefits - Educational Credi  | 114,388          | 141,600          | 101,675             | 143,850          | 143,850          | 143,850          |
| 5250.1680   | Other Benefits - Holiday - Police/F | 560,574          | 559,778          | 556,419             | 578,291          | 578,291          | 578,291          |
| 5250.1655   | Other Benefits - Uniform Allowan    | 86,500           | 85,100           | 85,050              | 84,200           | 84,200           | 84,200           |
| 5250.1620   | Other Benefits - Longevity          | 29,355           | 40,810           | 40,810              | 40,810           | 40,810           | 40,810           |
| 5250.1630   | Other Benefits - Sick Leave         | 15,147           | 22,280           | 18,202              | 22,227           | 22,227           | 22,227           |
| 5300.2080   | Purch Svcs - Conferences            | 6,797            | 15,000           | 15,000              | 31,550           | 20,000           | 20,000           |
| 5300.2010   | Purch Svcs - Professional Svcs      | 40,045           | 47,550           | 45,000              | 47,550           | 47,550           | 47,550           |
| 5300.2090   | Purch Svcs - Printing & Binding     | 1,049            | 2,100            | 1,630               | 1,375            | 1,100            | 1,100            |
| 5300.2085   | Purch Svcs - Subscriptions/Memb     | 3,192            | 3,500            | 2,580               | 4,615            | 3,500            | 3,500            |
| 5300.2075   | Purch Svcs - Training Courses       | 41,163           | 60,000           | 50,000              | 87,325           | 75,000           | 75,000           |
| 5300.2055   | Purch Svcs - Postage                | 681              | 600              | 600                 | 1,050            | 600              | 600              |

**FIRE DEPARTMENT**

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

**APPROPRIATIONS**

| DEPT #:     |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2010</b> | <b>FIRE DEPARTMENT</b>              | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
| <b>2010</b> | <b>FIRE DEPARTMENT</b>              |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| 5300.2040   | Purch Svcs - Outside Svcs           | 851              | 7,500            | 4,000               | 1,100            | 1,100            | 1,100            |
| 5300.2045   | Purch Svcs - Communication Svcs     | 27,373           | 36,000           | 36,000              | 14,124           | 14,124           | 14,124           |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S    | 114,429          | 121,324          | 121,324             | 121,737          | 121,737          | 121,737          |
| 5400.2300   | Property Services - Cleaning Servi  | 5,838            | 6,226            | 5,720               | 6,500            | 6,500            | 6,500            |
| 5400.2310   | Property Services - Rental Real Est | 21,550           | 21,551           | 21,551              | 21,551           | 21,551           | 21,551           |
| 5500.2420   | Maintenance & Repair - Office Eq    | 572              | 12,850           | 12,850              | 49,150           | 46,000           | 46,000           |
| 5500.2405   | Maintenance & Repair - Buildings    | 54,971           | 50,500           | 50,500              | 52,400           | 52,400           | 52,400           |
| 5500.2406   | Maintenance & Repair - Training S   | 12,346           | 20,254           | 19,114              | 26,610           | 26,610           | 26,610           |
| 5500.2495   | Maintenance & Repair - Other        | 12,183           | 40,000           | 40,000              | 60,825           | 50,000           | 50,000           |
| 5500.4659   | Maintenance & Repair - Reimburs     | -366             | 0                | 0                   | 0                | 0                | 0                |
| 5500.2415   | Maintenance & Repair - Automoti     | 63,051           | 65,126           | 64,288              | 69,000           | 65,000           | 65,000           |
| 5600.2550   | Materials & Supplies - Motor Fuel   | 97,007           | 100,000          | 100,000             | 100,000          | 95,000           | 95,000           |
| 5600.4659   | Materials & Supplies - Reimburse    | -664             | 0                | 0                   | 0                | 0                | 0                |
| 5600.2695   | Materials & Supplies - Miscellane   | 2,556            | 3,500            | 3,157               | 5,400            | 4,000            | 4,000            |
| 5600.2575   | Materials & Supplies - Industrial C | 1,573            | 1,500            | 1,500               | 4,400            | 4,400            | 4,400            |
| 5600.2555   | Materials & Supplies - Lubrication  | 1,484            | 7,500            | 2,849               | 7,500            | 7,500            | 7,500            |
| 5600.2545   | Materials & Supplies - Heating Fu   | 63,878           | 61,500           | 61,500              | 72,500           | 67,500           | 67,500           |
| 5600.2540   | Materials & Supplies - Electrical S | 88,293           | 95,000           | 89,978              | 95,000           | 95,000           | 95,000           |
| 5600.2535   | Materials & Supplies - Clothing/Dr  | 91,284           | 66,315           | 33,315              | 20,810           | 20,810           | 20,810           |
| 5600.2525   | Materials & Supplies - Custodial    | 5,828            | 6,000            | 6,000               | 7,104            | 6,500            | 6,500            |

**FIRE DEPARTMENT**

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

**APPROPRIATIONS**

| DEPT #:      |                                  | ACTUAL            | AMENDED           | PROJECTED           | PROPOSED          | PROPOSED          | ADOPTED           |
|--------------|----------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
| <b>2010</b>  | <b>FIRE DEPARTMENT</b>           | <b>2014-2015</b>  | <b>BUDGET</b>     | <b>EXPENDITURES</b> | <b>BY DEPT</b>    | <b>BY MAYOR</b>   | <b>BUDGET</b>     |
|              |                                  |                   | 2015-2016         | 2015-2016           | 2016-2017         | 2016-2017         | 2016-2017         |
| <b>2010</b>  | <b>FIRE DEPARTMENT</b>           |                   |                   |                     |                   |                   |                   |
| 5600.2500    | Materials & Supplies - Office    | 3,457             | 3,500             | 3,500               | 5,163             | 4,000             | 4,000             |
| 5600.2560    | Materials & Supplies - Tires     | 17,317            | 20,000            | 18,551              | 20,000            | 20,000            | 20,000            |
| 5700.2700    | Equipment - Office               | 0                 | 2,500             | 2,000               | 0                 | 0                 | 0                 |
| 5700.2795    | Equipment - Other                | 0                 | 5,000             | 5,000               | 10,000            | 5,000             | 5,000             |
| 5700.2755    | Equipment - Public Safety        | 25,955            | 20,000            | 13,282              | 13,945            | 13,945            | 13,945            |
| 5700.2740    | Equipment - Communication        | 5,260             | 60,000            | 35,000              | 12,350            | 12,350            | 12,350            |
| 5700.2730    | Equipment - Garage & Shop        | 364               | 2,000             | 2,000               | 4,650             | 2,000             | 2,000             |
| 5700.2735    | Equipment - Blades & Chains      | 1,313             | 2,000             | 1,500               | 3,000             | 2,271             | 2,271             |
| 5870.3200    | Contributions/Grants - Volunteer | 468,000           | 468,000           | 468,000             | 468,000           | 468,000           | 468,000           |
| <b>TOTAL</b> |                                  | <b>12,422,282</b> | <b>12,614,884</b> | <b>12,392,423</b>   | <b>12,850,373</b> | <b>12,764,782</b> | <b>12,764,782</b> |

**FIRE DEPARTMENT**

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2010</b>  | <b>FIRE DEPARTMENT</b>             | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2015</b>  | <b>DISPATCH</b>                    |                  |                  |                     |                  |                  |                  |
| 5300.2010    | Purch Svcs - Professional Svcs     | 50,550           | 750              | 0                   | 15,000           | 15,000           | 15,000           |
| 5300.2011    | Purch Svcs - Dispatch Center Staff | 1,827,222        | 1,993,334        | 1,993,334           | 1,993,334        | 1,993,334        | 1,993,334        |
| 5300.2012    | Purch Svcs - Public Safety Advocat | 224,175          | 269,100          | 269,100             | 269,100          | 269,100          | 269,100          |
| 5300.2013    | Purch Svcs - Dispatch Technical Su | 86,075           | 93,900           | 93,900              | 93,900           | 93,900           | 93,900           |
| 5300.2045    | Purch Svcs - Communication Svcs    | 0                | 65,451           | 65,451              | 112,711          | 77,814           | 77,814           |
| 5500.2420    | Maintenance & Repair - Office Eq   | 1,495            | 52,090           | 52,090              | 34,000           | 34,000           | 34,000           |
| 5700.2765    | Equipment - Technology             | 365,324          | 18,889           | 18,889              | 7,500            | 7,500            | 7,500            |
| 5700.2700    | Equipment - Office                 | 0                | 0                | 0                   | 2,500            | 2,500            | 2,500            |
| <b>TOTAL</b> |                                    | <b>2,554,841</b> | <b>2,493,514</b> | <b>2,492,764</b>    | <b>2,528,045</b> | <b>2,493,148</b> | <b>2,493,148</b> |

**GENERAL FUND INDIRECT REVENUE**

Fire Chief: TJ Wiedl

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2010

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                           | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|-------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2080       | Licenses and Permits - Alarm Registrations            | 70                  | 0                              | 0                                 | 0                                 | 0                              |
| 4200.2100       | Licenses and Permits - Fire - Permits&Reports Registr | 1,138               | 1,250                          | 1,250                             | 1,250                             | 1,250                          |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>                | <b>1,208</b>        | <b>1,250</b>                   | <b>1,250</b>                      | <b>1,250</b>                      | <b>1,250</b>                   |
| 4400.4340       | Charges for Services - Fire Department Services       | 2,568               | 4,200                          | 3,750                             | 3,750                             | 3,750                          |
| 4400.4360       | Charges for Services - Fire Marshal Inspections       | 62,789              | 72,500                         | 72,500                            | 72,500                            | 72,500                         |
| 4400.4380       | Charges for Services - Fire Marshal Plan Reviews      | 42,315              | 47,500                         | 47,500                            | 47,500                            | 47,500                         |
| 4400.4400       | Charges for Services - Fire Special Services          | 102,040             | 0                              | 0                                 | 0                                 | 0                              |
| 4400.4425       | Charges for Services - Spec Svcs Admin Charge         | 18,007              | 14,000                         | 14,000                            | 14,000                            | 14,000                         |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>                  | <b>227,719</b>      | <b>138,200</b>                 | <b>137,750</b>                    | <b>137,750</b>                    | <b>137,750</b>                 |
| 4500.1005       | Interfund Svc Rev - Provided for Ambulance Fund       | 0                   | 200,000                        | 50,000                            | 50,000                            | 50,000                         |
|                 | <b>SUBTOTAL INTERFUND SERVICES</b>                    | <b>0</b>            | <b>200,000</b>                 | <b>50,000</b>                     | <b>50,000</b>                     | <b>50,000</b>                  |
| <b>TOTAL</b>    |                                                       | <b>228,927</b>      | <b>339,450</b>                 | <b>189,000</b>                    | <b>189,000</b>                    | <b>189,000</b>                 |

**FIRE DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

**TABLE OF ORGANIZATION**

| FIRE DEPARTMENT<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                          | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| FIRE CHIEF                               | 1                   |                    | 1                   | 129,737          | 129,737                        |
| ASSISTANT FIRE CHIEF                     | 1                   |                    | 1                   | 118,104          | 118,104                        |
| * DEPUTY CHIEF                           | 4                   |                    | 4                   | 100,567          | 413,332                        |
| * FIRE MARSHAL                           | 1                   |                    | 1                   | 96,435 - 100,567 | 103,333                        |
| * DRILL MASTER                           | 1                   |                    | 1                   | 96,435 - 100,567 | 103,333                        |
| * COMMUNICATIONS COORDINATOR             | 1                   |                    | 1                   | 90,761           | 93,257                         |
| * EMS COORDINATOR                        | 1                   |                    | 1                   | 90,761           | 93,257                         |
| * DEPUTY FIRE MARSHAL                    | 6                   |                    | 6                   | 88,690 - 90,761  | 559,542                        |
| * SUPERINTENDENT OF APPARATUS            | 1                   |                    | 1                   | 88,690 - 90,761  | 93,257                         |
| * CAPTAIN                                | 4                   |                    | 4                   | 88,690 - 90,761  | 370,900                        |
| * LIEUTENANT                             | 24                  |                    | 24                  | 76,594 - 83,373  | 2,048,637                      |
| * ASSISTANT MECHANIC                     | 1                   |                    | 1                   | 76,594 - 83,373  | 85,666                         |
| * FIREFIGHTER (reassigned from Dispatch) | 6                   |                    | 6                   | 74,544 - 81,142  | 486,852                        |
| * FIREFIGHTER                            | 68                  |                    | 68                  | 55,349 - 73,424  | 4,884,230                      |
| * SECRETARY/BOOKKEEPER                   | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * SECRETARY                              | 1                   |                    | 1                   | 48,794           | 50,123                         |
| <b>TOTAL</b>                             | <b>122</b>          |                    | <b>122</b>          |                  | <b>9,692,109</b>               |

\* Union Negotiated

## BUILDING INSPECTOR

Building Official: Dave Newland

ADOPTED BUDGET: 2016-2017

Dept. #: 2020

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Building Department is the agency, as per State statute, charged to enforce the State Building Codes in Danbury. Such building codes apply to the construction, alteration, movement, enlargement, replacement, repair, equipment, use and occupancy, location, maintenance, demolition and removal of every building or structure or any appurtenances connected or attached to such buildings or structures.           |
| <b>Department Goals:</b>                      | The Building Department is the agency that enforces the State Building Codes. This applies to the construction, alteration, replacement, repair, equipment installation, use and occupancy, demolition and removal of every building or structure or any appurtenances connected or attached to such buildings or structures.                                                                                                |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Completed construction on Elan-Kennedy Flats housing project and a 15,000 sq. foot medical/office/retail bldg near Main St.</li><li>• Completed 90 residential units at Abbey Woods, Rivington Hills, Rivington Mews, and Rivington Ridge at the Reserve.</li><li>• Completed both the Victorian Meadows and Boa Plaza projects.</li></ul>                                           |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Inspect the new hotel with 114 rooms at 15 Milestone.</li><li>• Inspect the residential developments at Mews, Hills, The Ridge, and The Villages at Rivington.</li><li>• Ensure safety compliance at the classroom addition and renovations to Danbury High School.</li><li>• Inspect the Town Line Commons, which is a 45-unit residential project on lower South Street.</li></ul> |

## BUILDING INSPECTOR

Building Official: Dave Newland

ADOPTED BUDGET: 2016-2017

Dept. #: 2020

### APPROPRIATIONS

| DEPT #:     |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2020</b> | <b>BUILDING INSPECTOR</b>          | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2020</b> | <b>BUILDING INSPECTOR</b>          |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                 | 488,840          | 517,534          | 505,004             | 542,027          | 542,027          | 542,027          |
| 5030.1000   | Overtime - Salaries                | 18,848           | 16,500           | 16,500              | 11,000           | 11,000           | 11,000           |
| 5030.4659   | Overtime - Reimbursement of Exp    | -14,108          | 0                | -9,918              | 0                | 0                | 0                |
| 5040.1000   | Part Time - Salaries               | 1,208            | 7,240            | 420                 | 12,740           | 12,740           | 12,740           |
| 5050.1140   | Other Salaries - Other Earnings    | 0                | 11,455           | 0                   | 0                | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity         | 910              | 1,620            | 1,620               | 1,975            | 1,975            | 1,975            |
| 5250.1630   | Other Benefits - Sick Leave        | 4,471            | 6,250            | 3,651               | 5,382            | 5,382            | 5,382            |
| 5300.2075   | Purch Svcs - Training Courses      | 782              | 500              | 500                 | 1,400            | 1,000            | 1,000            |
| 5300.2010   | Purch Svcs - Professional Svcs     | 0                | 1,500            | 1,000               | 1,500            | 1,500            | 1,500            |
| 5300.2040   | Purch Svcs - Outside Svcs          | 15               | 2,500            | 2,000               | 2,500            | 2,500            | 2,500            |
| 5300.2045   | Purch Svcs - Communication Svcs    | 352              | 700              | 500                 | 500              | 500              | 500              |
| 5300.2060   | Purch Svcs - Travel/Mileage        | 1,047            | 1,400            | 1,000               | 1,400            | 1,400            | 1,400            |
| 5300.2080   | Purch Svcs - Conferences           | 0                | 1,400            | 700                 | 1,400            | 1,400            | 1,400            |
| 5300.2085   | Purch Svcs - Subscriptions/Memb    | 825              | 2,125            | 1,409               | 1,500            | 1,500            | 1,500            |
| 5300.2090   | Purch Svcs - Printing & Binding    | 115              | 1,600            | 1,000               | 1,600            | 1,000            | 1,000            |
| 5300.2095   | Purch Svcs - Legal & Public Notice | 0                | 250              | 0                   | 250              | 250              | 250              |
| 5300.4659   | Purch Svcs - Reimbursement of Ex   | -662             | 0                | -273                | 0                | 0                | 0                |
| 5300.2055   | Purch Svcs - Postage               | 223              | 400              | 216                 | 400              | 400              | 400              |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S   | 9,616            | 10,196           | 10,196              | 10,231           | 10,231           | 10,231           |

## BUILDING INSPECTOR

Building Official: Dave Newland

ADOPTED BUDGET: 2016-2017

Dept. #: 2020

### APPROPRIATIONS

| DEPT #:      |                                   | ACTUAL         | AMENDED        | PROJECTED      | PROPOSED       | PROPOSED       | ADOPTED        |
|--------------|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 2020         | BUILDING INSPECTOR                | 2014-2015      | BUDGET         | EXPENDITURES   | BY DEPT        | BY MAYOR       | BUDGET         |
| 2020         | BUILDING INSPECTOR                |                | 2015-2016      | 2015-2016      | 2016-2017      | 2016-2017      | 2016-2017      |
| 5500.2420    | Maintenance & Repair - Office Eq  | 79             | 1,092          | 1,070          | 1,080          | 1,080          | 1,080          |
| 5600.2500    | Materials & Supplies - Office     | 1,260          | 1,988          | 1,733          | 2,000          | 2,000          | 2,000          |
| 5600.2565    | Materials & Supplies - Minor Supp | 552            | 800            | 189            | 800            | 800            | 800            |
| 5700.2750    | Equipment - Safety                | 772            | 800            | 800            | 800            | 800            | 800            |
| 5700.2700    | Equipment - Office                | 0              | 1,143          | 0              | 0              | 0              | 0              |
| <b>TOTAL</b> |                                   | <b>515,146</b> | <b>588,993</b> | <b>539,317</b> | <b>600,485</b> | <b>599,485</b> | <b>599,485</b> |

### REVENUES

| REVENUE      |                                            | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | ADOPTED          |
|--------------|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| CODE         | DESCRIPTION                                | 2014-2015        | BUDGET           | REVENUE          | BY MAYOR         | BUDGET           |
|              |                                            |                  | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        |
| 4200.2120    | Licenses and Permits - Building Department | 1,991,313        | 2,675,000        | 2,000,000        | 2,175,000        | 2,175,000        |
|              | <b>SUBTOTAL LICENCES &amp; PERMITS</b>     | <b>1,991,313</b> | <b>2,675,000</b> | <b>2,000,000</b> | <b>2,175,000</b> | <b>2,175,000</b> |
| <b>TOTAL</b> |                                            | <b>1,991,313</b> | <b>2,675,000</b> | <b>2,000,000</b> | <b>2,175,000</b> | <b>2,175,000</b> |

**BUILDING INSPECTOR**

Building Official: Dave Newland

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2020

**TABLE OF ORGANIZATION**

| BUILDING DEPARTMENT<br>TABLE OF ORGANIZATION       | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                    | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| BUILDING INSPECTOR                                 | 1                   |                    | 1                   | 101,606          | 101,606                        |
| * (PF) ASSISTANT BUILDING INSPECTOR                | 6                   |                    | 6                   | 56,628 - 74,081  | 420,810                        |
| * ELECTRICAL INSPECTOR                             | 1                   |                    | 1                   | 56,628           | 58,188                         |
| * CLERK TYPIST II                                  | 1                   |                    | 1                   | 46,756           | 48,030                         |
| SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S) |                     |                    |                     |                  | (86,607)                       |
| <b>TOTAL</b>                                       | <b><u>9</u></b>     |                    | <b><u>9</u></b>     |                  | <b>542,027</b>                 |

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

## CIVIL PREPAREDNESS

Director: Paul Estefan

ADOPTED BUDGET: 2016-2017

Dept. #: 2030

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Develop emergency response plans and coordinate the City's emergency services in case of a disaster. The department, with input from local, state, and national agencies, will continue making strides in preparedness, and create a strong foundation for emergency management in our community.                                                                                               |
| <b>Department Goals:</b>                      | Our primary mission continues to be the development of plans, protocols, and procedures that assure the safety of our citizens. The department, with input from local, state, and national agencies, has made significant strides in preparedness, and has created a strong foundation for emergency management in our community.                                                               |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• All Department Emergency Plans have been reviewed.</li><li>• School Security Plans for the Board of Education has been completed.</li><li>• A State of Connecticut Mobile Communications Vehicle has been acquired.</li><li>• Regional Test of the Ham Operator's response to a major disaster was conducted.</li></ul>                                 |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• The Local Emergency Planning Committee to meet regarding Hazard Materials.</li><li>• There will be participation in the State-wide disaster drill.</li><li>• Ham operators will conduct a drill with the new digital repeater system to transmitting and receiving capabilities.</li><li>• Training on the new Mobile Communications Vehicle.</li></ul> |

**CIVIL PREPAREDNESS**

Director: Paul Estefan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2030

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|-------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>2030</b>  | <b>CIVIL PREPAREDNESS</b>           | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>2030</b>  | <b>CIVIL PREPAREDNESS</b>           |                  |                  |                        |                  |                   |                  |
| 5300.2055    | Purch Svcs - Postage                | 0                | 50               | 25                     | 0                | 0                 | 0                |
| 5300.2045    | Purch Svcs - Communication Svcs     | 57,111           | 60,000           | 58,079                 | 60,000           | 60,000            | 60,000           |
| 5300.2040    | Purch Svcs - Outside Svcs           | 0                | 217              | 217                    | 250              | 250               | 250              |
| 5500.2405    | Maintenance & Repair - Buildings    | 9,402            | 9,345            | 9,345                  | 9,345            | 9,345             | 9,345            |
| 5600.2545    | Materials & Supplies - Heating Fu   | 4,379            | 4,250            | 4,250                  | 4,250            | 4,250             | 4,250            |
| 5600.2540    | Materials & Supplies - Electrical S | 2,490            | 2,300            | 2,300                  | 2,300            | 2,300             | 2,300            |
| 5600.2500    | Materials & Supplies - Office       | 782              | 883              | 883                    | 900              | 900               | 900              |
| 5700.2740    | Equipment - Communication           | 2,689            | 0                | 0                      | 0                | 0                 | 0                |
| 5870.        | Contributions/Grants -              | 50,000           | 75,000           | 75,000                 | 125,000          | 125,000           | 125,000          |
| <b>TOTAL</b> |                                     | <b>126,853</b>   | <b>152,045</b>   | <b>150,099</b>         | <b>202,045</b>   | <b>202,045</b>    | <b>202,045</b>   |

**REVENUES**

| REVENUE CODE | DESCRIPTION                                | ACTUAL           | AMENDED BUDGET   | PROJECTED REVENUE | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|--------------------------------------------|------------------|------------------|-------------------|-------------------|------------------|
|              |                                            | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>  | <b>2016-2017</b>  | <b>2016-2017</b> |
| 4300.3360    | Intergovernmental Revenues - Civil Defense | 0                | 41,403           | 41,403            | 41,403            | 41,403           |
|              | <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b> | <b>0</b>         | <b>41,403</b>    | <b>41,403</b>     | <b>41,403</b>     | <b>41,403</b>    |
| <b>TOTAL</b> |                                            | <b>0</b>         | <b>41,403</b>    | <b>41,403</b>     | <b>41,403</b>     | <b>41,403</b>    |

## CONSUMER PROTECTION

Chief of Staff: Dean Esposito

ADOPTED BUDGET: 2016-2017

Dept. #: 2050

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Consumer Protection's mission is to ensure that consumers are protected through a comprehensive program of weights and measures inspection and licensing.                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Department Goals:</b>                      | In accordance with the provisions of section 43-6 of the Connecticut General Statutes, there shall be a sealer of weights and measures appointed by the Mayor. The sealer of weights and measures shall perform the same duties and have the same powers within the City of Danbury as are vested in the commissioner of weights and measures for the State except those powers and duties exempted and reserved to the commissioner of weights and measures by regulation promulgated under the provisions of section 43-3 of the Connecticut General Statutes. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Collaboration with State inspectors yielded in getting all large scales and oil truck meters inspected in Danbury.</li><li>• Consumer Protection worked with the State D.C.P on inspection of Taxi Cabs.</li><li>• Collection of registration fees were increased.</li></ul>                                                                                                                                                                                                                                             |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to register, license, and inspect all known local weighing and measuring devices.</li><li>• Continue to respond to all complaints and concerns directed to D.C.P office.</li><li>• Arrange to have the State office of Consumer Protection bill directly for all State inspected locations in the city of Danbury.</li></ul>                                                                                                                                                                                    |

**CONSUMER PROTECTION**

Chief of Staff: Dean Esposito

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2050

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2050</b>  | <b>CONSUMER PROTECTION</b>         | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2050</b>  | <b>CONSUMER PROTECTION</b>         |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 48,666           | 37,960           | 22,881              | 0                | 0                | 0                |
| 5040.1000    | Part Time - Salaries               | 0                | 0                | 0                   | 19,760           | 19,760           | 19,760           |
| 5250.1630    | Other Benefits - Sick Leave        | 0                | 2                | 1                   | 0                | 0                | 0                |
| 5300.2055    | Purch Svcs - Postage               | 102              | 200              | 150                 | 200              | 200              | 200              |
| 5300.2040    | Purch Svcs - Outside Svcs          | 83               | 300              | 150                 | 300              | 300              | 300              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 495              | 525              | 525                 | 527              | 527              | 527              |
| 5600.2535    | Materials & Supplies - Clothing/Dr | 299              | 300              | 150                 | 300              | 300              | 300              |
| 5600.2500    | Materials & Supplies - Office      | 112              | 200              | 100                 | 200              | 200              | 200              |
| <b>TOTAL</b> |                                    | <b>49,757</b>    | <b>39,487</b>    | <b>23,957</b>       | <b>21,287</b>    | <b>21,287</b>    | <b>21,287</b>    |

**GENERAL FUND INDIRECT REVENUE**

Chief of Staff: Dean Esposito

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2050

**REVENUES**

| REVENUE CODE | DESCRIPTION                                | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------|--------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4480    | Charges for Services - Consumer Protection | 37,946              | 40,500                         | 40,355                            | 40,500                            | 40,500                         |
|              | <b>SUBTOTAL CHARGES FOR SERVICES</b>       | <b>37,946</b>       | <b>40,500</b>                  | <b>40,355</b>                     | <b>40,500</b>                     | <b>40,500</b>                  |
| <b>TOTAL</b> |                                            | <b>37,946</b>       | <b>40,500</b>                  | <b>40,355</b>                     | <b>40,500</b>                     | <b>40,500</b>                  |

**TABLE OF ORGANIZATION**

| CONSUMER PROTECTION<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                              | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| WEIGHTS & MEASURES INSPECTOR                 | 0.5                 | -0.5               | 0                   | 0                | 0                              |
| <b>TOTAL</b>                                 | <b><u>0.5</u></b>   |                    | <b><u>0</u></b>     |                  | <b>0</b>                       |

## UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)

UNIT Coordinator: Shawn Stillman

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2060

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The UNIT is a unique code enforcement team that coordinates the City's response to neighborhood complaints and quality of life issues. This departments main objective is to maintain, preserve and improve Danbury's neighborhoods.                                                                                                                                                                                                                                                                        |
| <b>Department Goals:</b>                      | The main goal and top priority of UNIT is to preserve the quality and character of Danbury's neighborhoods. This goal continues to be achieved by employing the objective of focusing on blight remediation, code compliance, safety and quality of life issues.                                                                                                                                                                                                                                            |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"> <li>• Responded to 1100+ quality of life issues ranging from blighted properties/structures, illegal/unsafe apartments, and unregistered/inoperable vehicles.</li> <li>• Issued 100+ Exterior and Structural Blight Orders to property owners. The impact of these orders has led to positive community improvements.</li> <li>• Approximately 30% of UNIT activity was the result of proactive code enforcement, resulting in a cleaner and safer community.</li> </ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"> <li>• Continue working with additional municipal and state agencies, as well as private organizations to address downtown concerns.</li> <li>• Expand enforcement of remediating blighted properties to include commercial and vacant locations.</li> <li>• Remain vigilant in eliminating graffiti from public and private property, as well as to investigate and prosecute offenders.</li> </ul>                                                                      |

## UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)

UNIT Coordinator: Shawn Stillman

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2060

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Unified Neighborhood Inspection Team (UNIT) has become the State's model in combating Health, Housing, Zoning, Police and Fire code violations. The UNIT is responsible for coordinating various relevant City departments in resolving various neighborhood concerns ranging from illegal dumping, blight, parking violations, neighborhood nuisances and overcrowded, unsafe living conditions. The team focuses on blight remediation, code compliance, safety and quality of life issues and strives to enhance Danbury's position as a premier place to live, work, and raise a family.

**Performance Measurements:**

|                                 | FY 10-11     | FY 11-12     | FY 12-13     | FY 13-14   | FY 14-15   | FY 15-16 Projected | FY 16-17 Goal |
|---------------------------------|--------------|--------------|--------------|------------|------------|--------------------|---------------|
| Exterior Blight Orders/Warnings |              |              |              | 32         | 139        | 105                | 100           |
| Miscellaneous                   | 250          | 241          | 335          | 163        | 151        | 245                | 250           |
| Property Cleanup/Blight         | 396          | 396          | 381          | 406        | 391        | 421                | 400           |
| Unsafe Living Conditions        | 83           | 83           | 48           | 150        | 77         | 76                 | 70            |
| Vehicle Violations              | 456          | 401          | 322          | 216        | 206        | 290                | 250           |
| <b>Totals:</b>                  | <b>1,185</b> | <b>1,121</b> | <b>1,086</b> | <b>967</b> | <b>964</b> | <b>1,137</b>       | <b>1,070</b>  |

**Sustainable Danbury:**

The UNIT performs the most with the least and will continue to do so. With above average response time, effective follow up, and excellent customer service, our department works passionately to preserve and improve the quality of life in Danbury.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

Danbury Code of Ordinances: 19-75 through 19-78 , 10-91 through 10-106, 12-33

**Data Reference(s):**

- UNIT Records

**UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)**

UNIT Coordinator: Shawn Stillman

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2060

**APPROPRIATIONS**

| DEPT #:      |                                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|----------------------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2060</b>  | <b>DESCRIPTION</b>                                 | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2060</b>  | <b>UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)</b> |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                                 | 163,533          | 172,082          | 164,553             | 229,277          | 229,277          | 229,277          |
| 5030.1000    | Overtime - Salaries                                | 0                | 1,000            | 432                 | 1,500            | 1,000            | 1,000            |
| 5050.1140    | Other Salaries - Other Earnings                    | 0                | 1,252            | 0                   | 0                | 0                | 0                |
| 5250.1630    | Other Benefits - Sick Leave                        | 3,221            | 2,127            | 2,127               | 2,968            | 2,968            | 2,968            |
| 5250.1620    | Other Benefits - Longevity                         | 0                | 0                | 0                   | 355              | 355              | 355              |
| 5300.2075    | Purch Svcs - Training Courses                      | 0                | 300              | 300                 | 300              | 300              | 300              |
| 5300.2055    | Purch Svcs - Postage                               | 1                | 512              | 200                 | 500              | 500              | 500              |
| 5300.2045    | Purch Svcs - Communication Svcs                    | 1,762            | 1,740            | 1,740               | 2,300            | 2,300            | 2,300            |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S                   | 2,924            | 3,100            | 3,100               | 3,111            | 3,111            | 3,111            |
| 5600.2695    | Materials & Supplies - Miscellane                  | 339              | 900              | 900                 | 1,500            | 750              | 750              |
| 5600.2535    | Materials & Supplies - Clothing/Dr                 | 195              | 480              | 480                 | 500              | 450              | 450              |
| 5600.2500    | Materials & Supplies - Office                      | 509              | 750              | 500                 | 1,250            | 750              | 750              |
| 5700.2700    | Equipment - Office                                 | 0                | 500              | 0                   | 500              | 500              | 500              |
| <b>TOTAL</b> |                                                    | <b>172,484</b>   | <b>184,743</b>   | <b>174,332</b>      | <b>244,061</b>   | <b>242,261</b>   | <b>242,261</b>   |

**GENERAL FUND INDIRECT REVENUE**

UNIT Coordinator: Shawn Stillman

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2060

**REVENUES**

| REVENUE CODE                          | DESCRIPTION                                     | ACTUAL 2014-2015 | AMENDED BUDGET 2015-2016 | PROJECTED REVENUE 2015-2016 | PROPOSED BY MAYOR 2016-2017 | ADOPTED BUDGET 2016-2017 |
|---------------------------------------|-------------------------------------------------|------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|
| 4510.5180                             | Fines & Penalties - Blight Fees                 | 1,400            | 0                        | 0                           | 0                           | 0                        |
| 4510.5185                             | Fines & Penalties - Abandoned Carts - Ord 12-33 | 820              | 0                        | 500                         | 500                         | 500                      |
| <b>SUBTOTAL FINES &amp; PENALTIES</b> |                                                 | <b>2,220</b>     | <b>0</b>                 | <b>500</b>                  | <b>500</b>                  | <b>500</b>               |
| <b>TOTAL</b>                          |                                                 | <b>2,220</b>     | <b>0</b>                 | <b>500</b>                  | <b>500</b>                  | <b>500</b>               |

**TABLE OF ORGANIZATION**

| UNIT                            | NUMBER OF POSITIONS |                 |                  | PRESENT RATES | ADOPTED BUDGET 2016-2017 |
|---------------------------------|---------------------|-----------------|------------------|---------------|--------------------------|
|                                 | 2015-2016 BUDGET    | CHANGE (+ or -) | 2016-2017 BUDGET |               |                          |
| UNIT COORDINATOR                | 1                   |                 | 1                | 66,587        | 66,587                   |
| DOWNTOWN INSPECTOR              | 1                   |                 | 1                | 63,474        | 63,474                   |
| CITY CENTER LIAISON             | 0                   | 1               | 1                | 51,186        | 51,186                   |
| * PUBLIC SERVICE REPRESENTATIVE | 1                   |                 | 1                | 46,756        | 48,030                   |
| <b>TOTAL</b>                    | <b>3</b>            |                 | <b>4</b>         |               | <b>229,277</b>           |

\* Union Negotiated

## AIRPORT

Airport Administrator: Paul Estefan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2070

|                                               |                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Airport staff has the responsibility to run a safe and efficient airport at all times. Staff is under the direction of the airport administrator to plow snow, cut grass, repair runway, taxiway lighting systems (including bulb replacement) and ensure grounds are clear of all foreign objects, especially on the runways and taxiways.                        |
| <b>Department Goals:</b>                      | The goal of the Airport is to oversee the standards for lease and/or use of the municipal airport, and the current and future planning of the field. The Aviation Commission also issues permits and works closely with the Airport Administrator.                                                                                                                 |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• The Airport Master Plan Update is proceeding as scheduled.</li><li>• The application for the Snow Removal Vehicle and Plow is completed.</li><li>• Trees have been cleared on current easements.</li></ul>                                                                                                                 |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Complete the Airport Master Plan Update.</li><li>• Complete the Acquisition of the Snow Removal Vehicle with Plow.</li><li>• Apply for Federal Grants for the remaining portions of Taxiway Charlie and Bravo.</li><li>• Acquire additional land easements for tree clearing or trimming as required by the FAA.</li></ul> |

## AIRPORT

Airport Administrator: Paul Estefan

### ADOPTED BUDGET: 2016-2017

Dept. #: 2070

#### PERFORMANCE MEASUREMENTS

**Department Description:**

The Danbury Municipal Airport is a regional Reliever Airport providing essential aviation services to Western Connecticut and Eastern New York. airport that sits on approximately 250 acres of property. The airport is comprised mostly of local owners and employees, who service maintain aircraft, offer flight instruction, provide commercial operations, charter and tie-down leases. Danbury frequently sees aircraft, business travelers, deliveries and visitors from around the country. This operation is a self-funded operation, and has an estimated economic impact of \$40-\$50 million dollars as of 2013. The Danbury Airport is a magnet for the kinds of grown and investment that will continue adding value to the City of Danbury.

**Performance Measurements:**

|                       | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|-----------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Number of runways     | 2        | 2        | 2        | 2        | 2        | 2                     | 2                |
| Number of flights in  | 38,772   | 33,868   | 33,064   | 33,763   | 35,000   | 34,000                | <b>34,000</b>    |
| Number of flights out | 38,772   | 33,868   | 33,064   | 33,763   | 35,000   | 34,000                | <b>34,000</b>    |

**Capital Budget: FY16/17**

| PROJECT DESCRIPTION            | Priority | TOTAL COST | General Fund<br>Capital | SOURCE FOR FUNDS                |                               | Capital Budget<br>FY 16-17 | Balance |
|--------------------------------|----------|------------|-------------------------|---------------------------------|-------------------------------|----------------------------|---------|
|                                |          |            |                         | Other<br>St./Federal<br>(Grant) | Existing<br>Capital<br>Budget |                            |         |
| Runway 8 Easement Acquisitions | Urgent   | \$ 951,775 | \$ -                    | \$ 928,000                      | \$ 23,775                     | \$ 928,000                 | \$ -    |

**Sustainable Danbury:**

Continue providing an additional transportation alternative to the Greater Danbury area.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- State of Connecticut operating License, Federal Aviation Administration and State of Connecticut resolution creating the Airport Commission

**Data Reference(s):**

- Federal Aviation Air Traffic Control Tower data used for the number of flights in and out.

**AIRPORT**

Airport Administrator: Paul Estefan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2070

**APPROPRIATIONS**

| DEPT #:     |                                   | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2070</b> | <b>AIRPORT</b>                    | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                   |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2070</b> | <b>AIRPORT</b>                    |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                | 327,497          | 346,342          | 346,341             | 337,917          | 341,357          | 341,357          |
| 5030.1000   | Overtime - Salaries               | 9,531            | 10,000           | 5,876               | 10,000           | 10,000           | 10,000           |
| 5040.1000   | Part Time - Salaries              | 7,059            | 4,000            | 2,539               | 5,760            | 5,760            | 5,760            |
| 5040.1090   | Part Time - Special Duty Police   | 53,045           | 54,000           | 51,167              | 62,229           | 56,000           | 56,000           |
| 5230.1590   | Employee Group Insurance - Wor    | 0                | 0                | 0                   | 769              | 0                | 0                |
| 5250.1660   | Other Benefits - Shoe Allowance   | 220              | 220              | 220                 | 220              | 220              | 220              |
| 5250.1670   | Other Benefits - Storm Meals      | 1,000            | 1,100            | 1,100               | 1,100            | 1,100            | 1,100            |
| 5250.1630   | Other Benefits - Sick Leave       | 4,056            | 4,202            | 4,202               | 4,317            | 4,317            | 4,317            |
| 5250.1620   | Other Benefits - Longevity        | 1,240            | 1,695            | 1,695               | 1,925            | 1,925            | 1,925            |
| 5300.2045   | Purch Svcs - Communication Svcs   | 2,265            | 2,450            | 1,843               | 2,450            | 2,450            | 2,450            |
| 5300.2055   | Purch Svcs - Postage              | 1,032            | 1,000            | 1,000               | 1,000            | 1,000            | 1,000            |
| 5300.2060   | Purch Svcs - Travel/Mileage       | 0                | 1,500            | 1,360               | 1,500            | 1,500            | 1,500            |
| 5300.2080   | Purch Svcs - Conferences          | 276              | 0                | 0                   | 0                | 0                | 0                |
| 5300.2085   | Purch Svcs - Subscriptions/Memb   | 2,300            | 2,500            | 2,500               | 2,500            | 2,500            | 2,500            |
| 5300.2040   | Purch Svcs - Outside Svcs         | 10,224           | 9,650            | 8,659               | 9,650            | 9,650            | 9,650            |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S  | 6,382            | 6,767            | 6,767               | 6,790            | 6,790            | 6,790            |
| 5500.2415   | Maintenance & Repair - Automoti   | 2,734            | 0                | 0                   | 2,500            | 0                | 0                |
| 5500.2420   | Maintenance & Repair - Office Eq  | 278              | 725              | 700                 | 725              | 725              | 725              |
| 5500.2440   | Maintenance & Repair - Airport Fi | 19,436           | 24,800           | 24,000              | 25,000           | 25,000           | 25,000           |

**AIRPORT**

Airport Administrator: Paul Estefan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2070

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2070</b>  | <b>AIRPORT</b>                      | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2070</b>  | <b>AIRPORT</b>                      |                  |                  |                     |                  |                  |                  |
| 5500.2495    | Maintenance & Repair - Other        | 624              | 1,000            | 1,000               | 1,000            | 1,000            | 1,000            |
| 5500.4659    | Maintenance & Repair - Reimburs     | 0                | 0                | 0                   | 0                | 0                | 0                |
| 5500.2405    | Maintenance & Repair - Buildings    | 7,213            | 7,000            | 7,000               | 7,000            | 7,000            | 7,000            |
| 5600.2540    | Materials & Supplies - Electrical S | 34,266           | 38,500           | 36,844              | 38,500           | 38,500           | 38,500           |
| 5600.2595    | Materials & Supplies - Airport      | 139              | 500              | 0                   | 500              | 500              | 500              |
| 5600.2575    | Materials & Supplies - Industrial C | 535              | 1,100            | 1,000               | 1,100            | 1,100            | 1,100            |
| 5600.2545    | Materials & Supplies - Heating Fu   | 20,257           | 20,000           | 20,000              | 20,000           | 19,000           | 19,000           |
| 5600.2535    | Materials & Supplies - Clothing/Dr  | 572              | 623              | 602                 | 625              | 625              | 625              |
| 5600.2500    | Materials & Supplies - Office       | 530              | 700              | 190                 | 700              | 700              | 700              |
| 5600.2550    | Materials & Supplies - Motor Fuel   | 16,233           | 15,000           | 15,000              | 15,000           | 14,000           | 14,000           |
| 5700.2725    | Equipment - Road Construction &     | 2,920            | 2,900            | 2,308               | 0                | 0                | 0                |
| 5700.2740    | Equipment - Communication           | 0                | 500              | 0                   | 500              | 500              | 500              |
| 5700.2750    | Equipment - Safety                  | 350              | 350              | 350                 | 350              | 350              | 350              |
| 5700.2795    | Equipment - Other                   | 3,467            | 750              | 750                 | 750              | 750              | 750              |
| 8030.        | Bad Debt Expense -                  | 5,610            | 0                | 0                   | 0                | 0                | 0                |
| <b>TOTAL</b> |                                     | <b>541,291</b>   | <b>559,874</b>   | <b>545,013</b>      | <b>562,377</b>   | <b>554,319</b>   | <b>554,319</b>   |

**GENERAL FUND INDIRECT REVENUE**

Airport Administrator: Paul Estefan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2070

**REVENUES**

| REVENUE CODE | DESCRIPTION                                   | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------|-----------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4500    | Charges for Services - Aircraft Registrations | 53,960              | 55,290                         | 55,290                            | 55,290                            | 55,290                         |
| 4400.4522    | Charges for Services - Fuel Flows             | 71,680              | 65,000                         | 65,000                            | 65,000                            | 65,000                         |
| 4400.4524    | Charges for Services - FBO Permits            | 118,563             | 117,750                        | 117,750                           | 110,250                           | 110,250                        |
|              | <b>SUBTOTAL CHARGES FOR SERVICES</b>          | <b>244,203</b>      | <b>238,040</b>                 | <b>238,040</b>                    | <b>230,540</b>                    | <b>230,540</b>                 |
| 4620.1330    | Rents - FBO Leases                            | 106,454             | 74,774                         | 100,000                           | 90,000                            | 90,000                         |
| 4620.1332    | Rents - Outside Leases                        | 297,471             | 300,276                        | 330,000                           | 328,000                           | 328,000                        |
| 4620.1334    | Rents - Tie Downs                             | 23,210              | 22,440                         | 22,440                            | 22,440                            | 22,440                         |
|              | <b>SUBTOTAL RENTS</b>                         | <b>427,135</b>      | <b>397,490</b>                 | <b>452,440</b>                    | <b>440,440</b>                    | <b>440,440</b>                 |
| <b>TOTAL</b> |                                               | <b>671,337</b>      | <b>635,530</b>                 | <b>690,480</b>                    | <b>670,980</b>                    | <b>670,980</b>                 |

**AIRPORT****ADOPTED BUDGET: 2016-2017**

Airport Administrator: Paul Estefan

Dept. #: 2070

**TABLE OF ORGANIZATION**

| <b>AIRPORT<br/>TABLE OF ORGANIZATION</b>       | <b>NUMBER OF POSITIONS</b>  |                            |                             | <b>PRESENT<br/>RATES</b> | <b>ADOPTED<br/>BUDGET<br/>2016-2017</b> |
|------------------------------------------------|-----------------------------|----------------------------|-----------------------------|--------------------------|-----------------------------------------|
|                                                | <b>2015-2016<br/>BUDGET</b> | <b>CHANGE<br/>(+ or -)</b> | <b>2016-2017<br/>BUDGET</b> |                          |                                         |
| AIRPORT ADMINISTRATOR & DIRECTOR OF CIVIL PREP | 1                           |                            | 1                           | 96,374                   | 96,374                                  |
| * ASSISTANT AIRPORT ADMINISTRATOR              | 1                           |                            | 1                           | 67,140                   | 68,978                                  |
| * SECRETARY                                    | 1                           |                            | 1                           | 60,970                   | 62,645                                  |
| * AIRPORT EQUIPMENT OPERATOR III               | 1                           |                            | 1                           | 56,160                   | 57,699                                  |
| * AIRPORT EQUIPMENT OPERATOR II                | 1                           |                            | 1                           | 54,163                   | 55,661                                  |
| <b>TOTAL</b>                                   | <b><u>5</u></b>             |                            | <b><u>5</u></b>             |                          | <b>341,357</b>                          |

\* Union Negotiated

## HART

CEO: Eric Bergstraesser

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2080

|                                               |                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To serve the mobility needs of the residents of the Housatonic Region in a safe, reliable, clean, effective and efficient manner, consistent with the fiscal framework outlined by Federal, State, and Local governments.                                                                                                                       |
| <b>Department Goals:</b>                      | HART is the provider of public transportation for Danbury, Connecticut and surrounding communities throughout Danbury and the surrounding towns including Bethel, Brookfield, New Fairfield, New Milford, Newtown, Redding, Roxbury, and Ridgefield. HART shall continue its fixed routes, commuter connection lines, and bus to rail services. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Placed 12 new 35' transit buses in service.</li><li>• Ordered 5 replacement transit buses.</li><li>• Completed UPass program with NVCC.</li><li>• Completed analysis of Danbury-Norwalk regional bus route.</li></ul>                                                                                   |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Purchase 5 replacement SweetHART buses.</li><li>• Complete analysis of SweetHART.</li><li>• Improve running time of CityBus system</li><li>• Complete mobile-friendly website upgrade including Google Transit.</li></ul>                                                                               |

## HART

CEO: Eric Bergstraesser

ADOPTED BUDGET: 2016-2017

Dept. #: 2080

### PERFORMANCE MEASUREMENTS

#### Department Description:

HARTransit (Housatonic Area Regional Transit) is Greater Danbury's public transportation provider. HART currently operates a 15 Route bus system and operates both local and shuttle bus services to 10 CT municipalities including: Danbury, Bethel, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Norwalk and Wilton as well as 3 municipalities in NY including Brewster, Lewisboro and Katonah, NY. HARTransit provides Fixed Route (Citybus, Bus to Rail shuttles and Nighttime/Sunday LOOP services) and SweetHART Demand Response bus services.

#### Performance Measurements:

|                                 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|---------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Citybus Ridership               | 616,462  | 642,377  | 629,619  | 618,470  | 618,482  | 627,759               | 637,176          |
| Danbury SweetHART Ridership     | 36,330   | 36,515   | 34,821   | 33,823   | 36,863   | 37,307                | 37,867           |
| Danbury SweetHART trips/weekday | 136      | 138      | 131      | 127      | 140      | 142                   | 145              |
| Average bus age (years)         | 6.3      | 7.1      | 7.9      | 7.3      | 4.8      | 5.9                   | 5.7              |

#### Sustainable Danbury:

Operations staff monitor the service through road checks, **AVL** and on-board cameras. Ridership is reviewed each month. We periodically conduct planning studies, customer surveys and peer analyses to gauge service effectiveness. The CEO and Controller review and monitor costs to ensure that programs remain within budget.

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
Connecticut Transit Authority

#### Data Reference(s):

- HART Service Records

**HART**

CEO: Eric Bergstraesser

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2080

**APPROPRIATIONS**

| DEPT #:      |                        | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>2080</b>  | <b>HART</b>            | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                        |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>2080</b>  | <b>HART</b>            |                  |                  |                     |                  |                  |                  |
| 5870.        | Contributions/Grants - | 733,080          | 733,080          | 729,887             | 730,410          | 730,410          | 730,410          |
| <b>TOTAL</b> |                        | <b>733,080</b>   | <b>733,080</b>   | <b>729,887</b>      | <b>730,410</b>   | <b>730,410</b>   | <b>730,410</b>   |

**REVENUES**

| REVENUE      |                                                    | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | ADOPTED          |
|--------------|----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>CODE</b>  | <b>DESCRIPTION</b>                                 | <b>2014-2015</b> | <b>BUDGET</b>    | <b>REVENUE</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                                    |                  | <b>2015-2016</b> | <b>2015-2016</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| 4400.4540    | Charges for Services - Housatonic Area Reg Transit | 105,742          | 97,500           | 93,680           | 93,680           | 93,680           |
|              | <b>SUBTOTAL CHARGES FOR SERVICES</b>               | <b>105,742</b>   | <b>97,500</b>    | <b>93,680</b>    | <b>93,680</b>    | <b>93,680</b>    |
| <b>TOTAL</b> |                                                    | <b>105,742</b>   | <b>97,500</b>    | <b>93,680</b>    | <b>93,680</b>    | <b>93,680</b>    |

## DIRECTOR OF PUBLIC WORKS

Dir. of Public Works: Antonio Iadarola, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3000

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To administrate and assist Public Works Department Divisions in the development of capital and other construction projects, maintenance of existing City roads, sidewalks, parks, public buildings, equipment and to assist the Public Utilities Division in providing safe drinking water to the public and to properly treat sewage and septic water.                                                                                                                   |
| <b>Department Goals:</b>                      | The goal of the Department of Public Works is to maintain the infrastructure of the City of Danbury by way of its many divisions, which ultimately provide for the core of the services residents and taxpayers receive. The Public Works Department's objectives to achieve these goals entails maintaining all public buildings, schools, parks, beaches, playgrounds and school grounds and right-of-way grass islands, roads, bridges and decorative lights downtown. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Successfully secured \$53.5K funding authorization for DHS Addition and Renovations Project.</li><li>• Hired two architectural firms and construction manager for the design and construction of the DHS Addition and Renovations Project.</li><li>• Completed the reconstruction of the Crosby Street Bridge.</li><li>• Completed Phases I and II of the Danbury Road Bond 2020.</li></ul>                                       |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Complete next three phases of paving from the Danbury Road Bond 2020.</li><li>• Manage design and implement construction of DHS Addition and Renovation Project.</li><li>• Work with new management staff in various divisions for smooth transition and to institute changes as needed.</li><li>• Manage all programs for each Public Works Division.</li></ul>                                                                  |

## DIRECTOR OF PUBLIC WORKS

Dir. of Public Works: Antonio Iadarola, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3000

### PERFORMANCE MEASUREMENTS

**Department Description:**

Danbury's Public Works Department is comprised of several divisions, which ultimately provide the core of the services that the residents and taxpayers receive. These divisions include Engineering, Public Buildings, Public Utilities, Construction Services and the Public Services Division, which consists of Parks Maintenance, Highway, Forestry and Vehicle Maintenance. Together, these divisions make up one of the most diversified Public Works Departments in the State of Connecticut with a work force totaling 146 employees.

**Performance Measurements:**

|                                      | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17 Goal |
|--------------------------------------|----------|----------|----------|----------|----------|-----------------------|---------------|
| # of Street Lights                   | 2,864    | 2,886    | 2,890    | 2,898    | 2,905    | 2,915                 | 2,925         |
| # of Traffic Lights                  | -        | 4        | -        | 2        | 2        | 2                     | 2             |
| # Miles of Roads                     | 242      | 242      | 242      | 242      | 242      | 242                   | 242           |
| # Roads Paved                        | 14       | 17       | 21       | 27       | 32       | 38                    | 40            |
| # of Tons of Sand                    | 4,326    | 3,452    | 5,540    | 8,900    | 5,076    | -                     | -             |
| # of Tons of Salt                    | 6,453    | 515      | 3,001    | 6,502    | 8,219    | 10,000                | 10,000        |
| # Lane Lines Marked/Painted in Miles | 20       | 25       | 24       | 50       | 54       | 56                    | 60            |

**Capital Budget: FY16/17**

| PROJECT DESCRIPTION                                                                                  | Priority            | Total Cost   | SOURCE FOR FUNDS     |                |           |           |           |                           | Capital Budget FY 16/17 | Balance     |                         |
|------------------------------------------------------------------------------------------------------|---------------------|--------------|----------------------|----------------|-----------|-----------|-----------|---------------------------|-------------------------|-------------|-------------------------|
|                                                                                                      |                     |              | General Fund Capital | Existing Bonds | Notes     | LOCI      | CDBG      | Other St./Federal (Grant) |                         |             | Existing Capital Budget |
| Construction Svcs: Playground Equip. and Safety Improvements at City Parks, Schools, Open Space Bond | Existing            | \$450,000    |                      | \$150,000      | \$0       | \$0       | \$0       | \$0                       | \$150,000               | \$150,000   | \$150,000               |
| Equipment Maint.: Dump Body Replacement Program                                                      | Existing            | \$480,000    | \$80,000             | \$0            | \$0       | \$0       | \$0       | \$0                       | \$80,000                | \$80,000    | \$320,000               |
| Forestry: Tree Removal in Public Rights of Way                                                       | Existing            | \$1,000,000  | \$25,000             | \$0            | \$0       | \$0       | \$0       | \$0                       | \$300,000               | \$25,000    | \$675,000               |
| Engineering: Various Repair and Replacement Projects                                                 | Existing/<br>Urgent | \$9,575,000  | \$125,000            | \$300,000      | \$600,000 | \$345,000 | \$525,000 | \$0                       | \$2,775,000             | \$1,895,000 | \$4,905,000             |
| Highway: Various Highway, Paving, Drainage Projects                                                  | Existing            | \$40,795,400 | \$0                  | \$5,535,000    | \$575,000 | \$100,000 | \$0       | \$1,000,000*              | \$21,460,400            | \$7,210,000 | \$12,125,000            |
| Public Buildings: Various Structural Repair/Replacements                                             | Existing/<br>Urgent | \$3,765,000  | \$131,922            | \$0            | \$275,000 | \$62,000  | \$0       | \$0                       | \$751,000               | \$468,922   | \$2,545,078             |

\* State Municipal Aid Funding

**Sustainable Danbury:**

Through training and active involvement in the Public Works Industry, the Director will continuously evaluate how we do business and perform our work to look for cost saving measures and will continue to encourage a teamwork approach among Divisions to partner and support each other to accomplish projects.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 - Chapter VI, Section 6-7, "Department of Public Works" and Chapter VI, Section 6-15, "Official Bonds", in the City of Danbury Charter

**Data Reference(s):**

- City Charter
- Engineering and Highway Divisions

**DIRECTOR OF PUBLIC WORKS**

Dir. of Public Works: Antonio Iadarola, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3000

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3000</b>  | <b>DIRECTOR OF PUBLIC WORKS</b>    | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3000</b>  | <b>DIRECTOR OF PUBLIC WORKS</b>    |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 214,222          | 221,021          | 221,021             | 222,886          | 222,886          | 222,886          |
| 5030.1000    | Overtime - Salaries                | 4,776            | 1,156            | 1,156               | 1,156            | 1,156            | 1,156            |
| 5250.1620    | Other Benefits - Longevity         | 455              | 455              | 455                 | 810              | 810              | 810              |
| 5250.1630    | Other Benefits - Sick Leave        | 4,029            | 4,405            | 4,141               | 4,253            | 4,253            | 4,253            |
| 5300.2080    | Purch Svcs - Conferences           | 60               | 0                | 0                   | 920              | 920              | 920              |
| 5300.2010    | Purch Svcs - Professional Svcs     | 0                | 2,500            | 0                   | 2,500            | 2,500            | 2,500            |
| 5300.2045    | Purch Svcs - Communication Svcs    | 0                | 1,000            | 0                   | 1,000            | 1,000            | 1,000            |
| 5300.2055    | Purch Svcs - Postage               | 16               | 150              | 132                 | 150              | 150              | 150              |
| 5300.2075    | Purch Svcs - Training Courses      | 846              | 1,650            | 1,204               | 1,650            | 1,650            | 1,650            |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 664              | 920              | 635                 | 920              | 920              | 920              |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 654              | 0                | 0                   | 0                | 0                | 0                |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 10               | 50               | 50                  | 50               | 50               | 50               |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 4,426            | 4,693            | 4,693               | 4,709            | 4,709            | 4,709            |
| 5600.2500    | Materials & Supplies - Office      | 961              | 1,600            | 750                 | 1,600            | 1,600            | 1,600            |
| 5600.2565    | Materials & Supplies - Minor Supp  | 0                | 500              | 500                 | 500              | 500              | 500              |
| 5700.2750    | Equipment - Safety                 | 441              | 500              | 500                 | 500              | 500              | 500              |
| 5700.2700    | Equipment - Office                 | 0                | 500              | 500                 | 500              | 500              | 500              |
| <b>TOTAL</b> |                                    | <b>231,560</b>   | <b>241,100</b>   | <b>235,737</b>      | <b>244,104</b>   | <b>244,104</b>   | <b>244,104</b>   |

**DIRECTOR OF PUBLIC WORKS**

Dir. of Public Works: Antonio Iadarola, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3000

**TABLE OF ORGANIZATION**

| DIRECTOR OF PUBLIC WORKS<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|---------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                   | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF PUBLIC WORKS                          | 1                   |                    | 1                   | 160,154          | 160,154                        |
| * PUBLIC WORKS COORDINATOR                        | 1                   |                    | 1                   | 61,055           | 62,732                         |
| <b>TOTAL</b>                                      | <b><u>2</u></b>     |                    | <b><u>2</u></b>     |                  | <b>222,886</b>                 |

\* Union Negotiated

## HIGHWAYS

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Highway Department maintains the City's roadway system that assures the safety and well-being of the traveling public, while providing excellent public services in a responsive, efficient and cost effective manner.                                                                                                                                                                                                                                                                        |
| <b>Department Goals:</b>                      | The core objective of the Highway Department is to maintain the safety of citizens by actively maintaining public right of ways. A considerable amount of time is devoted to performing routine maintenance which includes filling potholes and other road repairs, road sweeping and storm drain cleaning to prevent drainage problems.                                                                                                                                                          |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Nineteen (19) roads were milled and resurfaced, totaling over 6.5 miles, with 9,000 linear feet of 6" curb installed.</li><li>• 260 linear feet of drainage pipe was replaced, including 186 catch basin renovations, and 300 linear feet of open drainage culvert re-establishment.</li><li>• Made the transition to salt use only ice and snow fighting for our winter storm event operations.</li><li>• Swept clean over 240 miles of roads.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Repair and install storm water drainage systems to correct known icing and flooding conditions, as well as replacing aging infrastructures.</li><li>• Continue the milling, reclaiming, and resurfacing of our paved city streets.</li><li>• Maintain safe roadway conditions during winter storm events.</li></ul>                                                                                                                                       |

## HIGHWAYS

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

### APPROPRIATIONS

| DEPT #:     |                                  | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3001</b> | <b>HIGHWAYS</b>                  | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                  |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3001</b> | <b>HIGHWAYS</b>                  |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular               | 2,063,567        | 2,270,613        | 2,216,721           | 2,431,230        | 2,449,618        | 2,449,618        |
| 5030.1000   | Overtime - Salaries              | 194,599          | 95,000           | 68,210              | 94,816           | 94,816           | 94,816           |
| 5030.4659   | Overtime - Reimbursement of Exp  | -843             | 0                | 0                   | 0                | 0                | 0                |
| 5040.1000   | Part Time - Salaries             | 93,566           | 140,600          | 111,374             | 131,404          | 106,405          | 106,405          |
| 5050.1140   | Other Salaries - Other Earnings  | 0                | 68,161           | 0                   | 13,000           | 13,000           | 13,000           |
| 5230.1590   | Employee Group Insurance - Wor   | 0                | 0                | 0                   | 222              | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity       | 9,075            | 12,015           | 12,015              | 11,615           | 11,615           | 11,615           |
| 5250.1630   | Other Benefits - Sick Leave      | 3,844            | 4,472            | 2,234               | 5,782            | 5,782            | 5,782            |
| 5250.1660   | Other Benefits - Shoe Allowance  | 4,180            | 4,620            | 4,180               | 4,290            | 4,290            | 4,290            |
| 5250.1670   | Other Benefits - Storm Meals     | 16,046           | 19,500           | 19,500              | 21,450           | 21,450           | 21,450           |
| 5300.2010   | Purch Svcs - Professional Svcs   | 809              | 1,600            | 1,500               | 2,400            | 2,400            | 2,400            |
| 5300.2100   | Purch Svcs - Leased Equipment    | 6,448            | 11,000           | 11,000              | 6,000            | 6,000            | 6,000            |
| 5300.2090   | Purch Svcs - Printing & Binding  | 0                | 150              | 150                 | 600              | 150              | 150              |
| 5300.2075   | Purch Svcs - Training Courses    | 600              | 6,650            | 6,575               | 4,670            | 3,325            | 3,325            |
| 5300.2055   | Purch Svcs - Postage             | 43               | 50               | 50                  | 50               | 50               | 50               |
| 5300.2045   | Purch Svcs - Communication Svcs  | 2,318            | 3,000            | 2,570               | 2,400            | 2,400            | 2,400            |
| 5300.2040   | Purch Svcs - Outside Svcs        | 10,264           | 7,250            | 7,200               | 7,250            | 7,250            | 7,250            |
| 5300.2043   | Purch Svcs - Storm Meals         | 0                | 0                | 0                   | 3,300            | 0                | 0                |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S | 40,147           | 42,566           | 42,566              | 42,711           | 42,711           | 42,711           |

## HIGHWAYS

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

### APPROPRIATIONS

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3001</b>  | <b>HIGHWAYS</b>                     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3001</b>  | <b>HIGHWAYS</b>                     |                  |                  |                     |                  |                  |                  |
| 5500.2425    | Maintenance & Repair - Tools & I    | 341              | 700              | 700                 | 600              | 600              | 600              |
| 5500.2405    | Maintenance & Repair - Buildings    | 5,586            | 8,700            | 8,500               | 8,500            | 8,500            | 8,500            |
| 5500.2430    | Maintenance & Repair - Highways     | 43,675           | 80,000           | 70,592              | 80,000           | 80,000           | 80,000           |
| 5500.4659    | Maintenance & Repair - Reimburs     | -134             | 0                | -2,635              | 0                | 0                | 0                |
| 5500.2420    | Maintenance & Repair - Office Eq    | 15               | 1,515            | 1,500               | 20               | 215              | 215              |
| 5600.2500    | Materials & Supplies - Office       | 1,497            | 1,500            | 1,500               | 1,100            | 1,100            | 1,100            |
| 5600.2525    | Materials & Supplies - Custodial    | 1,758            | 1,850            | 1,800               | 1,300            | 1,300            | 1,300            |
| 5600.2535    | Materials & Supplies - Clothing/Dr  | 802              | 1,200            | 1,200               | 1,140            | 1,140            | 1,140            |
| 5600.2540    | Materials & Supplies - Electrical S | 13,349           | 17,000           | 14,000              | 14,000           | 14,000           | 14,000           |
| 5600.2545    | Materials & Supplies - Heating Fu   | 33,863           | 38,000           | 31,863              | 34,000           | 34,000           | 34,000           |
| 5600.2565    | Materials & Supplies - Minor Supp   | 6,851            | 7,250            | 6,113               | 6,330            | 6,330            | 6,330            |
| 5600.2570    | Materials & Supplies - Medical/Ch   | 150              | 250              | 180                 | 1,400            | 1,400            | 1,400            |
| 5600.2695    | Materials & Supplies - Miscellane   | 1,746            | 1,800            | 1,700               | 1,720            | 1,720            | 1,720            |
| 5700.2725    | Equipment - Road Construction &     | 10,540           | 4,000            | 4,000               | 6,710            | 4,000            | 4,000            |
| 5700.2750    | Equipment - Safety                  | 2,054            | 6,000            | 5,000               | 6,200            | 6,000            | 6,000            |
| 5700.2795    | Equipment - Other                   | 26,987           | 5,500            | 5,000               | 11,400           | 6,000            | 6,000            |
| <b>TOTAL</b> |                                     | <b>2,593,743</b> | <b>2,862,512</b> | <b>2,656,858</b>    | <b>2,957,610</b> | <b>2,937,567</b> | <b>2,937,567</b> |

## HIGHWAYS

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

### APPROPRIATIONS

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3001</b>  | <b>HIGHWAYS</b>                     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3002</b>  | <b>STATE AID-HIGHWAY PROJECT</b>    |                  |                  |                     |                  |                  |                  |
| 5500.2430    | Maintenance & Repair - Highways     | 101,771          | 182,915          | 180,000             | 180,000          | 180,000          | 180,000          |
| 5600.2585    | Materials & Supplies - Ice Control  | 179,003          | 180,000          | 105,168             | 180,118          | 180,000          | 180,000          |
| <b>TOTAL</b> |                                     | <b>280,775</b>   | <b>362,915</b>   | <b>285,168</b>      | <b>360,118</b>   | <b>360,000</b>   | <b>360,000</b>   |
| <b>3003</b>  | <b>SNOW &amp; ICE REMOVAL</b>       |                  |                  |                     |                  |                  |                  |
| 5030.1000    | Overtime - Salaries                 | 350,000          | 350,000          | 300,220             | 350,000          | 350,000          | 350,000          |
| 5250.1670    | Other Benefits - Storm Meals        | 0                | 2,500            | 1,844               | 0                | 0                | 0                |
| 5300.2043    | Purch Svcs - Storm Meals            | 1,851            | 0                | 0                   | 0                | 0                | 0                |
| 5300.2100    | Purch Svcs - Leased Equipment       | 29,325           | 30,000           | 28,000              | 28,000           | 28,000           | 28,000           |
| 5600.2585    | Materials & Supplies - Ice Control  | 460,000          | 461,800          | 300,000             | 460,756          | 460,000          | 460,000          |
| 5700.2735    | Equipment - Blades & Chains         | 29,734           | 30,200           | 28,320              | 31,000           | 31,000           | 31,000           |
| <b>TOTAL</b> |                                     | <b>870,910</b>   | <b>874,500</b>   | <b>658,384</b>      | <b>869,756</b>   | <b>869,000</b>   | <b>869,000</b>   |
| <b>3004</b>  | <b>STREET LIGHTING</b>              |                  |                  |                     |                  |                  |                  |
| 5600.2540    | Materials & Supplies - Electrical S | 477,186          | 500,000          | 488,000             | 500,000          | 500,000          | 500,000          |
| <b>TOTAL</b> |                                     | <b>477,186</b>   | <b>500,000</b>   | <b>488,000</b>      | <b>500,000</b>   | <b>500,000</b>   | <b>500,000</b>   |
| <b>TOTAL</b> |                                     | <b>4,222,613</b> | <b>4,599,927</b> | <b>4,088,410</b>    | <b>4,687,484</b> | <b>4,666,567</b> | <b>4,666,567</b> |

**GENERAL FUND INDIRECT REVENUE**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                       | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|---------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2140       | Licenses and Permits - Street Opening Fees        | 14,803              | 12,000                         | 17,000                            | 16,000                            | 16,000                         |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>            | <b>14,803</b>       | <b>12,000</b>                  | <b>17,000</b>                     | <b>16,000</b>                     | <b>16,000</b>                  |
| 4300.3440       | Intergovernmental Revenues - Highway State Aid    | 855,534             | 855,534                        | 861,735                           | 861,735                           | 861,735                        |
| 4300.3460       | Intergovernmental Revenues - State Road Maintenan | 122,400             | 16,320                         | 16,320                            | 16,320                            | 16,320                         |
|                 | <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b>        | <b>977,934</b>      | <b>871,854</b>                 | <b>878,055</b>                    | <b>878,055</b>                    | <b>878,055</b>                 |
| <b>TOTAL</b>    |                                                   | <b>992,737</b>      | <b>883,854</b>                 | <b>895,055</b>                    | <b>894,055</b>                    | <b>894,055</b>                 |

