
2017-2018 PROPOSED BUDGET



MARK D. BOUGHTON, MAYOR

**CITY OF DANBURY
CONNECTICUT**

CITY OF DANBURY 2017-2018 PROPOSED BUDGET

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CITY OF DANBURY, CONNECTICUT

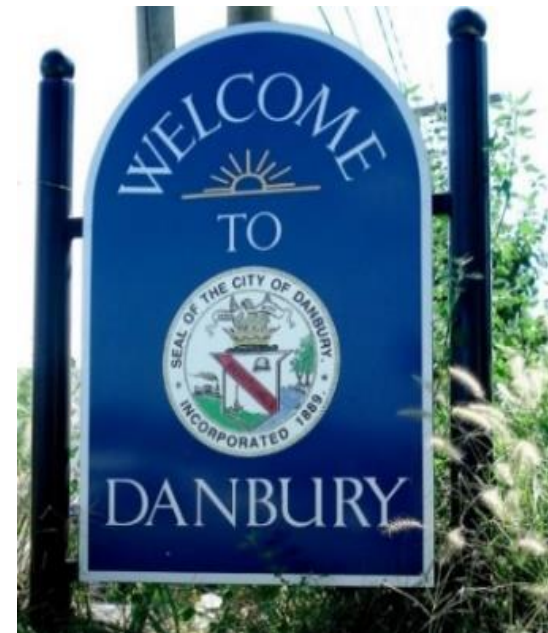
Danbury is the largest city in northern Fairfield County and the 7th largest City in Connecticut. Also, Danbury has routinely been recognized as one of the safest large cities in Connecticut and New England. The City is 44.3 square miles (42.1 square miles of land and 2.2 square miles of water) and has 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 2015 U.S. Census, Fairfield County is one of the wealthiest counties in the United States, with a median household income of \$86,414 for the County, and \$69,394 for the City. Danbury, with a population of 84,657, 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.

The City of Danbury was recognized for its high standard of living by the financial web site 24/7 Wall St. by ranking Danbury as the second “Best City to Live.” 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 man-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.



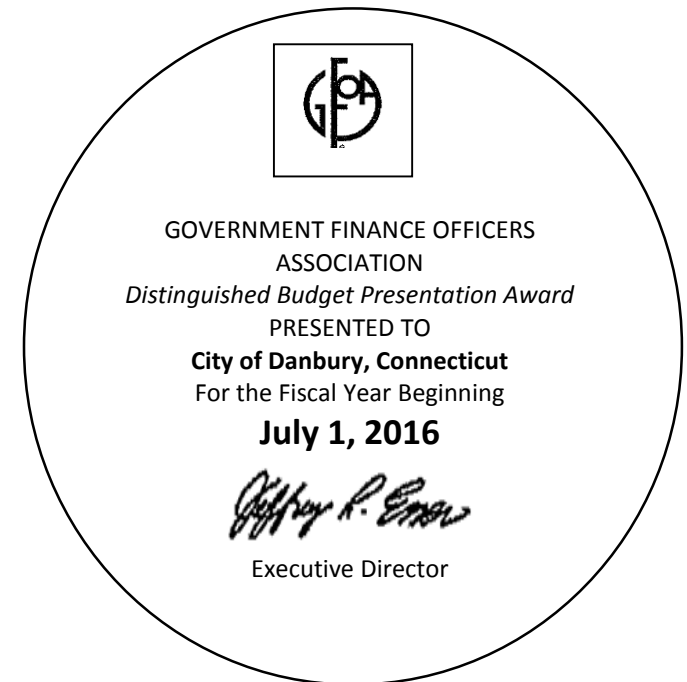
SOURCES: Images of America, Danbury, Danbury Museum and Historical Society, Wikipedia website - history of Danbury, HVCEO website, "Changing Land Use in Danbury, Connecticut", and looking for adventure website, "History of Danbury, Connecticut."

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 not proficient, proficient, or outstanding in regards 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 2016-2017 Adopted Budget, and for the previous twelve 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.





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

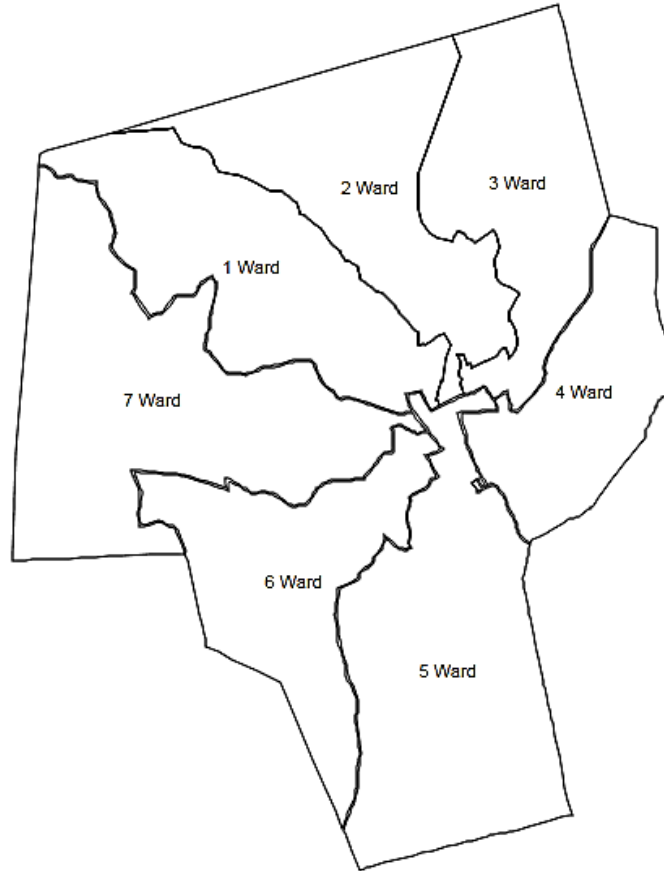
CITY COUNCIL MEMBERS

At Large	
Christina Chieffalo	(R)
Philip D. Curran	(R)
Michael J. Esposito	(R)
Colleen Stanley	(R)
Warren Levy	(R)
Gregg William Seabury	(R)
Andrew Wetmore	(R)

1ST Ward	
Irving M. Fox	(R)
John Priola	(R)

2nd Ward	
Vinny DiGilio	(R)
Elmer Palma	(R)

3rd Ward	
Christopher J. Arconti	(R)
Joseph A. Cavo*	(R)



4th Ward	
John J. Esposito III	(D)
Thomas J. Saadi	(D)

5th Ward	
Duane E. Perkins	(D)
Fred Visconti	(D)

6th Ward	
Benjamin Chianese	(D)
Paul T. Rotello	(D)

7th Ward	
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**

April 1, 2017

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

I am pleased to present the proposed budget for the fiscal year commencing July 1, 2017 and ending on June 30, 2018.

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 2017-2018 Proposed 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, bridge and sidewalk, technology, Public Works 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) Parks and recreational facilities
- (5) Creating/expanding new educational programs to address the achievement gap

The City of Danbury continues to be nationally recognized as one of the "Best Cities to live" because of the "Danbury quality of life." We listen to the needs of our community and make the necessary investments to protect the quality of life that is expected by our Danbury residents. As such, a UNIT Housing Coordinator will be hired to enforce housing codes and to address housing code issues. Eleven years ago, I created the Unified Neighbor Inspection Team (U.N.I.T.) – a dedicated team to resolve about 1,200 quality of life complaints annually through enforcement and education and the results have proven its tremendous success every year since. 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. 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)

The marketplace continues to change in terms of economic development. We must continue to draw businesses to Danbury through participatory development strategies, regular interactions with community and business conferences. The recently created Business Advocacy Office has been instrumental in developing a more interactive working relationship with the business community, especially the small to medium sized businesses. By doing so, we have seen very favorable results in terms of business retention and the creation of new business leads and opportunities.

It is important to emphasize that we DO WANT the big corporations to come to Danbury and we want those that are already here, to remain here in Danbury. We are simply acknowledging that the small and medium size businesses may lack the same kind of resources as the “big” businesses and may need a local advocate to support, guide and assist them in their decision to locate to or expand in Danbury. Danbury has always been a business friendly community and this is just another way of going that extra mile to ensure their success. Nevertheless, please stop in to see us or call if you are interested in learning more about our great City!

Danbury continues to be recognized as one of the safest large cities in Connecticut and in New England

The Danbury Labor Market unemployment remains the lowest in the state at 5.0% 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.

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.

After many years of careful planning combined with conservative business practices and the simple good fortunate of living where we do, Danbury residents have many reasons to be optimistic. We have proactively implemented policy measures that are fiscally prudent enabling us to more effectively manage the long term spending growth for the General Fund. This means that we are able to consistently provide great services that enhances the quality of life for the City of Danbury residents at a very affordable cost.

Mayor's Message (Continued)

IN CONCLUSION

The FY 2017-2018 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 2017-2018 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.

While the Great Recession of 2008 may be over, the lessons it taught us should never be forgotten! It has taught us people must always come first! It 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. It has taught us to always remain vigilant in our fiscal restraint and always view challenges as opportunities for positive changes. It is especially important in government, to think "outside the box" and to find extraordinary solutions to deal with extraordinary problems that do not add 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 annual budget plan.

Respectfully Submitted,

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

Mark D. Boughton
Mayor

Executive Summary - FY 2017-2018 Budget

The FY 2017-2018 Budget totals \$250,500,000, an increase of \$6,400,000 (2.62%) in general fund spending as compared to the 2016-2017 Adopted Budget. The FY 2017-2018 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 2017-2018 Budget requests from all general fund departments totaled \$254.3 million, which is an increase of \$10.2 million (4.2%) from the 2016-2017 Adopted Budget: \$131.9 million from the Board of Education (\$5.9 million or a 4.7% increase); and \$122.4 from City Departments (\$3.4 million or a 2.9% 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 2017-2018 Budget will reflect spending trends for current and proposed initiatives throughout the City Departments.

The \$250,500,000 FY 2017-2018 Budget operates within the 2.5% general fund expenditure spending cap limit of \$250,689,953. While the FY 2017-2018 Budget represents a one-year operational plan, strategies are already underway to cap our general fund expenditure growth for future years. The City of Danbury has exercised fiscal constraints for many years – if fact, constant cost containment/reduction efforts have resulted in a low average annual expenditure growth trend of about 2.6% over the last 10 years. Some of the more visible saving initiatives have included the SmartGov Project, “Go Green”/paperless initiatives, CRM Project, outsourcing of: Dispatch Center, Information Technology, Grants administration, and Pension Administration. The FY 2017-2018 Budget includes outsourcing of crossing guards and technology projects: to improve workflow and efficiency while providing more transparency to the public. The city continues to make every effort to minimize the cost burdens of its largest budgetary line item of salary and benefits by only filling vacant positions as deemed essential for public safety and government efficiency. The streamlining of 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 is 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 spending cap and has prepared itself very well to maintain a low spend trend and a low mill rate for future years!

Budgetary Highlights

The FY 2017-2018 Budget totals \$250,500,000, an increase of \$6,400,000 (2.62%) as compared to FY 2016-2017 Adopted Budget. The Mill Rate of 28.95 represents a slight increase of 0.27 mills or 0.94%. The typical homeowner with a fair market value of \$325,000 and two cars will see a very modest increase in their taxes of about \$16.00 per quarter or \$64 per year.

The summary of the FY 2017-2018 spending plan as compared to the FY 2016-2017 Adopted Budget is as follows:

- ❖ **\$2.25 million (1.8%) – Education** – Increased funding for operations (BOE requested \$5.9 million)
- ❖ **\$2.05 million – Employee wages & benefits (including Retirees)** – Contractual wage/promotional increases, health, dental, prescriptions, worker’s compensation, disability, retiree benefits, etc. (based upon claims experience)
- ❖ **\$1.0 million – Debt Service** – FY 2016-2018 Budget was temporarily lowered by \$800,000 due to savings from the 2016 Bond refunding. The FY 2017-2018 Budget represents the debt service costs associated with the current issued debt levels.
- ❖ **\$0.6 million – OPEB** – Other Post-Employment Benefits – The City will make an additional \$0.5 million contribution into the OPEB Trust to ensure contractually obligated benefits are available upon retirement and to remain in compliance with the City’s OPEB funding policy.
- ❖ **\$0.5 million – ADEC** - Actuarially Determined Employer Contribution is increasing to maintain sufficient funding of the City’s Pension Plan.
- ❖ **Capital Projects** –The capital projects funding level of \$3.9 million from the general fund will not require any new funding for FY 2017-2018, however it will require \$1.3 million from fund balance (a separate funding request has been submitted) to fund the \$5.2 million in recommended capital projects. As we have done in the past, general fund allocations to capital projects will gradually increase as deemed affordable to do so.

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, positioning the City well to maintain the 2.5% spending cap.

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,” led to the creation of the Office of Project Excellence (OPE). The Office of Project Excellence strives to bring the departments together to enhance communications and to focus our efforts towards meeting the citywide goal and objectives as identified in the standing executive projects committee and 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.

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. For example, 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 with other departments. Additionally, most of the city’s desktops have been replaced over the last several years with more cost effective solution which has not only 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 and to research options to send/receive invoices and make payments electronically which would result in significant cost savings by improving operational efficiencies. Paperless workflows are intended to 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”.

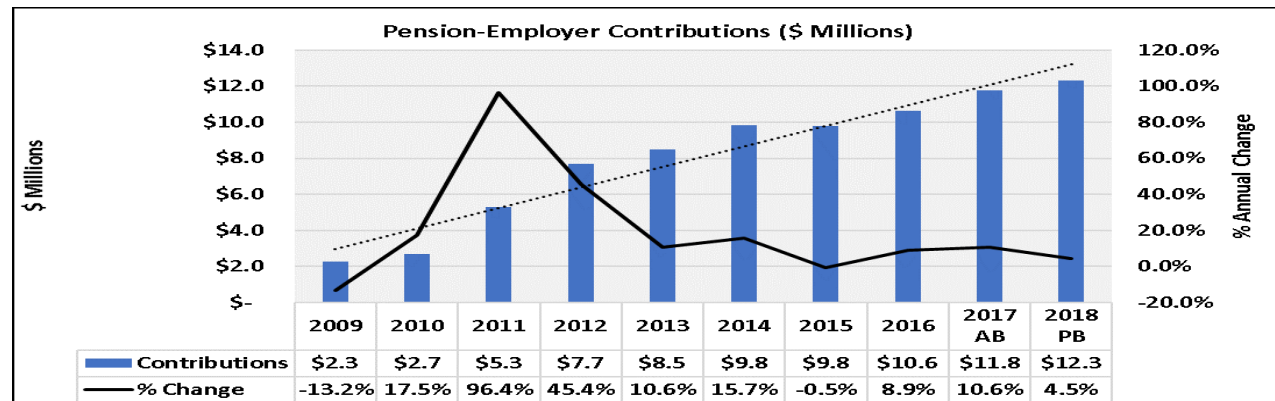
Executive Summary: Budgetary Highlights (Continued)

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 and Pension Actuarially Determined Employer Contribution (ADEC)

The FY 2017-2018 funding level for the **Pension ADEC** (Actuarially Determined Employer Contribution) is estimated to increase by \$0.5 million over FY 2016-2017 to \$12.3 million. The “pension plan” comprises of 7 separate plans and has about \$250 million in assets which distributes about \$21 million in annual pension payments. Typical individual investments are routinely traded in the stock market and may fluctuate significantly from one year to the next. However, an important distinction of public pension plans is that they are designed to be aligned with the length of a career and time in subsequent retirement – typically 20-30 years. The average annual rate of return for the City’s pension plan over the long term (last 30 years) has been just over 8% which exceeds our expected rate of return of 7.25%. Since the 2008 stock market crash, average annual returns have lagged behind the expected rate of return of 7.25%. Consequently, the City is required to increase the amount of annual pension payments to ensure that the pension plan remains well funded. The City routinely reviews strategies and assumptions with our actuaries to better balance budgetary constraints with anticipated future costs. Lastly, the City pension administrative services have been outsourced to streamline the entire pension administration for our current and prospective retirees which will provide enhanced “real time” actuarial services. 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 the increasing ADEC requirement has allowed the city to maintain a strong 80% funding level.



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 increased funding of approximately \$0.5 million each year starting in FY 2014-2015. To remain in compliance with the OPEB funding policy, the FY 2017-2018 Budget will increase the current budget level by approximately \$0.6 million (5% of the annual OPEB liability) to \$2.0 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 about \$500,000 (approximately 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 \$46.7 million or 57.2%. The Education budget (including Headstart funding of \$214,000) will increase by \$2.25 million to \$128.5 million in FY 2017-2018. 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 \$5.3 million 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 build a new facility in 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, will open in 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. In June 2015, the voters supported a \$53.5 million bond referendum to expand and renovate the Danbury High School. Unlike the state grant funding level of 63% for the elementary and middle school projects, it is expected that approximately 80% of the Danbury High School 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 issued as older bonds are being retired. I am very excited that soon the City of Danbury students will have a new "state of the art" Danbury High School facility that will better prepare them so that they may have even more opportunities to truly make a difference in the Danbury community.

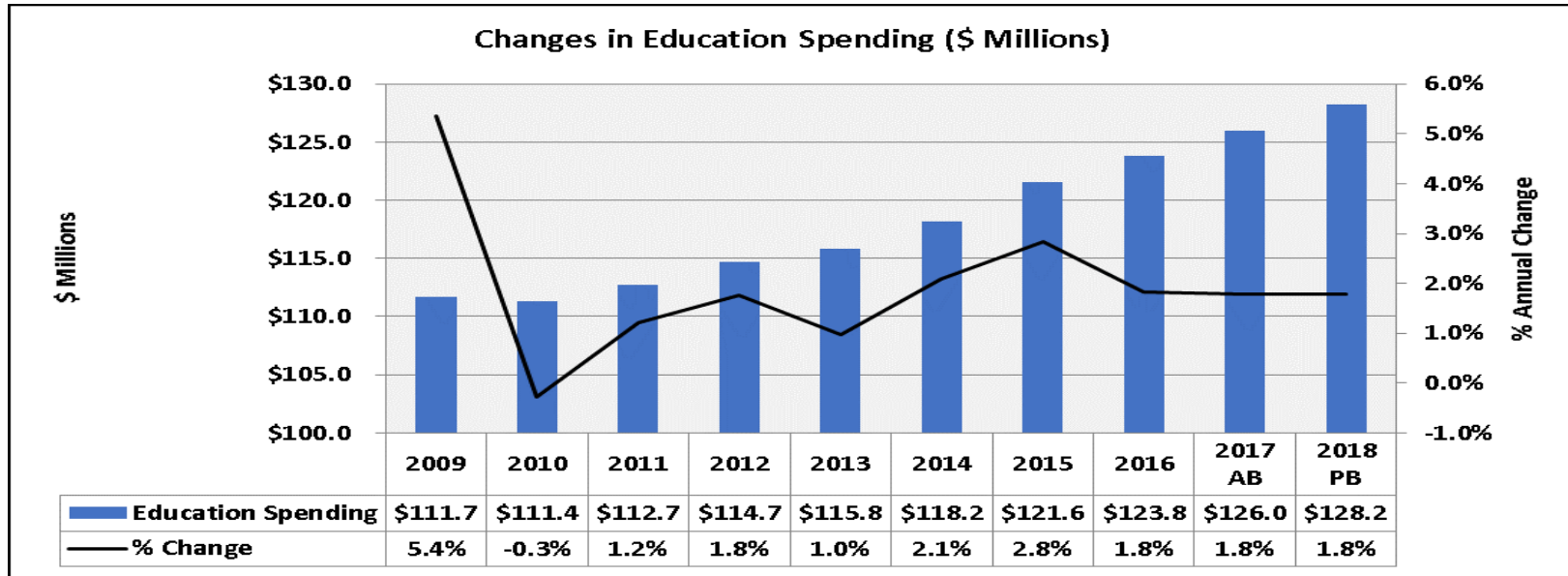
Executive Summary: Budgetary Highlights (Continued)

The City government and the BOE (Board of Education) has 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 year 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. Although we were aware that a self-insured plan was not without risk, our historical analysis clearly indicated that there was a strong potential for savings over the long run. The renewal rates have been very modest over the last two years and is expected to be about 6.5% for FY 2017-2018 resulting in a \$750,000 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 is gradually building reserves which need to eventually total to approximately 25% of health insurance costs (\$9.6 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.

The BOE has also realized a similar 7% savings. Much of the savings has be 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 \$2,250,000 (1.8%) for a total of \$128.2 million (exclusive of \$214,000 of funding for Head Start) which is 51.6% of the total FY 2017-2018 Budget of \$250,500,000.

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

- ❖ Debt service for the school buildings (\$3.2 million)
- ❖ BOE employees’ pension ADEC (Actuarially Determined Employer Contribution – formerly ARC) (\$2.0 million)
- ❖ Technology Improvement Program (\$250,000)
- ❖ Field maintenance costs (\$353,845)

A total of 53.5% (\$134.1 million) of the FY 2017-2018 Budget is allocated for BOE purposes when the \$5.8 million of additional BOE costs are combined with the direct allocation of \$128.2 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 nine budgets, will be continued for the FY 2017-2018 Budget. Specifically, the City will continue to strategically fund vacant positions to help offset cost increases. The City currently has sixty-one (61) vacant partially or fully funded positions of which twenty-five (25) are related to Public Safety and fifteen (15) to Public Works/Public Utilities. With the exception of five (5) clerical vacant positions, all vacant positions in Public Safety, Public Works, and Public Utilities have been fully funded. Partial funding of ten (10) vacant position resulted in nearly \$0.5 million in salary savings for the FY 2017-2018. 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 is ongoing 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 2017-2018 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 2017-2018 Budget ELIMINATES the use of appropriated fund balance while strengthening our financial mobility. As planned, the FY 2017-2018 Budget completely eliminated the use of appropriated fund balance. 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 \$0 to ensure only a minimal impact to the mill rate. Fund balance may be strategically used for one-time uses such as capital projects or emergencies. 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 2017-2018 Budget.

BUDGET OVERVIEW AND MAJOR INITIATIVES BY FUND

GENERAL FUND:

General Government

- The FY 2017-2018 Proposed Budget for General Government is \$67,344 more than the FY 2016-2017 Adopted Budget due mostly to contractual increases.
- The hiring freeze, which I instituted eight years ago, remains in effect on all non-essential positions. There are nine open positions which will only be partially funded thus saving \$0.3 million for FY 2017-2018.
- The FY 2017-2018 Proposed Capital Budget includes funding for the following: Finance – City Hall Equipment (\$150,000), BOE Technology Improvement (\$250,000); IT – City Server Storage (\$125,000), PS Tough Book Replacements (\$50,000), HW Replacement (\$75,000), IT Security (\$25,000), MS 365 Integration (\$100,000), Open Data Reporting (\$50,000), CRM Ph 2 – lease (\$500,000), MFD copiers – lease (\$83,543); Office of Project Excellence – Downtown Loan Improvement Program (\$100,000); Planning – Octagon House Rehabilitation (\$125,000), Hearthstone Castle Walled Garden (\$1,600,000); Tax Assessor – Property Tax Revaluation (\$150,000).

Public Safety

- The FY 2017-2018 Proposed Budget for Public Safety is \$1.4 million more than the FY 2016-2017 Adopted Budget primarily due to contractual increases and contract modification costs (increased services) associated with Western Connecticut 911 Communications Center (new Dispatch Center). However, four non-emergency personnel positions will only be partially funded thus saving \$0.2 million for FY 2017-2018.
- The administration and staffing of school crossing guards will be outsourced to a qualified vendor however the Police Department will still provide oversight. The patrol officers currently utilized for supporting school crossing guard services will now be able to support more urgent public safety matters.
- The FY 2017-2018 Capital Budget will include funding for the following: Police Department Capital Program – Vehicle Replacement Program (\$440,000), Taser Replacement Program (\$35,000), and ICOP Replacement Program (\$35,000); Fire Department Capital Program – Fire tools (\$50,000), Turnout Gear (\$50,000), Apparatus Replacement (\$55,000) Volunteer Station Repairs (\$40,000), HQ Addition (\$50,000) and Fire apparatus – leases (\$350,150).

Budget Overview and Major Initiatives by Fund (Continued)

Public Works

- The FY 2017-2018 Proposed Budget for Public Works is \$0.2 million more than the FY 2016-2017 Adopted Budget due mostly to contractual increases.
- The FY 2017-2018 Capital Budget will include funding for the following: Construction Services – Playground safety improvements (\$150,000), Engineering – City Sidewalks/street improvements (\$1,625,000), Bridge Maintenance (\$150,000), Still River Project (\$1,365,000), Jefferson Ave. Bridge (\$250,000), MS4 Permit Requirements (\$450,000), Middle River Road Bridge (\$100,000), Crosby St. Bridge (\$800,000), Recreational Improvements (\$850,000), City Basketball Courts (\$200,000), Triangle St. Bridge (300,000), Franklin St. Bridge (\$2,000,000), Kenosia Ave Bridge (\$500,000), Library Parking Lot Reorganization (\$85,000); Forestry – Tree Removal Program (\$40,000), Highway – Replace Equipment (\$360,000), Paving, drainage and road improvements (\$3,100,000), Streetlight Program (\$200,000); Public Buildings – HVAC Replacement Program (\$135,000), Parking Garage Repairs (\$50,000), Replace Chiller and RTU's at City Hall (\$170,000), Ives House HVAC (\$65,000), Workplace Safety (\$200,000), School Roof Replacement (\$1,500,000), UST Replacements – various Schools (\$100,000), School HVAC (\$200,000), School Boiler Replacement Program (\$990,229).

Health & Welfare

- The FY 2017-2018 Proposed Budget for Health and Welfare is about \$58,000 more than the FY 2016-2017 Adopted Budget due mostly to contractual increases.

Education

- The FY 2017-2018 Proposed Budget will include an appropriation for the Board of Education of \$128.7 million, an increase of \$2.25 million from the FY 2016-2017 Adopted Budget. The Board of Education had requested \$132.1 million (\$131.9 for the BOE and \$0.2 for Headstart- both are combined for comparative purposes), an increase of \$5.6 million. I realize that this will not be an easily achievable goal to close the funding gap of this size however it is highly likely that they will receive at least \$2.0 million more in Alliance Grant funding from the State. 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.

Budget Overview and Major Initiatives by Fund (Continued)

Culture/Recreation

- The FY 2017-2018 Capital Budget will include funding for Richter Park – Improvements – (\$950,000).
- Funding to the Danbury Public Library will be \$2.2 million for FY 2017-2018, an increase of \$122,000 mostly due to contractual increases.
- The Department of Recreation budget for FY 2017-2018 will have a slight increase of about \$6,000 mostly due to contractual increases.
- Funding of the Authorities and Commissions has remained flat with the current levels.
- Community Services for the FY 2017-2018 Budget will remain at the same funding level of \$513,898 which 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 limited amount of 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. 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 \$12.3 million. The FY 2017-2018 Proposed Budget for OPEB is \$2.0 million, an increase of \$0.6 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 \$1.0 million or about 6.5%.

Budget Overview and Major Initiatives by Fund (Continued)

Debt Service

- The FY 2017-2018 Proposed Budget for Debt Service increased by \$1.0 million to \$16.8 million. The debt service level was temporarily reduced for the FY 2016-2017 Adopted Budget – 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, savings 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 Proposed Budget includes a contingency totaling \$300,000 for unanticipated expenses throughout the year.

Transfers Out & Capital Plan

- The total FY 17-18 Capital Budget of \$24,819,922 to be funded as follows: FY 2017-2018 General Fund Budget (\$3,878,922), Allocation from General Fund balance (\$1,300,000), Sewer and Water Funds (\$1,157,000), Ambulance Fund (\$365,000), Animal Control Fund (\$15,000), Borrowing – Bonds/BANS (\$3,000,000), Federal/State grants (\$1,729,000), CDBG (\$525,000), funds from existing bonds (\$12,850,000).

Budget Overview and Major Initiatives by Fund (Continued)

- The proposed \$3.0 million borrowing included in the FY 2017-2018 Capital Budget for the following projects have been deemed necessary at this time: Still River removal of vegetation, dredging & wall repair (\$1,365,000); MS4 Permit Requirements (\$450,000); Replace HW equipment (\$100,000); HVAC Replacement Program (\$135,000); School Roof Replacement Program (\$750,000); School HVAC Program (\$200,000).
- The transfer out to fund the Animal Control fund will remain the same at \$306,000.

Budget Overview and Major Initiatives by Fund (Continued)

AMBULANCE FUND:

- The FY 2017-2018 Proposed Budget of \$3,712,000 will remain at the same level as the current year.
- The FY 2017-2018 Capital Budget will include \$365,000 for the EMS Vehicle Replacement Program.
- 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 2017-2018 Proposed Budget of \$320,000 will remain at the same level as the current year.
- Capital Reserves for equipment have been funded at \$15,000 – same as current year levels. As a “reserve” the funds will be set aside and grow annually until such time enough funds are available and are used for the intended purpose.
- A new \$1.0 million Animal Control Center has been fully funded and is currently being designed. Construction is expected to begin within the next 12-18 months.
- 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 2017-2018 Proposed Budget will not require a rate increase.
- The FY 2017-2018 Capital Budget will include funding for the following: Sewer – WWTP Emergency Generator (\$1,187,000), and Sewer Collection System Improvements (\$275,000).

Budget Overview and Major Initiatives by Fund (Continued)

WATER FUND:

- The FY 2017-2018 Proposed Budget will not require a rate increase.
- The FY 2017-2018 Capital Budget will include funding for the following: Kenosia Well Field Groundwater Treatment (\$270,000), Harvest Hill Emergency Generator (\$92,000), WestConn Pump Station Upgrades (\$120,000) and Margerie Treatment Plant Upgrades (\$172,000).

CAPITAL FUND:

- The FY 2017-2018 Proposed Capital Projects Budget includes funding for 62 projects totaling \$24,819,922 and is allocated as follows: General Fund projects (\$19,450,000), General Fund leases (\$1,923,922), Ambulance Fund (\$365,000), Animal Control Fund (\$965,000), Sewer Fund (\$1,462,000), and Water Fund (\$654,000).
- The FY 2017-2018 Proposed Capital Projects of \$24,819,922 will be financed as follows: General Fund Capital – tax levy (\$3,878,922), allocation from General fund balance (\$1,300,000), existing bond authorizations (\$12,850,000), BANs A.K.A. “Notes” (\$3,000,000), CDBG (\$525,000), State/Fed/other-grant (\$1,729,000), Ambulance Fund (\$365,000), Animal Control Fund (\$15,000), Sewer Fund (\$572,000) and Water Fund (\$585,000).
- The LoCIP (Local Capital Improvement Program) projects that were approved for the FY 2016-2017 Adopted Budget were not initiated because State funding was eliminated during FY 2016-2017. These previously approved projects would continue if the funding is restored in the final State budget.

CITY OF DANBURY
FY 2017-2018 Annual Highlights

<p><u>TECHNOLOGY</u></p> <ul style="list-style-type: none"> • A national econometric forecasting firm recognized Danbury as a “metro high-tech gorilla,” 12th out of 25 in the nation. • The Library Technology Center has a 4,300 square foot computer lab with 23 workstations is available for public use for Internet access. 	<p><u>EDUCATION</u></p> <ul style="list-style-type: none"> • Danbury High School is one of the largest high schools in Connecticut, with over 3,000 students (Grades 9-12). • 87% of Danbury High School seniors attend 4-year colleges. • Danbury High School expanded technology offerings, operating 12 network computer labs each with 25
<p><u>LOCAL ECONOMY</u></p> <ul style="list-style-type: none"> • The Danbury Fair is the largest enclosed shopping mall in New England. • Danbury generates 10% of total retail store sales (over \$5 billion), the highest in CT. • The region has largest percentage of home ownership at 70%. • Four of the region’s mutual banks were listed in Connecticut Magazine’s most recent compilation of the 25 largest banks in Connecticut. 	<p><u>DANBURY LIVING</u></p> <ul style="list-style-type: none"> • Stronger cooperation exists among local government, economic development commission and chamber of commerce. • Connecticut Magazine ranked Danbury among the best cities in the state in which to live. • City taxes are among the lowest in the state. • Danbury continues to be ranked as one of the safest cities in Connecticut and in all of New England among nearly 400 cities.
<p><u>WORKFORCE HIGHLIGHTS</u></p> <ul style="list-style-type: none"> • Danbury LMA unemployment rate is lowest in state. • More than 100 of Greater Danbury’s largest employers recruit and offer job-search guidance at the Chamber and the Department of Labor’s only official Job Fair. • 75% of people living in Greater Danbury also work within the area. 	<p><u>FINANCIAL HIGHLIGHTS</u></p> <ul style="list-style-type: none"> • Bonds have been rated “Aa1” from Moody’s “AA+” from S&P, and “AAA” from Fitch. • Awarded the Certificate in Achievement for Excellence in Financial Reporting by the GFOA - 29 consecutive years. • Awarded the Distinguished Budget Presentation Award by the GFOA - 12 consecutive years.

(Danbury Chamber of Commerce 2016-2017 Edition)

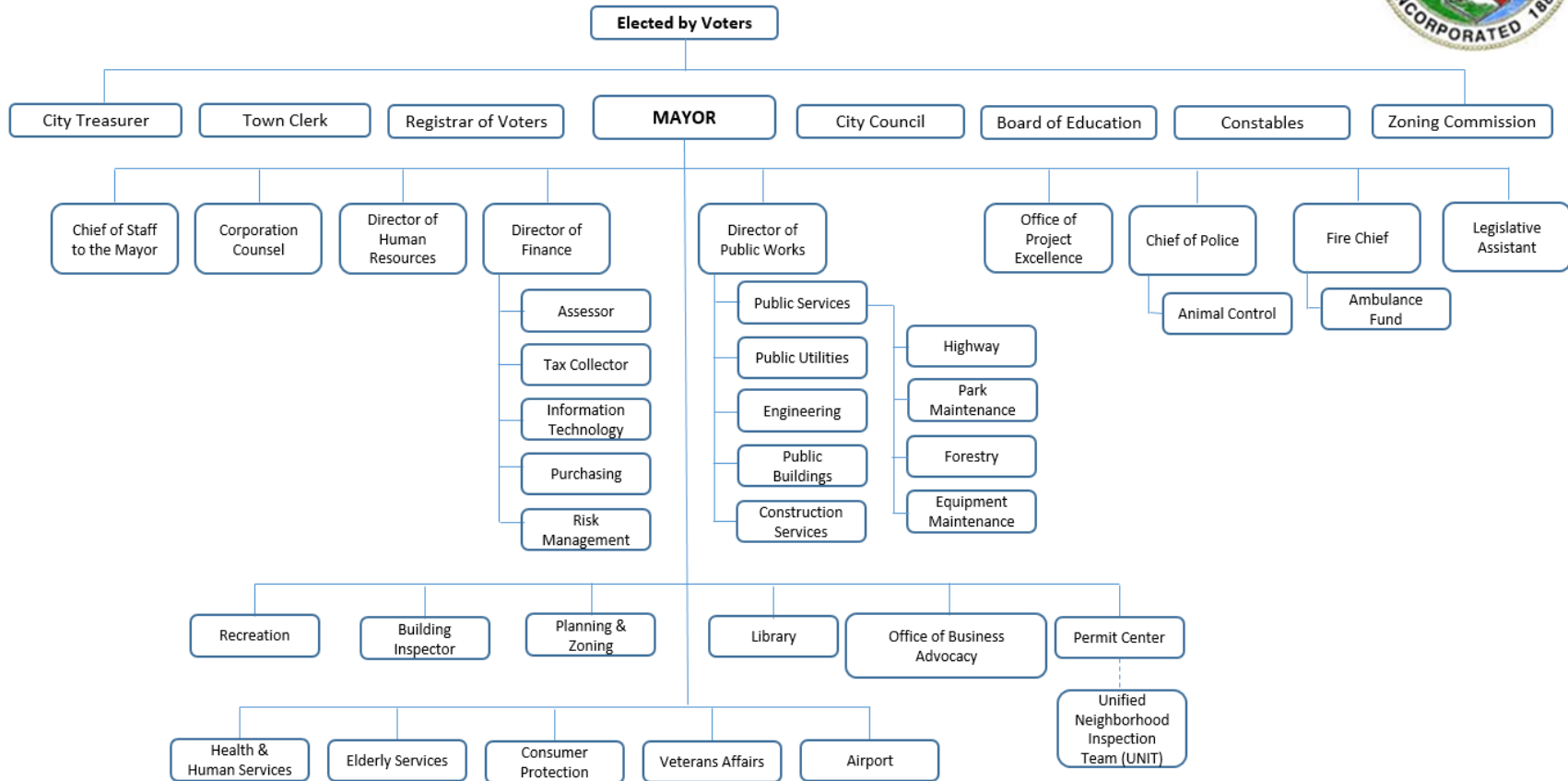
**CITY OF DANBURY
BUDGET SUMMARIES**

BUDGET SUMMARY REPORT NAME	DESCRIPTION
• City of Danbury Organization Chart	The City of Danbury's Organization Chart of City officials and departments.
• Boards and Commissions	Listing of City's Boards, Commissions, and other City operations.
• Operating Budget Procedures	Outlines balancing key elements and narratives of revenues and expenditures.
• Financial Policies, Objectives & Economic Considerations	Graphical view City's economic standing and factors impacting the organization.
• Budget Calendar	A chronology of key dates for the City's annual budget preparation process.
• Financial Structure and Basis of Accounting	A detailed presentation of the City's major funds.
• Financial Policies	City's financial policies providing organization which the City uses to budget.
• Expenditure Categorization of Trend Analysis	An illustrative analysis and explanation of the City's General Fund categories.
• Summary of Revenue, Expenditures & Changes in General Fund Balance	Revenues, Expenditures and Changes in General Fund Balance shown by three years of actuals, a previous Fiscal Year budget and the current budget.
• Unassigned Fund Balance 10-Year History	A column chart depicting the Undesignated Fund Balance for ten years.
• Summary of Sources and Uses	Major Funds by account for two previous budgets and the current fiscal year.
• Summary of Sources and Uses: Pie Chart	A pie chart of General Fund Revenues and Expenditures, by GASB categories.
• General Fund Budget Summary	Proposed Budget Summary by GASB category by Mayor and department.
• Summary of Operating Expenditures by Department	Operating Expenditures details based on the previous FY actuals, previous Adopted Budget, Department and Mayor Proposed budgets.
• Revenue Budget and Trend Analysis	Illustrative and descriptive analyses of the City's revenues and growth trends.
• General Fund Indirect Revenue	Report details revenue, amended, Mayor Proposed and Adopted Budget.
• Long-Term Financial Planning	Strategy for capital allocation, 5-year projections, analysis & decision phases.
• City-Wide Revenue Summary	A columnar summary by major fund for each base expense account.
• City-Wide Expenditure Summary	A columnar summary by major fund for each base revenue account.



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. However, as of the **FY 2017-2018 Budget**, the use of the Appropriated Fund Balance has been eliminated as planned. 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 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 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 revenue and expenditure data, 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 6, 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 be later than February 13th, or the next business day, thereafter if February 13th 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 7th or the next business day thereafter if April 7th 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 1st or the next business day thereafter if May 1st 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 15th, or the next business day thereafter if May 15th 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).

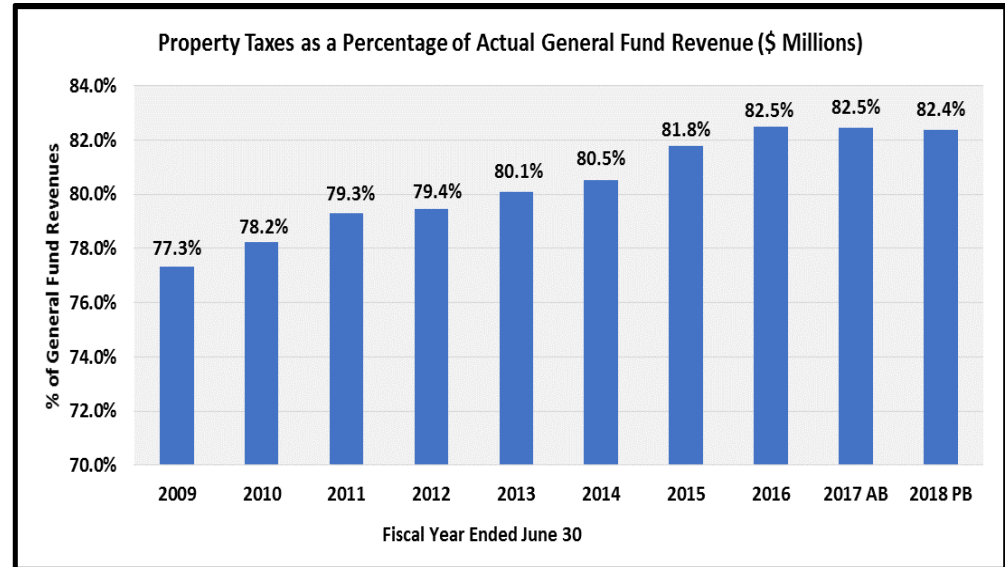
ECONOMIC CONSIDERATIONS & FINANCIAL POLICIES

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 2017-2018, property taxes will account for 82.4% 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 the last couple of years. 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 \$8.7 million for FY 2016-2017 and is expected to receive at least the same amount for FY 2017-2018.



***2017 Adopted; 2018 Proposed**

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 2017-2018 Budget proposes an overall 2.62% spending increase totaling \$6.4 million.

Financial Policies, Objectives & Economic Considerations (Continued)

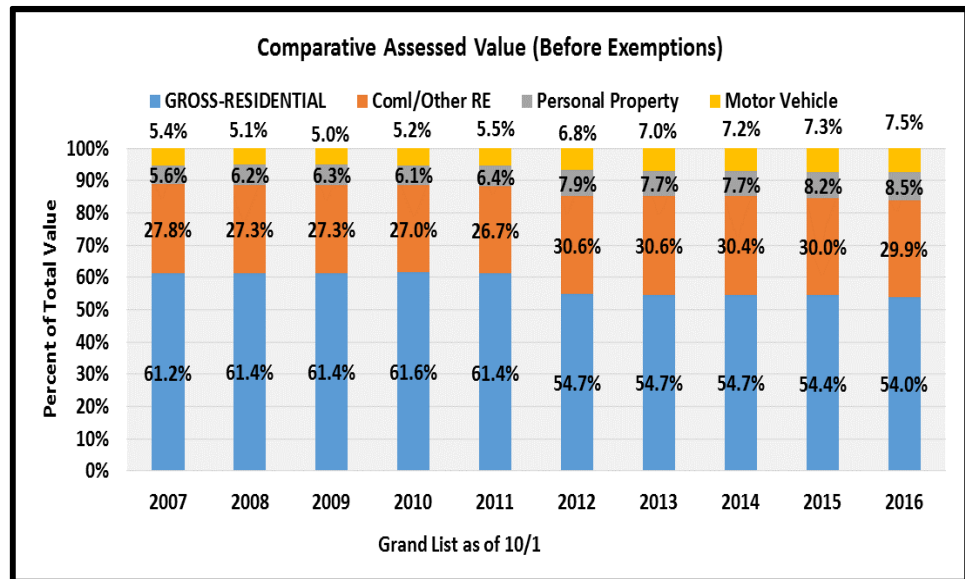
The City’s October 1, 2016 net taxable Grand List has grown by approximately \$103.7 million (1.48%) yielding an additional \$2.2 million in property tax revenues, exceeding the growth rate from each of the previous two years.

CHANGES IN NET TAXABLE GRAND LIST AFTER BOARD OF ASSESSMENT APPEALS

	<u>OCTOBER 1, 2013</u>	<u>OCTOBER 1, 2014</u>	<u>OCTOBER 1, 2015</u>	<u>OCTOBER 1, 2016</u>	<u>CHANGE 15 vs 16</u>	<u>% CHANGE</u>
REAL ESTATE	6,013,563,065	6,046,122,065	6,089,917,520	6,132,118,370	42,200,850	0.69%
PERSONAL PROPERTY	375,454,318	386,933,837	409,356,790	447,645,560	38,288,770	9.35%
MOTOR VEHICLES	498,592,104	513,945,171	527,290,025	550,484,684	23,194,659	4.40%
TOTALS	6,887,609,487	6,947,001,073	7,026,564,335	7,130,248,614	103,684,279	1.48%
Growth Rate		0.86%	1.15%	1.48%		

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. **The next mandated revaluation is currently underway and will be effective for the October 1, 2017 Grand List.**

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								
Calendar Year	Residential		Commercial		Industrial		Total	
Ending 12/31	No.	Value	No.	Value	No.	Value	No.	Value
2016	876	\$40,316,792	231	\$78,064,219	3	\$913,500	1,110	\$119,294,511
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

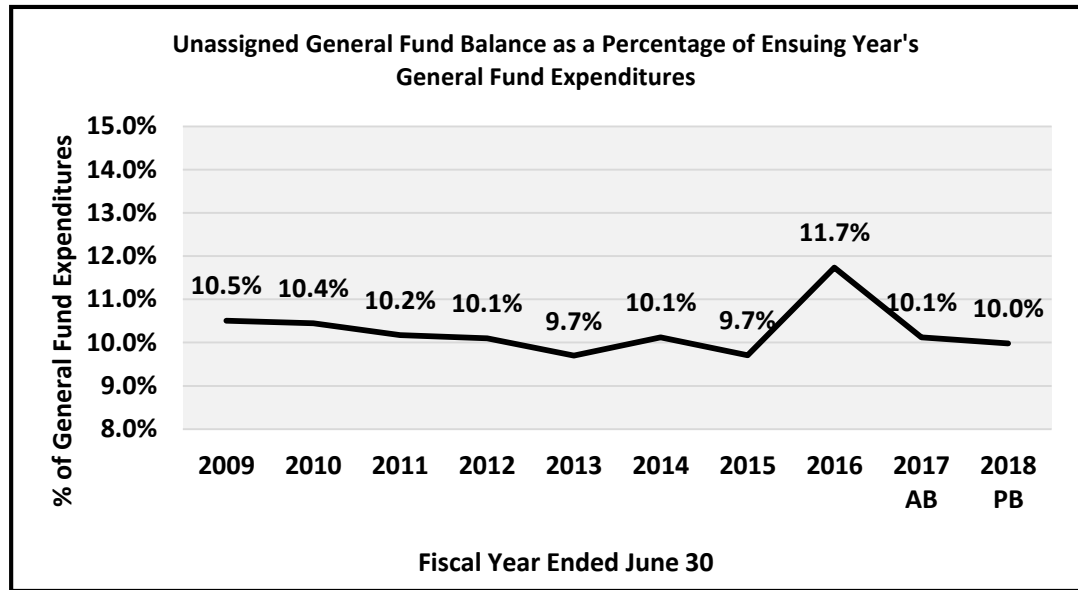
Source: Building Department, City of Danbury

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, 2016 is \$28.7 million or about 11.7%. However, the City has incorporated a planned use of fund balance of \$1.7 million during FY 2016-2017 for capital projects

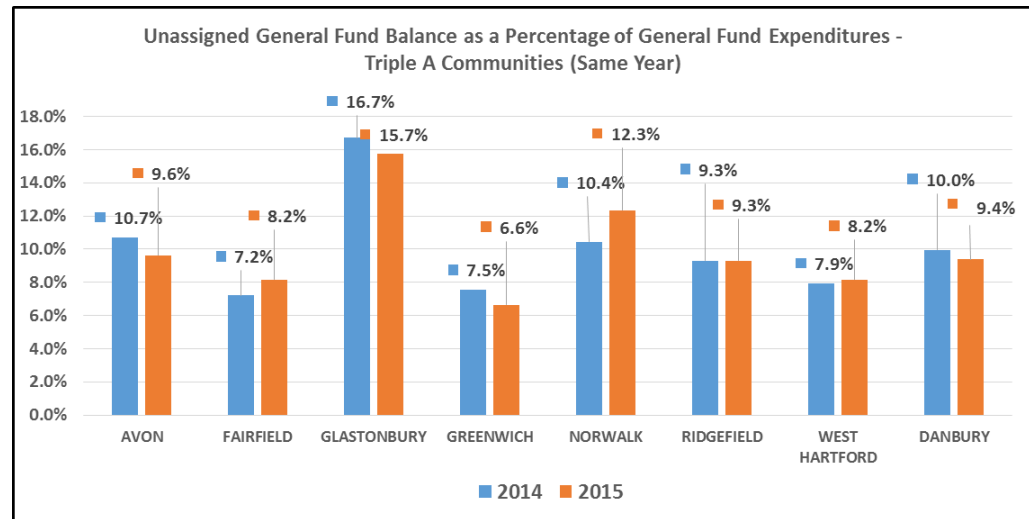
and \$2.0 million to establish a reserve for unused vacation liability. Even with this planned use of fund balance for one-time purposes, the projected unassigned fund balance for June 30, 2017 will be approximately 10.1%, certainly considered "strong" by any measure. According to Standard and Poor's guidelines, an unassigned fund balance between 8-15% is considered "Strong."



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



❖ 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.

Capital Financing and Debt Management

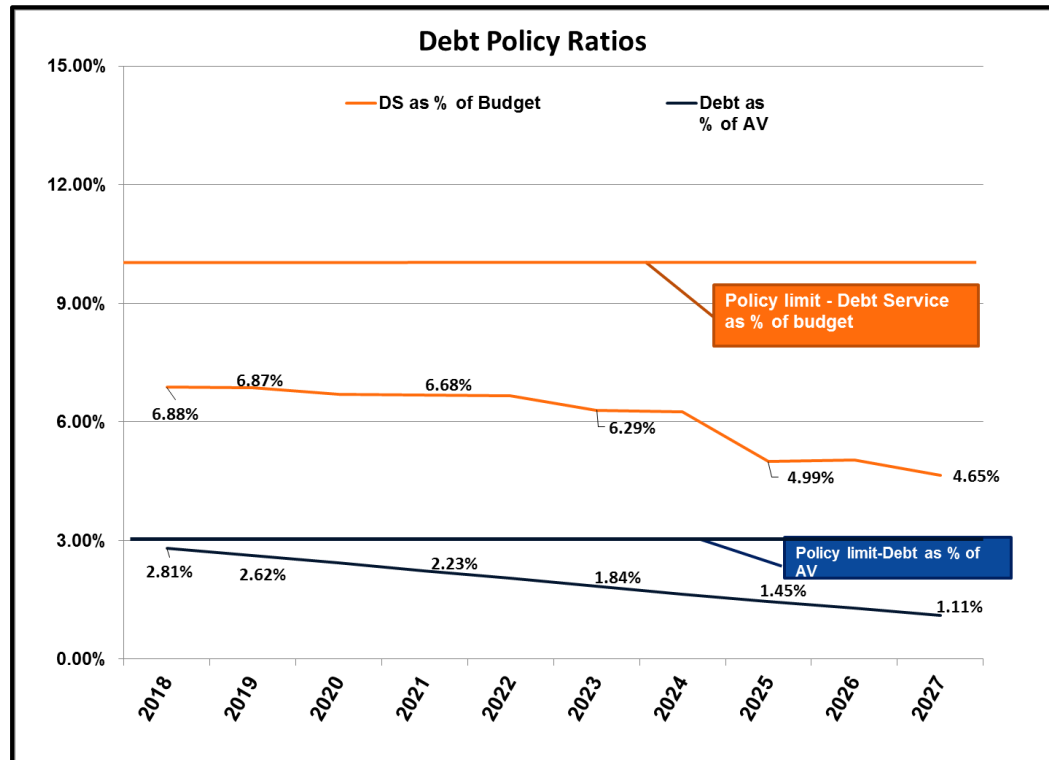
In recent years, the City of Danbury has received approval from the voters for an aggressive capital improvement program geared toward upgrading the City’s infrastructure and to position our City for the 21st Century. In 2004, the voters approved the 21st Century Bond package, the focus of which was 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.

Financial Policies, Objectives & Economic Considerations (Continued)

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 building addition, program improvements and safety enhancements at the Danbury High School. State Grants will fund approximately 60% for the first phase of the BOE project which started with the referendum in 2012 and 80% of this phase. The city’s portion will be financed by bonds (permanent debt) which will be issued as old debt retiring to minimize the budgetary and mill rate impact to taxpayers.

In November 2016, the voters approved \$20.0 million for the following: \$10.0 million for the initial design and engineering costs associated with upgrades to the Danbury Waste Water Treatment Plant to become compliant with the Clean Water Act; \$4.35 million for street paving, drainage and bridge repair; \$1.1 million street infrastructure improvements; \$1.05 million for recreation improvements; \$2.55 million Richter Park and Tarrywile Park improvements; and \$0.95 for a new animal control facility.



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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 6.88% in FY 2018 and while debt as a percentage of assessed valuation will peak in FY 2017 at 2.81%. 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.

The associated bonding associated with current available bonding authorizations for projects will likely be issued by FY 2022 as follows: \$18 million for FY 2018, \$14 million for FY 2019, \$13 million for FY 2020 and \$12 million for the following two 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 2020 at \$140.1 million when most of older authorizations have been issued and will decline to \$75.0 million in FY 2026-2027 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			
Fiscal Year	Outstanding Debt as of June 30 (in Millions)	Debt Service as % of Expend.	Debt as % of Taxable Assessed Valuation
2017-2018	137.7	6.88%	2.81%
2018-2019	139.5	6.87%	2.62%
2019-2020	140.1	6.69%	2.43%
2020-2021	139.3	6.68%	2.23%
2021-2022	138.0	6.65%	2.04%
2022-2023	124.7	6.29%	1.84%
2023-2024	110.7	6.26%	1.65%
2024-2025	99.2	4.99%	1.45%
2025-2026	86.9	5.04%	1.29%
2026-2027	75.0	4.65%	1.11%

BUDGET ASSUMPTIONS
(Revenues and Expenditures)

SUMMARY OF THE FY 2017-2018 BUDGET

The total general fund spending plan for FY 2017-2018, including the Board of Education, is \$250,500,000. This represents an increase of \$6.4 million over the current year adopted budget of \$244,100,000. Spending by the Board of Education (excluding capital) will increase by \$2.25 million. Net revenue from all sources other than current property taxes total \$44,079,303, leaving a net balance expected to be collected from local taxes of \$206,420,697. Based upon a taxable grand list of \$7.13 billion, the mill rate needed to support the proposed budget is 28.95 mills. This represents an increase in the mill rate of 0.27 mills, or 0.94%.

	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
<u>REVENUES</u>				
PROPERTY TAXES	201,328,858	207,700,160	206,450,160	5,121,302
INTERGOVERNMENTAL	34,062,672	34,170,213	35,420,213	1,357,541
LICENSES & PERMITS	4,065,775	4,169,820	4,255,820	190,045
FINES & PENALTIES	1,273,000	1,268,050	1,527,750	254,750
INVESTMENT INCOME	200,000	400,000	400,000	200,000
CHARGES FOR SERVICES	2,419,695	2,562,082	2,446,057	26,362
USE OF FUND BALANCE	750,000	-	-	(750,000)
TOTAL REVENUE	244,100,000	250,270,325	250,500,000	6,400,000
<u>EXPENDITURES</u>				
GENERAL GOVERNMENT	10,264,235	10,341,286	10,331,579	67,344
PUBLIC SAFETY	34,514,915	35,701,863	35,939,744	1,424,829
PUBLIC WORKS	10,334,596	10,687,546	10,537,224	202,628
HEALTH & WELFARE	2,179,754	2,256,331	2,238,146	58,392
EDUCATION	126,408,575	132,357,491	128,658,575	2,250,000
CULTURE & RECREATION	2,881,709	3,017,301	3,006,652	124,943
PENSION & OTHER BENEFITS	37,101,493	38,461,857	38,461,857	1,360,364
DEBT SERVICE	15,804,801	16,841,301	16,841,301	1,036,500
CONTINGENCY	425,000	500,000	300,000	(125,000)
TRANSFER OUT	4,184,922	4,184,922	4,184,922	-
TOTAL EXPENDITURES	244,100,000	254,349,898	250,500,000	6,400,000

Budget Assumptions (Continued)

Revenues:

- Tax collection percentages are closely monitored to ensure revenue goals are achieved. Typically, about 98.6% of the current year levy is collected in the first year. To ensure the budgeted tax revenues are achieved, the City must utilize other revenue enhancement strategies which may 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 helped 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, no additional allowance for tax appeals is necessary for FY 2017-2018.
- Typically, the Governor’s Budget estimates would be used for Intergovernmental Revenues however due to the high uncertainty of such estimates, the City has decided to take a more conservative approach by assuming that intergovernmental revenues will remain the same as the Adopted FY 2016-2017 Budget with the exception of \$1.3 million added in for Special education funding. Regardless of the allocation, it is expected that the City will likely receive at least \$2.9 million in additional funding - an amount equivalent to the reductions in the current year adopted budget (\$1.6 million) and \$1.3 million. As such, these amounts have been included in the FY 2017-2018 Budget.
- In accordance with the City’s Balanced Budget Policy, the FY 17-18 Budget does not assume any “one-time” revenues.
- The Governor’s budget does not include any Grants for Municipal Projects at this time however it is probable that the annual amount of \$1.7 million will be restored. Such funding is necessary for the construction/maintenance of public highways, roads, bridges and snow removal. If funding is restored then it will be allocated as it was in previous years: \$1.0 million to capital for Paving, Drainage and Road Improvements; and \$0.7 million will be set aside in a special revenue fund to be used for the winter season – any amount not used 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 to balance the budget has been completely eliminated as recommended the GFOA (Government Finance Officers Association) and all three rating agencies (S&P, Fitch, & Moody’s).
- The current level of unassigned fund balance is \$28.7 million or 11.7%. However, \$3.3 million (\$2.0 million reserve for vacation liability and \$1.3 million for FY 2017-2018 Capital Projects) will be used thus revising our level of unassigned fund balance to \$25.4 million or 10.4%.

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, financial distress and their inclination to pass on such problems to the local municipalities. For example, due the financial distress, the state reduced current year funding (intergovernmental revenues) to the City of Danbury by approximately \$1.6 million.

Budget Assumptions (Continued)

Fortunately, the City of Danbury was able to sufficiently modify our current year spending plan to adjust to the lower funding amount. Consequently, we must remain prudent and make the necessary budget adjustments if such amounts continue to be reduced.

Expenditures:

- The financial impact to the FY 2017-2018 Budget from salaries and benefits including retirees amounted to approximately \$2.05 million.
- Departmental budgets were able to absorb most of the inflationary cost increases, if applicable, within purchased services, materials and supplies.
- Actuarially Determined Employer Contribution (ADEC), formerly ARC -Annual required contributions, to the Employee Pension Plans, is estimated to increase by \$0.5 million to \$12.3 million for the FY 2017-2018 Budget. The Pension ARC amount relating to the BOE employees will amount to approximately \$2.0 million for FY 2017-2018.
- Board of Education was increased by \$2.25 million to accommodate increases related to contractual agreements.
- Other Post-Employment Benefits – As required by the City’s OPEB funding policy, contributions into OPEB Trust increased by \$0.6 million.
- Debt service increased by \$1.0 million - The net year over year increase is about \$0.4 million when considering \$0.6 million in bond refunding savings for the FY 2016-2017 Budget. Such increase was primarily due to additional debt recently issued.
- 12 vacant positions have been partially funded positions and will only be filled on an “as-needed” basis saving approximately \$0.5 million.
- The FY 2017-2018 Budget allows \$300,000 as a contingency for unanticipated expenses throughout the year, a reduction of \$125,000 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.

**CITY OF DANBURY
2017-2018 BUDGET PREPARATION CALENDAR**

DATE	ACTIVITY
November 3, 2016	Planning Director distributes Capital Budget forms and guidelines
December 6, 2016 at 2:00 pm	Mayor's Budget Message and FY 17/18 budget guidelines are distributed
December 7 th , 8 th , and 12 th	Budget Training Sessions
December 8, 2016	Capital Budgets are due to Planning Director
January 3, 2016 at Noon	Deadline for submission of Budget Requests to Finance Director
January 2017	Director of Finance reviews budget submissions
January 9 - January 26, 2017	Director of Finance meets with department heads
February 15, 2017	Deadlines: Capital Budget (Planning Commission) and Board of Education Budget Request*
February - March 2017	Mayor & Finance Director reviews and makes final recommendation
March 10 - 23, 2017	Proposed Budget is prepared for printing/binding. Budget Ordinance & Tax Resolution are drafted
April 4, 2017	Mayor presents Budget to City Council (Must present to Council no later than April 7*)
April 5 - April 27, 2017	City Council Budget review. Public hearings are held prior to May 1* Notice of hearings published five days prior. Proposed budget published in a local paper
May 2, 2017	Budget submitted to City Council for final approval (Budget must be adopted by May 15*)
May 3 - June 2017	Preparation & Printing of Adopted Budgets
July 1, 2017	Adopted Budget available on City's website
	* - per City Charter

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 25 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, Vision 2020 and the Roads Fund. The Miscellaneous Special Revenue Fund is the consolidation of 53 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, Public Safety Bond, Century 21 PI Fund, the City Projects Fund, the Danbury Neighborhood Bond Fund, the Head Start Bond Fund, CRM Project Fund, DHS 2020 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 13 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 eight (8) pension fund trust funds, one private purpose fund and twelve (12) agency funds. The accounting used for fiduciary funds is much like that used for proprietary funds. The one OPEB Trust fund is 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).¹

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)

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

<u>Summary of Fund Types & Basis of Accounting</u>					
<u>Fund</u>	<u>Appropriated Fund</u>	<u>Audited Fund</u>	<u>Fund Type</u>	<u>Basis of Accounting</u>	<u>Major Fund</u>
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, Office of Business Advocacy, 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.