**HIGHWAYS**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3001

**TABLE OF ORGANIZATION**

| HIGHWAYS<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                   | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| SUPERINTENDENT                    | 1                   |                    | 1                   | 106,348          | 106,348                        |
| GENERAL FOREMAN                   | 1                   |                    | 1                   | 73,666           | 73,666                         |
| FOREMAN II                        | 2                   |                    | 2                   | 68,927           | 137,854                        |
| * SECRETARY/DISPATCHER            | 1                   |                    | 1                   | 56,430           | 57,990                         |
| * AUTO EQUIPMENT OPERATOR III     | 5                   |                    | 5                   | 56,160           | 288,496                        |
| * LABORER II/MASON                | 3                   |                    | 3                   | 55,162           | 170,040                        |
| * AUTO EQUIPMENT OPERATOR II      | 5                   |                    | 5                   | 54,163           | 278,304                        |
| * DRIVER                          | 25                  |                    | 25                  | 52,042           | 1,336,920                      |
| <b>TOTAL</b>                      | <b><u>43</u></b>    |                    | <b><u>43</u></b>    |                  | <b>2,449,618</b>               |

\* Union Negotiated

**PARK MAINTENANCE**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3005

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Parks Maintenance Department provides a safe, secure and clean environment for all parks users, while maintaining the parks, roadside landscaping, playgrounds, and athletic fields, in an efficient, cost effective manner.                                                                                                                                                                                                                                                                                                     |
| <b>Department Goals:</b>                      | The objective of Park Maintenance includes the maintenance of all of our playgrounds, parks and recreational fields. We also maintain the grounds for all of the City’s public buildings and schools. Overall, the Division mows over 400 acres of lawn at least once a week and maintains the grass islands in the City’s right of ways. Additionally, Park Maintenance teams up with the Public Buildings Division and together, we have the goal of plowing and clearing snow at most of our school grounds and public buildings. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Maintained and repaired City playgrounds as required.</li><li>• Landscaped, cleaned, maintained and line painted, all city athletic fields.</li><li>• Mow and trim Danbury parks, playgrounds, athletic fields, monument parks, green ways and cemeteries.</li><li>• Continue ice and snow removal from public parking lots and sidewalks.</li></ul>                                                                                                                                         |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Inspect, maintain and repair playgrounds to ensure the continued safe use by Danbury's youth.</li><li>• Inspect, maintain and repair Danbury athletic fields to establish a safe place for league and independent play.</li><li>• Overall care, maintenance and mowing of the grades and grasses at Danbury parks, fields and green ways.</li></ul>                                                                                                                                          |

**PARK MAINTENANCE**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3005

**APPROPRIATIONS**

| DEPT. #:    |                                        | ACTUAL    | AMENDED BUDGET | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET |
|-------------|----------------------------------------|-----------|----------------|------------------------|------------------|-------------------|----------------|
| 3005        | ACCOUNT DESCRIPTION                    | 2014-2015 | 2015-2016      | 2015-2016              | 2016-2017        | 2016-2017         | 2016-2017      |
| <b>3005</b> | <b>PARK MAINTENANCE</b>                |           |                |                        |                  |                   |                |
| 5020.1000   | Salaries - Regular                     | 833,683   | 872,339        | 872,339                | 1,005,572        | 1,005,572         | 1,005,572      |
| 5030.1000   | Overtime - Salaries                    | 140,295   | 100,000        | 81,266                 | 100,000          | 100,000           | 100,000        |
| 5030.4659   | Overtime - Reimbursement of Expend     | -6,880    | 0              | -9,570                 | 0                | 0                 | 0              |
| 5040.1000   | Part Time - Salaries                   | 35,608    | 27,735         | 27,735                 | 56,160           | 40,500            | 40,500         |
| 5050.1140   | Other Salaries - Other Earnings        | 0         | 19,082         | 0                      | 0                | 0                 | 0              |
| 5230.1590   | Employee Group Insurance - Workers     | 0         | 0              | 0                      | 108              | 0                 | 0              |
| 5250.1630   | Other Benefits - Sick Leave            | 0         | 0              | 0                      | 531              | 531               | 531            |
| 5250.1670   | Other Benefits - Storm Meals           | 1,422     | 8,250          | 8,250                  | 9,350            | 9,350             | 9,350          |
| 5250.1660   | Other Benefits - Shoe Allowance        | 0         | 1,870          | 1,760                  | 1,870            | 1,870             | 1,870          |
| 5250.1620   | Other Benefits - Longevity             | 0         | 6,750          | 6,750                  | 6,520            | 6,520             | 6,520          |
| 5250.1665   | Other Benefits - Tool Allowance        | 0         | 120            | 120                    | 120              | 120               | 120            |
| 5300.2075   | Purch Svcs - Training Courses          | 0         | 500            | 500                    | 2,250            | 1,000             | 1,000          |
| 5300.2100   | Purch Svcs - Leased Equipment          | 17,208    | 20,000         | 18,714                 | 19,000           | 19,000            | 19,000         |
| 5300.2040   | Purch Svcs - Outside Svcs              | 92,294    | 80,000         | 68,422                 | 80,000           | 80,000            | 80,000         |
| 5300.2043   | Purch Svcs - Storm Meals               | 3,497     | 0              | 0                      | 3,500            | 0                 | 0              |
| 5300.2045   | Purch Svcs - Communication Svcs        | 2,274     | 2,500          | 1,780                  | 3,000            | 2,500             | 2,500          |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp Svcs    | 12,674    | 13,437         | 13,437                 | 13,483           | 13,483            | 13,483         |
| 5400.2395   | Property Services - Payment in Lieu of | 16,566    | 30,000         | 28,000                 | 30,000           | 30,000            | 30,000         |
| 5500.2400   | Maintenance & Repair - Land & Grou     | 20,863    | 19,000         | 19,000                 | 20,000           | 19,000            | 19,000         |
| 5500.2410   | Maintenance & Repair - Mooring Doc     | 2,535     | 3,500          | 3,500                  | 3,390            | 3,390             | 3,390          |

**PARK MAINTENANCE**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3005

**APPROPRIATIONS**

| DEPT. #:     |                                       | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|---------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>3005</b>  | <b>ACCOUNT DESCRIPTION</b>            | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| 5500.2425    | Maintenance & Repair - Tools & Instr  | 9,369            | 11,000           | 9,000                  | 11,000           | 11,000            | 11,000           |
| 5500.4659    | Maintenance & Repair - Reimbursem     | -1,175           | 0                | 0                      | 0                | 0                 | 0                |
| 5600.2535    | Materials & Supplies - Clothing/Dry G | 2,157            | 2,750            | 2,250                  | 2,557            | 2,557             | 2,557            |
| 5600.2695    | Materials & Supplies - Miscellaneous  | 338              | 2,000            | 1,155                  | 1,500            | 1,500             | 1,500            |
| 5600.2590    | Materials & Supplies - Agricultural   | 19,279           | 32,500           | 30,000                 | 32,200           | 32,200            | 32,200           |
| 5600.2565    | Materials & Supplies - Minor Supplies | 1,277            | 2,000            | 2,000                  | 2,000            | 2,000             | 2,000            |
| 5600.2500    | Materials & Supplies - Office         | 377              | 250              | 250                    | 400              | 325               | 325              |
| 5600.2575    | Materials & Supplies - Industrial Che | 199              | 750              | 150                    | 750              | 750               | 750              |
| 5700.2795    | Equipment - Other                     | 236              | 2,250            | 2,119                  | 2,250            | 2,250             | 2,250            |
| 5700.2705    | Equipment - Agricultural              | 0                | 5,000            | 5,000                  | 5,000            | 5,000             | 5,000            |
| 5700.2710    | Equipment - Recreational              | 0                | 3,000            | 3,000                  | 3,000            | 3,000             | 3,000            |
| 5700.2750    | Equipment - Safety                    | 439              | 2,000            | 1,000                  | 2,000            | 2,000             | 2,000            |
| <b>TOTAL</b> |                                       | <b>1,204,534</b> | <b>1,268,583</b> | <b>1,197,927</b>       | <b>1,417,511</b> | <b>1,395,418</b>  | <b>1,395,418</b> |

**PARK MAINTENANCE**  
**ADOPTED BUDGET: 2016-2017**

**TABLE OF ORGANIZATION**

| PARK MAINTENANCE<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | 2016-2017<br>ADOPTED<br>BUDGET |
|-------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| FOREMAN II                                | 0                   | 1                  | 1                   | 68,927           | 68,927                         |
| * LEAD PARKS MAINTAINER                   | 2                   |                    | 2                   | 63,024           | 129,500                        |
| * PARKS MECHANIC                          | 1                   |                    | 1                   | 57,762           | 59,342                         |
| * PARK MAINTAINER                         | 13                  |                    | 13                  | 52,042           | 695,200                        |
| * LABORER II                              | 1                   |                    | 1                   | 51,182           | 52,603                         |
| <b>TOTAL</b>                              | <b><u>17</u></b>    |                    | <b><u>18</u></b>    |                  | <b>1,005,572</b>               |

\* Union Negotiated

**FORESTRY DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3006

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Forestry Department provides a greener and healthier environment, earning the title of "Tree City USA" for the City of Danbury.                                                                                                                                                                                                                                                                                                                                      |
| <b>Department Goals:</b>                      | This Division is responsible for the beautiful landscapes in the parks, at public buildings, monuments and many other locations throughout the City and is also called into action to assist the Highway Division with snow plowing and sanding during the winter.                                                                                                                                                                                                       |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"> <li>• Roadside cutting and pruning were completed for paving work and overgrown right-of-ways.</li> <li>• Continued removal of hazardous trees and limbs.</li> <li>• Replacement trees have been planted.</li> <li>• Cut back and remove the overgrowth on and around the Eagle Road overpass.</li> </ul>                                                                                                                             |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"> <li>• Initiate a hazardous tree removal program from the City right-of-ways.</li> <li>• Work with Eversource Electric to maintain the proper set back of tree limbs with power lines, ensuring safe electrical service to Danbury citizens</li> <li>• Monitor endangered tree species and provide an effective plan of protection and management.</li> <li>• Continue to respond to tree emergencies through out the City.</li> </ul> |

**FORESTRY DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3006

**APPROPRIATIONS**

| DEPT. #:    |                                       | ACTUAL    | AMENDED BUDGET | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET |
|-------------|---------------------------------------|-----------|----------------|------------------------|------------------|-------------------|----------------|
| 3006        | ACCOUNT DESCRIPTION                   | 2014-2015 | 2015-2016      | 2015-2016              | 2016-2017        | 2016-2017         | 2016-2017      |
| <b>3006</b> | <b>FORESTRY DEPARTMENT</b>            |           |                |                        |                  |                   |                |
| 5020.1000   | Salaries - Regular                    | 220,989   | 233,758        | 233,758                | 229,549          | 229,549           | 229,549        |
| 5030.1000   | Overtime - Salaries                   | 35,102    | 24,000         | 20,770                 | 34,000           | 25,000            | 25,000         |
| 5050.1140   | Other Salaries - Other Earnings       | 0         | 0              | 0                      | 6,500            | 6,500             | 6,500          |
| 5230.1590   | Employee Group Insurance - Workers    | 0         | 0              | 0                      | 23               | 0                 | 0              |
| 5250.1620   | Other Benefits - Longevity            | 1,390     | 1,820          | 1,820                  | 1,820            | 1,820             | 1,820          |
| 5250.1630   | Other Benefits - Sick Leave           | 4,718     | 0              | 0                      | 0                | 0                 | 0              |
| 5250.1660   | Other Benefits - Shoe Allowance       | 440       | 440            | 440                    | 440              | 440               | 440            |
| 5250.1670   | Other Benefits - Storm Meals          | 0         | 2,046          | 2,046                  | 2,200            | 2,200             | 2,200          |
| 5300.2075   | Purch Svcs - Training Courses         | 190       | 400            | 374                    | 600              | 400               | 400            |
| 5300.2040   | Purch Svcs - Outside Svcs             | 5,397     | 8,000          | 2,998                  | 8,000            | 8,000             | 8,000          |
| 5300.2043   | Purch Svcs - Storm Meals              | 584       | 600            | 0                      | 600              | 0                 | 0              |
| 5300.2045   | Purch Svcs - Communication Svcs       | 100       | 250            | 250                    | 250              | 250               | 250            |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp Svcs   | 4,513     | 4,785          | 4,785                  | 4,801            | 4,801             | 4,801          |
| 5500.2400   | Maintenance & Repair - Land & Grou    | 11        | 400            | 250                    | 400              | 400               | 400            |
| 5500.2425   | Maintenance & Repair - Tools & Instr  | 97        | 500            | 250                    | 500              | 500               | 500            |
| 5600.2500   | Materials & Supplies - Office         | 148       | 150            | 150                    | 150              | 150               | 150            |
| 5600.2535   | Materials & Supplies - Clothing/Dry G | 2,274     | 2,500          | 2,100                  | 2,225            | 2,225             | 2,225          |
| 5600.2565   | Materials & Supplies - Minor Supplies | 730       | 1,500          | 1,000                  | 1,000            | 1,000             | 1,000          |
| 5600.2590   | Materials & Supplies - Agricultural   | 2,687     | 2,750          | 2,500                  | 2,750            | 2,750             | 2,750          |
| 5600.2695   | Materials & Supplies - Miscellaneous  | 268       | 750            | 750                    | 500              | 500               | 500            |

Superintendent of Public Svcs.: Tim Nolan

**FORESTRY DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

Dept. #: 3006

**APPROPRIATIONS**

| DEPT. #:     |                                     | ACTUAL         | AMENDED BUDGET | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET |
|--------------|-------------------------------------|----------------|----------------|------------------------|------------------|-------------------|----------------|
| 3006         | ACCOUNT DESCRIPTION                 | 2014-2015      | 2015-2016      | 2015-2016              | 2016-2017        | 2016-2017         | 2016-2017      |
| 5600.4659    | Materials & Supplies - Reimbursemen | -284           | 0              | 0                      | 0                | 0                 | 0              |
| 5700.2750    | Equipment - Safety                  | -187           | 750            | 600                    | 745              | 745               | 745            |
| 5700.2705    | Equipment - Agricultural            | 1,392          | 1,750          | 1,500                  | 1,750            | 1,750             | 1,750          |
| <b>TOTAL</b> |                                     | <b>280,560</b> | <b>287,149</b> | <b>276,341</b>         | <b>298,803</b>   | <b>288,980</b>    | <b>288,980</b> |

**FORESTRY DEPARTMENT**  
**ADOPTED BUDGET: 2016-2017**

**TABLE OF ORGANIZATION**

| FORESTRY<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                   | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| * LEAD TREE OPERATOR              | 1                   |                    | 1                   | 63,024           | 64,750                         |
| * TREE WORKER/BUCKET OPERATOR     | 1                   |                    | 1                   | 54,163           | 55,661                         |
| * TREE WORKER/CLIMBER/OPERATOR II | 1                   |                    | 1                   | 54,163           | 55,661                         |
| * TREE WORKER/TRUCK DRIVER        | 1                   |                    | 1                   | 52,042           | 53,477                         |
| * Union Negotiated                | <b>TOTAL</b>        |                    |                     |                  | <b>229,549</b>                 |
|                                   |                     |                    | <b><u>4</u></b>     |                  |                                |
|                                   |                     |                    | <b><u>4</u></b>     |                  |                                |

## EQUIPMENT MAINTENANCE

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3020

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Equipment Maintenance Department efficiently monitors and maintains the municipal fleet to ensure the safety of our operators and the extended life of our vehicles, trucks and equipment.                                                                                                                                                                                                                                                                                               |
| <b>Department Goals:</b>                      | The goal of the Equipment Maintenance Division is to provide the best maintenance program for our heavy fleet which will ensure the longest, trouble-free operation of our fleet. The City's Equipment Maintenance Division works hard keeping our older fleet, which is on the average of 15 years old, running every day.                                                                                                                                                                  |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• The in-house renovations and repairs of street sweeping and winter operations trucks and equipment has been completed.</li><li>• Managed the re-organization, upgrade and de-commissioning of various pool and City department fleet vehicles.</li><li>• Continued care, preventive maintenance and repair of a diverse and dynamic municipal fleet.</li><li>• Monitored and maintained the municipal fleet fuel fill station.</li></ul>             |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue the comprehensive in-house inspection, maintenance and repair of city's fleet of vehicles, trucks and equipment.</li><li>• Maintain and repair specialized heavy equipment used in operations such as mowing, sweeping, storm drainage cleaning, dredging, and winter operations.</li><li>• Retire aging vehicles, trucks and equipment, and replace with new, to ensure safe, efficient and prompt fulfillment of City services.</li></ul> |

## EQUIPMENT MAINTENANCE

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3020

### APPROPRIATIONS

| DEPT #:     |                                   | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|-----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3020</b> | <b>EQUIPMENT MAINTENANCE</b>      | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                   |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3020</b> | <b>EQUIPMENT MAINTENANCE</b>      |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                | 316,796          | 381,400          | 363,181             | 402,740          | 402,740          | 402,740          |
| 5030.1000   | Overtime - Salaries               | 46,983           | 37,500           | 31,294              | 46,000           | 39,000           | 39,000           |
| 5050.1140   | Other Salaries - Other Earnings   | 0                | 4,657            | 0                   | 0                | 0                | 0                |
| 5230.1590   | Employee Group Insurance - Wor    | 0                | 0                | 0                   | 6                | 0                | 0                |
| 5250.1665   | Other Benefits - Tool Allowance   | 600              | 720              | 720                 | 720              | 720              | 720              |
| 5250.1670   | Other Benefits - Storm Meals      | 2,500            | 3,500            | 3,300               | 3,850            | 3,850            | 3,850            |
| 5250.1660   | Other Benefits - Shoe Allowance   | 550              | 770              | 660                 | 770              | 770              | 770              |
| 5250.1630   | Other Benefits - Sick Leave       | 0                | 944              | 944                 | 944              | 944              | 944              |
| 5250.1620   | Other Benefits - Longevity        | 1,390            | 1,390            | 1,390               | 1,390            | 1,390            | 1,390            |
| 5300.2195   | Purch Svcs - Misc Services        | 0                | 0                | 0                   | 3,500            | 0                | 0                |
| 5300.2040   | Purch Svcs - Outside Svcs         | 8,873            | 10,000           | 6,377               | 10,000           | 10,000           | 10,000           |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S  | 6,078            | 6,444            | 6,444               | 6,466            | 6,466            | 6,466            |
| 5500.2495   | Maintenance & Repair - Other      | 0                | 750              | 750                 | 3,000            | 750              | 750              |
| 5500.2445   | Maintenance & Repair - Spreader   | 59,931           | 65,000           | 60,000              | 65,000           | 65,000           | 65,000           |
| 5500.2415   | Maintenance & Repair - Automoti   | 454,642          | 419,663          | 415,000             | 451,000          | 440,000          | 440,000          |
| 5500.2420   | Maintenance & Repair - Office Eq  | 24               | 709              | 350                 | 200              | 400              | 400              |
| 5500.4659   | Maintenance & Repair - Reimburs   | -3,086           | 0                | -3,963              | 0                | 0                | 0                |
| 5500.2425   | Maintenance & Repair - Tools & I  | 159              | 4,000            | 2,000               | 2,500            | 2,500            | 2,500            |
| 5600.2550   | Materials & Supplies - Motor Fuel | 426,367          | 400,000          | 390,000             | 400,000          | 360,000          | 360,000          |

## EQUIPMENT MAINTENANCE

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3020

### APPROPRIATIONS

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3020</b>  | <b>EQUIPMENT MAINTENANCE</b>        | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | 2015-2016        | 2015-2016           | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>3020</b>  | <b>EQUIPMENT MAINTENANCE</b>        |                  |                  |                     |                  |                  |                  |
| 5600.2575    | Materials & Supplies - Industrial C | 929              | 1,200            | 1,000               | 1,000            | 1,000            | 1,000            |
| 5600.2570    | Materials & Supplies - Medical/Ch   | 100              | 100              | 100                 | 100              | 100              | 100              |
| 5600.2565    | Materials & Supplies - Minor Supp   | 911              | 1,000            | 900                 | 1,000            | 1,000            | 1,000            |
| 5600.2555    | Materials & Supplies - Lubrication  | 31,144           | 30,000           | 25,753              | 31,000           | 30,000           | 30,000           |
| 5600.2545    | Materials & Supplies - Heating Fu   | 9,741            | 12,500           | 9,031               | 11,000           | 10,000           | 10,000           |
| 5600.2540    | Materials & Supplies - Electrical S | 18,563           | 16,500           | 16,500              | 19,000           | 17,500           | 17,500           |
| 5600.2535    | Materials & Supplies - Clothing/Dr  | 1,787            | 2,400            | 1,800               | 2,400            | 2,400            | 2,400            |
| 5600.2525    | Materials & Supplies - Custodial    | 587              | 600              | 600                 | 600              | 600              | 600              |
| 5600.2500    | Materials & Supplies - Office       | 296              | 300              | 300                 | 300              | 300              | 300              |
| 5600.2560    | Materials & Supplies - Tires        | 83,947           | 78,000           | 76,858              | 80,000           | 80,000           | 80,000           |
| 5700.2750    | Equipment - Safety                  | 1,593            | 1,600            | 1,600               | 1,600            | 1,600            | 1,600            |
| 5700.2730    | Equipment - Garage & Shop           | 236              | 500              | 500                 | 500              | 500              | 500              |
| 5700.2740    | Equipment - Communication           | 4,208            | 10,250           | 5,200               | 5,250            | 5,250            | 5,250            |
| <b>TOTAL</b> |                                     | <b>1,475,850</b> | <b>1,492,397</b> | <b>1,418,589</b>    | <b>1,551,836</b> | <b>1,484,780</b> | <b>1,484,780</b> |

**EQUIPMENT MAINTENANCE**

Superintendent of Public Svcs.: Tim Nolan

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3020

**TABLE OF ORGANIZATION**

| EQUIPMENT MAINTENANCE<br>TABLE OF ORGANIZATION     | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                    | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| * HEAD MECHANIC                                    | 1                   |                    | 1                   | 63,024           | 64,750                         |
| * EQUIPMENT MECHANIC                               | 5                   |                    | 5                   | 60,258           | 309,610                        |
| * (PF) PARTS ATTENDANT                             | 1                   |                    | 1                   | 55,245           | 56,763                         |
| SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S) |                     |                    |                     |                  | <b>(28,383)</b>                |
| <b>TOTAL</b>                                       | <b><u>7</u></b>     |                    | <b><u>7</u></b>     |                  | <b>402,740</b>                 |

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

## RECYCLING AND SOLID WASTE

Public Utilities Superintendent: David Day

ADOPTED BUDGET: 2016-2017

Dept. #: 3030

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the recycling and solid waste program is to provide Danbury residents with sound disposal methods for the disposal of solid waste, residential yard waste and household hazardous waste. It is also to comply with Federal and State regulations for the O&M of the City's closed landfill and active landfill gas collection system.                                                                                          |
| <b>Department Goals:</b>                      | Public Utilities is responsible for administering programs for the management & disposal of solid waste, residential yard waste and household hazardous waste. The Department is also responsible for the operation & maintenance of the City's closed landfill and active landfill gas collection system.                                                                                                                                    |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Maintained closed landfill in accordance with CT DEEP Stewardship Permit for long term post closure care.</li><li>• Maintained compliance with GPLPE requirements for Air Pollution Emissions.</li><li>• Hosted Regional Household Hazardous Waste Collection Event.</li><li>• Continued Yard Waste Management Program for Danbury residents.</li></ul>                                               |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Maintain compliance with GPLPE requirements for Air Pollution Emissions.</li><li>• Maintain compliance with Stewardship Permit for post closure care at the Landfill.</li><li>• Continue Yard Waste Management Program and host Regional Household Hazardous Waste Collection Events.</li><li>• Perform feasibility investigation of the installation of solar arrays at the Landfill site.</li></ul> |

**RECYCLING AND SOLID WASTE**

Public Utilities Superintendent: David Day

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3030

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3030</b>  | <b>RECYCLING AND SOLID WASTE</b>    | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3030</b>  | <b>RECYCLING AND SOLID WASTE</b>    |                  |                  |                     |                  |                  |                  |
| 5300.2040    | Purch Svcs - Outside Svcs           | 111,018          | 140,000          | 124,864             | 151,400          | 150,000          | 150,000          |
| 5300.2010    | Purch Svcs - Professional Svcs      | 83,298           | 92,082           | 75,891              | 134,000          | 95,000           | 95,000           |
| 5400.2395    | Property Services - Payment in Lie  | 0                | 2,750            | 2,000               | 3,000            | 2,750            | 2,750            |
| 5500.2495    | Maintenance & Repair - Other        | 5,850            | 17,500           | 7,500               | 8,000            | 7,500            | 7,500            |
| 5600.2540    | Materials & Supplies - Electrical S | 25,647           | 25,000           | 25,000              | 25,000           | 25,000           | 25,000           |
| <b>TOTAL</b> |                                     | <b>225,812</b>   | <b>277,332</b>   | <b>235,255</b>      | <b>321,400</b>   | <b>280,250</b>   | <b>280,250</b>   |

## ENGINEERING DEPARTMENT

City Engineer: Farid Khouri, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3040

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Engineering Division's mission is to ensure the high accuracy and efficiency of all work that affects the City and the public and to see that proposed engineering projects are designed and inspected based on sound engineering standards and guidelines to prevent a negative impact on properties and the general public.                                                                                                                                                                                                                 |
| <b>Department Goals:</b>                      | The objective of the Engineering Division of the Public Works Department is to work closely with consultants, contractors, architects, engineers, and developers to secure project approvals in the shortest possible period of time. The Division also will provide regular technical reports and reviews to the City Council.                                                                                                                                                                                                                   |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Started design development for the Additions &amp; Alterations with Safety Improvements at the \$53.5 million DHS Complex.</li><li>• Completed reconstruction of \$1,000,000 Foster St. Neighborhood Improvements and design of \$1,000,000 Westville Ave. Extension area enhancement.</li><li>• Completed \$1,000,000 of design and repair work for various bridges and \$2,000,000 rehabilitation of the Crosby St. Bridge and completed the All-Purpose Field at Mill Ridge School property.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Complete \$1,000,000 Westville Avenue Neighborhood Improvements, the Fire Training Classrooms Building Project and creation of Dog Park.</li><li>• Complete construction of Reservoir St., Jefferson Ave., Mountainville Ave. Bridges. Complete design work for Middle River Rd and Backus Ave. Bridges.</li><li>• Complete the design of several bridges (Road Vision 2020 Bond) and complete Phase II &amp; III for Still River maintenance work.</li></ul>                                             |

## ENGINEERING DEPARTMENT

City Engineer: Farid Khouri, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3040

### APPROPRIATIONS

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3040</b>  | <b>ENGINEERING DEPARTMENT</b>       | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3040</b>  | <b>ENGINEERING DEPARTMENT</b>       |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                  | 678,853          | 720,366          | 720,366             | 713,792          | 713,792          | 713,792          |
| 5030.1000    | Overtime - Salaries                 | 331              | 0                | 0                   | 600              | 600              | 600              |
| 5040.1000    | Part Time - Salaries                | 0                | 26,464           | 26,464              | 0                | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity          | 3,485            | 3,585            | 3,585               | 3,940            | 3,940            | 3,940            |
| 5250.1630    | Other Benefits - Sick Leave         | 12,617           | 11,891           | 11,891              | 13,206           | 13,206           | 13,206           |
| 5300.2085    | Purch Svcs - Subscriptions/Memb     | 2,989            | 3,000            | 2,728               | 3,000            | 3,000            | 3,000            |
| 5300.2010    | Purch Svcs - Professional Svcs      | 31,127           | 53,800           | 50,000              | 58,000           | 50,000           | 50,000           |
| 5300.2045    | Purch Svcs - Communication Svcs     | 721              | 750              | 517                 | 750              | 750              | 750              |
| 5300.2055    | Purch Svcs - Postage                | 400              | 1,000            | 1,000               | 1,000            | 1,000            | 1,000            |
| 5300.2075    | Purch Svcs - Training Courses       | 1,015            | 1,500            | 682                 | 1,500            | 1,500            | 1,500            |
| 5350.2215    | Interfund Svc Exp - Wrks Comp S     | 6,063            | 6,429            | 6,429               | 6,451            | 6,451            | 6,451            |
| 5500.2420    | Maintenance & Repair - Office Eq    | 1,727            | 4,300            | 4,000               | 4,395            | 4,000            | 4,000            |
| 5500.2430    | Maintenance & Repair - Highways     | 5,696            | 0                | 0                   | 0                | 0                | 0                |
| 5500.2431    | Maintenance & Repair - Roadway      | 133,891          | 140,870          | 125,000             | 140,870          | 120,000          | 120,000          |
| 5600.2500    | Materials & Supplies - Office       | 3,900            | 4,500            | 4,000               | 4,500            | 4,500            | 4,500            |
| 5600.2540    | Materials & Supplies - Electrical S | 65,306           | 70,000           | 69,090              | 70,000           | 70,000           | 70,000           |
| 5600.2565    | Materials & Supplies - Minor Supp   | 377              | 360              | 350                 | 400              | 400              | 400              |
| 5600.4659    | Materials & Supplies - Reimburse    | -10              | 0                | 0                   | 0                | 0                | 0                |
| 5700.2750    | Equipment - Safety                  | 2,007            | 2,000            | 1,750               | 2,000            | 2,000            | 2,000            |
| 5700.2700    | Equipment - Office                  | 2,148            | 1,915            | 1,750               | 2,000            | 2,000            | 2,000            |
| <b>TOTAL</b> |                                     | <b>952,645</b>   | <b>1,052,730</b> | <b>1,029,602</b>    | <b>1,026,404</b> | <b>997,139</b>   | <b>997,139</b>   |

**GENERAL FUND INDIRECT REVENUE**

City Engineer: Farid Khouri, P.E.

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3040

**REVENUES**

| REVENUE<br>CODE                      | DESCRIPTION                                          | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------|------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4100                            | Charges for Services - Copy Charges                  | 156                 | 500                            | 1,600                             | 500                               | 500                            |
| 4400.4580                            | Charges for Services - Engineering Site Plan Reviews | 21,115              | 21,000                         | 12,000                            | 12,000                            | 12,000                         |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                                      | <b>21,271</b>       | <b>21,500</b>                  | <b>13,600</b>                     | <b>12,500</b>                     | <b>12,500</b>                  |
| <b>TOTAL</b>                         |                                                      | <b>21,271</b>       | <b>21,500</b>                  | <b>13,600</b>                     | <b>12,500</b>                     | <b>12,500</b>                  |

**ENGINEERING****ADOPTED BUDGET: 2016-2017**

City Engineer: Farid Khouri, P.E.

Dept. #: 3040

**TABLE OF ORGANIZATION**

| ENGINEERING<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | 2016-2017<br>ADOPTED<br>BUDGET |
|--------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                      | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| CITY ENGINEER                        | 1                   |                    | 1                   | 116,270          | 116,270                        |
| TRAFFIC ENGINEER                     | 1                   |                    | 1                   | 91,294           | 91,294                         |
| ENGINEER I                           | 1                   |                    | 1                   | 78,024           | 78,024                         |
| ENGINEER I (L.S.)                    | 1                   |                    | 1                   | 66,008           | 66,008                         |
| STAFF ENGINEER                       | 1                   |                    | 1                   | 64,843           | 64,843                         |
| * SURVEY CREW CHIEF                  | 1                   |                    | 1                   | 69,732           | 71,643                         |
| * TRAFFIC ENGINEER TECHNICIAN        | 2                   |                    | 2                   | 61,055           | 125,464                        |
| * SECRETARY                          | 1                   |                    | 1                   | 48,794           | 50,123                         |
| * DRAFTSPERSON                       | 1                   |                    | 1                   | 48,974           | 50,123                         |
| <b>TOTAL</b>                         | <b><u>10</u></b>    |                    | <b><u>10</u></b>    |                  | <b>713,792</b>                 |

\* Union Negotiated

## CONSTRUCTION SERVICES

Construction Superintendent: Tom Hughes

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3041

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To administrate and assist in the development of capital projects and incidental construction projects resulting in a significant savings to the City of Danbury and it's taxpayers.                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Department Goals:</b>                      | The goals of Construction Services includes implementing a variety of City projects through the teamwork of the various Divisions of Public Works, utilizing its equipment to accomplish tasks efficiently, cost-effectively, on-time and within budget. Accomplishing these goals through team work, professionalism, constructability reviews , project administration and project management utilizing our in-house resources.                                                                                                                                    |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Managed and completed the Foster Street Area Sidewalk project and related improvements on-time and within budget.</li><li>• Managed the Westside Academy Multi Purpose Athletic Field project and completed on-schedule within budget.</li><li>• Administered the historical restoration, bridge structure and roadway of the Crosby Street Bridge.</li><li>• Completed Phases One and Two of the Danbury Fire Department Fire Training School on schedule.</li></ul>                                                        |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Construction Services will manage, administrate and perform construction inspection services of capital projects to reduce project costs and use of outside consultants.</li><li>• Establish protocols to allocate bond funds for restoration/ remediation of work within the City R.O.W. not performed by the permit holder.</li><li>• Assist in project planning and design of the DHS Additions &amp; Alterations Project, reducing costs through constructability reviews of construction plans and documents.</li></ul> |

## CONSTRUCTION SERVICES

Construction Superintendent: Tom Hughes

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3041

### APPROPRIATIONS

| DEPT #:      |                                   | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>3041</b>  | <b>CONSTRUCTION SERVICES</b>      | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                   |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>3041</b>  | <b>CONSTRUCTION SERVICES</b>      |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                | 161,452          | 222,652          | 222,652             | 229,413          | 229,414          | 229,414          |
| 5250.1620    | Other Benefits - Longevity        | 0                | 355              | 355                 | 355              | 355              | 355              |
| 5250.1630    | Other Benefits - Sick Leave       | 3,043            | 3,127            | 3,127               | 4,292            | 4,292            | 4,292            |
| 5300.2075    | Purch Svcs - Training Courses     | 1,705            | 2,275            | 2,200               | 2,700            | 1,500            | 1,500            |
| 5300.2010    | Purch Svcs - Professional Svcs    | 0                | 3,500            | 3,500               | 10,000           | 5,000            | 5,000            |
| 5300.2040    | Purch Svcs - Outside Svcs         | 15,706           | 9,950            | 7,500               | 25,000           | 15,000           | 15,000           |
| 5300.20400   | Purch Svcs - Magnet School Spill  | 15,105           | 31,315           | 27,466              | 30,000           | 30,000           | 30,000           |
| 5300.2055    | Purch Svcs - Postage              | 185              | 185              | 160                 | 100              | 100              | 100              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S  | 1,687            | 1,789            | 1,789               | 1,795            | 1,795            | 1,795            |
| 5500.2411    | Maintenance & Repair - Playgrou   | 0                | 0                | 0                   | 1,000            | 1,000            | 1,000            |
| 5500.2420    | Maintenance & Repair - Office Eq  | 135              | 0                | 0                   | 0                | 0                | 0                |
| 5500.2425    | Maintenance & Repair - Tools & I  | 73               | 165              | 165                 | 250              | 250              | 250              |
| 5600.2500    | Materials & Supplies - Office     | 393              | 543              | 522                 | 500              | 500              | 500              |
| 5600.2565    | Materials & Supplies - Minor Supp | 0                | 7                | 7                   | 250              | 250              | 250              |
| 5700.2750    | Equipment - Safety                | 259              | 1,000            | 966                 | 750              | 500              | 500              |
| 5700.2700    | Equipment - Office                | 990              | 0                | 0                   | 0                | 0                | 0                |
| <b>TOTAL</b> |                                   | <b>200,732</b>   | <b>276,863</b>   | <b>270,409</b>      | <b>306,405</b>   | <b>289,956</b>   | <b>289,956</b>   |

**CONSTRUCTION SERVICES**

Construction Superintendent: Tom Hughes

**ADOPTED BUDGET: 2016-2017**

Dept. #: 3041

**TABLE OF ORGANIZATION**

| CONSTRUCTION SERVICES<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| CONSTRUCTION SUPERINTENDENT                    | 1                   |                    | 1                   | 91,294           | 91,294                         |
| CONSTRUCTION MANAGER                           | 1                   |                    | 1                   | 75,750           | 75,750                         |
| ASSISTANT CONSTRUCTION MANAGER                 | 1                   |                    | 1                   | 62,370           | 62,370                         |
| <b>TOTAL</b>                                   | <b><u>3</u></b>     |                    | <b><u>3</u></b>     |                  | <b>229,414</b>                 |

## HEALTH & HUMAN SERVICES

Dir. of Health & Human Svcs.: Scott LeRoy

**ADOPTED BUDGET: 2016-2017**

Dept. #: 4000

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Health & Human Services Department provides our community with model Public, Environmental, School Based Health, Housing & Social Services programs advocacy in a cost effective and comprehensive manner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Department Goals:</b>                      | Health and Human Services' goal is to preserve and promote public health for the provision of social services, including improving access to housing, emergency shelter and medical care. Our staff ensures superior programs, code enforcement, advocacy for social services and the provision of emergency shelter for our residents. The City of Danbury is committed to providing a healthy environment for the community.                                                                                                                                                                                                                                                       |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• 774 TB clinic visits, included school aged children SBHC, Hospital &amp; School Nurses; provided 539 clinic visits to high risk populations for STD's and 229 referrals from the AIDS Project Greater Danbury.</li><li>• 3 active TB disease investigations were conducted, resulting in 110 people identified as contacts with 102 evaluated for potential TB. 29 Cases of Lead Poisoning with Parental and Physician follow-ups.</li><li>• Implemented Project Homeless Connect linking 200+ clients with services. Supported the UNIT office's "Housing for Hero's" program helping 8 homeless vets using the VA Grant Program.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Provide Tuberculosis screening, prevention, treatment at the clinic, Danbury Hospital, School Nurses; Collaborate with DVNA, treated high risk populations for STD's with Aids Project Greater Danbury, Increase enrollment for all School Based Health Centers to 100% of student body.</li><li>• Increase support for Project Homeless Connect &amp; Housing Partnership, implement the 10-Year Plan to End Homelessness.</li><li>• Update the City's All Hazards Emergency Response Plans, update the Pandemic Flu plans for the City.</li></ul>                                                                                          |

## HEALTH & HUMAN SERVICES

Dir. of Health & Human Svcs.: Scott LeRoy

**ADOPTED BUDGET: 2016-2017**

Dept. #: 4000

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Social Service section of the Health and Human Services Department provides access to housing and supportive services. Various duties provided to the general public include emergency prescriptions, entitlement eligibility, counseling, insurance(s) eligibility, application assistance and advocacy, back rent assistance programs, landlord mediation, eviction prevention programs, housing voucher assistance, and assisted housing search for those individuals and families who are homeless or at risk of being homeless. The Social Services also manages the City's Emergency Shelter, which offers a 20 bed facility for men (10), women (5), and veterans (5) experiencing homelessness. The facility is open 365 days and provides not only decent, safe and clean temporary housing, but also operates a Day Center that provides showers, laundry services, hot meals, case management including support services, employment and financial assistance. This section of the Health and Human Services Department incorporates and facilitates all measures outlined in the Mayor's Ten Year Plan to End Homelessness for the City of Danbury.

**Performance Measurements:**

|                                                         | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|---------------------------------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| # of visits to the Day Center                           | 4,787    | 5,783    | 8,819    | 9,379    | 10,950   | 11,000                | <b>11,050</b>    |
| # of clients at Night Shelter (unduplicated)            | 161      | 110      | 104      | 98       | 101      | 125                   | <b>115</b>       |
| # of Clients Utilizing Services for Mental & Drug Abuse | 750      | 750      | 927      | 1,013    | 1,185    | 1,125                 | <b>1,200</b>     |
| # of Housing Case Management                            | 850      | 850      | 289      | 581      | 720      | 730                   | <b>750</b>       |
| # of Veterans Utilizing Night Shelter                   | N/A      | N/A      | 78       | 73       | 7*       | 10*                   | <b>10*</b>       |

\* Unduplicated homeless veterans in 5 dedicated beds

**Sustainable Danbury:**

Social Services will continue to strive in providing both efficiently and effectively resources to those individuals and families in need within the local community.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)  
 - Chapter VI, Section 6-11, "Health and Human Services Department", in the City of Danbury Charter

**Data Reference(s):**

- Case manager, shelter staff, state data control

## HEALTH & HUMAN SERVICES

Dir. of Health & Human Svcs.: Scott LeRoy

**ADOPTED BUDGET: 2016-2017**

Dept. #: 4000

### APPROPRIATIONS

| DEPT #:     |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>4000</b> | <b>HEALTH &amp; HUMAN SERVICES</b> | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>4000</b> | <b>HEALTH &amp; HUMAN SERVICES</b> |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                 | 724,243          | 768,440          | 768,440             | 815,781          | 815,781          | 815,781          |
| 5030.1000   | Overtime - Salaries                | 12,166           | 12,306           | 12,301              | 10,000           | 9,000            | 9,000            |
| 5040.1000   | Part Time - Salaries               | 75,692           | 76,194           | 74,442              | 93,999           | 80,000           | 80,000           |
| 5230.1590   | Employee Group Insurance - Wor     | 0                | 0                | 0                   | 26               | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity         | 3,230            | 3,585            | 3,585               | 3,585            | 3,585            | 3,585            |
| 5250.1630   | Other Benefits - Sick Leave        | 12,700           | 13,108           | 10,621              | 12,743           | 12,743           | 12,743           |
| 5300.2095   | Purch Svcs - Legal & Public Notice | 0                | 500              | 0                   | 500              | 500              | 500              |
| 5300.2005   | Purch Svcs - Contractual Services  | 40,000           | 60,000           | 60,000              | 60,000           | 60,000           | 60,000           |
| 5300.2010   | Purch Svcs - Professional Svcs     | 27,117           | 27,117           | 27,000              | 27,117           | 27,117           | 27,117           |
| 5300.2040   | Purch Svcs - Outside Svcs          | 13,304           | 30,525           | 25,000              | 35,000           | 35,000           | 35,000           |
| 5300.2055   | Purch Svcs - Postage               | 2,632            | 1,500            | 1,500               | 2,500            | 2,500            | 2,500            |
| 5300.2060   | Purch Svcs - Travel/Mileage        | 0                | 1,000            | 0                   | 1,000            | 250              | 250              |
| 5300.2075   | Purch Svcs - Training Courses      | 4,036            | 2,500            | 2,500               | 5,500            | 2,500            | 2,500            |
| 5300.2080   | Purch Svcs - Conferences           | 1,044            | 200              | 200                 | 200              | 200              | 200              |
| 5300.2090   | Purch Svcs - Printing & Binding    | 0                | 250              | 34                  | 250              | 250              | 250              |
| 5300.2115   | Purch Svcs - Evictions             | 5,130            | 20,000           | 12,000              | 20,000           | 15,180           | 15,180           |
| 5300.2085   | Purch Svcs - Subscriptions/Memb    | 514              | 800              | 600                 | 800              | 800              | 800              |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S   | 2,904            | 3,079            | 3,079               | 3,089            | 3,089            | 3,089            |
| 5500.2420   | Maintenance & Repair - Office Eq   | 804              | 1,355            | 1,141               | 1,325            | 1,325            | 1,325            |

## HEALTH & HUMAN SERVICES

Dir. of Health & Human Svcs.: Scott LeRoy

**ADOPTED BUDGET: 2016-2017**

Dept. #: 4000

### APPROPRIATIONS

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>4000</b>  | <b>HEALTH &amp; HUMAN SERVICES</b> | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>4000</b>  | <b>HEALTH &amp; HUMAN SERVICES</b> |                  |                  |                     |                  |                  |                  |
| 5500.2425    | Maintenance & Repair - Tools & I   | 170              | 500              | 250                 | 500              | 500              | 500              |
| 5600.2500    | Materials & Supplies - Office      | 2,497            | 2,470            | 2,000               | 2,500            | 2,500            | 2,500            |
| 5600.2515    | Materials & Supplies - Emergency   | 1,182            | 2,500            | 2,000               | 2,500            | 2,500            | 2,500            |
| 5600.2520    | Materials & Supplies - Emergency   | 13,710           | 11,000           | 11,000              | 11,000           | 11,000           | 11,000           |
| 5600.2530    | Materials & Supplies - Non Office  | 2,952            | 2,500            | 2,500               | 2,500            | 2,500            | 2,500            |
| 5700.2750    | Equipment - Safety                 | 680              | 1,020            | 750                 | 800              | 800              | 800              |
| 5700.2790    | Equipment - Laboratory             | 0                | 30               | 30                  | 250              | 250              | 250              |
| 5870.3215    | Contributions/Grants - Womens C    | 48,506           | 48,506           | 48,506              | 48,506           | 48,506           | 48,506           |
| 5870.3205    | Contributions/Grants - CIFC        | 102,303          | 102,303          | 102,303             | 102,303          | 102,303          | 102,303          |
| 5870.3210    | Contributions/Grants - Danbury Y   | 94,072           | 94,072           | 94,072              | 94,072           | 94,072           | 94,072           |
| <b>TOTAL</b> |                                    | <b>1,191,585</b> | <b>1,287,360</b> | <b>1,265,854</b>    | <b>1,358,346</b> | <b>1,334,751</b> | <b>1,334,751</b> |

**GENERAL FUND INDIRECT REVENUE**

Dir. of Health & Human Svcs.: Scott LeRoy

**ADOPTED BUDGET: 2016-2017**

Dept. #: 4000

**REVENUES**

| REVENUE<br>CODE                        | DESCRIPTION                                            | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------|--------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2160                              | Licenses and Permits - Health - Cer of Apt Occup       | 6,080               | 3,250                          | 6,200                             | 6,000                             | 6,000                          |
| 4200.2180                              | Licenses and Permits - Health - Haz Mat Site Inpsectio | 0                   | 0                              | 0                                 | 0                                 | 0                              |
| 4200.2200                              | Licenses and Permits - Health - License & Permits      | 221,406             | 270,000                        | 270,000                           | 270,000                           | 270,000                        |
| 4200.2220                              | Licenses and Permits - Health-Room House&Hotel Lic     | 10,442              | 4,000                          | 4,000                             | 4,000                             | 4,000                          |
| <b>SUBTOTAL LICENCES &amp; PERMITS</b> |                                                        | <b>237,928</b>      | <b>277,250</b>                 | <b>280,200</b>                    | <b>280,000</b>                    | <b>280,000</b>                 |
| 4500.1000                              | Interfund Svc Rev - Provided For Other Funds           | 24,187              | 55,000                         | 25,000                            | 25,000                            | 25,000                         |
| <b>SUBTOTAL INTERFUND SERVICES</b>     |                                                        | <b>24,187</b>       | <b>55,000</b>                  | <b>25,000</b>                     | <b>25,000</b>                     | <b>25,000</b>                  |
| <b>TOTAL</b>                           |                                                        | <b>262,115</b>      | <b>332,250</b>                 | <b>305,200</b>                    | <b>305,000</b>                    | <b>305,000</b>                 |

**HEALTH & HUMAN SERVICES**  
**ADOPTED BUDGET: 2016-2017**

**TABLE OF ORGANIZATION**

| HEALTH & HUMAN SERVICES<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                  | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF HEALTH & HUMAN SERVICES              | 1                   |                    | 1                   | 109,224          | 109,224                        |
| COMMUNITY HEALTH COORDINATOR                     | 1                   |                    | 1                   | 78,043           | 78,043                         |
| ASSOCIATE DIRECTOR HEALTH & HUMAN SERVICES       | 1                   |                    | 1                   | 76,908           | 76,908                         |
| * SHELTER PROGRAMS COORDINATOR                   | 1                   |                    | 1                   | 69,142           | 71,035                         |
| * SANITARIAN/PUBLIC HEALTH INSPECTOR             | 1                   |                    | 1                   | 67,122           | 68,960                         |
| * CASEWORKER                                     | 1                   |                    | 1                   | 60,970           | 62,644                         |
| * PUBLIC HEALTH INSPECTOR                        | 3                   |                    | 3                   | 56,984 - 60,970  | 179,744                        |
| * ENVIRONMENTAL COMPLIANCE OFFICER               | 1                   |                    | 1                   | 60,970           | 62,644                         |
| * SECRETARY                                      | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * CLERK TYPIST II                                | 1                   |                    | 1                   | 46,756           | 48,030                         |
| <b>TOTAL</b>                                     | <b><u>12</u></b>    |                    | <b><u>12</u></b>    |                  | <b>815,781</b>                 |

\* Union Negotiated

## VETERANS' ADVISORY

Chief of Staff: Dean Esposito

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5001

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the Danbury Veterans Advisory Center is to assist all veterans of Danbury and their dependents in obtaining all federal and state benefits to which they are entitled.                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Department Goals:</b>                      | We serve Danbury's veterans and their families with dignity and compassion as their principal advocate to ensure they receive the care, support, and recognition earned in service to the United States of America.                                                                                                                                                                                                                                                                                                                                              |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Continued to transport veterans to the Veterans Affairs Medical Centers at no cost to the City Of Danbury.</li><li>• Seminar presentations were provided at various veterans' organizations pertaining to VA benefits.</li><li>• Speeches were delivered at various Veterans' ceremonies.</li></ul>                                                                                                                                                                                                                      |
| <b>Major Objectives 2016-2017:</b>            | Serving veterans and dependents of Danbury, Bethel, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Roxbury and Sherman with all federal and state benefits. Obtaining Community Congressmen and Senators to meet with area veterans' organizations to periodically explain what our government is doing for the veterans. Maintaining "Master" level Director of Veterans Affairs category from Veterans Affairs to practice cases in front of Veteran's appeal board. Participating Member of the "Homes for Heroes" Program in Danbury. |

**VETERANS' ADVISORY**

Chief of Staff: Dean Esposito

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5001

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED<br>BUDGET | PROJECTED<br>EXPENDITURES | PROPOSED<br>BY DEPT | PROPOSED<br>BY MAYOR | ADOPTED<br>BUDGET |
|--------------|-------------------------------------|------------------|-------------------|---------------------------|---------------------|----------------------|-------------------|
| <b>5001</b>  | <b>VETERANS' ADVISORY</b>           | <b>2014-2015</b> | <b>2015-2016</b>  | <b>2015-2016</b>          | <b>2016-2017</b>    | <b>2016-2017</b>     | <b>2016-2017</b>  |
| <b>5001</b>  | <b>VETERANS' ADVISORY</b>           |                  |                   |                           |                     |                      |                   |
| 5040.1000    | Part Time - Salaries                | 11,971           | 13,761            | 0                         | 20,800              | 20,800               | 20,800            |
| 5050.1130    | Other Salaries - Council of Vetera  | 2,800            | 3,300             | 3,300                     | 3,300               | 3,300                | 3,300             |
| 5300.2085    | Purch Svcs - Subscriptions/Memb     | 362              | 450               | 0                         | 0                   | 0                    | 0                 |
| 5300.2080    | Purch Svcs - Conferences            | 0                | 500               | 0                         | 0                   | 0                    | 0                 |
| 5300.2060    | Purch Svcs - Travel/Mileage         | 0                | 250               | 0                         | 0                   | 0                    | 0                 |
| 5300.2055    | Purch Svcs - Postage                | 84               | 650               | 0                         | 0                   | 0                    | 0                 |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S    | 592              | 627               | 627                       | 629                 | 200                  | 200               |
| 5400.2305    | Property Services - Office Services | 0                | 200               | 0                         | 0                   | 0                    | 0                 |
| 5500.2420    | Maintenance & Repair - Office Eq    | 0                | 125               | 0                         | 0                   | 0                    | 0                 |
| 5600.2500    | Materials & Supplies - Office       | 0                | 300               | 0                         | 1,963               | 1,963                | 1,963             |
| 5700.2795    | Equipment - Other                   | 0                | 6,000             | 6,000                     | 0                   | 0                    | 0                 |
| 5700.2700    | Equipment - Office                  | 2,616            | 100               | 0                         | 0                   | 0                    | 0                 |
| 5870.        | Contributions/Grants -              | 19,691           | 28,000            | 28,000                    | 28,000              | 28,000               | 28,000            |
| <b>TOTAL</b> |                                     | <b>38,116</b>    | <b>54,263</b>     | <b>37,927</b>             | <b>54,692</b>       | <b>54,263</b>        | <b>54,263</b>     |

**GENERAL FUND INDIRECT REVENUE**

Chief of Staff: Dean Esposito

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5001

**REVENUES**

| REVENUE<br>CODE                      | DESCRIPTION                                     | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------|-------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4620                            | Charges for Services - Veterans Advisory Center | 70                  | 0                              | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                                 | <b>70</b>           | <b>0</b>                       | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| <b>TOTAL</b>                         |                                                 | <b>70</b>           | <b>0</b>                       | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |

## DEPARTMENT OF ELDERLY SERVICES

Director, Elderly Services: Susan Tomanio

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5002

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Department of Elderly Services seeks to increase the quality of life of Danbury area citizens who are age 60 or older by developing many comprehensive programs and resource and referral services specifically designed to enrich the general well-being of Danbury's more mature population.                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Department Goals:</b>                      | The goals of the Department of Elderly Services is to provide information, referrals and outreach, assist older citizens with up-to-date information on Medicare, rent rebate, tax credits, senior housing, elder abuse and a host of other important issues affecting older citizens. The Commission on Aging, Aging in Place, Friends of Danbury Seniors and The Prime Timers, Inc. are agencies and commissions who assist the Department with the objectives of raising awareness of issues of concern for our older citizens, processing donations and creating a community where older adults have the opportunity to age with dignity in the home of their choice. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"> <li>• Elmwood Hall: 6,488 incoming calls, 1,085 clients, 21,004 services/occurrence of attendance, 175 special programs with 4,843 services/occurrence of attendance.</li> <li>• Municipal Agent's Office: 730 clients, 1,067 services. Note: Municipal Agent position vacant from 12/14/14 - 6/30/15.</li> <li>• Van Transportation Program: 60 clients, 5,354 on-way rides.</li> </ul>                                                                                                                                                                                                                                               |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"> <li>• Be a focal point for resources and referral for Danbury seniors.</li> <li>• Deliver innovative program offering to senior community.</li> <li>• Work with community and state partners to assist with Aging in Place.</li> <li>• Seek revenue through grants, private donations, foundation, class fees and fund-raisers through the Prime Timers, Inc., Friends of Danbury Seniors and directly though the department.</li> </ul>                                                                                                                                                                                               |

## DEPARTMENT OF ELDERLY SERVICES

Director, Elderly Services: Susan Tomanio

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5002

### PERFORMANCE MEASUREMENTS

**Department Description:**

The Department of Elderly Services seeks to increase the quality of life of Danbury area citizens who are age 60 and up by developing many comprehensive programs specifically designed to enrich the general well-being of Danbury's more mature population. With a special focus on reaching out to those most vulnerable and in need, the Department of Elderly Services provides the following resource and referral services to assist with "Aging in Place": the Municipal Agents Office for the Elderly, the Van Transportation Program, and the warm and supportive recreational, educational, intergenerational and wellness-based environment of the Elmwood Hall Senior Center.

**Performance Measurements:**

|                                                  | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|--------------------------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Elmwood Hall Services/Programs*                  | 13,274   | 28,746   | 28,403   | 25,424   | 27,030   | 21,004                | 20,000           |
| Elmwood Hall Active Clients                      | 642      | 692      | 800      | 1,618    | 600      | 1,085                 | 1,000            |
| Elmwood Hall Incoming Calls                      | 10,000   | 6,042    | 5,986    | 6,901    | 7,318    | 6,488                 | 6,500            |
| Municipal Agent Clients Served*                  | 3,413    | 3,605    | 2,932    | 3,417    | 3,812    | 1,067                 | 1,000            |
| Occurrences of participation in special programs |          |          |          |          | 4,608    | 4,843                 | 3,800            |
| Van Transportation Clients Served                | 105      | 103      | 105      | 114      | 112      | 60                    | 60               |
| Van Transportation One-Way Rides                 | 3,413    | 2,945    | 3,577    | 4,263    | 4,408    | 5,354                 | 4,800            |
| Rent Rebate Clients                              |          |          |          |          |          | 952                   | 875              |

*\*SeniorNet services delivered by the Library*

**Sustainable Danbury:**

The department will maintain its level of service and number of clients served by providing a welcoming environment where one can participate in recreational/social programs/wellness based programs, as well as receive vital information about benefits and resources available to seniors. This information regarding benefits and resources can now be obtained on-line at [www.danburyseniors.org](http://www.danburyseniors.org). We will continue to provide free transportation for Danbury seniors to and from our programs. We will continue a congregate meal site for seniors. We will also continue to administer the rent rebate program for all of Danbury. By the year 2020, 13.5% of Danbury's population will be over the age of 65 (CT CoA). We will continue to work with state and local community partners to focus more attention on Aging in Place issues.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter VI, Section 6-2, "Administrative Departments" and Chapter VI, Section 6-13, "Department of Elderly Services", in the City of Danbury Charter

**Data Reference(s):**

- MySeniorCenter software, manual tracking by staff

**DEPARTMENT OF ELDERLY SERVICES**

Director, Elderly Services: Susan Tomanio

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5002

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>5002</b>  | <b>ELDERLY SERVICES</b>            | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>5002</b>  | <b>ELDERLY SERVICES</b>            |                  |                  |                     |                  |                  |                  |
| 5020.1000    | Salaries - Regular                 | 117,277          | 143,131          | 143,131             | 143,688          | 143,688          | 143,688          |
| 5030.1000    | Overtime - Salaries                | 195              | 0                | 0                   | 0                | 0                | 0                |
| 5040.1000    | Part Time - Salaries               | 73,342           | 77,064           | 77,064              | 64,220           | 77,065           | 77,065           |
| 5230.1590    | Employee Group Insurance - Wor     | 0                | 0                | 0                   | 7                | 0                | 0                |
| 5250.1620    | Other Benefits - Longevity         | 910              | 355              | 355                 | 355              | 355              | 355              |
| 5250.1630    | Other Benefits - Sick Leave        | 1,406            | 1,827            | 1,827               | 926              | 926              | 926              |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 351              | 365              | 351                 | 385              | 385              | 385              |
| 5300.2010    | Purch Svcs - Professional Svcs     | 18,285           | 15,048           | 15,000              | 21,345           | 17,345           | 17,345           |
| 5300.2055    | Purch Svcs - Postage               | 6,879            | 7,095            | 7,050               | 7,115            | 7,115            | 7,115            |
| 5300.2090    | Purch Svcs - Printing & Binding    | 5,551            | 8,505            | 5,701               | 4,630            | 4,630            | 4,630            |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 0                | 220              | 200                 | 300              | 300              | 300              |
| 5300.4659    | Purch Svcs - Reimbursement of Ex   | -10,593          | 0                | 0                   | 0                | 0                | 0                |
| 5300.2045    | Purch Svcs - Communication Svcs    | 730              | 800              | 758                 | 800              | 800              | 800              |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 2,100            | 2,227            | 2,227               | 2,235            | 2,235            | 2,235            |
| 5500.2420    | Maintenance & Repair - Office Eq   | 440              | 800              | 800                 | 800              | 800              | 800              |
| 5600.2530    | Materials & Supplies - Non Office  | 0                | 0                | 0                   | 3,000            | 3,000            | 3,000            |
| 5600.2500    | Materials & Supplies - Office      | 1,785            | 1,955            | 1,900               | 1,450            | 1,450            | 1,450            |
| <b>TOTAL</b> |                                    | <b>218,659</b>   | <b>259,392</b>   | <b>256,364</b>      | <b>251,256</b>   | <b>260,094</b>   | <b>260,094</b>   |

**DEPARTMENT OF ELDERLY SERVICES**

Director, Elderly Services: Susan Tomanio

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5002

**TABLE OF ORGANIZATION**

| ELDERLY SERVICES<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | 2016-2017<br>ADOPTED<br>BUDGET |
|-------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR                                  | 1                   |                    | 1                   | 81,044           | 81,044                         |
| * MUNICIPAL AGENT                         | 1                   |                    | 1                   | 60,970           | 62,644                         |
| <b>TOTAL</b>                              | <b><u>2</u></b>     |                    | <b><u>2</u></b>     |                  | <b>143,688</b>                 |

\* Union Negotiated

## ELDERLY TRANSPORTATION

Director, Elderly Services: Susan Tomanio

ADOPTED BUDGET: 2016-2017

Dept. #: 5003

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Elderly Transportation is a program provided by Elmwood Hall. The program provides this resource and referral service with a special focus on reaching out to those most vulnerable and in need. The Elderly Van Transportation Program continues to provide rides to Elmwood Hall for activities, volunteer work, and special outings in the community.                                                                                                         |
| <b>Department Goals:</b>                      | The Van Transportation Program will continue to provide rides to Elmwood Hall for activities, volunteer work, and special outings in the community.                                                                                                                                                                                                                                                                                                              |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Provided elderly residents with door to door transportation to shopping centers and religious services.</li><li>• Provided transportation to the annual resident picnic and the annual senior holiday party.</li><li>• Provided weekly transportation to the local Farmer's Market.</li><li>• Danbury Housing Authority was able to contribute funds to cover a portion of the expenses for providing service.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Provide a safe method of door to door transportation for elderly residents to shopping centers and medical appointments.</li><li>• The Van Transportation Program provides rides to and from Elmwood Hall for activities, volunteer work, and special outings in the community.</li><li>• Provide Reliable door to door transportation for elderly residents to religious services.</li></ul>                            |

**ELDERLY TRANSPORTATION**

Director, Elderly Services: Susan Tomanio

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5003

**APPROPRIATIONS**

| DEPT #:      |                                   | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-----------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>5003</b>  | <b>ELDERLY TRANSPORTATION</b>     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                   |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>5003</b>  | <b>ELDERLY TRANSPORTATION</b>     |                  |                  |                     |                  |                  |                  |
| 5870.3295    | Contributions/Grants - Gen Contri | 12,000           | 12,000           | 12,000              | 12,000           | 12,000           | 12,000           |
| <b>TOTAL</b> |                                   | <b>12,000</b>    | <b>12,000</b>    | <b>12,000</b>       | <b>12,000</b>    | <b>12,000</b>    | <b>12,000</b>    |

## COMMUNITY SERVICES

Executive Director

ADOPTED BUDGET: 2016-2017

Dept. #: 5011

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To advance the common good in our local communities – creating opportunities for a good life for all by focusing on three essentials to a good life: Education that leads to a stable job; Economics aimed at financial viability and stability that can support a family through retirement; and Health that leads our residents to accessible health care programs.                                                                                                                                                                            |
| <b>Department Goals:</b>                      | The City’s primary goal is to ensure that the needs of the community continue to be sufficiently addressed by seeking out other organizations within the community who share a common vision and have the unique talent and expertise to effectively and efficiently address such needs. By partnering with organizations such as the Danbury Downtown Council and United Way, we can maximize our collective skills and resources in the delivery of the municipality.                                                                          |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• The City of Danbury formed and maintained partnerships with other community-based organizations such as the Danbury Downtown Council and United Way, which maximized collective skills, talent and resources in the delivery of the municipal services. These services preserved the cultural, historical and natural resources of the City.</li></ul>                                                                                                                                                   |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to strengthen our partnerships with the Danbury Downtown Council, United Way and other organizations to better serve the Danbury community. These organizations shall continue to provide a vital role in providing much needed services of the community that would likely have to be provided by the City Government.</li><li>• Continue seeking out other organizations to partner with in providing cost-effective and measureable results to deliver quality community services.</li></ul> |

**COMMUNITY SERVICES**

Executive Director

**ADOPTED BUDGET: 2016-2017**

Dept. #: 5011

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|-------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>5011</b>  | <b>COMMUNITY SERVICES</b>           | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>5011</b>  | <b>COMMUNITY SERVICES</b>           |                  |                  |                        |                  |                   |                  |
| 6000.6086    | Donations/Grants - Danbury PAL      | 50,000           | 50,000           | 50,000                 | 50,000           | 50,000            | 50,000           |
| 6000.6081    | Donations/Grants - The Volunteer Ce | 6,500            | 6,500            | 6,500                  | 7,500            | 7,500             | 7,500            |
| 6000.6080    | Donations/Grants - United Way       | 425,000          | 425,000          | 425,000                | 425,000          | 425,000           | 425,000          |
| 6000.6021    | Donations/Grants - Downtown Counc   | 31,398           | 31,398           | 31,398                 | 31,398           | 31,398            | 31,398           |
| 7000.0569    | Downtown Holiday Lights             | 0                | 65,000           | 65,000                 | 0                | 0                 | 0                |
| 7000.0567    | Hat City Monument                   | 0                | 50,000           | 50,000                 | 0                | 0                 | 0                |
| <b>TOTAL</b> |                                     | <b>512,898</b>   | <b>627,898</b>   | <b>627,898</b>         | <b>513,898</b>   | <b>513,898</b>    | <b>513,898</b>   |

## DANBURY PUBLIC LIBRARY

Library Director: Katie Ventura

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7000

|                                               |                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | As an essential city asset, the Danbury Public Library is committed to being: A) A welcoming destination; B) Responsive to the varied needs of our city's diverse community; and C) A source of inspiration through words and ideas.                                                                   |
| <b>Department Goals:</b>                      | The Danbury Public Library's goal is to build lasting community connections by fostering creativity, discovery and personal growth. This is achieved by employing its 8 internal departments providing dedication to superior customer service to over 400,000 people who visit the library each year. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• The RFID self check-in and check-out process has been finished.</li><li>• A new ILS System has been implemented.</li><li>• Circulation of iPads, Kindles, Rokus &amp; Hotspots</li><li>• The ESL and STEM Programming has been increased.</li></ul>            |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Renovate the main level of the library with furniture and paint.</li><li>• Enhance community engagement through new programs.</li><li>• Implement self-pay at self-checkout machines.</li></ul>                                                                |

## DANBURY PUBLIC LIBRARY

Library Director: Katie Ventura

ADOPTED BUDGET: 2016-2017

Dept. #: 7000

### PERFORMANCE MEASUREMENTS

#### Department Description:

As an essential City asset, the Danbury Library is committed to being: a welcoming destination; responsive to the varied needs of our City's diverse community; and a source of inspiration through words and ideas. The library provides free materials and resources for learners of all ages, including print and non-print items, databases and programs. The Danbury Library will continue to add more resources for the public, such as collections, programming and e-books.