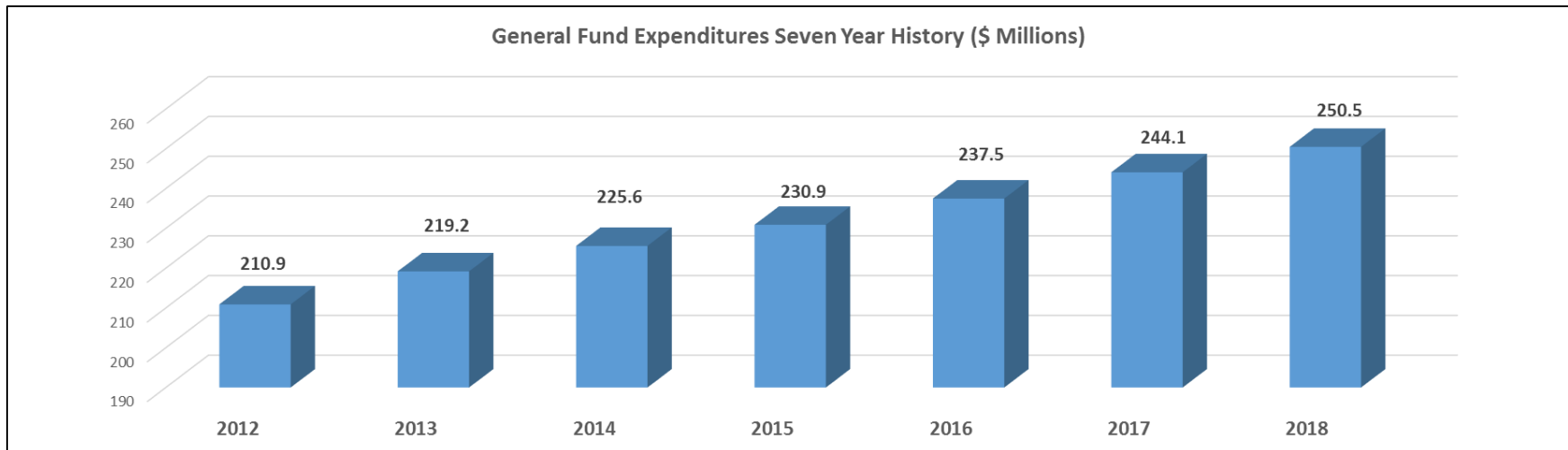
Transfer Out - Operating Transfers Out to Animal Control Fund and Capital Fund.

CITY OF DANBURY GENERAL FUND EXPENDITURES: 7-YEAR HISTORY

General Fund Expenditures: 7-Year History

FUNCTION	FY 11-12 ACTUAL		FY 12-13 ACTUAL		FY 13-14 ACTUAL		FY 14-15 ACTUAL		FY 15-16 ACTUAL		FY 16-17 ADOPTED		FY 17-18 PROPOSED	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
General Government	8,699,990	4.1%	9,004,820	4.1%	9,551,158	4.2%	9,652,416	4.2%	9,668,100	4.1%	10,264,235	4.2%	10,331,579	4.1%
Public Safety	29,770,239	14.1%	30,902,152	14.1%	31,988,696	14.2%	33,945,155	14.7%	34,875,810	14.7%	34,514,915	14.1%	35,939,744	14.3%
Public Works	8,828,515	4.2%	9,139,309	4.2%	9,136,062	4.1%	9,413,822	4.1%	9,537,691	4.0%	10,334,596	4.2%	10,537,224	4.2%
Health & Welfare	1,973,241	0.9%	2,015,820	0.9%	1,928,089	0.9%	1,973,258	0.9%	2,180,243	0.9%	2,179,754	0.9%	2,238,146	0.9%
Education	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%	128,658,575	51.4%
Culture & Recreation	2,531,484	1.2%	2,427,402	1.1%	2,458,082	1.1%	2,630,485	1.1%	2,724,955	1.1%	2,881,709	1.2%	3,006,652	1.2%
Pension & Other Benefits	26,447,785	12.5%	30,220,695	13.8%	28,941,782	12.8%	31,009,090	13.4%	32,704,189	13.8%	37,101,493	15.2%	38,461,857	15.4%
Debt Service	15,646,997	7.4%	16,820,198	7.7%	16,602,270	7.4%	14,505,473	6.3%	15,531,124	6.5%	15,804,801	6.5%	16,841,301	6.7%
Contingency*	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	425,000	0.2%	300,000	0.1%
Transfer Out	2,132,464	1.0%	2,620,555	1.2%	6,533,552	2.9%	5,804,149	2.5%	6,029,347	2.5%	4,184,922	1.7%	4,184,922	1.7%
Total General Fund	210,932,514	100.0%	219,154,817	100.0%	225,560,759	100.0%	230,910,376	100.0%	237,460,034	100.0%	244,100,000	100.0%	250,500,000	100.0%

*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 2013-2014 to 2017-2018

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 PROPOSED
REVENUES					
Property Taxes	181,696,534	188,467,780	196,683,257	201,328,858	206,450,160
Intergovernmental	46,161,761	48,767,079	47,213,313	34,062,672	35,420,213
Licenses & Permits	4,262,540	3,855,787	3,775,368	4,065,775	4,255,820
Fines & Penalties	1,231,133	1,687,742	1,568,929	1,273,000	1,527,750
Interest Income	192,513	115,630	230,372	200,000	400,000
Charges for Services	7,390,792	5,901,523	8,796,204	2,419,695	2,446,057
TOTAL REVENUES	240,935,273	248,795,541	258,267,443	243,350,000	250,500,000
General Government	9,570,570	9,656,623	9,532,956	10,264,235	10,331,579
Public Safety	32,041,952	33,938,144	34,844,916	34,514,915	35,939,744
Public Works	9,127,320	9,416,623	9,581,993	10,334,596	10,537,224
Health and Welfare	2,134,091	1,973,258	2,048,343	2,179,754	2,238,146
Education	135,882,098	141,957,467	144,825,555	126,408,575	128,658,575
Culture & Recreation	2,405,356	2,630,485	2,782,720	2,881,709	3,006,652
Pension & Other Benefits	28,941,783	31,009,090	32,684,190	37,101,493	38,461,857
Debt Service	16,698,898	14,504,187	15,688,622	15,804,801	16,841,301
Contingency	0	0	0	425,000	300,000
Capital	<u>2,761,552</u>	<u>1,005,435</u>	<u>2,127,004</u>	<u>3,878,922</u>	<u>3,878,922</u>
TOTAL EXPENDITURES	239,563,620	246,091,312	254,116,299	243,794,000	250,194,000
Revenues Over (Under) Expenditures	1,371,653	2,704,229	4,151,144	(444,000)	306,000
Other Financing Sources/(Uses)	(495,962)	(241,111)	(2,518,996)	(306,000)	(306,000)
Net Change in Fund Balance	<u>875,691</u>	<u>2,463,118</u>	<u>1,632,148</u>	<u>(750,000)</u>	<u>-</u>
Beginning Fund Balance	27,040,239	27,915,930	30,379,048	32,011,196	31,261,196
Ending Fund Balance	27,915,930	30,379,048	32,011,196	31,261,196	31,261,196

CITY OF DANBURY
2016-2018 SUMMARY OF FINANCIAL SOURCES AND USES

	GENERAL FUND			AMBULANCE FUND			ANIMAL CONTROL FUND		
	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>FINANCIAL SOURCES</u>									
Property Taxes	196,683,257	201,328,858	206,450,160						
Intergovernmental	47,213,313	34,062,672	35,420,213						
Licenses & Permits	3,775,368	4,065,775	4,255,820						
Fines & Penalties	1,568,929	1,273,000	1,527,750						
Interest Income	230,372	200,000	400,000	1,678	1,000	1,000	395	100	100
Charges for Services	6,494,799	2,419,695	2,446,057	3,574,681	3,611,000	3,711,000			
Septic & Connection Fees									
Fund Balance		750,000			100,000		161,000		
Operating Transfer In							300,000	306,000	306,000
Lease Proceeds									
Note Premium									
Capital Contributions									
Animal License & Other							18,826	13,900	13,900
Total Financial Sources	255,966,038	244,100,000	250,500,000	3,576,359	3,712,000	3,712,000	480,221	320,000	320,000
<u>FINANCIAL USES</u>									
General Government	9,532,956	10,264,235	10,331,579						
Public Safety	34,844,916	34,514,915	35,939,744	3,579,773	3,322,000	3,347,000	273,370	301,400	305,000
Public Works	9,581,993	10,334,596	10,537,224						
Health and Welfare	2,048,343	2,179,754	2,238,146						
Education	144,825,555	126,408,575	128,658,575						
Culture & Recreation	2,782,720	2,881,709	3,006,652						
Pension & Other Benefits	32,684,190	37,101,493	38,461,857						
Debt Service	15,688,622	15,804,801	16,841,301						
Contingency	0	425,000	300,000						
Capital	2,127,004	3,878,922	3,878,922	0	390,000	365,000	161,000	18,600	
Operating Transfer Out	300,000	306,000	306,000				161,000		15,000
Total Financial Uses	254,416,299	244,100,000	250,500,000	3,579,773	3,712,000	3,712,000	595,370	320,000	320,000

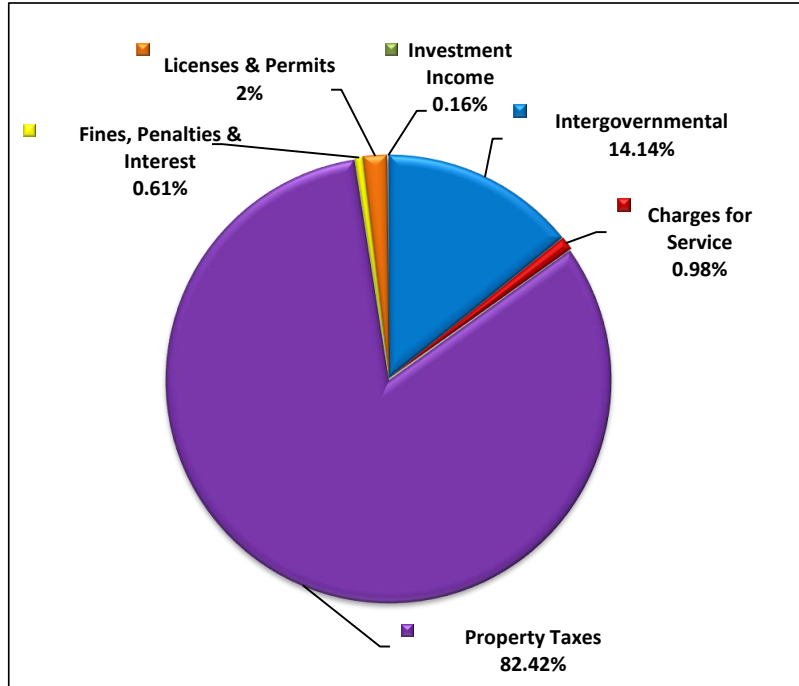
CITY OF DANBURY
2016-2018 SUMMARY OF FINANCIAL SOURCES AND USES

	SEWER FUND			WATER FUND			FUND TOTALS		
	2015-2016	2016-2017	2017-2018	2015-2016	2016-2017	2017-2018	2015-2016	2016-2017	2017-2018
	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET
FINANCIAL SOURCES									
Property Taxes							196,683,257	201,328,858	206,450,160
Intergovernmental							47,213,313	34,062,672	35,420,213
Licenses & Permits							3,775,368	4,065,775	4,255,820
Fines & Penalties							1,568,929	1,273,000	1,527,750
Interest Income	30,257		40,000	37,672	22,000	45,000	300,374	223,100	486,100
Charges for Services	12,546,320	11,680,000	12,110,000	9,138,626	9,368,000	9,955,000	31,754,426	27,078,695	28,222,057
Septic & Connection Fees	487,495	550,000	500,000				487,495	550,000	500,000
Fund Balance							161,000	850,000	0
Operating Transfer In							300,000	306,000	306,000
Lease Proceeds							0	0	0
Note Premium							0	0	0
Capital Contributions	325,560			657,059			982,619	0	0
Animal License & Other							18,826	13,900	13,900
Total Financial Sources	13,389,632	12,230,000	12,650,000	9,833,357	9,390,000	10,000,000	283,245,607	269,752,000	277,182,000
FINANCIAL USES									
General Government							9,532,956	10,264,235	10,331,579
Public Safety							38,698,059	38,138,315	39,591,744
Public Works	7,879,309	11,314,808	11,473,003	8,950,624	8,873,739	9,073,739	26,411,926	30,523,143	31,083,966
Health and Welfare							2,048,343	2,179,754	2,238,146
Education							144,825,555	126,408,575	128,658,575
Culture & Recreation							2,782,720	2,881,709	3,006,652
Pension & Other Benefits							32,684,190	37,101,493	38,461,857
Debt Service	347,692	415,192	604,997	276,970	341,261	341,261	16,313,284	16,561,254	17,787,559
Contingency							0	425,000	300,000
Capital	1,868,400	500,000	572,000	615,000	175,000	585,000	4,771,404	4,962,522	5,400,922
Operating Transfer Out							461,000	306,000	321,000
Total Financial Uses	10,095,401	12,230,000	12,650,000	9,842,594	9,390,000	10,000,000	278,529,437	269,752,000	277,182,000

**CITY OF DANBURY
2017-2018 PROPOSED BUDGET**

TOTAL \$250,500,000

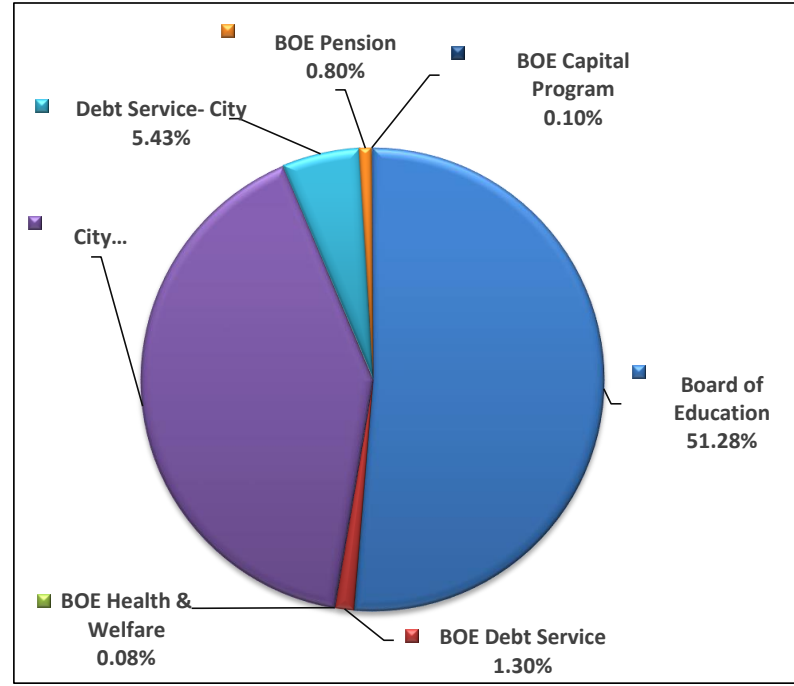
REVENUES



Intergovernmental	\$35,420,213
Charges for Service	2,446,057
Property Taxes	206,450,160
Fines, Penalties & Interest	1,527,750
Licenses & Permits	4,255,820
Investment Income	400,000

Total \$250,500,000

EXPENDITURES



Board of Education	\$128,450,000
BOE Debt Service	3,248,050
BOE Health & Welfare	208,575
City	102,745,124
Debt Service- City	13,593,251
BOE Pension	2,005,000
BOE Capital Program	250,000

Total \$250,500,000

**GENERAL FUND
2017-2018 PROPOSED BUDGET SUMMARY**

	<u>PROPOSED BY DEPARTMENT</u>	<u>PROPOSED BY MAYOR</u>
GENERAL GOVERNMENT	10,341,286	10,331,579
PUBLIC SAFETY	35,701,863	35,939,744
PUBLIC WORKS	10,687,546	10,537,224
HEALTH & WELFARE	2,256,331	2,238,146
EDUCATION	132,357,491	128,658,575
CULTURE & RECREATION	3,017,301	3,006,652
PENSION & OTHER BENEFITS	38,461,857	38,461,857
DEBT SERVICE	16,841,301	16,841,301
CONTINGENCY	500,000	300,000
TRANSFER OUT	<u>4,184,922</u>	<u>4,184,922</u>
TOTAL	\$ 254,349,898	\$ 250,500,000
LESS INDIRECT REVENUE		(44,079,303)
LESS USE OF FUND BALANCE		0
PLUS RESERVE FOR UNCOLLECTABLE TAXES/TAX APPEALS/LOCAL CREDITS		0
REQUIRED TAXES FROM LEVY		\$ 206,420,697
MILL RATE	28.95	
NET TAXABLE GRAND LIST	7,130,248,614	

SUMMARY OF OPERATING BUDGET EXPENDITURES PROPOSED BUDGET 2017-2018

	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
GENERAL GOVERNMENT					
City Council	15,906	24,122	22,150	21,950	(2,172)
Mayors	347,083	401,170	397,772	397,772	(3,398)
Office of Project Excellence	114,294	119,311	122,692	122,442	3,131
Legislative Assistant	61,508	63,172	65,150	65,150	1,978
Ordinances	23,814	17,000	17,000	16,000	(1,000)
Probate Court	20,292	21,100	26,650	26,650	5,550
Registrar of Voters	239,467	232,920	231,020	230,950	(1,970)
City Treasurer	24,020	24,668	24,683	24,683	15
Finance	873,266	979,245	1,040,513	999,763	20,518
Information Technology	1,365,926	1,276,834	1,283,284	1,307,879	31,045
Independent Audit	38,750	45,000	45,000	45,000	0
Bureau of Assessments	361,812	450,162	424,294	423,459	(26,703)
Board of Assessment Appeal	4,102	5,500	4,757	4,600	(900)
Tax Collector	580,128	629,013	617,539	617,539	(11,474)
Purchasing	262,184	267,879	277,744	277,644	9,765
Corporation Counsel	790,878	850,629	868,377	867,277	16,648
Town Clerk	421,735	387,665	369,078	367,028	(20,637)
Annual Report	10,000	10,000	10,000	10,000	0
Permit Coordination	338,987	346,893	359,860	360,160	13,267
Planning	547,914	500,397	534,026	534,526	34,129
Office of Business Advocacy	103,879	109,646	122,518	118,968	9,322
Conservation Commission	10,023	9,455	9,455	9,455	0
Human Resources	346,358	362,462	369,149	367,149	4,687
Mayor's Discretionary Fund	15,959	13,800	16,000	17,000	3,200

SUMMARY OF OPERATING BUDGET EXPENDITURES
PROPOSED BUDGET 2017-2018

	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
Fair Rent Commission	141	400	500	400	0
City Memberships	85,087	85,087	85,087	85,234	147
Lake Authority	84,541	76,800	76,800	76,800	0
Retirement Administration	6,428	30,000	30,000	30,000	0
Labor Negotiations	164,365	150,200	145,200	145,200	(5,000)
Public Buildings	1,138,643	1,289,886	1,304,817	1,306,467	16,581
City Hall Building	333,390	402,035	401,950	402,810	775
Library Building	197,044	240,400	239,536	245,436	5,036
Police Station Bldg	485,365	513,346	501,568	496,128	(17,218)
Senior Center Building	47,256	58,140	63,642	64,642	6,502
Old Jail Building	26,114	30,470	31,432	32,338	1,868
Old Library Building	41,016	52,800	48,311	49,998	(2,802)
Park Buildings	140,560	148,000	150,482	159,832	11,832
General Govt Discounts	(134)	0	0	0	0
General Govt Employee Benefits	0	38,628	3,250	3,250	(35,378)
TOTAL GENERAL GOVERNMENT	9,668,100	10,264,235	10,341,286	10,331,579	67,344
PUBLIC SAFETY					
Police Department	17,855,739	16,893,438	17,228,677	17,528,687	635,249
Fire Department	12,398,153	12,764,782	13,331,411	13,272,144	507,362
Emergency Services Dispatch	2,481,920	2,493,148	2,715,681	2,715,627	222,479
Building Inspector	520,820	599,485	600,736	600,736	1,251
Civil Preparedness	150,580	202,045	172,700	172,700	(29,345)
Consumer Protection	20,372	21,287	18,351	18,351	(2,936)
Unified Neighborhood Inspection	173,973	242,261	328,774	328,774	86,513

SUMMARY OF OPERATING BUDGET EXPENDITURES
PROPOSED BUDGET 2017-2018

	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
Airport	541,196	554,319	575,123	572,315	17,996
HART	733,080	730,410	730,410	730,410	0
Public Safety Discounts	(21)	0	0	0	0
Public Safety Empl Benefits	0	13,740	0	0	(13,740)
TOTAL PUBLIC SAFETY	34,875,811	34,514,915	35,701,863	35,939,744	1,424,829
PUBLIC WORKS					
Director of Public Works	234,880	244,104	252,991	252,991	8,887
Highways	2,672,074	2,937,567	3,011,417	3,005,444	67,877
Highways - State Aid	353,742	360,000	360,000	360,000	0
Snow & Ice Removal	853,862	869,000	847,700	847,700	(21,300)
Street Lighting	538,488	500,000	525,000	525,000	25,000
Park Maintenance	1,209,336	1,395,418	1,440,727	1,435,927	40,509
Forestry	281,068	288,980	289,028	289,028	48
Public Buildings-Maint & Repai	581,861	671,000	729,000	676,500	5,500
Equipment Maintenance	1,326,606	1,484,780	1,526,066	1,493,566	8,786
Recycling/Solid Waste	233,767	280,250	332,000	283,750	3,500
Engineering	1,013,015	997,139	1,065,372	1,064,477	67,338
Construction Services	240,043	289,956	308,245	302,841	12,885
Public Works Discounts	(1,050)	0	0	0	0
Public Works Empl Benefits	0	16,402	0	0	(16,402)
TOTAL PUBLIC WORKS	9,537,691	10,334,596	10,687,546	10,537,224	202,628
HEALTH & WELFARE					
Health & Human Services	1,261,109	1,334,751	1,399,370	1,395,100	60,349

SUMMARY OF OPERATING BUDGET EXPENDITURES PROPOSED BUDGET 2017-2018

	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
Health Empl Benefits	0	3,633	0	0	(3,633)
Veteran's Advisory	37,012	54,263	69,000	55,100	837
Elderly Services	242,224	260,094	262,063	262,048	1,954
Elderly Transportation	12,000	12,000	12,000	12,000	0
Community Services	627,898	513,898	513,898	513,898	0
Welfare Empl Service Benefits	0	1,115	0	0	(1,115)
TOTAL HEALTH & WELFARE	2,180,243	2,179,754	2,256,331	2,238,146	58,392
EDUCATION					
Schools-Regular	124,000,000	126,200,000	132,148,916	128,450,000	2,250,000
Schools-Health & Welfare	208,575	208,575	208,575	208,575	0
TOTAL EDUCATION	124,208,575	126,408,575	132,357,491	128,658,575	2,250,000
CULTURE & RECREATION					
Danbury Public Library	1,949,539	2,074,877	2,207,906	2,197,257	122,380
Long Ridge Library	7,360	7,360	7,360	7,360	0
Recreation	318,798	343,492	349,732	349,732	6,240
Tarrywile Park Authority	218,153	218,153	218,153	218,153	0
Cultural Commission	69,736	72,718	72,718	72,718	0
Lake Kenosia Commission	15,173	15,236	15,236	15,236	0
Ives Authority Performing Arts	55,404	55,404	55,404	55,404	0
Danbury Museum/Hist Soc Auth	90,792	90,792	90,792	90,792	0
Culture & Rec Discounts	0	0	0	0	0
Culture & Rec Employee Benefit	0	3,677	0	0	(3,677)
TOTAL CULTURE & RECREATION	2,724,955	2,881,709	3,017,301	3,006,652	124,943

SUMMARY OF OPERATING BUDGET EXPENDITURES
PROPOSED BUDGET 2017-2018

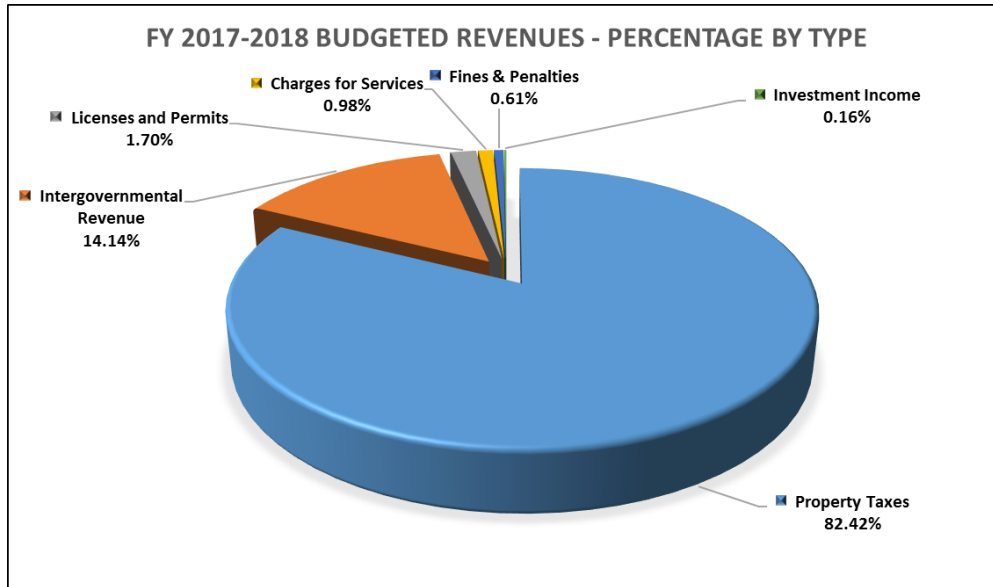
	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
PENSION & OTHER BENEFITS					
FICA	1,536,383	1,565,000	1,560,000	1,560,000	(5,000)
Pension Expense	9,611,632	10,268,000	11,451,350	11,451,350	1,183,350
Employee Service Benefit	31,927	43,692	60,000	60,000	16,308
Worker's Compensation - H/H	607,603	700,000	650,000	650,000	(50,000)
State Unemployment Comp	66,830	60,000	60,000	60,000	0
Employee Health & Life Ins	17,202,860	19,910,012	20,647,272	20,647,272	737,260
Union Welfare	1,483,382	1,604,000	1,560,000	1,560,000	(44,000)
Risk Management	2,163,573	2,950,789	2,473,235	2,473,235	(477,554)
TOTAL PENSION & OTHER BENEFITS	32,704,190	37,101,493	38,461,857	38,461,857	1,360,364
DEBT SERVICE					
Interest On Debt	4,186,669	3,944,011	4,164,304	4,164,304	220,293
Interest On Debt-School	944,360	980,414	1,051,120	1,051,120	70,706
Redemption Of Debt	8,699,147	8,885,446	9,428,947	9,428,947	543,501
Redemption Of Debt-School	1,700,948	1,994,930	2,196,930	2,196,930	202,000
TOTAL DEBT SERVICE	15,531,124	15,804,801	16,841,301	16,841,301	1,036,500

SUMMARY OF OPERATING BUDGET EXPENDITURES
PROPOSED BUDGET 2017-2018

	ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018	\$ CHANGE 2017 VS 2018
CONTINGENCY					
Contingency	0	425,000	500,000	300,000	(125,000)
TOTAL CONTINGENCY	0	425,000	500,000	300,000	(125,000)
TRANSFER OUT					
Capital	5,735,514	3,878,922	3,878,922	3,878,922	0
Other Financing Uses	293,833	306,000	306,000	306,000	0
TOTAL TRANSFER OUT	6,029,347	4,184,922	4,184,922	4,184,922	0
GRAND TOTAL	237,460,035	244,100,000	254,349,898	250,500,000	6,400,000

CITY OF DANBURY REVENUE BUDGET ANALYSIS

Summary



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

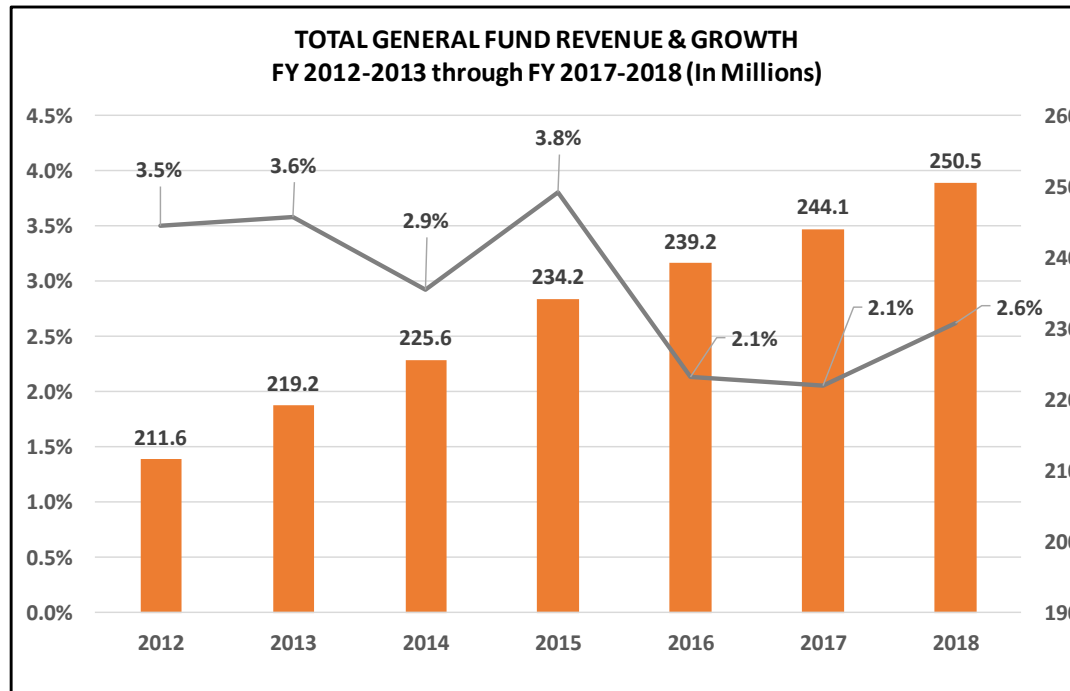
- 1) Property Taxes - 82.4%
- 2) Intergovernmental Revenue – 14.1%
- 3) Licenses and Permits - 1.7%
- 4) Charges for Services – 1.0%
- 5) Fines and Penalties - .6%
- 6) Investment Income - .2%

The budgeted General Fund Revenues for FY 2017-2018 total \$250,500,000, an increase of \$6,400,000 or 2.62% more than the prior year adopted budget. The factors accounting for this change are as follows:

Taxes	\$ 5,121,302	Licenses and Permits	\$ 190,045
Intergovernmental	\$ 1,357,541	Charges for Services	\$ 26,362
Fines and Penalties	\$ 254,750	Use of Fund Balance	\$ (750,000)
Investment Income	\$ 200,000		

Total General Fund Revenue & Revenue Growth FY 2013-2014 - through FY 2017-2018

Revenue	FY 2013-2014		FY 2014-2015		FY 2015-2016		FY 2016-2017		FY 2016-2017		FY 2017-2018	
	Actual	%	Actual	%	Actual	%	Budget	%	Projected	%	Budget	%
Taxes	181,696,533	80.5%	188,467,780	80.5%	196,683,257	82.2%	201,328,858	82.5%	201,267,898	82.8%	206,450,160	82.4%
Intergovernmental	29,876,762	13.2%	31,137,079	13.3%	29,596,313	12.4%	34,062,672	14.0%	31,498,174	13.0%	35,420,213	14.1%
Licenses & Permits	4,262,540	1.9%	3,855,787	1.6%	3,775,368	1.6%	4,065,775	1.7%	4,012,642	1.7%	4,255,820	1.7%
Fines & Penalties	1,231,133	0.5%	1,687,742	0.7%	1,568,929	0.7%	1,273,000	0.5%	1,486,097	0.6%	1,527,750	0.6%
Investment Income	192,513	0.1%	115,630	0.0%	230,372	0.1%	200,000	0.1%	350,000	0.1%	400,000	0.2%
Charges for Services	5,465,583	2.4%	4,256,157	1.8%	6,023,843	2.5%	2,419,695	1.0%	2,507,861	1.0%	2,446,057	1.0%
Fund Equity	-	0.0%	0	0.0%	0	0.0%	750,000	0.3%	0	0.0%	0	0.0%
Other Financing Sources	2,901,465	1.3%	4,680,939	2.0%	1,295,790	0.5%	0	0.0%	1,977,328	0.8%	-	0.0%
TOTAL	225,626,530	100.0%	234,201,115	100.0%	239,173,873	100.0%	244,100,000	100.0%	243,100,000	100.0%	250,500,000	100.0%
Revenue Growth	7,649,877	2.92%	8,574,585	3.80%	4,972,758	2.12%	4,926,127	2.06%	3,926,127	1.64%	6,400,000	2.62%



REVENUE OVERVIEW
Property Tax Revenue

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
Revenue	Actual	Actual	Actual	Budget	Projected	Budget
Property Taxes	181,671,672	188,562,229	196,757,357	201,306,988	201,306,988	206,420,697
Suspense Tax	24,862	29,576	25,279	21,870	37,947	29,463
Total	181,696,533	188,591,805	196,782,636	201,328,858	201,344,935	206,450,160

The principal source of revenue for the City of Danbury is local property taxes. Local taxes, which comprise 82.4% 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 2017-2018, Property Tax revenues will be \$206,450,160 (\$206,420,697 for Property tax levy and \$29,463 from budget tax liens revenues). Property Tax Revenues increase by \$4.9 million due to a very slight increase in the mill rate of .94% (\$1.9 million), grand list growth of 1.48% (\$3 million), and elimination of allowance for uncollectable taxes of approximately \$200,000. 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, 2016 net taxable Grand List, which is used for the FY 2017-2018 is \$7,130,284,614 an increase of \$103,684,279 or 1.48% from the current year that generated an additional \$3 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 total revenue collected 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.

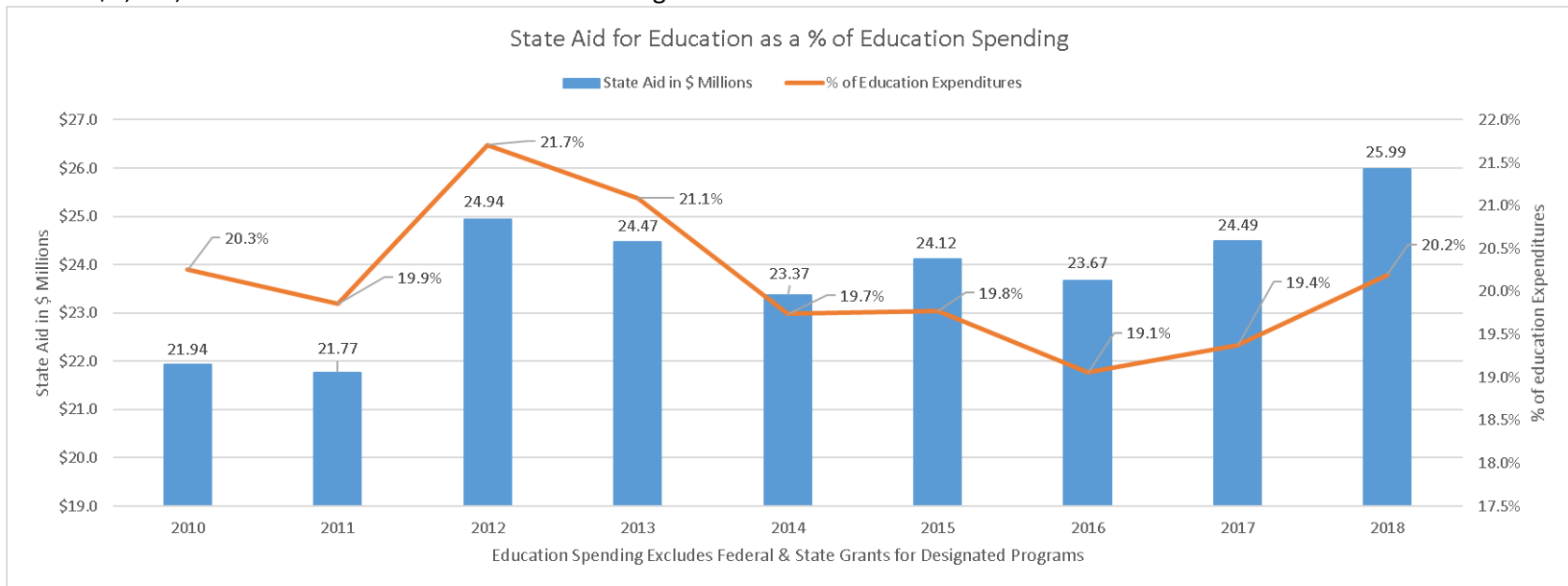
INTERGOVERNMENTAL REVENUE

Revenue	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2016-2017 Projected	FY 2017-2018 Budget
Public Works	921,391	977,934	878,055	878,055	878,807	878,807
PILOTS	5,160,057	5,501,382	4,860,263	4,856,229	4,641,980	4,710,856
Other Intergovernmental	422,049	542,121	185,946	3,841,533	2,900,865	3,843,695
Education	23,373,265	24,115,642	23,672,049	24,486,855	23,076,522	25,986,855
Total	29,876,762	31,137,079	29,596,313	34,062,672	31,498,174	35,420,213

The City has budgeted this area relatively flat from the current year's budget with an additional \$1.3 million for special education.

Public Works/PILOTS/Other Intergovernmental – These revenue sources from the State of Connecticut are expected to decrease by \$142,459 or -1.49%.

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 increase slightly. For FY 2017-2018, education revenues are budgeted at \$25,986,855 an increase of \$1,500,000 or 3.99% from the FY 2016-2017 budget.



LICENSES & PERMITS

Revenue	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2016-2017 Projected	FY 2017-2018 Budget
Building Department	2,217,891	1,991,313	1,841,117	2,175,000	2,012,734	2,280,000
Town Clerk	1,738,913	1,591,826	1,586,734	1,574,775	1,661,871	1,653,070
Health & Human Services	264,453	237,928	295,469	280,000	289,837	282,500
Public Safety	25,770	19,848	28,017	20,000	26,677	24,250
Public Works	15,513	14,803	24,032	16,000	21,523	16,000
Total	4,262,540	3,855,717	3,775,368	4,065,775	4,012,642	4,255,820

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 below, 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. Current trends indicate that Building Permits will return to 13/14 levels. FY 2017-2018, Building Permit revenues will increase over the current year budget level by \$105,000.

Town Clerk – The Town Clerk collects revenue through the conveyance of property and vital statistics. Revenue for the Town Clerk is budgeted at \$1,653,070, an increase of \$78,295 or 4.97%. 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 \$282,500, a slight increase of \$2,500.

Public Safety – Revenue in this category includes alarm registrations and permits issued by the Police Department. For FY 2017-2018 revenue is budgeted at \$24,250, a slight increase of \$4,250 from the current budget year.

Public Works – The Department of Public Works issues street opening permits for excavation work in the City. For FY 2017-2018 revenue is budgeted at \$16,000, no change from the prior year.

Fines, Penalties, and Interest

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
Revenue	Actual	Actual	Actual	Budget	Projected	Budget
Interest & Penalties - Non Tax	56	292	170	200	272	250
Public Safety	252,636	148,920	108,745	102,800	137,116	107,500
Property Taxes	978,440	1,538,529	1,460,032	1,170,000	1,348,756	1,420,000
Total	1,231,133	1,687,742	1,568,947	1,273,000	1,486,144	1,527,750

The City of Danbury derives revenue from parking violations, state court fines, and interest and lien fees on delinquent taxes. Revenues for FY 2017-2018 is budgeted with an increase of \$254,750 primarily in collection of delinquent taxes. 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.

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. Total revenue for FY 2017-2018 is budgeted at \$107,500, an increase of \$4,700 or 4.57%.

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 \$1,420,250, an increase of \$250,050 or 21.37% from FY 2016-2017.

Investment Income

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2017-2018
Revenue	Actual	Actual	Actual	Budget	Projected	Budget
Investment Income	192,513	115,630	230,372	200,000	350,000	400,000

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. Interest rates are increasing, investment strategy has changed, and the current budget was estimated conservatively. Investment Income for FY 2017-2018 Budget is budgeted is at \$400,000, an increase of \$200,000.

Charges for Services

Revenue	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2016-2017 Projected	FY 2017-2018 Budget
Planning & Zoning	182,746	194,095	208,077	201,200	184,970	230,300
Public Works	21,120	21,271	18,431	12,500	13,298	13,000
Public Safety	1,810,050	1,830,131	2,524,912	470,750	393,060	471,250
Education	124,197	5,886	-	-	-	-
Transportation	754,693	777,079	717,535	764,660	792,654	734,317
Parks & Recreation	206,655	186,501	246,244	229,385	221,256	224,445
Interfund Services	489,521	423,627	1,935,513	489,400	474,660	469,400
Other	1,876,601	817,568	373,132	251,800	427,963	303,345
Total	5,465,583	4,256,157	6,023,843	2,419,695	2,507,861	2,446,057

Charges for Services are individual fees charged specifically for the use of a particular City service or activity. FY 2017-2018 revenues will slightly increase by \$26,362 or 1.09% 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 2017-2018 total \$230,300, an increase of \$29,100 or 14.46%.

Public Works – This category includes a fee for site plan reviews performed by the Engineering Department. Revenues for FY 2017-2018 total \$13,000.

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 2017-2018 total \$471,250.

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 2017-2018 are budgeted at \$734,317, a decrease of \$30,343 or 3.97%.

Parks and Recreation – The Department of Parks and Recreation charges fees to City residents to participate in recreational activities throughout the City. FY 2017-2018 budgeted revenues in this category total \$224,445, a slight decrease of \$4,940 or 2.15% 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 \$303,345, an increase of \$51,545.

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4110.0120	Property Taxes - Suspense Tax	25,279	21,870	22,250	37,947	28,000	29,463
	SUBTOTAL TAX FEES	25,279	21,870	22,250	37,947	28,000	29,463
4200.2000	Lic. & Prmts - Town Clerk - Conveyance Tax	889,575	950,000	772,640	1,003,430	1,000,000	1,030,000
4200.2005	Lic. & Prmts - Town Clerk - HDP/CIA	187,253	185,000	120,598	185,535	183,000	183,000
4200.2010	Lic. & Prmts - Town Clerk MERS General	86,859	70,000	64,868	99,797	100,000	100,000
4200.2015	Lic. & Prmts - Town Clerk MERS Exception	22,176	18,000	15,808	24,320	24,000	24,000
4200.2020	Lic. & Prmts - Town Clerk - Permits	4,051	5,000	2,608	3,260	5,000	5,000
4200.2040	Lic. & Prmts - Town Clerk Fees - Misc	386,087	340,000	234,064	334,378	280,000	300,000
4200.2041	Lic. & Prmts - Town Clerk Fees - Fish & Game	212	175	101	430	70	70
4200.2042	Lic. & Prmts - Town Clerk Fees - Marriages	7,931	6,600	5,225	8,038	8,000	8,000
4200.2043	Lic. & Prmts - Town Clerk Fees - Conveyance Fee	2,590	0	1,744	2,683	3,000	3,000
4200.2060	Lic. & Prmts - Police - License & Permits	25,347	18,000	14,970	24,950	20,000	22,500
4200.2080	Lic. & Prmts - Alarm Registrations	420	750	280	439	500	500

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2100	Lic. & Prmts - Fire - Permits&Reports Registrat	2,250	1,250	515	1,288	1,250	1,250
4200.2120	Lic. & Prmts - Building Department	1,841,117	2,175,000	1,086,877	2,012,734	2,280,000	2,280,000
4200.2140	Lic. & Prmts - Street Opening Fees	24,032	16,000	12,585	21,523	16,000	16,000
4200.2160	Lic. & Prmts - Health - Cer of Apt Occup	9,600	6,000	3,440	5,747	10,000	6,000
4200.2200	Lic. & Prmts - Health - License & Permits	282,341	270,000	132,143	275,299	230,000	270,000
4200.2220	Lic. & Prmts - Health-Room House&Hotel Lic	3,528	4,000	7,912	8,791	9,000	6,500
	SUBTOTAL LICENCES & PERMITS	3,775,368	4,065,775	2,476,378	4,012,642	4,169,820	4,255,820
4300.3080	Intergov. Rev. - Mashantucket Pequot Fund	963,273	909,915	302,519	907,556	898,935	898,935
4300.3120	Intergov. Rev. - State Revenue Sharing	0	620,540	593,619	593,619	620,540	620,540
4300.3121	Intergov. Rev. - Additional Sales Tax	0	2,993,644	2,079,675	2,079,675	2,993,644	2,993,644
4300.3140	Intergov. Rev. - Telecommunications Tax	240,717	245,000	0	234,157	230,000	230,000
4300.3920	Intergov. Rev. - St Pub Safety Answering Pt Sub	185,946	185,946	139,626	186,168	188,108	188,108
4300.3160	Intergov. Rev. - Elderly-Lieu of Taxes	0	2,000	0	0	0	0

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4300.3180	Intergov. Rev. - In Lieu Tax Hosp & College	1,384,386	1,268,313	1,258,449	1,258,449	1,268,313	1,268,313
4300.3220	Intergov. Rev. - Public Housing-Lieu Tax	0	140,000	0	0	0	0
4300.3260	Intergov. Rev. - State Prop in Lieu of Tax	1,909,997	1,896,601	1,881,851	1,881,851	1,916,258	1,916,258
4300.3300	Intergov. Rev. - State Heart Program	341,282	372,600	337,845	337,845	375,100	375,100
4300.3320	Intergov. Rev. - Vets Exemption St of CT	20,608	21,800	22,122	22,122	22,250	22,250
4300.3360	Intergov. Rev. - Civil Defense	0	41,403	0	41,403	41,403	41,403
4300.3440	Intergov. Rev. - Highway State Aid	861,735	861,735	862,487	862,487	862,487	862,487
4300.3460	Intergov. Rev. - State Road Maintenance	16,320	16,320	8,160	16,320	16,320	16,320
4300.3620	Intergov. Rev. - Education Equalization	21,632,338	22,852,924	10,678,978	22,076,522	22,852,924	22,852,924
4300.3640	Intergov. Rev. - Elem-High School Trans	471,317	452,750	0	0	452,750	452,750
4300.3780	Intergov. Rev. - Special Ed Agency Placement	1,374,367	1,000,000	0	1,000,000	1,250,000	2,500,000
4300.3840	Intergov. Rev. - Transportation Non-Public BOE	194,027	181,181	0	0	181,181	181,181
SUBTOTAL INTERGOVERNMENTAL REV		29,596,313	34,062,672	18,165,331	31,498,174	34,170,213	35,420,213

CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4000	Chgs for Svcs - Refund - Prior Year Exp	198,521	155,000	60,475	209,131	215,000	215,000
4400.4100	Chgs for Svcs - Copy/Printer Charges	1,795	2,000	1,006	1,745	2,000	2,000
4400.4780	Chgs for Svcs - Misc Charges for Services	16,033	33,300	21,459	15,000	16,000	16,000
4400.4800	Chgs for Svcs - NSF Fees	2,295	1,500	2,375	2,794	1,825	2,500
4400.4820	Chgs for Svcs - Other Revenues	454	1,000	3,181	3,181	4,000	2,000
4400.4100	Chgs for Svcs - Copy/Printer Charges	4,304	2,000	2,901	3,538	2,000	3,000
4400.4990	Chgs for Svcs - Housing Authority	46,569	15,000	51,946	51,946	47,845	47,845
4190.0150	Penlts. & Int. on Delq Taxes - Interest on Delq. Taxes	1,380,358	1,100,000	1,054,193	1,303,000	1,100,000	1,350,000
4190.0160	Penlts. & Int. on Delq Taxes - Liens & Other Fees Taxes	-18	0	-14	-47	0	0
4400.4040	Chgs for Svcs - Tax Searches	15	0	0	0	0	0
4400.4120	Chgs for Svcs - Town Clerk Historic Documents	90,548	152,500	127,500	127,500	0	0
4400.4140	Chgs for Svcs - Environmental Impact	17,445	16,000	4,505	6,931	13,000	12,000
4400.4160	Chgs for Svcs - Planning and Zoning	164,707	160,000	89,631	149,385	155,000	160,000
4400.4180	Chgs for Svcs - Planning Commission	15,325	15,000	7,600	16,159	15,000	15,000

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
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REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4190	Chgs for Svcs - Legal Notice Fees	0	0	17,500	0	32,000	32,000
4400.4200	Chgs for Svcs - Zoning Board	2,900	3,300	2,255	3,221	4,500	3,300
4400.4220	Chgs for Svcs - Zoning Board of Appeals	7,700	6,900	5,000	9,274	9,000	8,000
4400.4240	Chgs for Svcs - Civil Service Test Fees	2,702	5,000	117	201	5,000	3,000
4400.4260	Chgs for Svcs - Electric Interruption	0	4,000	0	0	0	0
4400.4280	Chgs for Svcs - Police Fingerprints	8,310	7,500	0	0	7,500	0
4400.4300	Chgs for Svcs - Police Reports	20,736	10,000	16,612	23,072	12,500	15,000
4400.4320	Chgs for Svcs - Police Special Services	1,902,989	0	1,526,273	0	0	0
4400.4425	Chgs for Svcs - Spec Svcs Admin Charge	279,495	225,000	0	200,000	225,000	233,000
4400.4340	Chgs for Svcs - Fire Department Services	2,887	3,750	1,228	1,442	3,750	3,750
4400.4360	Chgs for Svcs - Fire Marshal Inspections	106,240	72,500	46,230	71,123	72,500	72,500
4400.4380	Chgs for Svcs - Fire Marshal Plan Reviews	42,900	47,500	22,810	45,620	47,500	42,500
4400.4400	Chgs for Svcs - Fire Special Services	105,463	0	68,575	0	106,000	0
4400.4425	Chgs for Svcs - Spec Svcs Admin Charge	15,502	14,000	0	14,000	14,000	14,000

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4480	Chgs for Svcs - Consumer Protection	40,390	40,500	37,588	37,803	40,500	40,500
4400.4500	Chgs for Svcs - Aircraft Registrations	40,380	55,290	42,960	49,379	45,350	45,350
4400.4522	Chgs for Svcs - Fuel Flows	65,029	65,000	42,394	65,222	64,783	64,783
4400.4524	Chgs for Svcs - FBO Permits	108,717	110,250	83,438	160,767	110,250	110,250
4400.4540	Chgs for Svcs - Housatonic Area Reg Transit	93,680	93,680	0	93,680	93,680	93,680
4400.4100	Chgs for Svcs - Copy/Printer Charges	1,831	500	911	1,215	1,000	1,000
4400.4580	Chgs for Svcs - Engineering Site Plan Reviews	16,600	12,000	5,900	12,083	12,000	12,000
4400.4620	Chgs for Svcs - Veterans Advisory Center	0	0	250	250	0	0
4400.4700	Chgs for Svcs - Hatters Park Revenue	40,820	44,000	27,560	35,792	49,000	40,000
4400.4740	Chgs for Svcs - Recreation	205,424	185,385	134,583	185,464	184,445	184,445
	SUBTOTAL CHARGES FOR SERVICES	5,049,046	2,659,355	3,508,940	2,899,871	2,711,928	2,844,403
4500.1065	Intrfd Svc Rev - Grants Administrator	20,013	10,000	12,156	20,260	12,500	15,000
4500.1003	Intrfd Svc Rev - Prov for Water Fund	82,950	82,950	0	82,950	82,950	82,950

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	15,750	16,000	0	16,000	16,000	16,000
4500.1005	Intrfd Svc Rev - Prov for Ambulance Fund	0	35,000	0	35,000	35,000	35,000
4500.1003	Intrfd Svc Rev - Prov for Water Fund	39,900	39,900	0	39,900	39,900	39,900
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	10,700	11,000	0	11,000	11,000	11,000
4500.1003	Intrfd Svc Rev - Prov for Water Fund	102,400	102,400	0	102,400	102,400	102,400
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	136,500	139,800	0	139,800	139,800	139,800
4500.1003	Intrfd Svc Rev - Prov for Water Fund	24,150	24,150	0	24,150	24,150	24,150
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	3,150	3,200	0	3,200	3,200	3,200
4500.1005	Intrfd Svc Rev - Prov for Ambulance Fund	0	50,000	0	0	50,000	50,000
4500.1000	Intrfd Svc Rev - Prov For Other Funds	0	25,000	0	0	0	0
4500.1003	Intrfd Svc Rev - Prov for Water Fund	1,500,000	0	0	0	0	0
SUBTOTAL INTERFUND SERVICES		1,935,513	539,400	12,156	474,660	516,900	519,400

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4510.5190	Fines & Penlts. - Interest & Liens - Non Tax	170	200	272	272	250	250
4110.0102	Property Taxes - Audit/Collection Services	-99,379	0	-26,963	-77,037	0	0
4510.5000	Fines & Penlts. - Zoning Violations	0	300	2,493	0	300	0
4510.5020	Fines & Penlts. - Parking Violations	25,900	20,000	26,734	41,129	20,000	25,000
4510.5040	Fines & Penlts. - Parking Violation Penlts.	1,230	2,000	2,304	2,560	2,000	2,000
4510.5060	Fines & Penlts. - State Court Fines	81,135	80,000	87,925	92,553	75,000	80,000
4510.5185	Fines & Penlts. - Abandoned Carts - Ord 12-33	480	500	420	560	500	500
4510.5140	Fines & Penlts. - Citations - Snow Removal	0	0	314	314	0	0
	SUBTOTAL FINES & PENALTIES	9,536	103,000	93,499	60,351	98,050	107,750
4610.1200	Invst. Earnings - Interest on Investments	230,372	200,000	311,579	350,000	400,000	400,000
	SUBTOTAL INTEREST	230,372	200,000	311,579	350,000	400,000	400,000
4900.1755	Other Fin. Sources - Reappropriations	0	338,547	0	0	0	0
	SUBTOTAL OTHER FINANCING SOURCE	0	338,547	0	0	0	0
4620.1300	Rents - Land	3,967	8,000	7,305	8,117	9,000	8,000
4620.1310	Rents - Building	5,929	0	2,964	4,560	4,000	4,000

**CITY OF DANBURY
GENERAL FUND INDIRECT REVENUE
Proposed Budget: 2017-2018**

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4620.1330	Rents - FBO Leases	74,537	90,000	81,592	83,258	83,194	83,194
4620.1332	Rents - Outside Leases	312,781	328,000	336,456	323,515	321,220	321,220
4620.1334	Rents - Tie Downs	22,411	22,440	12,625	16,833	15,840	15,840
	SUBTOTAL RENTS	419,625	448,440	440,942	436,283	433,254	432,254
4930.7000	Debt Issuance - Premium Revenue	1,295,790	0	1,977,328	1,977,328	0	0
4950.9000	Special Items - Prem Rev Tax Lien Sales	79,674	70,000	45,756	45,756	70,000	70,000
	SUBTOTAL DEBT ISSUANCE	1,375,464	70,000	2,023,084	2,023,084	70,000	70,000
TOTAL REVENUE		42,416,516	42,509,059	27,054,160	41,793,012	42,598,165	44,079,303

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.

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 \$547,000 in State aid LOCIP funding for fiscal year 2016/2017.

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 2017-2018 Budget represents an operational plan for the next twelve months, the City is already working on a plan for the next three years - starting with FY 2018-2019.

The future of the City of Danbury and its prospective economic position was considered as part of the FY 2017-2018 Proposed 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 (excluding debt service) will continue to be capped at 2.5%. Long-range forecasting will continue to be limited to 2.5% or less, and adjustments will be made accordingly on an annual basis. As demonstrated with a spend trend of approximately 2.6% over the last nine years, the City of Danbury has been fiscally prudent which has allowed us the flexibility to respond to changes with the economy from one year to the next with limited financial consequences.

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 2.81% 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://www.danbury-ct.gov/finance>)

DOCUMENT NAME	DESCRIPTION	LATEST VERSION AVAILABLE
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	2016 CAFR (FY 15-16)
General Obligation Bonds Final Official Statement	Bond, Tax, Debt and Financial Statements	Official Statement - 07/12/2016
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 https://danburyct.opengov.com	Web-based Financial Reporting Tool	Reports developed and updated continuously

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.

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. As planned, the City has eliminated the practice of using appropriated fund balance as a tool to balance the budget for the General Fund in FY 2017-2018. The use of appropriated fund balance for balancing budgets has been strategically reduced over the last several years from a high of \$4 million dollars.

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 projection is to maintain a growth or "spend" trend of 2.5% (exclusive of debt service) or less in General Fund expenditures.