#### Performance Measurements:

|                               | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|-------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| Library Volumes in Collection | 121,342  | 122,366  | 122,920  | 121,584  | 121,584  | 116,247               | 120,000          |
| Number of Items Checked Out   | 588,084  | 560,571  | 550,000  | 568,631  | 662,974  | 675,000               | 700,000          |
| Number of Programs            | 361      | 321      | 341      | 405      | 836      | 1,000                 | 1,250            |
| Program Attendance            | 11,514   | 12,463   | 12,600   | 9,978    | 17,318   | 20,000                | 23,000           |
| Active Library Cards          | 28,300   | 29,800   | 26,146   | 25,844   | 25,844   | 25,429                | 30,000           |

#### Sustainable Danbury:

The Danbury Library remains committed to providing a high quality of service to the Danbury public

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Danbury Library Board of Directors
- The Library Board of Directors adopted the Library Bill of Rights

#### Data Reference(s):

- Library Records

**DANBURY PUBLIC LIBRARY**

Library Director: Katie Ventura

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7000

**APPROPRIATIONS**

| DEPT #:     |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|-------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>7000</b> | <b>DANBURY PUBLIC LIBRARY</b>      | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|             |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>7000</b> | <b>DANBURY PUBLIC LIBRARY</b>      |                  |                  |                     |                  |                  |                  |
| 5020.1000   | Salaries - Regular                 | 1,127,771        | 1,193,297        | 1,181,069           | 1,294,328        | 1,294,328        | 1,294,328        |
| 5030.1000   | Overtime - Salaries                | 117              | 0                | 0                   | 0                | 0                | 0                |
| 5040.1000   | Part Time - Salaries               | 278,480          | 279,000          | 232,675             | 306,785          | 275,000          | 275,000          |
| 5040.1020   | Part Time - Community Liasion      | 6,688            | 22,568           | 16,578              | 30,628           | 16,120           | 16,120           |
| 5040.1090   | Part Time - Special Duty Police    | 18,001           | 18,791           | 2,810               | 0                | 0                | 0                |
| 5050.1140   | Other Salaries - Other Earnings    | 0                | 26,934           | 0                   | 0                | 0                | 0                |
| 5230.1590   | Employee Group Insurance - Wor     | 0                | 0                | 0                   | 125              | 0                | 0                |
| 5250.1620   | Other Benefits - Longevity         | 5,160            | 5,560            | 5,560               | 5,105            | 5,105            | 5,105            |
| 5250.1630   | Other Benefits - Sick Leave        | 13,077           | 15,860           | 15,860              | 15,645           | 15,645           | 15,645           |
| 5300.2075   | Purch Svcs - Training Courses      | 0                | 2,000            | 1,500               | 2,000            | 2,000            | 2,000            |
| 5300.2010   | Purch Svcs - Professional Svcs     | 31,450           | 33,462           | 29,046              | 33,642           | 32,000           | 32,000           |
| 5300.2040   | Purch Svcs - Outside Svcs          | 116,533          | 87,163           | 87,163              | 133,060          | 133,060          | 133,060          |
| 5300.2045   | Purch Svcs - Communication Svcs    | 609              | 750              | 750                 | 750              | 750              | 750              |
| 5300.2060   | Purch Svcs - Travel/Mileage        | 579              | 500              | 500                 | 500              | 500              | 500              |
| 5300.2080   | Purch Svcs - Conferences           | 1,835            | 2,000            | 1,500               | 2,000            | 2,000            | 2,000            |
| 5300.2090   | Purch Svcs - Printing & Binding    | 1,608            | 4,500            | 4,000               | 4,500            | 4,500            | 4,500            |
| 5300.2095   | Purch Svcs - Legal & Public Notice | 0                | 1,250            | 1,000               | 1,250            | 1,000            | 1,000            |
| 5300.2055   | Purch Svcs - Postage               | 4,714            | 4,750            | 4,750               | 5,000            | 4,750            | 4,750            |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp S   | 15,055           | 15,962           | 15,962              | 16,016           | 16,016           | 16,016           |

**DANBURY PUBLIC LIBRARY**

Library Director: Katie Ventura

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7000

**APPROPRIATIONS**

| DEPT #:      |                                     | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|-------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>7000</b>  | <b>DANBURY PUBLIC LIBRARY</b>       | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                     |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>7000</b>  | <b>DANBURY PUBLIC LIBRARY</b>       |                  |                  |                     |                  |                  |                  |
| 5500.2420    | Maintenance & Repair - Office Eq    | 51,018           | 103,830          | 67,700              | 94,465           | 84,500           | 84,500           |
| 5600.2500    | Materials & Supplies - Office       | 15,749           | 15,905           | 15,900              | 17,500           | 15,900           | 15,900           |
| 5600.2605    | Materials & Supplies - Books        | 76,060           | 71,500           | 68,014              | 79,500           | 71,500           | 71,500           |
| 5600.2607    | Materials & Supplies - Books - Chil | 20,203           | 23,000           | 21,669              | 27,000           | 23,000           | 23,000           |
| 5600.2610    | Materials & Supplies - Magazines    | 14,602           | 14,782           | 12,456              | 14,699           | 14,699           | 14,699           |
| 5600.2615    | Materials & Supplies - Recordings   | 351              | 1,500            | 450                 | 1,500            | 1,500            | 1,500            |
| 5600.2620    | Materials & Supplies - Films        | 6,876            | 9,700            | 6,700               | 9,700            | 9,700            | 9,700            |
| 5600.2625    | Materials & Supplies - Audiobooks   | 6,958            | 7,500            | 7,000               | 7,500            | 7,500            | 7,500            |
| 5700.2700    | Equipment - Office                  | 51,535           | 85,628           | 85,000              | 51,083           | 43,804           | 43,804           |
| <b>TOTAL</b> |                                     | <b>1,865,030</b> | <b>2,047,692</b> | <b>1,885,612</b>    | <b>2,154,281</b> | <b>2,074,877</b> | <b>2,074,877</b> |

**DANBURY PUBLIC LIBRARY**

Library Director: Katie Ventura

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7000

**TABLE OF ORGANIZATION**

| LIBRARY<br>TABLE OF ORGANIZATION                    | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                     | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| LIBRARY DIRECTOR                                    | 1                   |                    | 1                   | 110,648          | 110,648                        |
| ASSISTANT LIBRARY DIRECTOR                          | 1                   |                    | 1                   | 75,936           | 75,936                         |
| EXECUTIVE SECRETARY                                 | 1                   | -1                 | 0                   | 0                | 0                              |
| * LIBRARIAN II                                      | 2                   | -1                 | 1                   | 69,142           | 71,035                         |
| * SENIOR COMPUTER TECHNICIAN                        | 1                   |                    | 1                   | 69,142           | 71,035                         |
| * LIBRARY TECHNICAL ASSISTANT (COMMUNITY RELATIONS) | 1                   |                    | 1                   | 65,083           | 66,867                         |
| * LIBRARY TECHNICAL ASSISTANT (CIRCULATION)         | 1                   |                    | 1                   | 65,083           | 66,867                         |
| * LIBRARIAN I                                       | 4                   | 1                  | 5                   | 60,970           | 313,221                        |
| * SECRETARY                                         | 0                   | 1                  | 1                   | 57,599           | 59,186                         |
| * CHILDREN'S PROGRAM COORDINATOR                    | 1                   |                    | 1                   | 56,984           | 58,549                         |
| * LIBRARY TECHNICAL ASSISTANT I                     | 1                   |                    | 1                   | 52,853           | 54,309                         |
| * COMPUTER TECHNICIAN                               | 1                   |                    | 1                   | 52,853           | 54,309                         |
| * COMMUNICATIONS SPECIALIST                         | 1                   |                    | 1                   | 48,794           | 50,123                         |
| * TECHNOLOGY PROGRAM COORDINATOR                    | 1                   |                    | 1                   | 48,794           | 50,123                         |
| * CLERK TYPIST II                                   | 3                   | 1                  | 4                   | 46,756           | 192,120                        |
| <b>TOTAL</b>                                        | <b>20</b>           |                    | <b>21</b>           |                  | <b>1,294,328</b>               |

\* Union Negotiated

**LONG RIDGE LIBRARY**

Vice President: Barbara Fulton

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7001

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Provide a community gathering place for residents and preserve this local historical treasure of culture and recreation. Provide a variety of books, audiotapes and the classics for adults and children.                                                                                                                                                                                                                                |
| <b>Department Goals:</b>                      | Our purpose is to provide a community gathering place for the Long Ridge/Danbury area residents.                                                                                                                                                                                                                                                                                                                                         |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Replaced, purchased and installed dehumidifiers for the library both in the basement and on the main floor.</li><li>• Examined and repaired the roof including replacement of the gutters and any flashing that was needed.</li><li>• Replaced sink and cabinet in the bathroom that was not functioning.</li><li>• Maintained shutters, new screen door and miscellaneous activities.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Remain financially sound and provide library services to the community.</li><li>• Attract more volunteer involvement in supporting activities for the library.</li><li>• Continue the maintenance started in 2015 i.e., driveway paving, and repair to main building.</li><li>• Reclaim Long Ridge Library's non-profit status.</li></ul>                                                        |

## LONG RIDGE LIBRARY

Vice President: Barbara Fulton

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7001

### PERFORMANCE MEASUREMENTS

#### Department Description:

Long Ridge Library is a historic community center providing an invaluable collection of local history. A meeting place for residents, as well as a desire to preserve this local treasure of culture and recreation.

| <b>Performance Measurements:</b> | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| Library Volumes in Collection    | 3,000           | 3,080           | 3,130           | 3,180           | 3,500           | 3,800                         | <b>4,000</b>             |
| # of Items Checked Out           | 1,135           | 1,135           | 1,108           | 942             | 2,103           | 2,500                         | <b>2,600</b>             |
| # of Programs                    | 5               | 5               | 5               | 5               | 6               | 6                             | <b>7</b>                 |
| Program Attendance               | 10              | 10              | 15              | 15              | 20              | 20                            | <b>20</b>                |
| Active Library Cards             | 120             | 200             | 339             | 367             | 415             | 425                           | <b>430</b>               |

#### Sustainable Danbury:

This library survives because of the Librarian Staff and a few volunteers. Librarians fill the library hours and operate events and planning. They are able and willing to continue in volunteer positions.

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

Librarians: Barbara Fulton, Elena Sicconi

#### Data Reference(s):

- Library Records

**LONG RIDGE LIBRARY**

Vice President: Barbara Fulton

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7001

**APPROPRIATIONS**

| DEPT #:      |                           | ACTUAL       | AMENDED      | PROJECTED    | PROPOSED     | PROPOSED     | ADOPTED      |
|--------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|              |                           | 2014-2015    | BUDGET       | EXPENDITURES | BY DEPT      | BY MAYOR     | BUDGET       |
|              |                           |              | 2015-2016    | 2015-2016    | 2016-2017    | 2016-2017    | 2016-2017    |
| <b>7001</b>  | <b>LONG RIDGE LIBRARY</b> |              |              |              |              |              |              |
| <b>7001</b>  | <b>LONG RIDGE LIBRARY</b> |              |              |              |              |              |              |
| 5870.        | Contributions/Grants -    | 9,860        | 7,360        | 7,360        | 9,860        | 7,360        | 7,360        |
| <b>TOTAL</b> |                           | <b>9,860</b> | <b>7,360</b> | <b>7,360</b> | <b>9,860</b> | <b>7,360</b> | <b>7,360</b> |

## DEPARTMENT OF RECREATION

Director of Recreation: Nicholas Kaplanis

ADOPTED BUDGET: 2016-2017

Dept. #: 7002

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Danbury Recreation Department is committed to providing high quality and diverse recreational programs and services while working in cooperation with Danbury's youth and adult athletic organizations as well as City agencies.                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Department Goals:</b>                      | The Danbury Recreation Department's goals are to offer extensive recreational programming opportunities for resident's young and the young at heart. Opportunities include participating in recreational activities or enjoying our leisure facilities. Our objectives to achieve these include employing park maintainers to work diligently every day to ensure every facility is manicured and has been carefully prepared to ensure optimum use of that playing surface, whether it is for a game or practice session. Additionally, we continue to invest our resources rebuilding infield surfaces and making improvements with drainage at many of our facilities. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Opened a new all-purpose Turf Field at Westside Middle School Academy. This complex can accommodate a variety of athletic activities during spring, summer and fall.</li><li>• Opened a new Spray Park at Kenosia Park. This is third park of this kind, giving children a safe way to cool off during the summer months.</li><li>• Summer Movie Nights. Four movies are shown on Thursday nights during the month of July. More than 1000 people attended last summer.</li></ul>                                                                                                                                                 |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Open a Danbury Dog Park. Park will be located on Miry Brook Rd. We expect to open in the spring of 2016.</li><li>• Build Outdoor Basketball Court. The court will be located off of Maple Ave.</li><li>• Fencing Improvements at Selected Sites. Repair and replace fences where required in our parks.</li><li>• Improvements to Rogers Park Lighting System on Softball Fields.</li></ul>                                                                                                                                                                                                                                       |

**DEPARTMENT OF RECREATION**

Director of Recreation: Nicholas Kaplanis

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7002

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The Danbury Recreation Department is committed to providing high quality and diverse recreational programs and services while working in cooperation with Danbury's youth and adult athletic organizations as well as other City agencies. Additionally, we pursue new opportunities to expand our offerings as we try to meet the varied needs of our ever changing community, as well as making necessary improvements where needed. The department's goal is to offer a variety of recreational programs to meet the needs of as many of City of Danbury residents as possible from the young to seniors and those with disabilities. The Department of Recreation also develops scheduling that will maintain maximum facility utilization and to monitor all park assets. We will strive to maintain participation in all programs and continue to provide training for our summer employees.

| <b>Performance Measurements:</b> | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| Number of Recreation Programs    |                 |                 |                 |                 | 27              | 30                            | <b>33</b>                |
| Number of Participants           |                 |                 |                 |                 | 8,000           | 8,590                         | <b>8,700</b>             |
| Summer Program Enrollments       | 642             | 642             | 520             | 510             | 495             | 525                           | <b>550</b>               |
| Hours of P/T Employee Training   | 100             | 100             | 100             | 100             | 100             | 100                           | <b>100</b>               |
| Utilization of Facilities        | 91%             | 87%             | 92%             | 93%             | 93%             | 93%                           | <b>94%</b>               |
| Monitor Park Assets - Hours      | 250             | 250             | 250             | 275             | 275             | 275                           | <b>275</b>               |

**Sustainable Danbury:**

The Department of Recreation will continue to promote awareness of all services available through the use of the City of Danbury web site, Social Media, Danbury Board of Education through the distribution of flyers and any other forms of media available to improve communications. In addition, we will develop outreach efforts with a focus on our diverse population to attain more integration of our youth in public and private recreation programs.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter VI, Section 6-2, "Administrative Departments" and Chapter VI, Section 6-12, "Department of Parks and Recreation", in the City of Danbury Charter

**Data Reference(s):**

- Recreation Department

**DEPARTMENT OF RECREATION**

Director of Recreation: Nicholas Kaplanis

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7002

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL         | AMENDED        | PROJECTED      | PROPOSED       | PROPOSED       | ADOPTED        |
|--------------|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 7002         | DEPARTMENT OF RECREATION           | 2014-2015      | BUDGET         | EXPENDITURES   | BY DEPT        | BY MAYOR       | BUDGET         |
|              |                                    |                | 2015-2016      | 2015-2016      | 2016-2017      | 2016-2017      | 2016-2017      |
| <b>7002</b>  | <b>DEPARTMENT OF RECREATION</b>    |                |                |                |                |                |                |
| 5020.1000    | Salaries - Regular                 | 77,500         | 80,929         | 80,929         | 80,800         | 80,800         | 80,800         |
| 5030.1000    | Overtime - Salaries                | -280           | 0              | 0              | 0              | 0              | 0              |
| 5040.1000    | Part Time - Salaries               | 151,443        | 176,000        | 135,674        | 176,000        | 176,000        | 176,000        |
| 5250.1620    | Other Benefits - Longevity         | 0              | 0              | 0              | 355            | 355            | 355            |
| 5250.1630    | Other Benefits - Sick Leave        | 1,472          | 1,513          | 1,513          | 1,554          | 1,554          | 1,554          |
| 5300.2085    | Purch Svcs - Subscriptions/Memb    | 99             | 250            | 163            | 250            | 250            | 250            |
| 5300.2010    | Purch Svcs - Professional Svcs     | 36,409         | 38,000         | 37,000         | 38,000         | 38,000         | 38,000         |
| 5300.2040    | Purch Svcs - Outside Svcs          | 16,166         | 16,500         | 16,000         | 16,000         | 16,000         | 16,000         |
| 5300.2045    | Purch Svcs - Communication Svcs    | 364            | 500            | 375            | 600            | 500            | 500            |
| 5300.2060    | Purch Svcs - Travel/Mileage        | 766            | 712            | 712            | 750            | 750            | 750            |
| 5300.2090    | Purch Svcs - Printing & Binding    | 811            | 850            | 850            | 900            | 850            | 850            |
| 5300.2095    | Purch Svcs - Legal & Public Notice | 350            | 350            | 350            | 350            | 350            | 350            |
| 5300.2055    | Purch Svcs - Postage               | 15             | 50             | 50             | 50             | 50             | 50             |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp S   | 1,069          | 1,134          | 1,134          | 1,138          | 1,138          | 1,138          |
| 5500.2420    | Maintenance & Repair - Office Eq   | 158            | 500            | 480            | 500            | 500            | 500            |
| 5600.2500    | Materials & Supplies - Office      | 338            | 350            | 300            | 350            | 350            | 350            |
| 5600.2525    | Materials & Supplies - Custodial   | 267            | 750            | 524            | 750            | 750            | 750            |
| 5600.2570    | Materials & Supplies - Medical/Ch  | 137            | 300            | 278            | 300            | 300            | 300            |
| 5600.2580    | Materials & Supplies - Recreation  | 11,840         | 17,909         | 14,000         | 17,500         | 15,000         | 15,000         |
| 5870.3225    | Contributions/Grants - Westerner   | 9,995          | 9,995          | 9,995          | 9,995          | 9,995          | 9,995          |
| <b>TOTAL</b> |                                    | <b>308,919</b> | <b>346,592</b> | <b>300,327</b> | <b>346,142</b> | <b>343,492</b> | <b>343,492</b> |

**DEPARTMENT OF RECREATION**

Director of Recreation: Nicholas Kaplanis

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7002

**REVENUES**

| REVENUE<br>CODE                      | DESCRIPTION                                 | ACTUAL         | AMENDED             | PROJECTED            | PROPOSED              | ADOPTED             |
|--------------------------------------|---------------------------------------------|----------------|---------------------|----------------------|-----------------------|---------------------|
|                                      |                                             | 2014-2015      | BUDGET<br>2015-2016 | REVENUE<br>2015-2016 | BY MAYOR<br>2016-2017 | BUDGET<br>2016-2017 |
| 4400.4700                            | Charges for Services - Hatters Park Revenue | 31,659         | 35,000              | 45,000               | 44,000                | 44,000              |
| 4400.4740                            | Charges for Services - Recreation           | 154,842        | 166,200             | 193,995              | 185,385               | 185,385             |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                             | <b>186,501</b> | <b>201,200</b>      | <b>238,995</b>       | <b>229,385</b>        | <b>229,385</b>      |
| <b>TOTAL</b>                         |                                             | <b>186,501</b> | <b>201,200</b>      | <b>238,995</b>       | <b>229,385</b>        | <b>229,385</b>      |

**TABLE OF ORGANIZATION**

| RECREATION<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                     | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| DIRECTOR OF RECREATION              | 1                   |                    | 1                   | 80,800           | 80,800                         |
| <b>TOTAL</b>                        | <b><u>1</u></b>     |                    | <b><u>1</u></b>     |                  | <b>80,800</b>                  |

## TARRYWILE PARK AUTHORITY

Executive Director: Becky Petro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7003

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | Tarrywile Park is managed for the City of Danbury by the Tarrywile Park Authority to provide appropriate community activities, passive recreation, environmental education, wildlife management, watershed protection, scenic views, agriculture and forestry while maintaining a sustained balance of historic preservation.                                                                                                                                                                                                          |
| <b>Department Goals:</b>                      | Tarrywile Park Authority was established by an ordinance of the Common Council of the City of Danbury to oversee the operation of Tarrywile Park. The Tarrywile Park Authority, its staff and volunteers all manage the Park for the City of Danbury. The Park will continue providing programs, activities and opportunities for observing wildlife, enjoying the scenery, high school activities or an aggressive workout on rugged terrain.                                                                                         |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Worked with the Construction Services Division to build our much needed 3 bay Equipment storage building.</li><li>• Continued to work on fundraising efforts and public outreach. Met our fundraising goals for both our Harvest Hayride and Harvest Dinner events.</li><li>• Completed renovations to the old School building into a 2 bedroom rental unit.</li><li>• Currently working with the City on additional LoCIP projects including the renovations to the Carriage House.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Work with the City of Danbury to complete renovations and projects funded by LoCIP funds.</li><li>• Work with the Friends of Tarrywile Park on fundraising efforts and public outreach.</li><li>• Identify and apply for grants that would help with funding for projects and programs.</li><li>• Utilize volunteers for various projects around the Park. Including but not limited to trail and garden maintenance and upkeep.</li></ul>                                                     |

**TARRYWILE PARK AUTHORITY**

Executive Director: Becky Petro

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7003

**APPROPRIATIONS**

| DEPT #:      |                                 | ACTUAL           | AMENDED<br>BUDGET | PROJECTED<br>EXPENDITURES | PROPOSED<br>BY DEPT | PROPOSED<br>BY MAYOR | ADOPTED<br>BUDGET |
|--------------|---------------------------------|------------------|-------------------|---------------------------|---------------------|----------------------|-------------------|
| <b>7003</b>  | <b>TARRYWILE PARK AUTHORITY</b> | <b>2014-2015</b> | <b>2015-2016</b>  | <b>2015-2016</b>          | <b>2016-2017</b>    | <b>2016-2017</b>     | <b>2016-2017</b>  |
| <b>7003</b>  | <b>TARRYWILE PARK AUTHORITY</b> |                  |                   |                           |                     |                      |                   |
| 5300.2040    | Purch Svcs - Outside Svcs       | 218,153          | 218,153           | 218,153                   | 218,153             | 218,153              | 218,153           |
| <b>TOTAL</b> |                                 | <b>218,153</b>   | <b>218,153</b>    | <b>218,153</b>            | <b>218,153</b>      | <b>218,153</b>       | <b>218,153</b>    |

## CULTURAL COMMISSION

Commission Coordinator: Gregory Wencek

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7005

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the Danbury Cultural Commission is to provide cultural and arts activities to enrich the lives of our community. We foster and encourage learning and performing opportunities for citizens of all ages, and assist in providing attendance opportunities at events resulting from these efforts, at little or no cost.                                                                                                                                                 |
| <b>Department Goals:</b>                      | The Cultural Commission will continue encouraging, promoting and co-sponsoring events which benefit and improve the quality of life for Danbury residents.                                                                                                                                                                                                                                                                                                                             |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Supported events reaching 35,000+/-, by 32+/- organizations, agencies and artists, increasing Danbury's economic stability.</li><li>• Engaged more than 200 students from all secondary schools within the City through a poetry contest and public reading.</li><li>• Increased reach into the community by expanding our internet presence [DanburyArts.com] and a weekly e-letter with hundreds of subscribers.</li></ul>                   |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Supported the present level of successful, vital cultural activities in Danbury, to increase quality of life, boosting the city's economy.</li><li>• Extend awareness, expanding on-line and traditional media, marketing, and promotion to expand demographics, bringing in area residents.</li><li>• Expanded and improved Commission processes, encouraging more diverse community arts and cultural organizations participation.</li></ul> |

**CULTURAL COMMISSION**

Commission Coordinator: Gregory Wencek **ADOPTED BUDGET: 2016-2017**

Dept. #: 7005

**APPROPRIATIONS**

| DEPT #:      |                            | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|----------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>7005</b>  | <b>CULTURAL COMMISSION</b> | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                            |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>7005</b>  | <b>CULTURAL COMMISSION</b> |                  |                  |                     |                  |                  |                  |
| 5870.        | Contributions/Grants -     | 69,870           | 72,718           | 72,718              | 102,650          | 72,718           | 72,718           |
| <b>TOTAL</b> |                            | <b>69,870</b>    | <b>72,718</b>    | <b>72,718</b>       | <b>102,650</b>   | <b>72,718</b>    | <b>72,718</b>    |

## LAKE KENOSIA COMMISSION

Chairperson: Regina Ofiera

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7006

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Lake Kenosia Commission is dedicated to improve the quality of life for Danbury citizens by ensuring the long-term protection of Lake Kenosia as one of the City's important natural resources.                                                                                                                                                                                                                                                                                                                  |
| <b>Department Goals:</b>                      | The mission of the Lake Kenosia Commission focuses on protecting this unique water body's multiple functions as a water supply, a recreational resource and an ecological habitat.                                                                                                                                                                                                                                                                                                                                   |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Maintained and enhanced the existing Buffer Garden at Kenosia Park using professional landscapers and volunteers.</li><li>• Continued to conduct annual Water Quality Testing.</li><li>• Worked with DEEP to determine if using Triploid Grass Carp control Eurasian Water Milfoil would be a viable option.</li><li>• Established a program with DHS to grow native plants for buffer areas. 200 SF of plants were grown in the Tarrywile Greenhouse and planted.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue to maintain the existing Buffer Garden at Kenosia Park and the former city beach to an area populated by native plants &amp; flowers.</li><li>• Conduct annual Water Quality Testing program.</li><li>• Continue to support a program with DHS, to grow native plants for use in the existing Buffer Garden and on the former city beach area.</li></ul>                                                                                                            |

**LAKE KENOSIA COMMISSION**

Chairperson: Regina Ofiera

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7006

**APPROPRIATIONS**

| DEPT #:      |                                | ACTUAL        | AMENDED       | PROJECTED     | PROPOSED      | PROPOSED      | ADOPTED       |
|--------------|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|              |                                | 2014-2015     | BUDGET        | EXPENDITURES  | BY DEPT       | BY MAYOR      | BUDGET        |
|              |                                |               | 2015-2016     | 2015-2016     | 2016-2017     | 2016-2017     | 2016-2017     |
| <b>7006</b>  | <b>LAKE KENOSIA COMMISSION</b> |               |               |               |               |               |               |
| 5300.2010    | Purch Svcs - Professional Svcs | 12,458        | 15,236        | 15,236        | 15,236        | 15,236        | 15,236        |
| <b>TOTAL</b> |                                | <b>12,458</b> | <b>15,236</b> | <b>15,236</b> | <b>15,236</b> | <b>15,236</b> | <b>15,236</b> |

## CHARLES IVES AUTHORITY FOR THE PERFORMING ARTS

Executive Director: Phyllis Cortese

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7007

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The Ives' mission is to honor the memory of one of America's greatest music composers and Danbury native, Charles Edward Ives (1874 – 1954), by providing a nationally recognized entertainment destination for extraordinary arts and cultural experiences, enriching the economic growth and social vitality of the region.                                                                                                                                                                                                           |
| <b>Department Goals:</b>                      | The Charles Ives Authority will continue working together to reach out to all segments of our society and create spaces where diverse residents can come together and celebrate the arts.                                                                                                                                                                                                                                                                                                                                               |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• An extended 5-year lease renewal agreement was negotiated with Western Connecticut State University (WCSU).</li><li>• The Ives Authority completed capital infrastructure improvement on stage gazebo roof replacement with assistance from the City of Danbury and WCSU.</li><li>• We have worked successfully with several independent promoters to co-produce and launch annual festivals enhancing programs and expanding reach.</li></ul>                                                  |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Enhance season line up of artists, festivals and multicultural events, securing concert promoter to assist in underwriting celebrity series.</li><li>• Expand cross-sector community stakeholders and sponsorships to increase revenue streams.</li><li>• Advance and enrich relationship with WCSU and the City of Danbury to ensure long term sustainability.</li><li>• Develop and produce annual Danbury juried fine art and craft show attracting the regions' finest artists in</li></ul> |

**CHARLES IVES AUTHORITY FOR THE PERFORMING ARTS**

Executive Director: Phyllis Cortese

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7007

**APPROPRIATIONS**

| DEPT #:      |                                                  | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|--------------------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>7007</b>  | <b>CHARLES IVES AUTHORITY</b>                    | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>7007</b>  | <b>CHARLES IVES AUTHORITY FOR THE PERFORMING</b> |                  |                  |                        |                  |                   |                  |
| 5300.2040    | Purch Svcs - Outside Svcs                        | 55,404           | 55,404           | 55,404                 | 55,404           | 55,404            | 55,404           |
| <b>TOTAL</b> |                                                  | <b>55,404</b>    | <b>55,404</b>    | <b>55,404</b>          | <b>55,404</b>    | <b>55,404</b>     | <b>55,404</b>    |

## DANBURY MUSEUM & HISTORICAL SOCIETY AUTHORITY

Executive Dir. & City Historian: B. Guertin

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7008

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | The mission of the Danbury Museum & Historical Society Authority is to acquire, preserve, exhibit and interpret the cultural heritage and history of the City of Danbury for the purpose of education, information and research.                                                                                                                                                                                                                                                                                                                |
| <b>Department Goals:</b>                      | Preserving, protecting, and educating Danbury's friends, neighbors and visitors about the heritage and history of our community is our main focus.                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Completed the exterior rehabilitation and restoration of the Charles Ives Birthplace.</li><li>• Re-imagined district-wide school programming to be more inclusive of experiential, hands-on learning initiatives for typical and atypical students.</li><li>• Created two new monthly, outreach programs targeting Danbury senior citizens and Danbury High School students.</li><li>• Assisted 10,000 residents, students and visitors with tours, research, exhibits and rotating programs.</li></ul> |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Complete the rehabilitation and restoration of the interior of the Charles Ives Birthplace.</li><li>• Concentrate on digitally cataloguing and tagging a myriad of new additions of archival ephemera and material culture.</li><li>• Focus on continuing to sync the Danbury Museums archival digital catalogue with the Danbury Library digital catalogue, for better resident access.</li></ul>                                                                                                      |

**DANBURY MUSEUM & HISTORICAL SOCIETY AUTHORITY**

Executive Dir. & City Historian: B. Guertin

**ADOPTED BUDGET: 2016-2017**

Dept. #: 7008

**APPROPRIATIONS**

| DEPT #:      |                                                          | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|----------------------------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>7008</b>  | <b>DANBURY MUSEUM &amp; HISTORICAL SOCIETY</b>           | <b>2014-2015</b> | <b>2015-2016</b> | <b>2015-2016</b>       | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>7008</b>  | <b>DANBURY MUSEUM &amp; HISTORICAL SOCIETY AUTHORITY</b> |                  |                  |                        |                  |                   |                  |
| 5300.2040    | Purch Svcs - Outside Svcs                                | 90,792           | 90,792           | 90,792                 | 90,792           | 90,792            | 90,792           |
| <b>TOTAL</b> |                                                          | <b>90,792</b>    | <b>90,792</b>    | <b>90,792</b>          | <b>90,792</b>    | <b>90,792</b>     | <b>90,792</b>    |

## RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                       | Risk Management's mission is to protect the City's assets by promoting the safety and health of City employees, minimizing damage and injury claims, promoting public safety, and to efficiently and effectively administer affordable employee benefits.                                                                                                                                      |
| <b>Department Goals:</b>                           | Risk Management's goal is to administer and provide the most affordable comprehensive insurance coverage for claims associated with general liability, workers compensation, health, life, dental, and disability.                                                                                                                                                                             |
| <b>Fiscal Year: 2015-2016<br/>Accomplishments:</b> | <ul style="list-style-type: none"><li>• Participated in the Medicare D reimbursement program, returning another \$116,000 to the City for retiree medical expenses.</li><li>• Increased Health Savings Account health plan participation, creating premium savings for City employees while continuing quality medical benefits.</li><li>• Safety training areas have been expanded.</li></ul> |
| <b>Major Objectives 2016-2017:</b>                 | <ul style="list-style-type: none"><li>• Increase participation in the Health Savings Account health plans.</li><li>• Initiate monthly wellness bulletins for employees.</li><li>• Create online reporting for Workers Compensation and Liability Claims.</li></ul>                                                                                                                             |

## RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

### PERFORMANCE MEASUREMENTS

#### Department Description:

Risk Management shall be responsible for the identification, analysis, and evaluation of risks or hazards which can adversely affect the ability of the City to perform its services, and shall determine methods to minimize such risks or hazards.

#### Performance Measurements:

|                                                | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|------------------------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| # of General Liability Claims Filed            | 150      | 80       | 128      | 137      | 128      | 80                    | 100              |
| # of Worker's Compensation Claims Filed        | 141      | 117      | 122      | 127      | 96       | 95                    | 95               |
| # Insured - Medical Coverage: Active Employees | 618      | 594      | 581      | 574      | 573      | 575                   | 585              |
| # Insured - Medical Coverage: Retirees         | 250      | 261      | 270      | 285      | 300      | 307                   | 317              |

#### Sustainable Danbury:

The Risk Management Department will continue to partner with the City insurance carriers to identify and reduce risks to employees and those using public facilities.

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter VI, Section 6-6, Paragraph E - "Risk Manager", in the City of Danbury Charter

#### Data Reference(s):

- City Charter
- Cigna Enrollment Records

## RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

### APPROPRIATIONS

| DEPT. #:     |                                       | ACTUAL            | AMENDED             | PROJECTED                 | PROPOSED             | PROPOSED              | ADOPTED             |
|--------------|---------------------------------------|-------------------|---------------------|---------------------------|----------------------|-----------------------|---------------------|
| <b>8008</b>  | ACCOUNT DESCRIPTION                   | 2014-2015         | BUDGET<br>2015-2016 | EXPENDITURES<br>2015-2016 | BY DEPT<br>2016-2017 | BY MAYOR<br>2016-2017 | BUDGET<br>2016-2017 |
| <b>8001</b>  | <b>FICA</b>                           |                   |                     |                           |                      |                       |                     |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs | 1,417,323         | 1,695,700           | 1,515,000                 | 1,741,816            | 1,565,000             | 1,565,000           |
| <b>TOTAL</b> |                                       | <b>1,417,323</b>  | <b>1,695,700</b>    | <b>1,515,000</b>          | <b>1,741,816</b>     | <b>1,565,000</b>      | <b>1,565,000</b>    |
| <b>8002</b>  | <b>PENSION EXPENSE</b>                |                   |                     |                           |                      |                       |                     |
| 5350.2216    | Interfund Svc Exp - Post Employment   | 9,545,912         | 10,268,000          | 10,268,000                | 11,180,000           | 10,268,000            | 10,268,000          |
| <b>TOTAL</b> |                                       | <b>9,545,912</b>  | <b>10,268,000</b>   | <b>10,268,000</b>         | <b>11,180,000</b>    | <b>10,268,000</b>     | <b>10,268,000</b>   |
| <b>8003</b>  | <b>EMPLOYEE SERVICE BENEFITS</b>      |                   |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B  | 109,418           | 59,741              | 59,741                    | 43,692               | 43,692                | 43,692              |
| <b>TOTAL</b> |                                       | <b>109,418</b>    | <b>59,741</b>       | <b>59,741</b>             | <b>43,692</b>        | <b>43,692</b>         | <b>43,692</b>       |
| <b>8004</b>  | <b>WORKER'S COMPENSATION - H/H</b>    |                   |                     |                           |                      |                       |                     |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs   | 576,094           | 700,000             | 700,000                   | 700,000              | 700,000               | 700,000             |
| <b>TOTAL</b> |                                       | <b>576,094</b>    | <b>700,000</b>      | <b>700,000</b>            | <b>700,000</b>       | <b>700,000</b>        | <b>700,000</b>      |
| <b>8005</b>  | <b>STATE UNEMPLOYMENT COMP</b>        |                   |                     |                           |                      |                       |                     |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs | 53,870            | 50,000              | 50,000                    | 75,000               | 60,000                | 60,000              |
| <b>TOTAL</b> |                                       | <b>53,870</b>     | <b>50,000</b>       | <b>50,000</b>             | <b>75,000</b>        | <b>60,000</b>         | <b>60,000</b>       |
| <b>8006</b>  | <b>EMPLOYEE HEALTH &amp; LIFE INS</b> |                   |                     |                           |                      |                       |                     |
| 5230.1565    | Employee Group Insurance - Dental I   | 0                 | 0                   | 0                         | 0                    | 0                     | 0                   |
| 5350.2216    | Interfund Svc Exp - Post Employment   | 7,092,579         | 8,928,647           | 8,900,000                 | 9,922,850            | 9,922,850             | 9,922,850           |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs | 9,524,197         | 9,367,880           | 9,300,000                 | 10,032,162           | 9,987,162             | 9,987,162           |
| <b>TOTAL</b> |                                       | <b>16,616,776</b> | <b>18,296,527</b>   | <b>18,200,000</b>         | <b>19,955,012</b>    | <b>19,910,012</b>     | <b>19,910,012</b>   |

**RISK MANAGEMENT**

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

**APPROPRIATIONS**

| DEPT. #:     |                                       | ACTUAL           | AMENDED BUDGET   | PROJECTED EXPENDITURES | PROPOSED BY DEPT | PROPOSED BY MAYOR | ADOPTED BUDGET   |
|--------------|---------------------------------------|------------------|------------------|------------------------|------------------|-------------------|------------------|
| <b>8008</b>  | <b>ACCOUNT DESCRIPTION</b>            | <b>2014-2015</b> | <b>2015-2016</b> | <b>22015-2016</b>      | <b>2016-2017</b> | <b>2016-2017</b>  | <b>2016-2017</b> |
| <b>8007</b>  | <b>UNION WELFARE</b>                  |                  |                  |                        |                  |                   |                  |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs | 1,465,254        | 1,645,000        | 1,575,000              | 1,660,000        | 1,604,000         | 1,604,000        |
| <b>TOTAL</b> |                                       | <b>1,465,254</b> | <b>1,645,000</b> | <b>1,575,000</b>       | <b>1,660,000</b> | <b>1,604,000</b>  | <b>1,604,000</b> |
| <b>8008</b>  | <b>RISK MANAGEMENT</b>                |                  |                  |                        |                  |                   |                  |
| 5350.2215    | Interfund Svc Exp - Wrkrs Comp Svcs   | 1,048,656        | 1,425,100        | 1,400,000              | 1,425,100        | 1,425,100         | 1,425,100        |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs | 1,389,212        | 1,433,615        | 1,400,000              | 1,475,268        | 1,525,689         | 1,525,689        |
| 5800.2895    | Insurance - IBNR/Reserve Adjustment   | -1,213,426       | 0                | 0                      | 0                | 0                 | 0                |
| <b>TOTAL</b> |                                       | <b>1,224,442</b> | <b>2,858,715</b> | <b>2,800,000</b>       | <b>2,900,368</b> | <b>2,950,789</b>  | <b>2,950,789</b> |

**DEBT SERVICE****ADOPTED BUDGET: 2016-2017**

Dept. #: 9000

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>9000</b>  | <b>DEBT SERVICE</b>                | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>9000</b>  | <b>INTEREST ON DEBT</b>            |                  |                  |                     |                  |                  |                  |
| 5300.2010    | Purch Svcs - Professional Svcs     | 1,286            | 10,000           | 1,806               | 10,000           | 10,000           | 10,000           |
| 5880.3410    | Debt Service - Interest on Notes   | 29,917           | 114,000          | 24,000              | 114,000          | 56,495           | 56,495           |
| 5880.3400    | Debt Service - Interest on Bonds   | 4,041,529        | 4,305,385        | 4,160,997           | 3,997,000        | 3,877,516        | 3,877,516        |
| <b>TOTAL</b> |                                    | <b>4,072,732</b> | <b>4,429,385</b> | <b>4,186,803</b>    | <b>4,121,000</b> | <b>3,944,011</b> | <b>3,944,011</b> |
| <b>9001</b>  | <b>INTEREST ON DEBT - SCHOOL</b>   |                  |                  |                     |                  |                  |                  |
| 5880.3400    | Debt Service - Interest on Bonds   | 903,491          | 974,249          | 943,288             | 1,002,500        | 980,414          | 980,414          |
| <b>TOTAL</b> |                                    | <b>903,491</b>   | <b>974,249</b>   | <b>943,288</b>      | <b>1,002,500</b> | <b>980,414</b>   | <b>980,414</b>   |
| <b>9002</b>  | <b>REDEMPTION OF DEBT</b>          |                  |                  |                     |                  |                  |                  |
| 5880.3420    | Debt Service - Redemption of Bon   | 8,195,250        | 8,699,147        | 8,699,147           | 9,208,500        | 8,885,446        | 8,885,446        |
| <b>TOTAL</b> |                                    | <b>8,195,250</b> | <b>8,699,147</b> | <b>8,699,147</b>    | <b>9,208,500</b> | <b>8,885,446</b> | <b>8,885,446</b> |
| <b>9003</b>  | <b>REDEMPTION OF DEBT - SCHOOL</b> |                  |                  |                     |                  |                  |                  |
| 5880.3420    | Debt Service - Redemption of Bon   | 1,334,000        | 1,702,020        | 1,702,020           | 2,076,000        | 1,994,930        | 1,994,930        |
| <b>TOTAL</b> |                                    | <b>1,334,000</b> | <b>1,702,020</b> | <b>1,702,020</b>    | <b>2,076,000</b> | <b>1,994,930</b> | <b>1,994,930</b> |

**CAPITAL/CONTINGENCY/OTHER FINANCING USES**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9100

**APPROPRIATIONS**

| DEPT #:      |                                    | ACTUAL           | AMENDED          | PROJECTED           | PROPOSED         | PROPOSED         | ADOPTED          |
|--------------|------------------------------------|------------------|------------------|---------------------|------------------|------------------|------------------|
| <b>9100</b>  | <b>CONTINUE APPROPRIATIONS</b>     | <b>2014-2015</b> | <b>BUDGET</b>    | <b>EXPENDITURES</b> | <b>BY DEPT</b>   | <b>BY MAYOR</b>  | <b>BUDGET</b>    |
|              |                                    |                  | <b>2015-2016</b> | <b>2015-2016</b>    | <b>2016-2017</b> | <b>2016-2017</b> | <b>2016-2017</b> |
| <b>9101</b>  | <b>CONTINUE APPROPRIATIONS</b>     |                  |                  |                     |                  |                  |                  |
| 7000.0100    | Capital Projects - General Fund Pr | 254,149          | 0                | 0                   | 0                | 0                | 0                |
| <b>TOTAL</b> |                                    | <b>254,149</b>   | <b>0</b>         | <b>0</b>            | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>9300</b>  | <b>CONTINGENCY</b>                 |                  |                  |                     |                  |                  |                  |
| 5855.        | Contingency -                      | 0                | 304,596          | 0                   | 475,000          | 425,000          | 425,000          |
| <b>TOTAL</b> |                                    | <b>0</b>         | <b>304,596</b>   | <b>0</b>            | <b>475,000</b>   | <b>425,000</b>   | <b>425,000</b>   |
| <b>9600</b>  | <b>OTHER FINANCING USES</b>        |                  |                  |                     |                  |                  |                  |
| 5865.3109    | Operating Transfer Out - To Capit  | 5,250,000        | 5,478,922        | 5,478,922           | 4,478,922        | 3,878,922        | 3,878,922        |
| 5865.3106    | Operating Transfer Out - To Anim   | 300,000          | 300,000          | 300,000             | 320,000          | 306,000          | 306,000          |
| <b>TOTAL</b> |                                    | <b>5,550,000</b> | <b>5,778,922</b> | <b>5,778,922</b>    | <b>4,798,922</b> | <b>4,184,922</b> | <b>4,184,922</b> |

**EMPLOYEE SERVICE BENEFITS  
FISCAL YEAR 2016-2017**

Dept. #: 9998

**APPROPRIATIONS**

| DEPT. #:     |                                          | ACTUAL    | AMENDED             | PROJECTED                 | PROPOSED             | PROPOSED              | ADOPTED             |
|--------------|------------------------------------------|-----------|---------------------|---------------------------|----------------------|-----------------------|---------------------|
| 9998         | ACCOUNT DESCRIPTION                      | 2014-2015 | BUDGET<br>2015-2016 | EXPENDITURES<br>2015-2016 | BY DEPT<br>2016-2017 | BY MAYOR<br>2016-2017 | BUDGET<br>2016-2017 |
| <b>1999</b>  | <b>GENERAL GOVERNMENT EMPLOYEE</b>       |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 5,797               | 0                         | 38,628               | 38,628                | 38,628              |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>5,797</b>        | <b>0</b>                  | <b>38,628</b>        | <b>38,628</b>         | <b>38,628</b>       |
| <b>2999</b>  | <b>PUBLIC SAFETY SERVICE EMPLOYEE B</b>  |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 0                   | 0                         | 13,740               | 13,740                | 13,740              |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>0</b>            | <b>0</b>                  | <b>13,740</b>        | <b>13,740</b>         | <b>13,740</b>       |
| <b>3999</b>  | <b>EMPLOYEE SERVICE BENEFIT</b>          |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 0                   | 0                         | 16,402               | 16,402                | 16,402              |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>0</b>            | <b>0</b>                  | <b>16,402</b>        | <b>16,402</b>         | <b>16,402</b>       |
| <b>4999</b>  | <b>HEALTH &amp; HUMAN SERVICES</b>       |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 1,284               | 0                         | 3,633                | 3,633                 | 3,633               |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>1,284</b>        | <b>0</b>                  | <b>3,633</b>         | <b>3,633</b>          | <b>3,633</b>        |
| <b>5999</b>  | <b>SOCIAL SERVICES EMPLOYEE SERVICE</b>  |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 0                   | 0                         | 1,115                | 1,115                 | 1,115               |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>0</b>            | <b>0</b>                  | <b>1,115</b>         | <b>1,115</b>          | <b>1,115</b>        |
| <b>7999</b>  | <b>CULTURE &amp; RECREATION EMPLOYEE</b> |           |                     |                           |                      |                       |                     |
| 5250.1650    | Other Benefits - Employees Service B     | 0         | 2,080               | 0                         | 3,677                | 3,677                 | 3,677               |
| <b>TOTAL</b> |                                          | <b>0</b>  | <b>2,080</b>        | <b>0</b>                  | <b>3,677</b>         | <b>3,677</b>          | <b>3,677</b>        |

**DISCOUNTS**  
**FISCAL YEAR 2016-2017**

Dept. #: 9999

**APPROPRIATIONS**

| DEPT. #:     |                                           | ACTUAL      | AMENDED<br>BUDGET | PROJECTED<br>EXPENDITURES | PROPOSED<br>BY DEPT | PROPOSED<br>BY MAYOR | ADOPTED<br>BUDGET |
|--------------|-------------------------------------------|-------------|-------------------|---------------------------|---------------------|----------------------|-------------------|
| <b>9999</b>  | ACCOUNT DESCRIPTION                       | 2014-2015   | 2015-2016         | 2015-2016                 | 2016-2017           | 2016-2017            | 2016-2017         |
| <b>1995</b>  | <b>GENERAL GOVERNMENT DISCOUNTS</b>       |             |                   |                           |                     |                      |                   |
| 6200.6250    | Discounts - Departmentwide                | -49         | 0                 | -51                       | 0                   | 0                    | 0                 |
| <b>TOTAL</b> |                                           | <b>-49</b>  | <b>0</b>          | <b>-51</b>                | <b>0</b>            | <b>0</b>             | <b>0</b>          |
| <b>2995</b>  | <b>PUBLIC SAFETY DISCOUNTS</b>            |             |                   |                           |                     |                      |                   |
| 6200.6250    | Discounts - Departmentwide                | -135        | 0                 | -16                       | 0                   | 0                    | 0                 |
| <b>TOTAL</b> |                                           | <b>-135</b> | <b>0</b>          | <b>-16</b>                | <b>0</b>            | <b>0</b>             | <b>0</b>          |
| <b>3995</b>  | <b>PUBLIC SAFETY EMPLOYEE BENEFITS</b>    |             |                   |                           |                     |                      |                   |
| 6200.6250    | Discounts - Departmentwide                | -796        | 0                 | -884                      | 0                   | 0                    | 0                 |
| <b>TOTAL</b> |                                           | <b>-796</b> | <b>0</b>          | <b>-884</b>               | <b>0</b>            | <b>0</b>             | <b>0</b>          |
| <b>7995</b>  | <b>CULTURE &amp; RECREATION DISCOUNTS</b> |             |                   |                           |                     |                      |                   |
| 6200.6250    | Discounts - Departmentwide                | -1          | 0                 | 0                         | 0                   | 0                    | 0                 |
| <b>TOTAL</b> |                                           | <b>-1</b>   | <b>0</b>          | <b>0</b>                  | <b>0</b>            | <b>0</b>             | <b>0</b>          |

**CITY OF DANBURY - EMS AMBULANCE FUND**

Director, EMS: Matthew G. Cassavechia

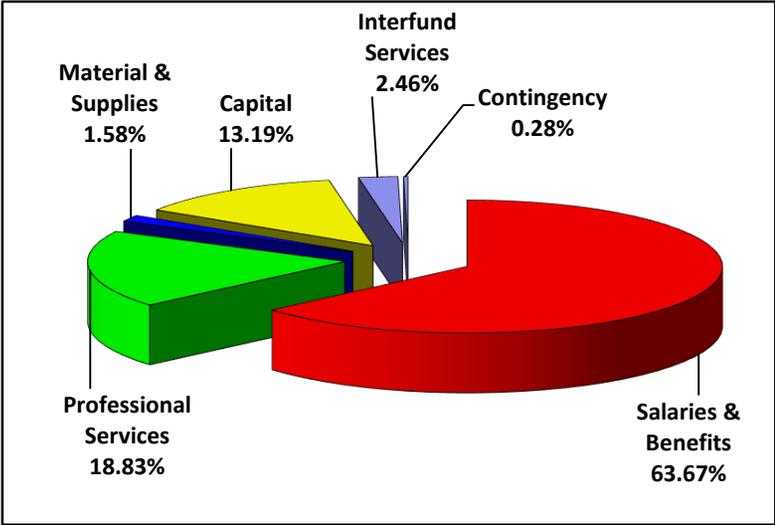
**ADOPTED BUDGET: 2016-2017**

Dept. #: 2011

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Statement of Mission:</b></p>                   | <p>The mission of Danbury Emergency Medical Services is to provide prompt, courteous and professional pre-hospital care service excellence while supporting the collaborative objectives of public safety and health in the community.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Department Goals:</b></p>                       | <p>The objective of the Danbury EMS is to operate advanced life support paramedic ambulances that are staffed to meet the ever-rising emergency medical call volume demand in the City of Danbury. Ambulances are deployed in carefully plotted areas of the City to ensure both a safe and timely response.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Fiscal Year: 2015-2016 Accomplishments:</b></p> | <ul style="list-style-type: none"> <li>• EMS has achieved the "Lifeline® EMS Gold Level Recognition Award", and recognized as an agency that delivers education in STEMI identification and driving improvements in the care and outcomes of STEMI patients. Additionally, the award was based on meeting measures for two years with no single measure scoring below 75%.</li> <li>• A patient safety program with policy and procedures to support was fully implemented.</li> <li>• EMS and Fire Dept. first responders implemented the Naloxone administration harm reduction strategy.</li> <li>• FTE's and ambulance staffing were adjusted to meet increasing EMS demand – reducing the reliance on back up/mutual aid ambulance services.</li> <li>• Area bundle billing agreements were reviewed and updated with local mutual aid partners.</li> </ul> |
| <p><b>Major Objectives 2016-2017:</b></p>             | <ul style="list-style-type: none"> <li>• Implement safe lifting program with implementation of ambulance lifting/moving devices designed to reduce lifting and moving injuries.</li> <li>• Complete the redesign and renovation of EMS Branch location at the Danbury Hospital.</li> <li>• Review and revamp local EMS plan in collaboration with city and state officials.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

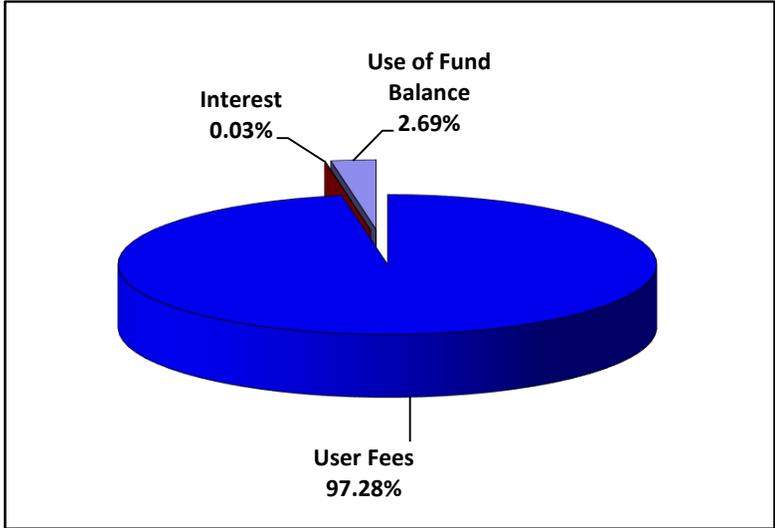
**CITY OF DANBURY  
AMBULANCE FUND  
ADOPTED BUDGET 2016 - 2017**

**EXPENSES**



|                       |                     |
|-----------------------|---------------------|
| Salaries & Benefits   | 2,363,300           |
| Professional Services | 698,900             |
| Material & Supplies   | 58,500              |
| Capital               | 489,500             |
| Interfund Services    | 91,300              |
| Contingency           | 10,500              |
| <b>Total</b>          | <b>\$ 3,712,000</b> |

**REVENUES**



|                     |                     |
|---------------------|---------------------|
| User Fees           | 3,611,000           |
| Interest            | 1,000               |
| Use of Fund Balance | 100,000             |
| <b>Total</b>        | <b>\$ 3,712,000</b> |

**SUMMARY OF REVENUES, EXPENDITURES  
AND CHANGES IN AMBULANCE FUND NET ASSETS  
FISCAL YEARS 2012-2013 TO 2016-2017**

|                                                 | 2012-2013<br>ACTUAL | 2013-2014<br>ACTUAL | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>OPERATING REVENUES</u></b>                |                     |                     |                     |                     |                     |
| Charges for Services                            | 3,249,288           | 2,893,050           | 3,423,650           | 3,392,500           | 3,611,000           |
| <b>TOTAL OPERATING REVENUES</b>                 | <b>3,249,288</b>    | <b>2,893,050</b>    | <b>3,423,650</b>    | <b>3,392,500</b>    | <b>3,611,000</b>    |
| <b><u>OPERATING EXPENSES</u></b>                |                     |                     |                     |                     |                     |
| Salaries and Benefits                           | 1,745,486           | 1,774,301           | 1,978,939           | 2,296,800           | 2,363,300           |
| Materials and Supplies                          | 47,709              | 46,399              | -                   | 63,000              | 15,000              |
| Depreciation                                    | 52,134              | 70,323              | 97,631              | -                   | 99,500              |
| Interfund Services                              | 370,244             | 269,178             | 925,000             | 246,100             | 91,300              |
| Administrative and Operating                    | 779,240             | 628,795             | 847,357             | 657,500             | 752,900             |
| <b>TOTAL OPERATING EXPENSES</b>                 | <b>2,994,812</b>    | <b>2,788,996</b>    | <b>3,848,927</b>    | <b>3,263,400</b>    | <b>3,322,000</b>    |
| <b>TOTAL OPERATING INCOME</b>                   | <b>254,476</b>      | <b>104,054</b>      | <b>(425,277)</b>    | <b>129,100</b>      | <b>289,000</b>      |
| <b><u>NON-OPERATING REVENUES (EXPENSES)</u></b> |                     |                     |                     |                     |                     |
| Interest Income                                 | 443                 | 480                 | 990                 | 900                 | 1,000               |
| <b>TOTAL NON-OPERATING REVENUES (EXPENSE)</b>   | <b>443</b>          | <b>480</b>          | <b>990</b>          | <b>900</b>          | <b>1,000</b>        |
| <b>NET INCOME BEFORE CAPITAL CONTRIBUTIONS</b>  | <b>254,919</b>      | <b>104,534</b>      | <b>(424,287)</b>    | <b>130,000</b>      | <b>290,000</b>      |
| Capital Outlay                                  | -                   | -                   | -                   | (130,000)           | (390,000)           |
| Capital Contributions                           | -                   | -                   | 148,845             | -                   | -                   |
| Other Financing Sources - Sale of Assets        | 9,848               | 11,000              | -                   | -                   | -                   |
| <b>CHANGE IN NET ASSETS</b>                     | <b>264,767</b>      | <b>115,534</b>      | <b>(275,442)</b>    | <b>-</b>            | <b>(100,000)</b>    |
| <b>NET ASSETS, Beginning</b>                    | <b>2,754,705</b>    | <b>3,019,472</b>    | <b>3,135,006</b>    | <b>2,859,564</b>    | <b>2,859,564</b>    |
| <b>NET ASSETS, Ending</b>                       | <b>3,019,472</b>    | <b>3,135,006</b>    | <b>2,859,564</b>    | <b>2,859,564</b>    | <b>2,759,564</b>    |

**CITY OF DANBURY  
AMBULANCE FUND**

**2016-2017 SUMMARY OF REVENUE AND EXPENDITURES**

**REVENUES**

|                       |                  |
|-----------------------|------------------|
| CHARGES FOR SERVICES  | 3,611,000        |
| INTEREST              | 1,000            |
| USE OF FUND BALANCE   | 100,000          |
|                       | <hr/>            |
| <b>TOTAL REVENUES</b> | <b>3,712,000</b> |

**EXPENSES**

|                                |                  |
|--------------------------------|------------------|
| SALARIES & BENEFITS            | 2,363,300        |
| PROFESSIONAL SERVICES          | 698,900          |
| MATERIALS & SUPPLIES           | 58,500           |
| CONTINGENCY                    | 10,500           |
| PURCHASED EQUIPMENT            | 390,000          |
| DEPRECIATION                   | 99,500           |
| INTERFUND SERVICES CHARGE-BACK | 91,300           |
|                                | <hr/>            |
| <b>TOTAL EXPENSES</b>          | <b>3,712,000</b> |

**CITY OF DANBURY - EMS AMBULANCE FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 2011

**REVENUES**

| <b>REVENUE<br/>CODE</b> | <b>DESCRIPTION</b>                                | <b>ACTUAL<br/>2014-2015</b> | <b>AMENDED<br/>BUDGET<br/>2015-2016</b> | <b>PROJECTED<br/>REVENUE<br/>2015-2016</b> | <b>PROPOSED<br/>BY MAYOR<br/>2016-2017</b> | <b>ADOPTED<br/>BUDGET<br/>2016-2017</b> |
|-------------------------|---------------------------------------------------|-----------------------------|-----------------------------------------|--------------------------------------------|--------------------------------------------|-----------------------------------------|
| 4400.4020               | Charges for Services - Previously Recorded Uncoll | 0                           | 130,000                                 | 94,000                                     | 130,000                                    | 130,000                                 |
| 4400.4420               | Charges for Services - Ambulance Bundle Fees      | 5,250                       | 2,100                                   | 5,000                                      | 5,000                                      | 5,000                                   |
| 4400.4440               | Charges for Services - User Fees -Ambulance       | 3,418,401                   | 3,260,400                               | 3,234,200                                  | 3,476,000                                  | 3,476,000                               |
| 4400.4820               | Charges for Services - Other Revenues             | 148,844                     | 0                                       | 0                                          | 0                                          | 0                                       |
|                         | <b>SUBTOTAL CHARGES FOR SERVICES</b>              | <b>3,572,494</b>            | <b>3,392,500</b>                        | <b>3,333,200</b>                           | <b>3,611,000</b>                           | <b>3,611,000</b>                        |
| 4610.1200               | Investment Earnings - Interest on Investments     | 990                         | 900                                     | 1,000                                      | 1,000                                      | 1,000                                   |
|                         | <b>SUBTOTAL INTEREST</b>                          | <b>990</b>                  | <b>900</b>                              | <b>1,000</b>                               | <b>1,000</b>                               | <b>1,000</b>                            |
| 4900.1750               | Other Financing Sources - Operating Revenue       | 0                           | 100,000                                 | 100,000                                    | 100,000                                    | 100,000                                 |
|                         | <b>SUBTOTAL OTHER FINANCING SOURCES</b>           | <b>0</b>                    | <b>100,000</b>                          | <b>100,000</b>                             | <b>100,000</b>                             | <b>100,000</b>                          |
| <b>TOTAL</b>            |                                                   | <b>3,573,485</b>            | <b>3,493,400</b>                        | <b>3,434,200</b>                           | <b>3,712,000</b>                           | <b>3,712,000</b>                        |

**AMBULANCE FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 2011

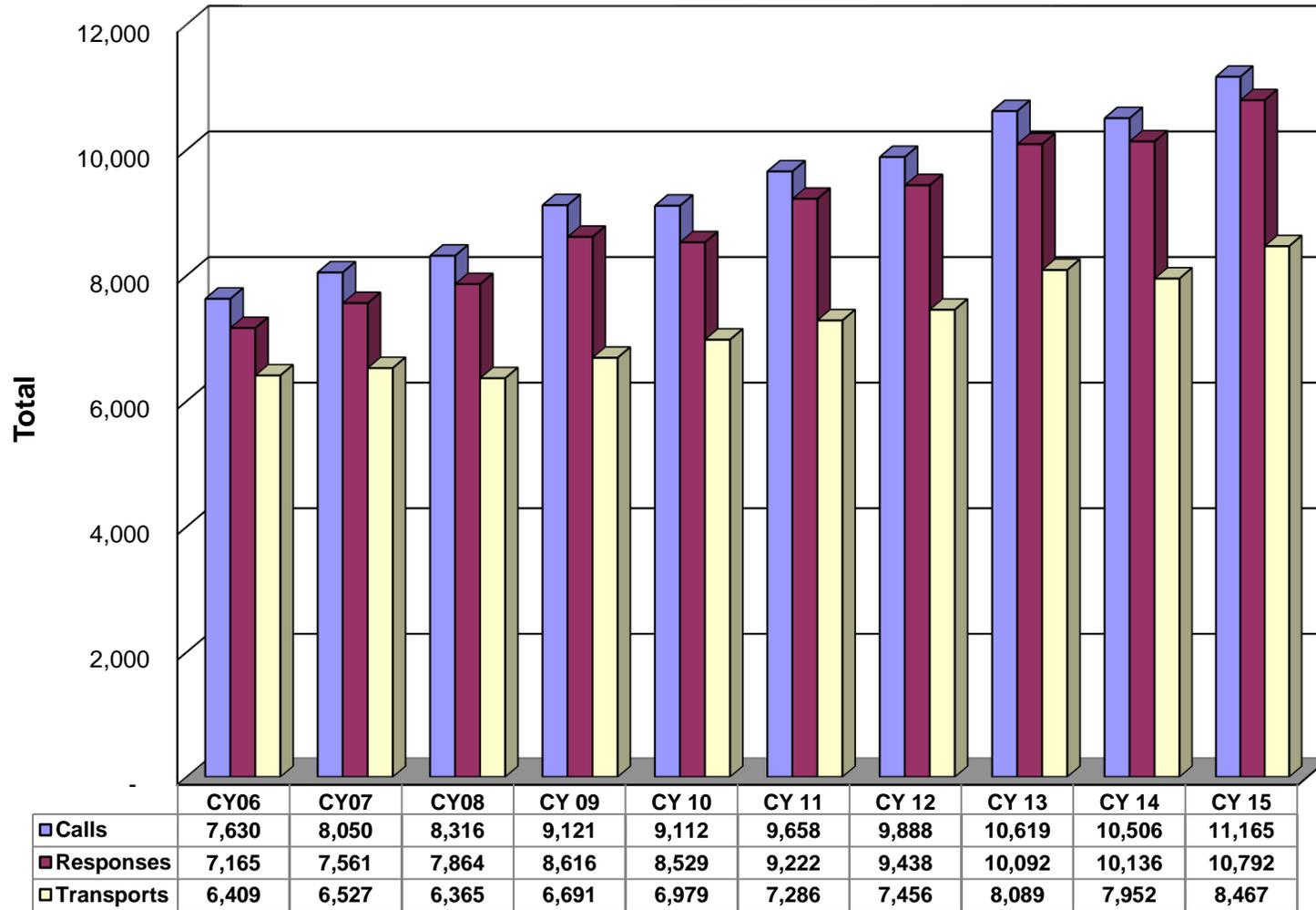
**APPROPRIATIONS**

| DEPT. #      | DESCRIPTION                                      | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | ADOPTED          |
|--------------|--------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
|              |                                                  | 2014-2015        | BUDGET           | EXPENDITURES     | BY MAYOR         | BUDGET           |
|              |                                                  | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        |
| <b>2011</b>  | <b>CITY OF DANBURY - EMS AMBULANCE FUND</b>      |                  |                  |                  |                  |                  |
| 5020.1999    | Salaries - Ambulance Fund Services               | 1,494,668        | 1,740,000        | 1,740,000        | 1,790,395        | 1,790,395        |
| 5250.1675    | Other Benefits - Fringe Benefits                 | 478,293          | 556,800          | 556,800          | 572,905          | 572,905          |
| 5300.2197    | Purch Svcs - Collection Fees                     | 0                | 0                | 10,000           | 18,000           | 18,000           |
| 5300.2010    | Purch Svcs - Professional Svcs                   | 0                | 5,000            | 2,400            | 12,000           | 12,000           |
| 5300.2020    | Purch Svcs - Financial Services                  | 21,000           | 18,000           | 18,000           | 20,000           | 20,000           |
| 5300.2021    | Purch Svcs - GIS Services                        | 39,579           | 100,000          | 100,000          | 100,000          | 100,000          |
| 5300.2045    | Purch Svcs - Communication Svcs                  | 36,970           | 45,000           | 43,800           | 45,000           | 45,000           |
| 5300.2135    | Purch Svcs - Billing Fees                        | 141,549          | 150,000          | 140,000          | 154,800          | 154,800          |
| 5300.2195    | Purch Svcs - Misc Services                       | 510,773          | 324,500          | 324,500          | 349,100          | 349,100          |
| 5350.2214    | Interfund Svc Exp - Risk/Benefit Svcs            | 5,978            | 6,100            | 6,100            | 6,300            | 6,300            |
| 5350.2202    | Interfund Svc Exp - General Fund Svcs            | 0                | 240,000          | 90,000           | 85,000           | 85,000           |
| 5500.2415    | Maintenance & Repair - Automotive Equipment      | -2,047           | 0                | 0                | 0                | 0                |
| 5600.2550    | Materials & Supplies - Motor Fuel                | 49,492           | 48,000           | 45,000           | 43,500           | 43,500           |
| 5600.2570    | Materials & Supplies - Medical/Chemical          | 15,119           | 15,000           | 14,600           | 15,000           | 15,000           |
| 5700.2795    | Equipment - Other                                | 2,473            | 0                | 0                | 0                | 0                |
| 5855.        | Contingency -                                    | 0                | 15,000           | 15,000           | 10,500           | 10,500           |
| 5865.3100    | Operating Transfer Out - Transfer to Other Funds | 925,000          | 0                | 0                | 0                | 0                |
| 5865.3109    | Operating Transfer Out - To Capital Funds        | 600,000          | 230,000          | 230,000          | 390,000          | 390,000          |
| 8026.        | Depreciation Expense -                           | 97,631           | 0                | 98,000           | 99,500           | 99,500           |
| <b>TOTAL</b> |                                                  | <b>4,416,477</b> | <b>3,493,400</b> | <b>3,434,200</b> | <b>3,712,000</b> | <b>3,712,000</b> |

**WESTERN CONNECTICUT HEALTH NETWORK (WCHN) AFFILIATES - EMERGENCY MEDICAL SERVICES  
CITY OF DANBURY EMS VEHICLE INVENTORY  
AS OF MARCH 1, 2016**

| EQUIPMENT                         | STATUS   | USE                         | MILEAGE |                |                |                |                |                |                |         |
|-----------------------------------|----------|-----------------------------|---------|----------------|----------------|----------------|----------------|----------------|----------------|---------|
|                                   |          |                             |         | FY 16-17       | FY 17-18       | FY 18-19       | FY 19-20       | FY 20-21       | FY 21-22       |         |
| 2007 Ford Expedition XLT          | Purchase | City Paramedic/Supervisor   | 48,374  |                | 85,000         |                |                |                |                |         |
| 2007 American Hauler AF8516TA2    | Purchase | City MCI Trailer            | n/a     |                |                |                |                |                |                |         |
| 2008 Ford Expedition XLT          | Purchase | City EMS Paramedic Response | 38,441  |                |                | 85,000         |                |                |                |         |
| 2009 Ford E350                    | Purchase | City Paramedic Ambulance    | 77,812  |                | 140,000        |                |                |                |                |         |
| 2009 Ford E350                    | Purchase | City Paramedic Ambulance    | 79,632  |                | 140,000        |                |                |                |                |         |
| 2011 Ford Expedition XLT          | Purchase | City EMS Director/Response  | 27,485  |                |                |                |                |                | 100,000        |         |
| 2011 Ford E350                    | Purchase | City Paramedic Ambulance    | 60,464  |                |                | 145,000        |                |                |                |         |
| 2012 Ford E350                    | Purchase | City Paramedic Ambulance    | 49,602  |                |                | 145,000        | 150,000        |                |                |         |
| 2013 Ford E350                    | Purchase | City Paramedic Ambulance    | 32,491  |                |                |                |                |                | 155,000        |         |
| 2014 Ford E350                    | Purchase | City Paramedic Ambulance    | 19,981  |                |                |                |                |                |                | 160,000 |
| 2015 Ford Expedition XLT          | Purchase | City EMS Director/Response  | 12,475  |                |                |                |                |                |                | 105,000 |
| EMS Cardiac Monitor Defibrillator | Purchase | City Paramedic Ambulance    |         | 140,000        |                |                |                |                |                |         |
| Crash Compliance Program          | Purchase | City Paramedic Ambulance    |         | 150,000        |                |                |                |                |                |         |
| <b>TOTAL</b>                      |          |                             |         | <b>290,000</b> | <b>365,000</b> | <b>375,000</b> | <b>150,000</b> | <b>255,000</b> | <b>265,000</b> |         |

**City of Danbury EMS/ Danbury Hospital EMS Activity  
Calendar Years 2006 to 2015**



## ANIMAL CONTROL FUND

Captain Robert Myles

ADOPTED BUDGET: 2016-2017

Dept. #: 2001

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                  | To provide a superior quality of life for the people of Danbury by providing the best possible animal control services. In partnership with the community, we will work to eliminate animal cruelty through education and enforcement. Respect, partnership, and high ethical standards shall form the foundation for delivering our services.                                                                                                                                                                                                                                       |
| <b>Department Goals:</b>                      | The goal of Animal Control is to improve the lives of animals in our community and beyond by promoting responsible pet guardianship, the humane treatment of animals and working toward ending animal overpopulation through education and a variety of programs. Our objectives towards these goals include working to keep homeless pets safe, happy and sheltered. Also, building a modern facility will enable us to expand our rescue and adoption, community outreach and education services will drive us toward the goal of improving the lives of animals in our community. |
| <b>Fiscal Year 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Instituted significant cost saving measures regarding the ongoing purchase of dog food and kennel sanitation supplies.</li><li>• Improved mobile communication capabilities to allow delivery of better customer service while Animal Control officers are away from the office.</li><li>• Instituted a vaccination system that will protect the impounded animal population from parvovirus and other contagious disease.</li></ul>                                                                                                         |
| <b>Major Objectives 2016-2017:</b>            | <ul style="list-style-type: none"><li>• Continue planning for an upgraded and state compliant animal control facility.</li><li>• Increase social media to better advertise adoptable animals to a broader audience beyond the local area.</li><li>• Purchase an additional animal control vehicle that allows for easier placement of sick or injured animals.</li></ul>                                                                                                                                                                                                             |

**ANIMAL CONTROL**

Captain Robert Myles

ADOPTED BUDGET: 2016-2017

Dept. #: 2001

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The mission of Animal Control is to provide a superior quality of life for the people of Danbury by providing the best possible animal control services. In partnership with the community, we will work to eliminate animal cruelty through education and enforcement. Respect, partnership, and high ethical standards shall form the foundation for delivering our services.

| <b>Performance Measurements:</b> | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| Fines Issued                     | 86              | 61              | 87              | 78              | 27              | 50                            | <b>60</b>                |
| Fine Receipts                    | \$3,890         | \$3,555         | \$3,595         | \$2,620         | \$2,315         | \$4,000                       | <b>\$4,500</b>           |
| # of Animals Returned to Owner   | 106             | 105             | 110             | 94              | 60              | 1                             | <b>90</b>                |
| # of Animals Placed              | 38              | 54              | 46              | 40              | 42              | 1                             | <b>55</b>                |

**Sustainable Danbury:**

Animal Control will continue to maintain its efficiency and high quality of service through education and a system of continuing improvements.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

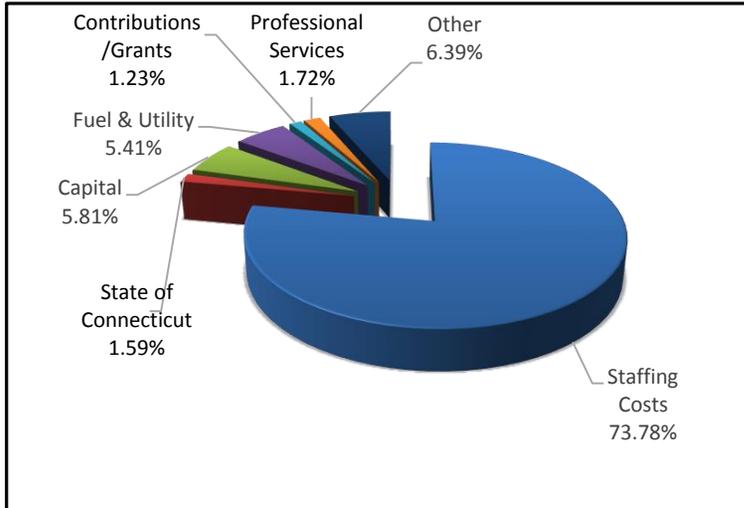
- Danbury Animal Control Officers get their authority from city ordinances : 12-2 - 12-4 and from the State of Connecticut under Connecticut General Statutes # 22-328.

**Data Reference(s):**

- Monthly Reports
- City of Danbury Receipts

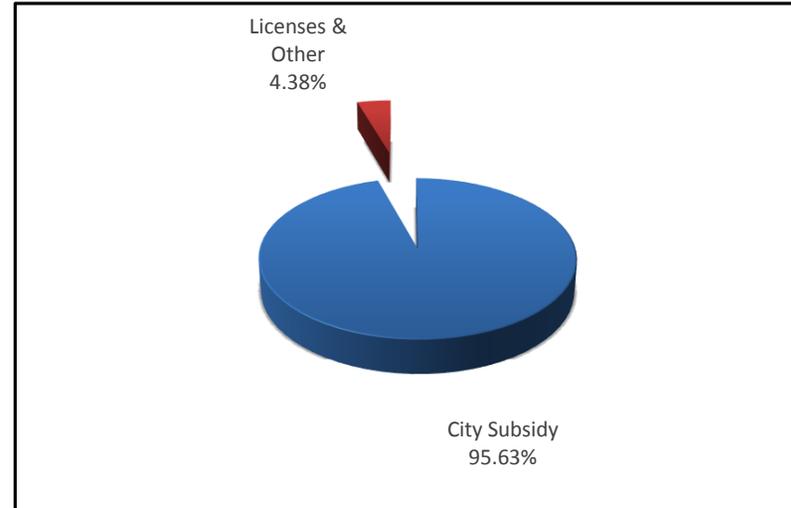
**CITY OF DANBURY  
ANIMAL CONTROL FUND  
ADOPTED BUDGET: 2016-2017**

**EXPENDITURES**



|                       |                  |
|-----------------------|------------------|
| Staffing Costs        | \$249,090        |
| State of Connecticut  | 5,100            |
| Capital Reserve       | 18,600           |
| Fuel & Utility        | 17,320           |
| Contributions/Grants  | 3,940            |
| Professional Services | 5,500            |
| Other                 | 20,450           |
| <b>Total</b>          | <b>\$320,000</b> |

**REVENUES**



|                  |                  |
|------------------|------------------|
| City Subsidy     | \$306,000        |
| Licenses & Other | 14,000           |
| <b>Total</b>     | <b>\$320,000</b> |

**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**ANIMAL CONTROL FUND**  
**FISCAL YEARS 2012-2013 to 2016-2017**

|                                                                               | 2012-2013      | 2013-2014      | 2014-2015      | 2015-2016      | 2016-2017      |
|-------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                                                               | ACTUAL         | ACTUAL         | ACTUAL         | BUDGET         | BUDGET         |
| <b><u>REVENUES</u></b>                                                        |                |                |                |                |                |
| Licenses & Permits                                                            | 13,337         | 13,558         | 12,771         | 12,500         | 12,600         |
| Interest Income & Miscellaneous                                               | 1,973          | 1,609          | 1,724          | 2,100          | 1,400          |
| <b>TOTAL REVENUES</b>                                                         | <b>15,310</b>  | <b>15,167</b>  | <b>14,495</b>  | <b>14,600</b>  | <b>14,000</b>  |
| <b><u>EXPENDITURES</u></b>                                                    |                |                |                |                |                |
| Public Safety                                                                 | 253,504        | 249,954        | 255,078        | 314,600        | 301,400        |
| Capital Outlay                                                                | 15,047         | 16,437         | 593            | 161,000        | 18,600         |
| <b>TOTAL EXPENDITURES</b>                                                     | <b>268,551</b> | <b>266,391</b> | <b>255,671</b> | <b>475,600</b> | <b>320,000</b> |
| Excess (Deficiency) of Revenues over Expenditures                             | (248,448)      | (246,417)      | (241,176)      | -              | (285,300)      |
| <b><u>OTHER FINANCING</u></b>                                                 |                |                |                |                |                |
| Operating Transfer In - General Fund Subsidy                                  | 266,352        | 272,000        | 300,000        | 300,000        | 306,000        |
| Operating Revenue                                                             | 0              | 0              | 0              | 0              | 0              |
| <b>TOTAL OTHER FINANCING</b>                                                  | <b>266,352</b> | <b>272,000</b> | <b>300,000</b> | <b>300,000</b> | <b>306,000</b> |
| Excess (Deficiency) of Revenues over Expenditures and Other Financing Sources | 13,111         | 20,776         | 58,824         | (161,000)      | 0              |
| <b>Beginning Fund Balance</b>                                                 | <b>108,912</b> | <b>122,023</b> | <b>142,800</b> | <b>201,624</b> | <b>40,624</b>  |
| <b>Ending Fund Balance</b>                                                    | <b>122,023</b> | <b>142,800</b> | <b>201,624</b> | <b>40,624</b>  | <b>40,624</b>  |

**CITY OF DANBURY  
ANIMAL CONTROL FUND**

**2016-2017 SUMMARY OF REVENUES AND EXPENDITURES**

|                            | <u>ACTUAL<br/>2014-2015</u> | <u>AMENDED<br/>BUDGET<br/>2015-2016</u> | <u>ADOPTED<br/>BUDGET<br/>2016-2017</u> |
|----------------------------|-----------------------------|-----------------------------------------|-----------------------------------------|
| <b><u>REVENUES</u></b>     |                             |                                         |                                         |
| CITY CONTRIBUTION          | \$300,000                   | \$300,000                               | \$306,000                               |
| TOWN CLERK'S FEES          | 12,771                      | 12,500                                  | 12,600                                  |
| MISCELLANEOUS INCOME       | 1,724                       | 2,100                                   | 1,400                                   |
| USE OF FUND BALANCE        |                             | <u>161,000</u>                          |                                         |
| TOTAL                      | \$314,495                   | \$475,600                               | \$320,000                               |
| <b><u>EXPENDITURES</u></b> |                             |                                         |                                         |
| SALARIES & BENEFITS        | \$196,073                   | \$225,719                               | \$226,390                               |
| STATE OF CT ANIMAL FEES    | 5,625                       | 5,100                                   | 5,100                                   |
| OTHER                      | 84,085                      | 83,781                                  | 88,510                                  |
| TRANSFER TO CAPITAL FUND   | <u>0</u>                    | <u>161,000</u>                          | <u>0</u>                                |
| TOTAL                      | \$285,783                   | \$475,600                               | \$320,000                               |

**ANIMAL CONTROL FUND**  
**ADOPTED BUDGET: 2016-2017**

Dept. #: 2001

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                      | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|--------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2040       | Licenses and Permits - Town Clerk Fees - Misc    | 12,771              | 12,500                         | 11,000                            | 12,600                            | 12,600                         |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>           | <b>12,771</b>       | <b>12,500</b>                  | <b>11,000</b>                     | <b>12,600</b>                     | <b>12,600</b>                  |
| 4400.4000       | Charges for Services - Refund - Prior Year Exp   | 31                  | 0                              | 0                                 | 0                                 | 0                              |
| 4400.4780       | Charges for Services - Misc Charges for Services | 1,270               | 2,000                          | 1,355                             | 1,300                             | 1,300                          |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>             | <b>1,301</b>        | <b>2,000</b>                   | <b>1,355</b>                      | <b>1,300</b>                      | <b>1,300</b>                   |
| 4610.1200       | Investment Earnings - Interest on Investments    | 423                 | 100                            | 90                                | 100                               | 100                            |
|                 | <b>SUBTOTAL INTEREST</b>                         | <b>423</b>          | <b>100</b>                     | <b>90</b>                         | <b>100</b>                        | <b>100</b>                     |
| 4900.1750       | Other Financing Sources - Operating Revenue      | 0                   | 161,000                        | 161,000                           | 0                                 | 0                              |
|                 | <b>SUBTOTAL OTHER FINANCING SOURCES</b>          | <b>0</b>            | <b>161,000</b>                 | <b>161,000</b>                    | <b>0</b>                          | <b>0</b>                       |
| 4910.6000       | Operating Transfer In - Operating Transfers      | 300,000             | 300,000                        | 300,000                           | 306,000                           | 306,000                        |
|                 | <b>SUBTOTAL INTERFUND TRANSFERS</b>              | <b>300,000</b>      | <b>300,000</b>                 | <b>300,000</b>                    | <b>306,000</b>                    | <b>306,000</b>                 |
| <b>TOTAL</b>    |                                                  | <b>314,495</b>      | <b>475,600</b>                 | <b>473,445</b>                    | <b>320,000</b>                    | <b>320,000</b>                 |

**ANIMAL CONTROL FUND**  
**ADOPTED BUDGET: 2016-2017**

Dept. # 2001

**APPROPRIATIONS**

| DEPT. #     | DESCRIPTION                                      | ACTUAL    | AMENDED   | PROJECTED    | PROPOSED  | ADOPTED   |
|-------------|--------------------------------------------------|-----------|-----------|--------------|-----------|-----------|
|             |                                                  | 2014-2015 | BUDGET    | EXPENDITURES | BY MAYOR  | BUDGET    |
|             |                                                  | 2014-2015 | 2015-2016 | 2015-2016    | 2016-2017 | 2016-2017 |
| <b>2001</b> | <b>ANIMAL CONTROL FUND</b>                       |           |           |              |           |           |
| 5020.1000   | Salaries - Regular                               | 103,850   | 168,792   | 168,792      | 173,524   | 173,524   |
| 5030.1000   | Overtime - Salaries                              | 66,724    | 23,000    | 23,000       | 23,000    | 23,000    |
| 5040.1000   | Part Time - Salaries                             | 19,435    | 24,115    | 19,027       | 19,292    | 19,292    |
| 5050.1140   | Other Salaries - Other Earnings                  | 0         | 95        | 0            | 0         | 0         |
| 5230.1590   | Employee Group Insurance - Workers Comp Premium  | 0         | 0         | 0            | 0         | 0         |
| 5250.1620   | Other Benefits - Longevity                       | 0         | 0         | 0            | 355       | 355       |
| 5250.1630   | Other Benefits - Sick Leave                      | 0         | 875       | 875          | 1,025     | 1,025     |
| 5250.1655   | Other Benefits - Uniform Allowance               | 3,400     | 3,205     | 3,200        | 3,400     | 3,400     |
| 5250.1680   | Other Benefits - Holiday - Police/Fire           | 2,663     | 5,637     | 5,637        | 5,794     | 5,794     |
| 5300.2010   | Purch Svcs - Professional Svcs                   | 11,292    | 5,500     | 5,500        | 5,500     | 5,500     |
| 5300.2045   | Purch Svcs - Communication Svcs                  | 1,412     | 2,250     | 2,250        | 2,250     | 2,250     |
| 5300.2075   | Purch Svcs - Training Courses                    | 0         | 2,500     | 2,500        | 2,500     | 2,500     |
| 5300.2095   | Purch Svcs - Legal & Public Notices              | 1,296     | 1,800     | 1,800        | 1,800     | 1,800     |
| 5305.2200   | Fees & Charges - State of CT Animal Fee          | 5,625     | 5,100     | 5,100        | 5,100     | 5,100     |
| 5350.2215   | Interfund Svc Exp - Wrkrs Comp Svcs              | 4,150     | 4,400     | 4,400        | 4,700     | 4,700     |
| 5350.2214   | Interfund Svc Exp - Risk/Benefit Svcs            | 7,388     | 10,300    | 10,300       | 18,000    | 18,000    |
| 5500.2405   | Maintenance & Repair - Buildings & Structures    | 1,031     | 3,500     | 3,500        | 1,500     | 1,500     |
| 5600.2500   | Materials & Supplies - Office                    | 1,461     | 1,500     | 1,500        | 1,500     | 1,500     |
| 5600.2530   | Materials & Supplies - Non Office                | 3,670     | 9,000     | 9,000        | 9,000     | 9,000     |
| 5600.2535   | Materials & Supplies - Clothing/Dry Goods/Linens | 224       | 0         | 0            | 500       | 500       |
| 5600.2540   | Materials & Supplies - Electrical Service        | 4,216     | 5,100     | 5,100        | 4,820     | 4,820     |

**ANIMAL CONTROL FUND**  
**ADOPTED BUDGET: 2016-2017**

Dept. # 2001

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                               | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>EXPENDITURES<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|------------------|-------------------------------------------|---------------------|--------------------------------|----------------------------------------|-----------------------------------|--------------------------------|
| <b>2001</b>      | <b>ANIMAL CONTROL FUND</b>                |                     |                                |                                        |                                   |                                |
| 5600.2545        | Materials & Supplies - Heating Fuel       | 5,261               | 5,140                          | 5,140                                  | 5,000                             | 5,000                          |
| 5600.2550        | Materials & Supplies - Motor Fuel         | 8,041               | 8,500                          | 8,300                                  | 7,500                             | 7,500                          |
| 5700.2700        | Equipment - Office                        | 0                   | 751                            | 750                                    | 650                               | 650                            |
| 5700.2795        | Equipment - Other                         | 593                 | 1,000                          | 1,000                                  | 750                               | 750                            |
| 5710.2775        | Capital Assets - Cap Reserve - Equip      | 15,000              | 8,600                          | 8,600                                  | 8,600                             | 8,600                          |
| 5710.2780        | Capital Assets - Cap Reserve - Structures | 15,112              | 10,000                         | 10,000                                 | 10,000                            | 10,000                         |
| 5870.            | Contributions/Grants -                    | 3,940               | 3,940                          | 3,940                                  | 3,940                             | 3,940                          |
| <b>SUBTOTAL:</b> | <b>ANIMAL CONTROL FUND</b>                | <b>285,783</b>      | <b>314,600</b>                 | <b>309,211</b>                         | <b>320,000</b>                    | <b>320,000</b>                 |
| <b>9600</b>      | <b>OTHER FINANCING USES</b>               |                     |                                |                                        |                                   |                                |
| 5865.3109        | Operating Transfer Out - To Capital Funds | 0                   | 161,000                        | 161,000                                | 0                                 | 0                              |
| <b>SUBTOTAL:</b> | <b>OTHER FINANCING USES</b>               | <b>0</b>            | <b>161,000</b>                 | <b>161,000</b>                         | <b>0</b>                          | <b>0</b>                       |
| <b>TOTAL</b>     |                                           | <b>285,783</b>      | <b>475,600</b>                 | <b>470,211</b>                         | <b>320,000</b>                    | <b>320,000</b>                 |

Captain Robert Myles

**ANIMAL CONTROL**  
**ADOPTED BUDGET: 2016-2017**

Dept. #2001

**TABLE OF ORGANIZATION**

| ANIMAL CONTROL<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                         | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| ANIMAL CONTROL OFFICER                  | 1                   |                    | 1                   | 62,844           | 64,572                         |
| * ASSISTANT ANIMAL CONTROL OFFICER      | 1                   |                    | 1                   | 59,291           | 60,922                         |
| * CLERK TYPIST II                       | 1                   |                    | 1                   | 46,756           | 48,030                         |
|                                         | <b>TOTAL</b>        |                    | <b><u>3</u></b>     |                  | <b>173,524</b>                 |

\* Union Negotiated

## DANBURY PUBLIC SCHOOLS

### A Community of Learners in Danbury, Connecticut

The Danbury School District and the local community supports and values educational equity and excellence for approximately 11, 000 students. We strive to foster the joy of learning while we prepare our students for their future challenges through a standard based curriculum, committed faculty, staff and Board of Education.

**Dr. Sal V. Pascarella, Superintendent of Schools**

**Dr. William R. Glass, Deputy Superintendent**

### BOARD OF EDUCATION MEMBERS

| NAME                 |     | TERM BEGINS | TERM ENDS      |
|----------------------|-----|-------------|----------------|
| Eileen W. Alberts *  | (R) | 12/1/2013   | November, 2017 |
| Gladys B. Cooper     | (D) | 12/1/2015   | November, 2019 |
| Michael Ferguson     | (R) | 12/1/2013   | November, 2017 |
| Richard Hawley       | (R) | 12/1/2015   | November, 2019 |
| Richard Jannelli     | (D) | 12/1/2013   | November, 2017 |
| David Johnston       | (R) | 12/1/2015   | November, 2019 |
| Frederick Karrat     | (D) | 12/1/2015   | November, 2019 |
| David Metrena        | (R) | 12/1/2015   | November, 2019 |
| Kathleen M. Molinaro | (D) | 12/1/2013   | November, 2017 |
| Ralph Pietrafesa     | (R) | 12/3/2013   | November, 2017 |
| Holly Robinson       | (D) | 12/1/2015   | November, 2019 |

\*Chairperson

Consists of eleven resident electors of the City. Alternately, at each biennial election, there shall be elected five members and then six members who shall hold office for a term of four years to succeed those whose terms expire.

**BOARD OF EDUCATION**

Chairperson: Eileen Alberts

**ADOPTED BUDGET: 2016-2017**

Dept. #: 6000

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                   | Our mission is to develop in all children the knowledge, skills, attitudes and values which will enable them to live a productive and self-fulfilling life and engage in responsible citizenship in a global society.                                                                                                                                                                                                                                                                                                                     |
| <b>Department Goals:</b>                       | The Danbury Board of Education shall continue to seek growth in achievement for all students and college and career readiness. Additionally, the Board shall will maintain its fiscal responsibility, as well as planning for growth, professionalism and accountability.                                                                                                                                                                                                                                                                 |
| <b>Fiscal Year: 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Maintained reasonable class sizes across the District and addressed graduation requirements and DHS.</li><li>• Designed resources for Exploration Academies at Mill Ridge.</li><li>• Enhanced the level of technology access across our District.</li><li>• Allocated new resources for the addition of 18 classrooms within 3 schools.</li></ul>                                                                                                                                                 |
| <b>Major Objectives 2016-2017:</b>             | <ul style="list-style-type: none"><li>• Ensure that all students are challenged and they are given the maximum opportunity to reach his or her potential.</li><li>• Foster effective parent-school partnerships to meet children's needs and continue support for school programs.</li><li>• Insure a careful stewardship of the district's resources, and seek additional funding program opportunities through grants, district and business partnerships.</li><li>• Prepare for the new addition at the Danbury High School.</li></ul> |

**BOARD OF EDUCATION**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 6000

**REVENUES**

| <b>REVENUE<br/>CODE</b> | <b>DESCRIPTION</b>                               | <b>ACTUAL<br/>2014-2015</b> | <b>AMENDED<br/>BUDGET<br/>2015-2016</b> | <b>PROJECTED<br/>REVENUE<br/>2015-2016</b> | <b>PROPOSED<br/>BY MAYOR<br/>2016-2017</b> | <b>ADOPTED<br/>BUDGET<br/>2016-2017</b> |
|-------------------------|--------------------------------------------------|-----------------------------|-----------------------------------------|--------------------------------------------|--------------------------------------------|-----------------------------------------|
| 4300.3620               | Intergovernmental Revenues - Education Equalizat | 22,266,531                  | 22,857,956                              | 22,852,924                                 | 22,852,924                                 | 22,852,924                              |
| 4300.3640               | Intergovernmental Revenues - Elem-High School T  | 484,825                     | 506,287                                 | 472,292                                    | 452,750                                    | 452,750                                 |
| 4300.3780               | Intergovernmental Revenues - Special Ed Agency P | 1,158,605                   | 1,000,000                               | 1,000,000                                  | 1,000,000                                  | 1,000,000                               |
| 4300.3840               | Intergovernmental Revenues - Transportation Non  | 205,681                     | 217,731                                 | 195,983                                    | 181,181                                    | 181,181                                 |
|                         | <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b>       | <b>24,115,642</b>           | <b>24,581,974</b>                       | <b>24,521,199</b>                          | <b>24,486,855</b>                          | <b>24,486,855</b>                       |
| 4400.4660               | Charges for Services - Tuition - Other           | 5,886                       | 35,000                                  | 0                                          | 0                                          | 0                                       |
|                         | <b>SUBTOTAL CHARGES FOR SERVICES</b>             | <b>5,886</b>                | <b>35,000</b>                           | <b>0</b>                                   | <b>0</b>                                   | <b>0</b>                                |
| <b>TOTAL</b>            |                                                  | <b>24,121,528</b>           | <b>24,616,974</b>                       | <b>24,521,199</b>                          | <b>24,486,855</b>                          | <b>24,486,855</b>                       |

Chairperson: Eileen Alberts

**BOARD OF EDUCATION  
ADOPTED BUDGET: 2016-2017**

Dept. #: 6000

**APPROPRIATIONS**

| DEPT. #:     |                                       | ACTUAL             | AMENDED BUDGET     | PROJECTED EXPENDITURES | PROPOSED BY DEPT   | PROPOSED BY MAYOR  | ADOPTED BUDGET     |
|--------------|---------------------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|--------------------|
| <b>6000</b>  | <b>ACCOUNT DESCRIPTION</b>            | <b>2015-2016</b>   | <b>2015-2016</b>   | <b>2016-2017</b>       | <b>2016-2017</b>   | <b>2016-2017</b>   | <b>2016-2017</b>   |
| <b>6000</b>  | <b>BOARD OF EDUCATION</b>             |                    |                    |                        |                    |                    |                    |
| 5852.2900    | Appropriations - City Depts/Agencies  | 121,559,064        | 123,786,000        | 123,786,000            | 129,467,777        | 125,986,000        | 125,986,000        |
| 5870.3235    | Contributions/Grants - Headstart      | 208,889            | 214,000            | 214,000                | 214,000            | 214,000            | 214,000            |
| <b>TOTAL</b> |                                       | <b>121,767,953</b> | <b>124,000,000</b> | <b>124,000,000</b>     | <b>129,681,777</b> | <b>126,200,000</b> | <b>126,200,000</b> |
| <b>6001</b>  | <b>SCHOOLS - HEALTH &amp; WELFARE</b> |                    |                    |                        |                    |                    |                    |
| 5852.2900    | Appropriations - City Depts/Agencies  | 208,575            | 208,575            | 208,575                | 208,575            | 208,575            | 208,575            |
| <b>TOTAL</b> |                                       | <b>208,575</b>     | <b>208,575</b>     | <b>208,575</b>         | <b>208,575</b>     | <b>208,575</b>     | <b>208,575</b>     |
| <b>TOTAL</b> |                                       | <b>121,976,528</b> | <b>124,208,575</b> | <b>124,208,575</b>     | <b>129,890,352</b> | <b>126,408,575</b> | <b>126,408,575</b> |

**BOARD OF EDUCATION  
STATE AND FEDERAL PROJECTS  
EXPENDITURE HISTORY**

| YEAR    | BOARD OF<br>EDUCATION EXP  | INCREASE<br>(DECREASE) | %<br>INCREASE | STATE &<br>FEDERAL EXP | INCREASE<br>(DECREASE) | % INCREASE<br>DECREASE | OVERALL<br>INCREASE | %<br>INCREASE |
|---------|----------------------------|------------------------|---------------|------------------------|------------------------|------------------------|---------------------|---------------|
| 2003-04 | 85,503,104                 | 3,791,490              | 4.64%         | 12,996,535             | 657,278                | 5.33%                  | 4,448,768           | 4.73%         |
| 2004-05 | 90,485,763                 | 4,982,660              | 5.83%         | 14,359,377             | 1,362,842              | 10.49%                 | 6,345,502           | 6.44%         |
| 2005-06 | 94,932,481                 | 4,446,718              | 4.91%         | 14,173,486             | -185,891               | -1.29%                 | 4,260,827           | 4.06%         |
| 2006-07 | 98,961,096                 | 4,028,614              | 4.24%         | 15,229,056             | 1,055,570              | 7.45%                  | 5,084,184           | 4.66%         |
| 2007-08 | 105,988,438                | 7,027,342              | 7.10%         | 17,535,822             | 2,306,766              | 15.15%                 | 9,334,108           | 8.17%         |
| 2008-09 | 111,665,634                | 5,677,196              | 5.36%         | 17,106,072             | -429,750               | -2.45%                 | 5,247,446           | 4.25%         |
| 2009-10 | 108,089,155 *              | -3,576,479             | -3.20%        | 18,332,417 *           | 1,226,345              | 7.17%                  | -2,350,134          | -1.83%        |
| 2010-11 | 109,446,760 *              | 1,357,605              | 1.26%         | 18,607,987             | 275,570                | 1.50%                  | 1,633,175           | 1.29%         |
| 2011-12 | 114,693,224                | 5,246,465              | 4.79%         | 16,860,597             | -1,747,390             | -9.39%                 | 3,499,075           | 2.73%         |
| 2012-13 | 115,795,291                | 1,102,067              | 0.96%         | 18,198,719             | 1,338,122              | 7.94%                  | 2,440,189           | 1.85%         |
| 2013-14 | 118,212,493                | 2,417,202              | 2.09%         | 20,308,520             | 2,109,801              | 11.59%                 | 4,527,003           | 3.38%         |
| 2014-15 | 121,559,064 <sup>2</sup>   | 3,500,000              | 2.96%         | 22,198,680             | 1,890,160              | 9.31%                  | 5,390,160           | 3.89%         |
| 2015-16 | 123,786,000 <sup>2</sup>   | 2,226,936              | 1.83%         | 22,446,060             | 247,380                | 1.11%                  | 2,474,316           | 1.72%         |
| 2016-17 | 125,986,000 <sup>1,2</sup> | 2,200,000              | 1.78%         | 22,893,695             | 447,635                | 1.99%                  | 2,647,635           | 1.81%         |

<sup>1</sup> Adopted Budget

<sup>2</sup> Headstart payment of \$214,000 made directly by the City as of 2014-2015

\*Excludes ARRA stabilization funds of \$3,261,030.

**BOARD OF EDUCATION**  
**STATE AID/LOCAL SHARE**

Ed. Equalization  
Spec. Ed. Place  
Elem-HS Trans  
Non-Public Trans

| <b>Fiscal Year</b> | <b>Expenditures</b>      | <b>State Funds <sup>3</sup></b> | <b>Local Share</b> | <b>Percent<br/>Local Share</b> |
|--------------------|--------------------------|---------------------------------|--------------------|--------------------------------|
| 2004-05            | 90,485,763               | 17,726,957                      | 72,758,806         | 80.4%                          |
| 2005-06            | 94,932,481               | 19,016,253                      | 75,916,228         | 80.0%                          |
| 2006-07            | 98,961,096               | 20,592,765                      | 78,368,331         | 79.2%                          |
| 2007-08            | 105,988,438              | 23,856,663                      | 82,131,775         | 77.5%                          |
| 2008-09            | 111,665,634              | 23,884,076                      | 87,781,558         | 78.6%                          |
| 2009-10            | * 111,350,185            | 24,501,150                      | 86,849,035         | 78.0%                          |
| 2010-11            | * 113,895,291            | 24,368,184                      | 89,527,107         | 78.6%                          |
| 2011-12            | 114,895,291              | 24,305,617                      | 90,589,674         | 78.8%                          |
| 2012-13            | 115,795,291              | 23,862,724                      | 91,932,567         | 79.4%                          |
| 2013-14            | <sup>1</sup> 118,295,291 | 23,123,886                      | 95,171,405         | 80.5%                          |
| 2014-15            | <sup>1</sup> 121,559,065 | 24,115,642                      | 97,443,423         | 80.2%                          |
| 2015-16            | 124,000,000              | 23,868,275                      | 100,131,725        | 80.8%                          |
| 2016-17            | 126,200,000              | 23,833,931                      | 102,366,069        | 81.1%                          |

<sup>1</sup> Adopted Budget

<sup>2</sup> Headstart funding of \$214,000 has been included.

<sup>3</sup> Does not include reimbursement from the State for school construction projects.

\*ARRA stabilization funding of \$3,261,030 has been added.

**DANBURY PUBLIC SCHOOLS**  
**STAFFING HISTORY**  
**REGULAR BUDGET**

| <u>DESCRIPTIONS</u>                                                                                  | <u>2008-09</u>  | <u>2009-10</u>  | <u>2010-11</u> | <u>2011-12</u> | <u>2012-13</u> | <u>2013-14</u>  | <u>2014-15</u>  | <u>2015-16</u>  | <u>2016-17</u>  |
|------------------------------------------------------------------------------------------------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Teachers                                                                                             | 552.85          | 534.15          | 503.60         | 514.00         | 529.80         | 535.19          | 551.19          | 557.78          | 572.95          |
| Special Education Teachers                                                                           | 83.35           | 86.45           | 82.45          | 86.65          | 87.55          | 94.55           | 91.95           | 94.45           | 94.45           |
| Remedial & ESL/Bilingual                                                                             | 49.30           | 43.80           | 43.50          | 43.50          | 38.50          | 30.94           | 38.54           | 36.54           | 30.34           |
| <b>Subtotal</b>                                                                                      | <b>685.50</b>   | <b>664.40</b>   | <b>629.55</b>  | <b>644.15</b>  | <b>655.85</b>  | <b>660.68</b>   | <b>681.68</b>   | <b>688.77</b>   | <b>697.74</b>   |
| Paraprofessionals                                                                                    | 31.50           | 29.00           | 29.00          | 31.00          | 32.00          | 31.80           | 23.00           | 32.70           | 33.00           |
| Special Ed Paraprofessionals                                                                         | 48.00           | 45.00           | 28.50          | 28.50          | 29.00          | 24.50           | 33.30           | 20.00           | 18.00           |
| <b>Subtotal</b>                                                                                      | <b>79.50</b>    | <b>74.00</b>    | <b>57.50</b>   | <b>59.50</b>   | <b>61.00</b>   | <b>56.30</b>    | <b>56.30</b>    | <b>52.70</b>    | <b>51.00</b>    |
| Clerical                                                                                             | 64.65           | 63.15           | 59.55          | 59.65          | 59.65          | 59.65           | 60.15           | 63.85           | 64.05           |
| Custodial/Maintenance                                                                                | 77.00           | 74.00           | 66.50          | 66.50          | 67.50          | 64.00           | 67.50           | 69.50           | 69.00           |
| Administration:<br>Superintendent, Assistant<br>Superintendent, Principals &<br>Assistant Principals | 31.00           | 28.90           | 26.00          | 26.00          | 26.00          | 26.00           | 27.00           | 27.00           | 28.50           |
| Directors/Coordinators                                                                               | 24.65           | 19.75           | 16.75          | 16.75          | 16.75          | 16.83           | 17.83           | 16.92           | 18.27           |
| All Other                                                                                            | 118.30          | 116.24          | 109.95         | 111.85         | 109.50         | 131.70          | 141.50          | 134.40          | 146.20          |
| <b>Subtotal</b>                                                                                      | <b>315.60</b>   | <b>302.04</b>   | <b>278.75</b>  | <b>280.75</b>  | <b>279.40</b>  | <b>298.18</b>   | <b>313.98</b>   | <b>311.67</b>   | <b>326.02</b>   |
| ERIP (90% Replacement)                                                                               |                 | <b>-7.00</b>    |                |                |                |                 |                 |                 |                 |
| <b>TOTALS</b>                                                                                        | <b>1,080.60</b> | <b>1,033.44</b> | <b>965.80</b>  | <b>984.40</b>  | <b>996.25</b>  | <b>1,015.16</b> | <b>1,051.96</b> | <b>1,053.14</b> | <b>1,074.76</b> |
| Increase/Decrease                                                                                    | +20.00          | -47.16          | -67.64         | 18.60          | 11.85          | 18.91           | 36.80           | 1.18            | 21.62           |

|                                                            |
|------------------------------------------------------------|
| <b>DANBURY PUBLIC SCHOOLS</b><br><b>ENROLLMENT HISTORY</b> |
|------------------------------------------------------------|

| <b>Year</b>      | <b>Pre-K - 5</b> | <b>6-8</b> | <b>9-12</b> | <b>Other</b> | <b>Total</b> |
|------------------|------------------|------------|-------------|--------------|--------------|
| 2004-2005        | 4,533            | 2,093      | 2,936       | 219          | 9,781        |
| 2005-2006        | 4,491            | 2,123      | 2,994       | 296          | 9,904        |
| 2006-2007        | 4,574            | 2,122      | 2,966       | 321          | 9,983        |
| 2007-2008        | 4,699            | 2,175      | 2,931       | 314          | 10,119       |
| 2008-2009        | 4,935            | 2,125      | 2,926       | 293          | 10,279       |
| 2009-2010        | 5,100            | 2,146      | 2,944       | 307          | 10,497       |
| 2010-2011        | 5,199            | 2,201      | 2,981       | 346          | 10,727       |
| 2011-2012        | 5,277            | 2,232      | 2,981       | 335          | 10,825       |
| 2012-2013        | 5,348            | 2,272      | 2,944       | 354          | 10,918       |
| 2013-2014        | 5,302            | 2,293      | 2,960       | 214          | 10,769       |
| 2014-2015        | 5,499            | 2,504      | 2,993       | — *          | 10,996       |
| <b>2015-2016</b> | 5,613            | 2,472      | 3,035       |              | 11,120       |

\* Head Start # no longer in BOE count

**Projected** <sup>2</sup>

|           |       |       |       |  |        |
|-----------|-------|-------|-------|--|--------|
| 2016-2017 | 5,503 | 2,479 | 3,095 |  | 11,077 |
| 2017-2018 | 5,447 | 2,453 | 3,201 |  | 11,101 |
| 2018-2019 | 5,356 | 2,553 | 3,232 |  | 11,141 |

<sup>1</sup> Superintendent's Office

<sup>2</sup> Debbie Warner - 3/2/2016

## SCHOOLS - HEALTH & HUMAN SERVICES

Dir. of Health & Human Svcs: S. LeRoy

ADOPTED BUDGET: 2016-2017

Dept. #: 6001

### PERFORMANCE MEASUREMENTS

**Department Description:**

The City's school based health centers (SBHC) are freestanding medical centers, licensed by the State of CT as outpatient clinics, located on the grounds of Broadview and Rogers Park Middle Schools and Danbury High School. Through improved access to care, children and adolescents will know and adopt behaviors that promote their health and well-being and experience reduced morbidity and mortality through early identification intervention.

| <b>Performance Measurements:</b>                     | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| School Population at End of FY                       |                 | 5,093           | 5,059           | 5,031           | 5,031           | 5,096                         | 5,096                    |
| # of Students Enrolled in SBHC                       |                 | 4,390           | 4,546           | 4,692           | 4,692           | 4,790                         | 4,790                    |
| % of Enrollees Utilizing SBHC Services               |                 | 32%             | 37%             | 40%             | 40%             | 40%                           | 40%                      |
| % of School Pop. Recvg Pub Hth Prev/Risk Red. Ed.    |                 | 100%            | 100%            | 100%            | 100%            | 100%                          | 100%                     |
| Enrollees as a % of School Population                |                 | 86%             | 90%             | 93%             | 93%             | 94%                           | 94%                      |
| Undup # of Enrollees Using SBHC Services             |                 | 1,446           | 1,679           | 1,887           | 1,887           | 1,889                         | 1,889                    |
| Undup # of Students Recvg Pub Hth Prev/Risk Red. Ed. |                 | 5,093           | 5,059           | 5,031           | 5,031           | 5,096                         | 5,096                    |

**Note: Totals are for all schools combined**

**Sustainable Danbury:**

The Director shall organize the work of Department in such manner as shall be deemed most economical and efficient, and shall be charged with the enforcement of all laws, ordinances, rules and regulations in respect to public health and human services;

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or - Chap VI, Sect. 6-2, "Admin. Depts" and Chapter VI, Sect. 6-11, "Health and Human Services Dept", in the City of Danbury Charter

**Data Reference(s):**

- School enrollment figures; average SBHC enrollment data, and actual vests/patient utilization.

## PUBLIC UTILITIES - SEWER FUND

Public Utilities Superintendent: David Day

ADOPTED BUDGET: 2016-2017

Dept. #: 9500

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                   | The mission of the Sewer Department is to ensure the WPCP complies with permit required discharge limits set by CT DEEP and to prevent the occurrence of sewer system overflow events within the collection system.                                                                                                                                                                                                                                                                             |
| <b>Department Goals:</b>                       | We are committed to providing sound disposal and treatment methods to ensure the protection of human health and the environment. This will be done by maintaining the sewers, sewerage disposal, drains, the water system, and disposal of solid waste.                                                                                                                                                                                                                                         |
| <b>Fiscal Year: 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Completed the Oakland Avenue Sewer Line Upgrade Project.</li><li>• Completed installation of emergency generators at sewer pump stations without emergency power. Installed at Plumtrees, Turner , Ford , and Tarrywile.</li><li>• Completed roof replacement work for all buildings within the WPCP complex.</li><li>• Completed replacement of Digester Complex 2 Gas Cover to improve digester gas collection capabilities a the WPCP.</li></ul>     |
| <b>Major Objectives 2016-2017:</b>             | <ul style="list-style-type: none"><li>• Complete Sheriden Street and Hillside Street sewer collection system improvement projects.</li><li>• Start design of long term nutrient reduction facilities plan and existing facilities upgrades at WPCP.</li><li>• Complete installation of replacement generators at Backus Avenue, Fourth Street, Delay Street and Southfield Sewer Pump Stations.</li><li>• Purchase new sewer Vacuum /Jet truck for sewer collection maintenance work.</li></ul> |

**PUBLIC UTILITIES - SEWER**

Public Utilities Superintendent: D. Day

ADOPTED BUDGET: 2016-2017

Dept.#: 9500

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The mission of the Danbury Public Utilities Dept is to operate and maintain a sanitary sewer utility infrastructure that will serve the existing and future demands of the City as well as demands of neighboring towns in accordance with established inter- municipal agreements.

| <b>Performance Measurements:</b> | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| # of Customers                   | 9,431           | 9,465           | 9,504           | 9,547           | 9,598           | 9,637                         | <b>9,678</b>             |
| Billed Consumption in Gallons    | 1,463,015       | 1,401,119       | 1,399,571       | 1,417,327       | 1,382,813       | 1,430,743                     | <b>1,480,335</b>         |
| Current Year Collection %        | 91.8%           | 93.4%           | 94.5%           | 94.0%           | 89.8%           | 92.0%                         | <b>92.5%</b>             |
| Sewer Billings                   | \$8,484,839     | \$8,286,098     | \$8,602,012     | \$8,738,647     | \$8,837,758     | \$9,439,266                   | <b>\$10,081,713</b>      |

**Capital Budget: FY16/17**

| <b>PROJECT DESCRIPTION</b>          | <b>SOURCE FOR FUNDS</b>         |                       |              |              |             |                                          | <b>Capital Budget<br/>FY 16/17</b> |
|-------------------------------------|---------------------------------|-----------------------|--------------|--------------|-------------|------------------------------------------|------------------------------------|
|                                     | <b>General Fund<br/>Capital</b> | <b>Existing Bonds</b> | <b>Notes</b> | <b>LOCIP</b> | <b>CDBG</b> | <b>Amb., Animal, Water or Sewer Fund</b> |                                    |
| Vehicle Replacement Program Phase 2 | -                               | -                     | -            | -            | -           | \$425,000                                | \$425,000                          |
| 24" Padanaram Road Sewer Relocation | -                               | -                     | -            | -            | -           | \$200,000                                | \$200,000                          |

**Sustainable Danbury:**

Sewer Dept efficiency and high quality service will be maintained through staff training, adherence to operations and maintenance programs, performance of necessary technology upgrades, and through the evaluation and performance of required capital improvement upgrades.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

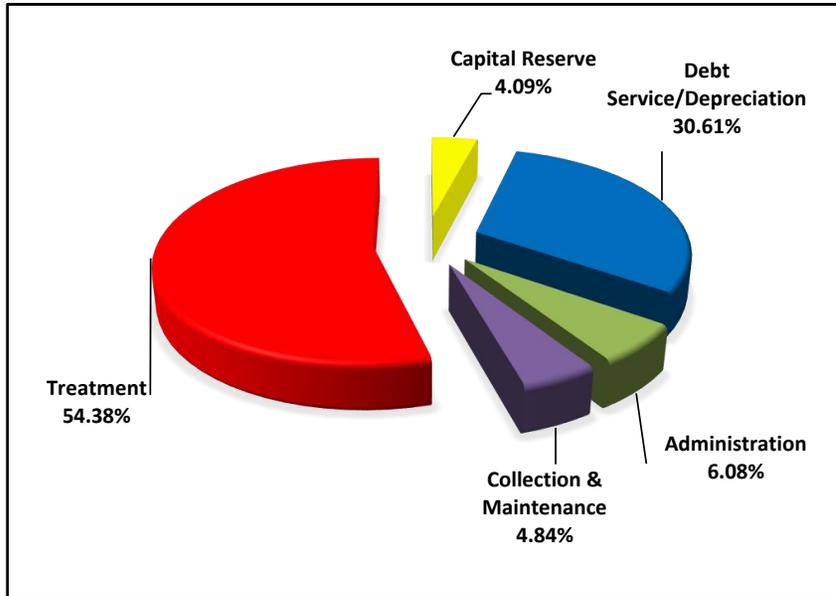
- Chapter VI, Section 6-7, Paragraph D, "The Superintendent of Public Utilities", in the City of Danbury Charter

**Data Reference(s):**

- City Charter
- Public Utilities: Historical Collections and Billings

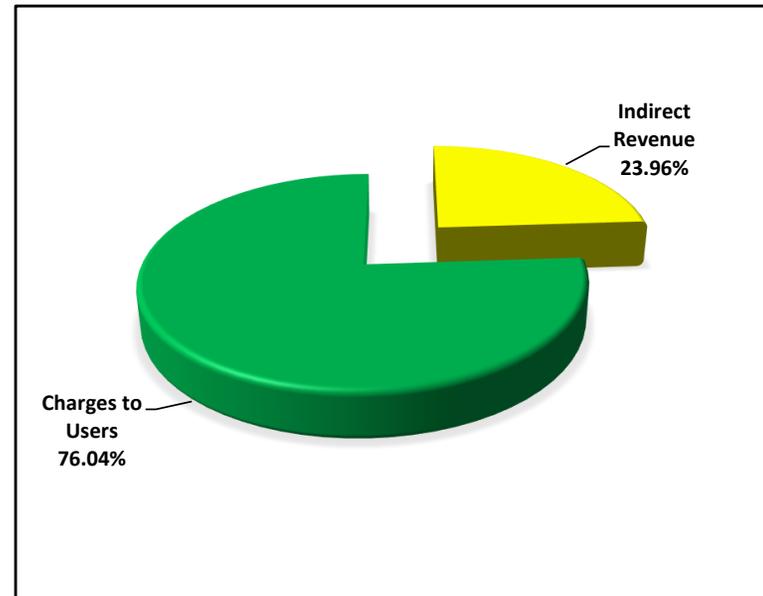
**CITY OF DANBURY  
SEWER FUND  
2016-2017 ADOPTED BUDGET**

**EXPENDITURES**



|                           |                     |
|---------------------------|---------------------|
| Capital Reserve           | \$500,000           |
| Debt Service/Depreciation | 3,743,150           |
| Administration            | 743,927             |
| Collection & Maintenance  | 592,100             |
| Treatment                 | 6,650,823           |
| <b>Total</b>              | <b>\$12,230,000</b> |

**REVENUES**



|                  |                     |
|------------------|---------------------|
| Indirect Revenue | \$2,930,000         |
| Charges to Users | 9,300,000           |
| <b>Total</b>     | <b>\$12,230,000</b> |

**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS**

**SEWER FUND**

**FISCAL YEARS 2012-2013 TO 2016-2017**

|                                                               | 2012-2013<br>ACTUAL | 2013-2014<br>ACTUAL | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
|---------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>OPERATING REVENUES</b>                                     |                     |                     |                     |                     |                     |
| Charges for Services                                          | 12,192,329          | 11,995,431          | 11,212,904          | 11,687,744          | 11,680,000          |
| Septic and Connection Fees                                    | 589,944             | 332,376             | 364,780             | 541,804             | 550,000             |
| <b>TOTAL OPERATING REVENUES</b>                               | <b>12,782,273</b>   | <b>12,327,807</b>   | <b>11,577,684</b>   | <b>12,229,548</b>   | <b>12,230,000</b>   |
| <b>OPERATING EXPENSES</b>                                     |                     |                     |                     |                     |                     |
| Salaries,Benefits, and Claims                                 | 0                   | 133,340             | 288,937             | 166,100             | 170,000             |
| Depreciation                                                  | 3,010,294           | 3,015,797           | 3,057,787           | 1,951,356           | 3,327,958           |
| Administrative and Operating                                  | 6,710,402           | 6,069,234           | 6,186,070           | 7,470,285           | 7,816,850           |
| <b>TOTAL OPERATING EXPENDITURES</b>                           | <b>9,720,696</b>    | <b>9,218,371</b>    | <b>9,532,794</b>    | <b>9,587,741</b>    | <b>11,314,808</b>   |
| <b>TOTAL OPERATING INCOME</b>                                 | <b>3,061,577</b>    | <b>3,109,436</b>    | <b>2,044,890</b>    | <b>2,641,807</b>    | <b>915,192</b>      |
| <b>NON-OPERATING REVENUES (EXPENDITURES)</b>                  |                     |                     |                     |                     |                     |
| Interest Income                                               | 32                  | 3                   | 3                   | 0                   | 0                   |
| Interest Expense                                              | (482,791)           | (423,019)           | (400,260)           | (1,000,807)         | (415,192)           |
| <b>TOTAL NON-OPERATING REVENUES (EXPENDITURES)</b>            | <b>(482,759)</b>    | <b>(423,016)</b>    | <b>(400,257)</b>    | <b>(1,000,807)</b>  | <b>(415,192)</b>    |
| <b>NET INCOME BEFORE CAPITAL CONTRIBUTIONS/(EXPENDITURES)</b> | <b>2,578,818.00</b> | <b>2,686,420.00</b> | <b>1,644,633.00</b> | <b>1,641,000.00</b> | <b>500,000.00</b>   |
| Capital Contributions/(Capital Expenditures)                  | 583,422             | (1,261,365)         | (299,180)           | (1,641,000)         | (500,000)           |
| <b>CHANGE IN NET ASSETS</b>                                   | <b>3,162,240</b>    | <b>1,425,055</b>    | <b>1,345,453</b>    | <b>-</b>            | <b>-</b>            |
| <b>NET ASSETS, BEGINNING</b>                                  | <b>68,197,591</b>   | <b>71,359,831</b>   | <b>72,784,886</b>   | <b>74,130,339</b>   | <b>74,130,339</b>   |
| <b>NET ASSETS, ENDING</b>                                     | <b>71,359,831</b>   | <b>72,784,886</b>   | <b>74,130,339</b>   | <b>74,130,339</b>   | <b>74,130,339</b>   |

**SEWER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9500

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                                | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|------------------|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                  |                                            | 2014-2015        | BUDGET           | EXPENDITURES     | BY DEPT          | BY MAYOR         | BUDGET           |
|                  |                                            | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>8002</b>      | <b>PENSION EXPENSE</b>                     |                  |                  |                  |                  |                  |                  |
| 5350.2216        | Interfund Svc Exp - Post Employment Bene   | 49,609           | 200,000          | 200,000          | 350,000          | 350,000          | 350,000          |
| <b>SUBTOTAL:</b> | <b>PENSION EXPENSE</b>                     | <b>49,609</b>    | <b>200,000</b>   | <b>200,000</b>   | <b>350,000</b>   | <b>350,000</b>   | <b>350,000</b>   |
| <b>8006</b>      | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>      |                  |                  |                  |                  |                  |                  |
| 5350.2216        | Interfund Svc Exp - Post Employment Bene   | 0                | 2,935            | 2,935            | 4,400            | 4,400            | 4,400            |
| <b>SUBTOTAL:</b> | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>      | <b>0</b>         | <b>2,935</b>     | <b>2,935</b>     | <b>4,400</b>     | <b>4,400</b>     | <b>4,400</b>     |
| <b>9501</b>      | <b>SEWER TREATMENT</b>                     |                  |                  |                  |                  |                  |                  |
| 5300.2010        | Purch Svcs - Professional Svcs             | 143,580          | 298,111          | 190,000          | 530,000          | 530,000          | 530,000          |
| 5300.2040        | Purch Svcs - Outside Svcs                  | 5,793,979        | 6,215,669        | 6,215,669        | 6,076,200        | 6,076,200        | 6,076,200        |
| 5305.2210        | Fees & Charges - Nitrogen Credit Fee       | 0                | 50,000           | 0                | 50,000           | 44,623           | 44,623           |
| <b>SUBTOTAL:</b> | <b>SEWER TREATMENT</b>                     | <b>5,937,559</b> | <b>6,563,780</b> | <b>6,405,669</b> | <b>6,656,200</b> | <b>6,650,823</b> | <b>6,650,823</b> |
| <b>9502</b>      | <b>SEWAGE COLLECTION &amp; MAINTENANCE</b> |                  |                  |                  |                  |                  |                  |
| 5300.2010        | Purch Svcs - Professional Svcs             | 0                | 339,000          | 300,000          | 698,150          | 339,000          | 339,000          |
| 5500.2425        | Maintenance & Repair - Tools & Instrume    | 939              | 2,000            | 2,000            | 2,100            | 2,100            | 2,100            |
| 5500.2435        | Maintenance & Repair - Sewage System       | 183,125          | 200,000          | 200,000          | 571,700          | 200,000          | 200,000          |
| 5600.2540        | Materials & Supplies - Electrical Service  | 20,210           | 28,000           | 28,000           | 30,800           | 28,000           | 28,000           |
| 5700.2745        | Equipment - Sewer                          | 6,590            | 25,317           | 20,000           | 20,600           | 20,000           | 20,000           |
| 5700.2750        | Equipment - Safety                         | 1,898            | 3,000            | 3,000            | 3,100            | 3,000            | 3,000            |
| <b>SUBTOTAL:</b> | <b>SEWAGE COLLECTION &amp; MAINTENANCE</b> | <b>212,762</b>   | <b>597,317</b>   | <b>553,000</b>   | <b>1,326,450</b> | <b>592,100</b>   | <b>592,100</b>   |
| <b>9503</b>      | <b>SEWER ADMINISTRATION</b>                |                  |                  |                  |                  |                  |                  |
| 5300.2055        | Purch Svcs - Postage                       | 17,514           | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           |

**SEWER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9500

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                               | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED       | ADOPTED        |
|------------------|-------------------------------------------|------------------|------------------|------------------|------------------|----------------|----------------|
|                  |                                           | 2014-2015        | BUDGET           | EXPENDITURES     | BY DEPT          | BY MAYOR       | BUDGET         |
|                  |                                           | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017      | 2016-2017      |
| <b>9503</b>      | <b>SEWER ADMINISTRATION</b>               |                  |                  |                  |                  |                |                |
| 5300.2020        | Purch Svcs - Financial Services           | 14,000           | 20,000           | 20,000           | 22,000           | 20,000         | 20,000         |
| 5300.2045        | Purch Svcs - Communication Svcs           | 2,961            | 5,200            | 5,200            | 5,400            | 5,200          | 5,200          |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 91,328           | 125,673          | 125,673          | 129,000          | 129,000        | 129,000        |
| 5350.2202        | Interfund Svc Exp - General Fund Svcs     | 148,000          | 166,100          | 166,100          | 170,000          | 170,000        | 170,000        |
| 5500.2420        | Maintenance & Repair - Office Equipment   | 244              | 327              | 137              | 327              | 327            | 327            |
| 5600.2500        | Materials & Supplies - Office             | 0                | 750              | 750              | 0                | 0              | 0              |
| <b>SUBTOTAL:</b> | <b>SEWER ADMINISTRATION</b>               | <b>274,047</b>   | <b>333,050</b>   | <b>332,860</b>   | <b>341,727</b>   | <b>339,527</b> | <b>339,527</b> |
| <b>9504</b>      | <b>SEWER CONTINGENCY</b>                  |                  |                  |                  |                  |                |                |
| 5855.            | Contingency -                             | 0                | 50,000           | 0                | 50,000           | 50,000         | 50,000         |
| <b>SUBTOTAL:</b> | <b>SEWER CONTINGENCY</b>                  | <b>0</b>         | <b>50,000</b>    | <b>0</b>         | <b>50,000</b>    | <b>50,000</b>  | <b>50,000</b>  |
| <b>9505</b>      | <b>SEWER DEBT</b>                         |                  |                  |                  |                  |                |                |
| 5880.3400        | Debt Service - Interest on Bonds          | 362,054          | 578,041          | 578,041          | 292,785          | 292,785        | 292,785        |
| 5880.3410        | Debt Service - Interest on Notes          | 103,022          | 422,766          | 422,766          | 122,407          | 122,407        | 122,407        |
| 5880.3420        | Debt Service - Redemption of Bonds        | 0                | 1,459,065        | 0                | 691,217          | 0              | 0              |
| 5880.3440        | Debt Service - Redemption of Notes        | 0                | 492,291          | 0                | 270,846          | 0              | 0              |
| <b>SUBTOTAL:</b> | <b>SEWER DEBT</b>                         | <b>465,076</b>   | <b>2,952,163</b> | <b>1,000,807</b> | <b>1,377,255</b> | <b>415,192</b> | <b>415,192</b> |
| <b>9506</b>      | <b>SEWER CAPITAL</b>                      |                  |                  |                  |                  |                |                |
| 5865.3109        | Operating Transfer Out - To Capital Funds | 1,750,000        | 1,641,000        | 1,641,000        | 3,707,545        | 500,000        | 500,000        |
| <b>SUBTOTAL:</b> | <b>SEWER CAPITAL</b>                      | <b>1,750,000</b> | <b>1,641,000</b> | <b>1,641,000</b> | <b>3,707,545</b> | <b>500,000</b> | <b>500,000</b> |
| <b>9509</b>      | <b>GAAP YEAR END ENTRY</b>                |                  |                  |                  |                  |                |                |

**SEWER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9500

**APPROPRIATIONS**

| <b>DEPT. #</b>   | <b>DESCRIPTION</b>                            | <b>ACTUAL<br/>2014-2015</b> | <b>AMENDED<br/>BUDGET<br/>2015-2016</b> | <b>PROJECTED<br/>EXPENDITURES<br/>2015-2016</b> | <b>PROPOSED<br/>BY DEPT<br/>2016-2017</b> | <b>PROPOSED<br/>BY MAYOR<br/>2016-2017</b> | <b>ADOPTED<br/>BUDGET<br/>2016-2017</b> |
|------------------|-----------------------------------------------|-----------------------------|-----------------------------------------|-------------------------------------------------|-------------------------------------------|--------------------------------------------|-----------------------------------------|
| <b>9509</b>      | <b>GAAP YEAR END ENTRY</b>                    |                             |                                         |                                                 |                                           |                                            |                                         |
| 5880.3400        | Debt Service - Interest on Bonds              | -14,285                     | 0                                       | 0                                               | 0                                         | 0                                          | 0                                       |
| 5880.3410        | Debt Service - Interest on Notes              | -439                        | 0                                       | 0                                               | 0                                         | 0                                          | 0                                       |
| 5880.3460        | Debt Service - Gain Income                    | -57,571                     | 0                                       | 0                                               | 0                                         | 0                                          | 0                                       |
| 6600.6300        | Capital - Yr End AJEs - Capital Project Enter | -7,628                      | 0                                       | 0                                               | 0                                         | 0                                          | 0                                       |
| 6600.6320        | Capital - Yr End AJEs - Non Assessed Exp      | 500,000                     | 0                                       | 0                                               | 0                                         | 0                                          | 0                                       |
| 8026.            | Depreciation Expense -                        | 3,057,787                   | 0                                       | 3,100,000                                       | 3,327,958                                 | 3,327,958                                  | 3,327,958                               |
| <b>SUBTOTAL:</b> | <b>GAAP YEAR END ENTRY</b>                    | <b>3,477,864</b>            | <b>0</b>                                | <b>3,100,000</b>                                | <b>3,327,958</b>                          | <b>3,327,958</b>                           | <b>3,327,958</b>                        |

**SEWER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9500

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                        | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|----------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4200.2260       | Licenses and Permits - Public Utilities Permits    | 26,465              | 30,000                         | 30,160                            | 30,000                            | 30,000                         |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>             | <b>26,465</b>       | <b>30,000</b>                  | <b>30,160</b>                     | <b>30,000</b>                     | <b>30,000</b>                  |
| 4300.3510       | Intergovernmental Revenues - Nitrogen Credits      | 48,038              | 0                              | 73,869                            | 0                                 | 0                              |
|                 | <b>SUBTOTAL INTERGOVERNMENTAL REVENUES</b>         | <b>48,038</b>       | <b>0</b>                       | <b>73,869</b>                     | <b>0</b>                          | <b>0</b>                       |
| 4400.4000       | Charges for Services - Refund - Prior Year Exp     | 0                   | 0                              | 3                                 | 0                                 | 0                              |
| 4400.4260       | Charges for Services - Electric Interruption       | 4,269               | 0                              | 7,243                             | 0                                 | 0                              |
| 4400.4780       | Charges for Services - Misc Charges for Services   | 24                  | 13,000                         | 53                                | 0                                 | 0                              |
| 4400.4820       | Charges for Services - Other Revenues              | 513,117             | 0                              | 514,586                           | 0                                 | 0                              |
| 4400.4840       | Charges for Services - Connection Charges          | 301,009             | 541,804                        | 541,804                           | 550,000                           | 550,000                        |
| 4400.4900       | Charges for Services - Bethel Sewer                | 548,817             | 876,000                        | 1,187,469                         | 1,065,000                         | 1,065,000                      |
| 4400.4905       | Charges for Services - Brookfield Sewer            | 398,347             | 219,000                        | 219,000                           | 260,000                           | 260,000                        |
| 4400.4910       | Charges for Services - Newtown Sewer               | 17,780              | 15,000                         | 19,786                            | 22,000                            | 22,000                         |
| 4400.4920       | Charges for Services - Septic Waste                | 633,239             | 900,000                        | 700,000                           | 700,000                           | 700,000                        |
| 4400.4940       | Charges for Services - Sewer Use Charges           | 8,796,302           | 9,250,000                      | 9,171,000                         | 9,300,000                         | 9,300,000                      |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>               | <b>11,212,904</b>   | <b>11,814,804</b>              | <b>12,360,944</b>                 | <b>11,897,000</b>                 | <b>11,897,000</b>              |
| 4510.5190       | Fines & Penalties - Interest & Liens - Non Tax     | 290,271             | 304,744                        | 302,000                           | 303,000                           | 303,000                        |
| 4510.5195       | Fines & Penalties - Lien Admin Fee - Non Tax       | 6                   | 0                              | 18                                | 0                                 | 0                              |
|                 | <b>SUBTOTAL FINES &amp; PENALTIES</b>              | <b>290,277</b>      | <b>304,744</b>                 | <b>302,018</b>                    | <b>303,000</b>                    | <b>303,000</b>                 |
| 4610.1200       | Investment Earnings - Interest on Investments      | 3                   | 0                              | 0                                 | 0                                 | 0                              |
|                 | <b>SUBTOTAL INTEREST</b>                           | <b>3</b>            | <b>0</b>                       | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| 4650.1500       | Contributed Capital - Contributed Capitals Revenue | 193,192             | 0                              | 325,560                           | 0                                 | 0                              |

**SEWER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9500

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|--------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
|                 | <b>SUBTOTAL CONTRIBUTED CAPITAL</b>        | <b>193,192</b>      | <b>0</b>                       | <b>325,560</b>                    | <b>0</b>                          | <b>0</b>                       |
| 4900.1755       | Other Financing Sources - Reappropriations | 0                   | 110,697                        | 110,697                           | 0                                 | 0                              |
|                 | <b>SUBTOTAL OTHER FINANCING SOURCES</b>    | <b>0</b>            | <b>110,697</b>                 | <b>110,697</b>                    | <b>0</b>                          | <b>0</b>                       |
| 4950.9030       | Special Items - Water Plant Residuals      | 0                   | 80,000                         | 80,000                            | 0                                 | 0                              |
|                 | <b>SUBTOTAL SPECIAL ITEMS</b>              | <b>0</b>            | <b>80,000</b>                  | <b>80,000</b>                     | <b>0</b>                          | <b>0</b>                       |
| <b>TOTAL</b>    |                                            | <b>11,770,879</b>   | <b>12,340,245</b>              | <b>13,283,248</b>                 | <b>12,230,000</b>                 | <b>12,230,000</b>              |

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY  
SEWER FUND  
AS OF JUNE 30, 2016**

| Fiscal Year | Principal            | Interest            | Total Debt Service<br>Per Year |
|-------------|----------------------|---------------------|--------------------------------|
| 2016-2017   | 962,063              | 383,902             | 1,345,965                      |
| 2017-2018   | 965,530              | 347,362             | 1,312,892                      |
| 2018-2019   | 952,107              | 310,018             | 1,262,125                      |
| 2019-2020   | 912,797              | 273,521             | 1,186,318                      |
| 2020-2021   | 903,384              | 239,094             | 1,142,478                      |
| 2021-2022   | 910,306              | 209,397             | 1,119,703                      |
| 2022-2023   | 885,348              | 180,105             | 1,065,453                      |
| 2023-2024   | 888,511              | 148,726             | 1,037,236                      |
| 2024-2025   | 895,798              | 120,254             | 1,016,052                      |
| 2025-2026   | 842,213              | 92,904              | 935,117                        |
| 2026-2027   | 848,757              | 65,305              | 914,062                        |
| 2027-2028   | 672,433              | 41,819              | 714,252                        |
| 2028-2029   | 499,244              | 25,534              | 524,778                        |
| 2029-2030   | 298,402              | 15,294              | 313,697                        |
| 2030-2031   | 246,170              | 9,398               | 255,568                        |
| 2031-2032   | 205,231              | 4,663               |                                |
| 2032-2033   | 121,625              | 812                 | 209,893                        |
|             | <b>\$ 12,009,920</b> | <b>\$ 2,468,107</b> | <b>\$ 14,355,590</b>           |

**PUBLIC UTILITIES - WATER FUND**

Public Utilities Superintendent: David Day

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9800

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                   | The mission of the Danbury Water Department (DWD) is to provide our customers with adequate quantities of high quality water that meets or exceeds the standards established for the protection of Public Health.                                                                                                                                                                                                                                                |
| <b>Department Goals:</b>                       | The Danbury Water Division (DWD) is responsible for providing sufficient fire flows for the protection of public and private property. Also, our division shall continue to focus on the core mission, "To provide our customers with adequate quantities of high quality water that meets or exceeds the standards established for the protection of Public Health, as well as provide sufficient fire flow for the protection of public and private property." |
| <b>Fiscal Year: 2015-2016 Accomplishments:</b> | <ul style="list-style-type: none"><li>• Performed a system wide comprehensive leak detection survey of the water distribution system.</li><li>• Updated Danbury's Water Supply Plan as required by the State DPH Drinking Water Section.</li><li>• Started the design and construction of the Margerie Pump Station upgrade project.</li><li>• Continued program to replace remaining out of service City fire hydrants.</li></ul>                               |
| <b>Major Objectives 2016-2017:</b>             | <ul style="list-style-type: none"><li>• Complete the rehabilitation or replacement of the WestConn Water Storage Tank.</li><li>• Complete the water meter replacement program.</li><li>• Complete a new Water Treatment Plant Facilities Plan to identify and assess existing and long term upgrade needs.</li></ul>                                                                                                                                             |

**PUBLIC UTILITIES - WATER FUND**

Public Utilities Superintendent: David Day

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9800

**PERFORMANCE MEASUREMENTS**

**Department Description:**

The Danbury Water Dept is responsible for operating and maintaining a water supply system that presently produces about 7 million gallons of drinking water per day and serves a customer population of approximately 70,000 people.

**Performance Measurements:**

|                           | <b>FY 10-11</b> | <b>FY 11-12</b> | <b>FY 12-13</b> | <b>FY 13-14</b> | <b>FY 14-15</b> | <b>FY 15-16<br/>Projected</b> | <b>FY 16-17<br/>Goal</b> |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|--------------------------|
| # of Customers            | 10,739          | 10,811          | 10,826          | 10,857          | 10,909          | 10,939                        | <b>10,969</b>            |
| Water Usage in Gallons    | \$1,929,413     | \$1,833,741     | \$1,839,076     | \$1,864,234     | \$1,802,277     | \$1,800,000                   | <b>\$1,800,000</b>       |
| Current Year Collection % | 89.7%           | 92.6%           | 93.6%           | 93.8%           | 91.5%           | 91.5%                         | <b>91.3%</b>             |
| Water Billings            | \$7,851,146     | \$7,527,188     | \$7,866,763     | \$8,008,233     | \$8,100,737     | \$8,300,000                   | <b>\$8,400,000</b>       |
| # of Fire Lines           | 416             | 424             | 443             | 455             | 466             | 469                           | <b>477</b>               |

**Capital Budget: FY16/17**

| <b>PROJECT DESCRIPTION</b>  | <b>SOURCE FOR FUNDS</b>         |                           |              |              |             |                                                      | <b>Capital Budget<br/>FY 16/17</b> |
|-----------------------------|---------------------------------|---------------------------|--------------|--------------|-------------|------------------------------------------------------|------------------------------------|
|                             | <b>General<br/>Fund Capital</b> | <b>Existing<br/>Bonds</b> | <b>Notes</b> | <b>LOCIP</b> | <b>CDBG</b> | <b>Amb.,<br/>Animal,<br/>Water or<br/>Sewer Fund</b> |                                    |
| Vehicle Replacement Program | \$ -                            | \$ -                      | \$ -         | \$ -         | \$ -        | \$315,000                                            | \$315,000                          |
| Emergency Repair Materials  | \$ -                            | \$ -                      | \$ -         | \$ -         | \$ -        | \$100,000                                            | \$100,000                          |

**Sustainable Danbury:**

Water Dept. efficiency and high quality service will be maintained through staff training, adherence to operation and maintenance programs, performance of necessary technology upgrades, and through the evaluation and performance of required capital improvement projects.