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 1st or the next business day thereafter if May 1st 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-Wide Summary by Account & Major Funds
Proposed Budget: 2017-2018**

REVENUES

Base Account	Revenue Type	INTERNAL SERVICE FUNDS								ACCOUNT TOTAL
		(002) General Fund	(003) Water Fund	(004) Sewer Fund	(005) Ambulance Fund	(006) Animal Control	(014) Employee Benefits	(015) Workers Compensation	(016) Pension-OPEB	
4110	TAX FEES	206,450,160								206,450,160
4190	TAX FEES	1,350,000	190,000							1,540,000
4200	LICENCES & PERMITS	4,255,820	28,000	30,000						4,313,820
4200	LICENSES & PERMITS					12,600				12,600
4300	INTERGOVERNMENTAL REVENUES	35,420,213		100,000						35,520,213
4400	CHARGES FOR SERVICES	1,494,403	9,112,650	12,177,000	3,711,000	1,300	1,241,085			27,737,438
4500	INTERFUND SERVICES	519,400	598,350				17,350,721	3,425,899	22,541,437	44,435,807
4510	FINES & PENALTIES	107,750	26,000	303,000						436,750
4610	INTEREST	400,000	45,000	40,000	1,000	100				486,100
4620	RENTS	432,254								432,254
4910	INTERFUND TRANSFERS					306,000				306,000
4950	SPECIAL ITEMS	70,000								70,000
GRAND TOTALS:		250,500,000	10,000,000	12,650,000	3,712,000	320,000	18,591,806	3,425,899	22,541,437	321,741,142

**City-Wide Summary by Account & Major Funds
Proposed Budget: 2017-2018**

EXPENDITURES

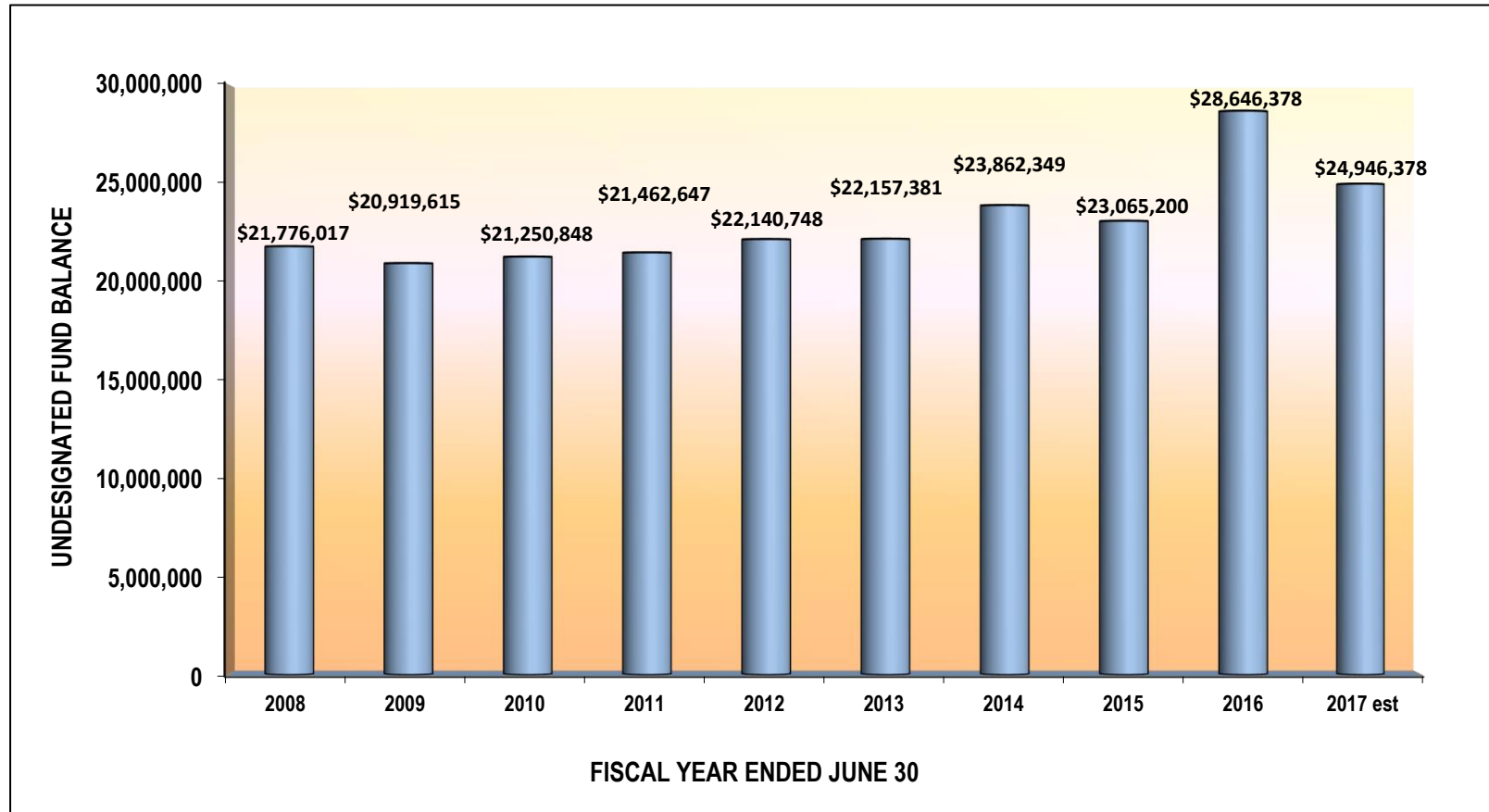
Base Account	Account Description	INTERNAL SERVICE FUNDS								ACCOUNT TOTAL
		(002) General Fund	(003) Water Fund	(004) Sewer Fund	(005) Ambulance Fund	(006) Animal Control	(014) Employee Benefits	(015) Workers Comp.	(016) Pension-OPEB	
5020	Salaries	36,601,044	2,370,948		1,907,190	173,524	168,888			41,221,594
5030	Overtime	3,728,139	310,800			25,000	500			4,064,439
5040	Part Time	1,300,241	56,160			19,292				1,375,693
5050	Other Salaries	974,494	109,481			4,780	2,300			1,091,055
5220	Payroll Taxes						1,866,000			1,866,000
5230	Employee Group Insurance						14,367,985	1,563,000		15,930,985
5235	Retiree Benefits								10,060,087	10,060,087
5240	Pension								12,451,350	12,451,350
5250	Other Benefits	2,277,935	73,065		610,300	14,272	2,723			2,978,295
5300	Purch Svcs	6,965,246	350,500	6,405,456	584,210	10,000	126,500		30,000	14,471,912
5300	Purch Svcs - Crossing Guards	360,000								360,000
5300	Purch Svcs - Lobbying Services	15,000								15,000
5305	Fees & Charges					5,100				5,100
5350	Interfund Svc Exp	39,036,537	2,376,301	710,700	91,300	23,570				42,238,408
5350	Interfund Svc Exp - Water Fund Svcs			598,347						598,347
5400	Property Services	414,370	50,000							464,370
5500	Maintenance & Repair	2,574,659	244,500	325,100						3,144,259
5600	Materials & Supplies	3,553,212	1,243,500	31,300	48,000	24,322	300			4,900,634
5700	Equipment	245,819	156,000	23,700		1,200	100			426,819
5800	Insurance						2,056,510	1,862,899		3,919,409

**City-Wide Summary by Account & Major Funds
Proposed Budget: 2017-2018**

EXPENDITURES

Base Account	Account Description	INTERNAL SERVICE FUNDS									ACCOUNT TOTAL
		(002) General Fund	(003) Water Fund	(004) Sewer Fund	(005) Ambulance Fund	(006) Animal Control	(014) Employee Benefits	(015) Workers Comp.	(016) Pension- OPEB		
5852	Appropriations	128,444,575									128,444,575
5855	Contingency	300,000	39,032	50,000	10,000						399,032
5865	Operating Transfer Out	4,184,922	585,000	572,000	365,000	15,000					5,721,922
5870	Contributions/Grants	1,981,574				3,940					1,985,514
5870	Contributions/Grants - Jericho Partnership	25,000									25,000
5875	Memberships	162,034									162,034
5880	Debt Service	16,841,301	341,261	604,997							17,787,559
6000	Donations/Grants	513,898									513,898
8026	Depreciation Expense		1,693,452	3,328,400	96,000						5,117,852
GRAND TOTALS:		250,500,000	10,000,000	12,650,000	3,712,000	320,000	18,591,806	3,425,899	22,541,437		321,741,142

**GENERAL FUND
UNDESIGNATED (UNASSIGNED) FUND BALANCE
TEN YEAR HISTORY**



Danbury Fire Department



Danbury Police Department



Danbury Airport



Lake Kenosia



Danbury Public Works



Danbury City Hall



GENERAL FUND

PERFORMANCE MEASUREMENT DESCRIPTION

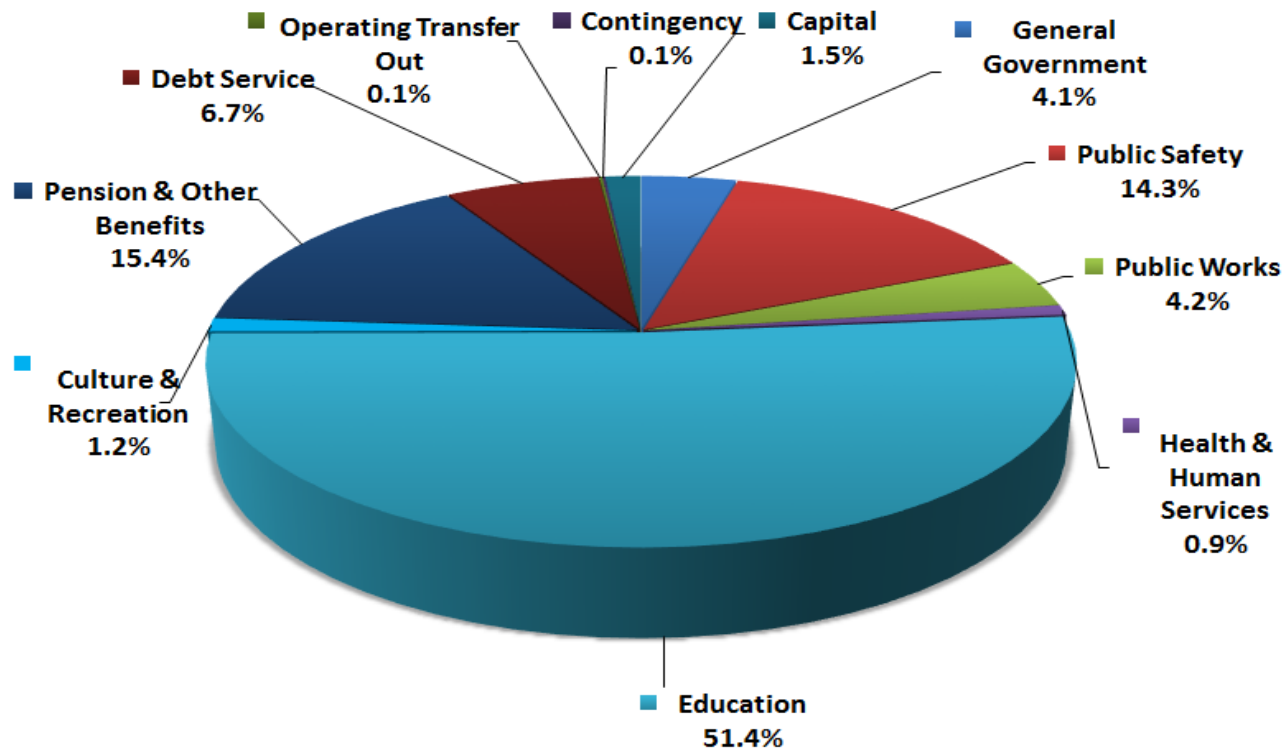
The City of Danbury's mission is to ensure a superior quality of life for its citizens by providing the most cost effective municipal services while preserving the cultural, historical and natural resources of the City. We are committed to working with citizens to enhance Danbury's position as a premier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

The City of Danbury began using performance measurements as a strategy to sustain our service levels, strive for excellence, and continue improvement of meeting the City's mission statement. Implementing performance measurement is a process, which has evolved over several years. The City of Danbury began with the introduction of the "Statement of Mission, Accomplishments and Major Objectives" for each department followed by the development of logic models for certain program or service within their department. A logic model is a tool that helps managers focus on setting goals and objectives and stimulates the development of cost effective strategies of achieving the City's objectives. As a result, key performance measures were established and are now provided for major departments. The City of Danbury continues to expand on these performance measures along with measurable goals during every budget cycle as new benchmarks, dashboards, and software are implemented.

Performance measures will provide the road map of the expectations for each department (and project) and will provide key decision-makers with valuable information for resource allocation, process improvements and goal setting. Through the use of performance measures, citizens can understand "what they get" in terms of service and results.

Performance Measurements will be used as a long term comprehensive program that will lead to better management of the City's resources, more accountability, more productivity, and specific goal setting.

**CITY OF DANBURY
EXPENDITURES BY FUNCTION
\$250,500,000**



	<u>FY 2017-2018</u>	<u>FY 17/18 %</u>	<u>FY 16/17 %</u>
General Government	\$10,331,579	4.1%	4.2%
Public Safety	35,939,744	14.3%	14.1%
Public Works	10,537,224	4.2%	4.2%
Health & Human Services	2,238,146	0.9%	0.9%
Education	128,658,575	51.4%	51.8%
Culture & Recreation	3,006,652	1.2%	1.2%
Pension & Other Benefits	38,461,857	15.4%	15.2%
Debt Service	16,841,301	6.7%	6.5%
Operating Transfer Out	306,000	0.1%	0.1%
Contingency	300,000	0.1%	0.2%
Capital	3,878,922	1.5%	1.6%
Total	\$250,500,000	100.0%	100.0%

CITY COUNCIL Proposed Budget: 2017-2018	
President: Joseph M. Cavo	Dept. #: 1005
Statement of Mission:	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.
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none"> • 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. • Provided Legislative support for the \$20 million referendum for the following: \$10 million - street paving, drainage, and bridge replacement; construction of a new animal control facility; and improvements to street infrastructure, Tarrywile Park, and other recreational parks; and \$10 million for the engineering costs associated with the upgrades to the Waste Water Treatment Plant as required by Clean Water Act. • 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.
Major Objectives 2017-2018:	<ul style="list-style-type: none"> • 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. • 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.

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1005	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1005	CITY COUNCIL	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5030.1000	Overtime - Salaries	13	1,000	621	1,000	1,000	1,000
5040.1000	Part Time - Salaries	12,943	17,772	0	0	16,000	16,000
5050.1100	Other Salaries - Constables	440	1,000	550	982	1,000	1,000
5300.2055	Purch Svcs - Postage	51	200	18	127	150	150
5300.2040	Purch Svcs - Outside Svcs	1,051	2,000	130	2,000	2,000	2,000
5500.2420	Maintenance & Repair - Office Equipment	457	350	141	282	300	300
5600.2500	Materials & Supplies - Office	952	1,800	0	1,500	1,700	1,500
TOTAL		15,906	24,122	1,460	5,891	22,150	21,950
1030	ORDINANCES						
5300.2095	Purch Svcs - Legal & Public Notices	23,814	15,000	7,398	14,226	16,000	15,000
5300.2090	Purch Svcs - Printing & Binding	0	2,000	0	0	1,000	1,000
TOTAL		23,814	17,000	7,398	14,226	17,000	16,000

MAYOR'S OFFICE Proposed Budget: 2017-2018	
Mayor: Mark D. Boughton	Dept. #: 1010
Statement of Mission:	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
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none"> • Initiated the voter approved \$20 million referendum for the following: \$10 million - street paving, drainage, and bridge replacement; construction of a new animal control facility; and improvements to street infrastructure, Tarrywile Park, and other recreational parks; and \$10 million for the engineering costs associated with the upgrades to the Waste Water Treatment Plant as required by Clean Water Act. • Re-activated the Revenue Task Force to review all opportunities to maximize revenue potential while minimizing the burden to tax payers i.e Airport fees, recreational fees, leases, etc. • Dedicated the Hatter's monument at City Hall to the residents of Danbury.
Major Objectives 2017-2018:	<ul style="list-style-type: none"> • Initiate acquisition of CL&P owned street lights and convert to more effective and energy-efficient LED lights. • Continue to work closely with the Office of Business Advocacy to be more reflective of the specific needs of the Danbury business community – especially for the small to mid-size businesses. • Continue to aggressively move forward with innovative cost reduction and containment measures to minimize the tax burden on Danbury taxpayers.

Mayor: Mark D. Boughton	MAYOR'S OFFICE Proposed Budget: 2017-2018	Dept. #: 1010
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1010	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1010	MAYOR'S OFFICE						
5020.1000	Salaries - Regular	315,395	345,459	190,447	311,974	345,683	345,683
5030.1000	Overtime - Salaries	0	1,672	0	0	0	0
5040.1000	Part Time - Salaries	8,022	30,807	20,894	30,727	12,365	12,365
5050.1140	Other Salaries - Other Earnings	0	0	0	0	4,286	4,286
5250.1620	Other Benefits - Longevity	888	3,395	3,218	3,218	1,620	1,620
5250.1630	Other Benefits - Sick Leave	3,086	4,098	2,339	2,339	3,841	3,841
5300.2090	Purch Svcs - Printing & Binding	856	900	868	894	900	900
5300.2035	Purch Svcs - Lobbying Services	5,000	15,000	15,000	15,000	15,000	15,000
5300.2055	Purch Svcs - Postage	5,147	4,000	3,685	3,685	5,250	5,250
5300.2060	Purch Svcs - Travel/Mileage	2,057	2,662	2,559	2,559	2,500	2,500
5300.2075	Purch Svcs - Training Courses	0	12	0	0	500	500
5300.2085	Purch Svcs - Subscriptions/Memberships	454	350	299	348	350	350
5300.2080	Purch Svcs - Conferences	0	188	187	187	200	200
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,733	1,739	1,739	1,739	1,877	1,877
5500.2420	Maintenance & Repair - Office Equipment	828	1,304	455	909	900	900
5600.2500	Materials & Supplies - Office	3,618	2,300	1,470	2,296	2,500	2,500
TOTAL		347,083	413,886	243,159	375,875	397,772	397,772
1170	ANNUAL REPORT						
5300.2040	Purch Svcs - Outside Svcs	10,000	10,000	9,990	9,990	10,000	10,000

Mayor: Mark D. Boughton	MAYOR'S OFFICE Proposed Budget: 2017-2018	Dept. #: 1010
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1010	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
TOTAL		10,000	10,000	9,990	9,990	10,000	10,000
1280	MAYOR'S DISCRETIONARY FUND						
5300.2040	Purch Svcs - Outside Svcs	9,054	10,000	8,155	9,825	10,000	10,000
5300.2180	Purch Svcs - Boards & Commissions Admin	0	46	0	0	0	0
5870	Contributions/Grants -	6,905	6,000	5,170	5,977	6,000	7,000
TOTAL		15,959	16,046	13,325	15,802	16,000	17,000
1300	CITY MEMBERSHIPS						
5875.3315	Memberships - US Conf Mayors	5,269	5,269	5,269	5,269	5,269	5,269
5875.3300	Memberships - Western CT Council of Govts	32,354	32,354	32,354	32,354	32,354	32,501
5875.3310	Memberships - Connecticut Conf Municipalities	47,464	47,464	47,464	47,464	47,464	47,464
TOTAL		85,087	85,087	85,087	85,087	85,087	85,234

MAYOR'S OFFICE
Proposed Budget: 2017-2018

Mayor: Mark D. Boughton

Dept. #: 1010

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
MAYOR	1		1	115,937	115,937
(A) CHIEF OF STAFF TO THE MAYOR	1		1	88,610	44,305
ADMINISTRATIVE ASSISTANT	1		1	60,812	60,812
PUBLIC RELATIONS COORDINATOR	1		1	46,227	46,227
COMMUNITY SERVICES COORDINATOR	1		1	42,500	42,500
RECEPTIONIST	1		1	35,902	35,902
TOTAL	<u>6</u>		<u>6</u>		345,683

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

OFFICE OF PROJECT EXCELLENCE

Dir. of Proj. Excellence: Stephen Nocera

Proposed Budget: 2017-2018

Dept. #: 1015

Statement of Mission:	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.
Department Goals:	<p>Our goal is to provide real-time communication, customer service and access to information. The department's objectives are to;</p> <p>a) Improve quality of project deliverables; b) Achieve proactive management of project issues/risks; c) Achieve containment of project scope; 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>
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• The Office of Project Excellence (OPE) has completed 32 projects since its inception.• The Playbook for the City's future is the first task for this office and 9 out of the 10 plays have been completed.• Our most notable achievements include the outsourcing of IT, which has created a substantial savings as well as the increased reimbursement for the Freshman Academy that has saved approximately \$400,000 in borrowing costs.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete the initiatives approved by the voters on the November 2016 ballot.• Continue to add new projects to the OPE pipeline.• Continue to improve project integration and the implementation of the City wide project portfolio concept in accordance with the Playbook.• Begin moving forward on remaking how City Departments and resources are structured.

OFFICE OF PROJECT EXCELLENCE

Dir. of Proj. Excellence: S. Nocera

PROPOSED BUDGET: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# Projects Initiated					18	20	30
# Projects Completed					15	17	25
% of Initiated Projects Completed					83%	85%	83%

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
				Other St./Federal (Grant)	Existing Capital Budget		
Downtown Loan Improvement Program	Existing	\$200,000	\$100,000	\$ -	\$100,000	\$100,000	\$ -

Sustainable Danbury:

One of the programs listed for implementation in FY 16-17 and into 17-18 is Danbury Lean and Green. The program seeks to place all efficiency and conservation 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:

City of Danbury Playbook: Plays 1 & 2

Data Reference(s):

- Strategic Municipal Assessment of Resources and Transformation of Government (SMARTGOV) Project
- Danbury Playbook
- Project Prioritization Matrix
- Steering Committee Agendas and Minutes

**OFFICE OF PROJECT EXCELLENCE
Proposed Budget: 2017-2018**

Dir. of Proj. Excellence: Stephen Nocera

Dept. #: 1015

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1015	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1015	OFFICE OF PROJECT EXCELLENCE						
5020.1000	Salaries - Regular	109,992	111,484	71,162	111,452	114,551	114,551
5050.1140	Other Salaries - Other Earnings	0	0	0	0	1,576	1,576
5250.1690	Other Benefits - Educational Credits	2,025	2,050	1,170	2,017	2,340	2,340
5250.1630	Other Benefits - Sick Leave	0	1,654	1,654	1,654	1,700	1,700
5300.2080	Purch Svcs - Conferences	50	500	0	0	1,000	750
5300.2060	Purch Svcs - Travel/Mileage	43	200	0	0	100	100
5300.2045	Purch Svcs - Communication Svcs	443	812	266	444	500	500
5300.2040	Purch Svcs - Outside Svcs	0	1,080	1,080	1,080	0	0
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	210	211	211	211	225	225
5600.2500	Materials & Supplies - Office	1,531	900	150	300	400	400
5700.2700	Equipment - Office	0	420	0	0	300	300
TOTAL		114,294	119,311	75,693	117,158	122,692	122,442

**DIRECTOR OF PROJECT EXCELLENCE
Proposed Budget: 2017-2018**

Dir. of Proj. Excellence: Stephen Nocera

Dept. #: 1015

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF PROJECT EXCELLENCE	1		1	114,551	114,551
TOTAL	<u>1</u>		<u>1</u>		114,551

LEGISLATIVE ASSISTANT

Legislative Assistant: Jean Natale

Proposed Budget: 2017-2018

Dept. #: 1020

Statement of Mission:	To serve the citizens and governmental agencies with honesty and integrity while providing accurate and timely information and preserving documents and records.
Department Goals:	The Legislative Assistant will continue to update and improve the office to better serve the City Council and taxpayers of the City of Danbury.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Significant tax dollars were saved by changing the format of published Ordinances and Budget.• Used technology to improve services to both City Officials and the Public.• Used online publishing of Ordinances to further save taxpayers dollars• Preserved all historic minutes of meetings electronically.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue to use technology to improve services to both City Officials and the Public while saving taxpayer dollars.• Continue to find cost saving methods by reducing paperwork and finding alternative methods of publication.• Continue preserving all historic minutes of meetings electronically.

LEGISLATIVE ASSISTANT

Legislative Assistant: Jean Natale

PROPOSED BUDGET: 2017-2018

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 ordinances, resolutions, City Charter, minutes of the City Council meetings, and attests and seals official documents.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Council Meetings Projected	13	12	13	12	13	12	13
Council Meetings Scheduled	15	14	13	14	13	12	13
Historical Activity	223	220	218	204	200	195	200
Agenda Projected	390	360	390	360	390	360	390
Agendas Items Prepared On Time	450	450	390	420	390	360	n/a
% Over Projection Goal	118%	115%	100%	115%	100%	100%	n/a
Prior Council Agendas Available Online	1985-2011	1981-2012	1980-2013	1980-2014	1980-2015	1980-2016	n/a

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: Jean Natale	LEGISLATIVE ASSISTANT Proposed Budget: 2017-2018	Dept. #: 1020
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1020	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1020	LEGISLATIVE ASSISTANT		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	58,234	59,507	37,919	58,888	61,144	61,144
5050.1140	Other Salaries - Other Earnings	0	0	0	0	841	841
5250.1630	Other Benefits - Sick Leave	1,114	1,145	1,144	1,144	756	756
5250.1620	Other Benefits - Longevity	555	555	555	555	555	555
5300.2085	Purch Svcs - Subscriptions/Memberships	182	200	182	182	200	200
5300.2055	Purch Svcs - Postage	0	100	2	75	100	100
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	513	515	515	515	554	554
5600.2500	Materials & Supplies - Office	910	1,150	0	900	1,000	1,000
TOTAL		61,508	63,172	40,317	62,259	65,150	65,150

**LEGISLATIVE ASSISTANT
Proposed Budget: 2017-2018**

Legislative Assistant: Jean Natale

Dept. #: 1020

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
LEGISLATIVE ASSISTANT	1		1	61,144	61,144
TOTAL	<u>1</u>		<u>1</u>		61,144

PROBATE COURT

Proposed Budget: 2017-2018

Probate Judge: Dianne E. Yamin

Dept. #: 1040

Statement of Mission:	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.
Department Goals:	The Danbury Probate Court shall serve the public with such services as settlement of estates, trusts, guardianships of estates of minors, and conservatorships. The Danbury Probate Court also processes name changes, termination of parental rights, temporary custody, adoptions, special juvenile immigration status, psychiatric commitments, guardians of the intellectually disabled, paternity and emancipation of minors. Free public seminars about the functions of the Probate Court shall continue to be provided, in the spirit of enriching the understanding of probate procedures to the citizens of Danbury.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Hundreds of conservators were appointed who took steps to find safe housing, obtain medical insurance and benefits, drug or alcohol treatment, apply for Title 19, make medical decisions, work with mental health agencies, manage finances and prevent homelessness for hundreds of Danbury residents.• 750+ cases were opened and many are ongoing and monitored, such as conservatorships and guardianships.• Judge Yamin was re-elected to the Executive Committee of the National College of Probate Judges and appointed by the President of the National College of Probate Judges to lead the Membership Committee of the organization and continues to serve as the CT state representative to the College.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue pursuing cost-savings measures in the administration of the Probate Court.• Provide public seminars at no cost to the public or any community groups seeking a speaker.• Work with Probate Administration on new programs of training for conservators.• Increase the quantity of attorneys on the court-appointed panel in order to continue to appoint conservators and set hearings in a timely manner.

Probate Judge: Dianne E. Yamin	PROBATE COURT Proposed Budget: 2017-2018	Dept. #: 1040
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1040	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1040	PROBATE COURT		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5300.2100	Purch Svcs - Leased Equipment	837	900	358	559	900	900
5300.2090	Purch Svcs - Printing & Binding	2,013	1,300	1,102	1,225	1,600	1,600
5300.2085	Purch Svcs - Subscriptions/Memberships	167	200	167	167	200	200
5300.2055	Purch Svcs - Postage	9,599	7,800	6,488	7,634	8,000	8,000
5300.2045	Purch Svcs - Communication Svcs	1,419	1,700	874	1,586	1,700	1,700
5300.2040	Purch Svcs - Outside Svcs	1,337	2,500	1,038	1,701	4,550	4,550
5500.2420	Maintenance & Repair - Office Equipment	341	400	89	178	400	400
5600.2500	Materials & Supplies - Office	2,489	3,300	2,733	3,252	3,300	3,300
5700.2700	Equipment - Office	2,090	3,000	2,757	2,757	6,000	6,000
TOTAL		20,292	21,100	15,607	19,059	26,650	26,650

REGISTRAR OF VOTERS

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

Proposed Budget: 2017-2018

Dept. #: 1060

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Appointed and trained poll workers on election procedures in preparation for the Presidential Election and Primaries, making for a smooth running election• Continued to work with the Registrars Association and Legislators to eliminate unfunded mandates.• Provided the highest level of service to the voters of Danbury and registering 7676 new voters.• Implementation of new election technology.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Attend Registrar training classes.• Appoint and train Poll Workers on the latest changes to election laws.• Provide the highest level of service to the voters of Danbury.

REGISTRAR OF VOTERS

Registrar of Voters: Marge Gallo & Mary Ann Doran

PROPOSED BUDGET: 2017-2018

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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Cost Per Election	\$59,201	\$65,517	\$60,923	\$71,318	\$60,081	\$75,000	\$70,000
New Voters Processed	1,752	2,412	1,498	2,336	1,824	7,676	N/A
New Voters Projected	950	1,500	1,000	1,500	1,800	2,500	2,000
# of Elections/Primaries/Referendums	2	4	1	5	4	3	1
% Under/Over Projection	180%	160%	150%	156%	100%	300%	N/A
Number of Registered Voters	32,618	35,226	34,286	34,631	28,871	39,956	40,000
# People Who Voted (Mail-in, Absentee ballots, Polls)	12,004	26,210	11,104	16,094	8,421	28,914	13,000
% of Registered Voters that Actually Voted	37%	74%	32%	46%	25%	72%	33%
Poll Workers Employed	230	260	230	250	236	346	275
Poll Workers Trained	250	288	260	300	300	400	350

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
Proposed Budget: 2017-2018
Reg. of Voters: Marge Gallo & Mary A. Doran
Dept. #: 1060

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1060	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1060	REGISTRAR OF VOTERS		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	119,986	118,006	72,064	118,004	122,896	122,896
5040.1000	Part Time - Salaries	13,012	16,796	9,822	16,769	16,796	16,796
5050.1120	Other Salaries - Election Workers	69,030	58,665	58,665	58,665	58,000	58,000
5300.2090	Purch Svcs - Printing & Binding	9,487	8,074	7,960	7,960	9,000	9,000
5300.2085	Purch Svcs - Subscriptions/Memberships	312	322	312	322	322	322
5300.2075	Purch Svcs - Training Courses	0	3,200	2,000	2,000	0	0
5300.2055	Purch Svcs - Postage	4,127	9,000	7,462	8,779	4,000	4,000
5300.2045	Purch Svcs - Communication Svcs	1,817	200	118	146	200	200
5300.2040	Purch Svcs - Outside Svcs	17,654	13,500	10,412	13,282	16,000	16,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,004	1,007	1,007	1,007	1,086	1,086
5500.2420	Maintenance & Repair - Office Equipment	123	150	50	103	150	150
5600.2695	Materials & Supplies - Miscellaneous	240	500	270	282	570	500
5600.2500	Materials & Supplies - Office	2,675	3,500	1,346	2,692	2,000	2,000
5700.2700	Equipment - Office	0	10,461	10,290	10,290	0	0
TOTAL		239,467	243,381	181,779	240,301	231,020	230,950

**REGISTRAR OF VOTERS
Proposed Budget: 2017-2018**

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

Dept. #: 1060

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
REGISTRAR	2		2	59,802	122,896
TOTAL	<u>2</u>		<u>2</u>		122,896

DIRECTOR OF FINANCE
Proposed Budget: 2017-2018

Director of Finance: David St. Hilaire

Dept. #: 1080

<p>Statement of Mission:</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</p>
<p>Department Goals:</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>Fiscal Year: 2016-2017 Accomplishments:</p>	<ul style="list-style-type: none"> • The Government Finance Officers Association (GFOA) has awarded the City's Department of Finance the 29th consecutive Certificate of Achievement, recognized for the highest conformance standards for preparation of state & local gov't financial reports, as well as having received the 12th consecutive Distinguished Budget Presentation Award. • Pension Administration was successfully outsourced and will significantly enhance employee and retiree post-retirement benefit services and reduce current administrative costs. • Implemented a new cash flow model which will enhance cash management resulting in additional revenues.
<p>Major Objectives 2017-2018:</p>	<ul style="list-style-type: none"> • To be awarded the Certificate of Achievement and Distinguish Budget Presentation Award from the GFOA. • Work with the Tax Collector's office on integrating tax software data into the City's financial system (New World). • Continue exploring the automation of "Purchase to Pay" and streamline the Accounts Payable process. • 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.

DIRECTOR OF FINANCE

Director of Finance: David St. Hilaire

PROPOSED BUDGET: 2017-2018

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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Sick Leave Hours Paid for All City Employees	43,656	44,262	42,347	47,321	46,750	39,196	39,000
Overtime Work Hours Paid for All City Employees	104,904	138,683	137,049	115,129	120,885	96,262	96,000
Vacation/Holiday Leave Hours Paid for All City Employees	97,426	96,450	93,756	94,114	93,935	101,428	102,000
# of Payroll Direct Deposits	14,820	16,877	17,177	17,238	17,450	17,500	17,500
# of Payroll Checks Processed	4,303	2,285	1,096	1,236	1,167	1,000	1,000
# of Pension Checks Processed	8,784	8,976	9,216	9,336	9,400	9,552	9,600
# of Vendor Checks Processed	6,856	6,560	7,964	7,906	7,244	7,300	7,300
# of Invoices	21,188	21,867	21,460	18,712	16,120	17,000	17,000

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
				Animal, Water or Sewer Fund	Existing Capital Budget		
City Hall Equipment (Office)	Urgent	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -

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 (2011-2016)
- New World Systems

Director of Finance: David St. Hilaire

**DIRECTOR OF FINANCE
Proposed Budget: 2017-2018**

Dept. #: 1080

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1080	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1070	CITY TREASURER						
5020.1000	Salaries - Regular	23,809	24,456	15,520	24,456	24,457	24,457
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	211	212	212	212	226	226
TOTAL		24,020	24,668	15,732	24,668	24,683	24,683
1080	DIRECTOR OF FINANCE						
5020.1000	Salaries - Regular	690,134	758,200	443,641	711,917	848,093	848,093
5030.1000	Overtime - Salaries	3,079	5,000	1,663	4,920	5,000	5,000
5040.1000	Part Time - Salaries	35,183	39,373	24,658	38,091	36,372	36,372
5050.1140	Other Salaries - Other Earnings	0	0	0	0	17,287	17,287
5250.1620	Other Benefits - Longevity	2,908	2,908	2,908	2,908	3,413	3,413
5250.1630	Other Benefits - Sick Leave	9,546	11,822	11,822	11,822	14,551	14,551
5250.1690	Other Benefits - Educational Credits	1,238	3,713	3,713	3,713	2,475	2,475
5300.2055	Purch Svcs - Postage	5,161	5,500	2,522	5,103	5,500	5,250
5300.2040	Purch Svcs - Outside Svcs	355	240	140	233	240	240
5300.2060	Purch Svcs - Travel/Mileage	35	250	0	100	150	150
5300.2075	Purch Svcs - Training Courses	149	0	0	0	0	0
5300.2080	Purch Svcs - Conferences	6,577	6,500	0	6,250	6,500	6,000
5300.2085	Purch Svcs - Subscriptions/Memberships	2,888	4,000	3,071	3,207	3,750	3,750
5300.2090	Purch Svcs - Printing & Binding	3,447	4,250	0	4,000	4,000	4,000
5300.2010	Purch Svcs - Professional Svcs	94,940	121,940	68,142	113,570	75,000	36,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	7,778	7,804	7,804	7,804	8,432	8,432

Director of Finance: David St. Hilaire

**DIRECTOR OF FINANCE
Proposed Budget: 2017-2018**

Dept. #: 1080

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1080	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2420	Maintenance & Repair - Office Equipment	3,256	3,120	1,440	3,063	3,250	2,500
5600.2500	Materials & Supplies - Office	6,593	6,250	4,812	6,169	6,500	6,250
TOTAL		873,266	980,870	576,335	922,870	1,040,513	999,763
1100	INDEPENDENT AUDIT						
5300.2020	Purch Svcs - Financial Services	38,750	45,000	32,120	42,827	45,000	45,000
TOTAL		38,750	45,000	32,120	42,827	45,000	45,000
1320	RETIREMENT ADMINISTRATION						
5350.2216	Interfund Svc Exp - Post Emp. Benefits	6,428	30,000	0	30,000	30,000	30,000
TOTAL		6,428	30,000	0	30,000	30,000	30,000

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4500.1003	Intrfd Svc Rev - Prov for Water Fund	82,950	82,950	0	82,950	82,950	82,950
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	15,750	16,000	0	16,000	16,000	16,000
4500.1005	Intrfd Svc Rev - Prov for Ambulance Fund	0	35,000	0	35,000	35,000	35,000
SUBTOTAL INTERFUND SERVICES		98,700	133,950	0	133,950	133,950	133,950
4610.1200	Invst. Earnings - Interest on Investments	230,372	200,000	311,579	350,000	400,000	400,000
SUBTOTAL INTEREST		230,372	200,000	311,579	350,000	400,000	400,000
4930.7000	Debt Issuance - Premium Revenue	1,295,790	0	1,977,328	1,977,328	0	0
SUBTOTAL DEBT ISSUANCE		1,295,790	0	1,977,328	1,977,328	0	0
TOTAL REVENUE		1,624,862	333,950	2,288,907	2,461,278	533,950	533,950

DIRECTOR OF FINANCE
Proposed Budget: 2017-2018

Director of Finance: David St. Hilaire

Dept. #: 1080

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF FINANCE	1		1	164,559	164,559
(A) ASSISTANT DIRECTOR OF FINANCE	0.5		0.5	120,429	60,215
SENIOR ACCOUNTANT	2		2	89,729	179,458
PAYROLL SUPERVISOR/ACCOUNTANT	1		1	92,208	92,208
FINANCIAL ADMINSTRATOR	1		1	80,000	80,000
* ACCOUNT BUDGET ANALYST	1		1	58,549	58,549
* PAYROLL COORDINATOR	1		1	58,549	58,549
* ACCOUNT CLERK II	1		1	54,309	54,309
* ACCOUNT CLERK I	2		2	50,123	100,246
TOTAL	<u>10.5</u>		<u>10.5</u>		848,093

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

* Union Negotiated

INFORMATION TECHNOLOGY

IT Manager: Frank Gentile

Proposed Budget: 2017-2018

Dept. #: 1090

Statement of Mission:	The Information Technology Department shall be responsible for the management, design, operation and programming of the Information Technology System of the City and all of its departments, boards, agencies and commissions.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• IT Support vendor partner has been fully integrated for Remote Help Desk and IT Support Solutions. This has increased overall IT support responsiveness.• Critical Computer technology life-cycle deployments completed: 75 end of life computers have been replaced, new network switches for the 911 Dispatch Center and for City Hall Data Center have been integrated, and a new VOIP Phone System has been integrated for City Hall Departments (\$35k Annual Savings through Phone Circuit consolidation).• City-Wide office Internet and Wi-Fi bandwidth have been expanded by 25%, while maintaining existing cost footprint through isolating Wi-Fi to a secondary provider in some city offices. Additional Fiber Internet Circuit is physically in
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete programming for additional fiber internet circuit, this will provide increased bandwidth and redundancy needed by the city's operating departments.• Development of an intranet communications portal that will optimize internal staff communications and enable easy deployment of key internal news items, policies, procedure, and documentation.• Replace older computer technology (Goal: 75 computers) with affordable, centrally-managed computing solutions.

INFORMATION TECHNOLOGY

Information Technology Manager: F. Gentile

PROPOSED BUDGET: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Help Desk Inquiries		1,496	1,795	1,742	2,650	3,000	3,200
# of Special Projects		2	5	4	5	10	10
# of Computer Set Ups		17	90	149	150	150	150
# of Work Stations Managed (phones, iPads)		496	601	626	650	700	725
# of Devices		586	756	786	811	871	885
# Servers		65	65	70	71	75	77
# PC Life-Cycle Replacements		25	50	75	105	75	75
Internet Bandwidth (bps)		10	50	150	250	350	425
# of Level 1 Support Calls		600	720	745	1,125	1,200	1,600
# of Level 2 Support Calls		747	920	830	1,300	1,225	1,300
# of Level 3 Support Calls		149	155	167	225	225	300

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	TOTAL COST	General Fund Capital	Existing Bonds	Existing Capital Budget	Proposed Capital Budget FY 17/18	Balance
City Server Storage Replacement Program	Existing	\$775,000	\$125,000	\$ -	\$ 150,000	\$ 125,000	\$ 500,000
Public Safety Tough Book Replacement (Technology)	Existing	\$624,212	\$50,000	\$ -	\$ 299,212	\$ 50,000	\$ 275,000
Computer Hardware Replacement Program	Existing	\$765,000	\$75,000	\$ -	\$ 325,000	\$ 75,000	\$ 365,000
IT Security and Evaluation	Existing	\$175,000	\$25,000	\$ -	\$ 100,000	\$ 25,000	\$ 50,000
Microsoft 365 Integration	Existing	\$240,000	\$100,000	\$ -	\$ 75,000	\$ 100,000	\$ 65,000
Open Data Reporting Initiative	Existing	\$180,000	\$50,000	\$ -	\$ 130,000	\$ 50,000	\$ -

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 sustainable technology life cycle.

Government Authority:

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

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)

IT Manager: Frank Gentile

INFORMATION TECHNOLOGY
Proposed Budget: 2017-2018

Dept. #: 1090

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1090	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1090	INFORMATION TECHNOLOGY						
5020.1000	Salaries - Regular	166,637	108,489	69,250	108,372	111,473	111,473
5040.1000	Part Time - Salaries	16,889	8,892	2,876	8,892	17,784	17,784
5050.1140	Other Salaries - Other Earnings	0	0	0	0	1,533	1,533
5250.1630	Other Benefits - Sick Leave	3,679	2,087	2,086	2,086	2,144	2,144
5300.2060	Purch Svcs - Travel/Mileage	0	100	0	0	100	100
5300.2010	Purch Svcs - Professional Svcs	539,214	433,980	258,965	432,426	400,000	425,000
5300.2018	Purch Svcs - Public Safety Technical Support	0	108,000	71,600	108,000	108,000	108,000
5300.2040	Purch Svcs - Outside Svcs	45,629	63,000	55,917	62,828	53,000	53,000
5300.2055	Purch Svcs - Postage	92	200	46	77	200	200
5300.2075	Purch Svcs - Training Courses	4,445	1,000	0	0	3,675	3,675
5300.2080	Purch Svcs - Conferences	0	360	0	0	360	360
5300.2085	Purch Svcs - Subscriptions/Memberships	0	150	0	0	150	150
5300.2140	Purch Svcs - Community Access DTV	1,174	1,780	0	1,100	1,350	1,350
5300.2045	Purch Svcs - Communication Svcs	131,220	146,275	113,222	156,168	151,269	151,269
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	5,120	1,141	1,141	1,141	1,230	1,230
5500.2420	Maintenance & Repair - Office Equipment	431,665	388,087	354,906	377,086	420,337	420,337
5600.2500	Materials & Supplies - Office	5,165	5,478	677	4,516	5,274	5,274
5700.2700	Equipment - Office	14,996	7,815	6,549	7,060	5,405	5,000
TOTAL		1,365,926	1,276,834	937,236	1,269,752	1,283,284	1,307,879

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4500.1003	Intrfd Svc Rev - Prov for Water Fund	39,900	39,900	0	39,900	39,900	39,900
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	10,700	11,000	0	11,000	11,000	11,000
SUBTOTAL INTERFUND SERVICES		50,600	50,900	0	50,900	50,900	50,900
TOTAL REVENUE		50,600	50,900	0	50,900	50,900	50,900

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
MANAGER OF INFORMATION TECHNOLOGY	1		1	111,473	111,473
TOTAL	<u>1</u>		<u>1</u>		111,473

BUREAU OF ASSESSMENTS

Proposed Budget: 2017-2018

Assessor: Colleen M. LaHood

Dept. #: 1110

Statement of Mission:	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 fair and equitable valuations of real estate, motor vehicle and personal property in Danbury and provide excellent customer service for property owners and the public.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Conducted Personal Property Audits for businesses within the City of Danbury.• Served the City's constituents in the most effective manner with all available resources and with an emphasis on customer service.• Continued improvement of open communication and teamwork within our department and the customers we serve.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Conduct a 2017 City wide Revaluation.• Create an organizational culture aligned with the Department's Mission and responsive to the needs of customers.• 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.• Improve quality through training, enabling competent job performance and enhancing professional growth.

BUREAU OF ASSESSMENTS

Proposed Budget: 2017-2018

Assessor: Colleen M. LaHood

Dept. #: 1110

PERFORMANCE MEASUREMENTS

Department Description:

In accordance with Connecticut State Statutes, the Assessor 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Sales	744	589	1,810	1,610	1,221	1,450	1,600
Number of Foreclosed sales	43	23	54	87	72	85	90
# of Property Inspections	805	431	580	674	659	700	750
# of Maps Filed	65	105	87	107	70	82	90
Number of Maps Changed		28	24	30	29	30	32
# of New Construction Additions	138	141	176	188	184	195	205
Additional Assessment Revenue	\$7,744,600	\$7,449,500	\$9,291,100	\$14,686,707	\$12,054,583	\$13,500,000	\$14,100,000
Total Assessment of Personal Property	\$564,055,800	\$556,766,090	\$544,288,660	\$553,851,535	\$595,958,910	\$609,500,000	\$621,000,000
# of Personal Property Accounts Entered	3,897	3,872	4,016	3,730	3,641	3,721	3,800
# of Properties Assessed (exempt and non-exempt)		27,772	27,544	27,574	27,568	27,900	28,200
# of House Calls to Seniors		9	13	14	12	15	18
# Personal Property Audits for Businesses				330	330	330	150
# Applications for Each Program				1,250	1,378	1,450	1,580

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
				Amb., Animal, Water or Sewer Fund	Existing Capital Budget		
Property Revaluation	Existing	\$450,000	\$150,000	\$ -	\$ 300,000	\$ 150,000	\$ -

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, cost-effective service.

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

Assessor: Colleen M. LaHood

**BUREAU OF ASSESSMENTS
Proposed Budget: 2017-2018**

Dept. #: 1110

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1110	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1110	BUREAU OF ASSESSMENTS						
5020.1000	Salaries - Regular	324,487	413,896	209,034	330,236	374,118	374,118
5030.1000	Overtime - Salaries	1,453	1,500	1,155	1,481	900	900
5040.1000	Part Time - Salaries	15,450	12,820	9,131	12,800	14,820	14,820
5050.1140	Other Salaries - Other Earnings	0	0	0	0	8,799	8,799
5250.1620	Other Benefits - Longevity	1,820	2,175	1,820	1,820	2,175	2,175
5250.1630	Other Benefits - Sick Leave	1,657	3,207	1,624	1,624	3,448	3,448
5300.2075	Purch Svcs - Training Courses	1,335	340	0	0	1,330	1,330
5300.2060	Purch Svcs - Travel/Mileage	101	100	0	0	100	100
5300.2085	Purch Svcs - Subscriptions/Memberships	876	1,100	866	866	1,266	1,266
5300.2090	Purch Svcs - Printing & Binding	736	950	742	742	950	950
5300.2095	Purch Svcs - Legal & Public Notices	189	735	521	521	735	450
5300.2055	Purch Svcs - Postage	6,435	5,000	4,110	4,835	5,600	5,800
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	4,282	4,297	4,297	4,297	4,641	4,641
5500.2420	Maintenance & Repair - Office Equipment	1,522	3,240	504	2,308	3,240	2,490
5600.2500	Materials & Supplies - Office	1,384	2,020	754	1,077	2,087	2,087
5700.2750	Equipment - Safety	85	0	0	0	85	85
TOTAL		361,812	451,380	234,557	362,607	424,294	423,459

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4300.3160	Intergov. Rev. - Elderly-Lieu of Taxes	0	2,000	0	0	0	0
4300.3180	Intergov. Rev. - In Lieu Tax Hosp & College	1,384,386	1,268,313	1,258,449	1,258,449	1,268,313	1,268,313
4300.3220	Intergov. Rev. - Public Housing-Lieu Tax	0	140,000	0	0	0	0
4300.3260	Intergov. Rev. - State Prop in Lieu of Tax	1,909,997	1,896,601	1,881,851	1,881,851	1,916,258	1,916,258
4300.3300	Intergov. Rev. - State Heart Program	341,282	372,600	337,845	337,845	375,100	375,100
4300.3320	Intergov. Rev. - Vets Exemption St of CT	20,608	21,800	22,122	22,122	22,250	22,250
	SUBTOTAL INTERGOVERNMENTAL REV	3,656,273	3,701,314	3,500,268	3,500,267	3,581,921	3,581,921
4400.4100	Chgs for Svcs - Copy/Printer Charges	4,304	2,000	2,901	3,538	2,000	3,000
4400.4990	Chgs for Svcs - Housing Authority	46,569	15,000	51,946	51,946	47,845	47,845
	SUBTOTAL CHARGES FOR SERVICES	50,873	17,000	54,847	55,484	49,845	50,845
TOTAL REVENUE		3,707,147	3,718,314	3,555,114	3,555,751	3,631,766	3,632,766

Assessor: Colleen M. LaHood	ASSESSOR Proposed Budget: 2017-2018	Dept. #: 1110
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TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
ASSESSOR	1		1	110,180	110,180
* (PF) ASSISTANT ASSESSOR	1		1	62,644	62,644
* PERSONAL PROPERTY CLERK	1		1	58,549	58,549
* SECRETARY/BOOKKEEPER	1		1	58,549	58,549
* SENIOR FIELD PERSON	1		1	54,309	54,309
* GIS ANALYST	1		1	50,123	50,123
* (PF) REAL ESTATE TRANSFER CLERK	1		1	48,030	48,030
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(68,266)
TOTAL	<u>7</u>		<u>7</u>		374,118

* Union Negotiated
* Union Negotiated; (PF) Partially Funded

BOARD OF ASSESSMENT APPEALS

Assessor: Colleen M. LaHood

Proposed Budget: 2017-2018

Dept. #: 1120

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Reviewed 40 appeals which included residential, commercial and industrial properties.• Inspected vehicles of taxpayer's who appealed, which included checking the condition, damage and mileage.• Worked with the Assessor to ensure property owner appeals are considered and resolved in a timely manner.• Provided general information to taxpayers appealing the different seniors and veterans programs.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Attendance at a Board of Assessment Appeals seminar will be scheduled.• Determine the market value of property based on the evidence presented.• Establish a website for Assessment Appeals clients to obtain forms, instructions, and general information on equalization.• Improve communications with Assessor and staff.

BOARD OF ASSESSMENT APPEALS

Assessor: Colleen M. LaHood

Proposed Budget: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Appeals on Real Estate	59	52	47	103	21	18	50
# of Appeals on Motor Vehicles	20	29	5	4	0	0	0
# of Appeals on Personal Property	6	7	18	31	15	12	10
# of Appeals on Commercial Property	28	24	98	41	9	7	30

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
Proposed Budget: 2017-2018

Assessor: Colleen M. LaHood

Dept. #: 1120

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1120	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1120	BOARD OF ASSESSMENT APPEALS						
5030.1000	Overtime - Salaries	0	500	0	500	500	500
5040.1000	Part Time - Salaries	3,300	3,300	0	3,300	3,300	3,300
5300.2095	Purch Svcs - Legal & Public Notices	657	282	213	280	657	500
5300.2080	Purch Svcs - Conferences	100	0	0	0	100	100
5300.2055	Purch Svcs - Postage	45	200	40	199	200	200
TOTAL		4,102	4,282	253	4,279	4,757	4,600

TAX COLLECTOR

Proposed Budget: 2017-2018

Tax Collector: Scott Ferguson

Dept. #: 1130

Statement of Mission:	The mission of the Tax Collector is to apply all Connecticut General Statutes and City of Danbury Ordinances equally and without favoritism or prejudice. Each taxpayer will be mailed a bill prepared in accordance with state statutes, and each water and/or water user will be mailed a rate bill detailing the charges thereon. All legal efforts, as provided in the state statutes and city ordinances, will be used to collect tax and sewer/water bills. We will effectively communicate tax
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Working with our tax software company to convert assessment billing with a first quarter 2017 go live target date. This will provide a more efficient and customer friendly system, allowing for more detailed billing and enhanced reporting functionality.• Began a partnership with the Union Savings Bank to allow taxpayers to pay current year tax bills at the Danbury branches 6 days a week. This offers taxpayers an alternative payment location where they can avoid the heavy tax season crowds at City Hall, and make payments 6 days a week.• Our tax software system provider is currently working on new utility program that will allow us to have a more efficient and user friendly billing system. This should allow for online bill look up and enhance the online payment
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue to work with our tax software company to implement the assessment and utility conversion projects that were begun this year, which will allow for a more efficient and user friendly billing and customer service environment.• Work with IT Department to redevelop and safeguard public access computer station. This station needs to be raised to a stand up counter, which will keep children from touching the computers and causing functionality issues.• Continue to provide a professional and courteous work environment for our customers and communicate effectively, as to allow taxpayers to have a better understanding of the tax process and resolve any questions they may have.

Tax Collector: Scott Ferguson	TAX COLLECTOR Proposed Budget: 2017-2018	Dept. #: 1130
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1130	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1130	TAX COLLECTOR		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	468,989	514,701	302,531	481,318	490,404	490,404
5030.1000	Overtime - Salaries	5,702	6,000	4,346	6,000	6,000	6,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	12,130	12,130
5250.1630	Other Benefits - Sick Leave	7,523	7,662	7,662	7,662	8,620	8,620
5250.1620	Other Benefits - Longevity	1,720	2,430	2,430	2,430	2,730	2,730
5300.2095	Purch Svcs - Legal & Public Notices	1,523	1,500	254	1,015	1,500	1,500
5300.2090	Purch Svcs - Printing & Binding	3,250	2,500	1,491	2,293	2,500	2,500
5300.2085	Purch Svcs - Subscriptions/Memberships	282	100	100	100	100	100
5300.2080	Purch Svcs - Conferences	23	700	205	205	700	700
5300.2055	Purch Svcs - Postage	56,639	56,000	54,061	60,067	56,000	56,000
5300.2040	Purch Svcs - Outside Svcs	21,243	24,000	8,949	18,357	24,000	24,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	5,402	5,420	5,420	5,420	5,855	5,855
5500.2420	Maintenance & Repair - Office Equipment	2,349	4,000	2,665	2,665	3,000	3,000
5600.2500	Materials & Supplies - Office	5,484	4,000	2,437	3,868	4,000	4,000
TOTAL		580,128	629,013	392,550	591,400	617,539	617,539

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4110.0120	Property Taxes - Suspense Tax	25,279	21,870	22,250	37,947	28,000	29,463
	SUBTOTAL TAX FEES	25,279	21,870	22,250	37,947	28,000	29,463
4190.0150	Penlts. & Int. on Delq Taxes - Interest on Delq. Taxes	1,380,358	1,100,000	1,054,193	1,303,000	1,100,000	1,350,000
4190.0160	Penlts. & Int. on Delq Taxes - Liens & Other Fees Taxes	-18	0	-14	-47	0	0
4400.4040	Chgs for Svcs - Tax Searches	15	0	0	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	1,380,355	1,100,000	1,054,179	1,302,953	1,100,000	1,350,000
4500.1003	Intrfd Svc Rev - Prov for Water Fund	102,400	102,400	0	102,400	102,400	102,400
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	136,500	139,800	0	139,800	139,800	139,800
	SUBTOTAL INTERFUND SERVICES	238,900	242,200	0	242,200	242,200	242,200
4110.0102	Property Taxes - Audit/Collection Services	-99,379	0	-26,963	-77,037	0	0
	SUBTOTAL TAX FEES	-99,379	0	-26,963	-77,037	0	0
4950.9000	Special Items - Prem Rev Tax Lien Sales	79,674	70,000	45,756	45,756	70,000	70,000
	SUBTOTAL SPECIAL ITEMS	79,674	70,000	45,756	45,756	70,000	70,000
TOTAL REVENUE		1,624,829	1,434,070	1,095,222	1,551,819	1,440,200	1,691,663

TAX COLLECTOR
Proposed Budget: 2017-2018

Tax Collector: Scott Ferguson

Dept. #: 1130

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
TAX COLLECTOR	1		1	100,604	100,604
* ASSISTANT TAX COLLECTOR	1		1	68,960	68,960
* TAX COORDINATOR	1		1	58,549	58,549
* ACCOUNT CLERK II	3		3	54,309	162,927
* (PF) ACCOUNT CLERK I	1		1	50,123	50,123
* CASHIER	2		2	43,898	87,797
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(38,556)
TOTAL	9		9		490,404

* Union Negotiated

* Union Negotiated; (PF) Partially Funded

PURCHASING DEPARTMENT

Purchasing Agent: Charles J. Volpe Jr.

Proposed Budget: 2017-2018

Dept. #: 1140

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Updated language and dollar thresholds in Article VI. - Purchasing of the Danbury Code of Ordinances - to allow for greater process efficiencies.• Conducted successful end-user training with State of CT contract vendors Staples (office supplies) & Grainger (MRO supplies) - to improve ordering efficiency• Worked with the Finance Dept. to review cellular service usage and plans - realized savings in excess of 30%, approximately \$30,000/year• Established Amazon as a vendor - and worked with their Government Sales Team to create a workflow beneficial to
Major Objectives 2017-2018:	<ul style="list-style-type: none">• 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.• Implement a Purchasing Card (P-Card) program.• Rollout new Amazon ordering platform to all requisitioning departments and agencies.• Cross-train department administrative staff and fill vacant Assistant Purchasing Agent position.

PURCHASING DEPARTMENT

Purchasing Agent: Charles J. Volpe Jr.

Proposed Budget: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Purchase Orders Issued *	3,267	3,150	3,595	4,373	4,328	4,400	4,400
Sealed Bids Issued	60	49	65	59	59	60	60
Value of Orders Issued	\$28,473,791	\$41,638,137	\$39,543,933	\$37,502,298	\$59,656,813	\$50,000,000	\$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 Agent: Charles J. Volpe Jr.

**PURCHASING DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 1140

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1140	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1140	PURCHASING DEPARTMENT						
5020.1000	Salaries - Regular	214,024	206,734	127,819	199,027	210,660	210,660
5040.1000	Part Time - Salaries	26,868	38,439	20,995	37,699	41,518	41,518
5050.1140	Other Salaries - Other Earnings	0	0	0	0	4,419	4,419
5250.1630	Other Benefits - Sick Leave	3,990	4,101	4,100	4,100	2,847	2,847
5250.1620	Other Benefits - Longevity	1,365	1,565	1,010	1,010	1,010	1,010
5300.4659	Purch Svcs - Reimbursement of Expenditures	0	0	-950	-2,850	0	0
5300.2095	Purch Svcs - Legal & Public Notices	8,974	9,250	4,648	9,114	9,250	9,250
5300.2090	Purch Svcs - Printing & Binding	992	1,000	1,343	1,000	1,000	1,000
5300.2085	Purch Svcs - Subscriptions/Memberships	385	900	385	452	1,000	900
5300.2080	Purch Svcs - Conferences	0	500	0	0	500	500
5300.2055	Purch Svcs - Postage	1,052	1,500	668	1,043	1,500	1,500
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,884	1,890	1,890	1,890	2,040	2,040
5500.2420	Maintenance & Repair - Office Equipment	617	500	158	479	500	500
5600.2500	Materials & Supplies - Office	1,328	1,500	248	1,240	1,500	1,500
5700.2700	Equipment - Office	705	0	0	0	0	0
TOTAL		262,184	267,879	162,314	254,204	277,744	277,644

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4500.1003	Intrfd Svc Rev - Prov for Water Fund	24,150	24,150	0	24,150	24,150	24,150
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	3,150	3,200	0	3,200	3,200	3,200
SUBTOTAL INTERFUND SERVICES		27,300	27,350	0	27,350	27,350	27,350
TOTAL REVENUE		27,300	27,350	0	27,350	27,350	27,350

PURCHASING
Proposed Budget: 2017-2018
Purchasing Agent: Charles J. Volpe Jr. Dept. #: 1140

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
PURCHASING AGENT	1		1	99,985	99,985
* ASSISTANT PURCHASING AGENT	1		1	62,645	62,645
* PURCHASING CLERK	1		1	48,030	48,030
TOTAL	<u>3</u>		<u>3</u>		210,660

* Union Negotiated

CORPORATION COUNSEL

Deputy Corporation Counsel: Les Pinter

Proposed Budget: 2017-2018

Dept. #: 1150

Statement of Mission:	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.
Department Goals:	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. It is our goal to stay true to organic and adopted law and determine ways to help the client achieve its worthy goals.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Our office was asked, and we did, amend the City Noise ordinance to permit additional tools to safeguard the public with additional measures by police and other officers. The office also drafted and presented for adoption, amended housing, health and utilities fee structures which not only instituted measures to solidify the health and safety of the public, but also and hopefully generates revenue..• Our office has handled or defended with assistance of outside counsel, major and ongoing labor contract negotiation and claims asserted for matters involving heart and hypertension, workers compensation, employment claims, etc. We've traveled to hearings, settlement conferences and counsel strategy sessions, all in efforts to protect the interests of the City while fairly recompensing employees as claimants.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Review, revise and make final implementation of amended and re-stated Municipal Code of City of Danbury.• Continue to recommend and adopt provisions of law toward increasing City revenues via collections, fee structures and other recovery methods.• Negotiate extension of long term WWTP operations contract.• Prepare interlocal agreements with Putnam County, N.Y. and adjoining Connecticut municipalities & regions.

Deputy Corporation Counsel: Les Pinter	CORPORATION COUNSEL Proposed Budget: 2017-2018	Dept. #: 1150
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1150	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1150	CORPORATION COUNSEL						
5020.1000	Salaries - Regular	290,331	276,947	178,674	276,947	284,564	284,564
5040.1000	Part Time - Salaries	82,969	86,592	53,379	86,438	88,974	88,974
5050.1140	Other Salaries - Other Earnings	0	0	0	0	5,137	5,137
5250.1620	Other Benefits - Longevity	1,365	1,465	1,465	1,465	1,465	1,465
5250.1630	Other Benefits - Sick Leave	5,183	5,326	5,326	5,326	5,473	5,473
5300.2080	Purch Svcs - Conferences	4,879	9,400	8,207	9,119	7,000	6,900
5300.2010	Purch Svcs - Professional Svcs	29,235	37,834	8,557	35,652	42,000	42,000
5300.2025	Purch Svcs - Legal Svcs	271,385	337,025	217,505	336,624	337,000	337,000
5300.2040	Purch Svcs - Outside Svcs	81,296	65,475	13,142	64,736	65,500	65,500
5300.2060	Purch Svcs - Travel/Mileage	272	1,250	855	1,140	1,250	1,250
5300.2085	Purch Svcs - Subscriptions/Memberships	23,514	21,500	14,840	21,200	22,000	21,000
5300.4659	Purch Svcs - Reimbursement of Expenditures	-4,757	0	0	0	0	0
5300.2055	Purch Svcs - Postage	777	900	599	855	900	900
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	2,491	2,499	2,499	2,499	2,698	2,698
5500.2420	Maintenance & Repair - Office Equipment	817	966	385	664	966	966
5600.2500	Materials & Supplies - Office	1,122	1,950	661	1,097	1,950	1,950
5700.2700	Equipment - Office	0	1,500	0	1,000	1,500	1,500
TOTAL		790,878	850,629	506,094	844,762	868,377	867,277
1330	LABOR NEGOTIATIONS						

Deputy Corporation Counsel: Les Pinter	CORPORATION COUNSEL Proposed Budget: 2017-2018	Dept. #: 1150
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED BUDGET	EXPENDITURES AS OF	PROJECTED EXPENDITURES	PROPOSED BY DEPT	PROPOSED BY MAYOR
1150	ACCOUNT DESCRIPTION	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5300.2040	Purch Svcs - Outside Svcs	0	200	0	0	200	0
5300.2010	Purch Svcs - Professional Svcs	164,365	145,000	167,548	244,595	145,000	145,200
TOTAL		164,365	145,200	167,548	244,595	145,200	145,200

**CORPORATION COUNSEL
Proposed Budget: 2017-2018**

Deputy Corporation Counsel: Les Pinter

Dept. #: 1150

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DEPUTY CORPORATION COUNSEL	1		1	119,468	119,468
ASSISTANT CORPORATION COUNSEL	1		1	99,890	99,890
LEGAL SECRETARY	1		1	65,206	65,206
TOTAL	<u>3</u>		<u>3</u>		284,564

TOWN CLERK

Proposed Budget: 2017-2018

Town Clerk: Janice Giegler

Dept. #: 1160

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completion of Back File Project through the scanning of an additional 250 books, proving access to users to 2380 volumes from 1777-present.• Expanded storage capability in vault to further preserve and protect records locating all records in one location.• Increased technology function through computer and monitor upgrades at fee stations and expanded computer access to public service computers.• Implemented new State required Conn VRS System for birth records to comply with public requests.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Through COTT, recreate and link indexes & images to make maps more accessible to users for search access through map data and image migration.• Explore the benefits of scanning and indexing vital records.• Evaluate State provided and proposed services and their impact on revenues and department function.• Review all files to ensure compliance with State Library Record retention requirements.