**Government Authority:**

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

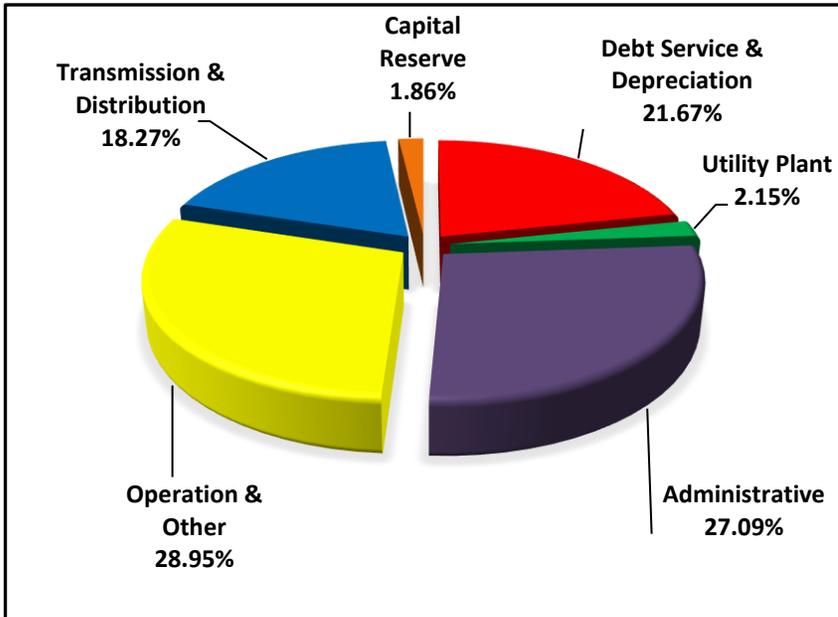
- Chapter VI, Section 6-7, Paragraph D, "The Superintendent of Public Utilities", in the City of Danbury Charter

**Data Reference(s):**

- City Charter and Public Utilities Historical Collections and Billings

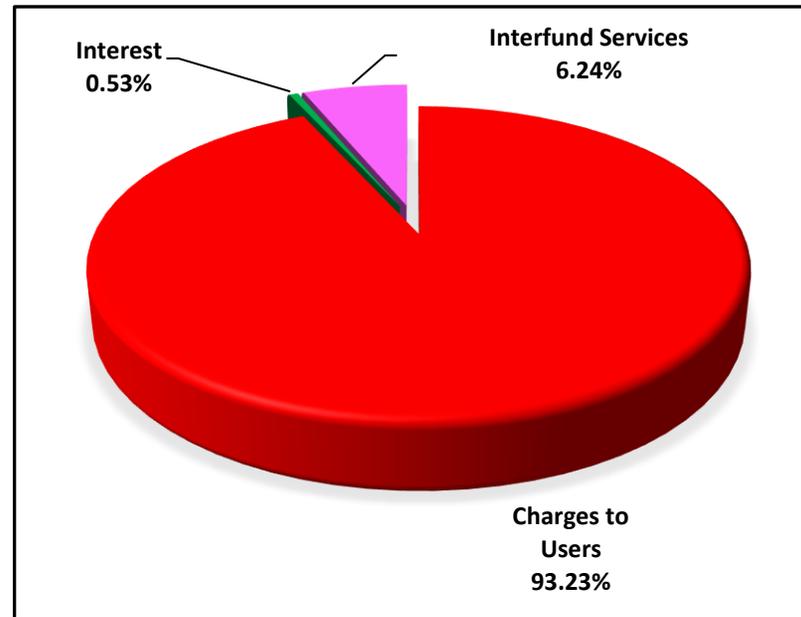
**CITY OF DANBURY  
WATER FUND  
2016-2017 ADOPTED BUDGET**

**EXPENDITURES**



|                             |                    |
|-----------------------------|--------------------|
| Debt Service & Depreciation | \$2,034,713        |
| Utility Plant               | 202,300            |
| Administrative              | 2,544,099          |
| Operation & Other           | 2,718,106          |
| Transmission & Distribution | 1,715,782          |
| Capital Reserve             | 175,000            |
| <b>Total</b>                | <b>\$9,390,000</b> |

**REVENUES**



|                            |                    |
|----------------------------|--------------------|
| Charges to Users           | \$8,754,000        |
| Interest (Inv & Penalties) | 50,000             |
| Interfund Services         | 586,000            |
| <b>Total</b>               | <b>\$9,390,000</b> |

**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS  
WATER FUND**

**FISCAL YEARS 2012-2013 TO 2016-2017**

|                                                               | 2012-2013<br>ACTUAL | 2013-2014<br>ACTUAL | 2014-2015<br>ACTUAL | 2015-2016<br>BUDGET | 2016-2017<br>BUDGET |
|---------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>OPERATING REVENUES</b>                                     |                     |                     |                     |                     |                     |
| Charges for Services                                          | 9,200,182           | 8,964,537           | 8,995,954           | 9,254,573           | 9,368,000           |
| <b>TOTAL OPERATING REVENUES</b>                               | <b>9,200,182</b>    | <b>8,964,537</b>    | <b>8,995,954</b>    | <b>9,254,573</b>    | <b>9,368,000</b>    |
| <b>OPERATING EXPENSES</b>                                     |                     |                     |                     |                     |                     |
| Salaries, Benefits, and Claims                                | 3,855,848           | 4,006,206           | 4,460,769           | 4,741,037           | 4,821,641           |
| Materials & Supplies                                          | 657,504             | 597,169             | 603,402             | 692,200             | 694,500             |
| Depreciation                                                  | 1,561,934           | 1,536,939           | 1,525,483           | 1,196,287           | 1,693,452           |
| Utilities                                                     | 581,045             | 699,178             | 868,586             | 498,000             | 512,000             |
| Administrative and Operating                                  | 470,610             | 521,416             | 275,544             | 1,079,059           | 1,152,146           |
| <b>TOTAL OPERATING EXPENDITURES</b>                           | <b>7,126,941</b>    | <b>7,360,908</b>    | <b>7,733,784</b>    | <b>8,206,583</b>    | <b>8,873,739</b>    |
| <b>TOTAL OPERATING INCOME</b>                                 | <b>2,073,241</b>    | <b>1,603,629</b>    | <b>1,262,170</b>    | <b>1,047,990</b>    | <b>494,261</b>      |
| <b>NON-OPERATING REVENUES (EXPENDITURES)</b>                  |                     |                     |                     |                     |                     |
| Interest Income                                               | 17,072              | 18,500              | 23,508              | 16,500              | 22,000              |
| Interest Expense                                              | (556,115)           | (382,557)           | (352,204)           | (464,490)           | (341,261)           |
| <b>TOTAL NON-OPERATING REVENUES (EXPENDITURES)</b>            | <b>(539,043)</b>    | <b>(364,057)</b>    | <b>(328,696)</b>    | <b>(447,990)</b>    | <b>(319,261)</b>    |
| <b>NET INCOME BEFORE CAPITAL CONTRIBUTIONS/(EXPENDITURES)</b> | <b>1,534,198</b>    | <b>1,239,572</b>    | <b>933,474</b>      | <b>600,000</b>      | <b>175,000</b>      |
| Capital Contributions/(Capital Expenditures)                  | 748,560             | 548,616             | 246,984             | (600,000)           | (175,000)           |
| <b>CHANGE IN NET ASSETS</b>                                   | <b>2,282,758</b>    | <b>1,788,188</b>    | <b>1,180,458</b>    | <b>-</b>            | <b>-</b>            |
| <b>NET ASSETS, BEGINNING</b>                                  | <b>72,157,405</b>   | <b>74,440,163</b>   | <b>76,228,351</b>   | <b>77,408,809</b>   | <b>77,408,809</b>   |
| <b>NET ASSETS, ENDING</b>                                     | <b>74,440,163</b>   | <b>76,228,351</b>   | <b>77,408,809</b>   | <b>77,408,809</b>   | <b>77,408,809</b>   |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9800

**REVENUES**

| REVENUE<br>CODE | DESCRIPTION                                           | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------|-------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4190.0150       | Penalties and Interest on Delinquent Taxes - Interest | 178,365             | 150,000                        | 150,000                           | 175,000                           | 175,000                        |
| 4190.0160       | Penalties and Interest on Delinquent Taxes - Liens &  | -430                | 0                              | 60                                | 0                                 | 0                              |
|                 | <b>SUBTOTAL TAX FEES</b>                              | <b>177,936</b>      | <b>150,000</b>                 | <b>150,060</b>                    | <b>175,000</b>                    | <b>175,000</b>                 |
| 4200.2260       | Licenses and Permits - Public Utilities Permits       | 27,930              | 29,000                         | 27,100                            | 29,000                            | 29,000                         |
|                 | <b>SUBTOTAL LICENCES &amp; PERMITS</b>                | <b>27,930</b>       | <b>29,000</b>                  | <b>27,100</b>                     | <b>29,000</b>                     | <b>29,000</b>                  |
| 4400.4000       | Charges for Services - Refund - Prior Year Exp        | 63                  | 0                              | 558                               | 0                                 | 0                              |
| 4400.4260       | Charges for Services - Electric Interruption          | 1,829               | 0                              | 3,005                             | 0                                 | 0                              |
| 4400.4820       | Charges for Services - Other Revenues                 | 70,533              | 314,573                        | 75,000                            | 150,000                           | 150,000                        |
| 4400.4840       | Charges for Services - Connection Charges             | 364,336             | 421,000                        | 421,000                           | 421,000                           | 421,000                        |
| 4400.4860       | Charges for Services - Meter Deposits                 | 25,150              | 15,000                         | 13,000                            | 15,000                            | 15,000                         |
| 4400.4880       | Charges for Services - Metered Sales                  | 8,120,861           | 8,300,000                      | 8,235,000                         | 8,550,000                         | 8,550,000                      |
| 4400.4960       | Charges for Services - Physical Inventory Change      | 176,658             | 0                              | 0                                 | 0                                 | 0                              |
|                 | <b>SUBTOTAL CHARGES FOR SERVICES</b>                  | <b>8,759,430</b>    | <b>9,050,573</b>               | <b>8,747,563</b>                  | <b>9,136,000</b>                  | <b>9,136,000</b>               |
| 4510.5190       | Fines & Penalties - Interest & Liens - Non Tax        | 30,653              | 25,000                         | 10,000                            | 28,000                            | 28,000                         |
| 4510.5195       | Fines & Penalties - Lien Admin Fee - Non Tax          | 6                   | 0                              | 12                                | 0                                 | 0                              |
|                 | <b>SUBTOTAL FINES &amp; PENALTIES</b>                 | <b>30,659</b>       | <b>25,000</b>                  | <b>10,012</b>                     | <b>28,000</b>                     | <b>28,000</b>                  |
| 4610.1200       | Investment Earnings - Interest on Investments         | 23,508              | 16,500                         | 22,000                            | 22,000                            | 22,000                         |
|                 | <b>SUBTOTAL INTEREST</b>                              | <b>23,508</b>       | <b>16,500</b>                  | <b>22,000</b>                     | <b>22,000</b>                     | <b>22,000</b>                  |
| 4650.1500       | Contributed Capital - Contributed Capitals Revenue    | 242,095             | 0                              | 657,060                           | 0                                 | 0                              |
|                 | <b>SUBTOTAL CONTRIBUTED CAPITAL</b>                   | <b>242,095</b>      | <b>0</b>                       | <b>657,060</b>                    | <b>0</b>                          | <b>0</b>                       |
| 4900.1740       | Other Financing Sources - Sale of Assets              | 4,889               | 0                              | 0                                 | 0                                 | 0                              |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. #: 9800

**REVENUES**

| REVENUE<br>CODE                         | DESCRIPTION                                | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|-----------------------------------------|--------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4900.1755                               | Other Financing Sources - Reappropriations | 0                   | 48,517                         | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL OTHER FINANCING SOURCES</b> |                                            | <b>4,889</b>        | <b>48,517</b>                  | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| <b>TOTAL</b>                            |                                            | <b>9,266,447</b>    | <b>9,319,590</b>               | <b>9,613,795</b>                  | <b>9,390,000</b>                  | <b>9,390,000</b>               |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9800

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                               | ACTUAL         | AMENDED        | PROJECTED      | PROPOSED       | PROPOSED       | ADOPTED        |
|------------------|-------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                  |                                           | 2014-2015      | BUDGET         | EXPENDITURES   | BY DEPT        | BY MAYOR       | BUDGET         |
|                  |                                           | 2014-2015      | 2015-2016      | 2015-2016      | 2016-2017      | 2016-2017      | 2016-2017      |
| <b>8001</b>      | <b>FICA</b>                               |                |                |                |                |                |                |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 177,963        | 195,000        | 195,000        | 216,000        | 216,000        | 216,000        |
| <b>SUBTOTAL:</b> | <b>FICA</b>                               | <b>177,963</b> | <b>195,000</b> | <b>195,000</b> | <b>216,000</b> | <b>216,000</b> | <b>216,000</b> |
| <b>8002</b>      | <b>PENSION EXPENSE</b>                    |                |                |                |                |                |                |
| 5350.2216        | Interfund Svc Exp - Post Employment Bene  | 242,255        | 300,000        | 300,000        | 533,000        | 533,000        | 533,000        |
| <b>SUBTOTAL:</b> | <b>PENSION EXPENSE</b>                    | <b>242,255</b> | <b>300,000</b> | <b>300,000</b> | <b>533,000</b> | <b>533,000</b> | <b>533,000</b> |
| <b>8003</b>      | <b>EMPLOYEE SERVICE BENEFITS</b>          |                |                |                |                |                |                |
| 5250.1650        | Other Benefits - Employees Service Benefi | 0              | 7,907          | 7,907          | 0              | 0              | 0              |
| <b>SUBTOTAL:</b> | <b>EMPLOYEE SERVICE BENEFITS</b>          | <b>0</b>       | <b>7,907</b>   | <b>7,907</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>8005</b>      | <b>STATE UNEMPLOYMENT COMP</b>            |                |                |                |                |                |                |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 0              | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         |
| <b>SUBTOTAL:</b> | <b>STATE UNEMPLOYMENT COMP</b>            | <b>0</b>       | <b>10,000</b>  | <b>10,000</b>  | <b>10,000</b>  | <b>10,000</b>  | <b>10,000</b>  |
| <b>8006</b>      | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>     |                |                |                |                |                |                |
| 5250.1650        | Other Benefits - Employees Service Benefi | 7,145          | 28,251         | 28,251         | 30,000         | 30,000         | 30,000         |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 266,761        | 291,550        | 291,550        | 317,975        | 317,975        | 317,975        |
| 5350.2216        | Interfund Svc Exp - Post Employment Bene  | 0              | 11,700         | 11,700         | 17,550         | 17,550         | 17,550         |
| <b>SUBTOTAL:</b> | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>     | <b>273,906</b> | <b>331,501</b> | <b>331,501</b> | <b>365,525</b> | <b>365,525</b> | <b>365,525</b> |
| <b>8007</b>      | <b>UNION WELFARE</b>                      |                |                |                |                |                |                |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 544,745        | 633,000        | 633,000        | 579,500        | 579,500        | 579,500        |
| <b>SUBTOTAL:</b> | <b>UNION WELFARE</b>                      | <b>544,745</b> | <b>633,000</b> | <b>633,000</b> | <b>579,500</b> | <b>579,500</b> | <b>579,500</b> |
| <b>8008</b>      | <b>RISK MANAGEMENT</b>                    |                |                |                |                |                |                |

## WATER FUND

### ADOPTED BUDGET: 2016-2017

Dept. # 9800

#### APPROPRIATIONS

| DEPT. #          | DESCRIPTION                               | ACTUAL         | AMENDED          | PROJECTED      | PROPOSED         | PROPOSED       | ADOPTED        |
|------------------|-------------------------------------------|----------------|------------------|----------------|------------------|----------------|----------------|
|                  |                                           | 2014-2015      | BUDGET           | EXPENDITURES   | BY DEPT          | BY MAYOR       | BUDGET         |
|                  |                                           | 2014-2015      | 2015-2016        | 2015-2016      | 2016-2017        | 2016-2017      | 2016-2017      |
| <b>8008</b>      | <b>RISK MANAGEMENT</b>                    |                |                  |                |                  |                |                |
| 5350.2215        | Interfund Svc Exp - Wrkrs Comp Svcs       | 65,054         | 115,000          | 115,000        | 116,827          | 116,827        | 116,827        |
| 5350.2214        | Interfund Svc Exp - Risk/Benefit Svcs     | 179,885        | 189,500          | 189,500        | 195,000          | 195,000        | 195,000        |
| <b>SUBTOTAL:</b> | <b>RISK MANAGEMENT</b>                    | <b>244,939</b> | <b>304,500</b>   | <b>304,500</b> | <b>311,827</b>   | <b>311,827</b> | <b>311,827</b> |
| <b>9801</b>      | <b>LONG TERM DEBT BONDS</b>               |                |                  |                |                  |                |                |
| 5300.2015        | Purch Svcs - Professional Svcs - Issuance | 0              | 30,000           | 30,000         | 30,000           | 0              | 0              |
| 5880.3430        | Debt Service - Redemption of Debt         | 0              | 1,196,287        | 0              | 1,234,407        | 0              | 0              |
| 5880.3400        | Debt Service - Interest on Bonds          | 384,085        | 464,490          | 464,490        | 341,261          | 341,261        | 341,261        |
| <b>SUBTOTAL:</b> | <b>LONG TERM DEBT BONDS</b>               | <b>384,085</b> | <b>1,690,777</b> | <b>494,490</b> | <b>1,605,668</b> | <b>341,261</b> | <b>341,261</b> |
| <b>9802</b>      | <b>UTILITY PLANT</b>                      |                |                  |                |                  |                |                |
| 5500.2405        | Maintenance & Repair - Buildings & Struct | 10,666         | 16,000           | 10,145         | 16,000           | 16,000         | 16,000         |
| 5700.2780        | Equipment - Services-T&D Mains            | 937            | 7,000            | 7,000          | 2,000            | 2,000          | 2,000          |
| 5700.4659        | Equipment - Reimbursement of Expenditu    | -2,120         | 0                | 0              | 0                | 0              | 0              |
| 5700.2792        | Equipment - Power Operated                | 15,434         | 25,000           | 25,000         | 15,000           | 15,000         | 15,000         |
| 5700.2784        | Equipment - Hydrants                      | 371            | 10,000           | 2,292          | 21,900           | 21,900         | 21,900         |
| 5700.2788        | Equipment - Stores                        | 0              | 500              | 500            | 500              | 500            | 500            |
| 5700.2782        | Equipment - Meters                        | 14,740         | 15,000           | 10,000         | 10,000           | 10,000         | 10,000         |
| 5700.2776        | Equipment - Distribution/Reserv/Stand Pi  | 31,388         | 15,000           | 15,000         | 5,000            | 5,000          | 5,000          |
| 5700.2774        | Equipment - Reservoir                     | 8,087          | 10,000           | 8,536          | 5,000            | 5,000          | 5,000          |
| 5700.2790        | Equipment - Laboratory                    | 9,795          | 5,000            | 5,000          | 5,900            | 5,900          | 5,900          |
| 5700.2772        | Equipment - Electric Pumping              | 32,381         | 53,885           | 53,885         | 25,000           | 25,000         | 25,000         |
| 5700.2770        | Equipment - Water Treatment               | 47,951         | 43,000           | 38,095         | 25,000           | 25,000         | 25,000         |

## WATER FUND

### ADOPTED BUDGET: 2016-2017

Dept. # 9800

#### APPROPRIATIONS

| DEPT. #          | DESCRIPTION                                | ACTUAL         | AMENDED        | PROJECTED      | PROPOSED       | PROPOSED       | ADOPTED        |
|------------------|--------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                  |                                            | 2014-2015      | BUDGET         | EXPENDITURES   | BY DEPT        | BY MAYOR       | BUDGET         |
|                  |                                            | 2014-2015      | 2015-2016      | 2015-2016      | 2016-2017      | 2016-2017      | 2016-2017      |
| <b>9802</b>      | <b>UTILITY PLANT</b>                       |                |                |                |                |                |                |
| 5700.2730        | Equipment - Garage & Shop                  | 1,962          | 2,000          | 2,000          | 2,000          | 2,000          | 2,000          |
| 5700.2700        | Equipment - Office                         | 2,460          | 2,500          | 500            | 1,000          | 1,000          | 1,000          |
| 5700.2778        | Equipment - Transmission & Distribution    | 0              | 9,986          | 9,986          | 19,000         | 19,000         | 19,000         |
| <b>SUBTOTAL:</b> | <b>UTILITY PLANT</b>                       | <b>174,053</b> | <b>214,871</b> | <b>187,939</b> | <b>153,300</b> | <b>153,300</b> | <b>153,300</b> |
| <b>9803</b>      | <b>UTILITY PLANT OPERATION</b>             |                |                |                |                |                |                |
| 5400.2395        | Property Services - Payment in Lieu of Tax | 43,436         | 48,014         | 48,014         | 49,000         | 49,000         | 49,000         |
| <b>SUBTOTAL:</b> | <b>UTILITY PLANT OPERATION</b>             | <b>43,436</b>  | <b>48,014</b>  | <b>48,014</b>  | <b>49,000</b>  | <b>49,000</b>  | <b>49,000</b>  |
| <b>9804</b>      | <b>SOURCE OF SUPPLY</b>                    |                |                |                |                |                |                |
| 5300.2125        | Purch Svcs - Oper/Super/Engineering-Sour   | 65,168         | 314,057        | 314,057        | 300,000        | 240,000        | 240,000        |
| 5300.4659        | Purch Svcs - Reimbursement of Expenditur   | -11,587        | 0              | 0              | 0              | 0              | 0              |
| <b>SUBTOTAL:</b> | <b>SOURCE OF SUPPLY</b>                    | <b>53,581</b>  | <b>314,057</b> | <b>314,057</b> | <b>300,000</b> | <b>240,000</b> | <b>240,000</b> |
| <b>9805</b>      | <b>PUMPING OPERATION</b>                   |                |                |                |                |                |                |
| 5500.2405        | Maintenance & Repair - Buildings & Struct  | 4,000          | 8,000          | 6,637          | 8,000          | 8,000          | 8,000          |
| 5500.2455        | Maintenance & Repair - Pumping Equipme     | 16,810         | 30,000         | 30,000         | 10,000         | 10,000         | 10,000         |
| 5600.2540        | Materials & Supplies - Electrical Service  | 177,436        | 154,000        | 106,889        | 170,000        | 170,000        | 170,000        |
| <b>SUBTOTAL:</b> | <b>PUMPING OPERATION</b>                   | <b>198,246</b> | <b>192,000</b> | <b>143,526</b> | <b>188,000</b> | <b>188,000</b> | <b>188,000</b> |
| <b>9806</b>      | <b>WATER TREATMENT OPERATION</b>           |                |                |                |                |                |                |
| 5020.1000        | Salaries - Regular                         | 668,892        | 714,695        | 714,695        | 719,358        | 719,358        | 719,358        |
| 5030.1000        | Overtime - Salaries                        | 81,613         | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        |
| 5050.1140        | Other Salaries - Other Earnings            | 0              | 0              | 0              | 9,568          | 9,568          | 9,568          |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9800

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                                 | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|------------------|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                  |                                             | 2014-2015        | BUDGET           | EXPENDITURES     | BY DEPT          | BY MAYOR         | BUDGET           |
|                  |                                             | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>9806</b>      | <b>WATER TREATMENT OPERATION</b>            |                  |                  |                  |                  |                  |                  |
| 5250.1620        | Other Benefits - Longevity                  | 2,830            | 2,805            | 2,805            | 2,830            | 2,830            | 2,830            |
| 5250.1630        | Other Benefits - Sick Leave                 | 1,621            | 3,148            | 3,148            | 3,234            | 3,234            | 3,234            |
| 5250.1660        | Other Benefits - Shoe Allowance             | 1,210            | 1,320            | 1,320            | 1,320            | 1,320            | 1,320            |
| 5300.2195        | Purch Svcs - Misc Services                  | 96,141           | 173,000          | 173,000          | 321,400          | 175,000          | 175,000          |
| 5500.2405        | Maintenance & Repair - Buildings & Struct   | 13,001           | 17,281           | 10,838           | 15,000           | 15,000           | 15,000           |
| 5500.2420        | Maintenance & Repair - Office Equipment     | 18               | 219              | 219              | 220              | 220              | 220              |
| 5500.2460        | Maintenance & Repair - Water Treatment      | 41,515           | 40,000           | 40,000           | 38,200           | 38,200           | 38,200           |
| 5600.2540        | Materials & Supplies - Electrical Service   | 279,628          | 310,000          | 310,000          | 341,000          | 310,000          | 310,000          |
| 5600.2575        | Materials & Supplies - Industrial Chemicals | 422,362          | 450,000          | 450,000          | 508,000          | 450,000          | 450,000          |
| 5600.2695        | Materials & Supplies - Miscellaneous        | 7,294            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            |
| 5700.2750        | Equipment - Safety                          | 1,619            | 2,200            | 1,388            | 3,000            | 2,936            | 2,936            |
| <b>SUBTOTAL:</b> | <b>WATER TREATMENT OPERATION</b>            | <b>1,617,744</b> | <b>1,830,668</b> | <b>1,823,413</b> | <b>2,079,130</b> | <b>1,843,666</b> | <b>1,843,666</b> |
| <b>9807</b>      | <b>TRANSMISSION &amp; DISTRIBUTION</b>      |                  |                  |                  |                  |                  |                  |
| 5020.4659        | Salaries - Reimbursement of Expenditures    | -12,777          | 0                | -1,220           | 0                | 0                | 0                |
| 5020.1000        | Salaries - Regular                          | 1,123,841        | 1,140,748        | 1,005,634        | 1,201,923        | 1,201,923        | 1,201,923        |
| 5030.1000        | Overtime - Salaries                         | 225,684          | 218,441          | 218,441          | 190,000          | 190,000          | 190,000          |
| 5030.4659        | Overtime - Reimbursement of Expenditure     | -490             | 0                | 0                | 0                | 0                | 0                |
| 5040.1000        | Part Time - Salaries                        | 42,711           | 46,825           | 46,825           | 56,160           | 45,000           | 45,000           |
| 5050.1140        | Other Salaries - Other Earnings             | 0                | 4,679            | 0                | 45,025           | 45,025           | 45,025           |
| 5250.1620        | Other Benefits - Longevity                  | 4,040            | 4,040            | 4,040            | 4,470            | 4,470            | 4,470            |
| 5250.1630        | Other Benefits - Sick Leave                 | 8,181            | 5,794            | 5,794            | 7,714            | 7,714            | 7,714            |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9800

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                                | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|------------------|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                  |                                            | 2014-2015        | BUDGET           | EXPENDITURES     | BY DEPT          | BY MAYOR         | BUDGET           |
|                  |                                            | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>9807</b>      | <b>TRANSMISSION &amp; DISTRIBUTION</b>     |                  |                  |                  |                  |                  |                  |
| 5250.1660        | Other Benefits - Shoe Allowance            | 2,090            | 2,530            | 2,090            | 2,530            | 2,530            | 2,530            |
| 5250.1665        | Other Benefits - Tool Allowance            | 120              | 120              | 120              | 120              | 120              | 120              |
| 5300.2130        | Purch Svcs - Customer Service Installation | 12,593           | 1,200            | 1,200            | 2,000            | 2,000            | 2,000            |
| 5500.2465        | Maintenance & Repair - Distrib/Reservoirs  | 48,347           | 43,000           | 40,900           | 44,000           | 39,000           | 39,000           |
| 5500.4659        | Maintenance & Repair - Reimbursement o     | -2,442           | 0                | 0                | 0                | 0                | 0                |
| 5500.2470        | Maintenance & Repair - Meters              | 10,345           | 14,000           | 14,000           | 18,000           | 14,000           | 14,000           |
| 5500.2405        | Maintenance & Repair - Buildings & Struct  | 25,065           | 34,000           | 34,000           | 31,000           | 30,000           | 30,000           |
| 5500.2475        | Maintenance & Repair - Hydrants            | 11,909           | 15,500           | 15,500           | 11,000           | 8,000            | 8,000            |
| 5600.2540        | Materials & Supplies - Electrical Service  | 29,197           | 34,000           | 34,000           | 38,000           | 32,000           | 32,000           |
| 5600.2635        | Materials & Supplies - Transmission & Dist | 41,362           | 48,000           | 48,000           | 48,000           | 48,000           | 48,000           |
| 5600.2640        | Materials & Supplies - Meter               | 2,273            | 7,000            | 7,000            | 16,000           | 15,000           | 15,000           |
| 5600.2695        | Materials & Supplies - Miscellaneous       | 14,261           | 24,000           | 24,000           | 35,200           | 25,000           | 25,000           |
| 5600.4659        | Materials & Supplies - Reimbursement of    | -5,023           | 0                | 0                | 0                | 0                | 0                |
| 5700.2750        | Equipment - Safety                         | 1,613            | 6,000            | 6,000            | 7,000            | 6,000            | 6,000            |
| <b>SUBTOTAL:</b> | <b>TRANSMISSION &amp; DISTRIBUTION</b>     | <b>1,582,902</b> | <b>1,649,877</b> | <b>1,506,324</b> | <b>1,758,142</b> | <b>1,715,782</b> | <b>1,715,782</b> |
| <b>9809</b>      | <b>CONSUMER ACCTS OPERATIONS</b>           |                  |                  |                  |                  |                  |                  |
| 5350.2202        | Interfund Svc Exp - General Fund Svcs      | 237,530          | 249,400          | 249,400          | 249,400          | 249,400          | 249,400          |
| 5600.2695        | Materials & Supplies - Miscellaneous       | 8,267            | 38,500           | 38,500           | 38,500           | 38,500           | 38,500           |
| <b>SUBTOTAL:</b> | <b>CONSUMER ACCTS OPERATIONS</b>           | <b>245,797</b>   | <b>287,900</b>   | <b>287,900</b>   | <b>287,900</b>   | <b>287,900</b>   | <b>287,900</b>   |
| <b>9810</b>      | <b>ADMIN &amp; GENERAL OPERATIONS</b>      |                  |                  |                  |                  |                  |                  |
| 5020.4659        | Salaries - Reimbursement of Expenditures   | -1,965           | 0                | 0                | 0                | 0                | 0                |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9800

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                             | ACTUAL         | AMENDED        | PROJECTED      | PROPOSED       | PROPOSED       | ADOPTED        |
|------------------|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                  |                                         | 2014-2015      | BUDGET         | EXPENDITURES   | BY DEPT        | BY MAYOR       | BUDGET         |
|                  |                                         | 2014-2015      | 2015-2016      | 2015-2016      | 2016-2017      | 2016-2017      | 2016-2017      |
| <b>9810</b>      | <b>ADMIN &amp; GENERAL OPERATIONS</b>   |                |                |                |                |                |                |
| 5020.1000        | Salaries - Regular                      | 242,038        | 283,483        | 241,388        | 294,075        | 294,075        | 294,075        |
| 5030.1000        | Overtime - Salaries                     | 4,471          | 4,831          | 4,831          | 4,000          | 4,000          | 4,000          |
| 5050.1140        | Other Salaries - Other Earnings         | 0              | 1,568          | 0              | 0              | 0              | 0              |
| 5250.1620        | Other Benefits - Longevity              | 1,065          | 1,265          | 1,265          | 1,265          | 1,265          | 1,265          |
| 5250.1630        | Other Benefits - Sick Leave             | 3,102          | 4,515          | 4,515          | 4,597          | 4,597          | 4,597          |
| 5250.1660        | Other Benefits - Shoe Allowance         | 0              | 220            | 220            | 220            | 220            | 220            |
| 5300.2020        | Purch Svcs - Financial Services         | 14,000         | 15,000         | 15,000         | 18,000         | 15,000         | 15,000         |
| 5300.2040        | Purch Svcs - Outside Svcs               | 8,621          | 11,510         | 6,427          | 16,000         | 16,000         | 16,000         |
| 5500.2415        | Maintenance & Repair - Automotive Equip | 43,822         | 86,634         | 66,000         | 69,000         | 55,000         | 55,000         |
| 5500.2420        | Maintenance & Repair - Office Equipment | 42             | 4,090          | 4,090          | 1,090          | 1,090          | 1,090          |
| 5500.4659        | Maintenance & Repair - Reimbursement o  | -1,390         | 0              | 0              | 0              | 0              | 0              |
| 5600.2550        | Materials & Supplies - Motor Fuel       | 84,684         | 80,000         | 80,000         | 82,000         | 80,000         | 80,000         |
| 5600.2560        | Materials & Supplies - Tires            | 7,559          | 9,000          | 9,000          | 10,000         | 9,000          | 9,000          |
| 5600.2500        | Materials & Supplies - Office           | 3,963          | 3,700          | 3,700          | 7,500          | 4,000          | 4,000          |
| 5600.2695        | Materials & Supplies - Miscellaneous    | 18,671         | 20,000         | 20,000         | 20,050         | 19,000         | 19,000         |
| 5855.            | Contingency -                           | 0              | 25,000         | 25,000         | 25,000         | 25,000         | 25,000         |
| <b>SUBTOTAL:</b> | <b>ADMIN &amp; GENERAL OPERATIONS</b>   | <b>428,684</b> | <b>550,816</b> | <b>481,436</b> | <b>552,797</b> | <b>528,247</b> | <b>528,247</b> |
| <b>9811</b>      | <b>WATER DISCOUNTS</b>                  |                |                |                |                |                |                |
| 6200.6250        | Discounts - Departmentwide              | -82            | 0              | 0              | 0              | 0              | 0              |
| <b>SUBTOTAL:</b> | <b>WATER DISCOUNTS</b>                  | <b>-82</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |

**WATER FUND**

**ADOPTED BUDGET: 2016-2017**

Dept. # 9800

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                                | ACTUAL           | AMENDED        | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|------------------|--------------------------------------------|------------------|----------------|------------------|------------------|------------------|------------------|
|                  |                                            | 2014-2015        | BUDGET         | EXPENDITURES     | BY DEPT          | BY MAYOR         | BUDGET           |
|                  |                                            | 2014-2015        | 2015-2016      | 2015-2016        | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>9812</b>      | <b>ENGINEERING SERVICES WATER</b>          |                  |                |                  |                  |                  |                  |
| 5020.1000        | Salaries - Regular                         | 141,580          | 155,480        | 155,480          | 156,048          | 156,049          | 156,049          |
| 5250.1620        | Other Benefits - Longevity                 | 910              | 910            | 910              | 910              | 910              | 910              |
| 5250.1630        | Other Benefits - Sick Leave                | 2,141            | 2,312          | 2,181            | 1,581            | 1,581            | 1,581            |
| <b>SUBTOTAL:</b> | <b>ENGINEERING SERVICES WATER</b>          | <b>144,632</b>   | <b>158,702</b> | <b>158,571</b>   | <b>158,539</b>   | <b>158,540</b>   | <b>158,540</b>   |
| <b>9814</b>      | <b>WATER CAPITAL</b>                       |                  |                |                  |                  |                  |                  |
| 5865.3109        | Operating Transfer Out - To Capital Funds  | 600,000          | 600,000        | 600,000          | 1,385,000        | 175,000          | 175,000          |
| <b>SUBTOTAL:</b> | <b>WATER CAPITAL</b>                       | <b>600,000</b>   | <b>600,000</b> | <b>600,000</b>   | <b>1,385,000</b> | <b>175,000</b>   | <b>175,000</b>   |
| <b>9815</b>      | <b>GAAP YEAR END ENTRY</b>                 |                  |                |                  |                  |                  |                  |
| 5600.9999        | Materials & Supplies - Change in Inventory | 88,329           | 0              | 0                | 0                | 0                | 0                |
| 5880.3400        | Debt Service - Interest on Bonds           | 26,269           | 0              | 0                | 0                | 0                | 0                |
| 5880.3460        | Debt Service - Gain Income                 | -58,150          | 0              | 0                | 0                | 0                | 0                |
| 6600.6320        | Capital - Yr End AJEs - Non Assessed Exp   | 22,069           | 0              | 0                | 0                | 0                | 0                |
| 8026.            | Depreciation Expense -                     | 1,525,483        | 0              | 1,600,000        | 1,693,452        | 1,693,452        | 1,693,452        |
| <b>SUBTOTAL:</b> | <b>GAAP YEAR END ENTRY</b>                 | <b>1,604,000</b> | <b>0</b>       | <b>1,600,000</b> | <b>1,693,452</b> | <b>1,693,452</b> | <b>1,693,452</b> |

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY  
WATER FUND  
AS OF JUNE 30, 2016**

| Fiscal Year  | Principal           | Interest            | Total Debt Service<br>Per Year |
|--------------|---------------------|---------------------|--------------------------------|
| 2016-2017    | 1,218,407           | 307,028             | 1,525,435                      |
| 2017-2018    | 1,232,407           | 254,597             | 1,487,004                      |
| 2018-2019    | 1,058,407           | 205,901             | 1,264,308                      |
| 2019-2020    | 687,407             | 166,400             | 853,807                        |
| 2020-2021    | 587,750             | 135,726             | 723,476                        |
| 2021-2022    | 586,750             | 110,639             | 697,389                        |
| 2022-2023    | 397,750             | 90,586              | 488,336                        |
| 2023-2024    | 402,750             | 72,886              | 475,636                        |
| 2024-2025    | 401,000             | 55,695              | 456,695                        |
| 2025-2026    | 401,000             | 38,910              | 439,910                        |
| 2026-2027    | 380,000             | 23,163              | 403,163                        |
| 2027-2028    | 192,750             | 12,167              | 204,917                        |
| 2028-2029    | 138,750             | 6,274               | 145,024                        |
| 2029-2030    | 107,750             | 2,290               | 110,040                        |
| 2030-2031    | 20,000              | 300                 | 20,300                         |
| <b>TOTAL</b> | <b>\$ 7,812,878</b> | <b>\$ 1,482,563</b> | <b>\$ 9,295,441</b>            |

**WATER DEPARTMENT ADOPTED BUDGET  
FISCAL YEAR 2016-2017**

**TABLE OF ORGANIZATION**

| WATER DEPARTMENT<br>TABLE OF ORGANIZATION | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|-------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                           | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| SUPERINTENDENT OF PUBLIC UTILITIES        | 1                   |                    | 1                   | 113,477          | 113,477                        |
| CHIEF OF OPERATIONS                       | 1                   |                    | 1                   | 79,182           | 79,182                         |
| CHIEF OF WATER QUALITY & TECH. SERVICES   | 1                   |                    | 1                   | 88,975           | 88,975                         |
| ENGINEER I                                | 2                   |                    | 2                   | 78,024           | 156,048                        |
| ADMINISTRATIVE MANAGER                    | 1                   |                    | 1                   | 75,434           | 75,434                         |
| FOREMAN/MAINTENANCE                       | 1                   |                    | 1                   | 77,537           | 77,537                         |
| * LEAD PIPE INSTALLER (WATER & UTILITIES) | 2                   |                    | 2                   | 64,751           | 129,502                        |
| * SECRETARY                               | 1                   |                    | 1                   | 53,703           | 53,703                         |
| * EQUIPMENT MECHANIC                      | 1                   |                    | 1                   | 61,922           | 61,922                         |
| * UTILITY MECHANIC                        | 1                   |                    | 1                   | 61,922           | 61,922                         |
| * PIPE INSTALLER                          | 6                   |                    | 6                   | 60,112           | 360,672                        |
| * LAB TECHNICIAN                          | 1                   |                    | 1                   | 59,342           | 59,342                         |
| * OPERATOR REPAIRPERSON                   | 2                   |                    | 2                   | 58,344           | 116,688                        |
| * PARTS ATTENDANT                         | 1                   |                    | 1                   | 56,763           | 56,763                         |
| * CLERK TYPIST II                         | 1                   |                    | 1                   | 51,461           | 51,461                         |
| * OPERATOR                                | 6                   |                    | 6                   | 52,208           | 313,248                        |
| * PUBLIC UTILITIES TECHNICIAN             | 3                   |                    | 3                   | 52,208           | 156,624                        |
| * METER READER/INSTALLER                  | 1                   |                    | 1                   | 51,771           | 51,771                         |
| * LABORER                                 | 6                   |                    | 6                   | 51,189           | 307,134                        |
| * Union Negotiated                        | <b>TOTAL</b>        |                    | <b>39</b>           |                  | <b>2,371,405</b>               |

## INTRODUCTION & OVERVIEW TO CAPITAL BUDGET PLAN

### Introduction to Capital

The Capital Budget is the City's plan of capital projects and the means of financing them for a given fiscal year. The Planning Commission adopts a six-year capital improvement program and forwards it to the Mayor and the City Council for review, modifications, and funding authorization for the first year of the program. The following section contains a summary of the City's Capital Budget and includes an explanation of the capital budget process, its relationship to the operating budget, and a brief description of the capital projects for **FY 2016-2017**. This section also contains information on capital budget financing and debt administration in the City.

### Capital Budget Overview

Capital Improvement Programming (**CIP**) and budgeting involves the development of a long-term plan for capital expenditures of the City. Capital expenditures include costs for buildings, land, major maintenance items, equipment, and other commodities that are of significant value and have a useful life of many years.

The FY 16-17 Capital Budget Plan provides for making investments in schools, public safety, City buildings and infrastructure in addition to funding technology improvements and energy efficiency projects through lease/purchase financing. The FY 16-17 Capital Budget includes funding for the following: **Airport** –Easement Acquisitions; **Engineering** – sidewalk/streetscape improvements, bridge maintenance, Still River removal of vegetation, dredging, river wall repair, Jefferson Avenue Bridge Road Bond 2020, Relocate Traffic Signal North and Main Streets and MS4 Permit Requirements; **Fire** - Fire Tools Replacement Program allocation, Classroom Training Building, Turnout Gear, Volunteer Station Repairs, HQ Remodel and Addition; **Forestry** – Tree Removal in Public Rights of Way; **Construction Services** – Playground Equip. and Safety Improvements at City Parks and Schools, Open Space Bond; **Highway** – Replace Highway Department Equipment Road Bond 2020, Paving, Drainage and Road Improvements, Partly Road Bond 2020; **Equipment Maintenance** – Dump Body Replacement Program; **Information Technology** - City Server Storage Replacement Program, Public Safety Tough Book Replacement (Technology), Computer Hardware Replacement Program, New Enterprise Applications CD/PU, IT Security and Evaluation, Microsoft 365 Integration, Microsoft SQL Directory Update; **Police** – Vehicle Replacement Program, Taser Replacement Program, ICOP Replacement Program, Patrol Equipment; **Public Buildings** – Vehicle replacement, structural Repairs to Parking Garage, HVAC Replacement Program, Renovations at Bear Mtn Cottage, Vehicle Replacement Program, ADA 504 Study Public Buildings, Ives House HVAC System Replacement ; **Office of Project** – Playbook Implementation & Government Initiatives; **Planning** - Octagon House Rehabilitation, West Street/Deer Hill Ave Streetscape Project- **Schools** - School Roof Replacement Program, UST Replacement - various locations , BOE Technology Improvement Program, School HVAC Program; **Sewer** – Vehicle Replacement Program Phase 2, 24" Padanaram Road Sewer Relocation; **Water** – Vehicle Replacement Program, Emergency Repair Materials; **Ambulance** – Building and Structures; **Animal Control** – Animal Control Building Renovation, Animal Control Vehicle Replacement.

### Capital Budget Overview (Continued)

The total FY 16-17 Capital Budget of **\$19,243,922** to be funded as follows: General Fund = **\$3,878,922**, Sewer and Water Funds = **\$1,140,000**, Ambulance Fund = **\$290,000**, Animal Control Fund = **\$50,000**, Borrowing – Bonds/BANS = **\$3,000,000**, Federal/State grants = **\$3,728,000**, LoCIP = **\$547,000**, CDBG = **\$525,000**, funds from existing bonds = **\$6,135,000**.

The City's Capital Improvement Program lists capital items to be undertaken over a six-year period, beginning with the ensuing fiscal year, and projecting expenditures for the following five years. The CIP offers a listing of capital projects of capital activity as proposed by departments to the Planning Commission. Possible future financial requirements, including bonds to be issued, grants to be secured, and general operating funds to be committed are determined upon the citywide priority of needs, goals and objectives.

The annual Capital Budget is based on the CIP, though it may vary from the actual amount programmed in response to unanticipated revenue gains or losses. In either case, the CIP must be updated after the adoption of the Capital Budget to (1) make necessary adjustments in future programs resulting from changes in the current amount funded, and (2) add a year of programming to replace the current fiscal year.

The distinction between capital and operating items are determined by two criteria - cost and frequency. The minimum for any one item to be included on the CIP is set at **\$25,000**. In addition, items that occur every year (e.g. salaries, office supplies), regardless of cost, are not included.

### Capital Budget Process

**November** – During the month of November, the Director of Planning distributes Capital Budget forms and guidelines to City departments and authorities.

**December – January** – During the month of December, the capital budget requests are returned to the Director of Planning. Departments are required to prioritize the projects in their requests through the use of a numbering system. The highest priority project is given a number one (1). In addition, projects may be given additional priority by ranking them as either “urgent” or “necessary”. Projects identified as “urgent” signifies that from a department’s perspective, operations may be impacted if not executed. Projects identified as “necessary” indicates that the project should be addressed at some point during the term of the capital improvement plan. The Planning Director meets with various City departments to review their requests and priorities. The Planning Director also meets with the Mayor and the Finance Director to review budget submissions. The Planning Director submits a proposed CIP to the Planning Commission for its consideration.

### Capital Budget Process (Continued)

**February** – On or before February 15<sup>th</sup>, the Planning Commission forwards its recommended CIP to the Mayor.

**March** - The Mayor reviews the recommended CIP. During this phase, the Mayor may reduce or eliminate any department requests.

**On or before April 7<sup>th</sup>** – The Mayor transmits his recommended Capital Budget to the City Council.

**April** – The City Council may approve, reject or reduce any item in the Capital Budget by an affirmative vote of two-thirds of all the members of the City Council. Not later than May 1<sup>st</sup>, the City Council shall hold one or more public hearings, at which any taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year.

**May** - Not later than May 15<sup>th</sup>, the City Council shall adopt the Capital Budget.

## CAPITAL BUDGET FINANCING

Capital Budget financing for projects may include the use of Bond Anticipation Notes (BANS), General Obligation Bonds, Lease/Purchase agreements, general fund tax revenues, and proceeds from one-time revenues i.e. sale of property. BANS will be used during the course of construction to provide the necessary cash to complete the projects. Funding for BAN interest is included in the referendum and is not paid out of the General Fund. Upon project completion, the BANS are permanently financed as General Obligation Bonds, and the long-term debt service is included in the General Fund budget. If terms and conditions are more advantageous, the City Council may authorize the utilization of lease/purchase arrangements on such capital needs for fire apparatus, citywide technology improvements and energy efficiency projects. Lease/purchase financing can be more cost effective for projects with less than ten years of useful life. By utilizing, these financing strategies, the City is better able to plan for the future and to stabilize annual debt service costs. A combination of 5, 10 and 20-year bonds is used to ensure that debt does not exceed the useful life of the improvement.

### **Bonding**

Section 7-10 of the Danbury City Charter gives the City Council the power to authorize indebtedness through the issuance of bonds or notes by an affirmative vote of at least two-thirds of the entire membership of the Council. Bonds shall not be issued for terms longer than the estimated life of the improvement for which they are issued, and in no event, for a term longer than twenty years.

### **Bond Anticipation Notes**

The capital budget may require financing through Bond Anticipation Notes. Notes are typically used to fund small, low cost projects that can be completed within 18-24 months. The BANS are never permanently financed and are paid down each year in the General Fund. Short-term interest on the BANS is included in the General Fund. This financing strategy allows for the completion of smaller projects without contributing to long-term debt service costs.

### **Local Capital Improvement Program (LOCIP)**

The State of Connecticut's LOCIP program provides financial assistance to municipalities for eligible projects in the form of entitlement grants funded with State general obligation bonds. Eligible projects include road and sidewalk repairs, sewer and water projects, renovations to public buildings, bridges, dams, solid waste facilities and public housing, public park improvements, emergency communications systems, and the purchase of thermal imaging systems and defibrillators. The City of Danbury incorporates LOCIP funding into its Capital Budget to fund eligible projects. The use of LOCIP funds reduces the City's reliance on short and long-term debt.

### **Community Development Block Grant Funds (CDBG)**

Each year the City of Danbury receives an entitlement grant from the CDBG program financed through the Federal Department of Housing and Urban Development. A portion of these funds can be used for public improvement projects that are either located in low to moderate-income neighborhoods or serve low to moderate-income persons. City projects that meet either of these criteria are included in the Capital Budget and reduce the City's reliance on short and long-term debt.

**IMPACT OF CAPITAL INVESTMENTS  
ON OPERATING BUDGET**

**The Total FY 16-17 Capital Budget of \$19,243,922 to be Funded As Follows:**

| <b>Funding Summary</b> | <b>Budget Amount</b> |
|------------------------|----------------------|
| Total City Projects    | <b>\$15,711,922</b>  |
| City Leases            | <b>\$2,152,000</b>   |
| Ambulance Fund         | <b>\$290,000</b>     |
| Animal Control Fund    | <b>\$50,000</b>      |
| Sewer Fund             | <b>\$625,000</b>     |
| Water Fund             | <b>\$415,000</b>     |
| <b>TOTAL</b>           | <b>\$19,243,922</b>  |

Impact on Operating Budget:

The listed capital project investments are done within a framework of capital financing practices designed to ensure that the debt associated with these projects does not place undue pressure on the mill rate and our taxpayers.

| DEPARTMENT                   | CAPITAL FUNDING | CAPITAL IMPROVEMENT                                                                                                                                                                                                                        | OPERATING IMPACT                                                                                                                                           |
|------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Airport</b>               | \$928,000       | Runway & Easement Acquisitions                                                                                                                                                                                                             | Improve efficiency and quality of airport grounds maintenance.                                                                                             |
| <b>Construction Services</b> | \$150,000       | Playground Equipment and Safety Improvements at City Parks and Schools, Open Space Bond                                                                                                                                                    | To help increase safety and security on parks and school grounds.                                                                                          |
| <b>Engineering</b>           | \$1,895,000     | City Sidewalks/Street Improvements, Bridge Maintenance, Still River removal of vegetation, dredging and river wall repair, Jefferson Avenue Bridge Road Bond 2020, Relocate Traffic Signal North and Main Streets, MS4 Permit requirements | Maintain safety for pedestrian and vehicle traffic and aesthetics of the City. Dredging benefits in marine environments in the short-term and long-term.   |
| <b>Equipment Maintenance</b> | \$80,000        | Dump Body Replacement Program                                                                                                                                                                                                              | Improve safety and hauling capacity of equipment.                                                                                                          |
| <b>Fire</b>                  | \$872,000       | Fire Tools Replacement Program allocation, Classroom Training Bldg., Turnout Gear, Volunteer Station Repairs HQ Remodel and Addition                                                                                                       | Safety features on new equipment improves Firefighter and citizen safety, prevents rollovers, and aids in quicker response when responding to emergencies. |
| <b>Forestry</b>              | \$25,000        | Tree Removal in Public Rights of Way                                                                                                                                                                                                       | Eliminate hazardous conditions caused by unhealthy, overgrown trees that pose a defect or public hazard.                                                   |
| <b>Highway</b>               | \$7,210,000     | Replace Highway Department Equipment Road Bond 2020, Paving, Drainage and Road Improvements, Partly Road Bond 2020                                                                                                                         | Improves motor vehicle safety on roadways.                                                                                                                 |

Impact on Operating Budget (Continued)

| DEPARTMENT                          | CAPITAL FUNDING | CAPITAL IMPROVEMENT                                                                                                                                                                                                                                             | OPERATING IMPACT                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Information Technology</b>       | \$1,031,000     | City Server Storage Replacement Program, Public Safety Tough Book Replacement (Technology), Computer Hardware Replacement Program, New Enterprise Applications CD/PU<br>IT Security and Evaluation, Microsoft 365 Integration<br>Microsoft SQL Directory Update | Improve the efficiency and reliability of technology to address the needs the citizens of Danbury and internal and external partners.                                                                                                                                                                                                    |
| <b>Office of Project Excellence</b> | \$230,000       | Playbook Implementation and Government Initiatives                                                                                                                                                                                                              | The Playbook is intended to help the City get started with practical and tangible strategic moves, or “plays,” that the City can begin implementing today.                                                                                                                                                                               |
| <b>Planning</b>                     | \$650,000       | Octagon House Rehabilitation, West Street/Deer Hill Ave Streetscape Project                                                                                                                                                                                     | The Octagon House Rehabilitation is for the preparation of a feasibility study and condition assessment report for the rehabilitation of the historic Octagon House for public use. The Streetscape and Heritage Walk enhancements and improvements will create a linear park/walk that celebrates the historical lineage of Danburians. |
| <b>Police</b>                       | \$460,000       | Vehicle Replacement Program, Taser Replacement Program, ICOP Replacement Program, Patrol Equipment                                                                                                                                                              | Vehicle replacement allows on-duty officers to maintain the safety of the City, improve response time, deter hazardous situations and use of technology to hasten vehicle stops.                                                                                                                                                         |

Impact on Operating Budget (Continued)

| DEPARTMENT              | CAPITAL FUNDING | CAPITAL IMPROVEMENT                                                                                                                                                                                   | OPERATING IMPACT                                                                                                                                                                                         |
|-------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Buildings</b> | \$468,922       | Structural Repairs to Parking Garage, HVAC Replacement Program, Renovations at Bear Mountain Cottage, Vehicle Replacement Program, ADA 504 Study Public Buildings, Ives House HVAC System Replacement | Elevator replacement and structural garage repair will prevent harmful situations to motorists and pedestrians. HVAC replacement aids in comfort, health and air quality in the long and short term.     |
| <b>Schools</b>          | \$3,399,000     | School Roof Replacement Program, UST Replacement - various locations, BOE Technology Improvement Program<br>School HVAC Program                                                                       | Roof replacement benefits structural stability and safety issues. HVAC upgrades result in energy savings, as well as providing temperature control, heating and dehumidification improving air quality.  |
| <b>Richter Park</b>     | \$125,000       | Pump Station, Fence Repair at Hole #4                                                                                                                                                                 | Pump Station repair ensures the facility's energy use is both safe to operate and efficiently run. Fence repair ensures the perimeter remains intact, and creates a shield to protect maintenance areas. |
| <b>Tarrywile Park</b>   | \$40,000        | Carriage House Roof Replacement/Renovation & Farmhouse Roof                                                                                                                                           | In addition to preventing health and safety hazards, the roof replacement will allow the HVAC system to operate on an energy and cost-effective basis.                                                   |
| <b>Tax Assessor</b>     | \$300,000       | Property Revaluation                                                                                                                                                                                  | To ensure an equitable distribution of assessed tax values so all property owners assume their fair share of the City of Danbury tax burden.                                                             |

Impact on Operating Budget (Continued)

| DEPARTMENT                 | CAPITAL FUNDING | CAPITAL IMPROVEMENT                                                      | OPERATING IMPACT                                                                                                                                                                                                                                                                                                                               |
|----------------------------|-----------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Animal Control Fund</b> | \$50,000        | Updating existing structure                                              | Animal Control Fund                                                                                                                                                                                                                                                                                                                            |
| <b>Ambulance Fund</b>      | \$290,000       | Multi-year program to replace 9 aging Cardiac Defibrillators; compliance | Ambulance Fund                                                                                                                                                                                                                                                                                                                                 |
| <b>Buildings: Sewer</b>    | \$625,000       | Vehicle Replacement Program Phase 2, 24" Padanaram Road Sewer Relocation | Existing fleet will be replaced with more fuel-efficient, reliable vehicles requiring significantly less repair and maintenance costs in the short and long term. Sewer Relocation reduces possible sewer backup, sanitation overflow and erosion prevention.                                                                                  |
| <b>Buildings: Water</b>    | \$415,000       | Vehicle Replacement Program, Emergency Repair Materials                  | Existing fleet will be replaced with more fuel-efficient, reliable vehicles requiring significantly less repair and maintenance costs in the short and long term. Emergency repair materials impacts the speed at which repairs are conducted. Repair materials are necessary to manage unexpected emergencies or planned repairs in the City. |

**FY 16/17  
TOTAL  
CAPITAL  
FUNDING**

**\$19,243,922**

**The \$3.0M Borrowing Included in the FY 2016-2017 Capital Budget**

**For the Following Projects Have Been Deemed Necessary:**

| <b>CAPITAL IMPROVEMENT PROJECT</b>                                                 | <b>FUNDING AMOUNT</b>     |
|------------------------------------------------------------------------------------|---------------------------|
| <b>Engineering:</b> City Sidewalks/Street Improvements                             | \$100,000 <b>(R)</b>      |
| <b>Engineering:</b> Still River removal of vegetation, dredging, river wall repair | \$500,000 <b>(R)</b>      |
| <b>Highway:</b> Replace Highway Department Equipment Road Bond 2020                | \$125,000 <b>(R)</b>      |
| <b>Highway:</b> Paving, Drainage and Road Improvements, Partly Road Bond 2020      | \$450,000 <b>(R)</b>      |
| <b>Planning:</b> Octagon House Rehabilitation                                      | \$250,000 <b>(NR)</b>     |
| <b>Public Buildings:</b> HVAC Replacement Program                                  | \$125,000 <b>(R)</b>      |
| <b>Public Buildings:</b> Vehicle Replacement Program                               | \$150,000 <b>(R)</b>      |
| <b>Schools:</b> School Roof Replacement Program                                    | \$750,000 <b>(R)</b>      |
| <b>Schools:</b> School HVAC Program                                                | \$200,000 <b>(R)</b>      |
| <b>Tax Assessor:</b> Property Revaluation                                          | \$300,000 <b>(NR)</b>     |
| <b>Animal Control Fund:</b> Building and Structures                                | \$50,000 <b>(NR)</b>      |
| <b>Total Funding Amount:</b>                                                       | <b><u>\$3,000,000</u></b> |

\* (R) = Recurring Capital Expenditure

\* (NR) = Non-recurring Capital Expenditure

**CITY OF DANBURY**  
**STATEMENT OF DEBT LIMITATION**  
**June 30, 2016**

**Total Tax Collections (including interest and lien fees)**

|                                           |                       |
|-------------------------------------------|-----------------------|
| For the year ended June 30, 2015 .....    | \$ 190,711,703        |
| <b>Reimbursement for Revenue Loss On:</b> |                       |
| Tax Relief for Elderly .....              | \$ 374,641            |
| <b>BASE</b> .....                         | <b>\$ 191,086,344</b> |

**Debt Limit** **\$ 1,337,604,408**

| Debt Limitation                   | General Purpose       | Schools               | Sewer                 | Urban Renewal         | Unfunded Pension      |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 2 1/4 times base.....             | \$ 429,944,274        | \$                    | \$                    | \$                    | \$                    |
| 4 1/2 times base.....             |                       | 859,888,548           |                       |                       |                       |
| 3 3/4 times base.....             |                       |                       | 716,573,790           |                       |                       |
| 3 1/4 times base.....             |                       |                       |                       | 621,030,618           |                       |
| 3 times base.....                 |                       |                       |                       |                       | 573,259,032           |
| <b>Total Debt Limitation.....</b> | <b>\$ 429,944,274</b> | <b>\$ 859,888,548</b> | <b>\$ 716,573,790</b> | <b>\$ 621,030,618</b> | <b>\$ 573,259,032</b> |

**Indebtedness**

Outstanding Debt:

|                                   |                    |                   |                   |                |          |
|-----------------------------------|--------------------|-------------------|-------------------|----------------|----------|
| Bonds Payable (1)                 | 104,012,534        | 27,353,720        | 8,789,921         | 662,000        |          |
| Bonds Authorized But Unissued (1) | 9,222,993          | 12,844,266        | 4,133,165         |                |          |
| Short-Term Notes Payable          | 19,400,000         | 5,600,000         |                   |                |          |
| Capital Leases                    | 4,367,024          | 11,279,972        |                   |                |          |
| <b>Total Indebtedness</b>         | <b>137,002,551</b> | <b>57,077,958</b> | <b>12,923,086</b> | <b>662,000</b> | <b>-</b> |

**DEBT LIMITATION IN EXCESS OF INDEBTEDNESS**

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>\$ 292,941,723</b> | <b>\$ 802,810,590</b> | <b>\$ 703,650,704</b> | <b>\$ 620,368,618</b> | <b>\$ 573,259,032</b> |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

(1) Excluded from above is \$7,812,878 outstanding water bonds payable. Water assessment and sewer assessment debts are excludable from the calculation of debt limitation as allowed by Connecticut General Statutes. Excluded from above is \$3,248,000 outstanding sewer assessment bonds, \$1,626,311 water assessment debt authorized but unissued.

## 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 Pension Liabilities – 3.0 times annual receipts from taxation**

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

The following schedule shows the computation of the statutory debt limit of the City of Danbury and the debt-incurring margin as of June 30, 2016.

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

**FISCAL YEARS 2011-2012 TO 2015-2016**

|                                                                                      | 2011-2012           | 2012-2013           | 2013-2014           | 2014-2015          | 2015-2016 *       |
|--------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|--------------------|-------------------|
| <b>REVENUES</b>                                                                      |                     |                     |                     |                    |                   |
| Federal & State Governments                                                          | 694,739             | -                   | -                   | 2,459,483          | 19,039,788        |
| Other                                                                                |                     |                     |                     |                    |                   |
| <b>TOTAL REVENUE</b>                                                                 | <u>694,739</u>      | <u>-</u>            | <u>-</u>            | <u>23,237,500</u>  | <u>23,237,500</u> |
| <b>EXPENDITURES</b>                                                                  |                     |                     |                     |                    |                   |
| Capital Outlay                                                                       | 12,602,821          | 14,955,250          | 35,789,440          | 16,999,185         | 24,052,192        |
| <b>TOTAL EXPENDITURES</b>                                                            | <u>12,602,821</u>   | <u>14,955,250</u>   | <u>35,789,440</u>   | <u>16,999,185</u>  | <u>24,052,192</u> |
| <b>Excess (Deficiency) of Revenues over Expenditures</b>                             | <u>(11,908,082)</u> | <u>(14,955,250)</u> | <u>(35,789,440)</u> | <u>6,238,315</u>   | <u>(814,692)</u>  |
| <b>OTHER FINANCING SOURCES (Uses)</b>                                                |                     |                     |                     |                    |                   |
| Bond/Note Proceeds                                                                   | 5,544,765           | 10,961,846          | 1,250,000           | 2,400,000          | 18,000,000        |
| Transfer In                                                                          | 900,000             |                     | 3,500,000           | 5,250,000          | -                 |
| Transfer Out                                                                         |                     |                     |                     | (813,616)          | -                 |
| <b>TOTAL OTHER FINANCING SOURCES</b>                                                 | <u>6,444,765</u>    | <u>10,961,846</u>   | <u>4,750,000</u>    | <u>6,836,384</u>   | <u>18,000,000</u> |
| <b>Excess (Deficiency) of Revenues over Expenditures and Other Financing Sources</b> | <u>(5,463,317)</u>  | <u>(3,993,404)</u>  | <u>(31,039,440)</u> | <u>13,074,699</u>  | <u>17,185,308</u> |
| <b>Beginning Fund Balance</b>                                                        | 22,405,808          | 16,942,491          | 12,949,087          | (18,090,353)       | (5,015,654)       |
| <b>Ending Fund Balance</b>                                                           | <u>16,942,491</u>   | <u>12,949,087</u>   | <u>(18,090,353)</u> | <u>(5,015,654)</u> | <u>12,169,654</u> |

\*Note: This schedule shows projected fiscal years ending 2015-2016.

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY**  
**AS OF JUNE 30, 2016**

| Fiscal Year        | Schools              |                     |                      | General               |                      | Total Debt Service    |                       |
|--------------------|----------------------|---------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|
|                    | Principal            | Interest            | Total                | Principal             | Interest             | Total                 | Per Year              |
| 2016-2017          | 1,994,930            | 980,414             | 2,975,344            | 8,885,446             | 3,877,516            | 12,762,962            | 15,738,306            |
| 2017-2018          | 2,046,930            | 913,667             | 2,960,597            | 9,036,446             | 3,576,634            | 12,613,080            | 15,573,677            |
| 2018-2019          | 1,992,930            | 827,789             | 2,820,719            | 8,773,446             | 3,176,593            | 11,950,039            | 14,770,758            |
| 2019-2020          | 1,839,930            | 739,097             | 2,579,027            | 8,257,446             | 2,783,093            | 11,040,539            | 13,619,566            |
| 2020-2021          | 1,800,000            | 656,348             | 2,456,348            | 8,142,250             | 2,414,264            | 10,556,514            | 13,012,861            |
| 2021-2022          | 1,794,000            | 581,318             | 2,375,318            | 7,973,250             | 2,094,406            | 10,067,656            | 12,442,974            |
| 2022-2023          | 1,713,000            | 508,273             | 2,221,273            | 7,379,250             | 1,802,029            | 9,181,279             | 11,402,551            |
| 2023-2024          | 1,775,000            | 435,671             | 2,210,671            | 7,055,250             | 1,511,459            | 8,566,709             | 10,777,380            |
| 2024-2025          | 1,484,000            | 374,030             | 1,858,030            | 6,817,000             | 1,241,401            | 8,058,401             | 9,916,431             |
| 2025-2026          | 1,468,000            | 324,421             | 1,792,421            | 6,668,000             | 992,661              | 7,660,661             | 9,453,082             |
| 2026-2027          | 1,470,000            | 276,880             | 1,746,880            | 6,292,000             | 756,548              | 7,048,548             | 8,795,428             |
| 2027-2028          | 1,221,000            | 232,308             | 1,453,308            | 5,346,250             | 537,827              | 5,884,077             | 7,337,384             |
| 2028-2029          | 1,205,000            | 193,880             | 1,398,880            | 4,276,250             | 364,728              | 4,640,978             | 6,039,858             |
| 2029-2030          | 1,203,000            | 157,328             | 1,360,328            | 3,386,250             | 235,993              | 3,622,243             | 4,982,571             |
| 2030-2031          | 896,000              | 125,828             | 1,021,828            | 2,474,000             | 144,035              | 2,618,035             | 3,639,863             |
| 2031-2032          | 780,000              | 99,994              | 879,994              | 670,000               | 96,100               | 766,100               | 1,646,094             |
| 2032-2033          | 780,000              | 75,206              | 855,206              | 670,000               | 74,450               | 744,450               | 1,599,656             |
| 2033-2034          | 780,000              | 50,138              | 830,138              | 670,000               | 52,738               | 722,738               | 1,552,875             |
| 2034-2035          | 780,000              | 24,300              | 804,300              | 670,000               | 30,544               | 700,544               | 1,504,844             |
| 2035-2036          | 330,000              | 5,569               | 335,569              | 570,000               | 9,619                | 579,619               | 915,188               |
| <b>GRAND TOTAL</b> | <b>\$ 27,353,720</b> | <b>\$ 7,582,456</b> | <b>\$ 34,936,176</b> | <b>\$ 104,012,534</b> | <b>\$ 25,772,637</b> | <b>\$ 129,785,171</b> | <b>\$ 164,721,347</b> |

**OUTSTANDING SHORT TERM DEBT  
BOND ANTICIPATION NOTES ALL FUNDS  
AS OF JUNE 30, 2016**

| <b>FUND</b>                        | <b>ISSUED</b> | <b>AMOUNT</b>        | <b>ESTIMATED INTEREST</b> | <b>TOTAL DUE</b>     | <b>DUE DATE</b> |
|------------------------------------|---------------|----------------------|---------------------------|----------------------|-----------------|
| General Public Imp. 15-16          | 7/23/2015     | \$ 1,000,000         | \$ 20,000                 | \$ 1,020,000         | 7/16/2016       |
| Danbury Road Bond 2020             | 7/23/2015     | 7,300,000            | 146,000                   | 7,446,000            | 7/16/2016       |
| Vision 2020 Bond Public Imps       | 7/23/2015     | 11,100,000           | 222,000                   | 11,322,000           | 7/16/2016       |
| <b>TOTAL GENERAL</b>               |               | <b>19,400,000</b>    | <b>388,000</b>            | <b>19,788,000</b>    |                 |
| Danbury Road Bond 2020 School roof | 7/23/2015     | 2,100,000            | 42,000                    | 2,142,000            | 7/16/2016       |
| DHS Vision 2020                    | 7/23/2015     | 1,000,000            | 20,000                    | 1,020,000            | 7/16/2016       |
| Head Start                         | 7/23/2015     | 2,500,000            | 50,000                    | 2,550,000            | 7/16/2016       |
| <b>TOTAL SCHOOLS</b>               |               | <b>5,600,000</b>     | <b>112,000</b>            | <b>5,712,000</b>     |                 |
| <b>GRAND TOTAL</b>                 |               | <b>\$ 25,000,000</b> | <b>\$ 500,000</b>         | <b>\$ 25,500,000</b> |                 |

|                                                                                                          |
|----------------------------------------------------------------------------------------------------------|
| <b>RATIO OF DEBT SERVICE EXPENDITURES<br/>FOR GENERAL BONDED DEBT TO TOTAL GENERAL FUND EXPENDITURES</b> |
|----------------------------------------------------------------------------------------------------------|

| Fiscal Year<br>Ended | Total<br>General<br>Fund<br>Expenditures | Long-Term Debt Service |           |            | Ratio of Total<br>Debt Service To<br>Total Expenditures |
|----------------------|------------------------------------------|------------------------|-----------|------------|---------------------------------------------------------|
|                      |                                          | Principal              | Interest  | Total      |                                                         |
| **2017               | 244,100,000                              | 10,880,376             | 4,857,930 | 15,738,306 | 6.4%                                                    |
| *2016                | 237,700,000                              | 11,300,095             | 5,445,106 | 16,745,201 | 7.0%                                                    |
| 2015                 | 230,910,377                              | 9,529,250              | 4,945,021 | 14,474,271 | 6.3%                                                    |
| 2014                 | 225,560,758                              | 11,191,096             | 5,312,830 | 16,503,926 | 7.3%                                                    |
| 2013                 | 219,154,818                              | 10,937,570             | 5,595,791 | 16,533,361 | 7.5%                                                    |
| 2012                 | 210,932,513                              | 10,581,600             | 5,465,397 | 16,046,997 | 7.6%                                                    |
| 2011                 | 203,460,399                              | 8,413,350              | 5,011,122 | 13,424,472 | 6.6%                                                    |
| 2010                 | 199,057,435                              | 8,671,800              | 4,909,676 | 13,581,476 | 6.8%                                                    |
| 2009                 | 196,252,594                              | 7,810,350              | 4,433,890 | 12,244,240 | 6.2%                                                    |
| 2008                 | 188,438,411                              | 6,599,850              | 3,848,693 | 10,448,543 | 5.5%                                                    |
| 2007                 | 176,991,658                              | 5,672,350              | 3,233,035 | 8,905,385  | 5.0%                                                    |
| 2006                 | 168,908,696                              | 6,005,611              | 2,668,668 | 8,674,279  | 5.1%                                                    |

\* Based upon FY 2015-2016 Adopted and \*\*FY 2016-2017 Adopted Budgets.