TOWN CLERK

Proposed Budget: 2017-2018

Town Clerk: Janice Giegler

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Dog License	\$18,407	\$19,780	\$20,081	\$19,057	\$18,217	\$19,500	\$20,000
Land Records	\$1,407,991	\$1,487,379	\$2,019,541	\$1,792,399	\$1,946,296	\$2,000,000	\$2,321,619
Liquor	\$342	\$334	\$324	\$322	\$340	\$330	\$296
Map & Survey	\$4,236	\$3,148	\$2,997	\$2,881	\$3,052	\$3,052	\$1,770
Misc	\$101,582	\$106,432	\$83,992	\$96,939	\$102,342	\$102,342	\$96,013
Notary	\$2,011	\$1,851	\$2,542	\$3,231	\$2,902	\$3,000	\$2,662
Sporting License	\$8,191	\$8,326	\$7,659	\$6,534	\$7,700	\$5,000	\$3,500
Trade Name	\$1,593	\$1,722	\$1,668	\$1,680	\$1,570	\$1,570	\$1,350
Vitals	\$265,169	\$276,798	\$278,888	\$306,624	\$318,812	\$300,000	\$308,732
Grand Total	\$1,809,522	\$1,905,770	\$2,417,692	\$2,229,667	\$2,401,231	\$2,434,794	\$2,755,942

CITY RETAINS

Dog License	\$1,873	\$1,976	\$2,047	\$1,979	\$1,900	\$2,000	\$2,100
Land Records	\$339,808	\$361,216	\$321,440	\$294,240	\$307,616	\$320,000	\$313,664
Sporting License	\$394	\$302	\$258	\$292	\$250	\$250	\$126

ACTIVITY	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Dog License	1,873	1,976	2,047	1,979	1,900	2,000	2,100
Land Records	21,238	22,576	20,090	18,390	19,226	20,000	19,604
Liquor	171	167	162	161	170	165	148
Map & Survey	1,203	871	807	738	800	800	484
Misc	1,367	1,200	1,183	999	960	960	1,038
Notary	250	210	339	441	404	400	396
Sporting License	394	302	258	292	250	250	126
Trade Name	318	312	312	324	314	314	270
Vitals	14,902	15,511	15,706	17,139	16,866	16,866	16,464
Grand Total	41,716	43,125	40,904	40,463	40,890	41,755	40,630

Sustainable Danbury:

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

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

- 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: Janice Giegler	TOWN CLERK Proposed Budget: 2017-2018	Dept. #: 1160
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1160	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1160	TOWN CLERK		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	230,683	261,198	151,022	238,021	260,269	260,269
5030.1000	Overtime - Salaries	6,187	8,000	3,748	7,809	5,000	5,000
5040.1000	Part Time - Salaries	16,778	21,090	10,029	20,969	19,361	19,361
5050.1140	Other Salaries - Other Earnings	0	0	0	0	5,485	5,485
5250.1620	Other Benefits - Longevity	355	355	355	355	355	355
5250.1630	Other Benefits - Sick Leave	3,157	3,245	3,244	3,244	3,374	3,374
5300.2080	Purch Svcs - Conferences	1,364	2,300	865	1,573	2,500	2,000
5300.2040	Purch Svcs - Outside Svcs	105,976	117,035	13,463	117,635	25,000	25,000
5300.2060	Purch Svcs - Travel/Mileage	271	300	249	293	300	300
5300.2085	Purch Svcs - Subscriptions/Memberships	402	402	402	402	220	220
5300.2090	Purch Svcs - Printing & Binding	16,266	30,430	4,505	28,156	12,500	12,500
5300.2095	Purch Svcs - Legal & Public Notices	4,423	3,700	2,207	3,678	4,000	3,700
5300.2195	Purch Svcs - Misc Services	0	1,070	160	0	0	0
5300.2055	Purch Svcs - Postage	5,861	6,250	3,673	6,122	6,000	6,250
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	2,967	2,977	2,977	2,977	3,214	3,214
5500.2420	Maintenance & Repair - Office Equipment	1,500	8,448	1,220	8,067	15,500	14,000
5600.2500	Materials & Supplies - Office	6,632	6,500	2,444	4,955	6,000	6,000
5700.2700	Equipment - Office	18,913	64,975	25,631	64,975	0	0
TOTAL		421,735	538,275	226,194	509,231	369,078	367,028

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2000	Lic. & Prmts - Town Clerk - Conveyance Tax	889,575	950,000	772,640	1,003,430	1,000,000	1,030,000
4200.2005	Lic. & Prmts - Town Clerk - HDP/CIA	187,253	185,000	120,598	185,535	183,000	183,000
4200.2010	Lic. & Prmts - Town Clerk MERS General	86,859	70,000	64,868	99,797	100,000	100,000
4200.2015	Lic. & Prmts - Town Clerk MERS Exception	22,176	18,000	15,808	24,320	24,000	24,000
4200.2020	Lic. & Prmts - Town Clerk - Permits	4,051	5,000	2,608	3,260	5,000	5,000
4200.2040	Lic. & Prmts - Town Clerk Fees - Misc	386,087	340,000	234,064	334,378	280,000	300,000
4200.2041	Lic. & Prmts - Town Clerk Fees - Fish & Game	212	175	101	430	70	70
4200.2042	Lic. & Prmts - Town Clerk Fees - Marriages	7,931	6,600	5,225	8,038	8,000	8,000
4200.2043	Lic. & Prmts - Town Clerk Fees - Conveyance Fee	2,590	0	1,744	2,683	3,000	3,000
	SUBTOTAL LICENCES & PERMITS	1,586,734	1,574,775	1,217,657	1,661,871	1,603,070	1,653,070
4400.4120	Chgs for Svcs - Town Clerk Historic Documents	90,548	152,500	127,500	127,500	0	0
	SUBTOTAL CHARGES FOR SERVICES	90,548	152,500	127,500	127,500	0	0
TOTAL REVENUE		1,677,281	1,727,275	1,345,157	1,789,371	1,603,070	1,653,070

TOWN CLERK
Proposed Budget: 2017-2018
Town Clerk: Janice Giegler
Dept. #: 1160

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
TOWN CLERK	1		1	62,689	62,689
* ASSISTANT TOWN CLERK	2		2	62,644	125,288
* ASSISTANT REGISTRAR OF VITAL STATISTICS	1		1	50,123	50,123
* (PF) CLERK TYPIST II	2		2	48,030	96,060
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(73,891)
TOTAL	<u>6</u>		<u>6</u>		260,269

* Union Negotiated
* Union Negotiated; (PF) Partially Funded

PERMIT COORDINATION

Dir. of Permit Coordination: Sean Hearty

Proposed Budget: 2017-2018

Dept. #: 1190

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Improved application workflow through permitting departments. Review times that applications spent in required departments were reduced by 30%. Consistent review times result in predictable project scheduling for our applicants.• E-Permitting: Successfully expanded the scope of applications to include more trade professional.• Launched new solar applications due the continuing surge for this product. This allowed for seamless processing and issuance of this permit type.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Choose a new software platform for Community Development suite allowing for a smooth transition to a cloud based service.• Continue improving off-site communication with inspectors by using new technology, improving City service times.• Transition data from existing system to new centralized database to ensure smooth crossover to new systems.

**PERMIT COORDINATION
Proposed Budget: 2017-2018**

Dir. of Permit Coordination: Sean Hearty

Dept. #: 1190

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1190	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1190	PERMIT COORDINATION						
5020.1000	Salaries - Regular	309,247	312,696	198,236	312,183	316,775	316,775
5030.1000	Overtime - Salaries	131	500	99	245	500	500
5040.1000	Part Time - Salaries	14,393	15,129	6,872	14,744	18,278	18,278
5050.1140	Other Salaries - Other Earnings	0	0	0	0	6,618	6,618
5250.1630	Other Benefits - Sick Leave	2,778	3,803	3,207	3,207	3,754	3,754
5250.1620	Other Benefits - Longevity	2,375	2,575	2,575	2,575	2,575	2,575
5300.2085	Purch Svcs - Subscriptions/Memberships	268	395	98	239	295	295
5300.2080	Purch Svcs - Conferences	2,291	2,500	0	2,500	2,500	2,500
5300.2075	Purch Svcs - Training Courses	0	590	0	590	590	590
5300.2055	Purch Svcs - Postage	2,038	2,155	1,631	2,145	1,455	1,955
5300.2045	Purch Svcs - Communication Svcs	979	970	452	814	780	780
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	3,314	3,325	3,325	3,325	3,590	3,590
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	0	250	150	225	450	450
5600.2500	Materials & Supplies - Office	1,173	1,300	250	1,254	1,700	1,500
5700.2700	Equipment - Office	0	705	603	603	0	0
TOTAL		338,987	346,893	217,497	344,649	359,860	360,160

**PERMIT COORDINATION
Proposed Budget: 2017-2018**

Dir. of Permit Coordination: Sean Hearty

Dept. #: 1190

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF PERMIT COORDINATION/ZEO	1		1	88,209	88,209
CUSTOMER SERVICE MANAGER	1		1	64,160	64,160
* CUSTOMER SERVICE REPRESENTATIVE	2		2	58,188	116,376
* CLERK TYPIST II	1		1	48,030	48,030
TOTAL	<u>5</u>		<u>5</u>		316,775

* Union Negotiated

PLANNING & ZONING

Planning Director: Sharon B. Calitro

Proposed Budget: 2017-2018

Dept. #: 1220

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completed design for Heritage Walk and City Hall Landscape Improvement Project.• Administered Octagon House grant to study the condition of the structure and prepare concepts for reuse as public offices with community rooms.• Completed the redesign of Memorial Park at 357 Main Street.• Obtained grant from CT Office of Policy and Management for the preparation of the Downtown Danbury Transit-Oriented Development Study.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue improvements to the capital improvements programming process.• Administer grant for Downtown Danbury Transit-Oriented Development Study.• Supervise redesign and undertake improvements at the Hearthstone Castle to create a walled garden.• Continue planning, zoning and subdivision administration and enforcement.

PLANNING & ZONING

Planning Director: Sharon B. Calitro

Proposed Budget: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	* FY 16-17 Projected	** FY 17-18 Goal
# Land Use Applications Submitted to Boards/Commissions	120	105	129	127	75	80	80
# Approved	114	92	118	109	67	N/A	N/A
% Approved	95%	88%	91%	86%	89%	N/A	N/A
# Land Use Applications Submitted to Department	79	80	76	74	74	80	80
# Approved	76	76	72	72	72	N/A	N/A
% Approved	96%	95%	95%	97%	97%	N/A	N/A
TOTAL	199	185	205	201	149	160	160
Total Number of Zoning Permits Issued	498	517	631	588	540	550	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: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	Existing Bonds	Notes	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
						Other St./Federal (Grant)	Existing Capital Budget		
Octagon House Rehabilitation	Existing	\$415,000	\$105,000		\$ -	\$20,000	\$290,000	\$125,000	\$ -
Hearthstone Castle Walled Garden PIP Bond	Existing	\$1,600,000	\$ -	\$1,600,000	\$ -	\$ -	\$0	\$1,600,000	\$ -
Downtown Danbury Transit-Oriented Development Study	Existing	\$250,000	\$ -	\$ -	\$ -	\$ -	\$250,000	\$0	\$ -

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 Director: Sharon B. Calitro

**PLANNING & ZONING
Proposed Budget: 2017-2018**

Dept. #: 1220

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1220	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1220	PLANNING & ZONING						
5020.1000	Salaries - Regular	493,504	438,907	211,740	328,179	472,578	472,578
5030.1000	Overtime - Salaries	5,605	5,284	1,920	4,719	5,284	5,284
5040.1000	Part Time - Salaries	0	8,500	5,980	8,423	0	0
5050.1140	Other Salaries - Other Earnings	0	0	0	0	9,889	9,889
5250.1620	Other Benefits - Longevity	1,620	2,175	2,175	2,175	1,820	1,820
5250.1630	Other Benefits - Sick Leave	8,684	6,881	6,000	6,800	6,129	6,129
5300.2080	Purch Svcs - Conferences	0	1,956	1,936	1,936	2,000	2,000
5300.2010	Purch Svcs - Professional Svcs	1,477	1,400	1,400	1,400	1,400	1,400
5300.2055	Purch Svcs - Postage	816	600	106	530	100	600
5300.2085	Purch Svcs - Subscriptions/Memberships	2,669	2,698	2,251	2,652	3,000	3,000
5300.2090	Purch Svcs - Printing & Binding	0	300	0	0	100	100
5300.2095	Purch Svcs - Legal & Public Notices	26,055	25,000	15,684	24,930	25,000	25,000
5300.2045	Purch Svcs - Communication Svcs	606	400	266	392	434	434
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	4,335	4,350	4,350	4,350	4,698	4,698
5500.2420	Maintenance & Repair - Office Equipment	672	794	351	764	794	794
5600.2500	Materials & Supplies - Office	789	850	106	703	800	800
5700.2700	Equipment - Office	1,082	302	302	302	0	0
5865.3108	Operating Transfer Out - To Special Revenue Funds	0	25,000	25,000	25,000	0	0
TOTAL		547,914	525,397	279,566	413,255	534,026	534,526

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4140	Chgs for Svcs - Environmental Impact	17,445	16,000	4,505	6,931	13,000	12,000
4400.4160	Chgs for Svcs - Planning and Zoning	164,707	160,000	89,631	149,385	155,000	160,000
4400.4180	Chgs for Svcs - Planning Commission	15,325	15,000	7,600	16,159	15,000	15,000
4400.4190	Chgs for Svcs - Legal Notice Fees	0	0	17,500	0	32,000	32,000
4400.4200	Chgs for Svcs - Zoning Board	2,900	3,300	2,255	3,221	4,500	3,300
4400.4220	Chgs for Svcs - Zoning Board of Appeals	7,700	6,900	5,000	9,274	9,000	8,000
	SUBTOTAL CHARGES FOR SERVICES	208,077	201,200	126,491	184,970	228,500	230,300
4510.5000	Fines & Penlts. - Zoning Violations	0	300	2,493	0	300	0
	SUBTOTAL FINES & PENALTIES	0	300	2,493	0	300	0
TOTAL REVENUE		208,077	201,500	128,984	184,970	228,800	230,300

PLANNING
Proposed Budget: 2017-2018
Planning Director: Sharon B. Calitro
Dept. #: 1220

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF PLANNING	1		1	122,224	122,224
(PF) DEPUTY PLANNING DIRECTOR	1		1	103,779	103,779
* ASSOCIATE PLANNER	1		1	71,035	71,035
* ASSISTANT ZONING ENFORCEMENT OFFICER	1		1	66,867	66,867
* PLANNING ASSISTANT	1		1	58,550	58,550
* SECRETARY	1		1	50,123	50,123
TOTAL	<u>6</u>		<u>6</u>		472,578

(PF) Partially Funded

* Union Negotiated

OFFICE OF BUSINESS ADVOCACY

Director: Roger Palanzo

Proposed Budget: 2017-2018

Dept. #: 1230

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Worked to secure several new and existing businesses in Danbury, including Praxair Technologies, Naugatuck Valley Community College, Opportunity Buying, and Shop-Rite.• Member of the leadership team to create and implement a Transit Oriented Development (TOD) study for Danbury’s core which will revitalize the downtown economy while improving coordination and access of public transportation.• Working with the State of CT Come Home to Downtown program to implement an exciting initiative to empower property owners in our downtown community with the tools to revitalize their historic properties.• Leadership team member for CTNEXT’s Innovation Places Program which is to develop an innovation corridor in
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Maintain our commitment to serve our entire business community by continuing development of downtown initiatives: Danbury Downtown Core Development, Transit Focus, Main Street Partnership, Danbury Innovation Center, and CityCenter Danbury.• Putnam County Partnership – Develop strategies to identify regional opportunities to promote resource sharing, including services, facilities, economic development, recreational amenities, and infrastructure improvements.• Danbury-Waterbury Corridor – Work with Waterbury officials and our I84 corridor leadership to develop an economic

**OFFICE OF BUSINESS ADVOCACY
Proposed Budget: 2017-2018**

Director: Roger Palanzo

Dept. #: 1230

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1230	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1230	OFFICE OF BUSINESS ADVOCACY						
5020.1000	Salaries - Regular	60,875	68,002	43,405	67,821	69,873	69,873
5050.1140	Other Salaries - Other Earnings	0	0	0	0	961	961
5250.1630	Other Benefits - Sick Leave	1,218	1,308	1,308	1,308	1,344	1,344
5300.2090	Purch Svcs - Printing & Binding	0	1,000	0	950	2,500	2,000
5300.2080	Purch Svcs - Conferences	60	1,250	500	1,000	1,500	1,250
5300.2060	Purch Svcs - Travel/Mileage	259	1,000	0	900	2,000	1,000
5300.2055	Purch Svcs - Postage	0	50	0	40	50	50
5300.2040	Purch Svcs - Outside Svcs	2,254	0	0	0	0	0
5300.2010	Purch Svcs - Professional Svcs	33,678	35,000	26,566	34,023	41,000	40,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,192	1,196	1,196	1,196	1,290	1,290
5600.2500	Materials & Supplies - Office	295	200	0	200	500	200
5700.2795	Equipment - Other	640	0	0	0	0	0
5700.2700	Equipment - Office	3,407	640	0	525	1,500	1,000
TOTAL		103,879	109,646	72,975	107,963	122,518	118,968

**OFFICE OF BUSINESS ADVOCACY
Proposed Budget: 2017-2018**

Director: Roger Palanzo

Dept. #: 1230

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
SMALL BUSINESS ADVOCATE	1		1	69,873	69,873
TOTAL	<u>1</u>		<u>1</u>		69,873

CONSERVATION COMMISSION

Chairperson: Kim Botelho

Proposed Budget: 2017-2018

Dept. #: 1260

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• The culvert repair was completed at Bear Mountain Reservation and is in excellent shape despite numerous heavy rainfalls. The park continues to attract a lot of hikers both in state and out, mostly having very positive feedback.• Old Quarry Nature Center has become a very popular destination for local field trips with our elementary aged school children, with even bigger projections for next year.• The roof that was leaking has been assessed and is in the process of being repaired.• Farrington Woods has become a much more safe and popular destination since a police officer has moved into the rental property there coupled with the numerous arrests made public earlier this year.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Improve the trails during the mud season at Bear Mountain is a goal we have.• Bring the meadow back as close to it's original size, which is a major task we want to start before Spring.• Complete the roof at Old Quarry and any other repairs to the building to make it as safe and accessible to the public is a goal for this area.• Develop a map of the trails and borders with NY as a major goal at Farrington Woods. This can be done by an Eagle

Chairperson: Kim Botelho

**CONSERVATION COMMISSION
Proposed Budget: 2017-2018**

Dept. #: 1260

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1260	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1260	CONSERVATION COMMISSION						
5300.2090	Purch Svcs - Printing & Binding	0	150	83	125	150	150
5300.2040	Purch Svcs - Outside Svcs	2,341	880	327	463	880	880
5500.2405	Maintenance & Repair - Buildings & Structures	0	175	0	0	175	175
5500.2400	Maintenance & Repair - Land & Ground	6,600	7,250	1,326	6,630	7,250	7,250
5600.2540	Materials & Supplies - Electrical Service	1,082	1,000	605	908	1,000	1,000
TOTAL		10,023	9,455	2,341	8,126	9,455	9,455

HUMAN RESOURCES

Director of HR: Virginia Alosco-Werner

Proposed Budget: 2017-2018

Dept. #: 1270

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Implemented an online training program for personal development and management training. Also researched and offered cost effective training programs to all employees.• Revised and implemented a new EEO/Affirmative Action Plan. Additionally, continued to revise and update the City Employee Handbook and HR forms in compliance with new and changing Federal and State laws.• Successfully recruited, tested and hired the best fit candidates for 18 open/competitive and promotional positions as well as 96 seasonal and part time positions for a total number of 114 positions filled.• Processed 395 Civil Service applications and 148 Non Civil Service Position, Seasonal position and Part Time position
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Create and implement programs to train and develop staff enabling employees to be in alignment with City's strategies, goals, policies, and procedures.• Continue to automate and implement Human Resources functions, managing recruitment through automation.• Continue acting as a Change Agent as the City transforms into a City of the Future, embarking on all Playbook initiative.

HUMAN RESOURCES
Proposed Budget: 2017-2018

Director of HR: Virginia Alosco-Werner

Dept. #: 1270

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1270	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1270	HUMAN RESOURCES						
5020.1000	Salaries - Regular	228,736	229,155	146,273	229,040	235,458	235,458
5040.1000	Part Time - Salaries	-633	0	0	0	0	0
5050.1140	Other Salaries - Other Earnings	0	0	0	0	3,238	3,238
5250.1620	Other Benefits - Longevity	355	710	710	710	710	710
5250.1630	Other Benefits - Sick Leave	1,980	3,348	3,013	3,013	3,899	3,899
5300.2055	Purch Svcs - Postage	671	700	153	613	700	700
5300.2010	Purch Svcs - Professional Svcs	30,203	34,000	29,263	33,830	38,774	38,774
5300.2016	Purch Svcs - Civil Service	38,616	38,500	220	38,000	35,000	35,000
5300.2040	Purch Svcs - Outside Svcs	1,118	1,450	326	1,088	1,200	1,200
5300.2060	Purch Svcs - Travel/Mileage	131	400	391	391	300	300
5300.2075	Purch Svcs - Training Courses	962	10,000	2,862	9,923	6,000	5,000
5300.2085	Purch Svcs - Subscriptions/Memberships	427	300	199	260	255	255
5300.2090	Purch Svcs - Printing & Binding	189	400	0	300	400	400
5300.2095	Purch Svcs - Legal & Public Notices	3,996	4,000	693	3,973	5,000	4,000
5300.2017	Purch Svcs - Emp. Testing	36,616	41,385	8,236	40,942	35,000	35,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,584	1,589	1,589	1,589	1,715	1,715
5500.2420	Maintenance & Repair - Office Equipment	435	525	288	480	500	500
5600.2500	Materials & Supplies - Office	972	1,000	322	977	1,000	1,000
TOTAL		346,358	367,462	194,539	365,129	369,149	367,149

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4240	Chgs for Svcs - Civil Service Test Fees	2,702	5,000	117	201	5,000	3,000
	SUBTOTAL CHARGES FOR SERVICES	2,702	5,000	117	201	5,000	3,000
TOTAL REVENUE		2,702	5,000	117	201	5,000	3,000

HUMAN RESOURCES
Proposed Budget: 2017-2018

Director of HR: Virginia Alosco-Werner

Dept. #: 1270

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF HUMAN RESOURCES	1		1	108,215	108,215
CHIEF EXAMINER	1		1	69,553	69,553
HUMAN RESOURCES ASSISTANT	1		1	57,690	57,690
TOTAL	<u>3</u>		<u>3</u>		235,458

FAIR RENT COMMISSION

Proposed Budget: 2017-2018

Chairperson: Susan Mazzuco

Dept. #: 1290

Statement of Mission:	The Fair Rent Commission (FRC) was created for the purpose of maintaining reasonable rental rates and eliminating excessive rental charges on residential properties.
Department Goals:	The FRC will investigate and act on complaints, inquiries and other communications concerning alleged excessive rental charges in housing accommodations in Danbury.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• There have been no rental increases, investigations or hearings held within the last fiscal year.• The FRC has been able to communications and resolve complaints prior to conducting a formal commission hearing.• Minimal funds from fiscal year budget were utilized.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• FRC will continue focusing on affordability and development of housing in the community and monitor/protect existing housing stock.• The general public will be provided information, education, direction and assistance on housing and rental issues.• FRC shall execute the Mayor's 10- Year Plan to End Homelessness by assisting local agencies in eliminating homelessness in the community.

Chairperson: Susan Mazzuco	FAIR RENT COMMISSION Proposed Budget: 2017-2018	Dept. #: 1290
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1290	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1290	FAIR RENT COMMISSION		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5300.2080	Purch Svcs - Conferences	0	75	0	75	75	75
5300.2055	Purch Svcs - Postage	141	100	0	100	150	100
5300.2010	Purch Svcs - Professional Svcs	0	50	0	50	50	50
5600.2500	Materials & Supplies - Office	0	175	142	175	225	175
TOTAL		141	400	142	400	500	400

CANDLEWOOD LAKE AUTHORITY

Executive Director: Larry Marsicano

Proposed Budget: 2017-2018

Dept. #: 1310

Statement of Mission:	The CLA provides lake management 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 FirstLight Power Resources.
Department Goals:	The City of Danbury, one of the CLA's five members town, shall continue monitoring and improving the health of the lake and providing public safety for those recreating on its waters. CLA'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 Conn. and FirstLight Power Resources.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Successfully applied to the State's AIS Grant Program and solicited private funding to provide a 50% match to the \$22,500 committed by Praxair that CLA successfully negotiated to study the use of carbon dioxide to prevent spread of zebra mussel.• Actively partnered with the Town of Sherman and developed support from other member municipalities in a successful grant application to CT's Intertown Capital Equipment (ICE) Purchase Incentive Program to purchase a new lake patrol vessel. Funds received from the ICE Program totaled \$39,900 (60% of cost of vessel).• Provided 2,000 hours of lake patrol, maintained CLA vessels, docks, deployed 80+ buoys, and received grant for 20 new buoys. Performed annual water quality and E. coli monitoring of Candlewood Lake and increased outreach, e.g.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete research on cyanobacteria (blue-green algae) blooms and develop strategies to mitigate blooms. Monitor public beaches weekly in the summer for blue-green algae blooms and toxins.• Complete research on radio transmitter-tagged triploid grass carp and use to plan stocking of another ~3,000 fish for Eurasian watermilfoil control . Initiate the research on use of CO2 with Praxair and partners with funds established in FY 2015-2016.• Provide approximately 2,000 hours of lake patrol, maintain CLA facilities, deploy 80+ buoys, and perform annual

Executive Director: Larry Marsicano

**CANDLEWOOD LAKE AUTHORITY
Proposed Budget: 2017-2018**

Dept. #: 1310

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1310	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1310	CANDLEWOOD LAKE AUTHORITY						
5875.3305	Memberships - Candlewood Lake Authority	84,541	76,800	57,600	76,800	76,800	76,800
TOTAL		84,541	76,800	57,600	76,800	76,800	76,800

PUBLIC BUILDINGS

Superintendent, Public Bldgs: Sean Hanley

Proposed Budget: 2017-2018

Dept. #: 1340

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Installed security cameras at City Hall and Danbury Public Library.• Renovated existing elevator at Danbury Public Library.• Replaced chillers at Broadview Middle School and Rogers Park Middle School.• Replaced cooling tower at Old Library.• Constructed new Registrar office and two new conference rooms at City Hall.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Replace the roofs at Broadview Middle School and Mill Ridge Primary School.• Replace boilers at Hayestown Avenue School.• Replaced UST's at Rogers Park Middle School and Broadview Middle School.• Replace cooling tower and rooftop unit at City Hall.

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley
Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
1340	PUBLIC BUILDINGS		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	739,361	877,213	462,242	728,851	876,500	876,500
5030.1000	Overtime - Salaries	82,886	65,000	43,158	64,900	65,000	65,000
5040.1000	Part Time - Salaries	0	0	0	0	15,000	15,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	20,048	20,048
5250.1620	Other Benefits - Longevity	3,485	2,930	2,930	2,930	3,260	3,260
5250.1630	Other Benefits - Sick Leave	2,939	2,894	2,658	2,658	3,843	3,843
5250.1660	Other Benefits - Shoe Allowance	990	990	990	990	990	990
5250.1670	Other Benefits - Storm Meals	0	4,950	4,400	4,889	4,950	4,950
5300.2045	Purch Svcs - Communication Svcs	171,291	160,000	113,774	159,125	160,000	160,000
5300.2085	Purch Svcs - Subscriptions/Memberships	1,490	2,000	1,340	1,461	2,000	2,000
5300.2055	Purch Svcs - Postage	40	50	0	0	50	50
5300.2040	Purch Svcs - Outside Svcs	12,044	7,980	4,620	7,018	17,080	17,080
5300.2010	Purch Svcs - Professional Svcs	59	19,000	1,123	19,000	15,000	15,000
5300.2075	Purch Svcs - Training Courses	351	4,000	220	3,279	4,000	4,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	12,556	12,599	12,599	12,599	13,616	13,616
5400.2300	Property Services - Cleaning Services	39,029	18,696	8,296	18,360	15,900	15,900
5400.2305	Property Services - Office Services	395	3,000	1,836	2,836	3,000	3,000
5500.2405	Maintenance & Repair - Buildings & Structures	34,847	40,120	11,397	35,067	40,000	40,000

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2420	Maintenance & Repair - Office Equipment	138	360	31	124	360	360
5500.2450	Maintenance & Repair - Fire Alarms	2,975	4,450	290	4,403	4,450	4,450
5600.2545	Materials & Supplies - Heating Fuel	1,576	4,750	1,544	3,794	3,510	3,510
5600.2540	Materials & Supplies - Electrical Service	7,391	7,900	7,658	7,658	7,260	9,260
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	3,286	3,000	2,883	2,883	3,000	3,000
5600.2500	Materials & Supplies - Office	1,360	1,400	448	1,279	1,400	1,400
5600.2525	Materials & Supplies - Custodial	2,791	3,000	2,517	2,797	3,000	3,000
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	3,043	3,500	1,760	3,042	3,500	3,250
5700.2700	Equipment - Office	0	0	0	0	2,000	1,900
5700.2730	Equipment - Garage & Shop	6,304	6,800	2,402	6,671	6,800	6,800
5700.2740	Equipment - Communication	2,046	3,500	676	3,490	1,800	1,800
5700.2750	Equipment - Safety	5,970	7,500	153	7,094	7,500	7,500
TOTAL		1,138,643	1,267,582	691,945	1,107,198	1,304,817	1,306,467
1350	CITY HALL BUILDING						
5020.1000	Salaries - Regular	31,043	36,842	0	0	12,668	12,668
5030.1000	Overtime - Salaries	308	3,200	0	0	0	0
5040.1000	Part Time - Salaries	0	18,050	1,454	18,035	37,544	37,544
5050.1140	Other Salaries - Other Earnings	0	0	0	0	378	378
5250.1620	Other Benefits - Longevity	355	455	0	0	0	0

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley
Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5250.1630	Other Benefits - Sick Leave	625	0	0	0	0	0
5300.2040	Purch Svcs - Outside Svcs	5,146	6,753	6,069	6,743	18,140	15,000
5300.2045	Purch Svcs - Communication Svcs	0	750	0	0	0	0
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	439	440	0	440	500	500
5400.2300	Property Services - Cleaning Services	75,764	77,352	48,565	77,186	75,650	75,650
5400.2305	Property Services - Office Services	0	1,674	0	1,400	1,400	1,400
5500.2405	Maintenance & Repair - Buildings & Structures	55,226	95,416	60,302	95,272	80,000	80,000
5500.2450	Maintenance & Repair - Fire Alarms	996	4,500	42	4,435	3,200	3,200
5600.2525	Materials & Supplies - Custodial	0	1,000	0	500	1,000	500
5600.2540	Materials & Supplies - Electrical Service	139,462	140,000	91,206	139,247	137,000	142,000
5600.2545	Materials & Supplies - Heating Fuel	24,026	35,000	17,242	34,791	31,300	31,300
5700.2700	Equipment - Office	0	2,500	0	2,000	3,000	2,500
5700.2750	Equipment - Safety	0	150	0	0	170	170
TOTAL		333,390	424,082	224,879	380,049	401,950	402,810
1360	LIBRARY BUILDING						
5300.2040	Purch Svcs - Outside Svcs	1,600	15,781	15,167	15,432	17,514	17,514
5400.2300	Property Services - Cleaning Services	59,204	61,186	40,084	60,209	62,992	62,992
5400.2305	Property Services - Office Services	240	1,100	540	1,080	1,260	660
5500.2450	Maintenance & Repair - Fire Alarms	1,416	2,000	33	1,990	2,000	1,500
5500.2405	Maintenance & Repair - Buildings & Structures	31,903	43,833	37,199	48,311	40,000	40,000

PUBLIC BUILDINGS
Proposed Budget: 2017-2018

Superintendent, Public Bldgs: Sean Hanley

Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED BUDGET	EXPENDITURES AS OF	PROJECTED EXPENDITURES	PROPOSED BY DEPT	PROPOSED BY MAYOR
1340	ACCOUNT DESCRIPTION	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2525	Materials & Supplies - Custodial	0	1,000	0	1,000	1,000	1,000
5600.2540	Materials & Supplies - Electrical Service	83,473	98,000	58,967	97,000	91,000	98,000
5600.2545	Materials & Supplies - Heating Fuel	19,208	28,000	12,683	27,834	23,770	23,770
TOTAL		197,044	250,900	164,673	252,856	239,536	245,436
1371	POLICE STATION BUILDING - 375 MAI						
5300.2040	Purch Svcs - Outside Svcs	37,421	42,008	30,770	41,864	83,120	63,150
5400.2300	Property Services - Cleaning Services	162,850	168,541	87,936	167,559	136,923	136,923
5400.2305	Property Services - Office Services	0	500	180	450	960	960
5500.2405	Maintenance & Repair - Buildings & Structures	66,493	76,857	52,068	76,570	40,000	40,000
5500.2450	Maintenance & Repair - Fire Alarms	1,731	4,350	565	4,325	4,350	3,880
5600.2545	Materials & Supplies - Heating Fuel	36,704	47,500	25,888	47,134	42,175	42,175
5600.2525	Materials & Supplies - Custodial	828	1,000	898	897	1,000	1,000
5600.2540	Materials & Supplies - Electrical Service	179,339	200,000	119,640	199,400	193,040	208,040
TOTAL		485,365	540,756	317,943	538,199	501,568	496,128
1380	SENIOR CENTER BUILDING						
5400.2300	Property Services - Cleaning Services	14,287	15,889	9,739	15,823	15,553	15,553
5400.2305	Property Services - Office Services	0	360	0	0	360	360
5500.2405	Maintenance & Repair - Buildings & Structures	10,461	15,705	3,744	15,615	18,000	18,000
5500.2450	Maintenance & Repair - Fire Alarms	628	1,621	195	1,591	1,620	1,620

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley
Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2525	Materials & Supplies - Custodial	517	500	165	367	500	500
5600.2540	Materials & Supplies - Electrical Service	16,426	17,300	10,753	16,416	16,540	17,540
5600.2545	Materials & Supplies - Heating Fuel	4,938	7,200	3,794	7,159	6,069	6,069
5700.2795	Equipment - Other	0	5,000	0	5,000	5,000	5,000
TOTAL		47,256	63,575	28,390	61,971	63,642	64,642
1385	OLD JAIL BUILDING						
5400.2300	Property Services - Cleaning Services	8,791	7,572	5,048	7,211	8,800	8,800
5400.2305	Property Services - Office Services	0	660	180	540	400	400
5500.2450	Maintenance & Repair - Fire Alarms	410	1,000	54	537	1,350	1,350
5500.2405	Maintenance & Repair - Buildings & Structures	4,905	8,128	636	8,128	8,500	8,500
5600.2545	Materials & Supplies - Heating Fuel	5,313	6,600	3,848	6,413	5,888	5,888
5600.2540	Materials & Supplies - Electrical Service	6,695	6,500	4,192	6,400	6,094	7,000
5600.2525	Materials & Supplies - Custodial	0	400	0	250	400	400
TOTAL		26,114	30,860	13,957	29,479	31,432	32,338
1390	OLD LIBRARY BUILDING						
5300.2010	Purch Svcs - Professional Svcs	0	1,000	0	750	0	0
5400.2300	Property Services - Cleaning Services	9,846	8,965	5,696	8,639	9,363	9,363
5400.2305	Property Services - Office Services	0	300	180	300	300	300
5500.2405	Maintenance & Repair - Buildings & Structures	14,436	47,680	32,532	47,492	20,000	20,000

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley
Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2450	Maintenance & Repair - Fire Alarms	491	1,000	25	500	1,000	1,000
5600.2525	Materials & Supplies - Custodial	0	200	0	0	200	200
5600.2540	Materials & Supplies - Electrical Service	12,659	14,800	6,366	11,575	13,113	14,800
5600.2545	Materials & Supplies - Heating Fuel	3,585	5,000	2,873	4,955	4,335	4,335
TOTAL		41,016	78,945	47,673	74,211	48,311	49,998
1391	PARK BUILDING						
5300.2040	Purch Svcs - Outside Svcs	13,048	5,945	4,112	5,489	6,060	6,060
5400.2300	Property Services - Cleaning Services	10,074	5,373	3,034	4,635	11,488	11,488
5400.2305	Property Services - Office Services	160	1,800	1,800	1,800	2,100	2,100
5500.2450	Maintenance & Repair - Fire Alarms	3,343	4,860	1,036	4,591	4,650	4,000
5500.2405	Maintenance & Repair - Buildings & Structures	19,443	37,835	24,546	37,763	35,000	35,000
5600.2525	Materials & Supplies - Custodial	2,391	2,400	2,176	2,340	2,400	2,400
5600.2540	Materials & Supplies - Electrical Service	71,588	69,600	49,952	69,378	64,819	74,819
5600.2545	Materials & Supplies - Heating Fuel	20,514	28,000	10,868	27,170	23,965	23,965
TOTAL		140,560	155,813	97,525	153,166	150,482	159,832
3010	PUBLIC BUILDINGS - MAINTENANCE						
5250.1670	Other Benefits - Storm Meals	432	0	0	0	0	0
5300.2040	Purch Svcs - Outside Svcs	182,137	317,606	255,793	315,933	415,000	365,000
5300.2043	Purch Svcs - Storm Meals	0	500	77	387	500	500
5400.2305	Property Services - Office Services	1,680	5,000	3,600	4,800	10,000	10,000

PUBLIC BUILDINGS
Proposed Budget: 2017-2018
Superintendent, Public Bldgs: Sean Hanley
Dept. #: 1340

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
1340	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2450	Maintenance & Repair - Fire Alarms	42,847	49,500	36,125	47,831	50,000	50,000
5500.2405	Maintenance & Repair - Buildings & Structures	354,565	329,318	215,799	325,756	250,000	250,000
5500.2435	Maintenance & Repair - Sewage System	200	1,000	0	1,000	3,500	1,000
TOTAL		581,861	702,924	511,394	695,707	729,000	676,500

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4260	Chgs for Svcs - Electric Interruption	0	4,000	0	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	0	4,000	0	0	0	0
4620.1310	Rents - Building	5,929	0	2,964	4,560	4,000	4,000
	SUBTOTAL RENTS	5,929	0	2,964	4,560	4,000	4,000
TOTAL REVENUE		5,929	4,000	2,964	4,560	4,000	4,000

PUBLIC BUILDINGS
Proposed Budget: 2017-2018

Superintendent, Public Bldgs: Sean Hanley

Dept. #: 1340

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
SUPERINTENDENT OF PUBLIC BUILDINGS	1		1	104,401	104,401
FOREMAN II	1		1	70,822	70,822
* SECRETARY/BOOKKEEPER	1		1	62,732	62,732
* LEAD MECHANIC	1		1	60,923	60,923
* MAINTENANCE MECHANIC III	8		8	52,416-61,839	554,467
* CUSTODIAN	2		2	50,170	116,340
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(93,185)
TOTAL	<u>14</u>		<u>14</u>		876,500

* Union Negotiated

POLICE DEPARTMENT

Chief of Police: Patrick Ridenhour

Proposed Budget: 2017-2018

Dept. #: 2000

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Achieved Tier 1 Accreditation from the State of Connecticut Police Officer Standards and Training Council (POSTC)• Conducted a successful Citizens Police Academy.• Fully staffed the Traffic Division which has led to a significant increase in traffic enforcement for 2016 and a significant reduction in accidents.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Pursue Tier 2 POSTC Accreditation from the State of Connecticut• Leverage private, state, and federal grants to improve technology. This includes crime mapping software and possible body camera program.• Continued training of local businesses with regard to emerging threats. Develop partnerships with local civic groups to strengthen police-community relations.

POLICE DEPARTMENT		
Chief of Police: Patrick Ridenhour	PROPOSED BUDGET: 2017-2018	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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Adult Arrests	1,961	1,548	1,504	1,441	1,727	1,800	1,800
Juvenile Arrests	263	345	269	173	248	250	250
Calls for Service	56,154	54,963	55,020	70,765	52,669	95,000	72,000
Part 1 Crimes	1,816	1,755	1,490	1,461	1,131	1,400	1,400
Traffic Accidents	3,407	3,773	4,430	4,602	4,272	3,500	3,500
Traffic Enforcement	4,937	5,724	6,365	6,189	6,035	6,000	7,000

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
				Other St./Federal (Grant)	Existing Capital Budget		
Vehicle Replacement Program	Existing	\$3,620,000	\$440,000		\$2,720,000	\$440,000	\$460,000
Taser Replacement Program	Existing	\$341,022	\$35,000		\$100,000	\$35,000	\$206,022
ICOP Replacement Program	Existing	\$227,370	\$35,000		\$100,000	\$35,000	\$92,370

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 or Ordinances)

- 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

Chief of Police: Patrick Ridenhour

**POLICE DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 2000

APPROPRIATIONS

DEPT. #: 2000	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
2000	POLICE DEPARTMENT						
5020.4659	Salaries - Reimbursement of Expenditures	-115,282	0	-69,475	-69,475	0	0
5020.1000	Salaries - Regular	11,768,565	12,588,341	7,710,519	12,548,789	12,714,316	12,714,316
5030.1000	Overtime - Salaries	2,272,337	2,068,550	1,563,513	2,068,550	2,075,000	2,075,000
5040.1000	Part Time - Salaries	36,647	54,060	35,845	53,902	30,000	30,000
5040.1090	Part Time - Special Duty Police	2,915	5,130	110	5,065	0	0
5040.1095	Part Time - School Crossing Guards	231,660	228,000	136,612	228,000	0	0
5050.1140	Other Salaries - Other Earnings	0	3,983	0	0	343,847	343,847
5060.1150	Special Services - Special Services	1,769,642	0	1,025,141	0	0	0
5230.1590	Emp. Group Ins. - Workers Comp Premium	-750	0	0	0	0	0
5250.1620	Other Benefits - Longevity	61,748	63,698	63,698	63,698	64,020	64,020
5250.1690	Other Benefits - Educational Credits	69,171	77,000	67,756	76,726	77,000	77,000
5250.1680	Other Benefits - Holiday - Police/Fire	522,549	559,546	535,081	540,218	588,007	588,007
5250.1630	Other Benefits - Sick Leave	41,003	49,891	42,384	42,384	58,509	58,509
5250.1655	Other Benefits - Uniform Allowance	272,100	258,400	247,100	254,742	261,800	261,800
5300.2075	Purch Svcs - Training Courses	34,792	33,000	14,769	30,233	33,000	33,000
5300.2010	Purch Svcs - Professional Svcs	640	500	270	450	500	500
5300.2019	Purch Svcs - Crossing Guards	0	0	0	0	0	360,000
5300.2040	Purch Svcs - Outside Svcs	51,328	58,000	33,428	57,634	54,910	52,000
5300.2045	Purch Svcs - Communication Svcs	46,839	47,300	28,118	46,864	52,700	50,000

Chief of Police: Patrick Ridenhour

**POLICE DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 2000

APPROPRIATIONS

DEPT. #: 2000	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5300.2050	Purch Svcs - Shipping	200	200	188	253	200	200
5300.2080	Purch Svcs - Conferences	0	0	0	0	12,500	6,250
5300.2085	Purch Svcs - Subscriptions/Memberships	3,990	4,000	3,780	3,926	5,090	4,590
5300.2090	Purch Svcs - Printing & Binding	1,589	3,250	3,022	3,181	3,250	3,250
5300.2110	Purch Svcs - Police Evidence	13,471	20,000	11,196	18,328	20,000	20,000
5300.2060	Purch Svcs - Travel/Mileage	1,442	1,000	425	852	1,000	1,000
5300.2055	Purch Svcs - Postage	2,605	3,200	1,917	3,166	3,200	3,200
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	260,111	261,422	261,422	261,422	282,093	282,093
5500.2420	Maintenance & Repair - Office Equipment	95,982	72,912	26,234	66,943	69,759	69,759
5500.2495	Maintenance & Repair - Other	1,078	47,828	24,377	47,486	65,216	55,216
5600.2500	Materials & Supplies - Office	23,885	26,000	13,370	25,495	26,000	26,000
5600.2600	Materials & Supplies - K9 Purchase	0	13,400	5,262	10,524	22,500	15,000
5600.2575	Materials & Supplies - Industrial Chemicals	82,261	50,000	3,557	45,567	50,000	50,000
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	475	1,542	149	430	1,500	1,500
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	1,766	8,335	2,883	7,791	6,920	6,920
5600.2550	Materials & Supplies - Motor Fuel	256,621	240,000	109,350	232,660	265,000	235,000
5700.2700	Equipment - Office	294	1,000	999	999	1,000	1,000
5700.2740	Equipment - Communication	28,013	25,000	348	23,909	25,130	25,000

Chief of Police: Patrick Ridenhour	POLICE DEPARTMENT Proposed Budget: 2017-2018	Dept. #: 2000
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APPROPRIATIONS

DEPT. #: 2000	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5700.2755	Equipment - Public Safety	986	5,000	2,019	4,245	5,000	5,000
5700.2795	Equipment - Other	2,893	5,500	511	5,404	5,500	5,500
5865.3108	Operating Transfer Out - To Special Revenue Funds	11,100	6,450	6,450	6,450	0	0
5870	Contributions/Grants -	1,072	4,210	0	4,210	4,210	4,210
TOTAL		17,855,739	16,895,648	11,912,323	16,721,021	17,228,677	17,528,687

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2060	Lic. & Prmts - Police - License & Permits	25,347	18,000	14,970	24,950	20,000	22,500
4200.2080	Lic. & Prmts - Alarm Registrations	420	750	280	439	500	500
	SUBTOTAL LICENCES & PERMITS	25,767	18,750	15,250	25,389	20,500	23,000
4400.4280	Chgs for Svcs - Police Fingerprints	8,310	7,500	0	0	7,500	0
4400.4300	Chgs for Svcs - Police Reports	20,736	10,000	16,612	23,072	12,500	15,000
4400.4320	Chgs for Svcs - Police Special Services	1,902,989	0	1,526,273	0	0	0
4400.4425	Chgs for Svcs - Spec Svcs Admin Charge	279,495	225,000	0	200,000	225,000	233,000
	SUBTOTAL CHARGES FOR SERVICES	2,211,530	242,500	1,542,885	223,072	245,000	248,000
4510.5020	Fines & Penlts. - Parking Violations	25,900	20,000	26,734	41,129	20,000	25,000
4510.5040	Fines & Penlts. - Parking Violation Penlts.	1,230	2,000	2,304	2,560	2,000	2,000
4510.5060	Fines & Penlts. - State Court Fines	81,135	80,000	87,925	92,553	75,000	80,000
	SUBTOTAL FINES & PENALTIES	108,265	102,000	116,963	136,242	97,000	107,000
TOTAL REVENUE		2,345,562	363,250	1,675,097	384,703	362,500	378,000

**POLICE DEPARTMENT
Proposed Budget: 2017-2018**

Chief of Police: Patrick Ridenhour

Dept. #: 2000

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
CHIEF OF POLICE	1		1	133,575	133,575
DEPUTY CHIEF	1		1	121,352	121,352
ADMINISTRATIVE SERVICES MANAGER	1		1	62,990	62,990
EXECUTIVE SECRETARY	1		1	64,363	64,363
* DETECTIVE CAPTAIN	1		1	100,960-110,253	110,253
* CAPTAIN	2		2	97,553-106,523	213,046
* DETECTIVE LIEUTENANT	3		3	93,687-101,320	303,960
* LIEUTENANT	7		7	90,344-97,707	659,679
* DETECTIVE SERGEANT	2		2	86,495-92,180	184,360
* SERGEANT	22		22	83,756-89,260	1,963,720
* DETECTIVE POLICE OFFICER	20		20	68,130-82,651	1,653,020
* POLICE OFFICER	95		95	55,927-79,824	7,033,436
* (PF) CLERK TYPIST II	5		5	46,756	240,149
CHIEF OF STAFF	0.5		0.5	44,305	44,305
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(73,892)
TOTAL					12,714,316
			<u>161.5</u>		
			<u>161.5</u>		

* Union Negotiated

* Union Negotiated; (PF) Partially Funded

FIRE DEPARTMENT

Proposed Budget: 2017-2018

Fire Chief: TJ Wiedl

Dept. #: 2010

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completed mobile and portable radio replacement project funded by Federal grant.• Replaced two pumper trucks.• Completed initial engineering of additional radio infrastructure upgrades.• Installed gear extractor at training school.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Remodel former 911 dispatch center at Headquarters.• Build new storage facility on City property adjacent to Station 26.• Complete HQ workout room addition.• Continue radio infrastructure build-out including microwave transmitter/receivers.

FIRE DEPARTMENT

Proposed Budget: 2017-2018

Fire Chief: TJ Wiedl

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 fires and accidents. This is done through education, building inspections, and emergency response. The Fire Department handles thousands of emergency responses and face to face citizen interactions each year, while priding 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Emergency Responses	9,260	9,263	8,709	9,504	9,731	11,500	11,750
Fire Runs	4,366	4,093	4,383	4,124	5,248	5,500	5,800
Inspections Performed	7,083	6,382	4,099	5,954	7,162	7,400	7,600
Rescue Runs	4,894	5,170	4,878	5,380	4,483	5,000	5,300
Structure Fires	46	55	42	47	55	55	55
Training Hours	21,043	18,352	26,076	18,807	14,281	13,000	16,000

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	General Fund Capital	SOURCE FOR FUNDS		Proposed Capital Budget FY 17/18	Balance
				Animal, Water or Sewer Fund	Existing Capital Budget		
Fire Tools Replacement Program Allocation	Existing	\$450,000	\$50,000	\$ -	\$200,000	\$50,000	\$200,000
Apparatus Replacement	Existing	\$386,450	\$55,000	\$ -	\$166,803	\$55,000	\$164,647
Turnout Gear	Existing	\$700,000	\$50,000	\$ -	\$500,000	\$50,000	\$150,000
Volunteer Station Repairs	Existing	\$375,000	\$40,000	\$ -	\$25,000	\$40,000	\$310,000
HQ Remodel & Addition	Existing	\$175,000	\$50,000	\$ -	\$105,000	\$50,000	\$20,000

Sustainable Danbury:

Danbury Fire Department (DFD) will provide 21st century level emergency response to evolving community needs through fire, medical, and rescue calls, and public education and code enforcement, by continually improving our services and efficiency through staff training, public outreach, and equipment, software, and technology upgrades.

Government Authority:

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

- Chap. VI, Section 6-2, "Administrative Depts" and Section 6-3, "Appointments of Officers & Employees of City" & Chap. VI, Section 6-10, "Fire Department" in the Charter

Data Reference(s):

- Fire Department Logs

Fire Chief: TJ Wiedl

**FIRE DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 2010

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2010	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2010	FIRE DEPARTMENT						
5020.4659	Salaries - Reimbursement of Expenditures	-9,553	0	-9,488	-9,488	0	0
5020.1000	Salaries - Regular	8,914,378	9,692,109	5,908,637	9,652,087	9,707,756	9,707,756
5030.1000	Overtime - Salaries	1,247,824	784,000	779,537	783,695	882,201	882,201
5030.1100	Overtime - Volunteer Training	8,425	30,000	28,256	54,744	35,000	35,000
5030.4659	Overtime - Reimbursement of Expenditures	-4,490	0	-16,309	-25,905	0	0
5040.1000	Part Time - Salaries	0	3,750	1,363	3,750	6,500	6,500
5050.1140	Other Salaries - Other Earnings	0	8,247	0	0	255,332	255,332
5060.1150	Special Services - Special Services	117,476	0	49,730	0	0	0
5250.1620	Other Benefits - Longevity	36,210	40,810	31,510	40,810	43,160	43,160
5250.1690	Other Benefits - Educational Credits	110,405	145,568	111,290	141,124	119,400	119,400
5250.1680	Other Benefits - Holiday - Police/Fire	555,737	580,009	580,009	580,009	618,963	618,963
5250.1630	Other Benefits - Sick Leave	18,202	18,791	16,985	16,985	27,646	27,646
5250.1655	Other Benefits - Uniform Allowance	85,650	84,200	83,650	83,650	86,700	86,700
5300.2075	Purch Svcs - Training Courses	50,328	55,000	32,058	53,430	90,500	77,500
5300.2090	Purch Svcs - Printing & Binding	1,480	1,100	697	962	1,375	1,375
5300.2085	Purch Svcs - Subscriptions/Memberships	3,552	3,500	2,943	3,463	5,019	3,519
5300.2010	Purch Svcs - Professional Svcs	41,315	47,550	12,303	47,254	47,550	47,550
5300.2080	Purch Svcs - Conferences	15,049	20,000	3,348	19,934	23,750	20,000

Fire Chief: TJ Wiedl

**FIRE DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 2010

APPROPRIATIONS

DEPT. #: 2010	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5300.2060	Purch Svcs - Travel/Mileage	0	38	0	0	0	0
5300.2055	Purch Svcs - Postage	633	600	552	581	1,050	650
5300.2040	Purch Svcs - Outside Svcs	69	1,100	0	0	1,100	1,100
5300.2045	Purch Svcs - Communication Svcs	41,704	24,124	13,831	23,846	15,012	15,012
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	121,324	121,737	121,737	121,737	131,594	131,594
5400.2300	Property Services - Cleaning Services	5,520	6,500	560	5,990	7,220	7,220
5400.2310	Property Services - Rental Real Estate	21,550	21,551	21,550	21,550	21,551	21,551
5500.2495	Maintenance & Repair - Other	20,028	45,698	10,356	45,423	85,825	60,000
5500.2405	Maintenance & Repair - Buildings & Structures	52,184	60,240	40,126	59,009	71,200	71,200
5500.2406	Maintenance & Repair - Training School	19,090	22,860	6,206	22,774	27,110	27,110
5500.2420	Maintenance & Repair - Office Equipment	6,353	41,000	9,684	40,644	48,700	46,000
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-250	0	0	0	0	0
5500.2415	Maintenance & Repair - Automotive Equipment	58,346	70,885	40,093	70,261	69,000	67,000
5600.2545	Materials & Supplies - Heating Fuel	55,250	67,500	24,991	67,064	67,500	67,500
5600.2695	Materials & Supplies - Miscellaneous	4,451	4,000	3,156	3,945	5,900	5,000
5600.2575	Materials & Supplies - Industrial Chemicals	1,415	4,400	1,734	4,093	4,400	4,400
5600.2560	Materials & Supplies - Tires	13,043	20,000	18,559	19,535	25,000	22,500

Fire Chief: TJ Wiedl

**FIRE DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 2010

APPROPRIATIONS

DEPT. #: 2010	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5600.2550	Materials & Supplies - Motor Fuel	102,887	95,000	36,863	94,520	95,000	95,000
5600.2540	Materials & Supplies - Electrical Service	84,399	95,000	55,753	94,941	95,000	95,000
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	56,515	30,656	16,461	29,930	20,810	20,810
5600.2525	Materials & Supplies - Custodial	6,844	6,500	4,628	6,427	8,579	7,500
5600.2500	Materials & Supplies - Office	3,282	4,000	1,794	3,987	5,713	4,500
5600.2555	Materials & Supplies - Lubrication	5,057	7,500	2,278	6,556	7,500	7,500
5700.2730	Equipment - Garage & Shop	1,968	2,000	713	1,631	4,650	3,000
5700.2795	Equipment - Other	4,697	5,000	4,495	4,495	10,000	7,500
5700.2755	Equipment - Public Safety	14,436	15,570	8,770	14,617	13,945	13,945
5700.2735	Equipment - Blades & Chains	0	2,271	0	2,000	3,000	2,750
5700.2740	Equipment - Communication	22,369	65,391	57,111	65,111	10,200	10,200
5865.3108	Operating Transfer Out - To Special Revenue Funds	15,000	15,000	10,000	14,993	0	0
5870.3200	Contributions/Grants - Volunteer Fire	468,000	468,000	468,000	468,000	524,000	524,000
TOTAL		12,398,153	12,838,754	8,596,518	12,760,164	13,331,411	13,272,144
2015	DISPATCH						
5300.2010	Purch Svcs - Professional Svcs	0	15,000	0	15,000	14,875	14,875
5300.2011	Purch Svcs - Dispatch Center Staff	1,993,333	1,993,334	1,328,889	1,993,234	2,173,334	2,173,334
5300.2012	Purch Svcs - Public Safety Advocate	267,950	269,100	179,400	269,087	269,100	269,100
5300.2013	Purch Svcs - Dispatch Technical Support	93,900	93,900	62,600	93,895	93,900	93,900

Fire Chief: TJ Wiedl	FIRE DEPARTMENT Proposed Budget: 2017-2018	Dept. #: 2010
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APPROPRIATIONS

DEPT. #: 2010	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5300.2045	Purch Svcs - Communication Svcs	63,196	73,814	49,547	73,403	120,241	120,241
5300.2075	Purch Svcs - Training Courses	1,460	0	0	0	0	0
5500.2420	Maintenance & Repair - Office Equipment	52,090	38,000	29,721	37,621	34,207	34,207
5700.2765	Equipment - Technology	9,991	7,500	1,266	6,822	7,554	7,500
5700.2700	Equipment - Office	0	2,500	951	2,000	2,470	2,470
TOTAL		2,481,920	2,493,148	1,652,374	2,491,062	2,715,681	2,715,627

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2100	Lic. & Prmts - Fire - Permits&Reports Registrat	2,250	1,250	515	1,288	1,250	1,250
	SUBTOTAL LICENCES & PERMITS	2,250	1,250	515	1,288	1,250	1,250
4400.4340	Chgs for Svcs - Fire Department Services	2,887	3,750	1,228	1,442	3,750	3,750
4400.4360	Chgs for Svcs - Fire Marshal Inspections	106,240	72,500	46,230	71,123	72,500	72,500
4400.4380	Chgs for Svcs - Fire Marshal Plan Reviews	42,900	47,500	22,810	45,620	47,500	42,500
4400.4400	Chgs for Svcs - Fire Special Services	105,463	0	68,575	0	106,000	0
4400.4425	Chgs for Svcs - Spec Svcs Admin Charge	15,502	14,000	0	14,000	14,000	14,000
	SUBTOTAL CHARGES FOR SERVICES	272,992	137,750	138,843	132,185	243,750	132,750
4500.1005	Intrfd Svc Rev - Prov for Ambulance Fund	0	50,000	0	0	50,000	50,000
	SUBTOTAL INTERFUND SERVICES	0	50,000	0	0	50,000	50,000
TOTAL REVENUE		275,242	189,000	139,358	133,473	295,000	184,000

**FIRE DEPARTMENT
Proposed Budget: 2017-2018**

Fire Chief: TJ Wiedl

Dept. #: 2010

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
FIRE CHIEF	1		1	133,305	133,305
ASSISTANT FIRE CHIEF	1		1	121,352	121,352
* DEPUTY CHIEF	4		4	103,333	413,332
* FIRE MARSHAL	1		1	99,087-103,333	103,333
* DRILL MASTER	1		1	99,087-103,333	103,333
* COMMUNICATIONS COORDINATOR	1		1	93,257	93,257
* EMS COORDINATOR	1		1	93,257	93,257
* DEPUTY FIRE MARSHAL	6		6	91,129-93,257	559,542
* SUPERINTENDENT OF APPARATUS	1		1	91,129-93,257	93,257
* CAPTAIN	4		4	91,129-93,257	373,028
* LIEUTENANT	24		24	78,700-85,666	2,049,003
* ASSISTANT MECHANIC	1		1	78,700-85,666	85,666
* FIREFIGHTER (reassigned from Dispatch)	6		6	74,544-81,142	486,852
* FIREFIGHTER	68		68	56,871-75,443	4,890,567
* SECRETARY/BOOKKEEPER	1		1	58,549	58,549
* SECRETARY	1		1	50,123	50,123
TOTAL	<u>122</u>		<u>122</u>		9,707,756

* Union Negotiated

BUILDING INSPECTOR

Building Official: Dave Newland

Proposed Budget: 2017-2018

Dept. #: 2020

Statement of Mission:	The Building Department is a key division for planning the future of the City of Danbury. We manage new construction, additions, and renovations throughout the life of a building, from the planning stages, the approvals, through all required inspections, to its completion, and any problems that may arise thereafter.
Department Goals:	The Building Department is the agency that that is responsible for enforcing the State Building Codes. These Codes apply 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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Elan-Kennedy Flats housing project has been completed at Kennedy St. It has been a very smooth project and adds an attractive ambience to the area. A 15,000 square foot medical office and retail building at 120 Main Street has been completed and expect to open to the public in March of 2017.• Over 90 residential units at Abbey Woods, Rivington Hills, Rivington Mews, and Rivington Ridge at the Reserve have been completed and occupied this year.• Our staff worked closely with the developer of a hotel with 115 rooms and a restaurant in the past year. The hotel and restaurant are now in operation and doing very well.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• A major renovation of the BRC building at Boehringer Ingelheim is scheduled to start in January of 2017. Our staff will be working with the contractors and owners to ensure completion occurs as needed.• Continue inspections of the residential developments at Mews, Hills, The Ridge, and The Villages at Rivington.• The City of Danbury is in the process of major renovations and additions to Danbury High School (DHS). We will be very involved in the construction process ensuring safety compliance for the additions and renovations to DHS.