**CITY OF DANBURY  
RATIOS OF GENERAL BONDED DEBT  
TO ASSESSED VALUE AND PER CAPITA  
10-Year History**

**As of June 30, 2016**

| Fiscal Year | Net Bonded Debt | Total Taxable Assessed Value ++ | Ratio of Net Bonded Debt to Est. Actual Taxable Value | Population | Debt Per Capita |
|-------------|-----------------|---------------------------------|-------------------------------------------------------|------------|-----------------|
| 2016-2017*  | 131,335,878     | 8,674,073,895                   | 1.51%                                                 | 84,284     | <b>1,558</b>    |
| 2015-2016   | 131,366,254     | 8,578,765,346                   | 1.53%                                                 | 84,284     | <b>1,559</b>    |
| 2014-2015   | 124,087,349     | 8,393,161,242                   | 1.48%                                                 | 83,784     | <b>1,481</b>    |
| 2013-2014   | 123,422,599     | 8,315,583,327**                 | 1.48%                                                 | 83,684     | <b>1,475</b>    |
| 2012-2013   | 134,366,695     | 10,269,531,638                  | 1.31%                                                 | 82,818     | <b>1,622</b>    |
| 2011-2012   | 134,136,419     | 10,197,280,681                  | 1.32%                                                 | 82,176     | <b>1,632</b>    |
| 2010-2011   | 127,439,350     | 10,178,327,619                  | 1.25%                                                 | 81,354     | <b>1,566</b>    |
| 2009-2010   | 114,147,700     | 10,102,458,180                  | 1.13%                                                 | 80,893     | <b>1,411</b>    |
| 2008-2009   | 106,321,500     | 9,998,172,445**                 | 1.06%                                                 | 79,256     | <b>1,341</b>    |
| 2007-2008   | 96,532,400      | 7,231,134,710                   | 1.33%                                                 | 79,226     | <b>1,218</b>    |

\* Projections - "Net Bonded Debt" is based upon FY 2016-2017 Adopted Budget, which assumes additional debt issuance of \$10,850,000 in July 2016 and "Population" is based upon recent growth trend.

\*\* Significant changes in "Total Taxable Assessed Value" are due primarily to the City wide Property Revaluation dated 10/1/07 & 10/1/12.

++Please note that the Assessed Valuation total is further reduced by exempt properties and exemptions to determine the "Net Taxable Assessed Valuation."

**CITY OF DANBURY  
CAPITAL LEASE SCHEDULE**

| LEASES                                       | Principal             |        | Principal & Interest            |                    |                    |                    |                    |                   |         | Lease Expires |
|----------------------------------------------|-----------------------|--------|---------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|---------|---------------|
|                                              | Original Lease Amount | Rate   | Payments to Date as of 06/30/16 | 2016/2017 Payments | 2017/2018 Payments | 2018/2019 Payments | Remainder Payments | Total Payments    |         |               |
| <b>GENERAL FUND CAPITAL PROJECTS</b>         |                       |        |                                 |                    |                    |                    |                    |                   |         |               |
| CRM/ERP Projects (Various depts.)            | 2,500,000             | 1.59%  | 2,080,088                       | 520,023            | -                  | -                  | -                  | 2,600,111         | 07/2016 |               |
| Fire-2 Pierce Pumpers                        | 951,150               | 3.88%  | 934,920                         | 155,820            | -                  | -                  | -                  | 1,090,740         | 04/2017 |               |
| Fire-Ladder Truck                            | 1,000,000             | 1.80%  | 346,994                         | 134,320            | 134,320            | 134,320            | 324,606            | 1,074,560         | 11/2021 |               |
| Multi Function Printers (Various depts.)     | 410,000               | 1.31%  | 211,900                         | 84,760             | 84,760             | 42,379             | -                  | 423,798           | 12/2018 |               |
| Fire-2 Pierce Pumpers                        | 1,120,598             | 1.29%  | 57,868                          | 231,471            | 231,471            | 231,471            | 405,075            | 1,157,354         | 3/2021  |               |
| Fire-Refurbished Aerial Ladder Truck         | 339,601               | 1.29%  | 17,537                          | 70,148             | 70,148             | 70,148             | 122,760            | 350,740           | 3/2021  |               |
| <b>Sub-total</b>                             | <b>6,321,348</b>      |        | <b>3,649,307</b>                | <b>1,196,541</b>   | <b>520,698</b>     | <b>478,318</b>     | <b>852,440</b>     | <b>6,697,303</b>  |         |               |
| <b>School Facilities-Capital Projects</b>    |                       |        |                                 |                    |                    |                    |                    |                   |         |               |
| BOE-Energy Conservation Project              | 4,248,835             | 3.60%  | 1,681,858                       | 392,965            | 392,965            | 392,965            | 2,750,755          | 5,611,508         | 06/2026 |               |
| BOE-Energy Conser Project (QECB)             | 7,251,165             | 5.04%  | 3,633,538                       | 770,511            | 752,980            | 735,143            | 4,619,632          | 10,511,804        | 06/2026 |               |
| BOE-Energy Conser Proj (QECB-Inter Subsidy)  | (2,182,834)           | -1.86% | (1,094,516)                     | (171,315)          | (155,047)          | (138,494)          | (480,986)          | (2,040,358)       | 06/2026 |               |
| <b>Sub-total</b>                             | <b>9,317,166</b>      |        | <b>4,220,881</b>                | <b>992,161</b>     | <b>990,898</b>     | <b>989,614</b>     | <b>6,889,401</b>   | <b>14,082,954</b> |         |               |
| <b>Sub-total Lease Projects-General Fund</b> | <b>15,638,514</b>     |        | <b>7,870,188</b>                | <b>2,188,702</b>   | <b>1,511,597</b>   | <b>1,467,931</b>   | <b>7,741,841</b>   | <b>20,780,257</b> |         |               |
| <b>BOE-Budget-Capital Projects</b>           |                       |        |                                 |                    |                    |                    |                    |                   |         |               |
| BOE-Honeywell -Phase III                     | 3,875,000             | 4.67%  | 4,008,262                       | 501,033            | 501,033            | -                  | -                  | 5,010,328         | 06/2018 |               |
| American Carrera Tech                        | 316,059               | 2.64%  | 339,456                         | -                  | -                  | -                  | -                  | 339,456           | 06/2016 |               |
| American Carrera Tech                        | 180,123               | 2.64%  | 193,457                         | -                  | -                  | -                  | -                  | 193,457           | 06/2016 |               |
| American Carrera Tech                        | 138,079               | 2.64%  | 148,301                         | -                  | -                  | -                  | -                  | 148,301           | 06/2016 |               |
| BOE-Solar Projects                           | 696,784               | 2.86%  | 501,101                         | 43,291             | 43,291             | 43,291             | 129,874            | 760,848           | 02/2022 |               |
| BOE-Elm City Copier                          | 555,753               | 1.95%  | 120,450                         | 144,540            | 144,540            | 144,540            | 24,090             | 578,160           | 08/2018 |               |
| BOE Technology Lease                         | 550,000               | 1.54%  | 113,674                         | 113,674            | 113,674            | 113,674            | 113,674            | 568,371           | 03/2020 |               |
| BOE-Technology Lease                         | 750,000               | 1.41%  | 271,269                         | 155,011            | 155,011            | 155,011            | 38,752             | 775,054           | 04/2019 |               |
| BOE-Technology Lease                         | 750,000               | 1.44%  | 419,652                         | 155,551            | 155,551            | 47,000             | -                  | 777,754           | 08/2018 |               |
| <b>Sub-total Lease Projects-BOE</b>          | <b>7,811,798</b>      |        | <b>6,115,622</b>                | <b>1,113,100</b>   | <b>957,549</b>     | <b>503,516</b>     | <b>306,390</b>     | <b>8,373,975</b>  |         |               |
| <b>Total Lease/Purchase Projects</b>         | <b>23,450,312</b>     |        | <b>13,985,810</b>               | <b>3,301,802</b>   | <b>2,469,146</b>   | <b>1,971,448</b>   | <b>8,048,231</b>   | <b>29,154,233</b> |         |               |

**CITY OF DANBURY**  
**ADOPTED CAPITAL BUDGET FY 16/17**  
**Mayor's Recommended City Projects**

| Priority                     | PROJECT DESCRIPTION                                                                     | TOTAL COST | SOURCE FOR FUNDS     |                |         |         |         |                           |                                   | Existing Capital Budget | Capital Budget FY 16/17 | Balance   |
|------------------------------|-----------------------------------------------------------------------------------------|------------|----------------------|----------------|---------|---------|---------|---------------------------|-----------------------------------|-------------------------|-------------------------|-----------|
|                              |                                                                                         |            | General Fund Capital | Existing Bonds | Notes   | LOCIP   | CDBG    | Other St./Federal (Grant) | Amb., Animal, Water or Sewer Fund |                         |                         |           |
| <b>AIRPORT</b>               |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Urgent                       | Runway 8 Easement Acquisitions                                                          | 951,775    |                      |                |         |         |         |                           | 928,000                           | 23,775                  | 928,000                 | -         |
| <b>CONSTRUCTION SERVICES</b> |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Existing                     | Playground Equipment and Safety Improvements at City Parks and Schools, Open Space Bond | 450,000    |                      | 150,000        |         |         |         |                           |                                   | 150,000                 | 150,000                 | 150,000   |
| <b>ENGINEERING</b>           |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Existing                     | City Sidewalks/Street Improvements                                                      | 3,600,000  |                      |                | 100,000 | 195,000 | 525,000 |                           |                                   | 975,000                 | 820,000                 | 1,805,000 |
| Existing                     | Bridge Maintenance                                                                      | 1,000,000  |                      |                |         | 150,000 |         |                           |                                   | 150,000                 | 150,000                 | 700,000   |
| Existing                     | Still River removal of vegetation, dredging, river wall repair                          | 2,100,000  |                      |                | 500,000 |         |         |                           |                                   | 1,600,000               | 500,000                 | -         |
| Existing                     | Jefferson Avenue Bridge Road Bond 2020                                                  | 300,000    |                      | 300,000        |         |         |         |                           |                                   | 0                       | 300,000                 | -         |
| Existing                     | Relocate Traffic Signal North and Main Streets                                          | 75,000     | 25,000               |                |         |         |         |                           |                                   | 50,000                  | 25,000                  | -         |
| Urgent                       | MS4 Permit Requirements                                                                 | 2,500,000  | 100,000              |                |         |         |         |                           |                                   |                         | 100,000                 | 2,400,000 |
| <b>EQUIPMENT MAINTENANCE</b> |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Existing                     | Dump Body Replacement Program                                                           | 480,000    | 80,000               |                |         |         |         |                           |                                   | 80,000                  | 80,000                  | 320,000   |
| <b>FIRE</b>                  |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Existing                     | Fire Tools Replacement Program allocation                                               | 450,000    | 50,000               |                |         |         |         |                           |                                   | 150,000                 | 50,000                  | 250,000   |
| Existing                     | Classroom Training Building                                                             | 1,100,000  |                      |                |         |         |         |                           |                                   | 100,000                 | 1,000,000               | -         |
| Existing                     | Turnout Gear                                                                            | 700,000    | 150,000              |                |         |         |         |                           |                                   | 350,000                 | 150,000                 | 200,000   |
| Urgent                       | Volunteer Station Repairs                                                               | 375,000    | 25,000               |                |         |         |         |                           |                                   |                         | 25,000                  | 350,000   |
| Urgent                       | HQ Remodel and Addition                                                                 | 175,000    |                      |                |         |         |         |                           |                                   | 105,000                 |                         | 70,000    |
| <b>FORESTRY</b>              |                                                                                         |            |                      |                |         |         |         |                           |                                   |                         |                         |           |
| Existing                     | Tree Removal in Public Rights of Way                                                    | 1,000,000  | 25,000               |                |         |         |         |                           |                                   | 300,000                 | 25,000                  | 675,000   |

**CITY OF DANBURY**  
**ADOPTED CAPITAL BUDGET FY 16/17**  
**Mayor's Recommended City Projects**

| Priority                            | PROJECT DESCRIPTION                                           | TOTAL COST | SOURCE FOR FUNDS     |                |         |         |      |                           |                                   | Existing Capital Budget | Capital Budget FY 16/17 | Balance   |
|-------------------------------------|---------------------------------------------------------------|------------|----------------------|----------------|---------|---------|------|---------------------------|-----------------------------------|-------------------------|-------------------------|-----------|
|                                     |                                                               |            | General Fund Capital | Existing Bonds | Notes   | LOCIP   | CDBG | Other St./Federal (Grant) | Amb., Animal, Water or Sewer Fund |                         |                         |           |
| <b>HIGHWAY</b>                      |                                                               |            |                      |                |         |         |      |                           |                                   |                         |                         |           |
| Existing                            | Replace Highway Department Equipment Road Bond 2020           | 7,455,000  |                      | 1,235,000      | 125,000 |         |      |                           |                                   | 3,220,000               | 1,360,000               | 2,875,000 |
| Existing                            | Paving, Drainage and Road Improvements, Partly Road Bond 2020 | 33,340,400 |                      | 4,300,000      | 450,000 | 100,000 |      | 1,000,000                 | *                                 | 18,240,400              | 5,850,000               | 9,250,000 |
| <b>INFORMATION TECHNOLOGY</b>       |                                                               |            |                      |                |         |         |      |                           |                                   |                         |                         |           |
| Existing                            | City Server Storage Replacement Program                       | 375,000    | 50,000               |                |         |         |      |                           |                                   | 100,000                 | 50,000                  | 225,000   |
| Existing                            | Public Safety Tough Book Replacement (Technology)             | 624,212    | 50,000               |                |         |         |      |                           |                                   | 249,212                 | 50,000                  | 325,000   |
| Existing                            | Computer Hardware Replacement Program                         | 725,000    | 75,000               |                |         |         |      |                           |                                   | 250,000                 | 75,000                  | 400,000   |
| Existing                            | New Enterprise Applications CD/PU                             | 400,000    | 50,000               |                |         |         |      |                           |                                   | 300,000                 | 50,000                  | 50,000    |
| Existing                            | IT Security and Evaluation                                    | 150,000    | 50,000               |                |         |         |      |                           |                                   | 50,000                  | 50,000                  | 50,000    |
| Urgent                              | Microsoft 365 Integration                                     | 125,000    | 75,000               |                |         |         |      |                           |                                   |                         | 75,000                  | 50,000    |
| Urgent                              | Microsoft SQL Directory Update                                | 75,000     | 75,000               |                |         |         |      |                           |                                   |                         | 75,000                  | -         |
| <b>OFFICE OF PROJECT EXCELLENCE</b> |                                                               |            |                      |                |         |         |      |                           |                                   |                         |                         |           |
| Urgent                              | Playbook Implementation & Government Initiatives              | 340,000    | 230,000              |                |         |         |      |                           |                                   |                         | 230,000                 | 110,000   |
| <b>PLANNING</b>                     |                                                               |            |                      |                |         |         |      |                           |                                   |                         |                         |           |
| Urgent                              | Octagon House Rehabilitation                                  | 540,000    |                      |                | 250,000 |         |      | 250,000                   |                                   | 40,000                  | 500,000                 | -         |
| Urgent                              | West Street/Deer Hill Ave Streetscape Project                 | 250,000    |                      | 150,000        |         |         |      |                           |                                   | 100,000                 | 150,000                 | -         |
| <b>POLICE</b>                       |                                                               |            |                      |                |         |         |      |                           |                                   |                         |                         |           |
| Existing                            | Vehicle Replacement Program                                   | 2,580,000  | 140,000              |                |         |         |      |                           |                                   | 1,480,000               | 140,000                 | 960,000   |
| Existing                            | Taser Replacement Program                                     | 341,022    | 35,000               |                |         |         |      |                           |                                   | 65,000                  | 35,000                  | 241,022   |
| Existing                            | ICOP Replacement Program                                      | 173,000    | 35,000               |                |         |         |      |                           |                                   | 65,000                  | 35,000                  | 73,000    |
| Urgent                              | Patrol Equipment                                              | 250,000    |                      |                |         |         |      | 250,000                   |                                   |                         | 250,000                 | -         |

\* State Municipal Aid Funding

**CITY OF DANBURY**  
**ADOPTED CAPITAL BUDGET FY 16/17**  
**Mayor's Recommended City Projects**

| Priority | PROJECT DESCRIPTION                  | TOTAL COST | SOURCE FOR FUNDS     |                |         |        |      |                           |                                   | Existing Capital Budget | Capital Budget FY 16/17 | Balance   |
|----------|--------------------------------------|------------|----------------------|----------------|---------|--------|------|---------------------------|-----------------------------------|-------------------------|-------------------------|-----------|
|          |                                      |            | General Fund Capital | Existing Bonds | Notes   | LOCIP  | CDBG | Other St./Federal (Grant) | Amb., Animal, Water or Sewer Fund |                         |                         |           |
|          | <b>PUBLIC BUILDINGS</b>              |            |                      |                |         |        |      |                           |                                   |                         |                         |           |
| Existing | Structural Repairs to Parking Garage | 293,000    | 51,922               |                |         |        |      |                           |                                   | 235,000                 | 51,922                  | 6,078     |
| Existing | HVAC Replacement Program             | 3,025,000  |                      |                | 125,000 |        |      |                           |                                   | 416,000                 | 125,000                 | 2,484,000 |
| Existing | Renovations at Bear Mountain Cottage | 90,000     | 50,000               |                |         |        |      |                           |                                   | 40,000                  | 50,000                  | -         |
| Existing | Vehicle Replacement Program.         | 265,000    |                      |                | 150,000 |        |      |                           |                                   | 60,000                  | 150,000                 | 55,000    |
| Urgent   | ADA 504 Study Public Buildings       | 30,000     | 30,000               |                |         |        |      |                           |                                   |                         | 30,000                  | -         |
| Urgent   | Ives House HVAC System Replacement   | 62,000     |                      |                |         | 62,000 |      |                           |                                   |                         | 62,000                  | -         |

**SCHOOLS**

|          |                                     |            |         |  |         |  |  |         |  |           |           |           |
|----------|-------------------------------------|------------|---------|--|---------|--|--|---------|--|-----------|-----------|-----------|
| Existing | School Roof Replacement Program     | 13,000,000 |         |  | 750,000 |  |  | 750,000 |  | 5,500,000 | 1,500,000 | 6,000,000 |
| Existing | UST Replacement - various locations | 1,605,560  |         |  |         |  |  | 450,000 |  | 425,000   | 450,000   | 730,560   |
| Existing | BOE Technology Improvement Program  | 1,250,000  | 250,000 |  |         |  |  |         |  | 750,000   | 250,000   | 250,000   |
| Existing | School HVAC Program                 | 7,589,000  |         |  | 200,000 |  |  |         |  | 350,000   | 200,000   | 7,039,000 |

**RICHTER PARK**

|        |                         |         |        |  |  |  |  |         |  |  |         |   |
|--------|-------------------------|---------|--------|--|--|--|--|---------|--|--|---------|---|
| Urgent | Pump Station            | 100,000 |        |  |  |  |  | 100,000 |  |  | 100,000 | - |
| Urgent | Fence Repair at Hole #4 | 25,000  | 25,000 |  |  |  |  |         |  |  | 25,000  | - |

**TARRYWILE PARK**

|          |                                                        |        |  |  |  |        |  |  |  |        |        |   |
|----------|--------------------------------------------------------|--------|--|--|--|--------|--|--|--|--------|--------|---|
| Existing | Carriage House Roof Replacement/Renov & Farmhouse Roof | 80,000 |  |  |  | 40,000 |  |  |  | 40,000 | 40,000 | - |
|----------|--------------------------------------------------------|--------|--|--|--|--------|--|--|--|--------|--------|---|

**ASSESSOR'S OFFICE**

|        |                      |         |  |  |         |  |  |  |  |  |         |         |
|--------|----------------------|---------|--|--|---------|--|--|--|--|--|---------|---------|
| Urgent | Property Revaluation | 600,000 |  |  | 300,000 |  |  |  |  |  | 300,000 | 300,000 |
|--------|----------------------|---------|--|--|---------|--|--|--|--|--|---------|---------|

|  |                            |                   |                  |                  |                  |                |                |                  |                |                   |                   |                   |
|--|----------------------------|-------------------|------------------|------------------|------------------|----------------|----------------|------------------|----------------|-------------------|-------------------|-------------------|
|  | <b>TOTAL CITY FY 16/17</b> | <b>91,014,969</b> | <b>1,726,922</b> | <b>6,135,000</b> | <b>2,950,000</b> | <b>547,000</b> | <b>525,000</b> | <b>3,728,000</b> | <b>100,000</b> | <b>36,909,387</b> | <b>15,711,922</b> | <b>38,393,660</b> |
|--|----------------------------|-------------------|------------------|------------------|------------------|----------------|----------------|------------------|----------------|-------------------|-------------------|-------------------|

**CITY OF DANBURY**  
**ADOPTED CAPITAL BUDGET FY 16/17**  
**Mayor's Recommended City Projects**

| Priority | PROJECT DESCRIPTION                                                  | TOTAL COST        | SOURCE FOR FUNDS     |                |               |          |          |                           |                                   | Existing Capital Budget | Capital Budget FY 16/17 | Balance           |
|----------|----------------------------------------------------------------------|-------------------|----------------------|----------------|---------------|----------|----------|---------------------------|-----------------------------------|-------------------------|-------------------------|-------------------|
|          |                                                                      |                   | General Fund Capital | Existing Bonds | Notes         | LOCIP    | CDBG     | Other St./Federal (Grant) | Amb., Animal, Water or Sewer Fund |                         |                         |                   |
|          | <b>CITY LEASES</b>                                                   |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
|          | <b>FIRE</b>                                                          |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | Replace Fire Apparatus - Two pumpers (10 yr. lease/purchase)         | 1,090,920         | 156,000              |                |               |          |          |                           |                                   | 934,920                 | 156,000                 | -                 |
| Existing | Replace Fire Apparatus - Aerial Ladder Truck (10 yr. lease/purchase) | 1,074,560         | 122,000              |                |               |          |          |                           |                                   | 346,995                 | 122,000                 | 605,565           |
| Existing | Pumper Replacement                                                   | 1,160,000         | 221,000              |                |               |          |          |                           |                                   | 150,000                 | 221,000                 | 789,000           |
| Existing | Ladder Truck Refurbishment                                           | 411,000           | 48,000               |                |               |          |          |                           |                                   | 135,000                 | 48,000                  | 228,000           |
|          | <b>INFORMATION TECHNOLOGY</b>                                        |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | Hardware and software system upgrades (lease/purchase)               | 2,601,088         | 521,000              |                |               |          |          |                           |                                   | 2,080,088               | 521,000                 | -                 |
| Existing | Multi-Functional Device Project/Copiers (5 yr. lease/purchase)       | 423,782           | 85,000               |                |               |          |          |                           |                                   | 218,958                 | 85,000                  | 119,824           |
|          | <b>PUBLIC BUILDINGS - SCHOOLS</b>                                    |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | School Boiler Replacement Program (lease/purchase)                   | 16,123,306        | 999,000              |                |               |          |          |                           |                                   | 4,909,953               | 999,000                 | 10,214,353        |
|          | <b>TOTAL CITY LEASES</b>                                             |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
|          | <b>FY 16/17</b>                                                      | <b>22,884,656</b> | <b>2,152,000</b>     | <b>0</b>       | <b>0</b>      | <b>0</b> | <b>0</b> | <b>0</b>                  | <b>0</b>                          | <b>8,775,914</b>        | <b>2,152,000</b>        | <b>11,956,742</b> |
|          | <b>AMBULANCE FUND</b>                                                |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | EMS Cardiac Monitor Defibrillator Replacement                        | 270,000           |                      |                |               |          |          |                           |                                   | 140,000                 | 140,000                 | -                 |
| Urgent   | Crash Compliance Program                                             | 150,000           |                      |                |               |          |          |                           |                                   | 150,000                 | 150,000                 | -                 |
|          | <b>TOTAL AMBULANCE FUND</b>                                          |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
|          | <b>FY 16/17</b>                                                      | <b>420,000</b>    |                      |                |               |          |          |                           |                                   | <b>290,000</b>          | <b>290,000</b>          | <b>-</b>          |
|          | <b>ANIMAL CONTROL FUND</b>                                           |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | Building and Structures                                              | 265,425           |                      |                | 50,000        |          |          |                           |                                   | 115,425                 | 50,000                  | 100,000           |
|          | <b>TOTAL ANIMAL CONTROL FUND</b>                                     |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
|          | <b>FY 16/17</b>                                                      | <b>265,425</b>    |                      |                | <b>50,000</b> |          |          |                           |                                   | <b>115,425</b>          | <b>50,000</b>           | <b>100,000</b>    |
|          | <b>PUBLIC UTILITIES - SEWER DEPARTMENT/FUND</b>                      |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
| Existing | Vehicle Replacement Program Phase 2                                  | 481,000           |                      | 125,000        |               |          |          |                           |                                   | 300,000                 | 425,000                 | 56,000            |
| Urgent   | 24" Padanaram Road Sewer Relocation                                  | 200,000           |                      |                |               |          |          |                           |                                   | 200,000                 | 200,000                 | -                 |
|          | <b>TOTAL SEWER FUND</b>                                              |                   |                      |                |               |          |          |                           |                                   |                         |                         |                   |
|          | <b>FY 16/17</b>                                                      | <b>681,000</b>    |                      | <b>125,000</b> |               |          |          |                           |                                   | <b>500,000</b>          | <b>625,000</b>          | <b>56,000</b>     |

**CITY OF DANBURY**  
**ADOPTED CAPITAL BUDGET FY 16/17**  
**Mayor's Recommended City Projects**

| Priority | PROJECT DESCRIPTION                             | TOTAL COST     | SOURCE FOR FUNDS     |                |       |       |      |                           |                                   | Existing Capital Budget | Capital Budget FY 16/17 | Balance |
|----------|-------------------------------------------------|----------------|----------------------|----------------|-------|-------|------|---------------------------|-----------------------------------|-------------------------|-------------------------|---------|
|          |                                                 |                | General Fund Capital | Existing Bonds | Notes | LOCIP | CDBG | Other St./Federal (Grant) | Amb., Animal, Water or Sewer Fund |                         |                         |         |
|          | <b>PUBLIC UTILITIES - WATER DEPARTMENT/FUND</b> |                |                      |                |       |       |      |                           |                                   |                         |                         |         |
| Existing | Vehicle Replacement Program                     | 839,000        |                      | 215,000        |       |       |      |                           |                                   | 100,000                 | 315,000                 | 524,000 |
| Urgent   | Emergency Repair Materials                      | 100,000        |                      | 25,000         |       |       |      |                           |                                   | 75,000                  | 100,000                 | -       |
|          | <b>TOTAL WATER FUND FY 16/17</b>                | <b>939,000</b> |                      | <b>240,000</b> |       |       |      |                           |                                   | <b>175,000</b>          | <b>415,000</b>          | 524,000 |

**SUMMARY**

|                                   |                    |                  |                  |                  |                |                |                  |                  |                   |                   |                   |
|-----------------------------------|--------------------|------------------|------------------|------------------|----------------|----------------|------------------|------------------|-------------------|-------------------|-------------------|
| Total City Projects               | 91,014,969         | 1,726,922        | 6,135,000        | 2,950,000        | 547,000        | 525,000        | 3,728,000        | 100,000          | 36,909,387        | 15,711,922        | 38,393,660        |
| Total City Leases                 | 22,884,656         | 2,152,000        | 0                | 0                | 0              | 0              | 0                | 0                | 8,775,914         | 2,152,000         | 11,956,742        |
| Total Ambulance Fund              | 420,000            | 0                | 0                | 0                | 0              | 0              | 0                | 290,000          | 130,000           | 290,000           | -                 |
| Total Animal Control Fund         | 265,425            | 0                | 0                | 50,000           | 0              | 0              | 0                | 0                | 115,425           | 50,000            | 100,000           |
| Total Sewer Fund                  | 681,000            | 0                | 125,000          | 0                | 0              | 0              | 0                | 625,000          | 0                 | 625,000           | 56,000            |
| Total Water Fund                  | 939,000            | 0                | 240,000          | 0                | 0              | 0              | 0                | 415,000          | 0                 | 415,000           | 524,000           |
| <b>TOTAL FISCAL YEAR FY 16/17</b> | <b>116,205,050</b> | <b>3,878,922</b> | <b>6,500,000</b> | <b>3,000,000</b> | <b>547,000</b> | <b>525,000</b> | <b>3,728,000</b> | <b>1,065,000</b> | <b>45,930,726</b> | <b>19,243,922</b> | <b>51,030,402</b> |

**SUMMARY OF APPROVED  
CAPITAL IMPROVEMENT PROGRAMS BY FUND  
FY 2016/2017 thru FY 2020/2021**

| FUND NAME      | FUND NUMBER | FUND TYPE    | # OF PROJECTS | TOTAL COST           | SOURCE(S) OF FUNDS                                                                                                             | % OF FUNDING FROM SOURCE(S)             |
|----------------|-------------|--------------|---------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| General Fund   | 002         | Governmental | 45            | \$91,014,969         | -General Fund Capital:<br>-Existing Bonds:<br>-Notes:<br>-LOCIP:<br>CDBG:<br>State & Federal Grant:<br>Existing Capital Budget | 3%<br>7%<br>3%<br>1%<br>1%<br>3%<br>40% |
| Ambulance Fund | 005         | Proprietary  | 3             | \$1,385,000          | State Loan, Enterprise Funds                                                                                                   | 100%                                    |
| Animal Control | 006         | Governmental | 2             | \$340,425            | General Fund Capital                                                                                                           | 100%                                    |
| Sewer Fund     | 004         | Proprietary  | 34            | \$135,771,740        | - State/Federal Grants:<br>- Bonds:                                                                                            | 90%<br>10%                              |
| Water Fund     | 003         | Proprietary  | 45            | \$38,506,558         | - Other (State Loan, Enterprise fund)<br>- Bonds                                                                               | 89%<br>11%                              |
| <b>TOTALS:</b> |             |              | <b>129</b>    | <b>\$529,221,327</b> |                                                                                                                                |                                         |

The CIP is the City's long range plan for capital expenditures to be incurred for the next six years. It sets forth each project and specifies the estimated resources available to finance the expenditures. The City Charter mandates a capital budget for the ensuing year and for the five fiscal years thereafter. Per Charter, the City's Planning Commission must approve a **CIP** (Capital Improvement Plan) not later than February 15<sup>th</sup> which it did so on February 3<sup>rd</sup>. While not required, the approved CIP is included with the City's operating budget for informational purposes only.

The following report is a listing of Capital Improvement Projects that span from **FY 2016 /2017 - FY 2020/2021**. Each project is grouped by Department and highlights Total Cost and their Funding Source(s). Refer to the table above for a summary the CIP by fund.

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                           | TOTAL COST | General Fund Capital | Notes     | Existing Bonds | LOCIP     | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |           |           |          |           |          |
|---------------------------------------------------------------|------------|----------------------|-----------|----------------|-----------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|-----------|-----------|----------|-----------|----------|
|                                                               |            |                      |           |                |           |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19  | FY 19/20  | FY 20/21 | FY 21/22  | DEFERRED |
| <b>AIRPORT</b>                                                |            |                      |           |                |           |      |                   |                                    |                         |                             |          |           |           |          |           |          |
| Purchase SRE Plow Truck                                       | 292,000    | 7,300                | -         | -              | -         | -    | 284,700           | -                                  | 292,000                 | -                           | -        | -         | -         | -        | -         | -        |
| Runway 8 Easement Acquisitions                                | 951,775    | 23,775               | -         | -              | -         | -    | 928,000           | -                                  | 23,775                  | 928,000                     | -        | -         | -         | -        | -         | -        |
| Extend Runway 8 Safe Area, Reloc Miry Brook, Land Acquisition | 6,874,000  | 171,850              | -         | -              | -         | -    | 6,702,150         | -                                  | -                       | -                           | 500,000  | 4,500,000 | 450,000   | 780,000  | 644,000   | -        |
| Purchase Low-Boy Vehicle                                      | 60,000     | 60,000               | -         | -              | -         | -    | -                 | -                                  | -                       | -                           | 60,000   | -         | -         | -        | -         | -        |
| Purchase SUV                                                  | 50,000     | 50,000               | -         | -              | -         | -    | -                 | -                                  | -                       | -                           | 50,000   | -         | -         | -        | -         | -        |
| Pavement Analysis                                             | 36,000     | 900                  | -         | -              | -         | -    | 35,100            | -                                  | -                       | -                           | 36,000   | -         | -         | -        | -         | -        |
| Rehab Portion of "Taxiway C"                                  | 166,667    | 4,167                | -         | -              | -         | -    | 162,500           | -                                  | -                       | -                           | -        | 166,667   | -         | -        | -         | -        |
| Purchase Front End Loader                                     | 500,000    | 12,500               | -         | -              | -         | -    | 487,500           | -                                  | -                       | -                           | -        | -         | 500,000   | -        | -         | -        |
| Construct Portion of "Taxiway C"                              | 2,506,000  | 62,650               | -         | -              | -         | -    | 2,443,350         | -                                  | -                       | -                           | -        | -         | 2,506,000 | -        | -         | -        |
| Rehabilitate Hazard Beacons                                   | 785,000    | 19,625               | -         | -              | -         | -    | 765,375           | -                                  | -                       | -                           | -        | -         | -         | 785,000  | -         | -        |
| Rehabilitate Runway 8/26, new MIRLS                           | 3,547,000  | 88,675               | -         | -              | -         | -    | 3,458,325         | -                                  | -                       | -                           | -        | -         | -         | -        | 3,547,000 | -        |
| Rehabilitate Runway 17/35                                     | 3,164,000  | 79,100               | -         | -              | -         | -    | 3,084,900         | -                                  | -                       | -                           | -        | -         | -         | -        | 3,164,000 | -        |
| <b>CONSTRUCTION SERVICES</b>                                  |            |                      |           |                |           |      |                   |                                    |                         |                             |          |           |           |          |           |          |
| Playground Equipment & Safety Improvements City               | 450,000    | -                    | -         | 450,000        | -         | -    | -                 | -                                  | 150,000                 | 150,000                     | 150,000  | -         | -         | -        | -         | -        |
| <b>ENGINEERING</b>                                            |            |                      |           |                |           |      |                   |                                    |                         |                             |          |           |           |          |           |          |
| Mountainville Ave Bridge                                      | 150,000    | -                    | -         | 150,000        | -         | -    | -                 | -                                  | 150,000                 | -                           | -        | -         | -         | -        | -         | -        |
| Jefferson Ave Bridge Road Bond 2020                           | 300,000    | -                    | -         | 300,000        | -         | -    | -                 | -                                  | -                       | 300,000                     | -        | -         | -         | -        | -         | -        |
| Reservoir Street                                              | 500,000    | -                    | -         | 500,000        | -         | -    | -                 | -                                  | 500,000                 | -                           | -        | -         | -         | -        | -         | -        |
| MS4 Gen. Permit Requirements                                  | 2,500,000  | 100,000              | 2,400,000 | -              | -         | -    | -                 | -                                  | -                       | 100,000                     | 800,000  | 800,000   | 800,000   | -        | -         | -        |
| Bridge Maintenance                                            | 1,000,000  | -                    | -         | -              | 1,000,000 | -    | -                 | -                                  | 150,000                 | 150,000                     | 150,000  | 150,000   | 150,000   | 150,000  | 100,000   | -        |
| Still River Rem. Vegetation, Dredging and Wall Repair         | 2,100,000  | -                    | 2,100,000 | -              | -         | -    | -                 | -                                  | 1,600,000               | 500,000                     | -        | -         | -         | -        | -         | -        |
| West Street Drainage Improvements                             | 750,000    | -                    | 750,000   | -              | -         | -    | -                 | -                                  | 750,000                 | -                           | -        | -         | -         | -        | -         | -        |
| Reloc. Traffic Signal North&Main                              | 75,000     | 75,000               | -         | -              | -         | -    | -                 | -                                  | 50,000                  | 25,000                      | -        | -         | -         | -        | -         | -        |
| King St. @ Robinhood & Birch Road                             | 300,000    | 300,000              | -         | -              | -         | -    | -                 | -                                  | -                       | -                           | -        | 300,000   | -         | -        | -         | -        |
| Westville Ave Sidewalk Improvements                           | 1,000,000  | -                    | -         | 200,000        | -         | -    | -                 | 800,000                            | 1,000,000               | -                           | -        | -         | -         | -        | -         | -        |
| Oil Mill Rd/Westville Ave Realignmt.                          | 350,000    | 30,000               | 320,000   | -              | -         | -    | -                 | -                                  | -                       | -                           | 30,000   | 320,000   | -         | -        | -         | -        |
| Keeler Street Improvements                                    | 250,000    | -                    | 250,000   | -              | -         | -    | -                 | -                                  | -                       | -                           | 30,000   | 220,000   | -         | -        | -         | -        |
| GIS Update with Storm Sewer                                   | 100,000    | 100,000              | -         | -              | -         | -    | -                 | -                                  | -                       | -                           | 50,000   | 50,000    | -         | -        | -         | -        |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                       | TOTAL COST | General Fund Capital | Notes     | Existing Bonds | LOCIP   | CDBG      | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |           |          |           |           |           |
|-------------------------------------------|------------|----------------------|-----------|----------------|---------|-----------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|-----------|----------|-----------|-----------|-----------|
|                                           |            |                      |           |                |         |           |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19  | FY 19/20 | FY 20/21  | FY 21/22  | DEFERRED  |
| Franklin St. Ext over Mercer's Pond       | 800,000    | -                    | -         | 800,000        | -       | -         | -                 | -                                  | 800,000                 | -                           | -        | -         | -        | -         | -         | -         |
| White @ Locust & Wildman Impvts.          | 5,900,000  | 150,000              | -         | 750,000        | -       | -         | 5,000,000         | -                                  | 900,000                 | -                           | 250,000  | 4,750,000 | -        | -         | -         | -         |
| Miry Brook Rd Bridge @ Harwood            | 1,250,000  | -                    | 1,250,000 | -              | -       | -         | -                 | -                                  | -                       | -                           | -        | -         | -        | 1,250,000 | -         | -         |
| Shelter Rock Rd Bridge over Sympaug Brook | 1,500,000  | -                    | -         | 1,500,000      | -       | -         | -                 | -                                  | 1,500,000               | -                           | -        | -         | -        | -         | -         | -         |
| Middle River Bridge over Brook            | 200,000    | -                    | -         | 200,000        | -       | -         | -                 | -                                  | 200,000                 | -                           | -        | -         | -        | -         | -         | -         |
| Traff. Calming, Walk to School Proj.      | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| King & S. King Intersection               | 100,000    | 75,000               | -         | -              | 25,000  | -         | -                 | -                                  | 25,000                  | -                           | 75,000   | -         | -        | -         | -         | -         |
| Sandpit & Starr Rds. Intersection         | 300,000    | 300,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 300,000  | -         | -        | -         | -         | -         |
| Public Works Complex Access               | 300,000    | 300,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 300,000  | -         | -        | -         | -         | -         |
| Misc. Drainage Improvements               | 600,000    | 600,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | 100,000   | 100,000  | 100,000   | 200,000   | -         |
| Rogers Parks Storm Drainage Impts.        | 3,000,000  | 3,000,000            | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | -        | -         | 250,000  | 500,000   | 1,150,000 | 1,100,000 |
| West St. Impts. Main to Exit 4            | 2,000,000  | 2,000,000            | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | -        | -         | -        | 2,000,000 | -         | -         |
| Rehab Signal Equipment Var. Loc.          | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| Mountainville/Long Ridge Impvts.          | 100,000    | -                    | -         | -              | 100,000 | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| Comp. Drainage Study                      | 500,000    | -                    | 500,000   | -              | -       | -         | -                 | -                                  | -                       | -                           | 250,000  | 250,000   | -        | -         | -         | -         |
| Redesign Chambers & Zinn Inter.           | 150,000    | 150,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 50,000   | 100,000   | -        | -         | -         | -         |
| City Sidewalk/Street Improvement Program  | 3,600,000  | -                    | 150,000   | -              | 195,000 | 3,255,000 | -                 | -                                  | -                       | 870,000                     | 500,000  | 500,000   | 500,000  | 500,000   | 730,000   | -         |
| Study for Var. Traffic Impvt. Proj.       | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| Kenosia Bridge over Mill Plain Swamp      | 1,000,000  | 100,000              | 900,000   | -              | -       | -         | -                 | -                                  | -                       | -                           | -        | -         | -        | 1,000,000 | -         | -         |
| Redesign Tamarack & Virginia Aves         | 125,000    | 25,000               | 100,000   | -              | -       | -         | -                 | -                                  | -                       | -                           | 25,000   | 100,000   | -        | -         | -         | -         |
| Repair Parks Pond Dam                     | 25,000     | 25,000               | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 25,000   | -         | -        | -         | -         | -         |
| Brushy Hill Rd/Southern Blvd.             | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| Mountainville/Southern Blv.               | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |
| South St. School Parking Lot Expans.      | 50,000     | 50,000               | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 50,000   | -         | -        | -         | -         | -         |
| Segar St. RR Crossing Imprvts.            | 100,000    | 100,000              | -         | -              | -       | -         | -                 | -                                  | -                       | -                           | 100,000  | -         | -        | -         | -         | -         |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                                  | TOTAL COST | General Fund Capital | Notes   | Existing Bonds | LOCIP  | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |           |          | DEFERRED  |
|----------------------------------------------------------------------|------------|----------------------|---------|----------------|--------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|-----------|----------|-----------|
|                                                                      |            |                      |         |                |        |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21  | FY 21/22 |           |
| Main/Garamella RR Gate Reloc.                                        | 300,000    | -                    | 300,000 | -              | -      | -    | -                 | -                                  | -                       | -                           | 150,000  | 150,000  | -        | -         | -        | -         |
| Modernize Traffic Signal Equip.                                      | 400,000    | 400,000              | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | 135,000  | 135,000  | 130,000  | -         | -        | -         |
| Eversource Traffic Line Adj for City Communication Lines - Var. Loc  | 100,000    | -                    | 100,000 | -              | -      | -    | -                 | -                                  | -                       | -                           | 100,000  | -        | -        | -         | -        | -         |
| Hayestown School Parking Lot Exp.                                    | 200,000    | -                    | 200,000 | -              | -      | -    | -                 | -                                  | -                       | -                           | 200,000  | -        | -        | -         | -        | -         |
| New St. Fire House Pkg. Exp.                                         | 100,000    | 100,000              | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | 100,000  | -        | -        | -         | -        | -         |
| Hatters Park Pkg Lot/Walkway Ph2                                     | 320,000    | 50,000               | 270,000 | -              | -      | -    | -                 | -                                  | -                       | -                           | 50,000   | 270,000  | -        | -         | -        | -         |
| Miry Brook & Backus Intersection                                     | 100,000    | 100,000              | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | 100,000  | -        | -         | -        | -         |
| Wooster Hts/Terre Haute/Harvard                                      | 50,000     | -                    | -       | -              | 50,000 | -    | -                 | -                                  | -                       | -                           | 50,000   | -        | -        | -         | -        | -         |
| Rte 53/Triangle/Coal Pit Inter. Impvts                               | 3,500,000  | -                    | -       | -              | -      | -    | 3,500,000         | -                                  | -                       | -                           | -        | -        | -        | -         | -        | 3,500,000 |
| Rte 53/Triangle/Coal Pit Sidewalk Impvts                             | 275,000    | 55,000               | -       | -              | -      | -    | 220,000           | -                                  | -                       | -                           | -        | -        | 275,000  | -         | -        | -         |
| Southern/Lincoln Inter. Impvts                                       | 100,000    | 100,000              | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | 100,000  | -        | -        | -         | -        | -         |
| E. Ditch Drainage Imprvts. Ph2                                       | 2,500,000  | 2,500,000            | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | 2,500,000 | -        | -         |
| Blind Brook Channel Imprvts Ph 2                                     | 5,000,000  | 5,000,000            | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -         | -        | 5,000,000 |
| Chestnut/Wildman Drainage Imprvts.                                   | 2,250,000  | 2,250,000            | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | 2,250,000 | -        | -         |
| Private Roads Acceptance                                             | 9,000,000  | 9,000,000            | -       | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -         | -        | 9,000,000 |
| <b>EQUIPMENT MAINTENANCE</b>                                         |            |                      |         |                |        |      |                   |                                    |                         | -                           |          |          |          |           |          |           |
| In ground lift replacement                                           | 250,000    | -                    | -       | 250,000        | -      | -    | -                 | -                                  | -                       | -                           | 200,000  | -        | -        | -         | -        | 50,000    |
| Road sweeper overhaul program                                        | 400,000    | -                    | -       | 400,000        | -      | -    | -                 | -                                  | -                       | -                           | 50,000   | 50,000   | 75,000   | 75,000    | -        | 150,000   |
| Dump body replacement program                                        | 480,000    | 400,000              | 80,000  | -              | -      | -    | -                 | -                                  | 80,000                  | 80,000                      | 80,000   | 80,000   | 80,000   | 80,000    | -        | -         |
| Truck wash system                                                    | 375,000    | -                    | -       | 375,000        | -      | -    | -                 | -                                  | -                       | -                           | -        | -        | 375,000  | -         | -        | -         |
| Diagnostic Tool Program                                              | 60,000     | -                    | -       | 60,000         | -      | -    | -                 | -                                  | -                       | -                           | 30,000   | 30,000   | -        | -         | -        | -         |
| Pool Vehicles (Non-Highway)                                          | 100,000    | 100,000              | -       | -              | -      | -    | -                 | -                                  | 100,000                 | -                           | -        | -        | -        | -         | -        | -         |
| <b>FIRE</b>                                                          |            |                      |         |                |        |      |                   |                                    |                         |                             |          |          |          |           |          |           |
| Replace Fire Apparatus - Two Pumpers (10 yr. lease purchase)         | 1,090,920  | 1,090,920            | -       | -              | -      | -    | -                 | -                                  | 934,920                 | 156,000                     | -        | -        | -        | -         | -        | -         |
| Replace Fire Apparatus - Aerial Ladder Truck (10 yr. lease purchase) | 1,074,560  | 1,074,560            | -       | -              | -      | -    | -                 | -                                  | 346,994                 | 135,000                     | 134,320  | 134,320  | 134,320  | 134,320   | 55,286   | -         |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                    | TOTAL COST | General Fund Capital | Notes      | Existing Bonds | LOCIP     | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |           |           |           |           |           |            |
|--------------------------------------------------------|------------|----------------------|------------|----------------|-----------|------|-------------------|------------------------------------|-------------------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|------------|
|                                                        |            |                      |            |                |           |      |                   |                                    |                         | FY 16/17                    | FY 17/18  | FY 18/19  | FY 19/20  | FY 20/21  | FY 21/22  | DEFERRED   |
| Fire Tool Replacement Program                          | 450,000    | 450,000              | -          | -              | -         | -    | -                 | -                                  | 150,000                 | 50,000                      | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | -          |
| Training Facility Classroom Building                   | 1,100,000  | 1,000,000            | -          | -              | -         | -    | -                 | 100,000                            | 1,000,000               | 100,000                     | -         | -         | -         | -         | -         | -          |
| Pumper replacement                                     | 1,160,000  | 1,160,000            | -          | -              | -         | -    | -                 | -                                  | 150,000                 | 169,000                     | 168,333   | 168,333   | 168,333   | 168,333   | 167,668   | -          |
| Ladder Truck Refurbishment                             | 411,000    | 411,000              | -          | -              | -         | -    | -                 | -                                  | 135,000                 | 138,000                     | -         | -         | -         | -         | -         | -          |
| Radio System Buildout                                  | 3,397,500  | 2,500,000            | -          | 897,500        | -         | -    | -                 | -                                  | 897,500                 | -                           | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | -          |
| Turnout Gear                                           | 700,000    | 700,000              | -          | -              | -         | -    | -                 | -                                  | 350,000                 | 50,000                      | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000     |
| HQ - Remodel & Addition                                | 175,000    | 175,000              | -          | -              | -         | -    | -                 | -                                  | -                       | 105,000                     | 70,000    | -         | -         | -         | -         | -          |
| Training Facility Improvements                         | 465,000    | 465,000              | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | 215,000   | 50,000    | 50,000    | 50,000    | 100,000   | -          |
| New HQ                                                 | 40,000,000 | -                    | -          | 40,000,000     | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 40,000,000 |
| Vehicles - FMs and Command Staff                       | 219,640    | 164,640              | 55,000     | -              | -         | -    | -                 | -                                  | -                       | -                           | 37,000    | 37,000    | 37,000    | 37,000    | 36,000    | 35,640     |
| Volunteer Station Repairs                              | 375,000    | 375,000              | -          | -              | -         | -    | -                 | -                                  | -                       | 50,000                      | 35,000    | 40,000    | 50,000    | 50,000    | -         | 150,000    |
| Ladder Truck Replacement                               | 1,400,000  | 1,400,000            | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 1,400,000  |
| Training Tower Acquisition                             | 575,000    | 575,000              | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 575,000    |
| Apparatus Repair Facility                              | 3,000,000  | 3,000,000            | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 3,000,000  |
| Satellite Road Construction                            | 3,000,000  | 3,000,000            | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 3,000,000  |
| Volunteer Station Construction                         | 4,000,000  | 4,000,000            | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | -         | -         | -         | -         | -         | 4,000,000  |
| Furniture/Equip. Replacement                           | 60,000     | 60,000               | -          | -              | -         | -    | -                 | -                                  | -                       | -                           | 30,000    | 30,000    | -         | -         | -         | -          |
| <b>FORESTRY</b>                                        |            |                      |            |                |           |      |                   |                                    |                         |                             |           |           |           |           |           |            |
| Equipment Replacement Program Road Bond 2020           | 465,000    | -                    | -          | 465,000        | -         | -    | -                 | -                                  | 465,000                 | -                           | -         | -         | -         | -         | -         | -          |
| Tree Removal in Public ROW                             | 1,000,000  | 1,000,000            | -          | -              | -         | -    | -                 | -                                  | 300,000                 | 25,000                      | 200,000   | 200,000   | 200,000   | 75,000    | -         | -          |
| <b>HIGHWAY</b>                                         |            |                      |            |                |           |      |                   |                                    |                         |                             |           |           |           |           |           |            |
| Replace Highway Equipment                              | 7,455,000  | 4,000,000            | 980,000    | 2,475,000      | -         | -    | -                 | -                                  | 3,220,000               | 1,335,000                   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | 400,000    |
| Paving, Drainage & Road Improvements                   | 33,340,400 | 8,012,033            | 16,587,967 | 6,500,000      | 1,240,400 | -    | -                 | 1,000,000                          | 18,240,400              | 5,855,000                   | 1,645,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,200,000  |
| Guide Rail Replacement Program                         | 575,000    | -                    | -          | 575,000        | -         | -    | -                 | -                                  | -                       | -                           | 150,000   | 100,000   | 100,000   | 75,000    | 75,000    | 75,000     |
| Dredging projects                                      | 1,000,000  | -                    | -          | 1,000,000      | -         | -    | -                 | -                                  | -                       | -                           | 250,000   | 150,000   | 125,000   | 125,000   | 125,000   | 225,000    |
| Construct new shed                                     | 700,000    | -                    | -          | 700,000        | -         | -    | -                 | -                                  | -                       | -                           | 700,000   | -         | -         | -         | -         | -          |
| Street Sign Replacement Program                        | 180,000    | -                    | -          | 180,000        | -         | -    | -                 | -                                  | -                       | -                           | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    | 30,000     |
| <b>INFORMATION TECHNOLOGY</b>                          |            |                      |            |                |           |      |                   |                                    |                         |                             |           |           |           |           |           |            |
| Hardware and software system upgrades (lease/purchase) | 2,601,088  | 2,601,088            | -          | -              | -         | -    | -                 | -                                  | 2,080,088               | 521,000                     | -         | -         | -         | -         | -         | -          |
| Multi-Functional Device Project/Copiers (5 yr.)        | 423,782    | 423,782              | -          | -              | -         | -    | -                 | -                                  | 218,958                 | 85,000                      | 84,760    | 35,064    | -         | -         | -         | -          |
| City Server and Storage (Existing Project)             | 375,000    | 375,000              | -          | -              | -         | -    | -                 | -                                  | 100,000                 | 50,000                      | 25,000    | 75,000    | 50,000    | 25,000    | 50,000    | -          |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                                                      | TOTAL COST | General Fund Capital | Notes   | Existing Bonds | LOCIP | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |          |          |          |
|------------------------------------------------------------------------------------------|------------|----------------------|---------|----------------|-------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|----------|----------|----------|
|                                                                                          |            |                      |         |                |       |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | DEFERRED |
| City VOIP Phone System (Existing Project)                                                | 250,000    | 250,000              | -       | -              | -     | -    | -                 | -                                  | 250,000                 | -                           | -        | -        | -        | -        | -        | -        |
| Public Safety Tough Book/Computers (Existing Project)                                    | 624,212    | 249,212              | -       | -              | -     | -    | -                 | 375,000                            | 249,212                 | 50,000                      | 50,000   | 150,000  | 25,000   | 25,000   | 50,000   | 25,000   |
| Computer Technology Hardware (Existing Project)                                          | 725,000    | 725,000              | -       | -              | -     | -    | -                 | -                                  | 250,000                 | 75,000                      | 75,000   | 75,000   | 75,000   | 75,000   | 50,000   | 50,000   |
| New Enterprise Applications - CD/PU (Existing Project)                                   | 400,000    | 200,000              | 200,000 | -              | -     | -    | -                 | -                                  | 300,000                 | 50,000                      | 50,000   | -        | -        | -        | -        | -        |
| Microsoft 365 Integration (New Project)                                                  | 125,000    | 125,000              | -       | -              | -     | -    | -                 | -                                  | -                       | 75,000                      | 50,000   | -        | -        | -        | -        | -        |
| Public Safety Core Network (Existing Project) Road Bond 2020                             | 500,000    | -                    | -       | 500,000        | -     | -    | -                 | -                                  | 500,000                 | -                           | -        | -        | -        | -        | -        | -        |
| IT Security Hardware & Evaluation (Existing Project)                                     | 150,000    | 150,000              | -       | -              | -     | -    | -                 | -                                  | 50,000                  | 50,000                      | 50,000   | -        | -        | -        | -        | -        |
| Microsoft SQL & Active Directory Update                                                  | 75,000     | 75,000               | -       | -              | -     | -    | -                 | -                                  | -                       | 75,000                      | -        | -        | -        | -        | -        | -        |
| <b>OFFICE OF PROJECT EXCELLENCE</b>                                                      |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| Playbook Implementation and Government Initiatives                                       | 340,000    | 340,000              | -       | -              | -     | -    | -                 | -                                  | -                       | 340,000                     | -        | -        | -        | -        | -        | -        |
| <b>PARK MAINTENANCE</b>                                                                  |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| Equipment Replacement Program                                                            | 1,187,600  | -                    | -       | 1,187,600      | -     | -    | -                 | -                                  | -                       | -                           | 293,400  | 209,700  | 310,000  | 184,000  | 190,500  | -        |
| City Playgrounds Inspection Program                                                      | 90,000     | -                    | -       | 90,000         | -     | -    | -                 | -                                  | -                       | -                           | 15,000   | 15,000   | 15,000   | 15,000   | 15,000   | 15,000   |
| Park Furniture Replacement                                                               | 160,000    | -                    | -       | 160,000        | -     | -    | -                 | -                                  | -                       | -                           | 60,000   | 60,000   | -        | -        | 40,000   | -        |
| Playground Upgrades                                                                      | 150,000    | -                    | -       | 150,000        | -     | -    | -                 | -                                  | -                       | -                           | 120,000  | 15,000   | 15,000   | -        | -        | -        |
| <b>PLANNING</b>                                                                          |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| Octagon House Rehabilitation West Street/Deer Hill Beautification/Hatting Statue Project | 540,000    | -                    | 250,000 | 20,000         | -     | -    | -                 | 270,000                            | 40,000                  | 500,000                     | -        | -        | -        | -        | -        | -        |
|                                                                                          | 250,000    | 200,000              | -       | -              | -     | -    | -                 | 50,000                             | 100,000                 | 150,000                     | -        | -        | -        | -        | -        | -        |
| <b>POLICE</b>                                                                            |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| Patrol Vehicle Replacement                                                               | 2,580,000  | 2,380,000            | 200,000 | -              | -     | -    | -                 | -                                  | 1,480,000               | 200,000                     | 250,000  | 250,000  | 250,000  | 150,000  | -        | -        |
| TASER Replacement                                                                        | 341,022    | 341,022              | -       | -              | -     | -    | -                 | -                                  | 65,000                  | 35,000                      | 40,000   | 40,000   | 40,000   | 40,000   | 40,000   | 41,022   |
| ICOP Replacement                                                                         | 173,000    | 173,000              | -       | -              | -     | -    | -                 | -                                  | 65,000                  | 35,000                      | 40,000   | 33,000   | -        | -        | -        | -        |
| Patrol Equipment                                                                         | 250,000    | -                    | -       | -              | -     | -    | -                 | 250,000                            | -                       | 250,000                     | -        | -        | -        | -        | -        | -        |
| <b>PUBLIC BUILDINGS</b>                                                                  |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| <b>General</b>                                                                           |            |                      |         |                |       |      |                   |                                    |                         |                             |          |          |          |          |          |          |
| Structural Repairs to Patriot Garage EXISTING                                            | 293,000    | 293,000              | -       | -              | -     | -    | -                 | -                                  | 235,000                 | 58,000                      | -        | -        | -        | -        | -        | -        |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                        | TOTAL COST | General Fund Capital | Notes   | Existing Bonds | LOCIP   | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |          |           |           |
|--------------------------------------------|------------|----------------------|---------|----------------|---------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|----------|-----------|-----------|
|                                            |            |                      |         |                |         |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22  | DEFERRED  |
| HVAC Replacement Program EXISTING          | 3,000,000  | 2,875,000            | 125,000 |                |         |      |                   |                                    | 416,000                 | 125,000                     | 250,000  | 250,000  | 250,000  | 250,000  | 250,000   | 1,209,000 |
| Vehicle Replacement Program                | 250,000    | 250,000              | -       | -              | -       | -    | -                 | -                                  | 60,000                  | 140,000                     | 50,000   | -        | -        | -        | -         | -         |
| Purchase Thermal Imager                    | 35,310     | 35,310               | -       | -              | -       | -    | -                 | -                                  | -                       | -                           | 35,310   | -        | -        | -        | -         | -         |
| Replace Highway Garage Windows             | 184,648    | -                    | -       | -              | 184,648 | -    | -                 | -                                  | -                       | -                           | 184,648  | -        | -        | -        | -         | -         |
| Renovate Staff Hygiene Facilities          | 154,190    | -                    | -       | -              | 154,190 | -    | -                 | -                                  | -                       | -                           | 154,190  | -        | -        | -        | -         | -         |
| Extemd Garage for HWY and PB#5             | 1,988,595  | 1,988,595            | -       | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | 1,988,595 | -         |
| Install New Veneer PB#4                    | 734,094    | 734,094              | -       | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | -        | 734,094  | -        | -         | -         |
| Repaint Portico & Trim Union St.           | 47,080     | -                    | -       | -              | 47,080  | -    | -                 | -                                  | -                       | -                           | 47,080   | -        | -        | -        | -         | -         |
| 504 ADA Study Public Blgs                  | 30,000     | 30,000               | -       | -              | -       | -    | -                 | -                                  | -                       | 30,000                      | -        | -        | -        | -        | -         | -         |
| Charles Ives House HVAC System Replacement | 62,000     | -                    | -       | -              | 62,000  | -    | -                 | -                                  | -                       | 62,000                      | -        | -        | -        | -        | -         | -         |

**City Hall**

|                                                |         |         |   |   |         |   |   |   |   |   |         |   |   |   |   |   |
|------------------------------------------------|---------|---------|---|---|---------|---|---|---|---|---|---------|---|---|---|---|---|
| Replace Floor Covering                         | 150,000 | 150,000 | - | - | -       | - | - | - | - | - | 150,000 | - | - | - | - | - |
| Extend Passcard System                         | 239,520 | -       | - | - | 239,520 | - | - | - | - | - | 239,520 | - | - | - | - | - |
| Replace Humidifier                             | 25,000  | 25,000  | - | - | -       | - | - | - | - | - | 25,000  | - | - | - | - | - |
| Maintain Interior Finishes                     | 122,997 | 122,997 | - | - | -       | - | - | - | - | - | 122,997 | - | - | - | - | - |
| Replace Ex. Canopies/Windows at South Entrance | 73,915  | -       | - | - | 73,915  | - | - | - | - | - | 73,915  | - | - | - | - | - |
| Building Department Partitions                 | 85,451  | -       | - | - | 85,451  | - | - | - | - | - | 85,451  | - | - | - | - | - |
| Exterior Rehabilitation                        | 161,838 | -       | - | - | 161,838 | - | - | - | - | - | 161,838 | - | - | - | - | - |

**Library**

|                                              |         |   |         |   |        |   |   |   |   |   |   |         |   |   |   |   |
|----------------------------------------------|---------|---|---------|---|--------|---|---|---|---|---|---|---------|---|---|---|---|
| Upgrade Older Passenger Elevator             | 83,214  | - | -       | - | 83,214 | - | - | - | - | - | - | 83,214  | - | - | - | - |
| Refurbish Plaza Walls & Renov. Fountain Wall | 288,900 | - | 288,900 | - | -      | - | - | - | - | - | - | 288,900 | - | - | - | - |

**Old Library**

|                                             |           |           |   |   |        |   |   |   |        |   |   |        |   |   |           |   |
|---------------------------------------------|-----------|-----------|---|---|--------|---|---|---|--------|---|---|--------|---|---|-----------|---|
| Replace Remaining Heat Pumps EXISTING       | 85,000    | -         | - | - | 85,000 | - | - | - | 85,000 | - | - | -      | - | - | -         | - |
| Replace Second Floor Flooring               | 40,000    | 40,000    | - | - | -      | - | - | - | -      | - | - | 40,000 | - | - | -         | - |
| Masonry Rehabilitation/Maint. Restore Mural | 1,069,893 | 1,069,893 | - | - | -      | - | - | - | -      | - | - | -      | - | - | 1,069,893 | - |
|                                             | 88,275    | 88,275    | - | - | -      | - | - | - | -      | - | - | 88,275 | - | - | -         | - |

**Parks**

|                                               |        |       |   |   |        |   |   |   |        |   |   |   |   |   |   |   |
|-----------------------------------------------|--------|-------|---|---|--------|---|---|---|--------|---|---|---|---|---|---|---|
| Rehab. Main House at Farrington Park EXISTING | 78,100 | 7,100 | - | - | 71,000 | - | - | - | 78,100 | - | - | - | - | - | - | - |
|-----------------------------------------------|--------|-------|---|---|--------|---|---|---|--------|---|---|---|---|---|---|---|

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                              | TOTAL COST | General Fund Capital | Notes | Existing Bonds | LOCIP  | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |          |          |          |
|------------------------------------------------------------------|------------|----------------------|-------|----------------|--------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|----------|----------|----------|
|                                                                  |            |                      |       |                |        |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | DEFERRED |
| Replace Roof on Outbuildings at Farrington Park EXISTING         | 60,500     | 5,500                | -     | -              | 55,000 | -    | -                 | -                                  | 60,500                  | -                           | -        | -        | -        | -        | -        | -        |
| Renovations to Bear Mtn. Cottage EXISTING                        | 90,000     | 50,000               | -     | -              | 40,000 | -    | -                 | -                                  | 40,000                  | 50,000                      | -        | -        | -        | -        | -        | -        |
| Rehab. Guest House and Replace HVAC systems                      | 150,000    | 150,000              | -     | -              | -      | -    | -                 | -                                  | -                       | -                           | 150,000  | -        | -        | -        | -        | -        |
| Repairs, Imprvts., Enhancements to 1 Lion's Way Bldgs. & Grounds | 247,710    | 247,710              | -     | -              | -      | -    | -                 | -                                  | -                       | -                           | -        | 247,710  | -        | -        | -        | -        |

**Senior Center**

|                                                   |         |   |   |   |         |   |   |   |   |   |   |         |   |   |   |   |
|---------------------------------------------------|---------|---|---|---|---------|---|---|---|---|---|---|---------|---|---|---|---|
| Repair Stone Wall, Sidewalks, Fencing at Old Jail | 147,125 | - | - | - | 147,125 | - | - | - | - | - | - | 147,125 | - | - | - | - |
|---------------------------------------------------|---------|---|---|---|---------|---|---|---|---|---|---|---------|---|---|---|---|