Building Official: Dave Newland	BUILDING INSPECTOR Proposed Budget: 2017-2018	Dept. #: 2020
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APPROPRIATIONS

DEPT. #: 2020	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
2020	BUILDING INSPECTOR						
5020.1000	Salaries - Regular	494,521	542,027	316,728	518,888	541,910	541,910
5030.1000	Overtime - Salaries	18,485	11,000	9,925	25,979	11,000	11,000
5030.4659	Overtime - Reimbursement of Expenditures	-15,109	0	-7,217	-12,763	0	0
5040.1000	Part Time - Salaries	420	10,765	1,933	2,251	0	0
5050.1140	Other Salaries - Other Earnings	0	0	0	0	13,530	13,530
5250.1620	Other Benefits - Longevity	1,265	1,975	1,975	1,975	1,975	1,975
5250.1630	Other Benefits - Sick Leave	3,651	5,382	5,034	5,034	4,385	4,385
5300.2075	Purch Svcs - Training Courses	190	600	0	600	900	900
5300.2010	Purch Svcs - Professional Svcs	0	1,500	0	1,500	1,500	1,500
5300.2040	Purch Svcs - Outside Svcs	0	1,750	0	1,750	2,500	2,500
5300.2045	Purch Svcs - Communication Svcs	397	500	0	500	2,600	2,600
5300.2060	Purch Svcs - Travel/Mileage	492	1,400	297	1,382	1,000	1,000
5300.2080	Purch Svcs - Conferences	976	1,800	1,179	1,759	1,550	1,550
5300.2085	Purch Svcs - Subscriptions/Memberships	1,368	1,500	955	985	1,400	1,400
5300.2090	Purch Svcs - Printing & Binding	861	1,000	154	853	800	800
5300.2095	Purch Svcs - Legal & Public Notices	0	1,475	755	250	250	250
5300.4659	Purch Svcs - Reimbursement of Expenditures	-339	0	-186	-265	0	0
5300.2055	Purch Svcs - Postage	305	400	71	297	500	500

Building Official: Dave Newland	BUILDING INSPECTOR Proposed Budget: 2017-2018	Dept. #: 2020
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APPROPRIATIONS

DEPT. #: 2020	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	10,196	10,231	10,231	10,231	11,056	11,056
5500.2420	Maintenance & Repair - Office Equipment	1,088	1,080	536	1,073	1,080	1,080
5600.2500	Materials & Supplies - Office	1,432	3,500	2,925	3,442	1,700	1,700
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	43	800	40	93	500	500
5700.2750	Equipment - Safety	578	800	0	0	600	600
TOTAL		520,820	599,485	345,337	565,814	600,736	600,736

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2120	Lic. & Prmts - Building Department	1,841,117	2,175,000	1,086,877	2,012,734	2,280,000	2,280,000
	SUBTOTAL LICENCES & PERMITS	1,841,117	2,175,000	1,086,877	2,012,734	2,280,000	2,280,000
TOTAL REVENUE		1,841,117	2,175,000	1,086,877	2,012,734	2,280,000	2,280,000

**BUILDING DEPARTMENT
Proposed Budget: 2017-2018**

Building Official: Dave Newland

Dept. #: 2020

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
BUILDING INSPECTOR	1		1	104,401	104,401
* (PF) ASSISTANT BUILDING INSPECTOR	6		6	58,188-76,109	420,811
* ELECTRICAL INSPECTOR	1		1	58,188	58,188
* CLERK TYPIST II	1		1	48,030	48,030
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(89,520)
TOTAL	<u>9</u>		<u>9</u>		541,910

* Union Negotiated
* Union Negotiated; (PF) Partially Funded

CIVIL PREPAREDNESS

Proposed Budget: 2017-2018

Director: Paul Estefan

Dept. #: 2030

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• All Department Emergency Plans have been reviewed.• School Security Plans for the Board of Education has been completed and updated.• A State of Connecticut Mobile Communications Vehicle has been acquired and has been responding to various requests in the Region.• Regional Test of the Ham Operator's response to a major disaster was conducted and with the addition of an aerial platform are communications have been enhanced.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• The Local Emergency Planning Committee will meet regarding Hazard Materials.• There will be participation in the State-Wide disaster drill.• Ham operators will conduct a drill with the new digital repeater system to transmitting and receiving capabilities.• Training on the new Mobile Communications Vehicle is continuing with the addition of new operators.

Director: Paul Estefan	CIVIL PREPAREDNESS Proposed Budget: 2017-2018	Dept. #: 2030
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2030	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
2030	CIVIL PREPAREDNESS		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5300.2055	Purch Svcs - Postage	17	0	0	0	0	0
5300.2045	Purch Svcs - Communication Svcs	58,488	49,300	16,101	40,252	30,000	30,000
5300.2040	Purch Svcs - Outside Svcs	0	250	107	0	250	250
5500.2405	Maintenance & Repair - Buildings & Structures	9,198	9,345	7,813	9,191	10,000	10,000
5600.2545	Materials & Supplies - Heating Fuel	4,134	4,250	1,046	2,658	4,250	4,250
5600.2540	Materials & Supplies - Electrical Service	2,860	2,300	1,649	2,199	2,300	2,300
5600.2500	Materials & Supplies - Office	883	900	888	897	900	900
5700.2740	Equipment - Communication	0	7,850	6,984	0	0	0
5700.2700	Equipment - Office	0	2,850	0	0	0	0
5870	Contributions/Grants -	75,000	125,000	93,750	125,000	125,000	125,000
TOTAL		150,580	202,045	128,339	180,197	172,700	172,700

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4300.3360	Intergov. Rev. - Civil Defense	0	41,403	0	41,403	41,403	41,403
	SUBTOTAL INTERGOVERNMENTAL REV	0	41,403	0	41,403	41,403	41,403
TOTAL REVENUE		0	41,403	0	41,403	41,403	41,403

CONSUMER PROTECTION

Chief of Staff: Dean Esposito

Proposed Budget: 2017-2018

Dept. #: 2050

Statement of Mission:	Consumer Protection's mission is to ensure that consumers are protected through a comprehensive program of weights and measures inspection and licensing.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Collaboration with State inspectors yielded in getting all large scales and oil truck meters inspected in Danbury.• Consumer Protection worked with the State D.C.P on inspection of Taxi Cabs.• Collection of registration fees were increased.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue to register, license, and inspect all known local weighing and measuring devices.• Continue to respond to all complaints and concerns directed to D.C.P office.• Arrange to have the State office of Consumer Protection bill directly for all State inspected locations in the city of Danbury.

Chief of Staff: Dean Esposito

**CONSUMER PROTECTION
Proposed Budget: 2017-2018**

Dept. #: 2050

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED BUDGET	EXPENDITURES AS OF	PROJECTED EXPENDITURES	PROPOSED BY DEPT	PROPOSED BY MAYOR
2050	ACCOUNT DESCRIPTION	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2050	CONSUMER PROTECTION						
5020.1000	Salaries - Regular	18,396	0	0	0	0	0
5040.1000	Part Time - Salaries	1,040	19,760	11,853	18,235	17,784	17,784
5250.1630	Other Benefits - Sick Leave	1	0	0	0	0	0
5300.2055	Purch Svcs - Postage	91	200	33	47	0	0
5300.2040	Purch Svcs - Outside Svcs	0	100	0	0	0	0
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	525	527	527	527	567	567
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	0	300	259	0	0	0
5600.2500	Materials & Supplies - Office	320	400	360	361	0	0
TOTAL		20,372	21,287	13,032	19,170	18,351	18,351

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4480	Chgs for Svcs - Consumer Protection	40,390	40,500	37,588	37,803	40,500	40,500
	SUBTOTAL CHARGES FOR SERVICES	40,390	40,500	37,588	37,803	40,500	40,500
TOTAL REVENUE		40,390	40,500	37,588	37,803	40,500	40,500

**CONSUMER PROTECTION
Proposed Budget: 2017-2018**

Chief of Staff: Dean Esposito

Dept. #: 2050

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
WEIGHTS & MEASURES INSPECTOR	0		0		0
TOTAL	<u>0</u>		<u>0</u>		0

UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)

UNIT Coordinator: Shawn Stillman

Proposed Budget: 2017-2018

Dept. #: 2060

<p>Statement of Mission:</p>	<p>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.</p>
<p>Department Goals:</p>	<p>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.</p>
<p>Fiscal Year 2016-2017 Accomplishments:</p>	<ul style="list-style-type: none"> • Responded to over 1000 quality of life issues ranging from blighted properties/structures, illegal/unsafe apartments, motor vehicle violations, and miscellaneous concerns. • Issued 100+ Exterior Blight Orders to property owners, resulting in positive improvements in the community. Proactive code enforcement accounted for 35% UNIT activity. • Initiation of Clean Start program: work program for the homeless population, tasks include litter pickup, community cleanup and other various tasks. • City Council approval of Sec 12-14.1: Neighborhood Protection Zone, enabling UNIT enforcment of repeated
<p>Major Objectives 2017-2018:</p>	<ul style="list-style-type: none"> • Continue to identify and intervene on long standing blighted properties, partnering with additional municipal, state and private agencies to enable positive improvements. • Expand improved and enhanced UNIT enforcement in downtown area, work with business and property owners to ensure a clean, safe and vibrant environment, and continue offering efficient "one stop shop" delivery to residents to assist with their concerns within the community. • Remain vigilant to eliminatie graffiti and illegal dumping from public/private property, and investigate/prosecute

UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)

UNIT Coordinator: Shawn Stillman

PROPOSED BUDGET: 2017-2018

Dept. #: 2060

PERFORMANCE MEASUREMENTS

Department Description:

Preserving the quality and character of Danbury’s neighborhoods is a top priority for the Office of Neighborhood Assistance. The UNIT has become the state’s model in combating Health, Housing, Zoning and Fire code violations. The UNIT is responsible for resolving various neighborhood concerns ranging from illegal apartments, blight, parking violations, neighborhood nuisances and overcrowded, unsafe living conditions. Additionally, the UNIT partners with the Danbury Police Department to issue tickets for parking violations, as well as removing any abandoned or unregistered motor vehicle parked on city streets.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Exterior Blight Orders/Warnings			32	139	105	105	100
Miscellaneous	241	335	163	151	245	168	200
Property Cleanup/Blight	396	381	406	391	421	316	350
Unsafe Living Conditions	83	48	150	77	76	96	100
Vehicle Violations	401	322	216	206	290	305	300
Totals:	1,121	1,086	967	964	1,137	990	1,050

Sustainable Danbury:

The Unified Neighborhood Inspection Team (UNIT) has become the State’s model in combating Health, Housing, Zoning, Police and Fire code violations. 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
 Neighborhood Protection Zone: 12-14.1
 Regulation of Noise: 12-14

Data Reference(s):

- UNIT Records

UNIFIED NEIGHBORHOOD INSPECTION TEAM (UNIT)

UNIT Coordinator: Shawn Stillman

Proposed Budget: 2017-2018

Dept. #: 2060

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2060	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2060	UNIFIED NEIGHBORHOOD INSPECTIO						
5020.1000	Salaries - Regular	164,356	208,545	108,273	187,948	276,611	276,611
5030.1000	Overtime - Salaries	1,603	6,000	3,545	5,454	1,000	1,000
5040.1000	Part Time - Salaries	0	15,732	7,011	15,732	35,568	35,568
5050.1140	Other Salaries - Other Earnings	0	0	0	0	3,882	3,882
5250.1630	Other Benefits - Sick Leave	2,127	2,968	2,918	2,918	2,994	2,994
5250.1620	Other Benefits - Longevity	0	355	0	0	710	710
5300.2075	Purch Svcs - Training Courses	0	300	0	0	300	300
5300.2055	Purch Svcs - Postage	25	500	9	51	500	500
5300.2045	Purch Svcs - Communication Svcs	1,777	2,300	813	1,508	1,400	1,400
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	3,100	3,111	3,111	3,111	3,359	3,359
5600.2695	Materials & Supplies - Miscellaneous	374	750	251	622	750	750
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	220	450	195	390	450	450
5600.2500	Materials & Supplies - Office	391	750	0	0	750	750
5700.2700	Equipment - Office	0	500	0	0	500	500
TOTAL		173,973	242,261	126,126	217,734	328,774	328,774

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4510.5185	Fines & Penlts. - Abandoned Carts - Ord 12-33	480	500	420	560	500	500
	SUBTOTAL FINES & PENALTIES	480	500	420	560	500	500
TOTAL REVENUE		480	500	420	560	500	500

UNIT
Proposed Budget: 2017-2018
UNIT Coordinator: Shawn Stillman
Dept. #: 2060

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
UNIT COORDINATOR	1		1	68,419	68,419
DOWNTOWN INSPECTOR	1		1	63,475	63,475
CITY CENTER LIASION	1		1	52,594	52,594
UNIT HOUSING COORDINATOR	0	1	1	42,000	42,000
* UNIT ASSISTANT	0	1	1	50,123	50,123
* PUBLIC SERVICE REPRESENTATIVE	1	-1	0	48,030	0
TOTAL	<u>4</u>		<u>5</u>		276,611

* Union Negotiated

Staffing Change Notes:

- 1 PUBLIC SERVICE REPRESENTATIVE: Reclassified Position
- 2 UNIT ASSISTANT: Reclassified Position
- 3 UNIT HOUSING COORDINATOR: Newly budget position

AIRPORT

Airport Administrator: Paul Estefan

Proposed Budget: 2017-2018

Dept. #: 2070

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• The Airport Master Plan Update is proceeding as scheduled.• The application for the Snow Removal Vehicle and Plow is completed. We have received the FAA grant for the vehicle and it has been ordered.• Trees have been cleared on current easements and new easements have been obtained.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete the Airport Master Plan Update.• Complete the Acquisition of the Snow Removal Vehicle with Plow. Vehicle has been ordered and we are awaiting its arrival.• Apply for Federal Grants for the remaining portions of Taxiway Charlie and Bravo.• Continue to acquire additional land easements for tree clearing or trimming as required by the FAA.

AIRPORT

Airport Administrator: Paul Estefan

PROPOSED BUDGET: 2017-2018

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 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 growth and investment that will continue adding value to the City of Danbury.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Number of runways	2	2	2	2	2	2	2
Number of flights in	33,868	33,064	33,763	35,000	34,000	34,000	35,000
Number of flights out	33,868	33,064	33,763	35,000	34,000	34,000	35,000

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 Administrator: Paul Estefan

**AIRPORT
Proposed Budget: 2017-2018**

Dept. #: 2070

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2070	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
2070	AIRPORT		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	342,782	341,357	218,300	341,357	344,008	344,008
5030.1000	Overtime - Salaries	6,732	10,000	8,477	9,418	10,000	10,000
5040.1000	Part Time - Salaries	2,575	5,760	0	0	11,520	11,520
5040.1090	Part Time - Special Duty Police	54,500	56,000	38,430	54,900	56,000	56,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	7,870	7,870
5250.1660	Other Benefits - Shoe Allowance	220	220	220	220	220	220
5250.1670	Other Benefits - Storm Meals	1,100	1,100	1,100	1,100	1,100	1,100
5250.1630	Other Benefits - Sick Leave	5,065	4,317	3,973	3,973	4,436	4,436
5250.1620	Other Benefits - Longevity	1,595	1,925	1,925	1,925	2,025	2,025
5300.2045	Purch Svcs - Communication Svcs	1,761	2,450	1,028	1,847	2,450	2,450
5300.2055	Purch Svcs - Postage	1,264	1,000	762	952	1,000	1,000
5300.2060	Purch Svcs - Travel/Mileage	953	1,500	1,197	1,496	1,500	1,500
5300.2085	Purch Svcs - Subscriptions/Memberships	2,500	2,800	2,600	2,600	3,000	2,750
5300.2095	Purch Svcs - Legal & Public Notices	0	0	0	0	250	0
5300.2040	Purch Svcs - Outside Svcs	10,345	9,650	2,761	6,853	9,650	9,650
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	6,767	6,790	6,790	6,790	7,336	7,336
5500.2440	Maintenance & Repair - Airport Field	22,251	12,441	5,961	11,922	25,000	25,000
5500.2495	Maintenance & Repair - Other	982	1,000	0	0	1,000	1,000
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-3,870	0	0	0	0	0

Airport Administrator: Paul Estefan

**AIRPORT
Proposed Budget: 2017-2018**

Dept. #: 2070

APPROPRIATIONS

DEPT. #: 2070	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5500.2405	Maintenance & Repair - Buildings & Structures	4,116	5,290	2,541	4,234	6,800	6,800
5500.2420	Maintenance & Repair - Office Equipment	456	625	232	464	625	625
5600.2540	Materials & Supplies - Electrical Service	32,994	38,500	19,922	38,125	38,500	38,500
5600.2595	Materials & Supplies - Airport	498	500	393	0	500	500
5600.2575	Materials & Supplies - Industrial Chemicals	951	1,100	0	0	1,100	1,100
5600.2545	Materials & Supplies - Heating Fuel	13,478	19,000	6,073	18,139	19,000	19,000
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	583	625	341	596	625	625
5600.2500	Materials & Supplies - Office	698	700	411	686	700	700
5600.2550	Materials & Supplies - Motor Fuel	14,264	14,000	2,930	13,316	15,000	15,000
5700.2725	Equipment - Road Construction & Maint	2,308	0	0	0	2,308	0
5700.2740	Equipment - Communication	462	500	0	0	500	500
5700.2750	Equipment - Safety	347	350	0	0	350	350
5700.2795	Equipment - Other	1,268	750	0	0	750	750
5865.3108	Operating Transfer Out - To Special Revenue Funds	11,250	14,069	0	14,069	0	0
TOTAL		541,196	554,319	326,366	534,982	575,123	572,315

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4500	Chgs for Svcs - Aircraft Registrations	40,380	55,290	42,960	49,379	45,350	45,350
4400.4522	Chgs for Svcs - Fuel Flows	65,029	65,000	42,394	65,222	64,783	64,783
4400.4524	Chgs for Svcs - FBO Permits	108,717	110,250	83,438	160,767	110,250	110,250
	SUBTOTAL CHARGES FOR SERVICES	214,126	230,540	168,792	275,368	220,383	220,383
4620.1330	Rents - FBO Leases	74,537	90,000	81,592	83,258	83,194	83,194
4620.1332	Rents - Outside Leases	312,781	328,000	336,456	323,515	321,220	321,220
4620.1334	Rents - Tie Downs	22,411	22,440	12,625	16,833	15,840	15,840
	SUBTOTAL RENTS	409,728	440,440	430,673	423,606	420,254	420,254
TOTAL REVENUE		623,855	670,980	599,465	698,974	640,637	640,637

Airport Administrator: Paul Estefan	AIRPORT Proposed Budget: 2017-2018	Dept. #: 2070
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TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
AIRPORT ADMINISTRATOR & DIRECTOR OF CIVIL PREP	1		1	99,025	99,025
* ASSISTANT AIRPORT ADMINISTRATOR	1		1	68,978	68,978
* SECRETARY	1		1	62,645	62,645
* AIRPORT EQUIPMENT OPERATOR III	1		1	57,699	57,699
* AIRPORT EQUIPMENT OPERATOR II	1		1	55,661	55,661
TOTAL	<u>5</u>		<u>5</u>		344,008

* Union Negotiated

HART

Proposed Budget: 2017-2018

CEO: Eric Bergstraesser

Dept. #: 2080

Statement of Mission:	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.
Department Goals:	HARTransit is the provider of public transportation for Danbury, Connecticut and surrounding communities including Bethel, Brookfield, New Fairfield, New Milford, Newtown, Redding, and Ridgefield. HARTransit shall continue operation of its CityBus service, SweetHART, commuter service to Norwalk, and bus to rail services linking the region to the NY communities of Bedford, Brewster and Lewisboro.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Placed 12 new 35' transit buses in service.• Replaced 5 small buses.• Completed UPass program with NVCC.• Completed operational analyses of Danbury-Norwalk regional bus route and SweetHART system.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Purchase 6 replacement SweetHART buses.• Place 5 new transit buses in service.• Improve running time of CityBus system• Complete website upgrade including Google Transit and online pass purchases.

HART	Proposed Budget: 2017-2018	Dept. #: 2080
CEO: Eric Bergstraesser		

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Citybus Ridership	642,377	629,619	618,470	618,482	596,706	600,726	609,737
Danbury SweetHART Ridership	36,515	34,821	33,823	36,863	37,762	38,336	38,911
Danbury SweetHART trips/weekday	138	131	127	140	142	149	150
Average bus age (years)	7.1	7.9	7.3	4.8	6.0	6.0	5.0

Sustainable Danbury:

Operations staff monitor the service through road checks, secret shoppers, 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

CEO: Eric Bergstraesser

HART
Proposed Budget: 2017-2018

Dept. #: 2080

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2080	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2080	HART						
5870	Contributions/Grants -	733,080	730,410	512,308	730,226	730,410	730,410
TOTAL		733,080	730,410	512,308	730,226	730,410	730,410

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

		REVENUES					
REVENUE		ACTUAL	AMENDED	REVENUES AS	PROJECTED	PROPOSED	PROPOSED
CODE	ACCOUNT DESCRIPTION	2015-2016	BUDGET	OF	REVENUES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
4400.4540	Chgs for Svcs - Housatonic Area Reg Transit	93,680	93,680	0	93,680	93,680	93,680
	SUBTOTAL CHARGES FOR SERVICES	93,680	93,680	0	93,680	93,680	93,680
TOTAL REVENUE		93,680	93,680	0	93,680	93,680	93,680

DIRECTOR OF PUBLIC WORKS

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

Proposed Budget: 2017-2018

Dept. #: 3000

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Successfully replaced underground storage tanks at the Airport, Pembroke School and Great Plain School.• Successfully completed a major paving initiative that included several inner city streets.• Completed the reconstruction of the Crosby Street Bridge, completion and openings of the Danbury Dog Park and Kenosia Spray Park using in-house design and construction administration• Successfully developed project designs and bid packages for Danbury High School Additions and Renovations Project with construction commencing in June 2016.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete next two phases of paving from the Danbury Road Bond 2020.• Initiate final phase of Danbury High School Additions and Renovations Project.• Work with new management staff in various divisions for smooth transition and to institute changes as needed.• Manage all programs for each Public Works Division.

DIRECTOR OF PUBLIC WORKS

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

Proposed Budget: 2017-2018

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. These divisions include Engineering, Public Buildings, Public Utilities, Construction Services and the Public Services Division, (Parks Maintenance, Highway, Forestry and Vehicle Maintenance). Together, these divisions make up one of the most diversified Public Works Departments in the State of CT.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Street Lights	2,886	2,890	2,898	2,905	2,915	2,925	2,925
# of Traffic Lights	2,873	2,873	2,873	2,873	2,880	2,880	2,880
# Miles of Roads	242	242	242	242	242	242	242
# Roads Paved	17	21	27	32	38	40	20
# of Tons of Sand	3,452	5,540	8,900	5,076	-	-	-
# of Tons of Salt	515	3,001	6,502	8,219	10,000	10,000	8,000
# Lane Lines Marked/Painted in Miles	25	24	50	54	56	60	53

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	Total Cost	SOURCE FOR FUNDS					Proposed Capital Budget FY 17/18	Balance
			General Fund Capital	Existing Bonds	Notes	CDBG	Existing Capital Budget		
Construction Svcs: Playground Equip. and Safety Improvements at City Parks, Schools, Open Space Bond	Existing	\$450,000	\$ -	\$150,000	\$ -	\$ -	\$300,000	\$150,000	\$ -
Forestry: Tree Trimming & Removal in Public Rights of Way	Existing	\$1,000,000	\$40,000	\$ -	\$ -	\$ -	\$325,000	\$40,000	\$635,000
Engineering: Various Repair/Replacement Projects	Existing/ Urgent	\$17,115,000	\$235,000	\$6,100,000	\$1,815,000	\$525,000	\$4,660,000	\$8,675,000	\$3,780,000
Highway: Paving, Drainage and Road Improvements, PIP Bond, Replace Highway Department Equipment	Existing	\$67,377,400	\$460,000	\$3,100,000	\$100,000	\$ -	\$28,670,400	\$3,660,000	\$35,047,000
Public Buildings: Various Structural Repair/Replacements	Existing/ Urgent	\$3,796,922	\$485,000	\$ -	\$135,000		\$827,922	\$620,000	\$2,349,000

* 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
Proposed Budget: 2017-2018**

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

Dept. #: 3000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
3000	DIRECTOR OF PUBLIC WORKS						
5020.1000	Salaries - Regular	221,020	222,886	142,039	222,886	227,291	227,291
5030.1000	Overtime - Salaries	1,327	1,154	1,122	1,145	1,154	1,154
5050.1140	Other Salaries - Other Earnings	0	0	0	0	3,989	3,989
5250.1620	Other Benefits - Longevity	455	810	810	810	810	810
5250.1630	Other Benefits - Sick Leave	4,140	4,255	4,254	4,254	4,371	4,371
5300.2075	Purch Svcs - Training Courses	739	1,650	535	670	1,650	1,650
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
5300.2060	Purch Svcs - Travel/Mileage	10	50	0	50	50	50
5300.2080	Purch Svcs - Conferences	0	920	198	792	920	920
5300.2085	Purch Svcs - Subscriptions/Memberships	635	920	410	767	920	920
5300.2055	Purch Svcs - Postage	389	150	33	132	150	150
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	4,693	4,709	4,709	4,709	5,086	5,086
5600.2500	Materials & Supplies - Office	802	1,600	506	636	1,600	1,600
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	183	500	0	0	500	500
5700.2750	Equipment - Safety	477	500	0	0	500	500
5700.2700	Equipment - Office	10	500	0	0	500	500
TOTAL		234,880	244,104	154,617	240,351	252,991	252,991

**DIRECTOR OF PUBLIC WORKS
Proposed Budget: 2017-2018**

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

Dept. #: 3000

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF PUBLIC WORKS	1		1	164,559	164,559
* PUBLIC WORKS COORDINATOR	1		1	62,732	62,732
	TOTAL		<u>2</u>		227,291

* Union Negotiated

HIGHWAYS

Superintendent of Public Svcs.: Tim Nolan

Proposed Budget: 2017-2018

Dept. #: 3001

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Nineteen (19) roads were milled, reclaimed and resurfaced, totaling over 8.3 miles, with 36,000 linear feet of curb installed.• 240 linear feet of drainage pipe was replaced, including 83 catch basin renovations, and 160 linear feet of open drainage culvert re-establishment.• Continued to monitor and improve the technique of salt use only ice and snow fighting for our winter storm event operations.• Swept clean over 240 miles of roads.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Repair and install storm water drainage systems to correct known icing and flooding conditions, as well as replacing aging infrastructures.• Continue the milling, reclaiming, and resurfacing of our paved city streets.• Maintain safe roadway conditions during winter storm events.

Superintendent of Public Svcs.: Tim Nolan	HIGHWAYS Proposed Budget: 2017-2018	Dept. #: 3001
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APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
3001	HIGHWAYS						
5870.3245	Salaries - Regular	2,243,960	2,449,618	1,526,394	2,421,166	2,458,360	2,458,360
5030.1000	Overtime - Salaries	99,159	94,816	55,518	94,246	99,000	99,000
5040.1000	Part Time - Salaries	68,433	106,404	54,264	106,404	105,120	105,120
5050.1140	Other Salaries - Other Earnings	0	13,000	0	0	62,942	62,942
5230.1590	Emp. Group Ins. - Workers Comp Premium	0	1	0	0	0	0
5250.1620	Other Benefits - Longevity	10,730	11,615	11,285	11,285	12,375	12,375
5250.1630	Other Benefits - Sick Leave	2,234	5,452	4,900	5,445	6,145	6,145
5250.1660	Other Benefits - Shoe Allowance	4,180	4,620	4,620	4,620	4,620	4,620
5250.1670	Other Benefits - Storm Meals	18,460	20,900	20,900	20,900	21,450	21,450
5300.2010	Purch Svcs - Professional Svcs	1,488	2,400	1,863	2,356	6,398	4,400
5300.2100	Purch Svcs - Leased Equipment	5,526	5,000	2,236	3,438	4,000	4,000
5300.2090	Purch Svcs - Printing & Binding	101	150	0	0	100	100
5300.2075	Purch Svcs - Training Courses	6,575	3,325	3,170	3,295	7,975	5,000
5300.2055	Purch Svcs - Postage	21	50	8	27	25	25
5300.2040	Purch Svcs - Outside Svcs	7,222	7,250	7,250	7,250	7,250	7,250
5300.2045	Purch Svcs - Communication Svcs	2,874	2,400	1,661	2,215	2,875	2,875
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	42,566	42,711	42,711	42,711	46,167	46,167
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-12,861	0	-7,946	-19,785	0	0

HIGHWAYS		
Superintendent of Public Svcs.: Tim Nolan	Proposed Budget: 2017-2018	Dept. #: 3001

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3001	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2405	Maintenance & Repair - Buildings & Structures	8,586	15,500	7,823	10,954	8,500	8,500
5500.2420	Maintenance & Repair - Office Equipment	1,250	215	99	99	215	215
5500.2425	Maintenance & Repair - Tools & Instruments	601	600	297	537	600	600
5500.2430	Maintenance & Repair - Highways/Curbs/Sidewalks	97,808	81,710	63,593	79,491	81,000	80,000
5600.2500	Materials & Supplies - Office	1,498	1,100	1,099	1,099	1,100	1,100
5600.2525	Materials & Supplies - Custodial	1,777	1,300	1,287	1,287	1,300	1,300
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	1,173	1,140	747	813	1,150	1,150
5600.2540	Materials & Supplies - Electrical Service	12,527	14,000	3,682	6,395	14,000	14,000
5600.2545	Materials & Supplies - Heating Fuel	22,975	34,000	17,262	32,881	34,000	34,000
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	6,959	6,330	4,005	5,722	6,500	6,500
5600.2570	Materials & Supplies - Medical/Chemical	166	1,400	370	370	250	250
5600.2695	Materials & Supplies - Miscellaneous	1,425	1,720	1,206	1,608	1,500	1,500
5700.2725	Equipment - Road Construction & Maint	4,000	4,000	0	4,000	4,000	4,000
5700.2750	Equipment - Safety	5,375	6,000	2,982	5,965	6,000	6,000

HIGHWAYS Proposed Budget: 2017-2018	Superintendent of Public Svcs.: Tim Nolan	Dept. #: 3001
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APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
3001							
5700.2700	Equipment - Office	0	0	0	0	500	500
5700.2795	Equipment - Other	5,284	6,000	1,949	5,996	6,000	6,000
TOTAL		2,672,074	2,944,727	1,835,236	2,862,790	3,011,417	3,005,444
3002	STATE AID-HIGHWAY PROJECT						
5500.2430	Maintenance & Repair - Highways/Curbs/Sidewalks	174,878	182,024	160,815	182,000	180,000	180,000
5600.2585	Materials & Supplies - Ice Control	178,865	180,000	325	180,000	180,000	180,000
TOTAL		353,742	362,024	161,140	362,000	360,000	360,000
3003	SNOW & ICE REMOVAL						
5030.1000	Overtime - Salaries	350,209	350,000	408,258	349,982	350,000	350,000
5250.1670	Other Benefits - Storm Meals	2,164	0	0	0	4,400	4,400
5300.2043	Purch Svcs - Storm Meals	0	2,750	1,165	2,330	3,300	3,300
5300.2100	Purch Svcs - Leased Equipment	11,075	28,000	9,158	26,166	0	0
5600.2585	Materials & Supplies - Ice Control	460,452	451,800	271,748	451,800	460,000	460,000
5700.2735	Equipment - Blades & Chains	29,962	31,000	14,094	30,638	30,000	30,000
TOTAL		853,862	863,550	704,423	860,916	847,700	847,700
3004	STREET LIGHTING						
5600.2540	Materials & Supplies - Electrical Service	538,488	500,000	308,879	499,284	525,000	525,000
TOTAL		538,488	500,000	308,879	499,284	525,000	525,000

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2140	Lic. & Prmts - Street Opening Fees	24,032	16,000	12,585	21,523	16,000	16,000
	SUBTOTAL LICENCES & PERMITS	24,032	16,000	12,585	21,523	16,000	16,000
4300.3440	Intergov. Rev. - Highway State Aid	861,735	861,735	862,487	862,487	862,487	862,487
4300.3460	Intergov. Rev. - State Road Maintenance	16,320	16,320	8,160	16,320	16,320	16,320
	SUBTOTAL INTERGOVERNMENTAL REV	878,055	878,055	870,647	878,807	878,807	878,807
4510.5140	Fines & Penlts. - Citations - Snow Removal	0	0	314	314	0	0
	SUBTOTAL FINES & PENALTIES	0	0	314	314	0	0
TOTAL REVENUE		902,087	894,055	883,546	900,644	894,807	894,807

HIGHWAYS
Proposed Budget: 2017-2018

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3001

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
SUPERINTENDENT	1		1	109,273	109,273
GENERAL FOREMAN	1		1	75,691	75,691
FOREMAN II	2		2	70,822	141,644
* SECRETARY/DISPATCHER	1		1	57,990	57,990
* AUTO EQUIPMENT OPERATOR III	5		5	57,699	288,495
* LABORER II/MASON	3		3	56,680	170,040
* AUTO EQUIPMENT OPERATOR II	5		5	55,661	278,305
* DRIVER	25		25	53,477	1,336,922
	TOTAL		<u>43</u>		<u>2,458,360</u>

* Union Negotiated

PARK MAINTENANCE

Superintendent of Public Svcs.: Tim Nolan

Proposed Budget: 2017-2018

Dept. #: 3005

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Maintained and repaired City playgrounds as required.• Landscaped, cleaned, maintained and line painted, all city athletic fields.• Mowed and trimmed Danbury parks, playgrounds, athletic fields, monument parks, green ways and cemeteries.• Continued ice and snow removal from public parking lots and sidewalks.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Inspect, maintain and repair playgrounds to ensure the continued safe use by Danbury's youth.• Inspect, maintain and repair Danbury athletic fields to establish a safe place for league and independent play.• Overall care, maintenance and mowing of the grades and grasses at Danbury parks, fields and green ways.

PARK MAINTENANCE Superintendent of Public Svcs.: Tim Nolan	Proposed Budget: 2017-2018	Dept. #: 3005
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APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
3005	PARK MAINTENANCE						
5020.1000	Salaries - Regular	847,227	1,005,572	516,995	995,426	1,008,342	1,008,342
5030.1000	Overtime - Salaries	132,076	100,000	71,629	106,000	100,000	100,000
5030.4659	Overtime - Reimbursement of Expenditures	-12,186	0	-4,601	-6,029	0	0
5040.1000	Part Time - Salaries	39,528	40,500	32,775	39,970	50,800	50,800
5050.1140	Other Salaries - Other Earnings	0	0	0	0	28,227	28,227
5250.1620	Other Benefits - Longevity	6,220	6,520	6,420	6,420	5,990	5,990
5250.1630	Other Benefits - Sick Leave	0	531	265	265	1,022	1,022
5250.1660	Other Benefits - Shoe Allowance	1,760	1,870	1,650	1,650	1,980	1,980
5250.1665	Other Benefits - Tool Allowance	120	120	120	120	120	120
5250.1670	Other Benefits - Storm Meals	8,250	9,350	7,679	8,765	9,350	9,350
5300.2100	Purch Svcs - Leased Equipment	17,939	19,000	10,725	18,492	23,800	22,000
5300.2040	Purch Svcs - Outside Svcs	77,592	80,000	47,977	79,962	80,000	80,000
5300.2045	Purch Svcs - Communication Svcs	1,925	2,500	1,170	1,771	2,500	2,500
5300.2075	Purch Svcs - Training Courses	425	1,000	770	963	1,000	1,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	13,437	13,483	13,483	13,483	14,571	14,571
5400.2395	Property Services - Payment in Lieu of Taxes	15,874	30,000	15,299	22,313	30,000	27,000
5500.2400	Maintenance & Repair - Land & Ground	16,489	19,000	5,906	18,419	19,000	19,000
5500.2410	Maintenance & Repair - Mooring Docks & Floats	3,482	3,390	1,732	3,149	2,000	2,000

Superintendent of Public Svcs.: Tim Nolan	PARK MAINTENANCE Proposed Budget: 2017-2018	Dept. #: 3005
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3005	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2425	Maintenance & Repair - Tools & Instruments	8,381	11,000	9,211	10,836	11,000	11,000
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-2,950	0	0	0	0	0
5600.2500	Materials & Supplies - Office	249	325	315	322	325	325
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	646	2,557	171	1,738	2,200	2,200
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	1,981	2,000	1,993	1,993	2,000	2,000
5600.2575	Materials & Supplies - Industrial Chemicals	646	750	100	163	750	750
5600.2590	Materials & Supplies - Agricultural	18,523	32,200	27,585	32,150	32,000	32,000
5600.2695	Materials & Supplies - Miscellaneous	1,185	1,500	433	646	1,500	1,500
5700.2795	Equipment - Other	2,058	2,250	1,257	2,095	2,250	2,250
5700.2705	Equipment - Agricultural	4,363	5,000	3,032	3,790	5,000	5,000
5700.2710	Equipment - Recreational	2,676	3,000	989	2,440	3,000	3,000
5700.2750	Equipment - Safety	1,423	2,000	1,973	1,973	2,000	2,000
TOTAL		1,209,336	1,395,418	777,052	1,369,285	1,440,727	1,435,927

PARK MAINTENANCE
Proposed Budget: 2017-2018

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3005

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
FOREMAN II	1		1	70,822	70,822
* LEAD PARKS MAINTAINER	2		2	64,750	129,500
* PARKS MECHANIC	1		1	59,342	59,342
* PARK MAINTAINER	13	1	14	53,477	748,678
* LABORER II	1	-1	0	52,603	0
* LEAD TREE OPERATOR	1		1	64,750	64,750
* TREE WORKER/BUCKET OPERATOR	1		1	55,661	55,661
* TREE WORKER/CLIMBER/OPERATOR II	1		1	55,661	55,661
* TREE WORKER/TRUCK DRIVER	1		1	53,477	53,477
TOTAL	<u>22</u>		<u>22</u>		1,237,891

* Union Negotiated

Staffing Change Notes:

- 1 LABORER II: Laborer replace by Park Maintainer
- 2 PARK MAINTAINER: Park Maintainer replaced Laborer

FORESTRY DEPARTMENT

Superintendent of Public Svcs.: Tim Nolan

Proposed Budget: 2017-2018

Dept. #: 3006

Statement of Mission:	The Forestry Department provides a greener and healthier environment, earning the title of "Tree City USA" for the City of Danbury.
Department Goals:	The Forestry Division is responsible for the beautiful landscapes in the parks, at public buildings, monuments, City right of ways and many other locations throughout the City and is also called into action to assist the Highway Division with snow plowing and salting during winter storm operations.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Roadside cutting and pruning were completed for paving work and overgrown right-of-ways.• Continued removal of hazardous trees and limbs.• Replacement trees have been planted.• Cut back and remove the overgrowth on the Doyles Pond Dam, and the Rogers Park Pond.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue the removal of hazardous trees and brush from the City right-of-ways.• Work with Eversource Electric to maintain the proper set back of tree limbs with power lines, ensuring safe electrical service to Danbury citizens• Monitor endangered tree species and provide an effective plan of protection and management.• Continue to respond to tree emergencies through out the City.

Superintendent of Public Svcs.: Tim Nolan	FORESTRY DEPARTMENT Proposed Budget: 2017-2018	Dept. #: 3006
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3006	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
3006	FORESTRY DEPARTMENT		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	232,969	229,549	148,895	229,068	229,549	229,549
5030.1000	Overtime - Salaries	25,648	25,000	8,202	24,621	25,000	25,000
5050.1140	Other Salaries - Other Earnings	0	6,500	0	0	6,313	6,313
5250.1620	Other Benefits - Longevity	1,820	1,820	1,820	1,820	1,820	1,820
5250.1660	Other Benefits - Shoe Allowance	440	440	440	440	440	440
5250.1670	Other Benefits - Storm Meals	2,046	2,200	2,200	2,200	2,200	2,200
5300.2075	Purch Svcs - Training Courses	645	400	325	396	900	900
5300.2040	Purch Svcs - Outside Svcs	4,810	8,000	2,816	7,040	7,500	7,500
5300.2045	Purch Svcs - Communication Svcs	0	250	0	0	250	250
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	4,785	4,801	4,801	4,801	5,186	5,186
5500.2425	Maintenance & Repair - Tools & Instruments	111	500	210	398	500	500
5500.2400	Maintenance & Repair - Land & Ground	0	400	352	391	250	250
5600.2500	Materials & Supplies - Office	150	150	150	150	150	150
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	2,085	2,225	1,448	2,129	2,225	2,225
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	994	1,000	701	974	1,000	1,000
5600.2590	Materials & Supplies - Agricultural	2,453	2,750	2,612	2,612	2,750	2,750
5600.2695	Materials & Supplies - Miscellaneous	690	500	187	322	500	500
5700.2750	Equipment - Safety	735	745	521	744	745	745

Superintendent of Public Svcs.: Tim Nolan	FORESTRY DEPARTMENT Proposed Budget: 2017-2018	Dept. #: 3006
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED BUDGET	EXPENDITURES AS OF	PROJECTED EXPENDITURES	PROPOSED BY DEPT	PROPOSED BY MAYOR
3006	ACCOUNT DESCRIPTION	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5700.2705	Equipment - Agricultural	687	1,750	1,458	1,716	1,750	1,750
TOTAL		281,068	288,980	177,138	279,822	289,028	289,028

EQUIPMENT MAINTENANCE

Superintendent of Public Svcs.: Tim Nolan

Proposed Budget: 2017-2018

Dept. #: 3020

Statement of Mission:	The Equipment Maintenance Department efficiently monitors and maintains the municipal fleet to ensure the safety of our operators and the public at large, and the extended life of our vehicles, trucks and equipment.
Department Goals:	The goal of the Equipment Maintenance Division is to provide the best maintenance program for our vehicles and equipment, that will ensure the longest, trouble-free operation of our fleet. The City's Equipment Maintenance Division works to keep our aging fleet, which is on the average over 15 years old, running every day.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• The in-house renovations and repairs of street sweeping and winter operations trucks and equipment has been completed.• Managed the re-organization, upgrade and de-commissioning of various pool and City department fleet vehicles.• Continued care, preventive maintenance and repair of a diverse and dynamic municipal fleet.• Monitored and maintained the municipal fleet fuel fill station.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue the comprehensive in-house inspection, maintenance and repair of city's fleet of vehicles, trucks and equipment.• Maintain and repair specialized heavy equipment used in operations such as mowing, sweeping, storm drainage cleaning, dredging, and winter operations.• Retire aging vehicles, trucks and equipment, and replace with new, to ensure safe, efficient and prompt fulfillment of City services.

**EQUIPMENT MAINTENANCE
Proposed Budget: 2017-2018**

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3020

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3020	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
3020	EQUIPMENT MAINTENANCE						
5020.1000	Salaries - Regular	365,665	402,740	237,165	399,832	431,122	431,122
5030.1000	Overtime - Salaries	40,869	39,000	19,497	38,597	39,000	39,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	11,076	11,076
5250.1620	Other Benefits - Longevity	1,390	1,390	1,390	1,390	1,490	1,490
5250.1630	Other Benefits - Sick Leave	1,913	944	0	0	1,002	1,002
5250.1660	Other Benefits - Shoe Allowance	660	770	660	660	770	770
5250.1665	Other Benefits - Tool Allowance	720	720	720	720	720	720
5250.1670	Other Benefits - Storm Meals	3,300	3,850	3,231	3,231	3,850	3,850
5300.2040	Purch Svcs - Outside Svcs	8,883	10,000	2,807	8,505	8,000	8,000
5300.2075	Purch Svcs - Training Courses	0	0	0	0	600	600
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	6,444	6,466	6,466	6,466	6,986	6,986
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-13,256	0	-7,671	-22,615	0	0
5500.2415	Maintenance & Repair - Automotive Equipment	374,548	440,000	239,181	439,065	440,000	440,000
5500.2420	Maintenance & Repair - Office Equipment	422	400	151	303	400	400
5500.2425	Maintenance & Repair - Tools & Instruments	2,373	2,500	626	1,878	4,000	2,500
5500.2445	Maintenance & Repair - Spreaders & Plows	63,259	65,000	27,004	62,758	65,000	65,000
5500.2495	Maintenance & Repair - Other	0	750	0	0	2,500	1,500

**EQUIPMENT MAINTENANCE
Proposed Budget: 2017-2018**

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3020

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3020	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2550	Materials & Supplies - Motor Fuel	332,367	360,000	148,117	328,599	360,000	330,000
5600.2575	Materials & Supplies - Industrial Chemicals	1,041	1,000	0	0	1,000	1,000
5600.2570	Materials & Supplies - Medical/Chemical	100	100	0	0	100	100
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	555	1,000	34	133	600	600
5600.2555	Materials & Supplies - Lubrication	25,237	30,000	12,757	29,753	30,000	30,000
5600.2545	Materials & Supplies - Heating Fuel	6,982	10,000	5,090	9,789	10,000	10,000
5600.2540	Materials & Supplies - Electrical Service	14,803	17,500	8,355	15,645	17,500	17,500
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	2,046	2,400	1,233	2,265	2,100	2,100
5600.2525	Materials & Supplies - Custodial	459	600	94	259	600	600
5600.2500	Materials & Supplies - Office	299	300	47	161	300	300
5600.2560	Materials & Supplies - Tires	75,078	80,000	50,082	79,495	80,000	80,000
5700.2750	Equipment - Safety	1,244	1,600	0	1,500	1,600	1,600
5700.2730	Equipment - Garage & Shop	483	500	0	0	500	500
5700.2740	Equipment - Communication	8,721	5,250	4,091	6,818	5,250	5,250
TOTAL		1,326,606	1,484,780	761,127	1,415,207	1,526,066	1,493,566

**EQUIPMENT MAINTENANCE
Proposed Budget: 2017-2018**

Superintendent of Public Svcs.: Tim Nolan

Dept. #: 3020

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
* HEAD MECHANIC	1		1	64,750	64,750
* EQUIPMENT MECHANIC	5		5	61,922	309,609
* (PF) PARTS ATTENDANT	1		1	56,763	56,763
* Union Negotiated					
* Union Negotiated; (PF) Partially Funded					
TOTAL	<u>7</u>		<u>7</u>		431,122

RECYCLING AND SOLID WASTE

Public Utilities Superintendent: David Day

Proposed Budget: 2017-2018

Dept. #: 3030

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Maintained closed landfill in accordance with CT DEEP Stewardship Permit for long term post closure care.• Maintained compliance with GPLPE requirements for Air Pollution Emissions.• Hosted Regional Household Hazardous Waste Collection Event.• Continued Yard Waste Management Program for Danbury residents.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Maintain compliance with GPLPE requirements for Air Pollution Emissions.• Maintain compliance with Stewardship Permit for post closure care at the Landfill.• Continue Yard Waste Management Program and host Regional Household Hazardous Waste Collection Events.• Perform feasibility investigation of the installation of solar arrays at the Landfill site.

Public Utilities Superintendent: David Day

**RECYCLING AND SOLID WASTE
Proposed Budget: 2017-2018**

Dept. #: 3030

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3030	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
3030	RECYCLING AND SOLID WASTE						
5300.2040	Purch Svcs - Outside Svcs	119,055	134,900	84,867	132,130	150,400	125,400
5300.2010	Purch Svcs - Professional Svcs	73,366	110,100	56,412	108,485	143,600	120,600
5400.2395	Property Services - Payment in Lieu of Taxes	0	2,750	875	0	3,000	2,750
5500.2495	Maintenance & Repair - Other	15,812	7,500	1,587	7,327	8,000	8,000
5600.2540	Materials & Supplies - Electrical Service	25,534	25,000	14,255	24,578	27,000	27,000
TOTAL		233,767	280,250	157,996	272,520	332,000	283,750

ENGINEERING DEPARTMENT

Proposed Budget: 2017-2018

Antonio Iadarola, P.E.

Dept. #: 3040

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completed construction of Miry Brook Road Dog Park and Fire Training Classroom Building on Plumtrees Road.• Continued construction implementation assistance on the \$53.3 million Danbury High School Additions & Alterations with Safety Improvements project.• Completed designs of the \$1,000,000 Westville Avenue Neighborhood Improvements (intersection improvements, sidewalks, storm drainage installation) and Kenosia Avenue Bridge Repair.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete \$1,000,000 Westville Avenue Neighborhood Improvements (Intersection improvements, sidewalks, storm drainage installation).• Complete design and construction related to multi-million dollar Still River vegetation and sediment removal project (from end of concrete channel north of Casper Street to east of Triangle Street).• Complete reconstruction of Kenosia Avenue Bridge over Still River and Reservoir Street Bridge over unnamed stream.

Antonio Iadarola, P.E.

ENGINEERING DEPARTMENT
Proposed Budget: 2017-2018

Dept. #: 3040

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3040	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
3040	ENGINEERING DEPARTMENT						
5020.1000	Salaries - Regular	720,366	713,792	539,314	713,792	736,891	736,891
5030.1000	Overtime - Salaries	0	600	0	0	600	600
5040.1000	Part Time - Salaries	24,654	0	24,218	24,218	46,597	46,597
5050.1140	Other Salaries - Other Earnings	0	0	0	0	14,259	14,259
5250.1620	Other Benefits - Longevity	3,585	3,940	3,030	3,030	3,740	3,740
5250.1630	Other Benefits - Sick Leave	11,891	13,206	10,984	10,984	9,955	9,955
5300.2085	Purch Svcs - Subscriptions/Memberships	3,109	3,000	1,892	2,132	3,000	3,000
5300.2010	Purch Svcs - Professional Svcs	30,304	73,238	29,852	73,161	36,240	36,240
5300.2045	Purch Svcs - Communication Svcs	320	750	140	267	750	750
5300.2075	Purch Svcs - Training Courses	687	1,500	710	868	1,575	1,575
5300.2055	Purch Svcs - Postage	977	1,000	331	599	1,000	1,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	6,429	6,451	6,451	6,451	6,970	6,970
5500.2420	Maintenance & Repair - Office Equipment	3,651	4,278	2,336	3,358	4,895	4,000
5500.2431	Maintenance & Repair - Roadway & Traffic Safety Marking	163,374	126,121	90,016	120,021	120,000	120,000
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-29,873	0	-5,040	0	0	0
5600.2500	Materials & Supplies - Office	3,412	4,222	2,258	3,474	4,500	4,500
5600.2540	Materials & Supplies - Electrical Service	66,618	70,000	37,498	69,679	70,000	70,000

Antonio Iadarola, P.E.

**ENGINEERING DEPARTMENT
Proposed Budget: 2017-2018**

Dept. #: 3040

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3040	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	359	400	228	270	400	400
5700.2750	Equipment - Safety	1,240	2,000	0	2,000	2,000	2,000
5700.2700	Equipment - Office	1,912	2,000	0	2,000	2,000	2,000
TOTAL		1,013,015	1,026,498	744,218	1,036,304	1,065,372	1,064,477

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4100	Chgs for Svcs - Copy/Printer Charges	1,831	500	911	1,215	1,000	1,000
4400.4580	Chgs for Svcs - Engineering Site Plan Reviews	16,600	12,000	5,900	12,083	12,000	12,000
SUBTOTAL CHARGES FOR SERVICES		18,431	12,500	6,811	13,298	13,000	13,000
TOTAL REVENUE		18,431	12,500	6,811	13,298	13,000	13,000

ENGINEERING
Proposed Budget: 2017-2018

Antonio Iadarola, P.E.

Dept. #: 3040

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
CITY ENGINEER	1		1	119,467	119,467
TRAFFIC ENGINEER	1		1	93,805	93,805
ENGINEER I	1		1	80,170	80,170
ENGINEER I (L.S.)	1		1	67,823	67,823
STAFF ENGINEER	1		1	66,627	66,627
* SURVEY CREW CHIEF	1		1	71,643	71,643
* TRAFFIC ENGINEER TECHNICIAN	2		2	62,732	125,465
* DRAFTSPERSON	1		1	58,188	58,188
* SECRETARY	1		1	53,703	53,703
TOTAL	<u>10</u>		<u>10</u>		736,891

* Union Negotiated

CONSTRUCTION SERVICES

Construction Superintendent: Tom Hughes

Proposed Budget: 2017-2018

Dept. #: 3041

Statement of Mission:	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 its' taxpayers.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Developed and implemented a new Right of Way Management System - resulting in the release of 4 million dollars of road bonds dating back to 1992.• Administered and constructed using in-house resources the Danbury Dog Park which was completed on-time and within budget.• Completed the required repairs of the Backus Avenue and White Street Bridges with use of in-house resources on schedule and within budget.• Program Management and Administration of the Danbury High School Classroom Additions.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Construction Services will manage, administrate and perform construction inspection services of capital projects to reduce project costs and use of outside consultants.• Protect our infrastructure through the use of our new implemented Right of Way Management System.• Administration of the Danbury High School Additions & Alterations Project, complete 4 of the 6 phases within budget, on schedule, reducing the need for outside consultants.

CONSTRUCTION SERVICES	Proposed Budget: 2017-2018	Dept. #: 3041
Construction Superintendent: Tom Hughes		

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
3041	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
3041	CONSTRUCTION SERVICES		2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5020.1000	Salaries - Regular	222,256	229,414	146,439	228,810	235,723	235,723
5050.1140	Other Salaries - Other Earnings	0	0	0	0	3,242	3,242
5250.1620	Other Benefits - Longevity	355	355	355	355	355	355
5250.1630	Other Benefits - Sick Leave	3,126	4,292	4,172	4,172	4,534	4,534
5300.2075	Purch Svcs - Training Courses	1,803	1,500	1,450	1,450	2,700	2,000
5300.2010	Purch Svcs - Professional Svcs	0	5,000	0	5,000	5,000	5,000
5300.2040	Purch Svcs - Outside Svcs	3,104	19,330	6,160	17,599	19,480	16,500
5300.2055	Purch Svcs - Postage	236	250	194	228	300	300
5300.2040	Purch Svcs - Magnet School Spill	5,935	30,000	22,234	29,646	30,000	30,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,789	1,795	1,795	1,795	1,937	1,937
5500.2411	Maintenance & Repair - Playground	0	1,000	1,000	1,000	2,224	1,000
5500.2425	Maintenance & Repair - Tools & Instruments	0	250	0	0	250	250
5600.2500	Materials & Supplies - Office	654	500	491	491	500	500
5600.2565	Materials & Supplies - Minor Supplies/Hand Tools	6	250	156	240	250	250
5700.2750	Equipment - Safety	778	500	150	429	750	750
5700.2700	Equipment - Office	0	0	0	0	1,000	500
TOTAL		240,043	294,436	184,595	291,215	308,245	302,841

CONSTRUCTION SERVICES
Proposed Budget: 2017-2018

Construction Superintendent: Tom Hughes

Dept. #: 3041

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
CONSTRUCTION SUPERINTENDENT	1		1	93,805	93,805
CONSTRUCTION MANAGER	1		1	77,833	77,833
ASSISTANT CONSTRUCTION MANAGER	1		1	64,085	64,085
TOTAL	<u>3</u>		<u>3</u>		235,723

HEALTH & HUMAN SERVICES

Proposed Budget: 2017-2018

Director: Lisa Michelle Morrissey

Dept. #: 4000

Statement of Mission:	The purpose of the Health & Human Services Department is to protect, improve and promote the health, productivity and well being of all citizens within Danbury.
Department Goals:	Our scope of work covers a myriad of responsibilities. The department works daily to protect and improve the public's health in innumerable ways, ranging from the expected restaurant inspections, to tracking of communicable diseases. Our overarching goal is to develop the capacity and infrastructure to better carryout the essential services of public health. To that end, the primary function of our department is to serve as a catalyst to stimulate action from within the community to effectively and appropriately address public health concerns that may jeopardize our community's health and limit our potential to address those concerns.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completed 877 tuberculosis clinic visits, and added 6 active tuberculosis cases.• Completed 517 clinic visits to high risk populations for sexually transmitted diseases.• Awarded The Peter & Carmen Lucia Buck Foundation Grant to provide funding for the Homeless Shelter.• Assisted WCSU implement Project Homeless Connect for 150+ clients.• Homeless Shelter VA Grant assisted 12 veterans.• Behavioral Services were provided to 231 clients.• Improved Buffer Garden at Lake Kenosia and the Still River Greenway Trail.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Re-structure the Certificate of Apartment Occupancy licensing process.• Re-organize department resources to improve customer service and cost efficiency• Improve accessibility and coordination with internal and external stakeholders.• Update food service licensure program to reflect changes in community needs.• Update code enforcement standards to reflect CT General Statue requirements.• Revise the All Hazard Emergency Response Plan to include site security plans.

HEALTH & HUMAN SERVICES

Proposed Budget: 2017-2018

Director: Lisa Michelle Morrissey

Dept. #: 4000

PERFORMANCE MEASUREMENTS

Department Description:

The Health & Human Services Department is empowered by state general statutes, as well as local ordinances to enforce public health code regulations and also to fulfill the core functions of public health.

Our department conducts programs in three main areas of public health:

1. Environmental health protection, which involves mandated health code compliance in: housing conditions, sewage disposal, and food service.
2. Community health promotion, including programs in: tuberculosis monitoring & control, sexually transmitted disease screening & treatment, chronic disease prevention, communicable disease control.
3. Social services, including programs in: case management, emergency housing, back rent assistance, landlord mediation, eviction prevention program and housing voucher assistance.

Social Services Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Visits to the day center	5,783	8,819	9,379	10,950	11,000	11,050	11,050
# of Clients at night shelter (unduplicated)	110	104	98	101	125	115	115
# of Clients Utilizing Services for Medical/Behavioral Health						285	285
# of Substance abuse referrals						250	700
# of Housing case management	850	289	581	720	730	730	700

Community Health Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of TB screenings conducted	1,353	953	744	1,158	897	900	900
# Epidemiological interviews conducted		96	114	110	120	135	120
# Childhood lead poisoning home visits conducted					18	16	10

Environmental Health Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Housing inspections	56	23	31	43	49	59	75
# of Food service inspections	402	385	339	327	523	523	600
# of Certificates of apartment occupancy issued			26	26	28	35	55

Sustainable Danbury:

The Health & Human Services Department strives to provide citizens with excellent customer service while preserving, promoting and improving health and the environment.

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 and shelter staff reports; Incomplete data sources required the usage of estimates based on budget reports and anecdotal evidence.

**HEALTH & HUMAN SERVICES
Proposed Budget: 2017-2018**

Director: Lisa Michelle Morrissey

Dept. #: 4000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
4000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
4000	HEALTH & HUMAN SERVICES						
5020.1000	Salaries - Regular	760,915	815,781	501,542	803,566	817,929	817,929
5030.1000	Overtime - Salaries	8,984	9,000	3,972	8,886	10,000	10,000
5040.1000	Part Time - Salaries	50,444	80,000	32,347	79,771	90,000	90,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	17,147	17,147
5250.1620	Other Benefits - Longevity	3,585	3,585	3,230	3,230	3,130	3,130
5250.1630	Other Benefits - Sick Leave	10,620	12,743	12,335	12,335	9,389	9,389
5250.1690	Other Benefits - Educational Credits	2,768	1,384	1,384	1,384	9,500	9,500
5300.2005	Purch Svcs - Contractual Services	60,000	60,000	35,000	58,333	60,000	60,000
5300.2080	Purch Svcs - Conferences	90	700	204	302	700	700
5300.2075	Purch Svcs - Training Courses	1,706	1,116	279	279	1,116	1,116
5300.2060	Purch Svcs - Travel/Mileage	0	250	0	0	250	250
5300.2055	Purch Svcs - Postage	1,828	2,500	857	2,021	2,500	2,500
5300.2090	Purch Svcs - Printing & Binding	30	250	30	90	250	250
5300.2010	Purch Svcs - Professional Svcs	27,117	27,117	18,078	27,103	27,117	27,117
5300.2095	Purch Svcs - Legal & Public Notices	0	1,200	0	0	1,200	500
5300.2040	Purch Svcs - Outside Svcs	13,220	35,000	8,824	34,384	35,000	35,000
5300.2115	Purch Svcs - Evictions	5,630	15,180	4,800	7,164	16,000	15,180
5300.2085	Purch Svcs - Subscriptions/Memberships	624	800	742	1,105	800	800
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	3,079	3,089	3,089	3,089	3,336	3,336

**HEALTH & HUMAN SERVICES
Proposed Budget: 2017-2018**

Director: Lisa Michelle Morrissey

Dept. #: 4000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
4000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5500.2420	Maintenance & Repair - Office Equipment	928	1,825	414	1,041	1,825	1,325
5500.2425	Maintenance & Repair - Tools & Instruments	0	500	0	0	500	500
5600.2520	Materials & Supplies - Emergency Aid Network	9,117	11,000	4,023	10,058	11,000	11,000
5600.2530	Materials & Supplies - Non Office	0	800	0	0	4,000	2,500
5600.2515	Materials & Supplies - Emergency Prescription Fund	1,600	2,500	0	2,000	2,500	2,500
5600.2500	Materials & Supplies - Office	3,314	2,500	1,915	2,394	2,500	2,500
5600.2695	Materials & Supplies - Miscellaneous	24,793	0	0	0	0	0
5700.2750	Equipment - Safety	835	800	0	0	800	800
5700.2790	Equipment - Laboratory	0	250	0	0	1,000	250
5870.3245	Contributions/Grants - Jericho Partnership	25,000	0	0	0	25,000	25,000
5870.3205	Contributions/Grants - CIFC	102,303	102,303	76,727	102,303	102,303	102,303
5870.3210	Contributions/Grants - Danbury Youth Services	94,072	94,072	70,554	94,072	94,072	94,072
5870.3215	Contributions/Grants - Womens Center	48,506	48,506	36,380	48,506	48,506	48,506
TOTAL		1,261,109	1,334,751	816,724	1,303,416	1,399,370	1,395,100

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4200.2160	Lic. & Prmts - Health - Cer of Apt Occup	9,600	6,000	3,440	5,747	10,000	6,000
4200.2200	Lic. & Prmts - Health - License & Permits	282,341	270,000	132,143	275,299	230,000	270,000
4200.2220	Lic. & Prmts - Health-Room House&Hotel Lic	3,528	4,000	7,912	8,791	9,000	6,500
	SUBTOTAL LICENCES & PERMITS	295,469	280,000	143,495	289,837	249,000	282,500
4500.1000	Intrfd Svc Rev - Prov For Other Funds	0	25,000	0	0	0	0
	SUBTOTAL INTERFUND SERVICES	0	25,000	0	0	0	0
TOTAL REVENUE		295,469	305,000	143,495	289,837	249,000	282,500

**HEALTH & HUMAN SERVICES
Proposed Budget: 2017-2018**

Director: Lisa Michelle Morrissey

Dept. #: 4000

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF HEALTH & HUMAN SERVICES	1		1	109,224	109,224
COMMUNITY HEALTH COORDINATOR	1		1	80,189	80,189
ASSOCIATE DIRECTOR HEALTH & HUMAN SERVICES	1		1	76,908	76,908
* SHELTER PROGRAMS COORDINATOR	1		1	71,035	71,035
* SANITARIAN/PUBLIC HEALTH INSPECTOR	1		1	68,960	68,960
* CASEWORKER	1		1	62,644	62,644
* PUBLIC HEALTH INSPECTOR	3		3	58,550-62,644	179,746
* ENVIRONMENTAL COMPLIANCE OFFICER	1		1	62,644	62,644
* SECRETARY	1		1	58,549	58,549
* CLERK TYPIST II	1		1	48,030	48,030
TOTAL	<u>12</u>		<u>12</u>		817,929

* Union Negotiated

VETERANS' ADVISORY

Chief of Staff: Dean Esposito

Proposed Budget: 2017-2018

Dept. #: 5001

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Continued to transport veterans to the Veterans Affairs Medical Centers at no cost to the City Of Danbury.• Seminar presentations were provided at various veterans' organizations pertaining to VA benefits.• Speeches were delivered at various Veterans' ceremonies.
Major Objectives 2017-2018:	"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."

Chief of Staff: Dean Esposito

**VETERANS' ADVISORY
Proposed Budget: 2017-2018**

Dept. #: 5001

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
5001	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5001	VETERANS' ADVISORY						
5050.1130	Other Salaries - Council of Veterans Stipends	2,950	3,300	1,550	3,263	3,300	3,300
5300.2085	Purch Svcs - Subscriptions/Memberships	182	0	0	0	0	0
5300.2055	Purch Svcs - Postage	1	0	0	0	0	0
5300.2040	Purch Svcs - Outside Svcs	17,080	20,800	15,600	20,800	20,800	21,800
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	627	200	0	200	0	0
5600.2500	Materials & Supplies - Office	0	1,963	0	1,963	0	0
5700.2795	Equipment - Other	5,605	0	0	0	0	0
5870	Contributions/Grants -	10,567	44,900	19,557	44,753	44,900	30,000
TOTAL		37,012	71,163	36,707	70,979	69,000	55,100

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4620	Chgs for Svcs - Veterans Advisory Center	0	0	250	250	0	0
	SUBTOTAL CHARGES FOR SERVICES	0	0	250	250	0	0
TOTAL REVENUE		0	0	250	250	0	0

ELDERLY SERVICES

Director, Elderly Services: Susan Tomanio

Proposed Budget: 2017-2018

Dept. #: 5002

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Elmwood Hall: 9,272 incoming calls, 4,580 clients, 26,799 services/occurrence of attendance, 167 special programs with 3,946 services/occurrence of attendance.• Municipal Agent's Office: 538 clients, 1,136 services.• Van Transportation Program: 52 clients, 5,624 on-way rides.• Rent Rebate Program: 948 clients
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Be a focal point for resources and referral for Danbury seniors.• Deliver innovative program offering to senior community.• Work with community and state partners to assist with "No Wrong Door"/ Transition to Community and Homebased Services.• Seek revenue through grants, private donations, foundation, class fees and fund-raisers through the Prime Timers,

ELDERLY SERVICES

Director, Elderly Services: Susan Tomanio

Proposed Budget: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Elmwood Hall Services/Programs*	28,746	28,403	25,424	27,030	21,004	26,700	22,000
Elmwood Hall Active Clients	692	800	1,618	600	1,085	4,580	4,500
Elmwood Hall Incoming Calls	6,042	5,986	6,901	7,318	6,488	9,272	7,000
Municipal Agent Clients Served*	3,605	2,932	3,417	3,812	1,067	52/1,136	50/1,000
Occurrences of participation in special programs				4,608	4,843	3,946	4,000
Van Transportation Clients Served	103	105	114	112	60	52	50
Van Transportation One-Way Rides	2,945	3,577	4,263	4,408	5,354	5,624	5,000
Rent Rebate Clients					952	948	940

**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. 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 Commission on Aging). 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

Director, Elderly Services: Susan Tomanio	ELDERLY SERVICES Proposed Budget: 2017-2018	Dept. #: 5002
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APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5002	ELDERLY SERVICES						
5020.1000	Salaries - Regular	140,508	143,688	92,038	143,688	145,917	145,917
5030.1000	Overtime - Salaries	29	0	0	0	0	0
5040.1000	Part Time - Salaries	78,650	77,065	46,757	73,260	80,000	80,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	2,868	2,868
5250.1620	Other Benefits - Longevity	355	355	355	355	355	355
5250.1630	Other Benefits - Sick Leave	1,827	926	279	279	1,805	1,805
5300.2085	Purch Svcs - Subscriptions/Memberships	351	385	351	351	400	385
5300.2010	Purch Svcs - Professional Svcs	21,295	17,345	10,195	16,992	17,165	17,165
5300.2055	Purch Svcs - Postage	1,611	7,115	819	4,093	2,015	2,015
5300.2090	Purch Svcs - Printing & Binding	4,117	4,630	1,813	4,533	3,200	3,200
5300.2095	Purch Svcs - Legal & Public Notices	0	300	0	0	300	300
5300.4659	Purch Svcs - Reimbursement of Expenditures	-12,042	0	-6,739	-10,351	0	0
5300.2045	Purch Svcs - Communication Svcs	729	800	665	782	1,200	1,200
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	2,227	2,235	2,235	2,235	2,413	2,413
5500.2420	Maintenance & Repair - Office Equipment	629	800	351	693	0	0
5600.2530	Materials & Supplies - Non Office	0	3,000	1,556	3,000	3,000	3,000
5600.2500	Materials & Supplies - Office	1,938	1,450	532	1,176	1,425	1,425
TOTAL		242,224	260,094	151,207	241,086	262,063	262,048

ELDERLY SERVICES
Proposed Budget: 2017-2018

Director, Elderly Services: Susan Tomanio

Dept. #: 5002

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR	1		1	83,272	83,272
* MUNICIPAL AGENT	1		1	62,645	62,645
TOTAL	<u>2</u>		<u>2</u>		145,917

* Union Negotiated

ELDERLY TRANSPORTATION

Chief Financial Officer, Kathy Quallen

Proposed Budget: 2017-2018

Dept. #: 5003

Statement of Mission:	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 community outings.
Department Goals:	The Van Transportation Program will continue to provide rides to Elmwood Hall for activities, volunteer work, and special outings in the community.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Continued to transport Elderly residents to shopping centers, medical appointments, and religious services.• Provided Elderly residents with transport to numerous community events during the year.• Worked with residents to come up with additional ways we can assist them with their transportation needs.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Provide a safe method of door to door transportation for elderly residents to shopping centers and medical appointments.• The Van Transportation Program provides rides to and from Elmwood Hall for activities, volunteer work, and special outings in the community.• Provide Reliable door to door transportation for elderly residents to religious services.

Chief Financial Officer, Kathy Quallen

**ELDERLY TRANSPORTATION
Proposed Budget: 2017-2018**

Dept. #: 5003

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
5003	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5003	ELDERLY TRANSPORTATION						
5870.3295	Contributions/Grants - Gen Contrib/Grant	12,000	12,000	9,000	12,000	12,000	12,000
TOTAL		12,000	12,000	9,000	12,000	12,000	12,000

COMMUNITY SERVICES

Community Impact Coordinator: C. LaFleur

Proposed Budget: 2017-2018

Dept. #: 5011

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	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.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• 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.• Continue seeking out other organizations to partner with in providing cost-effective and measureable results to deliver quality community services.

COMMUNITY SERVICES Proposed Budget: 2017-2018	Dept. #: 5011
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
5011	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
5011	COMMUNITY SERVICES	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
6000.6086	Donations/Grants - Danbury PAL	50,000	50,000	37,500	50,000	50,000	50,000
6000.6081	Donations/Grants - The Volunteer Center	6,500	7,500	0	7,500	7,500	7,500
6000.6080	Donations/Grants - United Way	425,000	425,000	320,750	425,000	425,000	425,000
6000.6021	Donations/Grants - Downtown Council	31,398	31,398	23,549	31,398	31,398	31,398
7000.0569	Downtown Holiday Lights	65,000	0	0	0	0	0
7000.0567	Hat City Monument	50,000	0	0	0	0	0
TOTAL		627,898	513,898	381,799	513,898	513,898	513,898

DANBURY PUBLIC LIBRARY

Library Director: Katie Ventura

Proposed Budget: 2017-2018

Dept. #: 7000

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Repainted main floor of library• Installed Recording Studio• Offered more programming for all ages• Implemented self-pay at the self check-out stations
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Renovate the lower level of the library with furniture and paint• Enhance community engagement through new programs and partnerships• Restructure and revamp parking lot for better accessibility and more parking spots

DANBURY PUBLIC LIBRARY

Proposed Budget: 2017-2018

Library Director: Katie Ventura

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Library Volumes in Collection	122,366	122,920	121,584	121,584	115,450	117,000	118,000
Number of Items Checked Out	560,571	550,000	568,631	662,974	689,380	700,000	715,000
Number of Programs	321	341	405	836	1,219	1,400	1,500
Program Attendance	12,463	12,600	9,978	17,318	23,067	25,000	26,000
Active Library Cards	29,800	26,146	25,844	25,844	28,173	28,200	29,000

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

Library Director: Katie Ventura

**DANBURY PUBLIC LIBRARY
Proposed Budget: 2017-2018**

Dept. #: 7000

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
7000	DANBURY PUBLIC LIBRARY						
5020.1000	Salaries - Regular	1,197,966	1,294,328	819,185	1,293,009	1,410,132	1,410,132
5040.1000	Part Time - Salaries	228,470	275,000	146,962	233,617	235,000	235,000
5040.1020	Part Time - Community Liasion	16,105	16,120	10,176	15,655	16,120	16,120
5040.1090	Part Time - Special Duty Police	2,809	0	0	0	0	0
5050.1140	Other Salaries - Other Earnings	0	0	0	0	33,903	33,903
5250.1620	Other Benefits - Longevity	5,560	5,105	5,105	5,105	5,660	5,660
5250.1630	Other Benefits - Sick Leave	15,860	15,645	15,129	15,129	18,169	18,169
5300.2080	Purch Svcs - Conferences	140	2,000	0	1,500	2,000	1,500
5300.2010	Purch Svcs - Professional Svcs	32,201	32,000	10,360	31,472	32,063	32,000
5300.2040	Purch Svcs - Outside Svcs	84,392	133,060	76,223	130,739	137,250	133,060
5300.2045	Purch Svcs - Communication Svcs	612	750	266	686	750	750
5300.2055	Purch Svcs - Postage	6,192	4,750	3,876	4,727	4,750	4,750
5300.2075	Purch Svcs - Training Courses	3,558	2,000	0	1,500	2,000	2,000
5300.2090	Purch Svcs - Printing & Binding	3,323	4,500	644	3,500	4,500	3,500
5300.2095	Purch Svcs - Legal & Public Notices	0	1,000	0	0	1,000	1,000
5300.2060	Purch Svcs - Travel/Mileage	266	500	480	480	500	500
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	15,962	16,016	16,016	16,016	17,309	17,309
5500.2420	Maintenance & Repair - Office Equipment	112,310	84,500	82,489	82,489	94,500	94,500
5600.2500	Materials & Supplies - Office	15,772	15,900	5,960	13,171	16,000	15,900
5600.2605	Materials & Supplies - Books	66,118	71,500	37,880	70,324	71,500	71,500

Library Director: Katie Ventura

**DANBURY PUBLIC LIBRARY
Proposed Budget: 2017-2018**

Dept. #: 7000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2607	Materials & Supplies - Books - Children	23,835	23,000	14,963	22,241	23,000	23,000
5600.2610	Materials & Supplies - Magazines	15,380	14,699	12,468	14,468	14,500	14,500
5600.2615	Materials & Supplies - Recordings	0	1,500	1,290	1,290	1,500	1,500
5600.2620	Materials & Supplies - Films	6,945	9,700	3,836	9,631	9,700	9,700
5600.2625	Materials & Supplies - Audiobooks	3,589	7,500	3,700	6,728	7,500	7,500
5700.2700	Equipment - Office	92,174	43,804	18,065	43,645	48,600	43,804
TOTAL		1,949,539	2,074,877	1,285,075	2,017,122	2,207,906	2,197,257

Library Director: Katie Ventura	LIBRARY Proposed Budget: 2017-2018	Dept. #: 7000
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TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
LIBRARY DIRECTOR	1		1	113,691	113,691
ASSISTANT LIBRARY DIRECTOR	1		1	78,023	78,023
* LIBRARIAN II	1		1	71,035	71,035
* SENIOR COMPUTER TECHNICIAN	1		1	71,035	71,035
* LIBRARY TECHNICAL ASSISTANT (COMMUNITY RELATIONS)	1		1	66,867	66,867
* LIBRARY TECHNICAL ASSISTANT (CIRCULATION)	1		1	66,867	66,867
* LIBRARIAN I	5	1	6	62,644	375,865
* SECRETARY	1		1	59,186	59,186
* CHILDREN'S PROGRAM COORDINATOR	1		1	58,549	58,549
* LIBRARY TECHNICAL ASSISTANT I	1		1	54,309	54,309
* COMPUTER TECHNICIAN	1		1	54,309	54,309
* COMMUNICATIONS SPECIALIST	1		1	50,123	50,123
* TECHNOLOGY PROGRAM COORDINATOR	1		1	50,123	50,123
* CLERK TYPIST II	4	1	5	48,030	240,150
TOTAL	<u>21</u>		<u>23</u>		1,410,132

* Union Negotiated

Staffing Change Notes:

- 1 CLERK TYPIST II: Newly budget position
- 2 LIBRARIAN I: Newly budget position

LONG RIDGE LIBRARY

Proposed Budget: 2017-2018

Vice President: Barbara Fulton

Dept. #: 7001

Statement of Mission:	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.
Department Goals:	Our purpose is to provide a community gathering place for the Long Ridge/Danbury area residents.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Paint the exterior of the building.• Repair erosion on rear building wall.• Replace chimney flashing for the purpose of ensuring that the connection between the chimney and roof remains watertight.• Repair walkway at the Long Ridge Library
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Remain financially sound.• Continue volunteer program for online presence/newsletter, book weeding and buying and part time librarian help.• Maintain and repair the Long Ridge Library facility.

LONG RIDGE LIBRARY

Proposed Budget: 2017-2018

Vice President: Barbara Fulton

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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Library Volumes in Collection	3,080	3,130	3,180	3,500	3,800	4,150	4,300
# of Items Checked Out	1,135	1,108	942	2,103	2,500	2,800	3,000
# of Programs	5	5	5	6	6	9	7
Program Attendance	10	15	15	20	20	165	25
Active Library Cards	200	339	367	415	425	360	370

Sustainable Danbury:

The Long Ridge Library utilizes Librarian Staff and a few volunteers to maintain all the day-to-day functions. 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

Vice President: Barbara Fulton	LONG RIDGE LIBRARY Proposed Budget: 2017-2018	Dept. #: 7001
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7001	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7001	LONG RIDGE LIBRARY						
5870	Contributions/Grants -	7,360	7,360	5,520	7,360	7,360	7,360
TOTAL		7,360	7,360	5,520	7,360	7,360	7,360

DEPARTMENT OF RECREATION

Director of Recreation: Nicholas Kaplanis

Proposed Budget: 2017-2018

Dept. #: 7002

Statement of Mission:	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. 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.
Department Goals:	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 in rebuilding infield surfaces and making improvements with drainage at many of our facilities.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Opened a new Spray Park at Kenosia Park. This is the 3rd park of its kind in the City offering a fun and safe way for the young and not as young to cool off during the summer months.• Created a Facebook page, Danbury's Recreation Department, to communicate department activities, Summer programs, Summer Movie Nights, Hatter's Park Hall rentals. We invite your input and opinions.• Danbury Dog Park is open, located on Miry Brook Rd. across from the airport. The park has two fenced in areas, one for small and one for large dogs where they can run and play off leash. Great opportunity for both residents and theirs dogs to socialize.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Recent approval of bond package will help to improve infrastructure in some of our parks. Identified projects under consideration include: Rogers Park Tennis Courts• Build Outdoor Basketball Court. The court will be located off of Maple Ave.• Fencing Improvements at Selected Sites. Repair and replace fences where required.• Rogers Park Lighting System on Softball Field

DEPARTMENT OF RECREATION

Director of Recreation: Nicholas Kaplanis

Proposed Budget: 2017-2018

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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Number of Recreation Programs				27	30	31	32
Number of Participants				8,000	8,590	8,700	8,800
Summer Program Enrollments	642	642	520	510	525	520	540
Hours of P/T Employee Training	100	100	100	100	100	100	100
Utilization of Facilities	91%	87%	92%	93%	93%	94%	94%
Monitor Park Assets - Hours	250	250	250	275	275	275	295

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, and Danbury Board of Education through the distribution of flyers and any other forms of media available to improve communications.

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
Proposed Budget: 2017-2018**

Director of Recreation: Nicholas Kaplanis

Dept. #: 7002

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
7002	DEPARTMENT OF RECREATION						
5020.1000	Salaries - Regular	82,064	80,800	51,887	79,826	83,023	83,023
5030.1000	Overtime - Salaries	0	5	4	0	0	0
5040.1000	Part Time - Salaries	165,839	175,995	135,377	175,384	181,120	181,120
5050.1140	Other Salaries - Other Earnings	0	0	0	0	1,142	1,142
5250.1620	Other Benefits - Longevity	0	355	0	355	355	355
5250.1630	Other Benefits - Sick Leave	1,512	1,554	1,554	1,554	1,597	1,597
5300.2085	Purch Svcs - Subscriptions/Memberships	99	250	0	0	250	250
5300.2010	Purch Svcs - Professional Svcs	32,100	38,000	3,313	37,631	38,000	38,000
5300.2040	Purch Svcs - Outside Svcs	14,758	16,000	300	15,000	14,500	14,500
5300.2045	Purch Svcs - Communication Svcs	381	500	267	410	500	500
5300.2060	Purch Svcs - Travel/Mileage	712	750	694	730	750	750
5300.2090	Purch Svcs - Printing & Binding	801	850	0	0	850	850
5300.2095	Purch Svcs - Legal & Public Notices	0	350	0	0	0	0
5300.2055	Purch Svcs - Postage	43	50	28	44	48	48
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,134	1,138	1,138	1,138	1,227	1,227
5500.2420	Maintenance & Repair - Office Equipment	250	500	174	299	500	500
5600.2500	Materials & Supplies - Office	206	350	25	35	325	325
5600.2525	Materials & Supplies - Custodial	645	750	365	565	750	750

**DEPARTMENT OF RECREATION
Proposed Budget: 2017-2018**

Director of Recreation: Nicholas Kaplanis

Dept. #: 7002

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7002	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2570	Materials & Supplies - Medical/Chemical	259	300	0	0	300	300
5600.2580	Materials & Supplies - Recreational	8,002	17,673	4,030	15,043	14,500	14,500
5870.3225	Contributions/Grants - Westerners	9,995	9,995	6,645	9,995	9,995	9,995
TOTAL		318,798	346,165	205,800	338,009	349,732	349,732

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4700	Chgs for Svcs - Hatters Park Revenue	40,820	44,000	27,560	35,792	49,000	40,000
4400.4740	Chgs for Svcs - Recreation	205,424	185,385	134,583	185,464	184,445	184,445
	SUBTOTAL CHARGES FOR SERVICES	246,244	229,385	162,143	221,256	233,445	224,445
TOTAL REVENUE		246,244	229,385	162,143	221,256	233,445	224,445

RECREATION
Proposed Budget: 2017-2018
Director of Recreation: Nicholas Kaplanis
Dept. #: 7002

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	Proposed Budget 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
DIRECTOR OF RECREATION	1		1	83,023	83,023
TOTAL	<u>1</u>		<u>1</u>		83,023

TARRYWILE PARK AUTHORITY

Executive Director: Becky B. Petro

Proposed Budget: 2017-2018

Dept. #: 7003

Statement of Mission:	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.
Department Goals:	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 and its staff manage the Park for the City of Danbury. The Park will continue providing programs, activities and opportunities for observing wildlife and scenic views. The Park continues to be utilized for high school activities and passive recreation such as walking, hiking and mountain biking.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Worked with the Construction Services Division to do an oil to gas conversion on Tarrywile Mansion.• Continued to work on fundraising efforts and public outreach. An additional fundraising event is being added in the Spring of 2017.• Utilized volunteer groups to do three different trail projects, including the repair of sections of the Orange Trail. Volunteers were also utilized for a revamp of our website.• Currently working with the City on additional LoCIP projects including the renovations to the Carriage House and roof replacement on the Farmhouse.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Work with the City of Danbury to complete renovations and projects funded by LoCIP funds.• Continue with fundraising efforts, grant applications and public outreach.• Further work on our marketing program including a new marketing brochure for the Mansion.• Utilize volunteers for various projects around the Park. Including but not limited to trail and garden maintenance and upkeep.

Executive Director: Becky B. Petro

**TARRYWILE PARK AUTHORITY
Proposed Budget: 2017-2018**

Dept. #: 7003

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7003	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7003	TARRYWILE PARK AUTHORITY						
5300.2040	Purch Svcs - Outside Svcs	218,153	218,153	163,615	218,153	218,153	218,153
TOTAL		218,153	218,153	163,615	218,153	218,153	218,153

CULTURAL COMMISSION

Commission Coordinator: Gregory Wencek

Proposed Budget: 2017-2018

Dept. #: 7005

Statement of Mission:	The mission of the Danbury Cultural Commission is to partner with individual artists and cultural groups 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.
Department Goals:	The Cultural Commission will continue encouraging, promoting and co-sponsoring events which benefit and improve the quality of life for Danbury residents.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• SERVICE TO RESIDENTS: Supported events reaching 50,000+/-, by 28+/- organizations, agencies and artists, increasing Danbury's economic stability. A 42% increase of attendees from the previous year.• SERVICE TO STUDENTS: Engaged more than 200 students from all secondary schools within the City through a poetry contest and public reading.• SERVICE TO the REGION: Coordinated with the Hill-Stead Museum, Farmington, to have winners of the Danbury Poetry Contest participating at their 2016 Sunken Garden Poetry Festival.• SERVICE TO STUDENTS: Provided primary and secondary, in and after, school programs in cooperation with 6 local,
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Support successful, vital cultural activities in Danbury to increase quality of life and boost the City's economy.• Extend awareness, expanding online and traditional media, marketing, and promotion to expand demographics, bringing in area residents.• Expand and improve Commission processes, encouraging diverse community arts and cultural organization participation.

CULTURAL COMMISSION
Commission Coordinator: Gregory Wencek
Proposed Budget: 2017-2018
Dept. #: 7005

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED BUDGET	EXPENDITURES AS OF	PROJECTED EXPENDITURES	PROPOSED BY DEPT	PROPOSED BY MAYOR
7005	ACCOUNT DESCRIPTION	2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7005	CULTURAL COMMISSION						
5870	Contributions/Grants -	69,736	73,418	39,650	73,418	72,718	72,718
TOTAL		69,736	73,418	39,650	73,418	72,718	72,718

LAKE KENOSIA COMMISSION

Proposed Budget: 2017-2018

Chairperson: Regina Ofiero

Dept. #: 7006

Statement of Mission:	The Lake Kenosia Commission (LKC) 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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Maintained and enhanced the existing Buffer Garden at Kenosia Park using professional landscapers and volunteers.• Continued to conduct annual Water Quality Testing.• Worked with DEEP to determine if using Triploid Grass Carp control Eurasian Water Milfoil would be a viable option.• Established a program with DHS to grow native plants to expand the buffer in the former beach area. Over 200 SF of plants were grown in the Tarrywile Greenhouse and planted into this area using volunteers. Additionally over 50 shrubs and trees were planted in this area.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Continue to maintain the existing Buffer Garden at Kenosia Park and the former city beach to an area populated by native plants & flowers, and conduct annual Water Quality Testing program.• Continue supporting DHS programs to grow native plants in existing Buffer Garden and the former city beach area.• Replace existing LKC website with one updated by volunteers, and migrate to the city server (cost-savings project).• Prepare a brochure highlighting the Buffer Garden and improvements protecting water quality and hold an event at

Chairperson: Regina Ofiero

**LAKE KENOSIA COMMISSION
Proposed Budget: 2017-2018**

Dept. #: 7006

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7006	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7006	LAKE KENOSIA COMMISSION						
5300.2010	Purch Svcs - Professional Svcs	15,173	15,236	3,623	14,492	15,236	15,236
TOTAL		15,173	15,236	3,623	14,492	15,236	15,236

CHARLES IVES AUTHORITY FOR THE PERFORMING ARTS

Executive Director: Phyllis Cortese

Proposed Budget: 2017-2018

Dept. #: 7007

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• The Ives Authority successfully launched the 1st Annual Juried Fine Art & Crafts Show. This 2-day event highlighted 65+ artists nationwide, featuring a variety of high-quality original works and diverse scope of art forms.• Ives co-produced the Music Fest America, with WCSU, celebrating our nation's musical traditions of bluegrass, jazz, folk, roots, gospel and classical with afternoon free performances. Evening concert featured Grammy Award winning virtuosos Bela Fleck and Chris Thile.• Ives presented two WCSU marketing students with the Stein Intern Scholarship Award, recognizing their valuable contributions to the program.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Secure concert promoters assisting in underwriting costs to enhance season line up of artists, festivals and multicultural events.• Expand cross-sector community stakeholder partnerships promoting arts advocacy and role of the arts in our society and the economic recovery.• Enhance corporate, community, foundation and grant funding to increase revenue for long term sustainability.

CHARLES IVES AUTHORITY FOR THE PERFORMING ARTS

Executive Director: Phyllis Cortese

Proposed Budget: 2017-2018

Dept. #: 7007

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7007	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7007	CHARLES IVES AUTHORITY FOR THE P						
5300.2040	Purch Svcs - Outside Svcs	55,404	55,404	55,404	55,404	55,404	55,404
TOTAL		55,404	55,404	55,404	55,404	55,404	55,404

DANBURY MUSEUM & HISTORICAL SOCIETY AUTHORITY

Executive Dir. & City Historian: B. Guertin

Proposed Budget: 2017-2018

Dept. #: 7008

<p>Statement of Mission:</p>	<p>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.</p>
<p>Department Goals:</p>	<p>The Danbury Museum & Historical Society Authority maintains an extensive collection of artifacts and ephemera pertaining to the history and growth of the Danbury community, including seven historic structures. The main focus of the museum is to use these collections to inform our residents and visitors of the history of our community with a focus on preserving the past and preparing for the future.</p>
<p>Fiscal Year 2016-2017 Accomplishments:</p>	<ul style="list-style-type: none"> • Made substantial progress fundraising towards the rehabilitation and restoration of the interior of the Charles Ives Birthplace. • Completed several digital cataloguing projects and accepted over 3000 unique items for the collection, including new additions of archival ephemera and material culture. • Assisted over 12,000 residents, students, and visitors with tours, research, and well received, multiple, exhibits and rotating programs. • Created two, new, district wide programs, focused on social studies programming on the first and second grade level,
<p>Major Objectives 2017-2018:</p>	<ul style="list-style-type: none"> • Implement district wide social studies programs geared to second, third, fourth and fifth grade. • Complete Charles Ives Birthplace interior rehabilitation, focusing on mechanical systems. • Having extended open hours for research and microfilm (FY2016-2017) work to extend hours for tours of historic buildings to accommodate increasing attendance numbers. • Concentrate on digitally cataloguing and tagging donated items and continue to sync the Danbury Museum archival

DANBURY MUSEUM & HISTORICAL SOCIETY AUTHORITY

Executive Dir. & City Historian: B. Guertin

Proposed Budget: 2017-2018

Dept. #: 7008

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
7008	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
7008	DANBURY MUSEUM & HISTORICAL S						
5300.2040	Purch Svcs - Outside Svcs	90,792	90,792	68,094	90,792	90,792	90,792
TOTAL		90,792	90,792	68,094	90,792	90,792	90,792

RISK MANAGEMENT

Asst. Finance Director: Daniel Garrick

Proposed Budget: 2017-2018

Dept. #: 8008

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Participated in the Medicare D reimbursement program, returning another \$112,000 to the City for retiree medical expenses.• Increased Health Savings Account health plan participation, creating premium savings for City employees while continuing quality medical benefits.• Customized Workers Compensation reports that eliminates duplicating efforts and streamlines reporting to carrier.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Increase participation in the Health Savings Account health plans.• Expand use of on-line tools for health coverages to assist employees in controlling/owning their health benefits.• Expand internal and on-line safety training courses.

RISK MANAGEMENT
Proposed Budget: 2017-2018

Asst. Finance Director: Daniel Garrick

Dept. #: 8008

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
8008	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
8001	FICA						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	1,536,383	1,565,000	782,500	1,552,727	1,560,000	1,560,000
DEPT TOTAL		1,536,383	1,565,000	782,500	1,552,727	1,560,000	1,560,000
8002	PENSION EXPENSE						
5350.2216	Interfund Svc Exp - Post Emp. Benefits	9,611,632	11,031,000	10,154,000	11,017,000	11,451,350	11,451,350
DEPT TOTAL		9,611,632	11,031,000	10,154,000	11,017,000	11,451,350	11,451,350
8003	EMPLOYEE SERVICE BENEFITS						
5250.1650	Other Benefits - Emp.s Service	31,927	43,692	38,394	43,469	60,000	60,000
DEPT TOTAL		31,927	43,692	38,394	43,469	60,000	60,000
8004	WORKER'S COMPENSATION - H/H						
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	607,603	700,000	0	650,000	650,000	650,000
DEPT TOTAL		607,603	700,000	0	650,000	650,000	650,000
8005	STATE UNEMPLOYMENT COMP						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	66,830	60,000	30,000	60,000	60,000	60,000
DEPT TOTAL		66,830	60,000	30,000	60,000	60,000	60,000
8006	EMPLOYEE HEALTH & LIFE INS						
5350.2216	Interfund Svc Exp - Post Emp. Benefits	8,458,740	9,159,850	3,514,250	9,147,068	11,789,749	10,027,162
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	8,744,120	9,987,162	4,993,581	9,938,932	8,857,523	10,620,110
DEPT TOTAL		17,202,860	19,147,012	8,507,831	19,086,000	20,647,272	20,647,272
8007	UNION WELFARE						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	1,483,382	1,624,000	802,000	1,603,067	1,560,000	1,560,000

Asst. Finance Director: Daniel Garrick	RISK MANAGEMENT Proposed Budget: 2017-2018	Dept. #: 8008
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APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
8008	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
DEPT TOTAL		1,483,382	1,624,000	802,000	1,603,067	1,560,000	1,560,000
8008	RISK MANAGEMENT						
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	1,022,647	1,425,100	0	1,425,000	1,037,999	1,037,999
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	1,140,926	1,525,689	762,845	1,509,764	1,435,236	1,435,236
DEPT TOTAL		2,163,573	2,950,789	762,845	2,934,764	2,473,235	2,473,235
TOTAL		32,704,190	37,121,493	21,077,570	36,947,027	38,461,857	38,461,857

DEBT SERVICE
Proposed Budget: 2017-2018

Dept. #: 9000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
9000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
		2015-2016	2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
9000	INTEREST ON DEBT						
5300.2010	Purch Svcs - Professional Svcs	1,806	10,000	0	0	0	0
5880.3410	Debt Service - Interest on Notes	23,867	56,495	19,889	29,833	228,000	228,000
5880.3400	Debt Service - Interest on Bonds	4,160,997	3,877,516	3,877,516	3,877,516	3,936,304	3,936,304
TOTAL		4,186,669	3,944,011	3,897,405	3,907,349	4,164,304	4,164,304
9001	INTEREST ON DEBT - SCHOOL						
5880.3400	Debt Service - Interest on Bonds	944,360	980,414	980,414	980,414	1,051,120	1,051,120
TOTAL		944,360	980,414	980,414	980,414	1,051,120	1,051,120
9002	REDEMPTION OF DEBT						
5880.3420	Debt Service - Redemption of Bonds	8,699,147	8,885,446	8,885,446	8,885,446	9,428,947	9,428,947
TOTAL		8,699,147	8,885,446	8,885,446	8,885,446	9,428,947	9,428,947
9003	REDEMPTION OF DEBT - SCHOOL						
5880.3420	Debt Service - Redemption of Bonds	1,700,948	1,994,930	1,994,930	1,994,930	2,196,930	2,196,930
TOTAL		1,700,948	1,994,930	1,994,930	1,994,930	2,196,930	2,196,930

CAPITAL /CONTINGENCY/OTHER FINANCING USES

Proposed Budget: 2017-2018

Dept. #: 9100

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
9100	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
9300	CAPITAL/CONTINGENCY/OTHER FINANCING U						
5855	Contingency -	0	350,000	0	0	500,000	300,000
SUB-TOTAL		0	350,000	0	0	500,000	300,000
9600	OTHER FINANCING USES						
5865.3109	Operating Transfer Out - To Capital Funds	5,735,514	4,273,922	4,273,922	4,273,922	3,878,922	3,878,922
5865.3108	Operating Transfer Out - To Special Revenue Funds	0	75,000	75,000	75,000	0	0
5865.3106	Operating Transfer Out - To Animal Control Fund	300,000	306,000	306,000	306,000	306,000	306,000
5865.3100	Operating Transfer Out - Transfer to Other Funds	-6,167	0	0	0	0	0
SUB-TOTAL		6,029,347	4,654,922	4,654,922	4,654,922	4,184,922	4,184,922
TOTAL		6,029,347	5,004,922	4,654,922	4,654,922	4,684,922	4,484,922

EMPLOYEE SERVICE BENEFITS
Proposed Budget: 2017-2018

Dept. #: 9998

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
9998	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1999	GENERAL GOVERNMENT EMPLOYEE						
5250.1650	Other Benefits - Emp.s Service	0	38,628	0	0	3,250	3,250
TOTAL		0	38,628	0	0	3,250	3,250
2999	PUBLIC SAFETY SERVICE EMPLOYEE B						
5250.1650	Other Benefits - Emp.s Service	0	13,740	0	0	0	0
TOTAL		0	13,740	0	0	0	0
3999	EMPLOYEE SERVICE BENEFIT						
5250.1650	Other Benefits - Emp.s Service	0	16,402	0	0	0	0
TOTAL		0	16,402	0	0	0	0
4999	HEALTH & HUMAN SERVICES						
5250.1650	Other Benefits - Emp.s Service	0	3,633	0	0	0	0
TOTAL		0	3,633	0	0	0	0
5999	SOCIAL SERVICES EMPLOYEE SERVICE						
5250.1650	Other Benefits - Emp.s Service	0	1,115	0	0	0	0
TOTAL		0	1,115	0	0	0	0
7999	CULTURE & RECREATION EMPLOYEE						
5250.1650	Other Benefits - Emp.s Service	0	3,677	0	0	0	0
TOTAL		0	3,677	0	0	0	0

DISCOUNTS
Proposed Budget: 2017-2018

Dept. #: 9999

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
9999	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
1995	GENERAL GOVERNMENT DISCOUNTS						
6200.6250	Discounts - Departmentwide	-134	0	-46	-134	0	0
SUB-TOTAL		-134	0	-46	-134	0	0
2995	PUBLIC SAFETY DISCOUNTS						
6200.6250	Discounts - Departmentwide	-21	0	-16	-28	0	0
SUB-TOTAL		-21	0	-16	-28	0	0
3995	PUBLIC SAFETY EMPLOYEE BENEFITS						
6200.6250	Discounts - Departmentwide	-1,050	0	-418	-695	0	0
SUB-TOTAL		-1,050	0	-418	-695	0	0
TOTAL		-1,206	0	-480	-857	0	0

Danbury Emergency Medical Services

(Danbury EMS)



CITY OF DANBURY - EMS AMBULANCE FUND

Director, EMS: Matthew G. Cassavechia

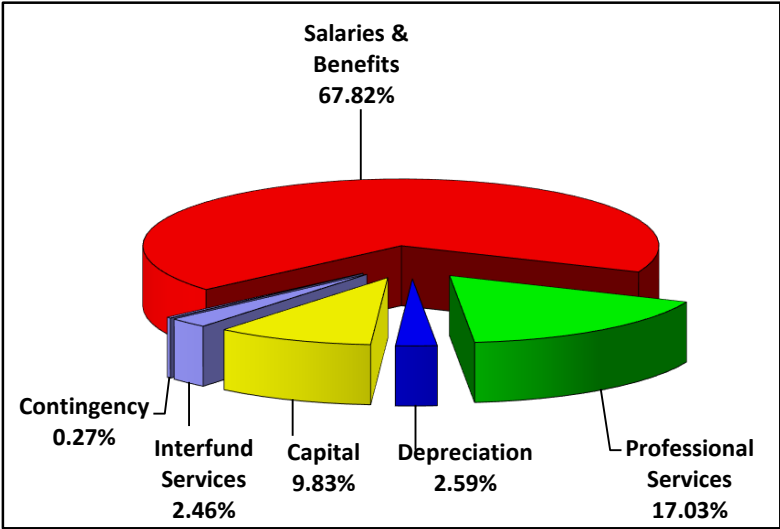
Proposed Budget: 2017-2018

Dept. #: 2011

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Implemented safe lifting program with the purchasing and installation of ambulance lifting/moving devices designed to reduce lifting and moving injuries among public safety personnel.• Reviewed and developed comprehensive EMS plan in collaboration with City and State officials which included an operational and financial assessment of Danbury EMS paramedic mutual aid bundle billing agreements.• For the 2nd consecutive year Danbury EMS has achieved the Lifeline® EMS Gold Level Recognition Award recognized as an agency that delivers education in STEMI identification and driving improvements in the care and outcomes of STEMI patients.• Submitted criteria on behalf of the City of Danbury for re-designation as a HeartSafe community.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Replace emergency vehicles consistent with our capital vehicle replacement schedule and increase and enhance weekend ambulance staffing model.• Further explore the “Pulse Point Program”.• Develop collaborative relationship with Putnam County officials for formal Paramedic intercept services.• Develop best practices among key stakeholders to facilitate (warm handoffs) for those suffering from the consequences of Opioid addiction post naloxone administration.

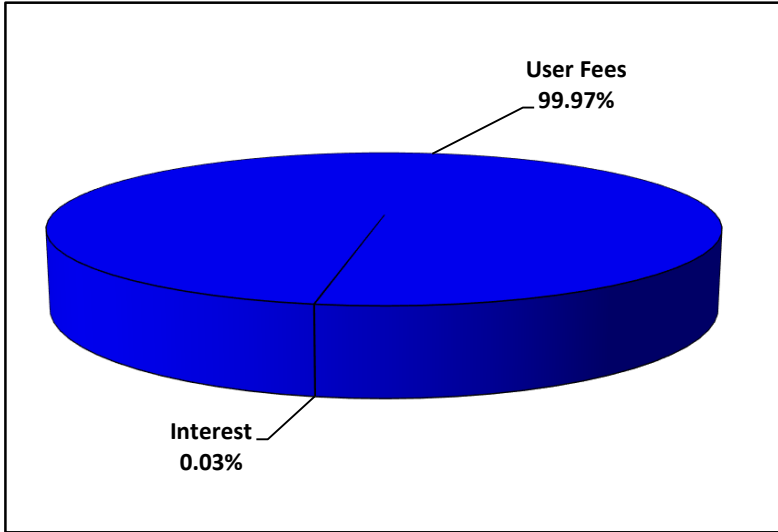
**AMBULANCE FUND
PROPOSED BUDGET FY2017 - 2018**

EXPENSES



Salaries & Benefits	2,517,490
Professional Services	632,210
Depreciation	96,000
Capital	365,000
Interfund Services	91,300
Contingency	10,000
Total	\$ 3,712,000

REVENUES



User Fees	3,711,000
Interest	1,000
Total	\$ 3,712,000

**SUMMARY OF REVENUES, EXPENDITURES
AND CHANGES IN AMBULANCE FUND NET ASSETS
FISCAL YEARS 2013-2014 TO 2017-2018**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>OPERATING REVENUES</u>					
Charges for Services	2,893,050	3,423,650	3,574,681	3,611,000	3,711,000
TOTAL OPERATING REVENUES	2,893,050	3,423,650	3,574,681	3,611,000	3,711,000
<u>OPERATING EXPENSES</u>					
Salaries and Benefits	1,774,301	1,978,939	2,303,026	2,363,300	2,517,490
Materials and Supplies	46,399	-	-	15,000	-
Depreciation	70,323	97,631	139,587	99,500	96,000
Interfund Services	269,178	925,000		91,300	91,300
Administrative and Operating	628,795	847,357	1,078,593	752,900	642,210
TOTAL OPERATING EXPENSES	2,788,996	3,848,927	3,521,206	3,322,000	3,347,000
TOTAL OPERATING INCOME	104,054	(425,277)	53,475	289,000	364,000
<u>NON-OPERATING REVENUES (EXPENSES)</u>					
Interest Income	480	990	1,678	1,000	1,000
TOTAL NON-OPERATING REVENUES (EXPENSE)	480	990	1,678	1,000	1,000
NET INCOME BEFORE CAPITAL CONTRIBUTIONS	104,534	(424,287)	55,153	290,000	365,000
Capital Outlay	-	-	-	(390,000)	(365,000)
Capital Contributions	-	148,845	-	-	-
Other Financing Sources - Sale of Assets	11,000	-	(58,567)	-	-
CHANGE IN NET ASSETS	115,534	(275,442)	(3,414)	(100,000)	-
NET ASSETS, Beginning	3,019,472	3,135,006	2,859,564	2,856,150	2,756,150
NET ASSETS, Ending	3,135,006	2,859,564	2,856,150	2,756,150	2,756,150

AMBULANCE FUND 2017-2018 SUMMARY OF REVENUE AND EXPENDITURES

REVENUES

CHARGES FOR SERVICES		3,711,000
INTEREST		1,000
	TOTAL REVENUES	3,712,000

EXPENSES

SALARIES & BENEFITS		2,517,490
PROFESSIONAL SERVICES		632,210
CONTINGENCY		10,000
TRANSFER TO CAPITAL FUND		365,000
DEPRECIATION		96,000
INTERFUND SERVICES CHARGE-BACK		91,300
	TOTAL EXPENSES	3,712,000

CITY OF DANBURY - EMS AMBULANCE FUND

Proposed Budget: 2017-2018

REVENUES							
REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4020	Charges for Services - Previously Recorded Uncoll	0	130,000	0	0	130,000	130,000
4400.4420	Charges for Services - Ambulance Bundle Fees	7,025	5,000	4,500	6,750	5,000	5,000
4400.4440	Charges for Services - User Fees - Ambulance	3,567,656	3,476,000	2,173,168	3,574,255	3,576,000	3,576,000
	SUBTOTAL CHARGES FOR SERVICES	3,574,681	3,611,000	2,177,668	3,581,005	3,711,000	3,711,000
4610.1200	Investment Earnings - Interest on Investments	1,678	1,000	1,230	1,210	1,000	1,000
	SUBTOTAL INTEREST	1,678	1,000	1,230	1,210	1,000	1,000
4900.1740	Other Financing Sources - Sale of Assets	-58,567	0	0	0	0	0
4900.1750	Other Financing Sources - Operating Revenue	0	100,000	0	0	0	0
	SUBTOTAL OTHER FINANCING SOURCE	-58,567	100,000	0	0	0	0
TOTAL REVENUE		3,517,792	3,712,000	2,178,898	3,582,215	3,712,000	3,712,000

CITY OF DANBURY - EMS AMBULANCE FUND

Director, EMS: Matthew G. Cassavechia

Proposed Budget: 2017-2018

Dept. #: 2011

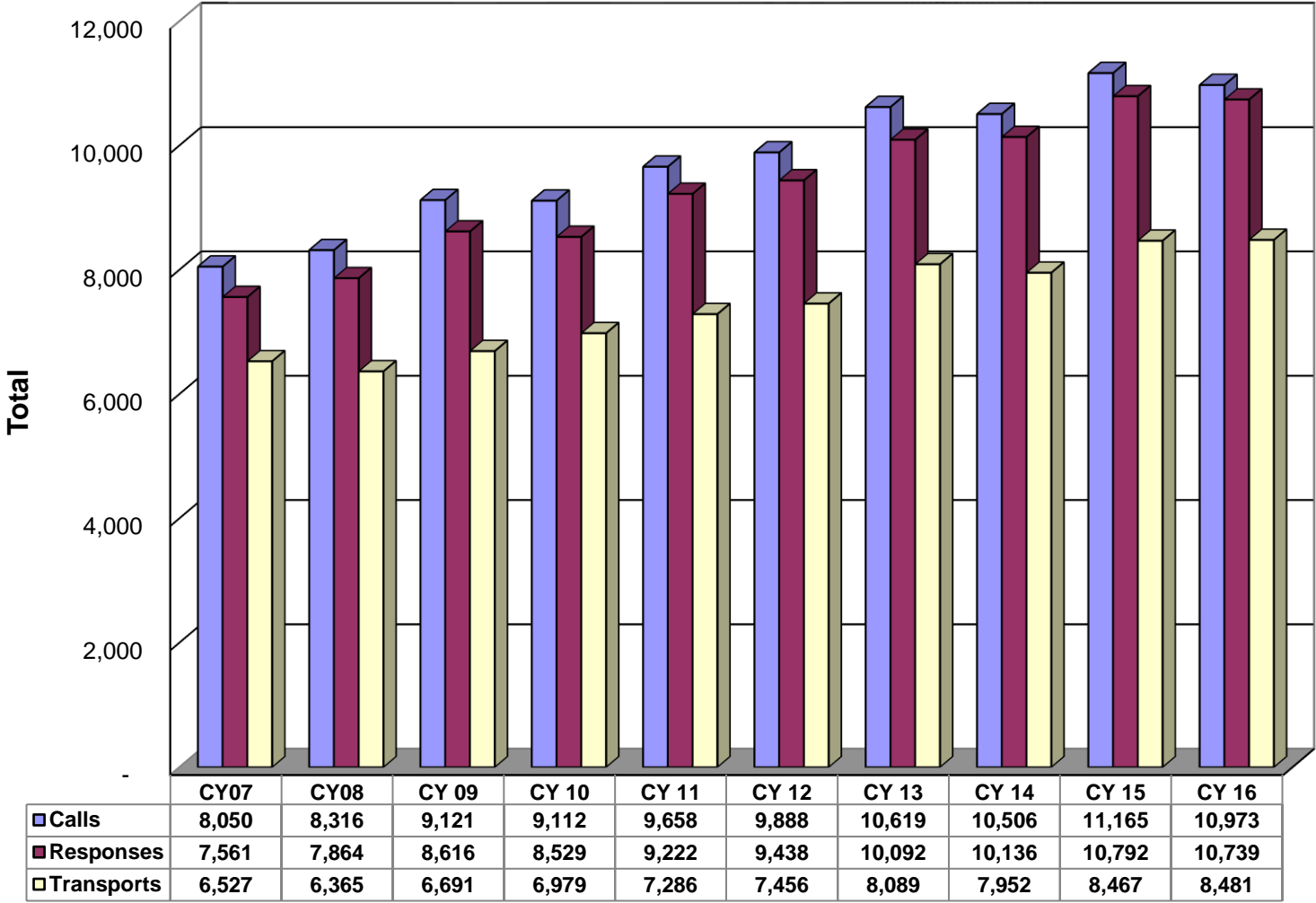
APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2011	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2011	CITY OF DANBURY - EMS AMBULANCE FUND						
5020.1999	Salaries - Ambulance Fund Services	1,740,000	1,790,395	960,577	1,790,395	1,907,190	1,907,190
5250.1675	Other Benefits - Fringe Benefits	556,800	572,905	329,584	572,905	610,300	610,300
5300.2197	Purch Svcs - Collection Fees	0	18,000	0	0	0	0
5300.2010	Purch Svcs - Professional Svcs	5,765	12,000	6,407	9,611	9,660	9,660
5300.2020	Purch Svcs - Financial Services	19,365	20,000	0	24,365	25,000	25,000
5300.2021	Purch Svcs - GIS Services	89,301	100,000	51,651	78,000	40,000	40,000
5300.2045	Purch Svcs - Communication Svcs	4,590	45,000	2,679	4,019	5,000	5,000
5300.2135	Purch Svcs - Billing Fees	140,445	154,800	84,821	127,232	154,800	154,800
5300.2195	Purch Svcs - Misc Services	467,500	349,100	269,885	349,100	349,750	349,750
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	6,226	6,300	3,150	6,300	6,300	6,300
5350.2202	Interfund Svc Exp - General Fund Svcs	0	85,000	0	85,000	85,000	85,000
5500.2415	Maintenance & Repair - Automotive Equipment	-1,221	0	0	0	0	0
5600.2550	Materials & Supplies - Motor Fuel	45,000	43,500	20,526	30,788	48,000	48,000
5600.2570	Materials & Supplies - Medical/Chemical	15,225	15,000	11,825	15,000	0	0
5855.	Contingency -	0	10,500	0	0	10,000	10,000
5865.3109	Operating Transfer Out - To Capital Funds	230,000	390,000	390,000	390,000	365,000	365,000
8026.	Depreciation Expense -	139,587	99,500	0	99,500	96,000	96,000
SUB-TOTAL		3,458,584	3,712,000	2,131,105	3,582,215	3,712,000	3,712,000
TOTAL		3,458,584	3,712,000	2,131,105	3,582,215	3,712,000	3,712,000

WESTERN CONNECTICUT HEALTH NETWORK (WCHN) AFFILIATES - EMERGENCY MEDICAL SERVICES
CITY OF DANBURY EMS VEHICLE INVENTORY
As of December 5, 2016

EQUIPMENT		STATUS	USE	MILEAGE							
					FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
2007 Ford	Expedition XLT	Purchase	City Paramedic/Supervisor	50,648	85,000						
2007 American Hauler	AF8516TA2	Purchase	City MCI Trailer	n/a							
2008 Ford	Expedition XLT	Purchase	City EMS Paramedic Response	40,902		85,000					
2009 Ford	E350	Purchase	City Paramedic Ambulance	89,915	140,000						
2009 Ford	E350	Purchase	City Paramedic Ambulance	92,162	140,000						
2011 Ford	Expedition XLT	Purchase	City EMS Director/Response	32,733				100,000			
2011 Ford	E350	Purchase	City Paramedic Ambulance	68,169		145,000					
2012 Ford	E350	Purchase	City Paramedic Ambulance	56,094		145,000	150,000				
2013 Ford	E350	Purchase	City Paramedic Ambulance	38,001				155,000			
2014 Ford	E350	Purchase	City Paramedic Ambulance	31,414					160,000	160,000	
2015 Ford	Expedition XLT	Purchase	City EMS Director/Response	20,098					105,000	105,000	
TOTAL					365,000	375,000	150,000	255,000	265,000	265,000	

**City of Danbury EMS/ Danbury Hospital EMS Activity
Calendar Years 2007 to 2016**



CITY OF DANBURY
Animal Control Department



ANIMAL CONTROL FUND Proposed Budget: 2017-2018	
Captain Robert Myles	Dept. #: 2001
Statement of Mission:	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.
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none"> • Instituted significant cost saving measures regarding the ongoing purchase of dog food and kennel sanitation supplies. • Improved mobile communication capabilities to allow delivery of better customer service while Animal Control officers are away from the office. • Instituted a vaccination system that will protect the impounded animal population from parvovirus and other contagious disease.
Major Objectives 2017-2018:	<ul style="list-style-type: none"> • Continue planning for an upgraded and state compliant animal control facility. • Increase social media to better advertise adoptable animals to a broader audience beyond the local area. • Purchase an a additional animal control vehicle that allows for easier placement of sick or injured animals.

ANIMAL CONTROL

Captain Robert Myles

PROPOSED BUDGET: 2017-2018

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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
Fines Issued	86	61	87	78	27	50	60
Fine Receipts	\$3,890	\$3,555	\$3,595	\$2,620	\$2,315	\$4,000	\$4,500
# of Animals Returned to Owner	106	105	110	94	60	75	90
# of Animals Placed	38	54	46	40	42	42	42

* **Note:** The reduction in # of animals placed has to do with majority of the pets being returned to owners without ever being brought into the pound due to "chips" being placed in the pets by breeders. Our Animal Controls Divisions' ability to immediately return a pet has been improved by the recent donation of a "chip" reader. These are most likely the reason behind the change in our metrics along with proper documentation and reporting.

Proposed Capital Budget: FY17/18

PROJECT DESCRIPTION	Priority	TOTAL COST	SOURCE FOR FUNDS			Proposed Capital Budget FY 17/18	Balance
			Existing Bonds	Amb., Animal, Water or Sewer Fund	Existing Capital Budget		
Animal Control Facility PIP Bond	Existing	\$ 1,115,425	\$ 950,000	\$ -	\$ 165,425	\$ 950,000	\$ -
Equipment Replacement Program	Urgent	\$ 88,641		\$ 15,000	\$ 13,641	\$ 15,000	\$ 60,000

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)

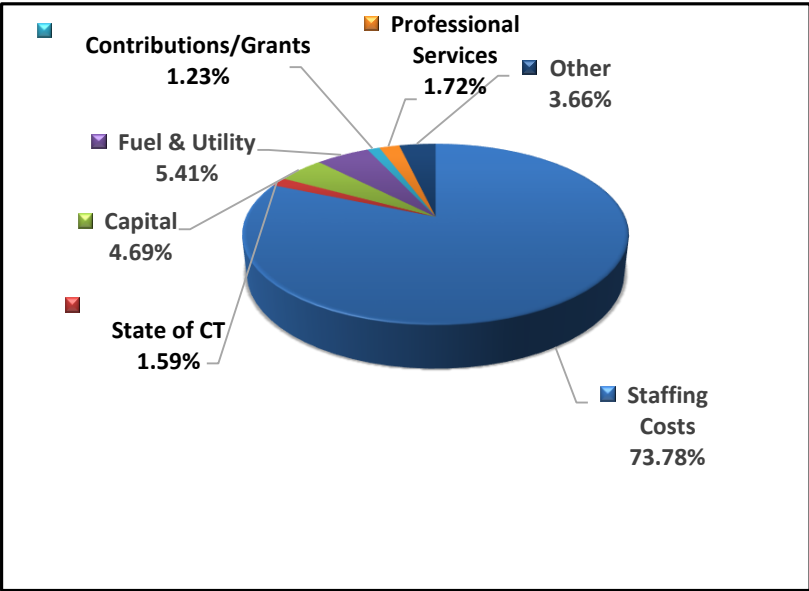
- Danbury Animal Control Officers get their authority from city ordinances: 12-2 - 12-4 and from the State of Connecticut under Connecticut General Statutes # 22-328.

Data Reference(s):

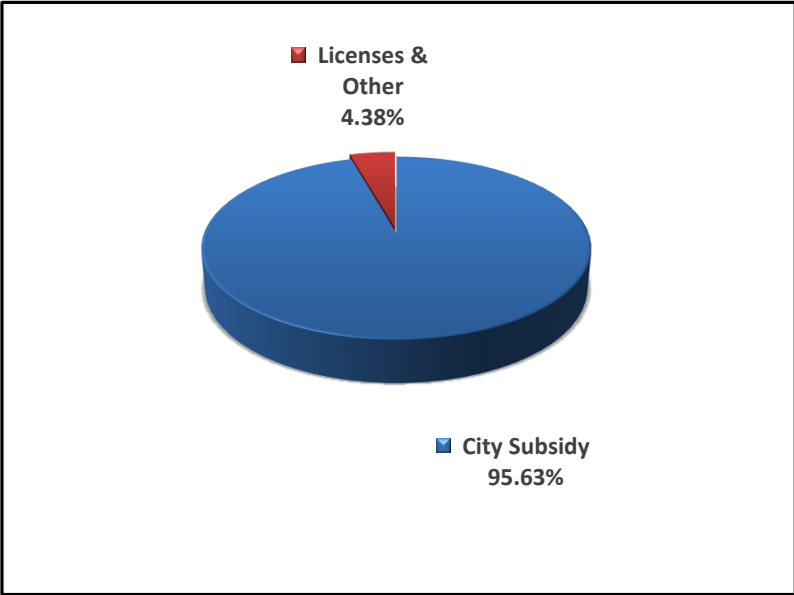
- Monthly Reports
- City of Danbury Receipts

**ANIMAL CONTROL FUND
PROPOSED BUDGET: 2017-2018**

EXPENDITURES



REVENUES



Staffing Costs	\$260,438
State of Connecticut	5,100
Capital	15,000
Fuel & Utility	17,320
Contributions/Grants	3,940
Professional Services	6,500
Other	11,702
Total	\$320,000

City Subsidy	\$306,000
Licenses & Other	14,000
Total	\$320,000

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
ANIMAL CONTROL FUND
FISCAL YEARS 2013-2014 to 2017-2018

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>REVENUES</u>					
Licenses & Permits	13,558	12,771	16,575	12,600	12,600
Interest Income & Miscellaneous	1,609	1,724	2,646	1,400	1,400
TOTAL REVENUES	15,167	14,495	19,221	14,000	14,000
<u>EXPENDITURES</u>					
Public Safety	249,954	255,078	254,770	301,400	305,000
Capital Outlay	16,437	593	18,600	18,600	0
TOTAL EXPENDITURES	266,391	255,671	273,370	320,000	305,000
Excess (Deficiency) of Revenues over Expenditures	(246,417)	(241,176)	(254,149)	(306,000)	(291,000)
<u>OTHER FINANCING</u>					
Operating Transfer In - General Fund Subsidy	272,000	300,000	300,000	306,000	306,000
Operating Revenue	0	0	161,000	0	0
Operating Transfer Out - Capital Fund	0	0	(161,000)	0	(15,000)
TOTAL OTHER FINANCING	272,000	300,000	300,000	306,000	291,000
Excess (Deficiency) of Revenues over Expenditures and Other Financing Sources	20,776	58,824	45,851	0	0
Beginning Fund Balance	122,023	142,799	201,623	247,474	247,474
Ending Fund Balance	142,799	201,623	247,474	247,474	247,474

ANIMAL CONTROL FUND
2017-2018 SUMMARY OF REVENUES AND EXPENDITURES

	<u>ACTUAL</u> 2015-2016	<u>AMENDED</u> BUDGET 2016-2017	<u>PROPOSED</u> BUDGET 2017-2018
<u>REVENUES</u>			
CITY CONTRIBUTION	\$300,000	\$306,000	\$306,000
TOWN CLERK'S FEES	16,575	12,600	12,600
MISCELLANEOUS INCOME	2,251	1,300	1,300
INVESTMENT EARNINGS	395	100	100
TOTAL	\$319,221	\$320,000	\$320,000
<u>EXPENDITURES</u>			
SALARIES & BENEFITS	\$224,241	\$249,090	\$260,438
STATE OF CT ANIMAL FEES	5,346	5,100	5,100
OTHER	43,783	65,810	39,462
TRANSFER TO CAPITAL FUND	161,000	0	15,000
TOTAL	\$434,370	\$320,000	\$320,000

ANIMAL CONTROL FUND
Proposed Budget: 2017-2018

REVENUES							
REVENUE		ACTUAL	AMENDED	REVENUES AS	PROJECTED	PROPOSED	PROPOSED
CODE	ACCOUNT DESCRIPTION	2015-2016	BUDGET	OF	REVENUES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
4200.2040	Lic. & Prmts - Town Clerk Fees - Misc	16,575	12,600	7,375	11,000	13,000	12,600
	SUBTOTAL LICENSES & PERMITS	16,575	12,600	7,375	11,000	13,000	12,600
4400.4780	Chgs for Svcs - Misc Charges for Services	2,251	1,300	958	1,000	1,300	1,300
	SUBTOTAL CHARGES FOR SERVICES	2,251	1,300	958	1,000	1,300	1,300
4610.1200	Invst. Earnings - Interest on Investments	395	100	658	900	750	100
	SUBTOTAL INTEREST	395	100	658	900	750	100
4910.6000	Operating Transfer In - Operating Transfers	300,000	306,000	306,000	306,000	321,738	306,000
	SUBTOTAL INTERFUND TRANSFERS	300,000	306,000	306,000	306,000	321,738	306,000
TOTAL REVENUE		319,221	320,000	314,990	318,900	336,788	320,000

Captain Robert Myles

**ANIMAL CONTROL FUND
Proposed Budget: 2017-2018**

Dept. #: 2001

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2001	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
2001	ANIMAL CONTROL FUND						
5020.1000	Salaries - Regular	167,946	173,524	110,975	173,524	173,524	173,524
5030.1000	Overtime - Salaries	12,626	23,000	7,874	23,000	25,000	25,000
5040.1000	Part Time - Salaries	18,815	19,292	11,826	18,875	19,292	19,292
5050.1140	Other Salaries - Other Earnings	0	0	0	0	4,780	4,780
5250.1620	Other Benefits - Longevity	0	355	0	355	355	355
5250.1630	Other Benefits - Sick Leave	875	1,025	241	1,025	4,565	4,565
5250.1655	Other Benefits - Uniform Allowance	1,700	3,400	3,400	3,400	3,400	3,400
5250.1680	Other Benefits - Holiday - Police/Fire	5,637	5,794	5,792	5,792	5,952	5,952
5300.2010	Purch Svcs - Professional Svcs	4,184	5,500	1,658	5,500	7,500	6,500
5300.2045	Purch Svcs - Communication Svcs	1,020	2,250	528	1,500	0	2,000
5300.2075	Purch Svcs - Training Courses	160	2,500	150	300	0	0
5300.2095	Purch Svcs - Legal & Public Notices	1,140	1,800	403	1,000	0	1,500
5305.2200	Fees & Charges - State of CT Animal Fee	5,346	5,100	0	5,100	6,000	5,100
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	4,400	4,700	4,700	4,700	5,070	5,070
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	12,242	18,000	9,000	18,000	18,500	18,500
5500.2405	Maintenance & Repair - Buildings & Structures	705	1,500	0	0	6,500	0
5600.2500	Materials & Supplies - Office	6	1,500	0	500	1,500	1,000
5600.2530	Materials & Supplies - Non Office	1,810	9,000	1,552	2,500	9,000	6,002
5600.2535	Materials & Supplies - Clothing/Dry Goods/Linens	0	500	0	0	500	0

Captain Robert Myles

**ANIMAL CONTROL FUND
Proposed Budget: 2017-2018**

Dept. #: 2001

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
2001	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
5600.2540	Materials & Supplies - Electrical Service	3,187	4,820	2,248	3,500	5,100	4,820
5600.2545	Materials & Supplies - Heating Fuel	2,754	5,000	1,420	2,800	5,500	5,000
5600.2550	Materials & Supplies - Motor Fuel	6,277	7,500	1,803	7,300	8,500	7,500
5700.2700	Equipment - Office	0	650	0	650	500	500
5700.2795	Equipment - Other	0	750	0	750	750	700
5710.2775	Capital Assets - Cap Reserve - Equip	8,600	8,600	0	8,600	0	0
5710.2780	Capital Assets - Cap Reserve - Structures	10,000	10,000	0	10,000	10,000	0
5870	Contributions/Grants -	3,940	3,940	2,955	3,940	0	3,940
SUB-TOTAL		273,370	320,000	166,524	302,611	321,788	305,000
9600	ANIMAL CONTROL FUND						
5865.3109	Operating Transfer Out - To Capital Funds	161,000	0	0	0	15,000	15,000
SUB-TOTAL		161,000	0	0	0	15,000	15,000
TOTAL		434,370	320,000	166,524	302,611	336,788	320,000

Captain Robert Myles	ANIMAL CONTROL Proposed Budget: 2017-2018	Dept. #: 2001
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TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS		PRESENT RATES	PROPOSED BUDGET 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)		
ANIMAL CONTROL OFFICER	1		64,572	64,572
* ASSISTANT ANIMAL CONTROL OFFICER	1		60,922	60,922
* CLERK TYPIST II	1		48,030	48,030
TOTAL	<u>3</u>			173,524

CITY OF DANBURY
Danbury Board of Education



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
Ralph Pietrafesa *	(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
Patrick Johnston	(R)	12/1/2015	November, 2019
Frederick Karrat, Esq.	(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, Esq.	(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: Ralph Pietrafesa	Proposed Budget: 2017-2018
Dept. #: 6000	
Statement of Mission:	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.
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none"> • Maintained reasonable class sizes across the District and addressed graduation requirements and DHS. • Designed resources for Exploration Academies at Mill Ridge. • Enhanced the level of technology access across our District. • Allocated new resources for the addition of 18 classrooms within 3 schools.
Major Objectives 2017-2018:	<ul style="list-style-type: none"> • Ensure that all students are challenged and they are given the maximum opportunity to reach his or her potential. • Foster effective parent-school partnerships to meet children's needs and continue support for school programs. • Insure a careful stewardship of the district's resources, and seek additional funding program opportunities through grants, district and business partnerships. • Prepare for the new addition at the Danbury High School.