**Schools**

|                                                                  |            |            |           |           |   |   |   |         |           |           |           |           |           |         |         |           |
|------------------------------------------------------------------|------------|------------|-----------|-----------|---|---|---|---------|-----------|-----------|-----------|-----------|-----------|---------|---------|-----------|
| Balance of Roof Replacement Prog. EXISTING                       | 13,000,000 | 777,000    | 6,723,000 | 5,500,000 | - | - | - | -       | 5,500,000 | 1,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | -       | -       | -         |
| Boiler Replacement Program (EXISTING Lease)                      | 16,123,306 | 16,123,306 | -         | -         | - | - | - | -       | 4,909,453 | 993,000   | 991,000   | 991,000   | 991,000   | 991,000 | 991,000 | 5,265,853 |
| Replace Outdated USTs Various Schools EXISTING                   | 1,605,560  | 1,030,560  | 125,000   | -         | - | - | - | 450,000 | 425,000   | 450,000   | 100,000   | 100,000   | 100,000   | 100,000 | 100,000 | 230,560   |
| BOE Technology Prog. EXISTING                                    | 1,250,000  | 1,250,000  | -         | -         | - | - | - | -       | 750,000   | 250,000   | 250,000   | -         | -         | -       | -       | -         |
| HVAC Program EXISTING                                            | 7,589,000  | 7,389,000  | -         | -         | - | - | - | 200,000 | 350,000   | 200,000   | 250,000   | 300,000   | 350,000   | 400,000 | 400,000 | 5,339,000 |
| Install Grease, Oil & Fat                                        | 211,860    | 211,860    | -         | -         | - | - | - | -       | -         | -         | 211,860   | -         | -         | -       | -       | -         |
| Replace 2 Boilers/HVAC Equip at Hayestown                        | 900,000    | 900,000    | -         | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 900,000   |
| Replace Chiller at Broadview                                     | 350,000    | 350,000    | -         | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 350,000   |
| Hazmat Removal, Storage Room at South St. Elem                   | 97,456     | 97,456     | -         | -         | - | - | - | -       | -         | -         | 97,456    | -         | -         | -       | -       | -         |
| Replace Existing Electric Service at Various Schools             | 3,887,066  | 3,887,066  | -         | -         | - | - | - | -       | -         | -         | 176,000   | 250,000   | 250,000   | 250,000 | 250,000 | 2,711,066 |
| Upgrade Elevators at Various                                     | 1,500,000  | 1,500,000  | -         | -         | - | - | - | -       | -         | -         | -         | -         | 1,500,000 | -       | -       | -         |
| Increase, Add & Replace Heating & Ventilating at Various Schools | 7,626,000  | -          | 7,626,000 | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 7,626,000 |
| Repair/Replace Ext. Masonry Stairs at DHS                        | 588,500    | -          | -         | 588,500   | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 588,500   |
| Install Fire Sprinklers at Various Schools                       | 4,771,535  | -          | 4,771,535 | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 4,771,535 |
| HC Access at King St. Primary & Int.                             | 561,544    | 561,544    | -         | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 561,544   |
| Replace Gym Floor at South St. Elem                              | 129,995    | 129,995    | -         | -         | - | - | - | -       | -         | -         | -         | -         | 129,995   | -       | -       | -         |
| Generator System Upgrades at BB Admin., BMS                      | 531,041    | -          | 531,041   | -         | - | - | - | -       | -         | -         | -         | -         | -         | -       | -       | 531,041   |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                                | TOTAL COST | General Fund Capital | Notes      | Existing Bonds | LOCIP | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |          |          |            |
|--------------------------------------------------------------------|------------|----------------------|------------|----------------|-------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|----------|----------|------------|
|                                                                    |            |                      |            |                |       |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | DEFERRED   |
| Install AC in DHS Computer                                         | 229,582    | 229,582              | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 229,582  | -        | -        | -          |
| Duct Cleaning at Various Schools                                   | 1,168,163  | 1,168,163            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,168,163  |
| Brick Repointing and Waterproofing at Various Schools              | 1,872,021  | 1,872,021            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,872,021  |
| Provide Addressable Fire Alarm System at Mill Ridge Int., DHS, etc | 1,443,101  | 1,443,101            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,443,101  |
| Repair/replace Building Soffits                                    | 1,563,904  | 1,563,904            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,563,904  |
| Remove Covers and Clean Radiators at DHS                           | 80,693     | 80,693               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 80,693   | -        | -        | -          |
| ACM Floor and Counter Abatement at DHS and Shelter Rock            | 5,051,958  | -                    | 5,051,958  | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 5,051,958  |
| Replace Exterior Doors at Various Schools                          | 1,494,202  | -                    | 1,494,202  | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,494,202  |
| Replace Exterior Windows at Various Schools                        | 16,173,773 | -                    | 16,173,773 | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 16,173,773 |
| Replace Interior Doors at Various Schools                          | 5,848,133  | -                    | 5,848,133  | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 5,848,133  |
| Bathroom Remodeling, Fixture Replacement at Various Schools        | 12,152,256 | -                    | 12,152,256 | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 12,152,256 |
| Study the Utility Tunnels at DHS                                   | 73,192     | 73,192               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 73,192   | -        | -        | -          |
| Replace Ceiling in Cafeteria at Shelter Rock Elem.                 | 58,633     | 58,633               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 58,633   | -        | -        | -          |
| Replace Unit Ventilators at Various Schools                        | 1,623,458  | 1,623,458            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,623,458  |
| Replace Exhaust Fans at Various Schools                            | 1,049,874  | 1,049,874            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,049,874  |
| Replace Emergency Lighting Systems at Various Schools              | 571,205    | 571,205              | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 571,205    |
| Replace Compressor Controls at Broadview MS                        | 45,072     | 45,072               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 45,072   | -        | -        | -          |
| Replace Existing Steam & Condensate Piping at DHS                  | 12,112,407 | 12,112,407           | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 12,112,407 |
| Replace Steam Piping at Hayestown Elem.                            | 1,960,685  | 1,960,685            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,960,685  |
| Replace ACH Chiller at King St. Primary                            | 1,374,610  | 1,374,610            | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | -        | -        | -        | 1,374,610  |
| Replace Hot Water Converter at Pembroke Elem.                      | 45,073     | 45,073               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 45,073   | -        | -        | -          |
| Replace Hot Water Converter at Rogers Park MS                      | 56,342     | 56,342               | -          | -              | -     | -    | -                 | -                                  | -                       | -                           | -        | -        | 56,342   | -        | -        | -          |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                                      | TOTAL COST | General Fund Capital | Notes  | Existing Bonds | LOCIP   | CDBG | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |          |          |          |          |          |           |
|--------------------------------------------------------------------------|------------|----------------------|--------|----------------|---------|------|-------------------|------------------------------------|-------------------------|-----------------------------|----------|----------|----------|----------|----------|-----------|
|                                                                          |            |                      |        |                |         |      |                   |                                    |                         | FY 16/17                    | FY 17/18 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | DEFERRED  |
| Replace Hot Water Converter at King St.                                  | 51,814     | 51,814               | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | -        | 51,814   | -        | -        | -         |
| Evaluate and redesign school parking lots and driveways                  | 112,074    | 112,074              | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | 112,074  | -        | -        | -        | -         |
| <b>RECREATION</b>                                                        |            |                      |        |                |         |      |                   |                                    |                         |                             |          |          |          |          |          |           |
| Danbury Dog Park                                                         | 75,000     | -                    | -      | 75,000         | -       | -    | -                 | -                                  | 75,000                  | -                           | -        | -        | -        | -        | -        | -         |
| Rogers Pk Lights/Softball                                                | 550,000    | 550,000              | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | -        | 300,000  | 125,000  | 125,000  | -         |
| Outdoor Basketball Courts                                                | 100,000    | 100,000              | -      | -              | -       | -    | -                 | -                                  | 100,000                 | -                           | -        | -        | -        | -        | -        | -         |
| Steve Kaplanis Memorial Field Lighting                                   | 240,000    | 240,000              | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | 150,000  | 50,000   | 40,000   | -        | -         |
| <b>RECYCLING &amp; SOLID WASTE</b>                                       |            |                      |        |                |         |      |                   |                                    |                         |                             |          |          |          |          |          |           |
| Road Maintenance - Landfill                                              | 29,000     | 29,000               | -      | -              | -       | -    | -                 | -                                  | 29,000                  | -                           | -        | -        | -        | -        | -        | -         |
| Landfill Gas Flare (LFG) and Collection System Upgrade - Landfill        | 227,000    | 227,000              | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | 227,000  | -        | -        | -        | -        | -         |
| <b>RICHTER PARK</b>                                                      |            |                      |        |                |         |      |                   |                                    |                         |                             |          |          |          |          |          |           |
| Sediment Removal on Holes 1,8                                            | 40,000     | -                    | -      | -              | -       | -    | -                 | 40,000                             | -                       | -                           | -        | -        | -        | -        | -        | 40,000    |
| Vehicle Replacement Program                                              | 279,597    | -                    | -      | -              | -       | -    | -                 | 279,597                            | -                       | -                           | -        | -        | -        | -        | -        | 279,597   |
| Construct New Turf Care Facility                                         | 730,000    | -                    | -      | -              | -       | -    | -                 | 730,000                            | -                       | -                           | -        | -        | -        | -        | -        | 730,000   |
| Cart Path Installation                                                   | 150,000    | -                    | -      | -              | -       | -    | -                 | 150,000                            | -                       | -                           | -        | -        | -        | -        | -        | 150,000   |
| Modify Hole 10, Range and Parking                                        | 400,000    | -                    | -      | -              | -       | -    | -                 | 400,000                            | -                       | -                           | -        | -        | -        | -        | -        | 400,000   |
| Irrigation System Upgrade                                                | 1,100,000  | -                    | -      | -              | -       | -    | -                 | 1,100,000                          | -                       | -                           | -        | -        | -        | -        | -        | 1,100,000 |
| Tree Maintenance and Removal                                             | 60,000     | -                    | -      | -              | -       | -    | -                 | 60,000                             | -                       | -                           | -        | -        | -        | -        | -        | 60,000    |
| Replace Fence at Hole 4                                                  | 25,000     | -                    | 25,000 | -              | -       | -    | -                 | -                                  | -                       | 25,000                      | -        | -        | -        | -        | -        | -         |
| Wall Installation Holes 8,12                                             | 50,000     | -                    | -      | -              | -       | -    | -                 | -                                  | -                       | 50,000                      | -        | -        | -        | -        | -        | 50,000    |
| Replace Pump Station                                                     | 100,000    | -                    | -      | -              | -       | -    | -                 | 100,000                            | -                       | 100,000                     | -        | -        | -        | -        | -        | -         |
| <b>TARRYWILE PARK</b>                                                    |            |                      |        |                |         |      |                   |                                    |                         |                             |          |          |          |          |          |           |
| Mansion Oil to Gas Conversion                                            | 133,398    | -                    | -      | -              | 133,398 | -    | -                 | -                                  | 133,398                 | -                           | -        | -        | -        | -        | -        | -         |
| Exterior Painting - Mansion, Carriage House & Gatehouse Building Complex | 80,000     | 80,000               | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | 80,000   | -        | -        | -        | -        | -         |
| Carriage House Roof Replacment/Renov/Farmhouse Roof                      | 80,000     | -                    | -      | -              | 80,000  | -    | -                 | -                                  | 40,000                  | 40,000                      | -        | -        | -        | -        | -        | -         |
| Camp Building Repairs & Roof Replacement                                 | 75,000     | -                    | -      | -              | 75,000  | -    | -                 | -                                  | -                       | -                           | 75,000   | -        | -        | -        | -        | -         |
| Parking and Driveway Improvements                                        | 350,000    | 350,000              | -      | -              | -       | -    | -                 | -                                  | -                       | -                           | -        | 350,000  | -        | -        | -        | -         |

**CITY OF DANBURY**  
**CAPITAL IMPROVEMENT PROGRAM PROJECT SCHEDULE**  
**APPROVED BY PLANNING COMMISSION 2/3/2016**  
**FY 2016/2017 thru FY 2020/2021**

| Project Description                                       | TOTAL COST         | General Fund Capital | Notes             | Existing Bonds    | LOCIP            | CDBG             | State/Fed. Grants | Other (State, Fed Loan; Ent. Fund) | Existing Capital Budget | CAPITAL IMPROVEMENT PROGRAM |                   |                   |                   |                   |                   | DEFERRED           |
|-----------------------------------------------------------|--------------------|----------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------------------------|-------------------------|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|                                                           |                    |                      |                   |                   |                  |                  |                   |                                    |                         | FY 16/17                    | FY 17/18          | FY 18/19          | FY 19/20          | FY 20/21          | FY 21/22          |                    |
| Pavilion Construction                                     | 200,000            | 200,000              | -                 | -                 | -                | -                | -                 | -                                  | -                       | -                           | -                 | 200,000           | -                 | -                 | -                 | -                  |
| Red Barn Env. Center Renov                                | 50,000             | -                    | -                 | -                 | 50,000           | -                | -                 | -                                  | -                       | -                           | 50,000            | -                 | -                 | -                 | -                 | -                  |
| Farmhouse/Greenhouse/Carriage House Oil to Gas Conversion | 60,000             | -                    | -                 | -                 | 60,000           | -                | -                 | -                                  | 6,500                   | -                           | 53,500            | -                 | -                 | -                 | -                 | -                  |
| Maint Building and Garage Renov/Repairs                   | 70,000             | 70,000               | -                 | -                 | -                | -                | -                 | -                                  | -                       | -                           | -                 | 70,000            | -                 | -                 | -                 | -                  |
| Hearthstone Castle Stabilization                          | 500,000            | -                    | -                 | -                 | -                | -                | -                 | 500,000                            | -                       | -                           | -                 | -                 | -                 | -                 | -                 | 500,000            |
| Generator Replacement                                     | 50,000             | 50,000               | -                 | -                 | -                | -                | -                 | -                                  | -                       | -                           | -                 | 50,000            | -                 | -                 | -                 | -                  |
| Tractor Replacement                                       | 40,000             | 40,000               | -                 | -                 | -                | -                | -                 | -                                  | -                       | -                           | -                 | -                 | 40,000            | -                 | -                 | -                  |
| Milking Parlor Rehabilitation                             | 175,000            | 175,000              | -                 | -                 | -                | -                | -                 | -                                  | -                       | -                           | -                 | -                 | 175,000           | -                 | -                 | -                  |
| Wetlands Boardwalk                                        | 200,000            | -                    | -                 | -                 | -                | -                | 200,000           | -                                  | -                       | -                           | -                 | -                 | -                 | -                 | 200,000           | -                  |
| Hearthstone Castle Preservation                           | 13,000,000         | -                    | -                 | -                 | -                | -                | 13,000,000        | -                                  | -                       | -                           | -                 | -                 | -                 | -                 | -                 | 13,000,000         |
| <b>ASSESSOR'S OFFICE</b>                                  |                    |                      |                   |                   |                  |                  |                   |                                    |                         |                             |                   |                   |                   |                   |                   |                    |
| Property Revaluation                                      | 600,000            | -                    | 600,000           | -                 | -                | -                | -                 | -                                  | -                       | 300,000                     | 300,000           | -                 | -                 | -                 | -                 | -                  |
| <b>TOTAL</b>                                              | <b>353,217,604</b> | <b>141,809,963</b>   | <b>89,478,765</b> | <b>66,998,600</b> | <b>4,498,779</b> | <b>3,255,000</b> | <b>40,271,900</b> | <b>6,904,597</b>                   | <b>53,501,798</b>       | <b>18,135,000</b>           | <b>18,423,578</b> | <b>23,437,382</b> | <b>18,076,143</b> | <b>18,084,653</b> | <b>18,633,942</b> | <b>184,925,108</b> |

**UNFUNDED CAPITAL PROJECT REQUESTS**  
**FY 2016-2017**

|             |                                    |
|-------------|------------------------------------|
| <b>CODE</b> | <b>DEPARTMENT - DIVISION</b>       |
| AP          | Airport                            |
| AF          | Ambulance Fund                     |
| ACF         | Animal Control Fund                |
| IT          | Information Technology             |
| PLG         | Planning                           |
| PWE         | Public Works Engineering           |
| PWEM        | Public Works Equipment Maintenance |
| PWF         | Public Works Forestry              |
| PWH         | Public Works Highway               |
| PWPM        | Public Works Park Maintenance      |

|             |                                         |
|-------------|-----------------------------------------|
| <b>CODE</b> | <b>DEPARTMENT - DIVISION</b>            |
| PWPB        | Public Works Public Buildings           |
| PWPB-S      | Public Works Public Buildings - Schools |
| PWRSW       | Public Works Recycling/Solid Waste      |
| PSF         | Public Safety Fire                      |
| PSP         | Public Safety Police                    |
| REC         | Recreation                              |
| RP          | Richter Park                            |
| TP          | Tarrywile Park                          |
| SF          | Sewer Fund                              |
| WF          | Water Fund                              |

| Code           | Project Description                                           |
|----------------|---------------------------------------------------------------|
| <b>AIRPORT</b> |                                                               |
| AP 3           | Extend Runway 8 Safe Area, Reloc Miry Brook, Land Acquisition |
| AP 4           | Purchase Low-Boy Vehicle                                      |
| AP 5           | Purchase SUV                                                  |
| AP 6           | Pavement Analysis                                             |
| AP 7           | Rehab Portion of Taxiway C                                    |
| AP 8           | Purchase Front End Loader                                     |
| AP 9           | Construct Portion of Taxiway C                                |
| AP 10          | Rehabilitate Hazard Beacons                                   |
| AP 11          | Rehabilitate Runway 8/26, new MIRLS                           |
| AP 12          | Rehabilitate Runway 17/35                                     |

| Code                  | Project Description             |
|-----------------------|---------------------------------|
| <b>AMBULANCE FUND</b> |                                 |
| AF 3                  | EMS Vehicle Replacement Program |

| Code               | Project Description                   |
|--------------------|---------------------------------------|
| <b>ENGINEERING</b> |                                       |
| PWE 9              | King St. @ Robinhood & Birch Road     |
| PWE 10             | Westville Ave Sidewalk Improvements   |
| PWE 11             | Oil Mill Rd/Westville Ave Realignment |
| PWE 12             | Keeler Street Improvements            |
| PWE 13             | GIS Update with Storm Sewer           |
| PWE 14             | Franklin St. Ext over Mercer's Pond   |

| Code                           | Project Description                            |
|--------------------------------|------------------------------------------------|
| <b>ENGINEERING (continued)</b> |                                                |
| PWE 17                         | Shelter Rock Rd Bridge over Sympaug Brook      |
| PWE 18                         | Middle River Bridge over Brook                 |
| PWE 19                         | Traffic Calming, Walk to School Projects       |
| PWE 20                         | King & S. King Intersection                    |
| PWE 21                         | Sandpit & Starr Rds. Intersection              |
| PWE 22                         | Public Works Complex Access                    |
| PWE 23                         | Misc. Drainage Improvements                    |
| PWE 24                         | Rogers Parks Storm Drainage Improvements       |
| PWE 25                         | West St. Improvements Main St. to Exit 4       |
| PWE 26                         | Rehab Signal Equipment Var. Loc.               |
| PWE 27                         | Mountainville/Long Ridge Improvements          |
| PWE 28                         | Comprehensive Drainage Study                   |
| PWE 29                         | Redesign Chambers & Zinn Intersection          |
| PWE 31                         | Study for Various Traffic Improvement Projects |
| PWE 32                         | Kenosia Bridge over Mill Plain Swamp           |
| PWE 33                         | Redesign Tamarack & Virginia Avenues           |
| PWE 34                         | Repair Parks Pond Dam                          |
| PWE 35                         | Brushy Hill Rd/Southern Blvd.                  |
| PWE 36                         | Mountainville/Southern Blvd.                   |
| PWE 37                         | South St. School Parking Lot Expansion         |
| PWE 38                         | Segar St. RR Crossing Improvements             |

| Code                           | Project Description                                                 |
|--------------------------------|---------------------------------------------------------------------|
| PWE 15                         | White @ Locust & Wildman Improvements                               |
| PWE 16                         | Miry Brook Rd Bridge @ Harwood                                      |
| <b>ENGINEERING (continued)</b> |                                                                     |
| PWE 41                         | Eversource Traffic Line Adj for City Communication Lines - Var. Loc |
| PWE 42                         | Hayestown School Parking Lot Exp.                                   |
| PWE 43                         | New St. Fire House Pkg. Exp.                                        |
| PWE 44                         | Hatters Park Pkg Lot/Walkway Ph2                                    |
| PWE 45                         | Miry Brook & Backus Intersection                                    |
| PWE 46                         | Wooster Hts/Terre Haute/Harvard                                     |
| PWE 47                         | Rte 53/Triangle/Coal Pit Intersection Improvements                  |
| PWE 48                         | Rte 53/Triangle/Coal Pit Sidewalk Improvements                      |
| PWE 49                         | Southern/Lincoln Intersection Improvements                          |
| PWE 50                         | E. Ditch Drainage Improvements Ph 2                                 |
| PWE 51                         | Blind Brook Channel Improvements Ph 2                               |
| PWE 52                         | Chestnut/Wildman St. Drainage Improvements                          |
| PWE 53                         | Private Roads Acceptance                                            |

**HIGHWAY**

|       |                                 |
|-------|---------------------------------|
| PWH 3 | Guide Rail Replacement Program  |
| PWH 4 | Dredging projects               |
| PWH 5 | Construct new shed              |
| PWH 6 | Street Sign Replacement Program |

**PARK MAINTENANCE**

|        |                                     |
|--------|-------------------------------------|
| PWPM 1 | Equipment Replacement Program       |
| PWPM 2 | City Playgrounds Inspection Program |
| PWPM 3 | Park Furniture Replacement Program  |
| PWPM 4 | Playground Upgrades                 |

**PUBLIC BUILDINGS**

|        |                                   |
|--------|-----------------------------------|
| PWPB 4 | Purchase Thermal Imager           |
| PWPB 5 | Replace Highway Garage Windows    |
| PWPB 6 | Renovate Staff Hygiene Facilities |
| PWPB 7 | Extend Garage for HWY and PB#5    |
| PWPB 8 | Install New Veneer PB#4           |
| PWPB 9 | Repaint Portico & Trim Union St.  |

**EQUIPMENT MAINTENANCE**

| Code                                     | Project Description             |
|------------------------------------------|---------------------------------|
| PWE 39                                   | Main/Garamella RR Gate Reloc.   |
| PWE 40                                   | Modernize Traffic Signal Equip. |
| <b>EQUIPMENT MAINTENANCE (continued)</b> |                                 |
| PWEM 4                                   | Truck wash system               |
| PWEM 5                                   | Diagnostic Tool Program         |

**FIRE**

|        |                                |
|--------|--------------------------------|
| PSF 7  | Radio System Buildout          |
| PSF 10 | Training Facility Improvements |
| PSF 11 | New HQ                         |
| PSF 12 | Command Vehicles               |
| PSF 14 | Ladder Truck Replacement       |
| PSF 15 | Training Tower Acquisition     |
| PSF 16 | Apparatus Repair Facility      |
| PSF 17 | Satellite Road Construction    |
| PSF 18 | Volunteer Station Construction |
| PSF 19 | Furniture/Equip. Replacement   |

**Library**

|        |                                              |
|--------|----------------------------------------------|
| PWPB 1 | Upgrade Older Passenger Elevator             |
| PWPB 2 | Refurbish Plaza Walls & Renov. Fountain Wall |

**Old Library**

|        |                               |
|--------|-------------------------------|
| PWPB 2 | Replace Second Floor Flooring |
| PWPB 3 | Masonry Rehabilitation/Maint. |
| PWPB 4 | Restore Mural                 |

**Parks**

|        |                                                                 |
|--------|-----------------------------------------------------------------|
| PWPB 4 | Rehab. Guest House and Replace HVAC systems                     |
| PWPB 5 | Repairs, Imprvts., Enhancements to 1 Lion's Way Blgs. & Grounds |

**Senior Center**

|        |                                                   |
|--------|---------------------------------------------------|
| PWPB 1 | Repair Stone Wall, Sidewalks, Fencing at Old Jail |
|--------|---------------------------------------------------|

**Schools**

|           |                                                      |
|-----------|------------------------------------------------------|
| PWPB-S 6  | Install Grease, Oil & Fat Separators                 |
| PWPB-S 9  | Hazmat Removal, Storage Room at South Street         |
| PWPB-S 10 | Replace Existing Electric Service at Various Schools |

| Code                       | Project Description                                                   |
|----------------------------|-----------------------------------------------------------------------|
| PWEM                       | 1 In ground lift replacement                                          |
| PWEM                       | 2 Road sweeper overhaul program                                       |
| <b>Schools (Continued)</b> |                                                                       |
| PWPB-S                     | 13 Repair/Replace Ext. Masonry Stairs at DHS                          |
| PWPB-S                     | 14 Install Fire Sprinklers at Various Schools                         |
| PWPB-S                     | 15 HC Access at King St. Primary & Int.                               |
| PWPB-S                     | 16 Replace Gym Floor at South St. Elem                                |
| PWPB-S                     | 17 Generator System Upgrades at BB Admin., BMS                        |
| PWPB-S                     | 18 Install AC in DHS Computer Room                                    |
| PWPB-S                     | 19 Duct Cleaning at Various Schools                                   |
| PWPB-S                     | 20 Brick Repointing and Waterproofing at Various Schools              |
| PWPB-S                     | 21 Provide Addressable Fire Alarm System at Mill Ridge Int., DHS, etc |
| PWPB-S                     | 22 Repair/replace Building Soffits                                    |
| PWPB-S                     | 23 Remove Covers and Clean Radiators at DHS                           |
| PWPB-S                     | 24 ACM Floor and Counter Abatement at DHS and Shelter Rock            |
| PWPB-S                     | 25 Replace Exterior Doors at Various Schools                          |
| PWPB-S                     | 26 Replace Exterior Windows at Various Schools                        |
| PWPB-S                     | 27 Replace Interior Doors at Various Schools                          |
| PWPB-S                     | 28 Bathroom Remodeling, Fixture Replacement at Various Schools        |
| PWPB-S                     | 29 Study the Utility Tunnels at DHS                                   |
| PWPB-S                     | 30 Replace Ceiling in Cafeteria at Shelter Rock Elem.                 |
| PWPB-S                     | 31 Replace Unit Ventilators at Various Schools                        |
| PWPB-S                     | 32 Replace Exhaust Fans at Various Schools                            |
| PWPB-S                     | 33 Replace Emergency Lighting Systems at Various Schools              |
| PWPB-S                     | 34 Replace Compressor Controls at Broadview MS                        |
| PWPB-S                     | 35 Replace Existing Steam & Condensate Piping at DHS                  |
| PWPB-S                     | 36 Replace Steam Piping at Hayestown Elem.                            |
| PWPB-S                     | 37 Replace ACH Chiller at King St. Primary                            |
| PWPB-S                     | 38 Replace Hot Water Converter at Pembroke Elem.                      |
| PWPB-S                     | 39 Replace Hot Water Converter at Rogers Park MS                      |
| PWPB-S                     | 40 Replace Hot Water Converter at King St.                            |
| PWPB-S                     | 41 Evaluate and redesign school parking lots and driveways            |

**RECYCLING & SOLID WASTE**

|       |                                                                     |
|-------|---------------------------------------------------------------------|
| PWRSW | 2 Landfill Gas Flare (LFG) and Collection System Upgrade - Landfill |
|-------|---------------------------------------------------------------------|

| Code                            | Project Description                                                 |
|---------------------------------|---------------------------------------------------------------------|
| PWPB-S                          | 11 Upgrade Elevators at Various Schools                             |
| PWPB-S                          | 12 Increase, Add & Replace Heating & Ventilating at Various Schools |
| <b>RICHTER PARK (Continued)</b> |                                                                     |
| RP                              | 3 Construct New Turf Care Facility                                  |
| RP                              | 4 Cart Path Installation                                            |
| RP                              | 5 Modify Hole 10, Range and Parking                                 |
| RP                              | 6 Irrigation System Upgrade                                         |
| RP                              | 7 Tree Maintenance and Removal                                      |
| RP                              | 9 Wall Installation Holes 8,12                                      |

**City Hall**

|      |                                                  |
|------|--------------------------------------------------|
| PWPB | 1 Replace Floor Covering                         |
| PWPB | 2 Extend Passcard System                         |
| PWPB | 3 Replace Humidifier                             |
| PWPB | 4 Maintain Interior Finishes                     |
| PWPB | 5 Replace Ex. Canopies/Windows at South Entrance |
| PWPB | 6 Building Department Partitions                 |
| PWPB | 7 Exterior Rehabilitation                        |

**RECREATION**

|     |                                          |
|-----|------------------------------------------|
| REC | 2 Rogers Pk Lights/Softball Complex      |
| REC | 3 Outdoor Basketball Courts              |
| REC | 4 Steve Kaplanis Memorial Field Lighting |

**TARRYWILE PARK**

|    |                                                                    |
|----|--------------------------------------------------------------------|
| TP | 2 Exterior Painting - Mansion, Carriage Hse & Gatehse Bldg Complex |
| TP | 4 Camp Building Repairs & Roof Replacement                         |
| TP | 5 Parking and Driveway Improvements                                |
| TP | 6 Pavilion Construction                                            |
| TP | 7 Red Barn Env. Center Renov                                       |
| TP | 8 Farmhouse/Greenhouse/Carriage House Oil to Gas Conversion        |
| TP | 9 Maint Building and Garage Renov/Repairs                          |
| TP | 10 Hearthstone Castle Stabilization                                |
| TP | 11 Generator Replacement                                           |
| TP | 12 Tractor Replacement                                             |
| TP | 13 Milking Parlor Rehabilitation                                   |

| Code | Project Description |                               |
|------|---------------------|-------------------------------|
|      | <b>RICHTER PARK</b> |                               |
| RP   | 1                   | Sediment Removal on Holes 1,8 |
| RP   | 2                   | Vehicle Replacement Program   |

| Code | Project Description |                                 |
|------|---------------------|---------------------------------|
| TP   | 14                  | Wetlands Boardwalk              |
| TP   | 15                  | Hearthstone Castle Preservation |

| <b>WATER FUND</b> |    |                                                            |
|-------------------|----|------------------------------------------------------------|
| WF                | 16 | Kenosia Well Field Groundwater Investig.                   |
| WF                | 17 | Facilities Study West Lake WTP                             |
| WF                | 18 | WestConn Water Storage Tank                                |
| WF                | 19 | Raw Water Supply Piping                                    |
| WF                | 20 | Marjorie UST Removal/Replacement                           |
| WF                | 21 | Abandon Well Houses & Structures                           |
| WF                | 22 | Marjorie Pump Station Upgrade                              |
| WF                | 23 | Security Surv. For WTP and Facilities                      |
| WF                | 24 | Kenosia Well Field Groundwater Investigation               |
| WF                | 25 | Spent Backwash Recycling Facilities                        |
| WF                | 26 | Kenosia Booster Pump Station Upgrade                       |
| WF                | 27 | Comprehensive Water Distrib Study Update                   |
| WF                | 28 | Westconn Pump Station Upgrades                             |
| WF                | 29 | Water Treatment Residual Mgmt. - West Lake Treatment Plant |
| WF                | 30 | GIS                                                        |
| WF                | 31 | Supervisory Control and Data Acquisition @ WTP's           |
| WF                | 32 | Water Supply Safe Yield Improvement Plans                  |
| WF                | 33 | Marjorie High Service Tank and Interconnection             |
| WF                | 34 | Westlake High Life Pump Station Upgrade                    |
| WF                | 35 | West Lake New Drives and Controls for Flocculators         |
| WF                | 36 | West Lake New Sludge Collection System                     |
| WF                | 37 | Building Roof Replacement Program                          |
| WF                | 38 | Water Main Replacement Upgrades                            |
| WF                | 39 | Replace Fluoride Process Equipment                         |
| WF                | 40 | Replace Alum Process Equipment                             |
| WF                | 41 | Replace Caustic Process Equipment                          |
| WF                | 42 | Replace Ortho Process Equipment                            |
| WF                | 43 | Middle River Rd. Wall Repair/Replacement                   |
| WF                | 44 | Complete Pleasant Acres Water Main Replacement Project     |
| WF                | 45 | Major Repairs to Lower Kohanza and Padanaram Pump Houses   |

| <b>SEWER FUND</b> |    |                                                   |
|-------------------|----|---------------------------------------------------|
| SF                | 18 | BNR and Plant Upgrades                            |
| SF                | 20 | Beaver Brook Pump Station Improvement Program     |
| SF                | 21 | Comprehensive I&I Study                           |
| SF                | 22 | Comprehensive Sewer Study Update                  |
| SF                | 23 | Security Surveillance System WPCP & Pump Stations |
| SF                | 24 | Fire Alarm System Upgrades                        |
| SF                | 25 | WPCP Site Drainage Repairs                        |
| SF                | 26 | Pumps and Valves Upgrade Var. Loc.                |
| SF                | 27 | Replace Pump Controls Var. Loc, 3/yr.             |
| SF                | 28 | Hillside Ext. and Pump Station Removal            |
| SF                | 29 | Triangle St. Pump Station Replace.                |
| SF                | 30 | West Side Sewer Program Line Ph 2                 |
| SF                | 31 | Plumtrees Rd. Crossing to Chlorine Bldg.          |
| SF                | 32 | Reconstruct Septic Hauling Road                   |
| SF                | 33 | Westville Ave. Sewer Replacement                  |
| SF                | 34 | Cover for Aggregate Pile                          |

## RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Mission:</b>                       | Risk Management's mission is to protect the City's assets by promoting the safety and health of City employees, minimizing damage and injury claims, promoting public safety, and to efficiently and effectively administer affordable employee benefits.                                                                                                                                      |
| <b>Department Goals:</b>                           | Risk Management's goal is to administer and provide the most affordable comprehensive insurance coverage for claims associated with general liability, workers compensation, health, life, dental, and disability.                                                                                                                                                                             |
| <b>Fiscal Year: 2015-2016<br/>Accomplishments:</b> | <ul style="list-style-type: none"><li>• Participated in the Medicare D reimbursement program, returning another \$116,000 to the City for retiree medical expenses.</li><li>• Increased Health Savings Account health plan participation, creating premium savings for City employees while continuing quality medical benefits.</li><li>• Safety training areas have been expanded.</li></ul> |
| <b>Major Objectives 2016-2017:</b>                 | <ul style="list-style-type: none"><li>• Increase participation in the Health Savings Account health plans.</li><li>• Initiate monthly wellness bulletins for employees.</li><li>• Create online reporting for Workers Compensation and Liability Claims.</li></ul>                                                                                                                             |

## RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

ADOPTED BUDGET: 2016-2017

Dept. #: 8008

### PERFORMANCE MEASUREMENTS

#### Department Description:

Risk Management shall be responsible for the identification, analysis, and evaluation of risks or hazards which can adversely affect the ability of the City to perform its services, and shall determine methods to minimize such risks or hazards.

#### Performance Measurements:

|                                                | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16<br>Projected | FY 16-17<br>Goal |
|------------------------------------------------|----------|----------|----------|----------|----------|-----------------------|------------------|
| # of General Liability Claims Filed            | 150      | 80       | 128      | 137      | 128      | 80                    | 100              |
| # of Worker's Compensation Claims Filed        | 141      | 117      | 122      | 127      | 96       | 95                    | 95               |
| # Insured - Medical Coverage: Active Employees | 618      | 594      | 581      | 574      | 573      | 575                   | 585              |
| # Insured - Medical Coverage: Retirees         | 250      | 261      | 270      | 285      | 300      | 307                   | 317              |

#### Sustainable Danbury:

The Risk Management Department will continue to partner with the City insurance carriers to identify and reduce risks to employees and those using public facilities.

#### Government Authority:

Local and Legal Authority for Operations Management: (Statutes, Charter or Ordinances)

- Chapter VI, Section 6-6, Paragraph E - "Risk Manager", in the City of Danbury Charter

#### Data Reference(s):

- City Charter
- Cigna Enrollment Records

**INTERNAL SERVICE FUND - RISK MANAGEMENT & EMPLOYEE BENEFITS**

**ADOPTED BUDGET: 2016-2017**

**REVENUES**

| REVENUE<br>CODE                      | DESCRIPTION                                          | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------|------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4000                            | Charges for Services - Refund - Prior Year Exp       | 5,052               | 0                              | 0                                 | 0                                 | 0                              |
| 4900.1745                            | Other Financing Sources - Insurance Recoveries       | 4,320               | 0                              | 0                                 | 0                                 | 0                              |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                                      | <b>9,372</b>        | <b>0</b>                       | <b>0</b>                          | <b>0</b>                          | <b>0</b>                       |
| 4400.4995                            | Charges for Services - Other Agencies                | 68,720              | 100,275                        | 75,000                            | 108,585                           | 108,585                        |
| 4400.4996                            | Charges for Services - Payroll Contributions         | 1,049,926           | 1,050,000                      | 996,038                           | 1,103,266                         | 1,103,266                      |
| 4400.4997                            | Charges for Services - COBRA & RETIREES              | 66,824              | 0                              | 40,000                            | 44,000                            | 44,000                         |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                                      | <b>1,185,469</b>    | <b>1,150,275</b>               | <b>1,111,038</b>                  | <b>1,255,851</b>                  | <b>1,255,851</b>               |
| 4500.1002                            | Interfund Svc Rev - Provided for General Fund        | 13,849,857          | 14,192,195                     | 13,720,947                        | 14,741,851                        | 14,741,851                     |
| 4500.1003                            | Interfund Svc Rev - Provided for Water Fund          | 1,169,353           | 1,319,050                      | 1,310,000                         | 1,318,475                         | 1,318,475                      |
| 4500.1004                            | Interfund Svc Rev - Provided for Sewer Fund          | 91,328              | 126,000                        | 126,000                           | 129,000                           | 129,000                        |
| 4500.1005                            | Interfund Svc Rev - Provided for Ambulance Fund      | 5,978               | 6,100                          | 6,100                             | 6,300                             | 6,300                          |
| 4500.1006                            | Interfund Svc Rev - Provided for Animal Control Fund | 7,388               | 10,300                         | 10,300                            | 18,000                            | 18,000                         |
| 4500.1008                            | Interfund Svc Rev - Provided for Special Rev Funds   | 2,382               | 0                              | 0                                 | 0                                 | 0                              |
| 4500.1055                            | Interfund Svc Rev - BOE Reimb                        | 353,207             | 566,527                        | 550,000                           | 578,000                           | 578,000                        |
| <b>SUBTOTAL INTERFUND SERVICES</b>   |                                                      | <b>15,479,493</b>   | <b>16,220,172</b>              | <b>15,723,347</b>                 | <b>16,791,626</b>                 | <b>16,791,626</b>              |
| <b>TOTAL</b>                         |                                                      | <b>16,674,334</b>   | <b>17,370,447</b>              | <b>16,834,385</b>                 | <b>18,047,477</b>                 | <b>18,047,477</b>              |

**INTERNAL SERVICE FUND - RISK MANAGEMENT & EMPLOYEE BENEFITS**

**ADOPTED BUDGET: 2016-2017**

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                               | ACTUAL            | AMENDED           | PROJECTED         | PROPOSED          | PROPOSED          | ADOPTED           |
|------------------|-------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                  |                                           | 2014-2015         | BUDGET            | EXPENDITURES      | BY DEPT           | BY MAYOR          | BUDGET            |
|                  |                                           | 2014-2015         | 2015-2016         | 2015-2016         | 2016-2017         | 2016-2017         | 2016-2017         |
| <b>8001</b>      | <b>FICA</b>                               |                   |                   |                   |                   |                   |                   |
| 5220.4659        | Payroll Taxes - Reimbursement of Expendi  | -102              | 0                 | 0                 | 0                 | 0                 | 0                 |
| 5220.1500        | Payroll Taxes - FICA                      | 1,601,796         | 1,899,140         | 1,784,250         | 1,929,597         | 1,808,286         | 1,808,286         |
| <b>SUBTOTAL:</b> | <b>FICA</b>                               | <b>1,601,694</b>  | <b>1,899,140</b>  | <b>1,784,250</b>  | <b>1,929,597</b>  | <b>1,808,286</b>  | <b>1,808,286</b>  |
| <b>8005</b>      | <b>STATE UNEMPLOYMENT COMP</b>            |                   |                   |                   |                   |                   |                   |
| 5220.1505        | Payroll Taxes - Unemployment              | 53,870            | 60,000            | 60,000            | 70,000            | 70,000            | 70,000            |
| <b>SUBTOTAL:</b> | <b>STATE UNEMPLOYMENT COMP</b>            | <b>53,870</b>     | <b>60,000</b>     | <b>60,000</b>     | <b>70,000</b>     | <b>70,000</b>     | <b>70,000</b>     |
| <b>8006</b>      | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>     |                   |                   |                   |                   |                   |                   |
| 5230.1555        | Employee Group Insurance - Employee He    | 9,709,414         | 8,333,205         | 8,333,000         | 9,797,200         | 9,797,200         | 9,797,200         |
| 5230.1560        | Employee Group Insurance - Prescription   | 669,015           | 1,775,000         | 1,560,600         | 1,074,000         | 1,074,000         | 1,074,000         |
| 5230.1565        | Employee Group Insurance - Dental Insura  | 415,790           | 502,000           | 436,000           | 447,000           | 447,000           | 447,000           |
| 5230.1570        | Employee Group Insurance - Life Insuranc  | 149,186           | 162,000           | 150,230           | 154,737           | 154,737           | 154,737           |
| 5230.1575        | Employee Group Insurance - Disability Ins | 23,612            | 28,000            | 25,000            | 26,000            | 26,000            | 26,000            |
| <b>SUBTOTAL:</b> | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>     | <b>10,967,016</b> | <b>10,800,205</b> | <b>10,504,830</b> | <b>11,498,937</b> | <b>11,498,937</b> | <b>11,498,937</b> |
| <b>8007</b>      | <b>UNION WELFARE</b>                      |                   |                   |                   |                   |                   |                   |
| 5230.1550        | Employee Group Insurance - Union Welfar   | 2,009,999         | 2,278,000         | 2,241,190         | 2,300,000         | 2,221,980         | 2,221,980         |
| <b>SUBTOTAL:</b> | <b>UNION WELFARE</b>                      | <b>2,009,999</b>  | <b>2,278,000</b>  | <b>2,241,190</b>  | <b>2,300,000</b>  | <b>2,221,980</b>  | <b>2,221,980</b>  |
| <b>8008</b>      | <b>RISK MANAGEMENT</b>                    |                   |                   |                   |                   |                   |                   |
| 5020.1000        | Salaries - Regular                        | 112,253           | 136,235           | 115,947           | 167,275           | 142,214           | 142,214           |
| 5030.1000        | Overtime - Salaries                       | 137               | 500               | 306               | 500               | 500               | 500               |
| 5050.1140        | Other Salaries - Other Earnings           | 0                 | 2,178             | 0                 | 0                 | 0                 | 0                 |

**INTERNAL SERVICE FUND - RISK MANAGEMENT & EMPLOYEE BENEFITS**

**ADOPTED BUDGET: 2016-2017**

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                             | ACTUAL            | AMENDED           | PROJECTED         | PROPOSED          | PROPOSED          | ADOPTED           |
|------------------|-----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                  |                                         | 2014-2015         | BUDGET            | EXPENDITURES      | BY DEPT           | BY MAYOR          | BUDGET            |
|                  |                                         | 2014-2015         | 2015-2016         | 2015-2016         | 2016-2017         | 2016-2017         | 2016-2017         |
| <b>8008</b>      | <b>RISK MANAGEMENT</b>                  |                   |                   |                   |                   |                   |                   |
| 5250.1630        | Other Benefits - Sick Leave             | 1,987             | 2,106             | 1,950             | 2,223             | 2,223             | 2,223             |
| 5250.1620        | Other Benefits - Longevity              | 533               | 533               | 533               | 533               | 533               | 533               |
| 5300.2055        | Purch Svcs - Postage                    | 174               | 500               | 500               | 500               | 500               | 500               |
| 5300.2060        | Purch Svcs - Travel/Mileage             | 179               | 350               | 300               | 350               | 350               | 350               |
| 5300.2075        | Purch Svcs - Training Courses           | 600               | 600               | 500               | 600               | 600               | 600               |
| 5300.2085        | Purch Svcs - Subscriptions/Memberships  | 0                 | 300               | 200               | 300               | 300               | 300               |
| 5300.2095        | Purch Svcs - Legal & Public Notices     | 0                 | 200               | 200               | 200               | 200               | 200               |
| 5300.2010        | Purch Svcs - Professional Svcs          | 70,986            | 107,500           | 107,500           | 125,000           | 125,000           | 125,000           |
| 5500.2420        | Maintenance & Repair - Office Equipment | 0                 | 1,200             | 0                 | 0                 | 0                 | 0                 |
| 5600.2500        | Materials & Supplies - Office           | 300               | 300               | 300               | 300               | 300               | 300               |
| 5700.2750        | Equipment - Safety                      | 0                 | 100               | 85                | 100               | 100               | 100               |
| 5800.2880        | Insurance - Auto Deductible             | 104,066           | 200,000           | 174,028           | 200,000           | 200,000           | 200,000           |
| 5800.2810        | Insurance - Position Bond               | 0                 | 9,600             | 9,600             | 9,600             | 9,600             | 9,600             |
| 5800.2815        | Insurance - Blanket Bond                | 0                 | 2,600             | 2,600             | 2,600             | 2,600             | 2,600             |
| 5800.2820        | Insurance - Public Liability            | 950,836           | 989,000           | 989,000           | 1,063,444         | 1,063,444         | 1,063,444         |
| 5800.2830        | Insurance - Auto Liability              | 104,528           | 110,000           | 108,960           | 112,229           | 112,229           | 112,229           |
| 5800.2850        | Insurance - Fire                        | 129,684           | 133,000           | 133,000           | 137,581           | 137,581           | 137,581           |
| 5800.2870        | Insurance - Liability Deductible        | 565,491           | 636,300           | 598,606           | 650,000           | 650,000           | 650,000           |
| <b>SUBTOTAL:</b> | <b>RISK MANAGEMENT</b>                  | <b>2,041,754</b>  | <b>2,333,102</b>  | <b>2,244,115</b>  | <b>2,473,335</b>  | <b>2,448,274</b>  | <b>2,448,274</b>  |
| <b>TOTAL</b>     |                                         | <b>16,674,334</b> | <b>17,370,447</b> | <b>16,834,385</b> | <b>18,271,869</b> | <b>18,047,477</b> | <b>18,047,477</b> |

**RISK MANAGEMENT**  
**ADOPTED BUDGET: 2016-2017**

Asst. Finance Director: Daniel Garrick

Dept. #8008

**TABLE OF ORGANIZATION**

| RISK MANAGEMENT<br>TABLE OF ORGANIZATION           | NUMBER OF POSITIONS |                    |                     | PRESENT<br>RATES | ADOPTED<br>BUDGET<br>2016-2017 |
|----------------------------------------------------|---------------------|--------------------|---------------------|------------------|--------------------------------|
|                                                    | 2015-2016<br>BUDGET | CHANGE<br>(+ or -) | 2016-2017<br>BUDGET |                  |                                |
| (A) RISK MANAGER                                   | 0.5                 |                    | 0.5                 | 117,206          | 58,603                         |
| * HEALTH BENEFITS COORDINATOR                      | 1                   |                    | 1                   | 58,549           | 58,549                         |
| * (PF) CLAIMS PROCESSOR                            | 1                   |                    | 1                   | 50,123           | 50,123                         |
| <i>SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSI</i> |                     |                    |                     |                  | <b>(25,061)</b>                |
| <b>TOTAL</b>                                       |                     |                    |                     |                  | <b>142,214</b>                 |
| <b>2.5</b>                                         |                     |                    |                     |                  | <b>2.5</b>                     |

(A) 1/2 Finance; 1/2 Risk Management

\* Union Negotiated

\* Union Negotiated; (PF) Partially Funded

**INTERNAL SERVICE FUND - WORKERS COMPENSATION**

**ADOPTED BUDGET: 2016-2017**

**REVENUES**

| REVENUE<br>CODE                      | DESCRIPTION                                          | ACTUAL<br>2014-2015 | AMENDED<br>BUDGET<br>2015-2016 | PROJECTED<br>REVENUE<br>2015-2016 | PROPOSED<br>BY MAYOR<br>2016-2017 | ADOPTED<br>BUDGET<br>2016-2017 |
|--------------------------------------|------------------------------------------------------|---------------------|--------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
| 4400.4000                            | Charges for Services - Refund - Prior Year Exp       | 0                   | 0                              | 8,104                             | 0                                 | 0                              |
| <b>SUBTOTAL CHARGES FOR SERVICES</b> |                                                      | <b>0</b>            | <b>0</b>                       | <b>8,104</b>                      | <b>0</b>                          | <b>0</b>                       |
| 4500.1002                            | Interfund Svc Rev - Provided for General Fund        | 941,382             | 2,687,100                      | 2,650,860                         | 2,685,223                         | 2,685,223                      |
| 4500.1003                            | Interfund Svc Rev - Provided for Water Fund          | 65,054              | 115,000                        | 88,000                            | 116,827                           | 116,827                        |
| 4500.1006                            | Interfund Svc Rev - Provided for Animal Control Fund | 4,150               | 4,400                          | 4,400                             | 4,700                             | 4,700                          |
| 4500.1008                            | Interfund Svc Rev - Provided for Special Rev Funds   | 1,344               | 0                              | 0                                 | 0                                 | 0                              |
| 4500.1055                            | Interfund Svc Rev - BOE Reimb                        | 535,311             | 997,250                        | 950,000                           | 997,250                           | 997,250                        |
| <b>SUBTOTAL INTERFUND SERVICES</b>   |                                                      | <b>1,547,241</b>    | <b>3,803,750</b>               | <b>3,693,260</b>                  | <b>3,804,000</b>                  | <b>3,804,000</b>               |
| <b>TOTAL</b>                         |                                                      | <b>1,547,241</b>    | <b>3,803,750</b>               | <b>3,701,364</b>                  | <b>3,804,000</b>                  | <b>3,804,000</b>               |

**INTERNAL SERVICE FUND - WORKERS COMPENSATION**

**ADOPTED BUDGET: 2016-2017**

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                             | ACTUAL           | AMENDED          | PROJECTED        | PROPOSED         | PROPOSED         | ADOPTED          |
|------------------|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                  |                                         | 2014-2015        | BUDGET           | EXPENDITURES     | BY DEPT          | BY MAYOR         | BUDGET           |
|                  |                                         | 2014-2015        | 2015-2016        | 2015-2016        | 2016-2017        | 2016-2017        | 2016-2017        |
| <b>8004</b>      | <b>WORKER'S COMPENSATION - H/H</b>      |                  |                  |                  |                  |                  |                  |
| 5230.1595        | Employee Group Insurance - Heart/Hypert | 576,094          | 700,000          | 700,000          | 700,000          | 700,000          | 700,000          |
| <b>SUBTOTAL:</b> | <b>WORKER'S COMPENSATION - H/H</b>      | <b>576,094</b>   | <b>700,000</b>   | <b>700,000</b>   | <b>700,000</b>   | <b>700,000</b>   | <b>700,000</b>   |
| <b>8008</b>      | <b>RISK MANAGEMENT</b>                  |                  |                  |                  |                  |                  |                  |
| 5230.1590        | Employee Group Insurance - Workers Com  | 804,723          | 853,750          | 804,923          | 854,000          | 854,000          | 854,000          |
| 5300.2040        | Purch Svcs - Outside Svcs               | 0                | 8,835            | 8,835            | 0                | 0                | 0                |
| 5800.2890        | Insurance - Workers Comp Deductible     | 166,424          | 2,241,165        | 2,187,606        | 2,250,000        | 2,250,000        | 2,250,000        |
| <b>SUBTOTAL:</b> | <b>RISK MANAGEMENT</b>                  | <b>971,147</b>   | <b>3,103,750</b> | <b>3,001,364</b> | <b>3,104,000</b> | <b>3,104,000</b> | <b>3,104,000</b> |
| <b>TOTAL</b>     |                                         | <b>1,547,241</b> | <b>3,803,750</b> | <b>3,701,364</b> | <b>3,804,000</b> | <b>3,804,000</b> | <b>3,804,000</b> |

**INTERNAL SERVICE FUND - PENSION - OPEB**

**ADOPTED BUDGET: 2016-2017**

**REVENUES**

| <b>REVENUE<br/>CODE</b>            | <b>DESCRIPTION</b>                            | <b>ACTUAL<br/>2014-2015</b> | <b>AMENDED<br/>BUDGET<br/>2015-2016</b> | <b>PROJECTED<br/>REVENUE<br/>2015-2016</b> | <b>PROPOSED<br/>BY MAYOR<br/>2016-2017</b> | <b>ADOPTED<br/>BUDGET<br/>2016-2017</b> |
|------------------------------------|-----------------------------------------------|-----------------------------|-----------------------------------------|--------------------------------------------|--------------------------------------------|-----------------------------------------|
| 4500.1002                          | Interfund Svc Rev - Provided for General Fund | 16,651,175                  | 19,226,647                              | 18,642,215                                 | 20,220,850                                 | 20,220,850                              |
| 4500.1003                          | Interfund Svc Rev - Provided for Water Fund   | 242,255                     | 311,700                                 | 311,700                                    | 550,550                                    | 550,550                                 |
| 4500.1004                          | Interfund Svc Rev - Provided for Sewer Fund   | 49,609                      | 202,935                                 | 202,935                                    | 354,400                                    | 354,400                                 |
| <b>SUBTOTAL INTERFUND SERVICES</b> |                                               | <b>16,943,039</b>           | <b>19,741,282</b>                       | <b>19,156,850</b>                          | <b>21,125,800</b>                          | <b>21,125,800</b>                       |
| <b>TOTAL</b>                       |                                               | <b>16,943,039</b>           | <b>19,741,282</b>                       | <b>19,156,850</b>                          | <b>21,125,800</b>                          | <b>21,125,800</b>                       |

**INTERNAL SERVICE FUND - PENSION & OPEB**

**ADOPTED BUDGET: 2016-2017**

**APPROPRIATIONS**

| DEPT. #          | DESCRIPTION                                | ACTUAL            | AMENDED           | PROJECTED         | PROPOSED          | PROPOSED          | ADOPTED           |
|------------------|--------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                  |                                            | 2014-2015         | BUDGET            | EXPENDITURES      | BY DEPT           | BY MAYOR          | BUDGET            |
|                  |                                            | 2014-2015         | 2015-2016         | 2015-2016         | 2016-2017         | 2016-2017         | 2016-2017         |
| <b>1320</b>      | <b>RETIREMENT ADMINISTRATION</b>           |                   |                   |                   |                   |                   |                   |
| 5300.2010        | Purch Svcs - Professional Svcs             | 12,685            | 30,000            | 30,000            | 40,000            | 30,000            | 30,000            |
| <b>SUBTOTAL:</b> | <b>RETIREMENT ADMINISTRATION</b>           | <b>12,685</b>     | <b>30,000</b>     | <b>30,000</b>     | <b>40,000</b>     | <b>30,000</b>     | <b>30,000</b>     |
| <b>8002</b>      | <b>PENSION EXPENSE</b>                     |                   |                   |                   |                   |                   |                   |
| 5240.1602        | Pension - Employer Contributions - DC Pla  | 62,942            | 125,000           | 125,000           | 147,000           | 147,000           | 147,000           |
| 5240.1600        | Pension - Employer Contributions - DB Pla  | 9,774,833         | 10,643,000        | 10,643,000        | 11,605,000        | 11,004,000        | 11,004,000        |
| <b>SUBTOTAL:</b> | <b>PENSION EXPENSE</b>                     | <b>9,837,775</b>  | <b>10,768,000</b> | <b>10,768,000</b> | <b>11,752,000</b> | <b>11,151,000</b> | <b>11,151,000</b> |
| <b>8006</b>      | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>      |                   |                   |                   |                   |                   |                   |
| 5235.1590        | Retiree Benefits - OPEB ARC                | 443,000           | 920,000           | 920,000           | 1,400,000         | 1,400,000         | 1,400,000         |
| 5235.1570        | Retiree Benefits - Life Insurance          | 4,429             | 5,000             | 4,450             | 5,000             | 5,000             | 5,000             |
| 5235.1565        | Retiree Benefits - Dental Insurance        | 45,024            | 50,000            | 45,000            | 45,000            | 45,000            | 45,000            |
| 5235.1560        | Retiree Benefits - Prescription Drug Cover | 2,706,920         | 3,140,000         | 3,122,400         | 4,296,000         | 4,296,000         | 4,296,000         |
| 5235.1555        | Retiree Benefits - Health Insurance        | 3,893,206         | 4,828,282         | 4,267,000         | 4,198,800         | 4,198,800         | 4,198,800         |
| <b>SUBTOTAL:</b> | <b>EMPLOYEE HEALTH &amp; LIFE INS</b>      | <b>7,092,579</b>  | <b>8,943,282</b>  | <b>8,358,850</b>  | <b>9,944,800</b>  | <b>9,944,800</b>  | <b>9,944,800</b>  |
| <b>TOTAL</b>     |                                            | <b>16,943,039</b> | <b>19,741,282</b> | <b>19,156,850</b> | <b>21,736,800</b> | <b>21,125,800</b> | <b>21,125,800</b> |

**GENERAL FUND**  
**PERCENT BREAKDOWN OF ADOPTED BUDGETS**  
**FY 2012/2013 thru FY 2016/2017**

|                        |                             |                |       |
|------------------------|-----------------------------|----------------|-------|
| <b>Total 2012-2013</b> | Board of Education          | 115,795,291    | 52.6% |
| <b>Adopted Budget</b>  | Education, Health & Welfare | 208,575        | 0.1%  |
|                        | Debt Service-Schools        | 3,602,393      | 1.6%  |
| <b>\$220,100,000</b>   | BOE Pension                 | 1,526,800      | 0.7%  |
|                        | City                        | 85,545,168     | 38.9% |
|                        | Debt Service City           | 13,421,773     | 6.1%  |
| <b>Total 2013-2014</b> | Board of Education          | 118,295,291    | 52.1% |
| <b>Adopted Budget</b>  | Education, Health & Welfare | 208,575        | 0.1%  |
|                        | Debt Service-Schools        | 2,915,900      | 1.3%  |
| <b>\$227,350,000</b>   | BOE Capital Program         | 250,000        | 0.1%  |
|                        | BOE Pension - non-certified | 1,466,000      | 0.6%  |
|                        | City                        | 90,029,024     | 39.6% |
|                        | Debt Service City           | 14,185,210     | 6.2%  |
| <b>Total 2014-2015</b> | Board of Education          | \$121,795,291  | 51.7% |
| <b>Adopted Budget</b>  | Education, Health & Welfare | 208,575        | 0.1%  |
|                        | Debt Service-Schools        | 3,581,000      | 1.5%  |
| <b>\$235,700,000</b>   | BOE Capital Program         | 250,000        | 0.1%  |
|                        | BOE Pension Non-Cert        | 1,627,000      | 0.7%  |
|                        | City                        | 95,469,134     | 41.3% |
|                        | Debt Service City           | 12,769,000     | 5.4%  |
| <b>Total 2015-2016</b> | Board of Education          | \$ 124,000,000 | 52.2% |
| <b>Adopted Budget</b>  | Education, Health & Welfare | 208,575        | 0.1%  |
|                        | Debt Service-Schools        | 2,676,269      | 1.1%  |
| <b>\$237,700,000</b>   | BOE Capital Program         | 250,000        | 0.1%  |
|                        | BOE Pension Non-Cert        | 1,660,000      | 0.7%  |
|                        | City                        | 95,776,624     | 40.3% |
|                        | Debt Service City           | 13,128,532     | 5.5%  |
| <b>Total 2016-2017</b> | Board of Education          | \$ 126,200,000 | 51.7% |
| <b>Adopted Budget</b>  | Education, Health & Welfare | 208,575        | 0.1%  |
|                        | Debt Service-Schools        | 2,975,344      | 1.2%  |
| <b>\$244,100,000</b>   | BOE Capital Program         | 250,000        | 0.1%  |
|                        | BOE Pension Non-Cert        | 1,660,000      | 0.7%  |
|                        | City                        | 99,926,624     | 40.9% |
|                        | Debt Service City           | 12,879,457     | 5.3%  |

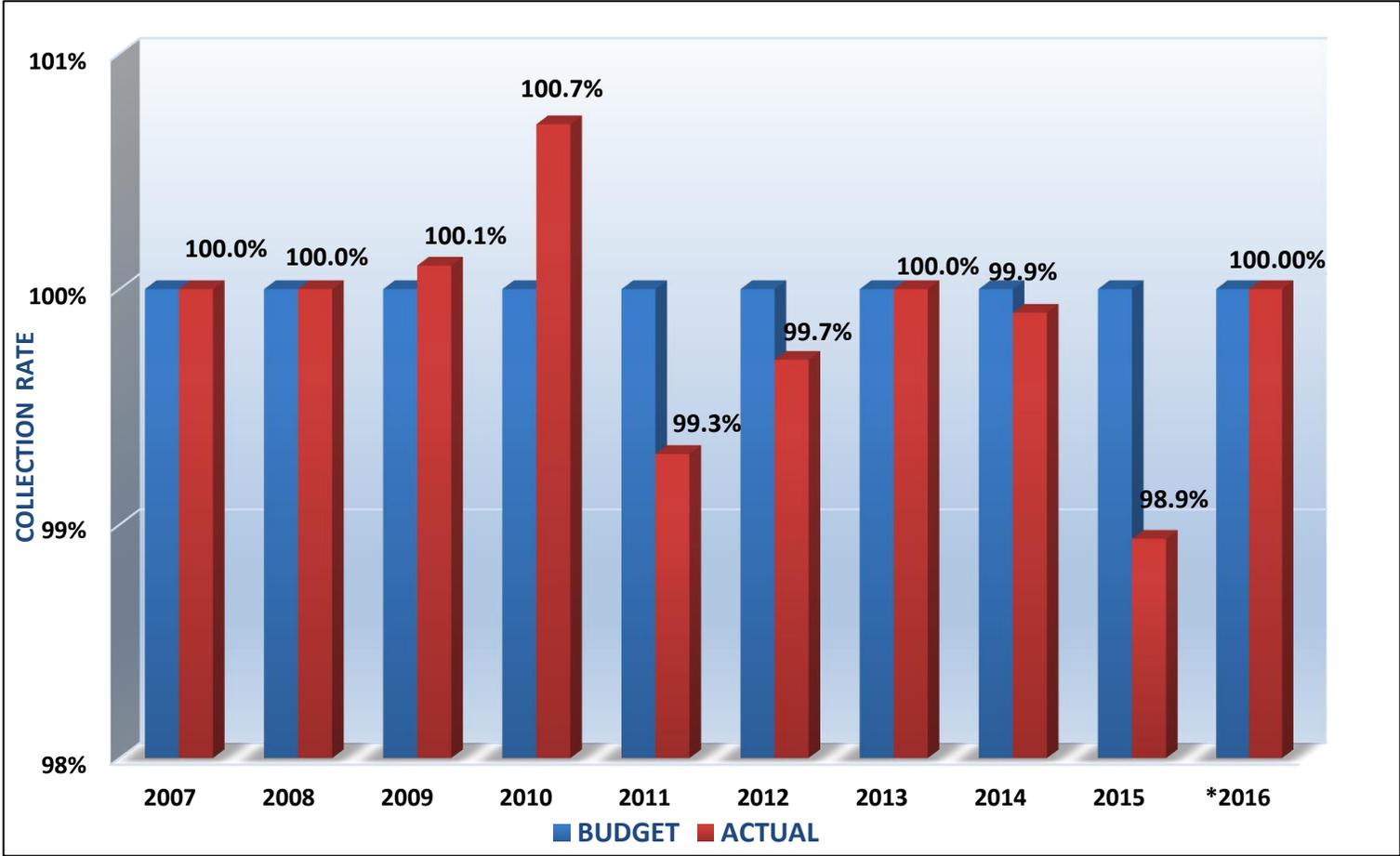
## BUDGET STATISTICS

| <u>Fiscal Year</u> | <u>Budget</u> | <u>Change</u> | <u>% Change</u> | <u>Mill Rate</u> | <u>Change</u> | <u>% Change</u> | <u>Net Taxable Grand List</u> | <u>Change</u>   | <u>% Change</u> |
|--------------------|---------------|---------------|-----------------|------------------|---------------|-----------------|-------------------------------|-----------------|-----------------|
| 94-95              | 119,783,605   |               |                 | 19.54            |               |                 | 4,389,993,410                 |                 |                 |
| 95-96              | 122,230,056   | 2,446,451     | 2.04%           | 19.13            | -0.41         | -2.10%          | 4,444,257,600                 | 54,264,190      | 1.2%            |
| 96-97              | 125,151,205   | 2,921,149     | 2.39%           | 19.13            | 0.00          | 0.00%           | 4,518,020,290                 | 73,762,690      | 1.7%            |
| 97-98              | 131,033,671   | 5,882,466     | 4.70%           | 19.13            | 0.00          | 0.00%           | 4,558,194,720                 | 40,174,430      | 0.9%            |
| 98-99              | 131,896,390   | 862,719       | 0.66%           | 19.13            | 0.00          | 0.00%           | 4,457,282,240                 | (100,912,480)   | -2.2%           |
| 99-00              | 134,739,444   | 2,843,054     | 2.16%           | 20.78            | 1.65          | 8.63%           | 4,667,049,310                 | 209,767,070     | 4.7%            |
| 00-01              | 139,524,338   | 4,784,894     | 3.55%           | 23.19            | 2.41          | 11.60%          | 4,394,762,120                 | (272,287,190)   | -5.8%           |
| 01-02              | 139,164,016   | -360,322      | -0.26%          | 24.30            | 1.11          | 4.79%           | 4,468,312,290                 | 73,550,170      | 1.7%            |
| 02-03              | 149,241,033   | 10,077,017    | 7.24%           | 25.24            | 0.94          | 3.87%           | 4,562,023,370                 | 93,711,080      | 2.1%            |
| 03-04              | 154,260,763   | 5,019,730     | 3.36%           | 24.29            | -0.95         | -3.76%          | 4,892,216,450 *               | 330,193,080     | 7.2%            |
| 04-05              | 161,229,195   | 6,968,432     | 4.52%           | 24.86            | 0.57          | 2.35%           | 5,168,936,790 *               | 276,720,340     | 5.7%            |
| 05-06              | 169,600,122   | 8,370,927     | 5.19%           | 23.03            | -1.83         | -7.36%          | 5,635,667,295 *               | 466,730,505     | 9.0%            |
| 06-07              | 178,091,982   | 8,491,860     | 5.01%           | 22.05            | -0.98         | -4.26%          | 6,077,532,400 *               | 441,865,105     | 7.8%            |
| 07-08              | 191,380,329   | 13,288,347    | 7.46%           | 22.20            | 0.15          | 0.68%           | 6,428,162,780                 | 350,630,380     | 5.8%            |
| 08-09              | 202,295,259   | 10,914,930    | 5.70%           | 21.35            | -0.85         | -3.83%          | 7,146,429,508 *               | 718,266,728     | 11.2%           |
| 09-10              | 202,270,205   | -25,054       | -0.01%          | 21.66            | 0.31          | 1.45%           | 7,237,979,613 *               | 91,550,105      | 1.3%            |
| 10-11              | 209,248,000   | 6,977,795     | 3.45%           | 20.96            | -0.70         | -3.23%          | 7,830,251,178 *               | 592,271,565     | 8.2%            |
| 11-12              | 215,919,397   | 6,671,397     | 3.19%           | 21.69            | 0.73          | 3.48%           | 7,817,419,112 *               | (12,832,066)    | -0.2%           |
| 12-13              | 220,100,000   | 4,180,603     | 1.94%           | 22.45            | 0.76          | 3.50%           | 7,862,871,107 *               | 45,451,995      | 0.6%            |
| 13-14              | 227,350,000   | 7,250,000     | 3.29%           | 26.80            | 4.35          | 19.38%          | 6,827,106,602                 | (1,063,154,285) | -13.5%          |
| 14-15              | 235,700,000   | 8,350,000     | 3.67%           | 27.60            | 0.80          | 2.98%           | 6,887,609,487                 | 60,502,885      | 0.9%            |
| 15-16              | 237,700,000   | 2,000,000     | 0.85%           | 28.26            | 0.66          | 2.39%           | 6,947,001,073                 | 59,391,586      | 0.9%            |
| 16-17              | 244,100,000   | 6,400,000     | 2.69%           | 28.68            | 0.42          | 1.49%           | 7,026,564,335                 | 79,563,262      | 1.1%            |

2001-02 Budget no longer includes State and Federal School Projects. 00-01, 03-04, 08-09, 13-14 are revaluation years.

\*Reflects phase-in of property revaluation.

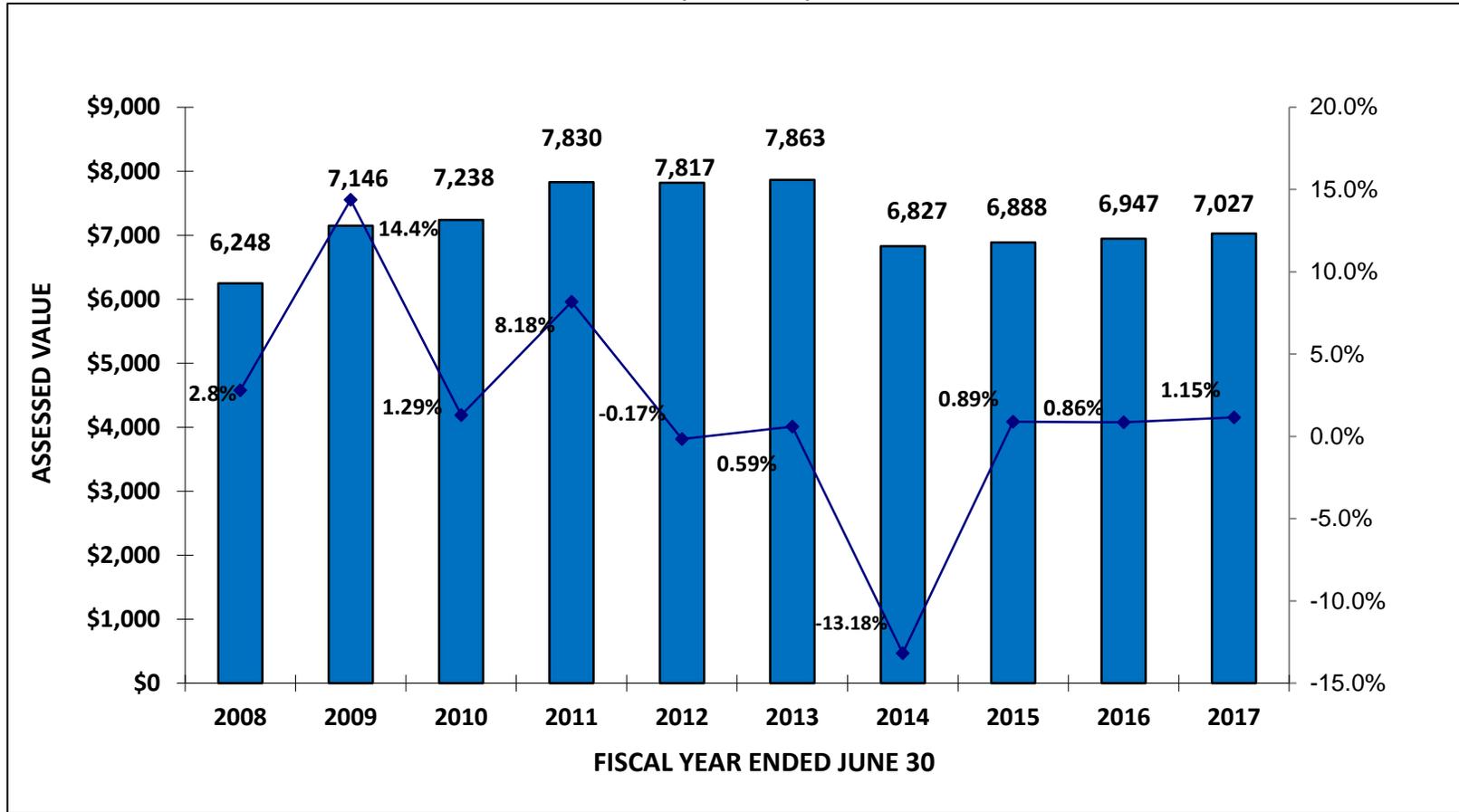
**CITY OF DANBURY  
TAX COLLECTION RATE HISTORY  
CURRENT & PRIOR YEAR TAXES  
ACTUAL vs BUDGET**



\* Estimated

**CITY OF DANBURY**  
**ASSESSED VALUE OF TAXABLE PROPERTY AFTER BOARD OF ASSESSMENT APPEALS**  
**FISCAL YEAR ENDED JUNE 30**

(MILLIONS)



\*2014 reflects a 14.9% reduction of net taxable value to real estate resulting from the October 1, 2012 revaluation mandated by the State.

**CITY OF DANBURY**  
**NET TAXABLE GRAND LIST**  
**AS OF OCTOBER 1, 2015**

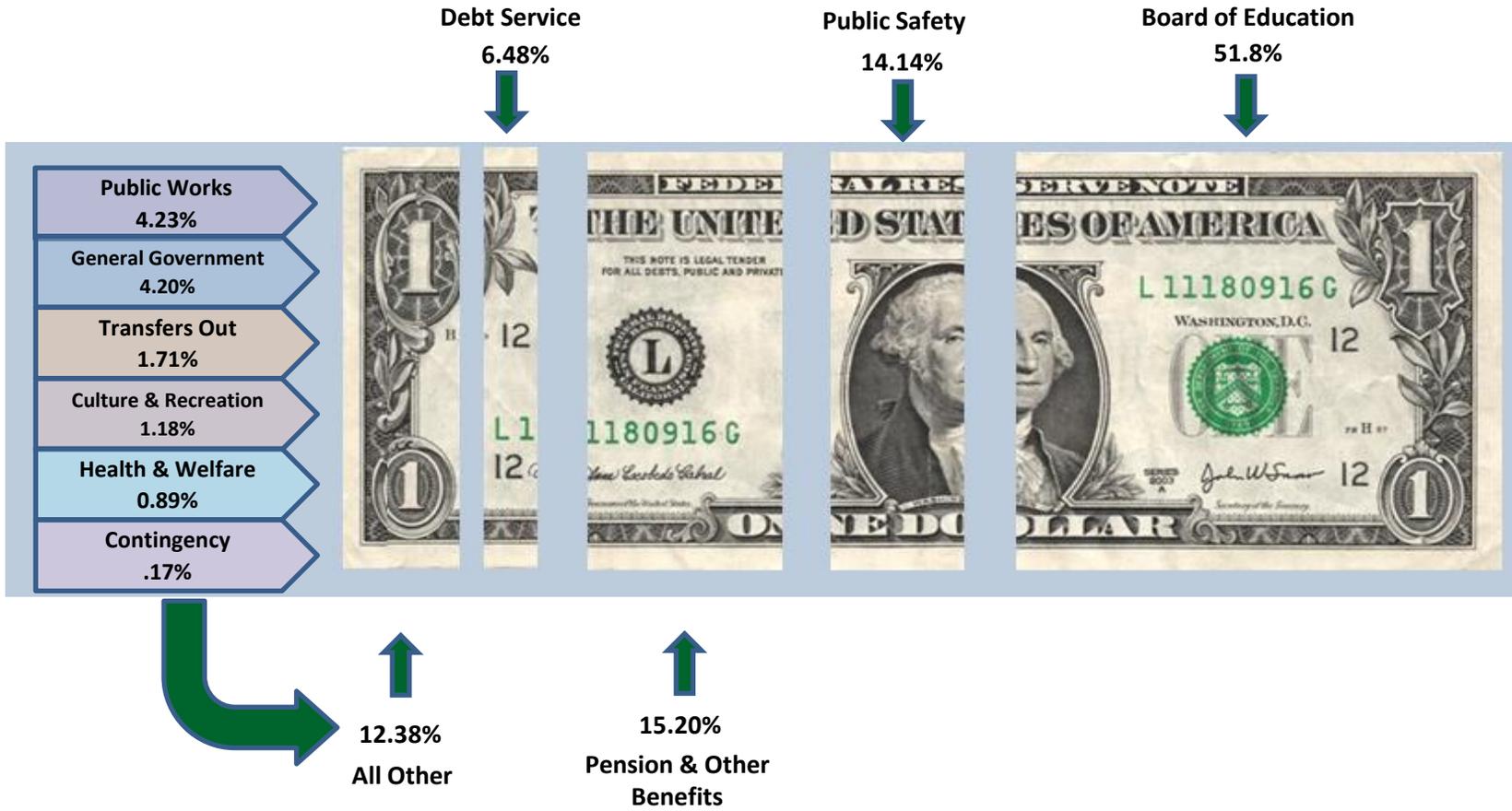
**REAL ESTATE, MOTOR VEHICLE AND PERSONAL PROPERTY**

|                   | <u>OCTOBER 1, 2014</u> | <u>OCTOBER 1, 2015</u> | <u>CHANGE</u>     | <u>INCREASE</u> |
|-------------------|------------------------|------------------------|-------------------|-----------------|
| REAL ESTATE       | 6,046,122,065          | 6,089,917,520          | 43,795,455        | 0.72%           |
| PERSONAL PROPERTY | 386,933,837            | 409,356,790            | 22,422,953        | 5.80%           |
| MOTOR VEHICLES    | 513,945,171            | 527,290,025            | 13,344,854        | 2.60%           |
| <b>TOTALS</b>     | <b>6,947,001,073</b>   | <b>7,026,564,335</b>   | <b>79,563,262</b> | <b>1.15%</b>    |

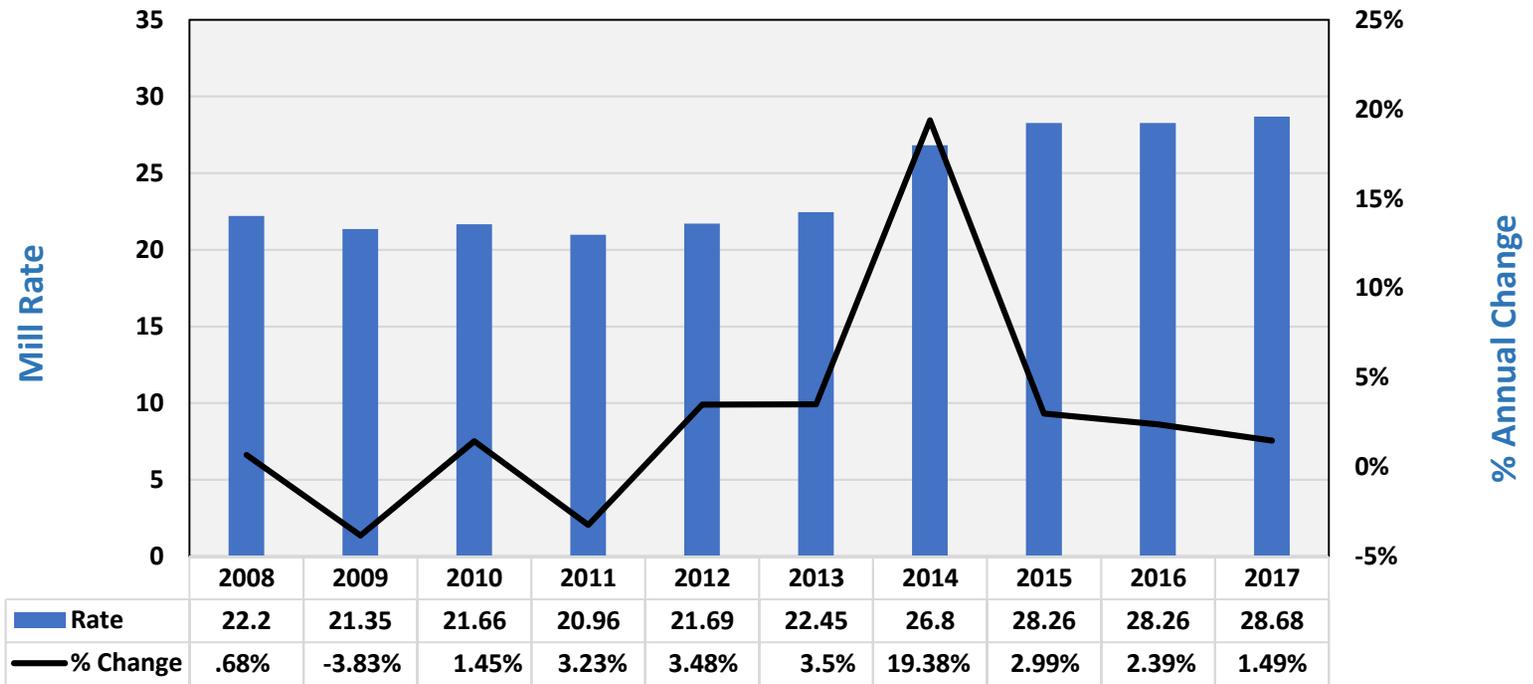
**TEN LARGEST TAXPAYERS**

|     | <u>BUSINESS</u>                                                                                                  | <u>TAXABLE VALUATION</u><br><u>AS OF 10/1/2015</u> | <u>% of NET TAXABLE</u><br><u>GRAND LIST</u> |
|-----|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------|
| 1.  | Danbury Mall Associates<br>Shopping Mall                                                                         | 216,217,900                                        | 3.08%                                        |
| 2.  | Eversource (Connecticut Light & Power)<br>Public Utility                                                         | 65,635,300                                         | 0.93%                                        |
| 3.  | Boehringer Ingelheim<br>Research Center                                                                          | 64,559,590                                         | 0.92%                                        |
| 4.  | Gera Danbury LLC<br>Real Estate Investor                                                                         | 50,601,900                                         | 0.72%                                        |
| 5.  | Crown Point Gardens<br>Land Developer                                                                            | 49,772,000                                         | 0.71%                                        |
| 6.  | BLT Reserve LLC<br>Land Developer                                                                                | 48,303,750                                         | 0.69%                                        |
| 7.  | Melvyn, Mary & Seymour Powers<br>Danbury Industrial Corp & MMP Realty<br>Industrial Park                         | 40,292,110                                         | 0.57%                                        |
| 8.  | Ursstadt Biddle Properties LLC<br>Retail                                                                         | 34,565,200                                         | 0.49%                                        |
| 9.  | Hawley, Ervie, Germantown Plaza Associates<br>& Germantown Medical Center<br>Shopping Center &<br>Land Developer | 34,314,790                                         | 0.49%                                        |
| 10. | Bldg 45 Eagle LLC<br>Retail                                                                                      | 29,008,800                                         | 0.41%                                        |
|     | <b>TOTAL</b>                                                                                                     | <b>633,271,340</b>                                 | <b>9.01%</b>                                 |

**YOUR TAX DOLLAR AT WORK**  
**2016-2017 ADOPTED BUDGET**



**CITY OF DANBURY**  
**MILL RATE: TEN YEAR HISTORY**  
**2008 through 2017**



**Fiscal Year Ended June 30**

**CITY OF DANBURY**  
**FULL TIME BUDGETED HEADCOUNT - 10 YEAR HISTORY**

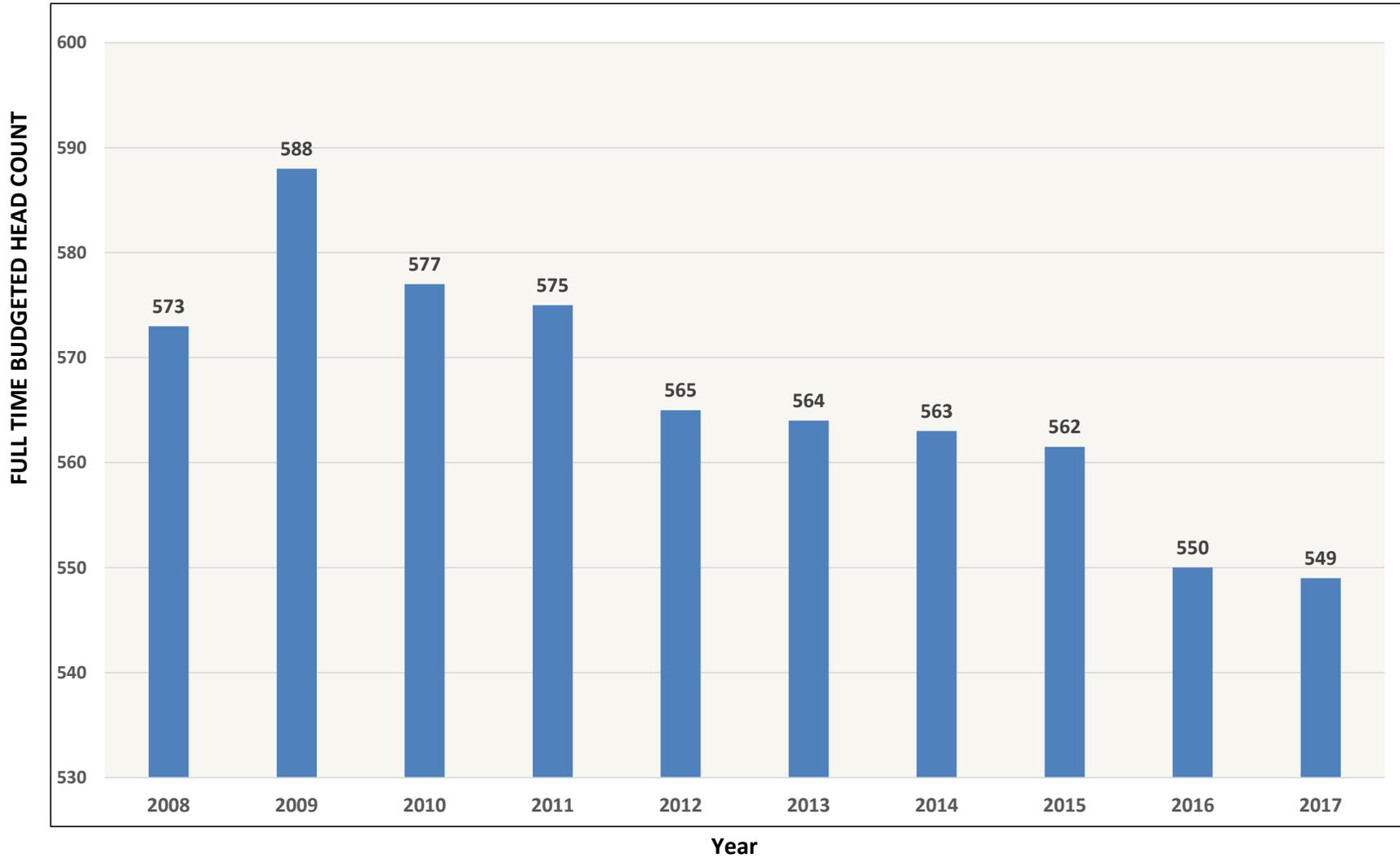
| <u>FISCAL YEAR</u>              | <u>07/08</u> | <u>08/09</u> | <u>09/10</u> | <u>10/11</u> | <u>11/12</u> | <u>12-13</u> | <u>13-14</u> | <u>14-15</u> | <u>15-16</u> | <u>16-17</u> | <u>1 YR CHANGE</u> |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| CITY COUNCIL                    | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0                  |
| MAYOR'S OFFICE                  | 6            | 6            | 6            | 5            | 5            | 6            | 6            | 6            | 6            | 6            | 0                  |
| OFFICE OF PROJECT EXCELLENCE    | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 1            | 1                  |
| LEGISLATIVE ASSISTANT           | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 0                  |
| REGISTRARS                      | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 0                  |
| CITY TREASURER                  | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 0                  |
| DIRECTOR OF FINANCE             | 12           | 12           | 12           | 12           | 12           | 11           | 11           | 10.5         | 10.5         | 10.5         | 0                  |
| INFORMATION TECHNOLOGY          | 4            | 4            | 4            | 4            | 4            | 5            | 5            | 5            | 5            | 1            | -4                 |
| BUREAU OF ASSESSMENTS           | 8            | 8            | 8            | 8            | 8            | 7            | 7            | 7            | 7            | 7            | 0                  |
| TAX COLLECTOR                   | 11           | 11           | 10           | 10           | 8            | 9            | 9            | 9            | 9            | 9            | 0                  |
| PURCHASING                      | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 0                  |
| CORPORATION COUNSEL             | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 0                  |
| TOWN CLERK                      | 7            | 7            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 0                  |
| PERMIT COORDINATION             | 6            | 6            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 0                  |
| PLANNING                        | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 0                  |
| ECONOMIC DEVELOPMENT            | 1            | 1            | 0            | 0            | 0            | 1            | 1            | 1            | 1            | 1            | 0                  |
| HUMAN RESOURCES                 | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 3            | 3            | 0                  |
| PUBLIC BUILDINGS                | 15           | 15           | 14           | 14           | 13           | 14           | 14           | 14           | 14           | 14           | 0                  |
| CITY HALL BUILDING              | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 0                  |
| <b>TOTAL GENERAL GOVERNMENT</b> | <b>89</b>    | <b>89</b>    | <b>84</b>    | <b>83</b>    | <b>80</b>    | <b>83</b>    | <b>83</b>    | <b>82.5</b>  | <b>83.5</b>  | <b>80.5</b>  | <b>-3</b>          |
| <br>                            |              |              |              |              |              |              |              |              |              |              |                    |
| POLICE DEPARTMENT               | 159.75       | 161.75       | 164.75       | 164.75       | 164.75       | 164          | 164          | 164.5        | 161.5        | 161          | -0.5               |
| ANIMAL CONTROL                  | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 0                  |
| FIRE DEPARTMENT                 | 120.25       | 129.25       | 129.25       | 129.25       | 129.25       | 130          | 130          | 130          | 122          | 122          | 0                  |
| BUILDING INSPECTOR              | 9            | 9            | 9            | 9            | 9            | 9            | 9            | 9            | 9            | 9            | 0                  |
| CIVIL PREPAREDNESS              | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0                  |
| CONSUMER PROTECTION             | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 0.5          | 0            | -0.5               |
| UNIFORM NEIGH. INSP. TEAM       | 5            | 5            | 4            | 4            | 3            | 4            | 4            | 3            | 3            | 4            | 1                  |
| AIRPORT                         | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 0                  |
| <b>TOTAL PUBLIC SAFETY</b>      | <b>303</b>   | <b>314</b>   | <b>316</b>   | <b>316</b>   | <b>315</b>   | <b>316</b>   | <b>316</b>   | <b>316</b>   | <b>304</b>   | <b>304</b>   | <b>0</b>           |

\*\*Included in the 16-17 Budget are 49 vacant positions, which will remain vacant unless decreed absolutely necessary by the Mayor for public safety or financial reasons. As such, positions have been left open at the department level, however, 17 are only partially funded. Some funding may be available at the divisional level that meets the public safety and financial criteria.

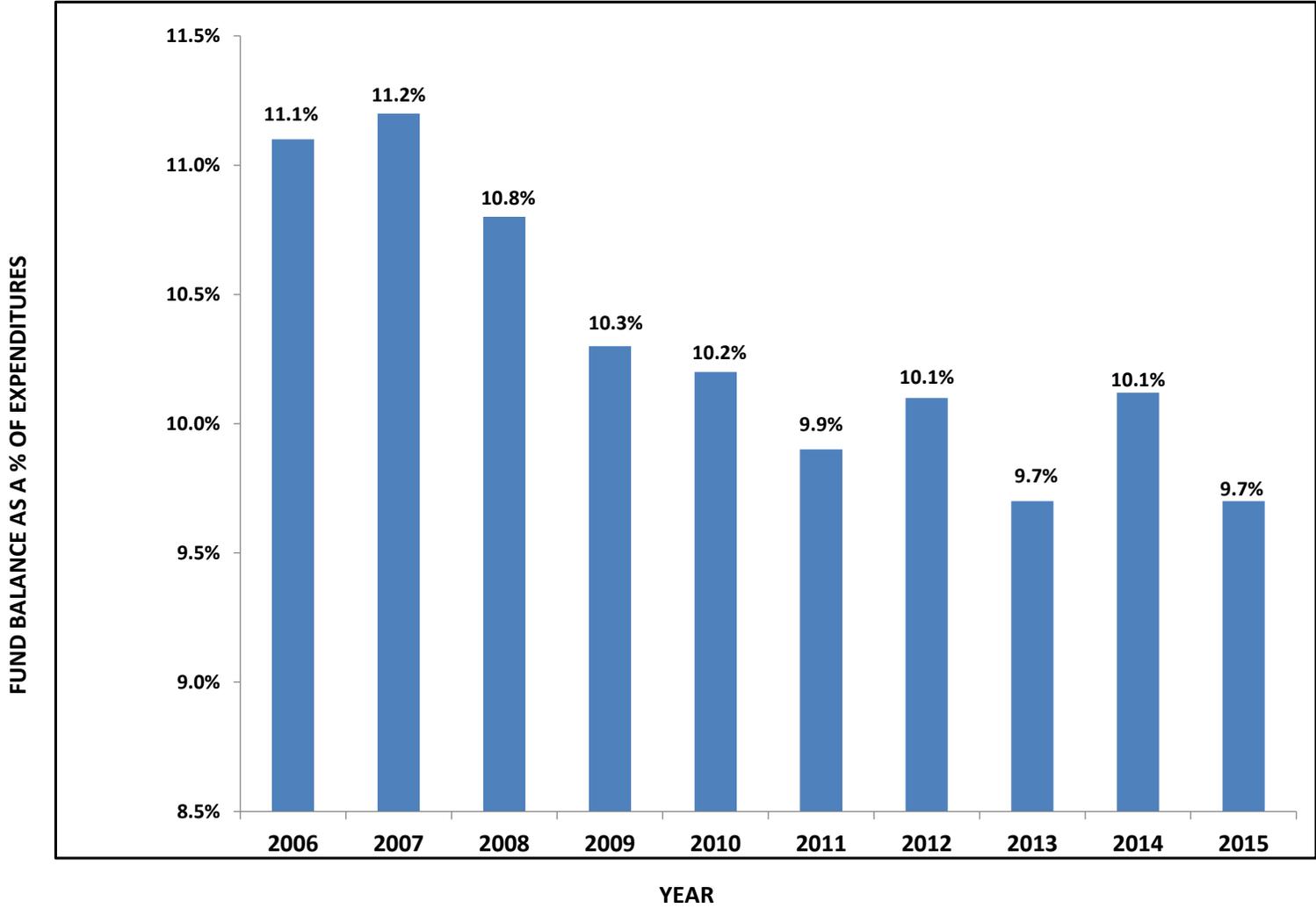
**CITY OF DANBURY**  
**FULL TIME BUDGETED HEADCOUNT - 10 YEAR HISTORY**

| <b>FISCAL YEAR</b>           | <b>07/08</b> | <b>08/09</b> | <b>09/10</b> | <b>10/11</b> | <b>11/12</b> | <b>12/13</b> | <b>13/14</b> | <b>14-15</b> | <b>15-16</b> | <b>16-17</b> | <b>1 YR<br/>CHANGE</b> |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------------|
| DIR. OF PUBLIC WORKS         | 0            | 3            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 0                      |
| HIGHWAY DEPARTMENT           | 46           | 43           | 43           | 43           | 42           | 43           | 43           | 43           | 43           | 43           | 0                      |
| PARKS MAINTENANCE            | 22           | 18           | 18           | 18           | 17           | 17           | 17           | 17           | 17           | 18           | 1                      |
| FORESTRY                     | 0            | 6            | 4            | 4            | 4            | 4            | 4            | 4            | 4            | 4            | 0                      |
| EQUIPMENT MAINTENANCE        | 7            | 7            | 7            | 7            | 7            | 7            | 7            | 7            | 7            | 7            | 0                      |
| ENGINEERING                  | 13           | 12           | 11           | 11           | 10           | 10           | 10           | 10           | 10           | 10           | 0                      |
| CONSTRUCTION SERVICES        | 0            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 3            | 0                      |
| <b>TOTAL PUBLIC WORKS</b>    | <b>88</b>    | <b>92</b>    | <b>88</b>    | <b>88</b>    | <b>85</b>    | <b>86</b>    | <b>86</b>    | <b>86</b>    | <b>86</b>    | <b>87</b>    | <b>1</b>               |
| HEALTH & HUMAN SERVICES      | 17           | 17           | 17           | 17           | 15           | 14           | 14           | 13           | 12           | 12           | 0                      |
| <b>TOTAL HEALTH</b>          | <b>17</b>    | <b>17</b>    | <b>17</b>    | <b>17</b>    | <b>15</b>    | <b>14</b>    | <b>14</b>    | <b>13</b>    | <b>12</b>    | <b>12</b>    | <b>0</b>               |
| WELFARE                      | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0                      |
| VETERANS ADVISORY            | 1            | 1            | 1            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0                      |
| COMMISSION ON AGING          | 4            | 4            | 3            | 3            | 3            | 2            | 2            | 2            | 2            | 2            | 0                      |
| <b>TOTAL PUBLIC WELFARE</b>  | <b>5</b>     | <b>5</b>     | <b>4</b>     | <b>3</b>     | <b>3</b>     | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>0</b>               |
| LIBRARY                      | 27           | 27           | 25           | 26           | 25           | 22           | 21           | 20           | 20           | 21           | 1                      |
| <b>TOTAL LIBRARIES</b>       | <b>27</b>    | <b>27</b>    | <b>25</b>    | <b>26</b>    | <b>25</b>    | <b>22</b>    | <b>21</b>    | <b>20</b>    | <b>20</b>    | <b>21</b>    | <b>1</b>               |
| RECREATION                   | 2            | 2            | 2            | 2            | 2            | 1            | 1            | 1            | 1            | 1            | 0                      |
| <b>TOTAL RECREATION</b>      | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>2</b>     | <b>1</b>     | <b>1</b>     | <b>1</b>     | <b>1</b>     | <b>1</b>     | <b>0</b>               |
| INSURANCE                    | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 2.5          | 2.5          | 2.5          | 0                      |
| <b>TOTAL RECURRING COSTS</b> | <b>2</b>     | <b>2.5</b>   | <b>2.5</b>   | <b>2.5</b>   | <b>0</b>               |
| WATER UTILITY                | 40           | 40           | 39           | 38           | 37           | 38           | 38           | 39           | 39           | 39           | 0                      |
| <b>TOTAL WATER FUND</b>      | <b>40</b>    | <b>40</b>    | <b>39</b>    | <b>38</b>    | <b>37</b>    | <b>38</b>    | <b>38</b>    | <b>39</b>    | <b>39</b>    | <b>39</b>    | <b>0</b>               |
| <b>GRAND TOTAL</b>           | <b>573</b>   | <b>588</b>   | <b>577</b>   | <b>575</b>   | <b>565</b>   | <b>564</b>   | <b>563</b>   | <b>562</b>   | <b>550</b>   | <b>549</b>   | <b>-1</b>              |

**CITY OF DANBURY**  
**FULL TIME BUDGETED HEAD COUNT**  
**TEN YEAR HISTORY**



**CITY OF DANBURY  
GENERAL FUND  
UNASSIGNED FUND BALANCE AS A PERCENTAGE OF BUDGETARY EXPENDITURES  
TEN YEAR HISTORY**



**CITY OF DANBURY**  
**MISCELLANEOUS STATISTICS**

**Date of Incorporation:** 1889  
**Form of Government:** Mayor/Council  
**Area:** 44 square miles  
**Present Charter Amended:** November 2009

| <u>Roads</u>                       |                 | <u>Sewer System</u>          |                                  | <u>Water System</u>       |           |
|------------------------------------|-----------------|------------------------------|----------------------------------|---------------------------|-----------|
| Miles of Streets                   | 242             | Capacity                     | 15.5 MGD                         | Reservoirs                | 8         |
| Number of Street Lights            | 2,873           | Pump Stations                | 20                               | Capacity                  | 8.1 MGD   |
| <u>Recreational Areas</u>          |                 |                              |                                  |                           |           |
|                                    |                 |                              | <u>Acres of Designated Parks</u> | <u>1,552</u>              |           |
| Bear Mountain Park                 | 140 acres       | Joseph Sauer Memorial Park   | 2 acres                          | Rogers Park Playground    | 1 acre    |
| Blind Brook Playground             | .5 acre         | Kennedy Park                 | 1 acre                           | Rogers Park Pond          | 7 acres   |
| Danbury Green                      | 1 acre          | Lake Candlewood Park         | 11 acres                         | Rowan Street Playground   | 3 acres   |
| Elmwood Park                       | 2 acres         | Lake Kenosia Park            | 25 acres                         | Stephen A. Kaplanis Field | 5.5 acres |
| Farrington Open Space              | 192 acres       | Mill Plain Swamp             | 34 acres                         | Still River Greenway      | 35 acres  |
| Hatters Community Park             | 32 acres        | Old Quarry Nature Center     | 40 acres                         | Tarrywile Park            | 722 acres |
| Highland Playground                | 8 acres         | Richter Park                 | 230 acres                        | Tom West Park             | .5 acre   |
| John Perry Field                   | 3 acres         | Rogers Park                  | 56 acres                         |                           |           |
| <u>Education (16-17 Projected)</u> |                 | <u>Police Protection</u>     |                                  | <u>Fire Protection</u>    |           |
| High Schools (Grades 9-12)         | 2               | Number of Stations           | 1                                | Number of Stations        | 17        |
| Students                           | 3,095           | Number of Uniformed Officers | 156                              | # of Uniformed Employees  | 115       |
| Middle Schools (Grades 6-8)        | 3               | Nonuniformed Employees       | 8                                | Number of Volunteers      | 167       |
| Students                           | 2,479           |                              |                                  | Non Uniformed Employees   | 2         |
| Elementary Schools (Grades PK-5)   | 13              |                              |                                  | Pieces of Equipment       | 47        |
| Students                           | 5,503           | <u>Library</u>               |                                  |                           |           |
| <b>Total Students</b>              | <b>11,077</b>   | Number of Branches           | 1                                |                           |           |
|                                    |                 | Number of Volumes            | 110,070                          |                           |           |
| <b>Total Staff</b>                 | <b>1,290.76</b> | Residents with Library Cards | 28,925                           |                           |           |

**CITY OF DANBURY**  
**DEMOGRAPHICS: Age, Education and Income**

**Age Distribution of the Population**

|                          | City of Danbury |              | State of Connecticut |              |
|--------------------------|-----------------|--------------|----------------------|--------------|
|                          | 2010            | Percent      | 2010                 | Percent      |
| Under 5                  | 5,409           | 6.7          | 202,106              | 5.7          |
| 5 - 9                    | 4,618           | 5.7          | 222,571              | 6.2          |
| 10 - 14                  | 4,311           | 5.3          | 240,265              | 6.7          |
| 15 - 19                  | 5,175           | 6.4          | 250,834              | 7.0          |
| 20- 24                   | 6,131           | 7.6          | 227,898              | 6.4          |
| 25 - 34                  | 13,301          | 16.4         | 420,377              | 11.8         |
| 35 - 44                  | 12,432          | 15.4         | 484,438              | 13.6         |
| 45 - 54                  | 11,789          | 14.6         | 575,597              | 16.1         |
| 55 - 59                  | 4,867           | 6.0          | 240,157              | 6.7          |
| 60 - 64                  | 3,882           | 4.8          | 203,295              | 5.7          |
| 65 - 74                  | 4,594           | 5.7          | 254,944              | 7.1          |
| 75 - 84                  | 2,908           | 3.6          | 166,717              | 4.7          |
| 85 years and over        | 1,476           | 1.8          | 84,898               | 2.4          |
| <b>Total</b>             | <b>80,893</b>   | <b>100.0</b> | <b>3,574,097</b>     | <b>100.0</b> |
| <b>Median Age (yrs.)</b> | <b>36.8</b>     |              | <b>37.4</b>          |              |

Source: U.S. Department of Commerce, Bureau of Census, 2010

**Educational Attainment**

|                                           | City of Danbury     |              | State of Connecticut |              |
|-------------------------------------------|---------------------|--------------|----------------------|--------------|
|                                           | Number <sup>1</sup> | Percent      | Number <sup>1</sup>  | Percent      |
| Less than 9th grade                       | 5,605               | 10.2         | 111,982              | 4.6          |
| 9th to 12th grade, no diploma             | 5,000               | 9.1          | 165,538              | 6.8          |
| High school graduate (incl. equiv.)       | 16,045              | 29.2         | 686,496              | 28.2         |
| Some college, no degree                   | 8,352               | 15.2         | 433,320              | 17.8         |
| Associates' degree                        | 3,242               | 5.9          | 172,841              | 7.1          |
| Bachelor's degree                         | 9,616               | 17.5         | 491,745              | 20.2         |
| Graduate or professional degree           | 7,088               | 12.9         | 372,461              | 15.3         |
| <b>Total</b>                              | <b>54,948</b>       | <b>100.0</b> | <b>2,434,383</b>     | <b>100.0</b> |
| Percent of high school graduate or higher |                     | 80.7         |                      | 88.6         |
| Percent of bachelor's degree or higher    |                     | 30.2         |                      | 35.5         |

<sup>1</sup>Population 25 years and over.  
Source: U.S. Department of Commerce, Bureau of Census, 2010

**Income Distribution**

|                      | City of Danbury |              | State of Connecticut |              |
|----------------------|-----------------|--------------|----------------------|--------------|
|                      | Families        | Percent      | Families             | Percent      |
| Less than \$10,000   | 1,773           | 6.0          | 30,286               | 3.4          |
| \$10,000 to 14,999   | 502             | 1.7          | 20,488               | 2.3          |
| \$15,000 to 24,999   | 2,984           | 10.1         | 50,774               | 5.7          |
| \$25,000 to 34,999   | 1,832           | 6.2          | 57,900               | 6.5          |
| \$35,000 to 49,999   | 3,457           | 11.7         | 97,094               | 10.9         |
| \$50,000 to 74,999   | 5,761           | 19.5         | 151,431              | 17.0         |
| \$75,000 to 99,999   | 3,250           | 11.0         | 137,179              | 15.4         |
| \$100,000 to 149,999 | 6,500           | 22.0         | 176,372              | 19.8         |
| \$150,000 to 199,999 | 1,714           | 5.8          | 77,497               | 8.7          |
| \$200,000 or more    | 1,773           | 6.0          | 91,749               | 10.3         |
| <b>Total</b>         | <b>29,546</b>   | <b>100.0</b> | <b>890,770</b>       | <b>100.0</b> |

Source: U.S. Department of Commerce, Bureau of Census, 2010

**Income Levels**

|                            | City of Danbury | State of CT |
|----------------------------|-----------------|-------------|
| Per Capita Income, 2015    | \$ 31,411       | \$39,373    |
| Per Capita Income, 2000    | \$ 24,500       | \$28,766    |
| Median Family Income, 2010 | \$ 83,366       | \$108,218   |

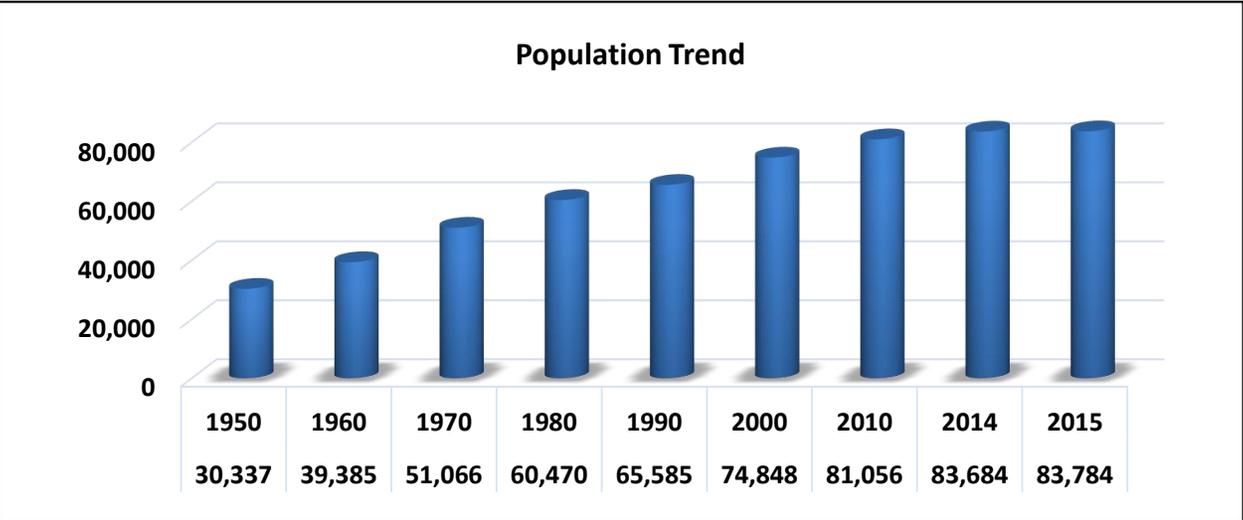
Source: 1980-2014 U.S. Census adjusted for inflation-American Community survey - estimates

**CITY OF DANBURY**  
**DEMOGRAPHIC INFORMATION: Population and Density**

**Demographic Information Population and Density**

| Year <sup>(1)</sup> | Population | % Increase | Density <sup>(2)</sup> |
|---------------------|------------|------------|------------------------|
| 1950                | 30,337     | 8.7%       | 724                    |
| 1960                | 39,385     | 29.8%      | 940                    |
| 1970                | 51,066     | 29.7%      | 1,219                  |
| 1980                | 60,470     | 18.4%      | 1,444                  |
| 1990                | 65,585     | 8.5%       | 1,566                  |
| 2000                | 74,848     | 14.1%      | 1,787                  |
| 2010                | 81,056     | 8.3%       | 1,935                  |
| 2012                | 82,676     | 2.0%       | 1,974                  |
| 2014                | 83,684     | 1.2%       | 1,998                  |
| 2015                | 83,784     | 0.1%       | 2,000                  |

<sup>(1)</sup> 1950-2010, U.S. Department of Commerce, Bureau of Census  
<sup>(2)</sup> Population per square mile: 41.89 square miles (land)



U.S. Department of Commerce, Bureau of Census

**CITY OF DANBURY**

**BARGAINING GROUPS and MAJOR EMPLOYERS**

**BARGAINING GROUPS**

**Board of Education Groups**

|                                           |              |                        |
|-------------------------------------------|--------------|------------------------|
| Non Bargaining Employees                  | 44           | N/A                    |
| DSAA - School Administrators              | 43           | 6/30/2017              |
| NEA Teachers                              | 886          | 6/30/2017              |
| Local 677 Teamsters Custodians            | 73           | 6/30/2016              |
| CSEA Paraprofessionals                    | 446          | 6/30/2016              |
| School Nurses Association                 | 24           | 6/30/2017              |
| Local 677 Teamsters School Lunch          | 71           | 6/30/2018              |
| Danbury Association of School Secretaries | 76           | 6/30/2018 <sup>1</sup> |
| Safety Advocates                          | 23           | 6/30/2018              |
| <b>TOTAL</b>                              | <b>1,686</b> |                        |

**City Groups**

|                                            |            |                        |
|--------------------------------------------|------------|------------------------|
| Local 891 Council 15 AFSCME Police         | 154        | 6/30/2017 <sup>1</sup> |
| UPSEIU (formerly DMEA) Municipal Employees | 97         | 6/30/2017              |
| Local 677 Teamsters                        | 108        | 6/30/2017              |
| Local 801 AFL CIO Firefighters             | 118        | 6/30/2017              |
| Non-Bargaining Employees                   | 75         | N/A                    |
| <b>TOTAL</b>                               | <b>552</b> |                        |

<sup>1</sup> Includes two canine control officers.

**MAJOR EMPLOYERS**

| <u>Name</u>                          | <u>Approx. # of Employees</u> |
|--------------------------------------|-------------------------------|
| Western Ct Health Network - Danbury  | 2,283                         |
| Boehringer-Ingelheim Pharmaceuticals | 1,800                         |
| Danbury School Systems               | 1,509                         |
| Cartus (formerly Cendant Mobility)   | 1,349                         |
| GE Commercial Finance                | 688                           |
| UTC B. F. Goodrich                   | 660                           |
| Pitney Bowes                         | 650                           |
| Western CT State University          | 626                           |
| City of Danbury                      | 540                           |
| Praxair, Inc.                        | 406                           |

Source: GDCC

**CITY OF DANBURY**  
**BUILDING PERMIT HISTORY and EMPLOYMENT BY INDUSTRY**

| BUILDING PERMITS |             |             |            |              |            |              |       |               |
|------------------|-------------|-------------|------------|--------------|------------|--------------|-------|---------------|
| Calendar Year    | Residential |             | Commercial |              | Industrial |              | Total |               |
| Ending 12/31     | No.         | Value       | No.        | Value        | No.        | Value        | No.   | Value         |
| 2015             | 900         | 115,268,512 | 241        | \$51,735,137 | 5          | \$1,646,000  | 1,146 | \$168,649,649 |
| 2014             | 951         | 78,906,280  | 10         | \$13,451,161 | 192        | \$48,270,735 | 1,153 | \$140,628,176 |
| 2013             | 967         | 42,944,615  | 219        | 145,532,615  | 11         | 16,709,942   | 1197  | 205,187,172   |
| 2012             | 872         | 92,841,102  | 273        | 72,099,494   | 4          | 5,422,450    | 1149  | 170,363,046   |
| 2011             | 829         | 30,801,215  | 235        | 45,597,554   | 11         | 4,619,000    | 1075  | 81,017,769    |
| 2010             | 823         | 29,438,911  | 225        | 44,204,745   | 7          | 10,037,000   | 1055  | 83,680,656    |
| 2009             | 949         | 59,205,660  | 165        | 25,269,316   | 11         | 1,450,559    | 1125  | 85,925,535    |
| 2008             | 808         | 34,115,571  | 226        | 20,464,467   | 10         | 51,439,000   | 1044  | 106,019,038   |
| 2007             | 1220        | 68,757,868  | 209        | 73,443,295   | 17         | 45,231,176   | 1446  | 187,432,339   |
| 2006             | 1368        | 57,171,613  | 203        | 69,518,464   | 12         | 28,725,755   | 1583  | 155,415,832   |

*Source: Building Department, City of Danbury*

| EMPLOYMENT BY INDUSTRY                   |                 |               |                      |               |
|------------------------------------------|-----------------|---------------|----------------------|---------------|
| Sector                                   | City of Danbury |               | State of Connecticut |               |
|                                          | Number          | Percent       | Number               | Percent       |
| Agriculture, Forestry, Fisheries, Mining | 174             | 0.4%          | 7,413                | 0.4%          |
| Construction                             | 4,031           | 9.0%          | 97,974               | 5.5%          |
| Manufacturing                            | 5,571           | 12.4%         | 191,057              | 10.8%         |
| Wholesale Trade                          | 732             | 1.6%          | 44,195               | 2.5%          |
| Retail Trade                             | 6,301           | 14.1%         | 191,267              | 10.8%         |
| Transportation & Warehousing, Utilities  | 1,400           | 3.1%          | 65,068               | 3.7%          |
| Information                              | 821             | 1.8%          | 41,905               | 2.4%          |
| Finance, Insurance, Real Estate          | 2,536           | 5.7%          | 161,926              | 9.2%          |
| Professional, Scientific, Mgmt Svcs      | 5,776           | 12.9%         | 197,880              | 11.2%         |
| Educational, Health, Social Services     | 9,172           | 20.5%         | 467,574              | 26.5%         |
| Arts, Entertainment, Recreation          | 4,458           | 10.0%         | 154,005              | 8.7%          |
| Other services (ex. Public Admin)        | 3,146           | 7.0%          | 80,179               | 4.5%          |
| Public Administration                    | 651             | 1.5%          | 66,491               | 3.8%          |
| <b>Total Labor Force, Employed</b>       | <b>44,769</b>   | <b>100.0%</b> | <b>1,766,934</b>     | <b>100.0%</b> |

*Source: U.S. Department of Commerce, Bureau of the Census, 2010*

| PERCENTAGE OF UNEMPLOYED |                 |            |                 |              |             |
|--------------------------|-----------------|------------|-----------------|--------------|-------------|
| Annual Averages          | City of Danbury |            | Danbury         |              |             |
|                          | Employed        | Unemployed | City of Danbury | Labor Market | State of CT |
| 2015                     | 44,516          | 1,874      | 4.0%            | 4.0%         | 5.0%        |
| 2014                     | 43,746          | 2,471      | 5.3%            | 5.3%         | 6.7%        |
| 2013                     | 42,812          | 2,811      | 6.2%            | 6.2%         | 7.8%        |
| 2012                     | 42,745          | 3,153      | 6.9%            | 6.7%         | 8.4%        |
| 2011                     | 43,026          | 3,305      | 7.1%            | 7.2%         | 8.8%        |
| 2010                     | 42,366          | 3,593      | 7.8%            | 7.6%         | 9.3%        |
| 2009                     | 41,382          | 3,372      | 7.5%            | 7.3%         | 8.3%        |
| 2008                     | 42,704          | 2,097      | 4.7%            | 4.5%         | 5.6%        |
| 2007                     | 42,788          | 1,628      | 3.7%            | 3.6%         | 4.6%        |
| 2006                     | 42,183          | 1,532      | 3.5%            | 3.3%         | 4.4%        |

*Source: Dept. of Labor, State of CT: <https://www1.ctdol.state.ct.us/lmi/LAUS/lmi123.asp>*

## GLOSSARY of TERMS

### A

#### ACCOUNTS PAYABLE

A short-term liability account reflecting amounts owed to individuals or organizations for goods and services received by a Government.

#### ACCOUNTS RECEIVABLE

An asset account reflecting amounts due from private persons or organizations for goods and services furnished by a government (but not including amounts due from other funds or other governments).

#### 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 the cash is received or spent.

#### ACTUARIAL BASIS

A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions, plus the compounded earnings thereon, will equal the required payments to be made out of the fund account.

#### ADEC (Actuarially Determined Employer Contribution)

ADEC (formerly known as OPEB) are Post-employment benefits provided by an employer to plan participants, beneficiaries and covered dependents through a plan that is separate from a plan to provide retirement income. It includes post-employment health care

benefits provided through a public employee retirement system or pension plan.

#### ADOPTED BUDGET

The annual operating budget for the fiscal year approved by the City Council. City Charter mandates that the City Council must approve the budget no later than May 15.

#### AMORTIZATION

The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

#### ANNUAL REPORT

A non-financial report that outlines the accomplishments and developments of the City departments over the past year. The report is published as an insert in the News-Times.

#### APPROPRIATION

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

#### ASSESSED VALUATION

A valuation set upon real estate or other property by a government as a basis for levying taxes. Pursuant to Connecticut statutes, values are assessed at seventy percent (70%), except motor vehicles, which are assessed at average trade-in.

## GLOSSARY of TERMS

### AUDIT

A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements. It is also a procedure for evaluating whether management has efficiently and effectively carried out its responsibilities. The auditor obtains the evidential matter through observation, inspection, inquiries and confirmations with third parties.

### AUDIT COMMITTEE

Three members of the City Council appointed by the Mayor and having specific responsibility for addressing all issues related to the independent audit of the City's financial statements.

### AUTHORITY

A government or public agency created to perform a single function or a restricted group of related activities. Usually, such units are financed from service charges, fees and tolls and may be completely independent of other governments or be partially dependent upon other governments for its financing.

## B

---

### BALANCED BUDGET POLICY

The City of Danbury is required to present and maintain a balanced budget, which occurs when the sum of estimated net revenues and appropriated fund balance and transfers is equal to appropriations.

Pursuant to the City's Balance Budget Policy, the City of Danbury strives to develop and maintain structurally balanced budgets for all

operating funds. The Policy states: "budgets will be balanced not just simply on a statutory basis where total budgeted revenues equal total budgeted expenditures. Rather operating budgets will be balanced on a true structural and sustainable basis where recurring revenues will exceed recurring expenditures on an annual basis.

### BANS (Bond Anticipation Notes)

Bond Anticipation Notes are short-term, interest bearing notes issued by a government in anticipation of bonds to be issued at a later date.

### BASIS OF ACCOUNTING

A term used to refer to when revenues, expenditures, expenses and transfers, and the related assets and liabilities, are recognized in the accounts and reported in the financial statements.

### BONDS AUTHORIZED AND UNISSUED

Bonds that have been authorized legally but not issued and that can be issued and sold without further authorization.

### BOND REFUNDING

The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

### BUDGET

An annual plan of financial operation embodying an estimate of proposed expenditures for the fiscal year and the proposed means of financing them.

## GLOSSARY of TERMS

### BUDGET CALENDAR

The schedule of key dates or milestones which the City Departments follow in the preparation, adoption and administration of the budget.

### BUDGET DOCUMENT

The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

### BUDGET MESSAGE

A general discussion of the proposed and adopted budgets as presented in writing by the Mayor to the City Council and the citizens of Danbury.

## C

---

### CAFR (Comprehensive Annual Financial Report)

The Comprehensive Annual Financial Report is the official annual financial report of a government. It includes introductory material, Management's Discussion & Analysis, City's financial statements, and supporting schedules to demonstrate legal compliance and statistical information.

### CAPITAL EXPENDITURE

Funds used by a company to acquire or upgrade physical assets such as property, industrial buildings or equipment. It is often used to undertake new projects or investments by the firm.

### CAPITAL PROJECT

A project which constitutes an expense of a minimum of \$25,000 and a useful life of 5 years or more.

### CHARGES TO USERS

An amount levied against users of a service provided by the City (e.g., sewer and water charges).

### CIP (Capital Improvement Plan)

The City's long range (6 year) plan for proposed capital expenditures to be incurred each year. It sets forth each project and specifies the estimated resources available to finance the expenditures. The City Charter mandates a capital budget for the ensuing year and for the five fiscal years thereafter. The CIP must be approved by the City's Planning Commission by February 15. The Capital Budget is not part of the City's annual operating budget.

### CITY COUNCIL

The legislative body for the City of Danbury. The Council consists of 21 members, 2 from each of 7 wards and 7 at-large, all of whom serve a term of 2 years.

### COLLECTIVE BARGAINING AGREEMENT

A consent between the City of Danbury and the various employee bargaining groups, which defines working conditions, salary and benefits, and job categories.

### COMMUNITY SERVICES

Community Services lists the non-profit organizations that have partnered with the City in providing much needed services for the community that would likely have been provided by the City Government but at a much higher cost to taxpayers if such an arrangement did not exist.

## GLOSSARY of TERMS

### CONTINGENCY

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

### CONTINUING APPROPRIATION

An appropriation that, once established, is automatically renewed without further legislative action, until altered or revoked.

### 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 Corporation and Fitch Investor Service are the three major rating agencies in the United States.

### CT DEEP - CONNECTICUT DEPARTMENT OF ENERGY AND ENVIRONMENTAL PROTECTION

The Candlewood Lake Authority outfits and provides a Marine Patrol on the lake who are empowered to enforce many of the CT Boating Laws. Our officers are trained by and operation is overseen by the

### CT DEEP - CONNECTICUT DEPARTMENT OF ENERGY AND ENVIRONMENTAL PROTECTION (continued)

Environmental Conservation Police of the Connecticut Department of Energy and Environmental Protection (CT DEEP). This is the legal agreement between them and us on the terms and conditions of that relationship.

## D

---

### DEBT MANAGEMENT POLICY

The primary policy objectives are to establish conditions and target benchmark ratios for the use of debt, minimize the City's net debt service and issuance costs, achieve the highest practical credit rating and provide timely and accurate financial disclosure.

### DEBT RATIOS

Comparative statistics illustrating the relation between the City's outstanding debt and such factors as its tax base, income or population. These ratios often are used as part of the process of determining the credit ratings of an issue, especially with general obligation bonds.

### DEBT SERVICE FUND

A separate fund which is the total of principal and interest paid annually on all the municipality's long-term bonds, notes and leases. It does not include debt payments made by Proprietary Fund types. The City will be introducing this new fund into the FY17 Budget.

### DEFERRED ASSESSMENT

The City Charter allows a deferral of a tax assessment for up to 7 years for construction activity that enhances economic development.

## GLOSSARY of TERMS

### DEFERRED COMPENSATION PLAN (457(b))

Retirement plan which gives employees the opportunity to defer receipt of a portion of their salary on a pre-tax basis. The Internal Revenue Code authorizes local governments to provide a deferred compensation plan for its employees. Mass Mutual is the sole provider for the City's (457(b)) deferred compensation plan.

### DEFINED BENEFIT PLAN

A pension plan having terms that specify the amount of pension benefits to be provided at a future date or after a certain period of time. The amount specified is usually a function of one or more factors, such as age, years of service, and compensation.

### DEFINED CONTRIBUTION PLAN

A pension plan having terms that specify how contributions to a plan member's account are to be determined, rather than the amount of retirement income the member is to receive. The amount received will depend on the amount contributed to the member's account, earnings on investments, and forfeitures of contributions made for other members that may be allocated to the member's account.

### DELINQUENT TAXES

Taxes remaining unpaid on and after the date to which a penalty for non-payment is attached.

### DEPARTMENT

A group which is comprised of a specific operation within a functional area. City **Departments** may contain one or more associated Departments.

### DEPRECIATION

The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

## E

---

### EMPLOYEE SERVICE BENEFITS

Funds which may be used to pay longevity, salary increases for non-union employees, vacant positions, and contractual sick leave payouts.

### ENCUMBRANCE

Commitment of funds to be used for goods and services not yet delivered. Funds are usually reserved or set aside upon execution of a contractual agreement.

### ENTERPRISE FUNDS

Proprietary fund types used to report an activity for which a fee is charged to external users for goods or service, i.e. Ambulance, Internal Service, Sewer and Water Funds.

### EXEMPT PROPERTIES

Properties of religious, educational, governmental, or charitable organizations not subject to taxation.

### EXEMPTION

A deduction to a real or personal property assessment authorized by statute.

## GLOSSARY of TERMS

### EXPENDITURE

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

## F

---

### FIDUCIARY FUNDS

Funds used to report assets held in a trustee or agency capacity for others which cannot be used to support a government's own purpose. Funds in this category include pension (and other employee benefit) trust funds, private purpose trust funds, and agency funds.

### FISCAL YEAR

A 12- month period to which the annual operating budget applies and at the end of which the City determines its financial position and the results of its operation. The fiscal year for the City of Danbury is from July 1 to June 30.

### FIXED ASSETS

Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and significant/permanent improvements other than buildings and land.

### FUND

A fiscal and accounting entity with a self-balancing set of accounts.

### 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.

### FUND EQUITY

An equity fund is a mutual fund that invests principally in stocks. It can be actively or passively (index fund) managed. Also known as a "stock fund".

## G

---

### GAAP (Generally Accepted Accounting Principles)

Uniform minimum standards and guidelines for financial accounting and reporting.

### GASB (Governmental Accounting Standards Board)

The authoritative accounting and financial reporting standard setting body for government entities.

### GASB #45

Governmental Standard Accounting Board Statement No. 45 relating to Other Post-Employment Benefits (**OPEB**). GASB 45 applies the accounting, actuarial, and reporting requirements used for pension fund assets and liabilities to health benefits for eligible participants who may be current, former or retired employees.

## GLOSSARY of TERMS

### [GASB #54](#)

Governmental Accounting Standards Board Statement No. 54 relating to Fund Balance Reporting and Governmental Fund Type Definitions. The objective of GASB #54 is to provide clearer fund balance classifications that can be more consistently applied and clarify the existing governmental fund type definitions.

The Statement also provides for additional classifications such as restricted, committed, assigned and unassigned based on the relative strength of the constraints that control how specific amounts can be spent.

The **restricted** fund balance includes amounts that can be spent only for the specific purposes stipulated by constitution, external resource providers or through enabling legislation.

The **committed** fund balance includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority.

### [GASB #54 \(continued\)](#)

The **assigned** fund balance includes amounts intended to be used by the government for specific purposes but do not meet the criteria to be classified as restricted or committed.

**Unassigned** fund balance is the residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications.

### [GENERAL FUND](#)

The General Fund is the general operating fund of the City government. This fund accounts for all financial resources except those required to be accounted for in another fund.

### [GENERAL OBLIGATION BONDS](#)

Bonds for which payment is backed by the full faith and credit of government and is considered payable from taxes and other general revenues.

### [GFOA \(Government Finance Officers Association\)](#)

A national association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. Its goal is to provide practical guidance to accounting and auditing professionals serving

### [GFOA \(Government Finance Officers Association\) \(continued\)](#)

State and local government. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored awards programs for budgeting and financial reporting since 1946.

### [GRAND LIST \(gross\)](#)

The official list of the total assessed value of real estate, personal property and motor vehicles within City boundaries. The taxes are determined October 1 for the ensuing fiscal year in which they are due.

## GLOSSARY of TERMS

### GRAND LIST (net)

The net grand list is the assessed value of all taxable property in a municipality net of exemptions allowed under state statutes as of October 1.

### GRANT AGENCY

Any private, non-profit agency, which receives funding from the City to provide services to its residents.

## H

---

### HVCEO

An acronym for the **Housatonic Valley Council of Elected Officials**, located in the Old Brookfield Town Hall building. It is a voluntary regional coordinating body maintained by ten municipalities in western Connecticut. Its mission is to make the region a better place in which to live, do business and visit.

### HART

HART is an acronym for Housatonic Area Regional Transit which is Greater Danbury's public transportation provider. HART currently operates a 15 Route bus system and operates both local and shuttle bus services to 11 municipalities.

## I

---

### INDIRECT REVENUE

Any revenues received by the City other than from property tax (tax revenues).

### INTERFUND TRANSFER

Payments from one administrative budget to another, which result in the recording of a receipt and an expenditure.

### INTERNAL SERVICE FUNDS

Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or on a cost reimbursement basis.

### INTERGOVERNMENTAL REVENUES

Revenues from other governments in the form of grants, entitlements, shared revenues or payment in lieu of taxes.

### INVESTMENT POLICY STATEMENT

Pursuant to the recommendations of GFOA (Government Finance Officers Association) to follow "Best Practices" for municipal governments, the City adopted a *Statement of Investment Policies and Guidelines for Cash Management*.

Investment Policy which provide for additional investing guidelines; defines the purpose and overall objectives of the investments; establishing new internal controls/monitoring procedures; and additional oversight.

## GLOSSARY of TERMS

### J

---

#### **JUDGMENT**

An amount to be paid or collected by a government as the result of a court decision including a condemnation award in payment for private property taken for public use.

### L

---

#### **LEASE/PURCHASE AGREEMENTS**

Contractual agreements that are termed leases but that in substance are purchase contracts.

#### **LIABILITIES**

Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

#### **LINE ITEM**

Also called an account. A specific expenditure or revenue category within a departmental budget, e.g., postage, electric, travel, or fuel.

#### **LoCIP (Local Capital Improvement Program)**

State of Connecticut program which provides funds to municipalities for eligible local projects, such as road and sidewalk repairs, bridges, dams, sewer and water projects, public park improvements and renovations to public buildings.

#### **LOGIC MODEL**

A learning and improvement tool that will help department heads to focus on what they want to accomplish and how they will reach their goals.

#### **LONG-TERM DEBT**

This includes long-term liabilities associated with governmental activities. Items included under the long-term debt category are bonds and notes, for which the municipality has pledged its full faith and credit, and capital lease obligations.

### M

---

#### **MAYOR'S CAPITAL PLAN**

The capital expenditure plan which is the first year of the City's Capital Improvement Plan.

#### **MAYOR'S PROPOSED OPERATING BUDGET**

The operating budget for the ensuing fiscal year presented to the City Council by the Mayor outlining the financial policy of the City government, providing estimates of revenue and itemized estimates of expenses and the Mayor's recommendation for the amounts to be appropriated. City Charter mandates that the budget be presented no later than April 7.

## GLOSSARY of TERMS

### MILL RATE

The mill rate is the rate of taxation levied on property subject to taxation under Connecticut General Statutes. One mill is equal to 1/1000 of a dollar of assessed value. For example, a tax rate of 20 mills is equivalent to \$20 per \$1,000 of assessed value.

### MISCELLANEOUS APPROPRIATION ADJUSTMENT

Adjustments required under GAAP as part of the City's year-end closing procedure.

### MOA – MEMORANDUM OF AGREEMENT

A memorandum of agreement (MOA) is a written document describing a cooperative relationship between two parties wishing to work together on a project or to meet an agreed upon objective. An MOA serves as a legal document and describes the terms and details of the partnership agreement.

### MODIFIED ACCRUAL ACCOUNTING

A basis of accounting in which revenues are recorded when collected and expenditures are recorded when encumbered.

## N

---

### NET BONDED DEBT

Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

### NET INTEREST COST (NIC)

A method used to calculate a bond issuer's interest cost. The net interest cost (**NIC**) does not take into account the time value of money. The NIC is equal to the total interest payments plus discount (or minus premium), divided by the number of bond years.

## O

---

### OPEB (Other Post-Employment Benefits) funding Policy

OPEB are Post-employment benefits provided by an employer to plan participants, beneficiaries and covered dependents through a plan that is separate from a plan to provide retirement income. It includes post-employment health care benefits provided through a public employee retirement system or pension plan.

With the implementation of GASB 45 accounting requirements, local governments are now required to report the existing obligations for postemployment benefits other than pensions, (**OPEB**).

Consequently, the City of Danbury has adopted an OPEB funding Policy which establishes a funding plan that will fund the OPEB Liability by at least 50% within 30 years by making Incremental increases of 5% over the annual pay-as-you-go funding levels.

### 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.

## GLOSSARY of TERMS

### OPERATING RESULT

The amount by which actual revenues varied from budgeted revenues and actual expenditures varied from budgeted expenditures, aggregated in total, during a fiscal period.

### OPERATING TRANSFERS

Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

### ORDINANCE

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

### OTHER FINANCING SOURCES

An increase in the General Fund's resources not classified as revenues. GAAP limits the use of this category to certain specified situations. A component of OFS is "transfers in". Transfers In are transactions between funds received by the fund from another fund within of the municipality.

### OTHER FINANCING USES (OFU)

A decrease in the General Fund's resources not classified as expenditures. GAAP limits the use of this category to certain specified situations. A component of OFU is "transfers out". Transfers out are transactions between funds paid to the fund from another fund within of the municipality

### P

---

### PERFORMANCE MEASUREMENT

An indication of what a program or service is accomplishing and whether results are being achieved.

### PILOT

An acronym for "payment in lieu of taxes". These payments represent a partial reimbursement for foregone property tax revenues from State owned property and hospitals, tax relief for the elderly and tax exemptions for veterans.

### PROPERTY TAX

A tax levied on the value of real property set annually by the City Council to fund general government expenditures. The property tax is expressed as a dollar value per \$1,000 of assessed valuation.

## GLOSSARY of TERMS

### Q

---

#### Q-ALERT

A software system used to track the action on requests submitted through City Line 311 or the City's website. Requests are tracked from submission to completion. The system also provides data and reports to aid managers in analyzing trends in requests and timeliness and effectiveness of service.

### R

---

#### RECURRING COSTS

Expenditures occurring on an annual basis. Included in this category are FICA taxes, Insurance, Pension Benefits, Worker's Compensation, State Unemployment Compensation, Employee Service Benefit, Employee Health and Life Insurance and Union Welfare.

#### REFUNDING BONDS

Bonds issued at a lower interest rate to retire higher interest rate bonds already outstanding.

#### RESERVE

An account which indicates that a portion of a fund's balance is legally restricted for a specific purpose and is not available for general expenditure.

#### RESOLUTION

A special temporary order of a legislative body; an order of legislative body requiring less legal formality than an ordinance or statute.

#### REVALUATION

The reappraisal of all real estate in the City to achieve uniformity in property valuations and ensure all property owners are paying their proportionate share of taxes. Connecticut State Statutes mandate a revaluation every 5 years. The City's next revaluation is scheduled to be effective October 1, 2017.

#### REVENUE

Funds the government receives as income, excluding "other financing sources". Such funds may be tax payments, fines, grants or interest income.

#### REVENUE BONDS

Bonds usually sold for constructing a project which will produce revenue for the government and whose principal and interest are paid from this revenue.

#### RISK MANAGEMENT

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

## GLOSSARY of TERMS

### S

#### S.A.V.E.

An acronym for “**Seniors Adding Valuable Experience**”. This program allows seniors to qualify for a property tax credit through community service in Danbury.

#### 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.

#### SHORT-TERM DEBT

Debt with a maturity of one year or less after the date of issuance.

#### SPECIAL REVENUE FUND

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

#### STATUTE

A written law enacted by a duly organized and constituted legislative body.

### T

#### TAX APPEAL

Taxpayers who disagree with the assessed value of their property can appeal their assessments to the Board of Assessment and Appeal for relief. Taxpayers may take their appeals to court if their efforts at the Board of Assessment and Appeal are unsuccessful.

#### 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 government to finance services performed for the common benefit.

#### TAX LIENS

Claims governments have upon properties until the taxes levied against them have been paid. This term is sometimes limited to those delinquent taxes the government has taken legal action to collect through the filing of liens.

#### TAX REVENUES

Moneys received from the assessment of real estate, personal property, and motor vehicles within the City of Danbury.

#### TRANSFERS

Movement of funds from one distinct accounting entity to another.

## GLOSSARY of TERMS

### TRUST FUNDS

Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

### U

---

### UNENCUMBERED BALANCE

The amount of funds which is neither expended nor reserved, but is still available for future purchases.