GENERAL FUND INDIRECT REVENUE

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4300.3620	Intergov. Rev. - Education Equalization	21,632,338	22,852,924	10,678,978	22,076,522	22,852,924	22,852,924
4300.3640	Intergov. Rev. - Elem-High School Trans	471,317	452,750	0	0	452,750	452,750
4300.3780	Intergov. Rev. - Special Ed Agency Placement	1,374,367	1,000,000	0	1,000,000	1,250,000	2,500,000
4300.3840	Intergov. Rev. - Transportation Non-Public BOE	194,027	181,181	0	0	181,181	181,181
	SUBTOTAL INTERGOVERNMENTAL REV	23,672,049	24,486,855	10,678,978	23,076,522	24,736,855	25,986,855
TOTAL REVENUE		23,672,049	24,486,855	10,678,978	23,076,522	24,736,855	25,986,855

Chairperson: Ralph Pietrafesa

**BOARD OF EDUCATION
Proposed Budget: 2017-2018**

Dept. #: 6000

APPROPRIATIONS

DEPT. #:		ACTUAL	AMENDED	EXPENDITURES	PROJECTED	PROPOSED	PROPOSED
6000	ACCOUNT DESCRIPTION	2015-2016	BUDGET	AS OF	EXPENDITURES	BY DEPT	BY MAYOR
			2016-2017	2/28/2017	2016-2017	2017-2018	2017-2018
6000	BOARD OF EDUCATION						
5852.2900	Appropriations - City Depts/Agencies	123,786,000	125,986,000	70,140,673	125,986,000	131,934,916	128,236,000
5870.3235	Contributions/Grants - Headstart	214,000	214,000	160,500	214,000	214,000	214,000
TOTAL		124,000,000	126,200,000	70,301,173	126,200,000	132,148,916	128,450,000
6001	SCHOOLS - HEALTH & WELFARE						
5852.2900	Appropriations - City Depts/Agencies	208,575	208,575	0	208,575	208,575	208,575
TOTAL		208,575	208,575	0	208,575	208,575	208,575
TOTAL		124,208,575	126,408,575	70,301,173	126,408,575	132,357,491	128,658,575

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

YEAR	BOARD OF EDUCATION EXP	INCREASE (DECREASE)	% INCREASE	STATE & FEDERAL EXP	INCREASE (DECREASE)	% INCREASE DECREASE	OVERALL INCREASE	% 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 ²	3,500,000	2.96%	22,198,680	1,890,160	9.31%	5,390,160	3.89%
2015-16	123,786,000 ²	2,226,936	1.83%	22,446,060	247,380	1.11%	2,474,316	1.72%
2016-17	125,986,000 ^{1,2}	2,200,000	1.78%	22,893,695	447,635	1.99%	2,647,635	1.81%
2017-18	128,236,000	2,250,000	1.79%	22,718,789	-174,906	-0.76%	2,075,094	1.39%

¹ Adopted Budget

² 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

Fiscal Year	Expenditures	State Funds ²	Local Share	Percent Local Share	
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	¹	118,295,291	23,123,886	95,171,405	80.5%
2014-15	¹	121,559,065	24,115,642	97,443,423	80.2%
2015-16		123,786,000	23,672,049	100,113,951	80.9%
2016-17		125,986,000	23,076,522	102,909,478	81.7%
2017-18		128,236,000	25,986,855	102,249,145	79.7%

¹ Adopted Budget

² 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>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>	<u>2017-18</u>
Teachers	534.15	503.60	514.00	529.80	535.19	551.19	557.78	572.95	586.86
Special Education Teachers	86.45	82.45	86.65	87.55	94.55	91.95	94.45	94.45	101.25
Remedial & ESL/Bilingual	43.80	43.50	43.50	38.50	30.94	38.54	36.54	30.34	25.88
Subtotal	664.40	629.55	644.15	655.85	660.68	681.68	688.77	697.74	713.99
Paraprofessionals	29.00	29.00	31.00	32.00	31.80	23.00	32.70	33.00	39.00
Special Ed Paraprofessionals	45.00	28.50	28.50	29.00	24.50	33.30	20.00	18.00	14.00
Subtotal	74.00	57.50	59.50	61.00	56.30	56.30	52.70	51.00	53.00
Clerical	63.15	59.55	59.65	59.65	59.65	60.15	63.85	64.05	65.05
Custodial/Maintenance	74.00	66.50	66.50	67.50	64.00	67.50	69.50	69.00	69.50
<u>Administration:</u>									
Superintendent, Assistant Superintendent, Principals & Assistant Principals	28.90	26.00	26.00	26.00	26.00	27.00	27.00	28.50	27.00
Directors/Coordinators	19.75	16.75	16.75	16.75	16.83	17.83	16.92	18.27	17.57
All Other	116.24	109.95	111.85	109.50	131.70	141.50	134.40	146.20	142.74
Subtotal	302.04	278.75	280.75	279.40	298.18	313.98	311.67	326.02	321.86
ERIP (90% Replacement)	-7.00								
TOTALS	1,033.44	965.80	984.40	996.25	1,015.16	1,051.96	1,053.14	1,074.76	1,088.85
Increase/Decrease	-47.16	-67.64	18.60	11.85	18.91	36.80	1.18	1,074.76	14.09

DANBURY PUBLIC SCHOOLS ENROLLMENT HISTORY
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Year	Pre-K - 5	6-8	9-12	Other	Total
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
2015-2016	5,613	2,472	3,035	— *	11,120
2016-2017	5,503	2,479	3,095	— *	11,077

* Head Start # no longer in BOE count

Projected ²

2017-2018	5,447	2,453	3,201		11,101
2018-2019	5,356	2,553	3,232		11,141
2019-2020	5,285	2,663	3,262		11,210

¹ Superintendent's Office

² Debbie Warner - 3/2/2016

**CITY OF DANBURY
PUBLIC UTILITIES – SEWER FUND**



PUBLIC UTILITIES - SEWER FUND

Proposed Budget: 2017-2018

Public Utilities Superintendent: David Day

Dept. #: 9500

Statement of Mission:	The mission of the Sewer Department is to ensure the Water Pollution Control Plant (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.
Department Goals:	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 WPCP and sanitary sewer collection system in good working order.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Completed the Oakland Avenue Sewer Line Upgrade Project.• Purchased new sewer Vacuum /Jet truck for sewer collection system maintenance work.• Completed installation of new belt filter presses to improve sludge dewatering operations at the WPCP.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete Sheriden Street and Hillside Street sewer collection system improvement projects.• Start design of long term nutrient reduction facilities plan and existing facilities upgrades at WPCP.• Complete installation of replacement generators at Backus Avenue, Fourth Street, Delay Street and Southfield Sewer Pump Stations.• Replace the existing mixing system for the Complex 2 primary digester to improve digester operations at the WPCP.

PUBLIC UTILITIES - SEWER		
Public Utilities Superintendent: D. Day	PROPOSED BUDGET: 2017-2018	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.

Performance Measurements:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Customers	9,431	9,465	9,504	9,547	9,598	9,637	9,678
Billed Consumption in Gallons	1,463,015	1,401,119	1,399,571	1,417,327	1,382,813	1,430,743	1,480,335
Current Year Collection %	91.8%	93.4%	94.5%	94.0%	89.8%	92.0%	92.5%
Sewer Billings	\$8,484,839	\$8,286,098	\$8,602,012	\$8,738,647	\$8,837,758	\$9,439,266	\$10,081,713

Proposed Capital Budget: FY17/18

Priority	PROJECT DESCRIPTION	SOURCE FOR FUNDS						Proposed Capital Budget FY 17/18
		TOTAL COST	General Fund Capital	Notes	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Capital Budget	
Existing	Vehicle Replacement Program Phase 2	\$ 866,000	\$ -	\$ -	\$ -	\$ -	\$ 425,000	
Urgent	Waste Water Treatment Plant Emergency Generator No. 2	\$ 1,187,000	\$ -	\$ -	\$ 890,000	\$ 297,000	\$ -	\$ 1,187,000
Urgent	Sewer Collection System Improvements	\$ 275,000	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ 275,000

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

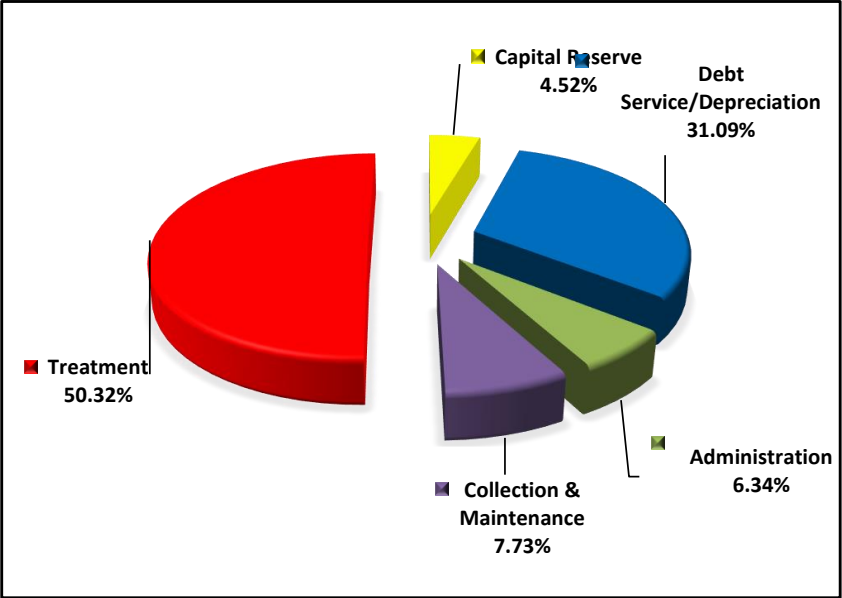
Data Reference(s):

- City Charter

- Public Utilities: Historical Collections and Billings

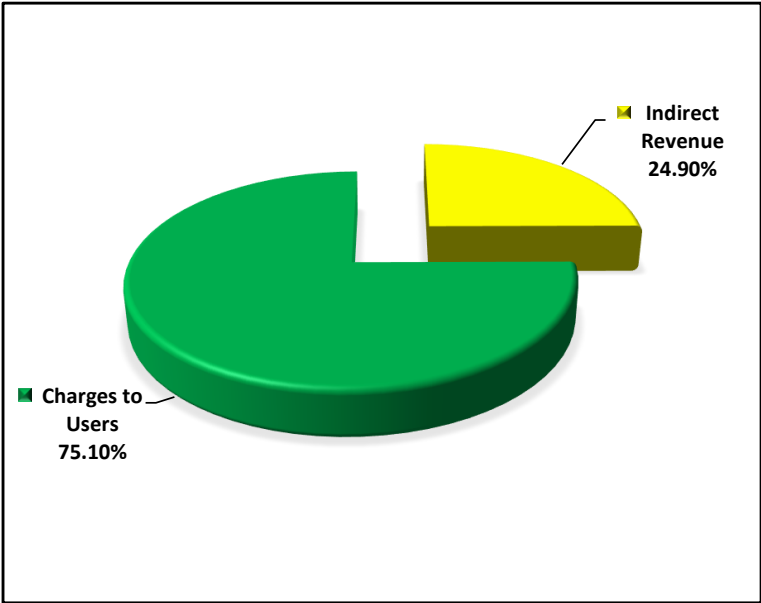
**CITY OF DANBURY
SEWER FUND
2017-2018 PROPOSED BUDGET**

EXPENDITURES



Capital Reserve	\$572,000
Debt Service/Depreciation	3,933,397
Administration	801,600
Collection & Maintenance	977,947
Treatment	6,365,056
Total	\$12,650,000

REVENUES



Indirect Revenue	\$3,150,000
Charges to Users	9,500,000
Total	\$12,650,000

CITY OF DANBURY
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS
SEWER FUND
FISCAL YEARS 2013-2014 TO 2017-2018

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 BUDGET	2017-2018 BUDGET
<u>OPERATING REVENUES</u>					
Charges for Services	11,995,431	11,212,904	12,546,320	11,680,000	12,110,000
Septic and Connection Fees	332,376	364,780	487,495	550,000	500,000
TOTAL OPERATING REVENUES	12,327,807	11,577,684	13,033,815	12,230,000	12,610,000
<u>OPERATING EXPENSES</u>					
Salaries,Benefits, and Claims	133,340	288,937	757,961	170,000	773,447
Depreciation	3,015,797	3,057,787	3,065,839	3,327,958	3,328,400
Administrative and Operating	6,069,234	6,186,070	5,923,909	7,816,850	7,371,156
TOTAL OPERATING EXPENDITURES	9,218,371	9,532,794	9,747,709	11,314,808	11,473,003
TOTAL OPERATING INCOME	3,109,436	2,044,890	3,286,106	915,192	1,136,997
<u>NON-OPERATING REVENUES (EXPENDITURES)</u>					
Interest Income	3	3	30,257	0	40,000
Interest Expense	(423,019)	(400,260)	(347,692)	(415,192)	(604,997)
TOTAL NON-OPERATING REVENUES (EXPENDITURES)	(423,016)	(400,257)	(317,435)	(415,192)	(564,997)
NET INCOME BEFORE CAPITAL CONTRIBUTIONS/(EXPENDITURES)	2,686,420.00	1,644,633.00	2,968,671.00	500,000.00	572,000.00
Capital Contributions/(Capital Expenditures)	(1,261,365)	(299,180)	325,560	(500,000)	(572,000)
CHANGE IN NET ASSETS	1,425,055	1,345,453	3,294,231	-	-
NET ASSETS, BEGINNING	71,359,831	72,784,886	74,130,339	77,424,570	77,424,570
NET ASSETS, ENDING	72,784,886	74,130,339	77,424,570	77,424,570	77,424,570

SEWER FUND
Proposed Budget: 2017-2018

Dept. #: 9500

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
8002	PENSION EXPENSE						
5350.2216	Interfund Svc Exp - Post Emp. Benefits	500,000	350,000	350,000	350,000	400,000	400,000
	SUB-TOTAL: PENSION EXPENSE	500,000	350,000	350,000	350,000	400,000	400,000
8006	EMPLOYEE HEALTH & LIFE INS						
5350.2216	Interfund Svc Exp - Post Emp. Benefits	2,935	4,400	4,400	4,400	6,600	6,600
	SUB-TOTAL: EMPLOYEE HEALTH & LIFE INS	2,935	4,400	4,400	4,400	6,600	6,600
9501	SEWER TREATMENT						
5300.2010	Purch Svcs - Professional Svcs	78,977	633,542	99,110	633,542	420,000	220,000
5300.2040	Purch Svcs - Outside Svcs	5,620,182	6,076,200	4,112,294	6,076,200	6,145,056	6,145,056
5305.2210	Fees & Charges - Nitrogen Credit Fee	0	32,623	0	32,623	0	0
	SUB-TOTAL: SEWER TREATMENT	5,699,159	6,742,365	4,211,404	6,742,365	6,565,056	6,365,056
9502	SEWAGE COLLECTION & MAINTENAN						
5300.2010	Purch Svcs - Professional Svcs	0	339,000	0	339,000	598,347	0
5350.2203	Interfund Svc Exp - Water Fund Svcs	0	0	0	0	0	598,347
5500.2425	Maintenance & Repair - Tools & Instruments	1,878	2,100	1,606	2,100	2,200	2,200
5500.2435	Maintenance & Repair - Sewage System	153,058	197,000	76,539	197,000	322,900	322,900
5600.2540	Materials & Supplies - Electrical Service	14,351	28,000	10,595	28,000	30,800	30,800

SEWER FUND
Proposed Budget: 2017-2018

Dept. #: 9500

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5700.2750	Equipment - Safety	2,414	6,000	2,629	6,000	3,100	3,100
5700.2745	Equipment - Sewer	11,523	32,000	24,542	32,000	20,600	20,600
6200.6250	Discounts - Departmentwide	0	0	-4	0	0	0
SUB-TOTAL: SEWAGE COLLECTION & MAINTENAN		183,225	604,100	115,906	604,100	977,947	977,947
9503	SEWER ADMINISTRATION						
5300.2020	Purch Svcs - Financial Services	20,000	20,000	4,440	20,000	20,000	20,000
5300.2045	Purch Svcs - Communication Svcs	2,946	5,200	1,972	5,200	5,400	5,400
5300.2055	Purch Svcs - Postage	12,511	15,000	6,343	15,000	15,000	15,000
5350.2202	Interfund Svc Exp - General Fund Svcs	166,100	170,000	0	170,000	175,100	175,100
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	88,926	129,000	64,500	109,258	129,000	129,000
5500.2420	Maintenance & Repair - Office Equipment	236	327	109	0	0	0
5600.2500	Materials & Supplies - Office	5,360	0	0	327	500	500
SUB-TOTAL: SEWER ADMINISTRATION		296,079	339,527	77,364	319,785	345,000	345,000
9504	SEWER CONTINGENCY						
5855	Contingency -	0	50,000	0	50,000	50,000	50,000
SUB-TOTAL: SEWER CONTINGENCY		0	50,000	0	50,000	50,000	50,000
9505	SEWER DEBT						
5880.3440	Debt Service - Redemption of Notes	0	0	0	0	0	0
5880.3400	Debt Service - Interest on Bonds	328,041	292,785	291,450	292,785	478,056	498,056
5880.3410	Debt Service - Interest on Notes	97,766	122,407	62,207	122,407	86,941	106,941

SEWER FUND
Proposed Budget: 2017-2018

Dept. #: 9500

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
SUB-TOTAL: SEWER DEBT		425,807	415,192	353,657	415,192	564,997	604,997
9506	SEWER CAPITAL						
5865.3109	Operating Transfer Out - To Capital Funds	1,868,400	500,000	500,000	500,000	1,888,000	572,000
SUB-TOTAL: SEWER CAPITAL		1,868,400	500,000	500,000	500,000	1,888,000	572,000
9509	GAAP YEAR END ENTRY						
5880.3400	Debt Service - Interest on Bonds	-18,816	0	0	0	0	0
5880.3410	Debt Service - Interest on Notes	-6,417	0	0	0	0	0
5880.3460	Debt Service - Gain Income	-35,004	0	0	0	0	0
8026	Depreciation Expense -	3,065,839	3,327,958	0	3,327,958	3,070,000	3,328,400
SUB-TOTAL: GAAP YEAR END ENTRY		3,005,602	3,327,958	0	3,327,958	3,070,000	3,328,400
GRAND TOTAL: SEWER FUND		11,981,207	12,333,542	5,612,730	12,313,800	13,867,600	12,650,000

SEWER FUND

Proposed Budget: 2017-2018

Dept. #: 9500

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4190.0150	Penalties and Interest on Delinque	-17	0	0	0	0	0
4200.2260	Licenses and Permits - Public Utiliti	39,295	30,000	17,095	30,000	30,000	30,000
	SUBTOTAL LICENCES & PERMITS	39,278	30,000	17,095	30,000	30,000	30,000
4300.3510	Intergovernmental Revenues - Nitr	73,869	0	123,477	123,477	123,500	100,000
	SUBTOTAL INTERGOVERNMENTAL REV	73,869	0	123,477	123,477	123,500	100,000
4400.4000	Charges for Services - Refund - Prio	3	0	0	0	0	0
4400.4260	Charges for Services - Electric Inter	10,014	0	5,355	9,095	19,000	8,000
4400.4820	Charges for Services - Other Reven	518,890	0	20,227	515,000	100,000	108,000
4400.4840	Charges for Services - Connection	642,064	550,000	81,160	550,000	600,000	500,000
4400.4900	Charges for Services - Bethel Sewe	1,187,469	1,065,000	780,498	1,065,000	1,651,000	1,065,000
4400.4905	Charges for Services - Brookfield S	146,511	260,000	439,051	260,000	326,000	260,000
4400.4910	Charges for Services - Newtown Se	19,786	22,000	20,429	22,000	22,000	22,000
4400.4920	Charges for Services - Septic Waste	682,866	700,000	476,260	700,000	861,000	700,000
4400.4940	Charges for Services - Sewer Use C	9,338,682	9,300,000	5,886,173	9,300,000	9,380,000	9,500,000
	SUBTOTAL CHARGES FOR SERVICES	12,546,284	11,897,000	7,709,152	12,421,095	12,959,000	12,163,000
4400.4780	Charges for Services - Misc Charge	53	0	0	0	14,000	14,000
4510.5195	Fines & Penalties - Lien Admin Fee	33	0	57	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	86	0	57	0	14,000	14,000
4610.1200	Investment Earnings - Interest on I	30,257	0	39,041	0	0	40,000
	SUBTOTAL INTEREST	30,257	0	39,041	0	0	40,000
4510.5190	Fines & Penalties - Interest & Liens	374,298	303,000	206,845	303,000	330,000	303,000

SEWER FUND**Proposed Budget: 2017-2018**

Dept. #: 9500

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4650.1500	Contributed Capital - Contributed	325,560	0	0	0	0	0
	SUBTOTAL CONTRIBUTED CAPITAL	699,858	303,000	206,845	303,000	330,000	303,000
4900.1755	Other Financing Sources - Reappro	0	103,542	0	0	0	0
	SUBTOTAL OTHER FINANCING SOURCE	0	103,542	0	0	0	0
4930.7000	Debt Issuance - Premium Revenue	24,839	0	0	0	0	0
	SUBTOTAL DEBT ISSUANCE	24,839	0	0	0	0	0
TOTAL REVENUE		13,414,472	12,333,542	8,095,667	12,877,572	13,456,500	12,650,000

COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY SEWER FUND As of June 30, 2017

Fiscal Year	Principal	Interest	Total Debt Service Per Year
2017-2018	\$ 1,203,030	\$ 564,996	\$ 1,768,026
2018-2019	1,189,607	445,690	1,635,297
2019-2020	1,150,297	399,693	1,549,990
2020-2021	1,140,884	355,766	1,496,650
2021-2022	1,147,806	316,569	1,464,375
2022-2023	1,122,848	277,777	1,400,625
2023-2024	1,363,511	278,608	1,642,119
2024-2025	895,798	157,215	1,053,013
2025-2026	1,079,713	162,076	1,241,789
2026-2027	1,086,257	124,977	1,211,234
2027-2028	909,933	94,366	1,004,299
2028-2029	736,744	73,331	810,075
2029-2030	535,902	58,341	594,244
2030-2031	483,670	47,695	531,365
2031-2032	442,731	38,210	480,940
2032-2033	359,125	29,609	388,735
2033-2034	237,500	23,898	261,398
2034-2035	237,500	17,813	255,313
2035-2036	237,500	10,688	248,188
2036-2037	237,500	3,563	241,063
TOTAL	\$ 15,797,857	\$ 3,480,879	\$ 19,278,736

CITY OF DANBURY
PUBLIC UTILITIES – WATER FUND



PUBLIC UTILITIES - WATER FUND

Public Utilities Superintendent: David Day

Proposed Budget: 2017-2018

Dept. #: 9800

Statement of Mission:	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.
Department Goals:	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."
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Prepared Emergency Action Plans for all Water Supply Dams in accordance with CT DEEP regulations.• Updated Danbury's Water Supply Plan as required by the State Department of Public Health Drinking Water Section.• Continued program to replace remaining out of service City fire hydrants.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Complete the rehabilitation or replacement of the WestConn Water Storage Tank.• Complete installation of a groundwater treatment system for the Kenosia water supply wells.• Complete a new Water Treatment Plant Facilities Plan to identify and assess existing and long term upgrade needs.

PUBLIC UTILITIES - WATER		
Public Utilities Superintendent: David Day	PROPOSED BUDGET: 2017-2018	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:	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of Customers	10,739	10,811	10,826	10,857	10,909	10,939	10,969
Water Usage in Gallons	1,929,413	1,833,741	1,839,076	1,864,234	1,802,277	1,800,000	1,800,000
Current Year Collection %	89.7%	92.6%	93.6%	93.8%	91.5%	91.5%	91.3%
Water Billings	\$7,851,146	\$7,527,188	\$7,866,763	\$8,008,233	\$8,100,737	\$8,300,000	\$8,400,000
# of Fire Lines	416	424	443	455	466	469	477

Proposed Capital Budget: FY17/18

Priority	PROJECT DESCRIPTION	SOURCE FOR FUNDS					Proposed Capital Budget FY 17/18	Balance
		TOTAL COST	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Amb., Animal, Water or Sewer Fund	Existing Capital Budget		
Existing	Vehicle Replacement Program	\$ 1,130,000	\$ -		\$0	\$315,000	\$0	\$815,000
Urgent	Kenosia Well Field Groundwater Treatment System	\$ 618,000			\$270,000		\$270,000	\$0
Urgent	Harvest Hill Pump Station Emergency Generator	\$ 92,000		\$69,000	\$23,000		\$92,000	\$0
Urgent	WestConn Pump Station Upgrades	\$ 176,000	\$ -		\$ 120,000.00		\$120,000	\$56,000
Urgent	Margerie Treatment Plant Upgrades	\$ 172,000	\$ -		\$ 172,000.00		\$172,000	\$0

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)

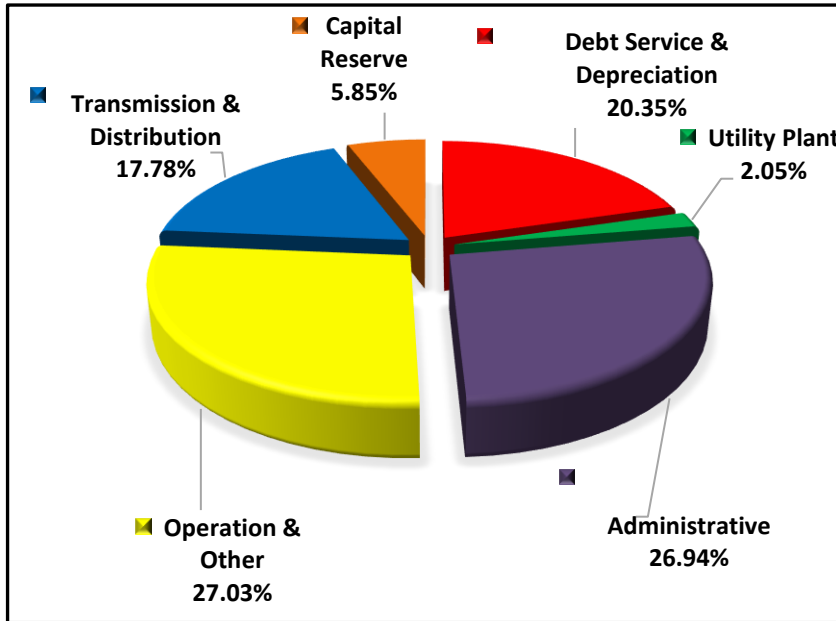
- Chapter VI, Section 6-7, Paragraph D, "The Superintendent of Public Utilities", in the City of Danbury Charter

Data Reference(s):

- City Charter and Public Utilities Historical Collections and Billings

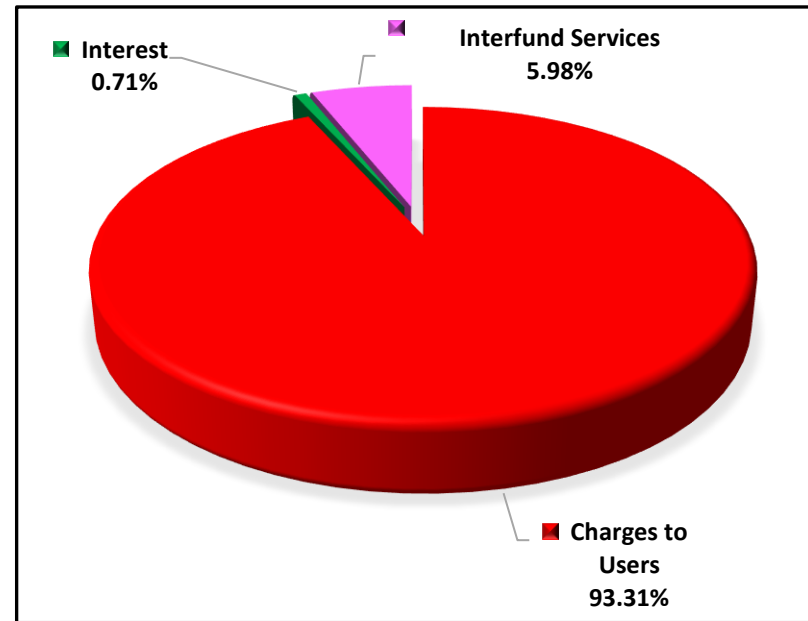
**CITY OF DANBURY
WATER FUND
2017-2018 PROPOSED BUDGET**

EXPENDITURES



Debt Service & Depreciation	\$2,034,713
Utility Plant	205,000
Administrative	2,694,450
Operation & Other	2,703,125
Transmission & Distribution	1,777,712
Capital Reserve	585,000
Total	\$10,000,000

REVENUES



Charges to Users	\$9,330,650
Interest (Inv & Penalties)	71,000
Interfund Services	598,350
Total	\$10,000,000

CITY OF DANBURY
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS
WATER FUND
FISCAL YEARS 2013-2014 TO 2017-2018

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>OPERATING REVENUES</u>					
Charges for Services	8,964,537	8,995,954	9,138,626	9,368,000	9,955,000
TOTAL OPERATING REVENUES	8,964,537	8,995,954	9,138,626	9,368,000	9,955,000
<u>OPERATING EXPENSES</u>					
Salaries, Benefits, and Claims	4,006,206	4,460,769	6,425,117	4,821,641	5,047,355
Materials & Supplies	597,169	603,402	580,533	694,500	714,500
Depreciation	1,536,939	1,525,483	1,549,432	1,693,452	1,693,452
Utilities	699,178	868,586	634,856	512,000	529,000
Administrative and Operating	521,416	275,544	296,221	1,152,146	1,089,432
TOTAL OPERATING EXPENDITURES	7,360,908	7,733,784	9,486,159	8,873,739	9,073,739
TOTAL OPERATING INCOME	1,603,629	1,262,170	(347,533)	494,261	881,261
<u>NON-OPERATING REVENUES (EXPENDITURES)</u>					
Interest Income	18,500	23,508	37,672	22,000	45,000
Loss on Disposal of Capital Assets	-	-	(79,465)	-	-
Interest Expense	(382,557)	(352,204)	(276,970)	(341,261)	(341,261)
TOTAL NON-OPERATING REVENUES (EXPENDITURES)	(364,057)	(328,696)	(318,763)	(319,261)	(296,261)
NET INCOME BEFORE CAPITAL CONTRIBUTIONS/(EXPENDITURES)	1,239,572	933,474	(666,296)	175,000	585,000
Capital Contributions/(Capital Expenditures)	548,616	246,984	657,059	(175,000)	(585,000)
CHANGE IN NET ASSETS	1,788,188	1,180,458	(9,237)	-	-
NET ASSETS, BEGINNING	74,440,163	76,228,351	77,408,809	77,399,572	77,399,572
NET ASSETS, ENDING	76,228,351	77,408,809	77,399,572	77,399,572	77,399,572

CITY OF DANBURY WATER FUND Proposed Budget: 2017-2018
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REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4190.0150	Penlts. & Int. on Delq Taxes - Interest on Delq. Taxes	228,155	175,000	125,466	175,000	190,000	190,000
4190.0160	Penlts. & Int. on Delq Taxes - Liens & Other Fees Taxes	60	0	0	0	0	0
	SUBTOTAL TAX FEES	228,214	175,000	125,466	175,000	190,000	190,000
4200.2260	Lic. & Prmts - Public Utilities Permits	24,740	29,000	18,585	29,000	28,000	28,000
	SUBTOTAL LICENCES & PERMITS	24,740	29,000	18,585	29,000	28,000	28,000
4400.4000	Chgs for Svcs - Refund - Prior Year Exp	558	0	0	0	0	0
4400.4260	Chgs for Svcs - Electric Interruption	4,193	0	2,295	19,000	20,000	3,000
4400.4820	Chgs for Svcs - Other Revenues	84,474	150,000	45,098	150,000	611,347	119,000
4400.4840	Chgs for Svcs - Connection Charges	418,236	421,000	432,660	421,000	422,000	421,000
4400.4860	Chgs for Svcs - Meter Deposits	6,599	15,000	18,848	15,000	13,000	13,000
4400.4880	Chgs for Svcs - Metered Sales	8,393,301	8,550,000	5,224,932	8,550,000	8,384,000	8,556,650
4400.4960	Chgs for Svcs - Physcial Inventory Change	-41,297	0	0	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	8,866,064	9,136,000	5,723,833	9,155,000	9,450,347	9,112,650
4500.1004	Intrfd Svc Rev - Prov for Sewer Fund	0	0	0	0	0	598,350
	SUBTOTAL INTERFUND SERVICES	0	0	0	0	0	598,350
4510.5190	Fines & Penlts. - Interest & Liens - Non Tax	19,581	28,000	3,265	28,000	26,000	26,000

**CITY OF DANBURY
WATER FUND
Proposed Budget: 2017-2018**

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4510.5195	Fines & Penlts. - Lien Admin Fee - Non Tax	27	0	63	0	0	0
	SUBTOTAL FINES & PENALTIES	19,608	28,000	3,328	28,000	26,000	26,000
4610.1200	Invst. Earnings - Interest on Investments	37,672	22,000	40,217	55,200	50,000	45,000
	SUBTOTAL INTEREST	37,672	22,000	40,217	55,200	50,000	45,000
4650.1500	Contrib Capital - Contributed Capitals Revenue	657,060	0	293,450	0	0	0
	SUBTOTAL CONTRIBUTED CAPITAL	657,060	0	293,450	0	0	0
4900.1740	Other Fin. Sources - Sale of Assets	-79,465	0	0	0	0	0
4900.1755	Other Fin. Sources - Reappropriations	0	108,586	0	0	0	0
4930.7000	Debt Issuance - Premium Revenue	48,265	0	0	0	0	0
	SUBTOTAL DEBT ISSUANCE	-31,200	108,586	0	0	0	0
TOTAL REVENUE		9,802,159	9,498,586	6,204,879	9,442,200	9,744,347	10,000,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
8001	FICA						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	197,816	216,000	108,000	216,000	222,000	222,000
	SUB-TOTAL: FICA	197,816	216,000	108,000	216,000	222,000	222,000
8002	PENSION EXPENSE						
5350.2202	Interfund Svc Exp - General Fund Svcs	1,500,000	0	0	0	0	0
5350.2216	Interfund Svc Exp - Post Emp. Benefits	623,099	533,000	500,000	533,000	600,000	600,000
	SUB-TOTAL: PENSION EXPENSE	2,123,099	533,000	500,000	533,000	600,000	600,000
8003	EMPLOYEE SERVICE BENEFITS						
5250.1650	Other Benefits - Emp.s Service	0	0	0	0	0	8,345
	SUB-TOTAL: EMPLOYEE SERVICE BENEFITS	0	0	0	0	0	8,345
8005	STATE UNEMPLOYMENT COMP						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	0	10,000	0	0	10,000	10,000
	SUB-TOTAL: STATE UNEMPLOYMENT COMP	0	10,000	0	0	10,000	10,000
8006	EMPLOYEE HEALTH & LIFE INS						
5250.1650	Other Benefits - Emp.s Service	0	30,000	0	30,000	0	0
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	254,438	317,975	158,988	294,330	316,576	316,576
5350.2216	Interfund Svc Exp - Post Emp. Benefits	11,700	17,550	17,550	17,550	26,325	26,325
	SUB-TOTAL: EMPLOYEE HEALTH & LIFE INS	266,138	365,525	176,538	341,880	342,901	342,901
8007	UNION WELFARE						

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	543,180	579,500	289,750	575,050	640,000	640,000
SUB-TOTAL: UNION WELFARE		543,180	579,500	289,750	575,050	640,000	640,000
8008	RISK MANAGEMENT						
5350.2214	Interfund Svc Exp - Risk/Benefit Svcs	186,734	195,000	97,500	192,500	195,000	195,000
5350.2215	Interfund Svc Exp - Wrkrs Comp Svcs	100,804	116,827	31,827	81,668	117,000	117,000
SUB-TOTAL: RISK MANAGEMENT		287,538	311,827	129,327	274,168	312,000	312,000
9801	LONG TERM DEBT BONDS						
5880.3400	Debt Service - Interest on Bonds	364,490	341,261	307,028	341,261	272,925	341,261
SUB-TOTAL: LONG TERM DEBT BONDS		364,490	341,261	307,028	341,261	272,925	341,261
9802	UTILITY PLANT						
5500.2405	Maintenance & Repair - Buildings & Structures	10,145	16,000	13,645	16,000	16,000	16,000
5700.2782	Equipment - Meters	12,996	25,000	0	15,000	12,000	12,000
5700.2770	Equipment - Water Treatment	26,454	20,000	18,017	20,000	21,000	21,000
5700.4659	Equipment - Reimb of Expenditures	-1,658	0	-825	0	0	0
5700.2792	Equipment - Power Operated	31,519	15,000	7,586	15,000	16,000	16,000
5700.2790	Equipment - Laboratory	4,818	9,900	1,819	9,900	10,000	10,000
5700.2788	Equipment - Stores	84	500	0	500	1,000	1,000
5700.2784	Equipment - Hydrants	955	18,900	8,928	21,900	20,000	20,000
5700.2780	Equipment - Services-T&D Mains	3,992	2,000	1,322	2,000	3,000	3,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5700.2778	Equipment - Transmission & Distribution	5,999	4,000	3,365	10,000	11,000	11,000
5700.2776	Equipment - Dist/Reserv/Stand Pipe	16,213	21,000	4,600	5,000	6,000	6,000
5700.2772	Equipment - Electric Pumping	28,705	42,000	33,805	42,000	30,000	30,000
5700.2730	Equipment - Garage & Shop	1,947	2,000	908	2,000	2,000	2,000
5700.2700	Equipment - Office	1,734	1,000	0	1,000	1,000	1,000
5700.2774	Equipment - Reservoir	9,321	5,000	2,434	5,000	6,000	6,000
SUB-TOTAL: UTILITY PLANT		153,222	182,300	95,603	165,300	155,000	155,000
9803	UTILITY PLANT OPERATION						
5400.2395	Property Services - Payment in Lieu of Taxes	48,014	49,000	48,254	49,000	50,000	50,000
SUB-TOTAL: UTILITY PLANT OPERATION		48,014	49,000	48,254	49,000	50,000	50,000
9804	SOURCE OF SUPPLY						
5300.2125	Purch Svcs - Oper/Super/Engineering-Source	127,064	348,586	105,746	348,586	300,000	220,000
SUB-TOTAL: SOURCE OF SUPPLY		127,064	348,586	105,746	348,586	300,000	220,000
9805	PUMPING OPERATION						
5500.2455	Maintenance & Repair - Pumping Equipment	16,722	18,000	15,364	18,000	19,000	19,000
5500.2405	Maintenance & Repair - Buildings & Structures	6,637	5,000	2,943	8,000	9,000	9,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5600.2540	Materials & Supplies - Electrical Service	154,761	170,000	149,404	170,000	187,000	187,000
SUB-TOTAL: PUMPING OPERATION		178,120	193,000	167,711	196,000	215,000	215,000
9806	WATER TREATMENT OPERATION						
5020.1000	Salaries - Regular	709,036	719,358	463,004	742,478	719,358	723,983
5030.1000	Overtime - Salaries	117,626	110,000	83,007	132,411	113,000	113,000
5050.1140	Other Salaries - Other Earnings	0	9,568	0	9,568	19,783	36,377
5250.1660	Other Benefits - Shoe Allowance	1,320	1,320	1,320	1,320	1,320	1,320
5250.1620	Other Benefits - Longevity	2,805	2,830	2,830	2,830	3,160	3,160
5250.1630	Other Benefits - Sick Leave	3,147	3,234	1,869	1,869	0	2,639
5300.2195	Purch Svcs - Misc Services	81,997	96,500	52,783	175,000	175,000	96,500
5500.2420	Maintenance & Repair - Office Equipment	209	220	109	220	0	0
5500.2460	Maintenance & Repair - Water Treatment Equipment	38,129	56,200	33,358	43,200	40,000	40,000
5500.2405	Maintenance & Repair - Buildings & Structures	11,211	15,000	5,759	15,000	15,500	15,500
5600.2695	Materials & Supplies - Miscellaneous	4,839	6,000	2,230	6,000	7,000	7,000
5600.2575	Materials & Supplies - Industrial Chemicals	402,397	450,000	286,606	450,000	460,000	460,000
5600.2540	Materials & Supplies - Electrical Service	239,893	310,000	157,445	275,000	341,000	310,000
5700.2750	Equipment - Safety	2,105	5,936	3,579	5,936	7,000	7,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
SUB-TOTAL: WATER TREATMENT OPERATION		1,614,716	1,786,166	1,093,900	1,860,832	1,902,121	1,816,479
9807	TRANSMISSION & DISTRIBUTION						
5020.4659	Salaries - Reimbursement of Expenditures	-6,597	0	-1,707	0	0	0
5020.1000	Salaries - Regular	1,000,563	1,201,923	691,502	1,076,270	1,201,923	1,204,055
5030.1000	Overtime - Salaries	231,154	190,000	158,005	209,553	193,800	193,800
5040.1000	Part Time - Salaries	43,106	45,000	24,055	32,044	56,160	56,160
5050.1140	Other Salaries - Other Earnings	0	45,025	0	45,025	32,300	62,626
5250.1620	Other Benefits - Longevity	4,040	4,370	3,940	3,940	4,600	4,600
5250.1630	Other Benefits - Sick Leave	10,429	7,714	326	327	1,492	8,032
5250.1660	Other Benefits - Shoe Allowance	2,090	2,530	2,200	2,530	2,090	2,310
5250.1665	Other Benefits - Tool Allowance	120	120	120	120	120	120
5250.1650	Other Benefits - Emp.s Service	0	0	0	0	32,609	32,609
5300.2130	Purch Svcs - Customer Service Installation	1,089	2,000	0	2,000	2,000	2,000
5500.4659	Maintenance & Repair - Reimbursement of Expenditures	-30,764	0	-7,179	0	0	0
5500.2470	Maintenance & Repair - Meters	11,486	9,000	5,409	9,000	12,000	12,000
5500.2475	Maintenance & Repair - Hydrants	14,801	6,500	1,364	6,500	0	0
5500.2465	Maintenance & Repair - Distrib/Reservoirs/Standpipe	64,371	41,500	31,174	37,500	39,000	39,000
5500.2405	Maintenance & Repair - Buildings & Structures	27,315	28,000	13,129	28,000	29,000	29,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5600.2540	Materials & Supplies - Electrical Service	25,117	32,000	17,960	32,000	32,000	32,000
5600.2635	Materials & Supplies - Transmission & Distribution	37,426	52,000	22,829	52,000	54,000	54,000
5600.2640	Materials & Supplies - Meter	1,204	10,000	5,216	10,000	11,000	11,000
5600.2695	Materials & Supplies - Miscellaneous	16,928	25,000	11,306	25,000	24,400	24,400
5600.4659	Materials & Supplies - Reimbursement of Expenditures	-706	0	0	0	0	0
5700.2750	Equipment - Safety	9,229	9,000	8,092	9,000	10,000	10,000
SUB-TOTAL: TRANSMISSION & DISTRIBUTION		1,462,402	1,711,682	987,742	1,580,809	1,738,494	1,777,712
9809	CONSUMER ACCTS OPERATIONS						
5350.2202	Interfund Svc Exp - General Fund Svcs	249,400	249,400	0	249,400	249,400	249,400
5600.2695	Materials & Supplies - Miscellaneous	18,315	38,500	6,348	38,500	38,500	38,500
SUB-TOTAL: CONSUMER ACCTS OPERATIONS		267,715	287,900	6,348	287,900	287,900	287,900
9810	ADMIN & GENERAL OPERATIONS						
5020.1000	Salaries - Regular	234,474	294,075	87,925	181,769	240,372	282,569
5030.1000	Overtime - Salaries	4,946	4,000	3,594	5,199	4,000	4,000
5050.1140	Other Salaries - Other Earnings	0	0	0	0	8,014	10,478
5250.1620	Other Benefits - Longevity	1,265	1,265	1,265	1,265	1,365	1,365
5250.1630	Other Benefits - Sick Leave	4,514	4,597	4,596	4,597	4,666	4,940
5250.1660	Other Benefits - Shoe Allowance	220	220	220	220	220	220
5300.2020	Purch Svcs - Financial Services	15,000	15,000	4,440	15,000	15,000	15,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5300.2040	Purch Svcs - Outside Svcs	9,967	16,000	4,613	16,000	17,000	17,000
5500.2415	Maintenance & Repair - Automotive Equipment	76,041	76,000	41,180	60,000	65,000	65,000
5500.2420	Maintenance & Repair - Office Equipment	1,955	1,090	457	1,090	0	0
5600.2500	Materials & Supplies - Office	3,742	4,000	2,308	4,000	5,000	5,000
5600.2550	Materials & Supplies - Motor Fuel	69,773	80,000	32,453	80,000	82,000	82,000
5600.2560	Materials & Supplies - Tires	8,361	15,500	7,055	12,500	13,000	13,000
5600.2695	Materials & Supplies - Miscellaneous	19,457	19,000	17,806	19,000	19,600	19,600
5855	Contingency -	0	25,000	0	25,000	20,000	39,032
SUB-TOTAL: ADMIN & GENERAL OPERATIONS		449,715	555,747	207,912	425,640	495,237	559,204
9811	WATER DISCOUNTS						
6200.6250	Discounts - Departmentwide	-51	0	-66	0	0	0
SUB-TOTAL: WATER DISCOUNTS		-51	0	-66	0	0	0
9812	ENGINEERING SERVICES WATER						
5020.1000	Salaries - Regular	155,479	156,049	99,608	158,192	156,049	160,341
5250.1620	Other Benefits - Longevity	910	1,010	1,010	1,010	1,010	1,010
5250.1630	Other Benefits - Sick Leave	2,181	1,581	1,500	1,501	2,911	2,395
SUB-TOTAL: ENGINEERING SERVICES WATER		158,570	158,640	102,119	160,703	159,970	163,746
9814	WATER CAPITAL						
5865.3109	Operating Transfer Out - To Capital Funds	615,000	175,000	175,000	175,000	311,000	585,000

WATER FUND
Proposed Budget: 2017-2018

Dept. #: 9800

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
SUB-TOTAL: WATER CAPITAL		615,000	175,000	175,000	175,000	311,000	585,000
9815	GAAP YEAR END ENTRY						
5880.3400	Debt Service - Interest on Bonds	-24,155	0	0	0	0	0
5880.3460	Debt Service - Gain Income	-15,100	0	0	0	0	0
8026	Depreciation Expense -	1,549,432	1,693,452	0	1,693,452	1,560,000	1,693,452
SUB-TOTAL: GAAP YEAR END ENTRY		1,510,177	1,693,452	0	1,693,452	1,560,000	1,693,452
GRAND TOTAL: WATER FUND		10,366,926	9,498,586	4,500,911	9,224,581	9,574,548	10,000,000

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
WATER FUND
As of June 30, 2017**

Fiscal Year	Principal	Interest	Total Debt Service Per Year
2017-2018	\$ 1,252,407	\$ 272,924	\$ 1,525,331
2018-2019	1,078,407	217,326	1,295,733
2019-2020	707,407	177,025	884,432
2020-2021	607,750	145,551	753,301
2021-2022	606,750	119,664	726,414
2022-2023	417,750	98,811	516,561
2023-2024	442,750	83,824	526,574
2024-2025	401,000	58,808	459,808
2025-2026	421,000	44,735	465,735
2026-2027	400,000	28,188	428,188
2027-2028	212,750	16,592	229,342
2028-2029	158,750	10,299	169,049
2029-2030	127,750	5,915	133,665
2030-2031	40,000	3,525	43,525
2031-2032	20,000	2,825	22,825
2032-2033	20,000	2,425	22,425
2033-2034	20,000	2,013	22,013
2034-2035	20,000	1,500	21,500
2035-2036	20,000	900	20,900
2036-2037	20,000	300	20,300
TOTAL	\$ 6,994,471	\$ 1,293,150	\$ 8,287,621

WATER DEPARTMENT
Proposed Budget: 2017-2018

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS			PRESENT RATES	PROPOSED BUDGET 2017-2018
	2016-2017 BUDGET	CHANGE (+ or -)	2017-2018 BUDGET		
SUPERINTENDENT OF PUBLIC UTILITIES	1		1	116,598	116,598
CHIEF OF OPERATIONS	1		1	81,360	81,360
CHIEF OF WATER QUALITY & TECH. SERVICES	1		1	91,422	91,422
ENGINEER I	2		2	80,170	160,341
ADMINISTRATIVE MANAGER	1		1	77,508	77,508
FOREMAN/MAINTENANCE	1		1	79,669	79,669
* LEAD PIPE INSTALLER (WATER & UTILITIES)	2		2	64,751	129,502
* CUSTOMER SERVICE COORDINATOR	0	1	1	62,732	62,732
* 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	360,670
* 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	0		0
* OPERATOR	6		6	52,208	313,249
* 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
SALARY ADJUSTMENT FOR PARTIALLY FUNDED POSITION(S)					(27,972)
TOTAL	39		39		2,370,948

Staffing Change Notes:

- 1 CLERK TYPIST II : Reclassified Position
- 2 CUSTOMER SERVICE COORDINATOR: Newly budget position

**IMPACT OF CAPITAL INVESTMENTS
ON OPERATING BUDGET**

The Total FY 17-18 Capital Budget of \$24,819,922 to be Funded As Follows:

Funding Summary	Budget Amount
Total City Projects	\$19,450,000
City Leases	\$1,923,922
Ambulance Fund	\$365,000
Animal Control Fund	\$965,000
Sewer Fund	\$1,462,000
Water Fund	\$654,000
TOTAL	\$24,819,922

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
Construction Services	\$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.
Engineering	\$8,675,000	City Sidewalks/Street Improvements Partial PIP Bond, Bridge Maintenance PIP Bond, Still River removal of vegetation, dredging, river wall repair, Jefferson Avenue Bridge Road Bond 2020, MS4 Permit Requirements, Middle River Road Bridge over Brook Road Bond 2020, Crosby Street Connector Bridge PIP Bond, Recreational Improvements PIP Bond, City Basketball Courts PIP Bond, Triangle Street Bridge PIP Bond, Franklin Street Bridge over Mercer's Brook Road Bond 2020, Kenosia Avenue Bridge over Mill Plain Swamp Road Bond 2020, Library Parking Lot Reorganization	Maintain safety for pedestrian and vehicle traffic and aesthetics of the City. Dredging benefits in marine environments in the short-term and long-term.
Finance	\$150,000	City Hall Equipment (Office): Chairs for City Hall, Probate office furnishings and Corporation Counsel Office Renovation.	An investment in ergonomic office furniture, will not only replace 20-year old furniture, but will also provide ergonomically sound seating for employees and safe, welcoming seating for the public.
Fire	\$595,150	Fire Tools Replacement Program Allocation, Apparatus Replacement, Turnout Gear, Volunteer Station Repairs, HQ Remodel & Addition	Safety features on new equipment improves Firefighter and citizen safety, and aids in quicker response when responding to emergencies. HQ addition provides needed room; volunteer station updates overdue

Impact on Operating Budget (Continued)

DEPARTMENT	CAPITAL FUNDING	CAPITAL IMPROVEMENT	OPERATING IMPACT
Forestry	\$40,000	Tree Trimming & Removal in Public Rights of Way	Eliminate hazardous conditions caused by unhealthy, overgrown trees that pose a defect or public hazard.
Highway	\$3,660,000	Replace Highway Department Equipment, Paving, Drainage and Road Improvements, PIP Bond, Streetlight Program Lease Purchase	Improves motor vehicle safety on roadways, purchase existing streetlights and replace with more cost effective and highly efficient energy saving bulbs.
Information Technology	\$1,008,543	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, Open Data Reporting Initiative	Improve the efficiency and reliability of technology to address internal needs to provide reliable services to the citizens of Danbury.
Office of Project Excellence	\$100,000	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.
Planning	\$1,725,000	Octagon House Rehabilitation, Hearthstone Castle Walled Garden PIP Bond, Downtown Danbury TOD Study	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. Preserve portion of historic castle, and downtown transit study to be used to analyze needs.

Impact on Operating Budget (Continued)

DEPARTMENT	CAPITAL FUNDING	CAPITAL IMPROVEMENT	OPERATING IMPACT
Police	\$510,000	Vehicle Replacement Program, Taser Replacement Program, ICOP Replacement Program	Vehicle replacement allows on-duty officers to maintain the safety of the City and improve response time. Updated safety equipment and technology helps maintain officer and citizen safety during vehicle stops.
Public Buildings	\$620,000	Structural Repairs to Parking Garage, HVAC Replacement Program, Replace Chiller and Rooftop Units at City Hall, Ives House HVAC Replacement, Workplace Safety Program	Structural garage repair will prevent harmful situations to motorists and pedestrians. HVAC/Chiller replacements aid in comfort, health and air quality and safety program will help to prevent accidents.
Schools	\$3,040,229	School Roof Replacement Program, UST Replacements in various locations, BOE Technology Improvement Program and 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. Technology upgrades will help stay current.
Richter Park	\$950,000	Richter Park Improvements PIP Bond, Richter House Renovation	Updates to Richter Park to generate increased revenue through use of facilities.
Tax Assessor	\$150,000	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
Animal Control Fund	\$965,000	Animal Control Facility PIP Bond and Equipment Replacement Program	Animal Control provides a superior quality of life for the people of Danbury by providing the best possible animal control services. Services have outgrown existing facility.
Ambulance Fund	\$365,000	EMS Vehicle Replacement Program	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.
Public Utilities: Sewer Dept/ Fund	\$1,462,000	- Vehicle Replacement Program Phase 2(existing), Sewer Collection System Improvements and rehab WWTP Emergency Generator #2	Existing fleet will continue to be replaced with more fuel-efficient, reliable vehicles lowering repair and maintenance costs. Sewer Relocation reduces possible sewer backup, sanitation overflow and erosion prevention.
Public Utilities: Water Dept/ Fund	\$654,000	Vehicle Replacement Program, Kenosia Field Treatment, WestConn Pump Station upgrades and Margerie Treatment Plant upgrades	Existing fleet will continue to be replaced with more fuel-efficient, reliable vehicles lowering repair and maintenance costs. Treatment and upgrades to City's source of supply.

\$24,819,922

FY 17/18 Total Capital Funding

**The \$3.0M Borrowing Included in the FY 2017-2018 Capital Budget
For the Following Projects Have Been Deemed Necessary:**

CAPITAL IMPROVEMENT PROJECT	FUNDING AMOUNT
Engineering: Still River removal of vegetation, dredging, river wall repair	\$1,365,000 (R)
Engineering: MS4 Permit Requirements	\$450,000 (R)
Highway: Replace Highway Department Equipment	\$100,000 (R)
Public Buildings: HVAC Replacement Program	\$135,000 (R)
Schools: School Roof Replacement Program	\$750,000 (R)
Schools: School HVAC Program	\$200,000 (R)
Total Funding Amount:	<u>\$3,000,000</u>

* **(R)** = Recurring Capital Expenditure

* **(NR)** = Non-recurring Capital Expenditure

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 2017-2018**. 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 17-18 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 17-18 Capital Budget includes funding for the following: **Construction Services** - Playground Equipment and Safety Improvements at City Parks and Schools, Open Space Bond; **Engineering** - City Sidewalks/Street Improvements Partial PIP Bond, Bridge Maintenance PIP Bond, Still River removal of vegetation, dredging, river wall repair, Jefferson Avenue Bridge Road Bond 2020, MS4 Permit Requirements, Middle River Road Bridge over Brook Road Bond 2020, Crosby Street Connector Bridge PIP Bond, Recreational Improvements PIP Bond, City Basketball Courts PIP Bond, Triangle Street Bridge PIP Bond, Franklin Street Bridge over Mercer's Brook Road Bond 2020, Kenosia Avenue Bridge over Mill Plain Swamp Road Bond 2020, Library Parking Lot Reorganization; **Finance** - City Hall Equipment (Office), Chairs for City Hall, Probate office furnishings and Corporation Counsel Office Renovation; **Fire** - Fire Tools Replacement Program Allocation, Apparatus Replacement, Turnout Gear, Volunteer Station Repairs, HQ Remodel & Addition; **Forestry** - Tree Trimming & Removal in Public Rights of Way; **Highway** - Replace Highway Department Equipment, Paving, Drainage and Road Improvements, PIP Bond, Streetlight Program Lease Purchase; **Information Technology** - City Server Storage Replacement Program, Public Safety Tough Book Replacement (Technology), Computer Hardware Replacement Program, IT Security and Evaluation, Microsoft 365 Integration, Open Data Reporting Initiative; **Police** - Vehicle Replacement Program, Taser Replacement Program, ICOP Replacement Program; **Public Buildings** - Structural Repairs to Parking Garage, HVAC Replacement Program, Replace Chiller and Rooftop Units at City Hall, Ives House HVAC Replacement, Workplace Safety Program; **Office of Project Excellence** - Downtown Loan Improvement Program; **Planning** - Octagon House Rehabilitation, Hearthstone Castle Walled Garden PIP Bond, Downtown Danbury Transit-Oriented Development Study; **Schools** - School Roof Replacement Program, UST Replacement - various locations, BOE Technology Improvement Program

Capital Budget Overview (Continued)

School HVAC Program; **Richter Park** -Richter Park Improvements PIP Bond, Richter House Renovation; **Tax Assessor** - Property Revaluation; **Sewer** – Vehicle Replacement Program Phase 2, WWTP Emergency Generator #2, Sewer Collection System Improvements; **Water** – Vehicle Replacement Program, Kenosia Well Field Groundwater Treatment System, Harvest Hill Pump Station Emergency Generator, WestConn Pump Station and Margerie Treatment Plant Upgrades; **Ambulance** – EMS Vehicle Replacement Program; **Animal Control** – Animal Control Facility PIP Bond, Equipment Replacement Program.

The total FY 17-18 Capital Budget of **\$24,819,922** to be funded as follows: General Fund = **\$3,878,922**, General Fund reserve = **\$1,300,000**, Sewer and Water Funds = **\$2,116,000**, Ambulance Fund = **\$365,000**, Animal Control Fund = **\$965,000**, Borrowing - Bonds/BANS = **\$3,000,000**, Federal/State grants = **\$1,729,000**, LoCIP = **\$0**, CDBG = **\$525,000**, funds from existing bonds = **\$12,850,000**.

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”.

Capital Budget Process (Continued)

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.

February – On or before February 15th, 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 7th – 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 1st, 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 15th, 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. The State eliminated LOCIP funding in during FY 2016-2017 so none of the LOCIP projects approved for the FY 2016-2017 Budget were initiated. If LOCIP funding is restored in FY 2017-2018 as rumored, then previously approved projects will continue.

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.

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, 2017.

**CITY OF DANBURY
STATEMENT OF DEBT LIMITATION
June 30, 2017**

Total Tax Collections (including interest and lien fees)	
For the year ended June 30, 2016	\$ 198,137,715
Reimbursement for Revenue Loss On:	
Tax Relief for Elderly	\$ 341,282
BASE	<u>\$ 198,478,997</u>
Debt Limit	\$ 1,389,352,979

<u>Debt Limitation</u>	<u>General Purpose</u>	<u>Schools</u>	<u>Sewer</u>	<u>Urban Renewal</u>	<u>Unfunded Pension</u>	
2 1/4 times base.....	\$ 446,577,743	\$	\$	\$	\$	
4 1/2 times base.....		893,155,487				
3 3/4 times base.....			744,296,239			
3 1/4 times base.....				645,056,740		
3 times base.....					595,436,991	
Total Debt Limitation.....	\$ 446,577,743	\$ -	\$ 893,155,487	\$ 744,296,239	\$ 645,056,740	\$ 595,436,991
Indebtedness			0			
Outstanding Debt:						
Bonds Payable (1)	102,977,088	28,358,790	12,710,857	590,000		
Bonds Authorized But Unissued (1)	15,919,854	20,890,982	13,935,080			
Short-Term Notes Payable	5,000,000	57,500,000	1,000,000			
Capital Leases	2,978,069	11,098,299				
Total Indebtedness	126,875,011	117,848,071	27,645,937	662,000	-	
DEBT LIMITATION IN EXCESS OF INDEBTEDNESS	\$ 319,702,732	\$ 775,307,416	\$ 716,650,302	\$ 644,394,740	\$ 595,436,991	

(1) Excluded from above is \$6,994,471 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 \$3,087,000 outstanding sewer assessment bonds, \$1,626,311 water assessment debt authorized but unissued and \$3,251,088 sewer assessment debt authorized but unissued.

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE CAPITAL PROJECTS FUND
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FISCAL YEARS 2012-2013 TO 2016-2017

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017 *
REVENUES					
Federal & State Governments	-	-	2,459,483	19,039,788	25,000,000
Other					
TOTAL REVENUE	<u>-</u>	<u>-</u>	<u>2,459,483</u>	<u>19,039,788</u>	<u>25,000,000</u>
EXPENDITURES					
Capital Outlay	14,955,250	35,789,440	16,999,185	19,382,637	56,720,414
TOTAL EXPENDITURES	<u>14,955,250</u>	<u>35,789,440</u>	<u>16,999,185</u>	<u>19,382,637</u>	<u>56,720,414</u>
Excess (Deficiency) of Revenues over Expenditures	<u>(14,955,250)</u>	<u>(35,789,440)</u>	<u>(14,539,702)</u>	<u>(342,849)</u>	<u>(31,720,414)</u>
OTHER FINANCING SOURCES (Uses)					
Bond/Note Proceeds	10,961,846	1,250,000	2,400,000	18,000,000	10,850,000
Transfer In		3,500,000	5,250,000	5,735,514	3,878,922
Transfer Out			(813,616)	(20,000)	(4,273,922)
TOTAL OTHER FINANCING SOURCES	<u>10,961,846</u>	<u>4,750,000</u>	<u>6,836,384</u>	<u>23,715,514</u>	<u>10,455,000</u>
Excess (Deficiency) of Revenues over Expenditures and Other Financing Sources	<u>(3,993,404)</u>	<u>(31,039,440)</u>	<u>(7,703,318)</u>	<u>23,372,665</u>	<u>(21,265,414)</u>
Beginning Fund Balance	<u>16,942,491</u>	<u>12,949,087</u>	<u>(18,090,353)</u>	<u>(25,793,671)</u>	<u>(2,421,007)</u>
Ending Fund Balance	<u><u>12,949,087</u></u>	<u><u>(18,090,353)</u></u>	<u><u>(25,793,671)</u></u>	<u><u>(2,421,007)</u></u>	<u><u>(23,686,420)</u></u>

*Note: This schedule shows projected fiscal years ending 2016-2017.

**COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY
AS OF JUNE 30, 2017**

Fiscal Year	Schools			General		Total Debt Service	
	Principal	Interest	Total	Principal	Interest	Total	Per Year
2017-2018	2,196,930	1,051,120	3,248,050	9,428,946	3,936,303	13,365,249	16,613,299
2018-2019	2,142,930	913,477	3,056,407	9,165,946	3,400,808	12,566,754	15,623,161
2019-2020	1,989,930	818,784	2,808,714	8,649,946	2,991,609	11,641,555	14,450,269
2020-2021	1,950,000	730,035	2,680,035	8,534,750	2,607,079	11,141,829	13,821,864
2021-2022	1,944,000	649,005	2,593,005	8,365,750	2,271,522	10,637,272	13,230,277
2022-2023	1,863,000	569,960	2,432,960	7,771,750	1,963,444	9,735,194	12,168,154
2023-2024	2,525,000	591,953	3,116,953	7,840,250	1,726,108	9,566,358	12,683,310
2024-2025	1,034,000	323,124	1,357,124	6,817,000	1,302,484	8,119,484	9,476,608
2025-2026	1,618,000	368,109	1,986,109	7,060,500	1,106,977	8,167,477	10,153,585
2026-2027	1,620,000	314,568	1,934,568	6,684,500	855,164	7,539,664	9,474,232
2027-2028	1,371,000	265,495	1,636,495	5,738,750	624,667	6,363,417	7,999,912
2028-2029	1,355,000	224,068	1,579,068	4,668,750	443,719	5,112,469	6,691,536
2029-2030	1,353,000	184,515	1,537,515	3,778,750	307,134	4,085,884	5,623,399
2030-2031	1,046,000	150,015	1,196,015	2,866,500	207,326	3,073,826	4,269,841
2031-2032	930,000	121,181	1,051,181	1,062,500	151,541	1,214,041	2,265,222
2032-2033	930,000	93,394	1,023,394	1,062,500	122,041	1,184,541	2,207,934
2033-2034	930,000	65,231	995,231	1,062,500	92,233	1,154,733	2,149,964
2034-2035	930,000	35,550	965,550	1,062,500	59,981	1,122,481	2,088,031
2035-2036	480,000	12,319	492,319	962,500	27,281	989,781	1,482,100
2036-2037	150,000	2,250	152,250	392,500	5,888	398,388	550,638
GRAND TOTAL	\$ 28,358,790	\$ 7,484,151	\$ 35,842,941	\$ 102,977,088	\$ 24,203,307	\$ 127,180,395	\$ 163,023,337

**OUTSTANDING SHORT TERM DEBT
BOND ANTICIPATION NOTES ALL FUNDS
AS OF JUNE 30, 2017**

FUND	ISSUED	AMOUNT	ESTIMATED INTEREST	TOTAL DUE	DUE DATE
Gen Public Imp 13-14	7/21/2016	\$ 400,000	\$ 8,000	\$ 408,000	7/20/2017
Gen Public Imp 14-15	7/21/2016	200,000	4,000	204,000	7/20/2017
Gen Public Imp 15-16	7/21/2016	400,000	8,000	408,000	7/20/2017
Gen Public Imp 16-17	7/21/2016	1,500,000	30,000	1,530,000	7/20/2017
Open Space	7/21/2016	300,000	6,000	306,000	7/20/2017
Danbury Road Bond 2020	7/21/2016	2,200,000	44,000	2,244,000	7/20/2017
TOTAL GENERAL		5,000,000	100,000	5,100,000	
Head start	7/21/2016	2,250,000	45,000	2,295,000	7/20/2017
DHS Vision 2020	7/21/2016	45,250,000	905,000	46,155,000	7/20/2017
Vision 2020 Bond-Public Imps Schools	7/21/2016	10,000,000	200,000	10,200,000	7/20/2017
TOTAL SCHOOLS		57,500,000	1,150,000	58,650,000	
Vis2020 Water	7/21/2016	500,000	10,000	510,000	7/20/2017
TOTAL WATER		500,000	10,000	510,000	
Vis2020 Sewer	7/21/2016	1,000,000	20,000	1,020,000	7/20/2017
TOTAL SEWER		1,000,000	20,000	1,020,000	
GRAND TOTAL		64,000,000	1,280,000	65,280,000	

RATIO OF DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO TOTAL GENERAL FUND EXPENDITURES
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Fiscal Year Ended	Total General Fund Expenditures	Long-Term Debt Service			Ratio of Total Debt Service To Total Expenditures
		Principal	Interest	Total	
**2018	250,500,000	11,625,876	5,599,423	17,225,299	6.9%
**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 2016-2017 Adopted and **FY 2017-2018 Adopted Budgets.

**CITY OF DANBURY
RATIOS OF GENERAL BONDED DEBT
TO ASSESSED VALUE AND PER CAPITA
10-Year History**

As of June 30, 2017

Fiscal Year	Net Bonded Debt	Total Taxable Assessed Value ++	Ratio of Net Bonded Debt to Est. Actual Taxable Value	Population	Debt Per Capita
2017-2018*	137,710,002	8,793,558,237	1.57%	85,350	1,613
2016-2017	131,335,878	8,674,073,895	1.51%	84,650	1,552
2015-2016	131,366,254	8,578,765,346	1.53%	84,284	1,559
2014-2015	124,087,349	8,393,161,242	1.48%	83,784	1,481
2013-2014	123,422,599	8,315,583,327 **	1.48%	83,684	1,475
2012-2013	134,366,695	10,269,531,638	1.31%	82,818	1,622
2011-2012	134,136,419	10,197,280,681	1.32%	82,176	1,632
2010-2011	127,439,350	10,178,327,619	1.25%	81,354	1,566
2009-2010	114,147,700	10,102,458,180	1.13%	80,893	1,411
2008-2009	106,321,500	9,998,172,445 **	1.06%	79,256	1,341

* Projections - "Net Bonded Debt" is based upon FY 2017-2018 Proposed Budget, which assumes additional debt issuance of \$18,000,000 in July 2017 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	Original Lease Amount	Interest Rate	Payments to Date 03/31/17	04/01/17-06/30/17 Payments	2017/2018 Payments	2018/2019 Payments	2019/2020 Payments	Payments After 2019/2020	Sum of Payment	Lease Expires
General Fund Capital Projects										
2 Fire Truck Pumpers	1,124,353	1.29%	212,961	58,080	232,321	232,321	232,321	193,601	1,161,607	04/2021
2 Pierce Pumpers	951,150	3.88%	1,051,785	38,955	-	-	-	-	1,090,740	04/2017
Aerial Truck (Fire Ladder Truck)	1,000,000	1.80%	447,734	33,580	134,320	134,320	134,320	190,287	1,074,561	11/2021
CRM/ERP Hardware/Software Lease	2,500,000	1.59%	2,600,111	-	-	-	-	-	2,600,111	07/2016
Multi Function Printers	410,000	1.31%	275,468	21,190	84,760	42,380	-	-	423,798	12/2018
Refurb Ladder Truck	335,846	1.29%	63,612	17,349	69,395	69,395	69,395	57,829	346,974	04/2021
General Fund Capital Projects Total	6,321,348		4,651,671	169,154	520,796	478,416	436,036	441,717	6,697,790	11/2021
School Capital Projects										
BOE Energy Conservation (QECB)	7,251,165	5.04%	4,020,965	383,083	752,980	735,143	716,993	3,902,639	10,511,803	06/2016
BOE Energy Conservation Project	4,248,835	3.60%	1,878,341	196,482	392,965	392,965	392,965	2,357,788	5,611,505	06/2016
BOE-Energy Conser Proj (QECB-Inter Subsidy)	(2,182,834)	-1.86%	(1,182,189)	(83,642)	(155,047)	(138,494)	(121,651)	(359,336)	(2,040,358)	06/2026
School Capital Projects Total	9,317,166		4,717,117	495,924	990,898	989,614	988,307	5,901,091	14,082,950	06/2026
General Fund Total	15,638,514		9,368,788	665,078	1,511,694	1,468,030	1,424,343	6,342,808	20,780,740	06/2026
BOE Budget										
BOE American Carrera Tech	634,261	2.64%	681,214	-	-	-	-	-	681,214	03/2016
BOE Honeywell-Phase III	3,875,000	4.67%	4,384,037	125,258	501,033	-	-	-	5,010,328	06/2018
BOE Solar Projects	696,784	2.86%	544,391	-	43,291	43,291	43,291	86,583	760,848	02/2022
BOE Technology 9/5/2014	750,000	1.41%	387,527	77,505	155,011	155,011	-	-	775,054	04/2019
BOE Technology 10/28/2015	550,000	1.54%	227,349	-	113,674	113,674	113,674	-	568,372	03/2020
BOE Technology 12/11/13	750,000	1.28%	503,526	38,733	154,931	77,466	-	-	774,656	12/2018
BOE Copier	555,753	1.95%	373,395	36,135	144,540	24,090	-	-	578,160	08/2018
BOE Budget Total	7,811,798		7,101,439	277,631	1,112,481	413,532	156,966	86,583	9,148,632	02/2022
Grand Total	23,450,312		16,470,227	942,709	2,624,174	1,881,562	1,581,309	6,429,390	29,929,371	06/2026

**CITY OF DANBURY
PROPOSED CAPITAL BUDGET FY 17/18
Mayor's Recommended City Projects**

Priority	PROJECT DESCRIPTION	TOTAL COST	SOURCE FOR FUNDS							Existing Capital Budget	Capital Budget FY 17/18	Balance
			General Fund Capital	Existing Bonds	Notes	LOCI	CDBG	Other State/Federal (Grant)	Amb., Animal, Water or Sewer Fund			
CONSTRUCTION SERVICES												
Existing	Playground Equip. and Safety Improvements at City Parks and Schools, Open Space Bond	450,000		150,000						300,000	150,000	-
ENGINEERING												
Existing	City Sidewalks/Street Improvements Partial PIP Bond	4,700,000		1,100,000			525,000			1,795,000	1,625,000	1,280,000
Existing	Bridge Maintenance PIP Bond	1,000,000	150,000							300,000	150,000	550,000
Existing	Still River removal of vegetation, dredging, river wall repair	3,330,000			1,365,000					1,965,000	1,365,000	-
Existing	Jefferson Avenue Bridge Road Bond 2020	550,000		250,000						300,000	250,000	-
Existing	MS4 Permit Requirements	2,500,000			450,000					100,000	450,000	1,950,000
Existing	Middle River Road Bridge over Brook Road Bond 2020	300,000		100,000						200,000	100,000	-
Urgent	Crosby Street Connector Bridge PIP Bond	800,000		800,000							800,000	-
Urgent	Recreational Improvements PIP Bond	850,000		850,000							850,000	-
Urgent	City Basketball Courts PIP Bond	200,000		200,000							200,000	-
Urgent	Triangle Street Bridge PIP Bond	300,000		300,000							300,000	-
Urgent	Franklin Street Bridge over Mercer's Brook Road Bond 2020	2,000,000		2,000,000							2,000,000	-
Urgent	Kenosia Avenue Bridge over Mill Plain Swamp Road Bond 2020	500,000		500,000							500,000	-
Urgent	Library Parking Lot Reorganization	85,000	85,000								85,000	-
FINANCE												
Urgent	City Hall Equipment (Office)	150,000	150,000								150,000	-
FIRE												
Existing	Fire Tools Replacement Program Allocation	450,000	50,000							200,000	50,000	200,000
Existing	Apparatus Replacement	386,450	55,000							166,803	55,000	164,647
Existing	Turnout Gear	700,000	50,000							500,000	50,000	150,000
Existing	Volunteer Station Repairs	375,000	40,000							25,000	40,000	310,000
Existing	HQ Remodel & Addition	175,000	50,000							105,000	50,000	20,000
FORESTRY												
Existing	Tree Trimming & Removal in Public Rights of Way	1,000,000	40,000							325,000	40,000	635,000

**CITY OF DANBURY
PROPOSED CAPITAL BUDGET FY 17/18
Mayor's Recommended City Projects**

Priority	PROJECT DESCRIPTION	TOTAL COST	SOURCE FOR FUNDS							Existing Capital Budget	Capital Budget FY 17/18	Balance
			General Fund Capital	Existing Bonds	Notes	LOCIIP	CDBG	Other State/Federal (Grant)	Amb., Animal, Water or Sewer Fund			
HIGHWAY												
Existing	Replace Highway Department Equipment	8,680,000	260,000		100,000					4,580,000	360,000	3,740,000
Existing	Paving, Drainage and Road Improvements, PIP Bond	56,897,400		3,100,000						24,090,400	3,100,000	29,707,000
Existing	Streetlight Program Lease Purchase	1,800,000	200,000								200,000	1,600,000
INFORMATION TECHNOLOGY												
Existing	City Server Storage Replacement Program	775,000	125,000							150,000	125,000	500,000
Existing	Public Safety Tough Book Replacement (Technology)	624,212	50,000							299,212	50,000	275,000
Existing	Computer Hardware Replacement Program	765,000	75,000							325,000	75,000	365,000
Existing	IT Security and Evaluation	175,000	25,000							100,000	25,000	50,000
Existing	Microsoft 365 Integration	240,000	100,000							75,000	100,000	65,000
Existing	Open Data Reporting Initiative	180,000	50,000							130,000	50,000	-
OFFICE OF PROJECT EXCELLENCE												
Existing	Downtown Loan Improvement Program	200,000	100,000							100,000	100,000	-
PLANNING												
Existing	Octagon House Rehabilitation	415,000	105,000					20,000		290,000	125,000	-
Existing	Hearthstone Castle Walled Garden PIP Bond	1,600,000		1,600,000							1,600,000	-
Existing	Downtown Danbury Transit-Oriented Devel. Study	250,000								250,000	-	-
POLICE												
Existing	Vehicle Replacement Program	3,620,000	440,000							2,720,000	440,000	460,000
Existing	Taser Replacement Program	341,022	35,000							100,000	35,000	206,022
Existing	ICOP Replacement Program	227,370	35,000							100,000	35,000	92,370
PUBLIC BUILDINGS												
Existing	Structural Repairs to Parking Garage	336,922	50,000							286,922	50,000	-
Existing	HVAC Replacement Program	3,025,000			135,000					541,000	135,000	2,349,000
Urgent	Replace Chiller and Rooftop Units at City Hall	170,000	170,000								170,000	-
Urgent	Ives House HVAC Replacement	65,000	65,000								65,000	-
Urgent	Workplace Safety Program	200,000	200,000								200,000	-
SCHOOLS												
Existing	School Roof Replacement Program	13,000,000			750,000			750,000		7,000,000	1,500,000	4,500,000
Existing	UST Replacement - various locations	1,605,560	100,000							875,000	100,000	630,560
Existing	BOE Technology Improvement Program	1,250,000	250,000							1,000,000	250,000	-
Existing	School HVAC Program	7,589,000			200,000					550,000	200,000	6,839,000

**CITY OF DANBURY
PROPOSED CAPITAL BUDGET FY 17/18
Mayor's Recommended City Projects**

Priority	PROJECT DESCRIPTION	TOTAL COST	SOURCE FOR FUNDS							Existing Capital Budget	Capital Budget FY 17/18	Balance
			General Fund Capital	Existing Bonds	Notes	LOCI	CDBG	Other State/Federal (Grant)	Amb., Animal, Water or Sewer Fund			
RICHTER PARK												
Existing	Richter Park Improvements PIP Bond	950,000		950,000							950,000	-
Existing	Richter House Renovation	1,000,000								1,000,000		-
TAX ASSESSOR												
Existing	Property Revaluation	450,000	150,000							300,000	150,000	-
TOTAL CITY		127,232,936	3,255,000	11,900,000	3,000,000	0	525,000	770,000	0	51,144,337	19,450,000	56,638,599
CITY LEASES												
FIRE												
Existing	Fire Ladder Truck	1,074,561	109,321							615,634	109,321	349,606
Existing	Two Pierce Pumpers	1,158,205	201,822							520,808	201,822	435,575
Existing	Refurbished Aerial Ladder Truck	349,987	39,007							157,832	39,007	153,148
INFORMATION TECHNOLOGY												
Existing	Multi-Functional Device Project/Copiers (5 yr. lease/purchase)	466,179	83,543							382,636	83,543	-
Existing	CRM Phase 2	2,900,000	500,000							0	500,000	2,400,000
PUBLIC BUILDINGS - SCHOOLS												
Existing	School Boiler Replacement Program (lease/purchase)	16,123,312	990,229							5,902,953	990,229	9,230,130
TOTAL CITY LEASES		22,072,244	1,923,922	0	0	0	0	0	0	7,579,863	1,923,922	12,568,459
AMBULANCE FUND												
Urgent	EMS Vehicle Replacement Program	1,675,000								365,000	365,000	1,310,000
TOTAL AMBULANCE FUND		1,675,000	0	0	0	0	0	0	0	365,000	365,000	1,310,000
ANIMAL CONTROL FUND												
Existing	Animal Control Facility PIP Bond	1,115,425		950,000						165,425	950,000	-
Urgent	Equipment Replacement Program	88,641								15,000	15,000	60,000
TOTAL ANIMAL CONTROL FUND		1,204,066	0	950,000	0	0	0	0	0	179,066	965,000	60,000

**CITY OF DANBURY
PROPOSED CAPITAL BUDGET FY 17/18
Mayor's Recommended City Projects**

Priority	PROJECT DESCRIPTION	TOTAL COST	SOURCE FOR FUNDS							Existing Capital Budget	Capital Budget FY 17/18	Balance
			General Fund Capital	Existing Bonds	Notes	LOCIIP	CDBG	Other State/Federal (Grant)	Amb., Animal, Water or Sewer Fund			
PUBLIC UTILITIES - SEWER DEPT/FUND												
Existing	Vehicle Replacement Program Phase 2	866,000								425,000	-	441,000
Urgent	WWTP Emergency Generator #2	1,187,000						890,000	297,000		1,187,000	0
Urgent	Sewer Collection System Improvements	275,000							275,000		275,000	0
	TOTAL SEWER FUND	2,328,000	0	0	0	0	0	890,000	572,000	425,000	1,462,000	441,000

PUBLIC UTILITIES - WATER DEPT/FUND												
Existing	Vehicle Replacement Program	1,130,000							0	315,000	-	815,000
Urgent	Kenosia Well Field Groundwater Treatment System	618,000							270,000		270,000	-
Urgent	Harvest Hill Pump Station Emergency Generator	92,000						69,000	23,000		92,000	-
Urgent	WestConn Pump Station Upgrades	176,000							120,000		120,000	56,000
Urgent	Margerie Treatment Plant Upgrades	172,000							172,000		172,000	-
	TOTAL WATER FUND	2,188,000	0	0	0	0	0	69,000	585,000	315,000	654,000	871,000

SUMMARY

Total City Projects	127,232,936	3,255,000	11,900,000	3,000,000	0	525,000	770,000	0	51,144,337	19,450,000	56,638,599
Total City Leases	22,072,244	1,923,922	0	0	0	0	0	0	7,579,863	1,923,922	12,568,459
Total Ambulance Fund	1,675,000	0	0	0	0	0	0	365,000	0	365,000	1,310,000
Total Animal Control Fund	1,204,066	0	950,000	0	0	0	0	15,000	179,066	965,000	60,000
Total Sewer Fund	2,328,000	0	0	0	0	0	890,000	572,000	425,000	1,462,000	441,000
Total Water Fund	2,188,000	0	0	0	0	0	69,000	585,000	315,000	654,000	871,000
TOTAL FISCAL YEAR FY 17/18	156,700,246	5,178,922	12,850,000	3,000,000	0	525,000	1,729,000	1,537,000	59,643,266	24,819,922	71,889,058

FOOTNOTE: Up to 10% of each project funded by bonds and notes will be used for cost of issuance.

CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT

Approved by Planning Commission February 1, 2017

Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.
		AIRPORT																
1	Urg	Runway 8 Easement Acquisition EXISTING	951,775	23,775	-	-	-	-	-	928,000	951,775	-	-	-	-	-	-	-
2	Nec	Airport Vehicle - Low Boy	85,000	85,000	-	-	-	-	-	-	-	-	85,000	-	-	-	-	-
3	Nec	New SUV Vehicle	40,000	40,000	-	-	-	-	-	-	-	-	40,000	-	-	-	-	-
4	Nec	Lighting Replacement Program	60,000	60,000	-	-	-	-	-	-	-	-	60,000	-	-	-	-	-
5	Nec	Pavement Analysis - Develop PCN's	36,000	900	-	-	-	-	35,100	-	-	-	36,000	-	-	-	-	-
6	Nec	Taxiway "C" Rehabilitation	2,672,667	66,817	-	-	-	-	2,605,850	-	-	-	-	2,672,667	-	-	-	-
7	Nec	Rehabilitation Runway 8 /26	3,547,000	88,675	-	-	-	-	3,458,325	-	-	-	-	-	3,547,000	-	-	-
8	Nec	Rehabilitate remaining six hazard beacon lights	785,000	19,625	-	-	-	-	765,375	-	-	-	-	-	-	785,000	-	-
9	Nec	Payloader	500,000	12,500	-	-	-	-	487,500	-	-	-	-	-	-	-	500,000	-
		CIVIL PREP																
1	Nec	War Memorial - Window Replacement	80,000	80,000	-	-	-	-	-	-	-	-	80,000	-	-	-	-	-
		CONSTRUCTION SERVICES																
1	Nec	Playground Safety Improvements City Parks & Schools EXISTING Open Space Bond	450,000	-	-	450,000	-	-	-	-	300,000	150,000	-	-	-	-	-	-
		ENGINEERING																
1	Urg	Still River Removal of Vegetation, Dredging and Wall Repair EXISTING	3,330,000	500,000	1,865,000	500,000	465,000	-	-	-	1,965,000	1,365,000	-	-	-	-	-	-
2	Urg	Jefferson Avenue Bridge EXISTING Road Bond 2020	550,000	-	-	550,000	-	-	-	-	300,000	250,000	-	-	-	-	-	-
3	Urg	Reservoir Street Bridge EXISTING Road Bond 2020	500,000	-	-	500,000	-	-	-	-	500,000	-	-	-	-	-	-	-
4	Urg	General Permit - Small Municipal Separate Storm Sewer Systems EXISTING	2,500,000	-	2,500,000	-	-	-	-	-	100,000	450,000	488,000	488,000	488,000	486,000	-	-
5	Urg	Bridge Maintenance EXISTING	1,000,000	150,000	-	-	850,000	-	-	-	300,000	150,000	150,000	150,000	100,000	-	-	-
6	Nec	Middle River Road Bridge Over Brook (34028) EXISTING Road Bond 2020	300,000	-	-	300,000	-	-	-	-	200,000	100,000	-	-	-	-	-	-
7	Nec	Shelter Rock Road Bridge Over Sympaug Brook EXISTING Road Bond 2020	1,500,000	-	-	1,500,000	-	-	-	-	1,500,000	-	-	-	-	-	-	-
8	Nec	White St. at Locust Ave. & Wildman St. Intersection Improvements EXISTING	5,900,000	150,000	-	750,000	-	-	5,000,000	-	900,000	-	250,000	4,750,000	-	-	-	-
9	Nec	Franklin Street Extension Bridge over Mercers Pond Brook Road Bond 2020	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000	-	-	-	-	-	-
10	Urg	Main St. & North St. - Relocation of traffic signal equipment in front of Mobil Gas Station	75,000	50,000	25,000	-	-	-	-	-	75,000	-	-	-	-	-	-	-
11	Nec	Westville Avenue Area Sidewalk Improvements	1,000,000	-	-	200,000	-	800,000	-	-	1,000,000	-	-	-	-	-	-	-
12	Nec	Route 53 - South Street, Triangle Street and Coalpit Hill Road - Intersection Improvements	3,500,000	-	-	-	-	-	3,500,000	-	-	-	-	3,500,000	-	-	-	-
13	Urg	Kenosia Avenue Bridge over Mill Plain Swamp (05094) Road Bond 2020	500,000	-	500,000	-	-	-	-	-	-	500,000	-	-	-	-	-	-
14	Urg	Shelter Rock Road at Crows Nest Lane Intersection	90,000	-	-	-	90,000	-	-	-	-	-	-	90,000	-	-	-	-
15	Urg	Parks Pond Dam	25,000	25,000	-	-	-	-	-	-	-	-	-	25,000	-	-	-	-
16	Urg	Doyles Pond Dam	25,000	-	-	-	25,000	-	-	-	-	-	-	25,000	-	-	-	-
17	Urg	Crosby Street Connector Bridge EXISTING PIP Bond	800,000	-	-	800,000	-	-	-	-	-	800,000	-	-	-	-	-	-

CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT

Approved by Planning Commission February 1, 2017

Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.
18	Urg	Triangle Street Bridge EXISTING PIP Bond	300,000	-	-	300,000	-	-	-	-	-	300,000	-	-	-	-	-	-
19	Nec	Public Works Complex Driveway and Access Improvements	300,000	300,000	-	-	-	-	-	-	-	-	-	-	300,000	-	-	-
20	Nec	Hayestown Avenue School Parking Lot Expansion	200,000	-	200,000	-	-	-	-	-	-	-	-	-	-	200,000	-	-
21	Urg	West Street Drainage Improvements at RR Crossing	750,000	-	750,000	-	-	-	-	-	-	-	-	-	-	750,000	-	-
22	Nec	Comprehensive Storm Drainage Study	500,000	-	500,000	-	-	-	-	-	-	-	250,000	250,000	-	-	-	-
23	Nec	Geographic Information System 2016 Update - Small Municipal Separate Storm Sewer Systems	100,000	100,000	-	-	-	-	-	-	-	-	50,000	50,000	-	-	-	-
24	Urg	King Street @ Robinhood Drive and Birch Road	300,000	300,000	-	-	-	-	-	-	-	-	-	-	300,000	-	-	-
25	Nec	PIP Bond	4,700,000	-	100,000	1,100,000	195,000	3,305,000	-	-	1,795,000	1,625,000	500,000	500,000	280,000	-	-	-
26	Nec	Oil Mill Road & Westville Avenue Realignment	350,000	30,000	320,000	-	-	-	-	-	-	-	-	-	350,000	-	-	-
27	Nec	Keeler Street Improvements	500,000	-	500,000	-	-	-	-	-	-	-	-	-	-	500,000	-	-
28	Nec	Miry Brook Road Bridge Near Harwood Drive (34023)	1,250,000	-	1,250,000	-	-	-	-	-	-	-	-	-	-	-	1,250,000	-
29	Nec	Traffic Calming and Walk to School Safety Projects	100,000	100,000	-	-	-	-	-	-	-	-	50,000	50,000	-	-	-	-
30	Nec	King Street & South King Street Intersection	100,000	75,000	-	-	25,000	-	-	-	25,000	-	75,000	-	-	-	-	-
31	Nec	Improvements	300,000	300,000	-	-	-	-	-	-	-	-	-	-	300,000	-	-	-
32	Nec	Miscellaneous Drainage	600,000	600,000	-	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
33	Nec	Rogers Park Area Storm Drainage Improvements	3,000,000	3,000,000	-	-	-	-	-	-	-	-	-	-	-	-	3,000,000	-
34	Nec	West Street Corridor Traffic Improvements from Main Street to Exit 4	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000,000	-
35	Nec	Rehabilitation Field Traffic Signal Equipment (Hardware, Traffic Arms, Detections, Cameras, etc)	100,000	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-
36	Nec	Mountainville Road @ Long Ridge Road Intersection Improvement	100,000	-	-	-	100,000	-	-	-	-	-	100,000	-	-	-	-	-
37	Nec	Redesign of Chambers Road and Zinn Road Intersection	150,000	150,000	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-
38	Nec	Study for Various Traffic/Civil Improvement Projects	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-
39	Nec	Redesign of Tamarack Avenue and Virginia Avenue Extension Intersection	125,000	25,000	100,000	-	-	-	-	-	-	-	-	-	125,000	-	-	-
40	Nec	Brushy Hill Road and Southern Boulevard Intersection Improvements	100,000	100,000	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-
41	Nec	Mountainville Road and Southern Boulevard Intersection	100,000	100,000	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-
42	Nec	South Street School Parking Lot Expansion	50,000	50,000	-	-	-	-	-	-	-	-	-	-	50,000	-	-	-
43	Nec	Segar Street Railroad Crossing Surface Improvement	100,000	100,000	-	-	-	-	-	-	-	-	-	-	100,000	-	-	-
44	Nec	Main Street/ Garamella Blvd. Railroad Crossing Gate Relocation	300,000	-	300,000	-	-	-	-	-	-	-	150,000	150,000	-	-	-	-
45	Nec	Modernization of Traffic Signal Coordination - Hardware/Software	400,000	400,000	-	-	-	-	-	-	-	-	-	135,000	135,000	130,000	-	-
46	Nec	Eversource Pole Traffic Line Adjustment for City Communication Lines Through the City	50,000	-	50,000	-	-	-	-	-	-	-	50,000	-	-	-	-	-
47	Nec	New Street Fire House Parking Lot Expansion	100,000	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-
48	Nec	Hatter's Park Parking Lot and Walkway Phase II	320,000	50,000	270,000	-	-	-	-	-	-	-	-	50,000	270,000	-	-	-

**CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT**

Approved by Planning Commission February 1, 2017

Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.
49	Nec	Miry Brook Road and Backus Avenue Intersection Improvements	100,000	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-
50	Nec	Wooster Heights Road Intersection Improvements at Harvard Road and Terre Haute Road	50,000	-	-	-	50,000	-	-	-	-	-	50,000	-	-	-	-	-
51	Nec	Southern Boulevard at Lincoln Avenue Intersection Improvements	100,000	100,000	-	-	-	-	-	-	-	-	-	100,000	-	-	-	-
52	Nec	Old East Ditch Drainage Improvements Phase II	2,500,000	2,500,000	-	-	-	-	-	-	-	-	200,000	300,000	2,000,000	-	-	-
53	Nec	Blind Brook Channel Improvements Phase II	5,000,000	5,000,000	-	-	-	-	-	-	-	-	-	-	-	-	2,500,000	2,500,000
54	Nec	Chestnut Street and Wildman Street Drainage Improvements	2,250,000	450,000	1,800,000	-	-	-	-	-	-	-	-	-	-	-	-	2,250,000
55	Des	Private Road Improvements for City Acceptance	9,000,000	9,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	9,000,000
56	Nec	Library Parking Lot Reorganization	85,000	85,000	-	-	-	-	-	-	-	85,000	-	-	-	-	-	-
57	Urg	Recreational Improvements PIP Bond	850,000	-	-	850,000	-	-	-	-	-	850,000	-	-	-	-	-	-
58	Urg	City Basketball Courts PIP Bond	200,000	-	-	200,000	-	-	-	-	-	200,000	-	-	-	-	-	-
		EQUIPMENT MAINTENANCE																
1	Urg	Truck Lift Replacement Program	300,000	-	-	300,000	-	-	-	-	-	-	-	-	-	150,000	150,000	-
2	Urg	Road Sweeper Overhaul Program	450,000	-	-	450,000	-	-	-	-	-	-	50,000	50,000	50,000	50,000	50,000	200,000
3	Nec	Truck Wash Project	350,000	-	-	350,000	-	-	-	-	-	-	-	-	-	-	350,000	-
		FINANCE																
1	Urg	City Hall Equipment	125,000	125,000	-	-	-	-	-	-	-	125,000	-	-	-	-	-	-
		FIRE																
1	Nec	Ladder Truck Lease EXISTING	1,074,560	1,074,560	-	-	-	-	-	-	615,634	109,321	134,320	134,000	81,285	-	-	-
2	Nec	Fire Tools EXISTING	450,000	450,000	-	-	-	-	-	-	200,000	50,000	50,000	50,000	50,000	50,000	-	-
3	Nec	Apparatus Replacement EXISTING	386,450	386,450	-	-	-	-	-	-	166,803	55,000	27,455	27,455	27,455	27,455	27,455	27,372
4	Nec	2016 Pumpers Lease EXISTING	1,157,354	1,157,354	-	-	-	-	-	-	520,808	201,822	231,471	203,253	-	-	-	-
5	Nec	Ladder Truck Refurbishment Lease EXISTING	350,740	350,740	-	-	-	-	-	-	157,832	39,007	70,148	83,753	-	-	-	-
6	Nec	Radio System Buildout Future Phase	3,397,500	2,500,000	-	897,500	-	-	-	-	897,500	-	500,000	500,000	500,000	500,000	500,000	-
7	Nec	Turnout Gear EXISTING	700,000	700,000	-	-	-	-	-	-	500,000	50,000	50,000	50,000	50,000	-	-	-
8	Nec	Volunteer Station Repairs EXISTING	375,000	375,000	-	-	-	-	-	-	25,000	40,000	50,000	50,000	50,000	50,000	50,000	60,000
9	Nec	HQ - Addition & Remodel EXISTING	175,000	-	-	-	175,000	-	-	-	105,000	50,000	20,000	-	-	-	-	-
10	Urg	Apparatus Storage Building	1,000,000	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000,000
11	Nec	Training Tower	575,000	575,000	-	-	-	-	-	-	-	-	-	-	-	575,000	-	-
12	Nec	New Fire Headquarters	40,000,000	500,000	2,000,000	37,500,000	-	-	-	-	-	-	-	-	-	-	-	40,000,000
13	Des	Ladder Truck Replacement	1,400,000	1,400,000	-	-	-	-	-	-	-	-	-	-	-	-	1,400,000	-
14	Des	Apparatus Repair Facility	3,000,000	3,000,000	-	-	-	-	-	-	-	-	-	800,000	2,200,000	-	-	-
15	Des	Satellite Station Construction	3,000,000	3,000,000	-	-	-	-	-	-	-	-	540,000	2,460,000	-	-	-	-
16	Des	Consolidated Volunteer Station Construction Furniture / Physical Training Equipment	4,000,000	4,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000,000
17	Des	Replacement	60,000	60,000	-	-	-	-	-	-	-	-	30,000	30,000	-	-	-	-
		FORESTRY																
1	Urg	Forestry Equipment Replacement Program	875,000	-	-	875,000	-	-	-	-	-	-	345,000	200,000	330,000	-	-	-

CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT

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2	Nec	Trimming and Replacement of Mature Trees in Public Right-of-Ways EXISTING	1,000,000	1,000,000	-	-	-	-	-	-	25,000	40,000	150,000	150,000	150,000	150,000	150,000	185,000
		HIGHWAY																
1	Urg	Highway Equipment Replacement Program EXISTING	8,680,000	5,100,000	1,105,000	2,475,000	-	-	-	-	4,580,000	360,000	400,000	450,000	450,000	500,000	500,000	1,440,000
2	Urg	Roadway Improvements Partly PIP Bond EXISTING	56,897,400	8,012,033	35,794,967	9,750,000	1,340,400	-	2,000,000	-	24,090,400	3,100,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,707,000
4	Urg	Transportation and Disposal of Street Sweepings	1,199,595	1,199,595	-	-	-	-	-	-	-	-	150,000	150,000	150,000	150,000	150,000	449,595
5	Nec	Guide Rail Replacement Program	250,000	250,000	-	-	-	-	-	-	-	-	50,000	50,000	50,000	50,000	25,000	25,000
6	Nec	New Highway Office and Garage Renovation Project	1,600,000	1,600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,600,000
7	Nec	New Garage Project	700,000	700,000	-	-	-	-	-	-	-	-	-	-	-	-	-	700,000
8	Nec	Salt Dome Conveyor Project	285,000	285,000	-	-	-	-	-	-	-	-	285,000	-	-	-	-	-
9	Urg	Rivers and Streams Dredging Project	700,000	700,000	-	-	-	-	-	-	-	-	100,000	100,000	75,000	75,000	50,000	300,000
10	Urg	Paving at DMHS	150,000	150,000	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-
		IT																
1	Nec	EXISTING	466,179	466,179	-	-	-	-	-	-	382,636	83,543	-	-	-	-	-	-
2	Urg	CRM Lease Phase 2	2,900,000	2,900,000	-	-	-	-	-	-	-	600,000	550,000	550,000	550,000	550,000	100,000	-
3	Nec	City Servers, Network Switches, Firewalls, and Storage EXISTING	755,000	755,000	-	-	-	-	-	-	150,000	125,000	200,000	100,000	100,000	40,000	40,000	-
4	Urg	Public Safety MDT and General Computer Equipment EXISTING	624,212	624,212	-	-	-	-	-	-	299,212	50,000	50,000	50,000	50,000	50,000	50,000	25,000
5	Nec	Computer Hardware Replacement Program EXISTING	765,000	765,000	-	-	-	-	-	-	325,000	75,000	75,000	75,000	75,000	50,000	50,000	40,000
6	Nec	Microsoft 365 Integration EXISTING	240,000	240,000	-	-	-	-	-	-	75,000	100,000	25,000	40,000	-	-	-	-
7	Nec	IT Security Hardware & Evaluation EXISTING	175,000	175,000	-	-	-	-	-	-	100,000	25,000	-	-	50,000	-	-	-
8	Nec	City of Danbury Microsoft SQL & Active Directory Upgrade EXISTING	75,000	75,000	-	-	-	-	-	-	75,000	-	-	-	-	-	-	-
9	Urg	Open Data Reporting Initiative EXISTING	180,000	180,000	-	-	-	-	-	-	130,000	50,000	-	-	-	-	-	-
10	Nec	Computer Based Automation	275,000	275,000	-	-	-	-	-	-	-	-	100,000	75,000	75,000	25,000	-	-
11	Nec	Secure Cloud Hosting	150,000	150,000	-	-	-	-	-	-	-	-	75,000	50,000	25,000	-	-	-
12	Nec	Data Reporting & Warehouse Systems Transpare	350,000	350,000	-	-	-	-	-	-	-	-	100,000	100,000	100,000	50,000	-	-
13	Nec	Data Center Renovation	85,000	85,000	-	-	-	-	-	-	-	-	50,000	25,000	10,000	-	-	-
14	Urg	Employee Time-Keeping & Scheduling Systems	125,000	125,000	-	-	-	-	-	-	-	-	125,000	-	-	-	-	-
15	Nec	New Presentation Systems - 3rd floor Conference	150,000	150,000	-	-	-	-	-	-	-	-	-	75,000	25,000	50,000	-	-
		PARK MAINTENANCE																
1	Urg	Parks Maintenance Vehicles and Equipment Program	2,024,000	-	-	2,024,000	-	-	-	-	-	-	350,000	350,000	350,000	350,000	350,000	274,000
2	Nec	Playground Upgrades	705,000	-	-	705,000	-	-	-	-	-	-	120,000	120,000	75,000	75,000	120,000	195,000
3	Nec	Park Furniture and Equipment Program	230,000	-	-	230,000	-	-	-	-	-	-	60,000	60,000	30,000	30,000	25,000	25,000
		PLANNING																
1	Urg	PIP Bond	1,600,000	-	-	1,600,000	-	-	-	-	-	1,600,000	-	-	-	-	-	-
2	Nec	Octagon House Rehabilitation EXISTING	415,000	125,000	250,000	-	-	-	-	40,000	290,000	125,000	-	-	-	-	-	-
3	Urg	Downtown Danbury TOD Study EXISTING	250,000	25,000	-	-	-	-	225,000	-	250,000	-	-	-	-	-	-	-
		POLICE																

CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT

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Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.	
1	Urg	Vehicle Replacement Project EXISTING	3,620,000	3,620,000	-	-	-	-	-	-	2,720,000	440,000	460,000	-	-	-	-	-	
2	Urg	Prisoner Transportation Vehicle Project	75,000	75,000	-	-	-	-	-	-	-	-	75,000	-	-	-	-	-	
3	Urg	Patrol Critical Incident Response Equipment	100,000	100,000	-	-	-	-	-	-	-	-	50,000	50,000	-	-	-	-	
4	Urg	Special Purpose Crime Scene Vehicle Project	75,000	75,000	-	-	-	-	-	-	-	-	-	-	75,000	-	-	-	
5	Nec	Active Shooter Response Project: Portable Shoot House	50,000	50,000	-	-	-	-	-	-	-	-	50,000	-	-	-	-	-	
6	Nec	Taser Replacement Project EXISTING	341,022	341,022	-	-	-	-	-	-	100,000	35,000	35,000	35,000	35,000	35,000	35,000	31,022	
7	Nec	ICop Replacement Project EXISTING	227,370	227,370	-	-	-	-	-	-	100,000	35,000	35,000	35,000	22,370	-	-	-	
8	Nec	Replacement Building Furniture/Equipment Project	50,000	50,000	-	-	-	-	-	-	-	-	-	25,000	25,000	-	-	-	
PROJECT EXCELLENCE																			
1	Nec	Downtown Loan Improvement Program EXISTING	200,000	200,000	-	-	-	-	-	-	100,000	100,000	-	-	-	-	-	-	
2	Urg	Operation Clean Start EXISTING	25,000	25,000	-	-	-	-	-	-	-	25,000	-	-	-	-	-	-	
PUBLIC BUILDINGS																			
General																			
Urg		Structural repairs to the Patriot Garage EXISTING	336,922	336,922	-	-	-	-	-	-	286,922	50,000	-	-	-	-	-	-	
Urg		HVAC Replacement Program EXISTING	3,025,000	2,700,000	325,000	-	-	-	-	-	541,000	135,000	250,000	250,000	250,000	250,000	250,000	1,099,000	
Nec		Consultant for 504ADA survey for City Buildings EXISTING	30,000	-	30,000	-	-	-	-	-	30,000	-	-	-	-	-	-	-	
Nec		HVAC replacement at the Charles Ives House	65,000	65,000	-	-	-	-	-	-	-	65,000	-	-	-	-	-	-	
2	Urg	Replace four (4) department vehicles	200,000	200,000	-	-	-	-	-	-	-	-	200,000	-	-	-	-	-	
3	Urg	Replace windows at Highway Garage	184,648	-	-	-	184,648	-	-	-	-	-	-	-	-	184,648	-	-	
4	Urg	Renovate staff hygiene facilities	154,190	-	-	-	154,190	-	-	-	-	-	-	-	154,190	-	-	-	
5	Nec	Extend garage for Highway and Public Buildings #5	1,988,595	1,988,595	-	-	-	-	-	-	-	-	-	-	-	1,988,595	-	-	
6	Nec	Install new masonry veneer building #4	734,094	-	734,094	-	-	-	-	-	-	-	-	-	-	-	-	734,094	
7	Nec	Repaint exterior of portico and trim at Union Station Railway Museum	47,080	-	-	-	-	47,080	-	-	-	-	47,080	-	-	-	-	-	
8	Urg	Workplace Safety Program in Public Bldgs	200,000	200,000	-	-	-	-	-	-	-	200,000	-	-	-	-	-	-	
City Hall																			
1	Urg	Replace floor covering at City Hall	122,100	122,100	-	-	-	-	-	-	-	-	122,100	-	-	-	-	-	
2	Urg	Replace chiller and rooftop units at City Hall	170,000	170,000	-	-	-	-	-	-	-	170,000	-	-	-	-	-	-	
3	Urg	Extend passcode security system	239,520	239,520	-	-	-	-	-	-	-	-	-	-	239,520	-	-	-	
4	Urg	Maintain interior finishes	122,997	122,997	-	-	-	-	-	-	-	-	-	-	-	122,997	-	-	
5	Nec	Replace & windows & Ext/ canopy to south entrance & stair tower	73,915	73,915	-	-	-	-	-	-	-	-	-	-	-	73,915	-	-	
6	Nec	Partitions in the Building Department	85,451	85,451	-	-	-	-	-	-	-	-	-	-	-	85,451	-	-	
7	Urg	Exterior rehabilitation	161,838	161,838	-	-	-	-	-	-	-	-	-	-	-	-	161,838	-	
Library																			
1	Urg	Upgrade older passenger elevator	85,000	85,000	-	-	-	-	-	-	-	-	85,000	-	-	-	-	-	
2	Nec	Paint various areas at the Danbury Public Library	50,000	50,000	-	-	-	-	-	-	-	-	50,000	-	-	-	-	-	

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3	Nec	Refurbish plaza walls and renovate fountain wall	288,900	-	288,900	-	-	-	-	-	-	-	288,900	-	-	-	-	-	
		Old Jail																	
1	Urg	Repair stone wall, fencing and sidewalks	147,125	147,125	-	-	-	-	-	-	-	-	147,125	-	-	-	-	-	
		Old Library																	
	Nec	Replace second floor flooring	40,000	40,000	-	-	-	-	-	-	-	-	40,000	-	-	-	-	-	
1	Urg	Masonry rehab and deterioration prevention	1,069,893	1,069,893	-	-	-	-	-	-	-	-	-	-	-	-	-	1,069,893	
2	Nec	Restoration of historical mural	88,275	88,275	-	-	-	-	-	-	-	-	-	88,275	-	-	-	-	
		Parks																	
		Repairs and improvements to Bear Mountain cottage EXISTING	90,000	90,000	-	-	-	-	-	-	90,000	-	-	-	-	-	-	-	
1	Urg	Rehabilitate guest house and replace various heating systems at Farrington Woods	150,000	150,000	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	
2	Nec	Improvements/Enhancements to Loins Way	247,170	247,170	-	-	-	-	-	-	-	-	-	-	-	-	-	247,170	
		Schools																	
	Nec	School roof replacement program EXISTING	13,000,000	777,000	6,723,000	5,500,000	-	-	-	-	7,000,000	1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	
	Urg	Boiler Replacement Program Lease EXISTING	16,123,312	16,123,312	-	-	-	-	-	-	5,902,953	990,229	989,614	989,614	989,614	989,614	989,614	4,282,060	
	Urg	Replace outdated U.S.T.'s EXISTING	1,605,560	1,030,560	125,000	-	-	-	-	450,000	875,000	100,000	100,000	100,000	100,000	100,000	100,000	130,560	
	Urg	BOE Technology Program EXISTING	1,250,000	1,250,000	-	-	-	-	-	-	1,000,000	250,000	-	-	-	-	-	-	
	Urg	DHS School Improvements EXISTING	53,500,000	-	-	53,500,000	-	-	-	-	53,500,000	-	-	-	-	-	-	-	
	Urg	School HVAC Program EXISTING	7,589,000	-	7,589,000	-	-	-	-	-	550,000	200,000	200,000	200,000	200,000	200,000	200,000	5,839,000	
1	Urg	Install grease, oil & fats separators	211,860	211,860	-	-	-	-	-	-	-	-	211,860	-	-	-	-	-	
2	Urg	Replace existing electric service	3,887,066	-	-	3,887,066	-	-	-	-	-	-	-	-	-	-	3,887,066	-	
3	Urg	Elevator upgrades at various schools	1,500,000	1,500,000	-	-	-	-	-	-	-	-	-	-	-	-	1,500,000	-	
4	Urg	Increase, add, replace heating and ventilating units	7,626,000	-	7,626,000	-	-	-	-	-	-	-	-	-	-	-	2,000,000	2,000,000	3,626,000
5	Urg	Repair/replace outside masonry wall and stairs	550,000	550,000	-	-	-	-	-	-	-	-	550,000	-	-	-	-	-	
6	Urg	Install fire sprinklers throughout various schools	4,771,535	-	4,771,535	-	-	-	-	-	-	-	-	-	-	-	-	4,771,535	
7	Urg	Install ramp or lift for ADA accessibility	561,544	561,544	-	-	-	-	-	-	-	-	561,544	-	-	-	-	-	
8	Urg	Replace gym floor at South Street Elem	129,995	129,995	-	-	-	-	-	-	-	-	129,995	-	-	-	-	-	
9	Urg	Replace emergency power generator systems	531,041	-	531,041	-	-	-	-	-	-	-	531,041	-	-	-	-	-	
10	Urg	Duct cleaning at various schools	1,168,163	1,168,163	-	-	-	-	-	-	-	-	-	-	-	-	-	1,168,163	
11	Urg	schools	1,872,021	1,872,021	-	-	-	-	-	-	-	-	-	-	-	-	-	1,872,021	
12	Urg	Provide addressable fire alarm systems	1,443,101	1,443,101	-	-	-	-	-	-	-	-	-	-	-	-	-	1,443,101	
13	Urg	Buildings soffits repair/replace	1,563,904	1,563,904	-	-	-	-	-	-	-	-	-	-	-	-	-	1,563,904	
14	Urg	Remove covers and clean radiation	80,693	80,693	-	-	-	-	-	-	-	-	80,693	-	-	-	-	-	
15	Urg	Abate ACM flooring and counter tops	5,051,958	-	5,051,958	-	-	-	-	-	-	-	-	-	-	-	-	5,051,958	
16	Nec	Replace exterior doors at various Schools	1,494,202	-	1,494,202	-	-	-	-	-	-	-	-	-	-	-	-	1,494,202	
17	Nec	Replace exterior windows at various schools	16,173,773	-	16,173,773	-	-	-	-	-	-	-	-	-	-	-	-	16,173,773	
18	Nec	Replace interior doors at various schools	5,848,133	-	5,848,133	-	-	-	-	-	-	-	-	-	-	-	-	5,848,133	
19	Nec	Bathroom remodels, fixture replacement	11,212,308	-	11,212,308	-	-	-	-	-	-	-	-	-	-	-	-	11,212,308	
20	Nec	Study the utility tunnels Danbury High School	73,192	73,192	-	-	-	-	-	-	-	-	73,192	-	-	-	-	-	

CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT

Approved by Planning Commission February 1, 2017

Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.	
21	Nec	Replace ceiling in cafeteria or Stadley Rough	58,633	58,633	-	-	-	-	-	-	-	-	58,633	-	-	-	-	-	-
22	Nec	Replace unit ventilators at various schools	1,623,458	1,623,458	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,623,458
23	Nec	Replace exhaust fans at various schools	1,049,874	1,049,874	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,049,874
24	Nec	schools	571,205	571,205	-	-	-	-	-	-	-	-	-	-	-	-	-	-	571,205
25	Nec	Replace compressor controls	45,072	45,072	-	-	-	-	-	-	-	-	45,072	-	-	-	-	-	-
26	Nec	Replace existing steam and condensate piping	12,112,407	12,112,407	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,112,407
27	Nec	Replace steam piping at Hayestown School	1,960,685	1,960,685	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,960,685
28	Nec	Replace ACH chiller	1,374,610	1,374,610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,374,610
29	Nec	Replace hot water converter	45,073	45,073	-	-	-	-	-	-	-	-	45,073	-	-	-	-	-	-
30	Nec	Replace hot water converter at Rogers Park School	56,342	56,342	-	-	-	-	-	-	-	-	56,342	-	-	-	-	-	-
31	Nec	Replace hot water maker at King Street School	51,814	51,814	-	-	-	-	-	-	-	-	51,814	-	-	-	-	-	-
32	Nec	Evaluate and adjust design of parking lots and drives	112,074	112,074	-	-	-	-	-	-	-	-	112,074	-	-	-	-	-	-
		RECREATION																	
1	Urg	Rogers Park Lighting Softball	550,000	550,000	-	-	-	-	-	-	-	-	150,000	150,000	125,000	125,000	-	-	-
3	Nec	Steve Kaplanis Memorial Field Lighting	240,000	240,000	-	-	-	-	-	-	-	-	-	-	-	-	-	240,000	-
		RECYCLING & SOLID WASTE																	
1	Urg	Road Maintenance - Landfill - EXISTING	29,000	29,000	-	-	-	-	-	-	-	29,000	-	-	-	-	-	-	-
2	Urg	Landfill Gas Flare & Collection System Upgrade	234,000	234,000	-	-	-	-	-	-	-	-	234,000	-	-	-	-	-	-
		RICHTER PARK																	
1	Urg	Bond	950,000	-	-	950,000	-	-	-	-	-	950,000	-	-	-	-	-	-	-
2	Urg	Richter House Renovation Grant EXISTING	1,000,000	-	-	-	-	-	-	1,000,000	1,000,000	-	-	-	-	-	-	-	-
3	Urg	Sediment Removal Holes 1 & 8	40,000	-	-	-	-	-	-	40,000	-	-	-	-	-	-	-	-	40,000
4	Urg	Dump Truck Replacement	50,000	-	-	-	-	-	-	50,000	-	-	-	-	-	-	-	-	50,000
5	Des	Turf Maintenance Facility	730,000	-	-	-	-	-	-	730,000	-	-	-	-	-	-	-	-	730,000
6	Nec	Bunker Renovation	175,000	-	-	-	-	-	-	175,000	-	-	-	-	-	-	-	-	175,000
7	Des	Modification of Hole #10, range and parking	400,000	-	-	-	-	-	-	400,000	-	-	-	-	-	-	-	-	400,000
8	Urg	Irrigation System Upgrade	1,100,000	-	-	-	-	-	-	1,100,000	-	-	-	-	-	-	-	-	1,100,000
9	Nec	Tree Work Playability	60,000	-	-	-	-	-	-	60,000	-	-	-	-	-	-	-	-	60,000
10	Urg	Network Server	20,000	-	-	-	-	-	-	20,000	-	-	-	-	-	-	-	-	20,000
11	Des	Rock Retaining Walls Holes 8 & 12	50,000	-	-	-	-	-	-	50,000	-	-	-	-	-	-	-	-	50,000
		TARRYWILE PARK																	
	Urg	Mansion Oil to Gas Conversion EXISTING	133,400	-	-	-	133,400	-	-	-	133,400	-	-	-	-	-	-	-	-
	Urg	Carriage House Roof Replacement & Renovations & Farmhouse Roof Replacement EXISTING	80,000	-	-	-	80,000	-	-	-	80,000	-	-	-	-	-	-	-	-
1	Urg	Exterior Painting & Repairs - Mansion, Carriage House & Gatehouse Building Complex	140,000	140,000	-	-	-	-	-	-	-	-	140,000	-	-	-	-	-	-
2	Urg	Equipment Maintenance Program	35,000	35,000	-	-	-	-	-	-	-	-	35,000	-	-	-	-	-	-
3	Urg	Camp Building Roof Replacement & Renovations	75,000	-	-	-	75,000	-	-	-	-	-	75,000	-	-	-	-	-	-
4	Urg	Parking and Driveway Improvements	350,000	350,000	-	-	-	-	-	-	-	-	350,000	-	-	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM FY17/18 - FY 22/23
CAPITAL PROJECTS SCHEDULE
GENERAL GOVERNMENT**

Approved by Planning Commission February 1, 2017

Proj #	Pr.	Project Description	TOTAL COST	General Fund Capital	Notes	Existing Bonds	LOCIP	CDBG	State/Fed. Grants	Other (State, Fed Loan; Ent. Fund)	Existing Cap Budget	Proposed FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	DEF.
5	Nec	Pavilion Construction	250,000	250,000	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-
6	Nec	Red Barn Environmental Center Renovation	50,000	-	-	-	50,000	-	-	-	-	-	-	50,000	-	-	-	-
7	Nec	Farmhouse/Greenhouse/Carriage House Oil to Gas Conversion	100,000	-	-	-	100,000	-	-	-	-	-	-	-	100,000	-	-	-
8	Nec	& Repairs	80,000	80,000	-	-	-	-	-	-	-	-	-	-	80,000	-	-	-
9	Nec	Generator Replacement	60,000	60,000	-	-	-	-	-	-	-	-	-	-	-	60,000	-	-
10	Nec	Tractor Replacement	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	50,000	-	-
11	Nec	Milking Parlor Rehabilitation	175,000	175,000	-	-	-	-	-	-	-	-	-	-	-	175,000	-	-
12	Des	Wetlands Boardwalk	200,000	-	-	-	-	-	200,000	-	-	-	-	-	-	200,000	-	-
		TAX ASSESSOR																
1	Urg	Property Revaluation	550,000	250,000	300,000	-	-	-	-	-	300,000	250,000	-	-	-	-	-	-
		TOTAL	418,382,545	136,820,200	119,003,911	130,993,566	4,092,638	4,152,080	18,277,150	5,043,000	118,210,875	21,373,922	19,943,546	27,067,017	21,469,434	21,675,741	20,563,907	168,078,103

NOTE: Up to 10% of each project funded by bonds and notes will be used for cost of issuance

**UNFUNDED CAPITAL PROJECT REQUESTS BY DEPARTMENT
FY 2017-2018**

Approved by Planning Commission February 1, 2017

AIRPORT

Airport Vehicle - Low Boy
New SUV Vehicle
Lighting Replacement Program
Pavement Analysis - Develop PCN's
Taxiway "C" Rehabilitation
Rehabilitation Runway 8 /26
Rehabilitate remaining six hazard beacon lights
Payloader

CIVIL PREP

War Memorial - Window Replacement

ENGINEERING

White St. at Locust Ave. & Wildman St. Intersection Improvements
Route 53 - South St, Triangle St and Coalpit Hill Road - Intersection Imprv
Shelter Rock Road at Crows Nest Lane Intersection
Parks Pond Dam
Doyles Pond Dam
Public Works Complex Driveway and Access Improvements
Hayestown Avenue School Parking Lot Expansion
West Street Drainage Improvements at Railroad Crossing
Comprehensive Storm Drainage Study
Geog. Info System 2016 Update - Small Muni. Separate Storm Sewer Systems
King Street @ Robinhood Drive and Birch Road
Oil Mill Road & Westville Avenue Realignment
Keeler Street Improvements
Miry Brook Road Bridge Near Harwood Drive (34023)
Traffic Calming and Walk to School Safety Projects
King Street & South King Street Intersection
Sandpit Road and Starr Road Intersection Improvements
Miscellaneous Drainage
Rogers Park Area Storm Drainage Improvements
West Street Corridor Traffic Improvements from Main Street to Exit 4
Rehab. Field Traffic Signal Equip. (HW, Traffic Arms, Detections, Cameras, etc)
Mountainville Road @ Long Ridge Road Intersection Improvement
Redesign of Chambers Road and Zinn Road Intersection

ENGINEERING (continued)

Redesign of Tamarack Avenue and Virginia Avenue Extension Intersection
Brushy Hill Road and Southern Boulevard Intersection Improvements
Mountainville Road and Southern Boulevard Intersection
South Street School Parking Lot Expansion
Segar Street Railroad Crossing Surface Improvement
Main Street/ Garamella Blvd. Railroad Crossing Gate Relocation
Modernization of Traffic Signal Coordination - Hardware/Software
Eversource Pole Traffic Line Adjustment for City Communication Lines Through the City
New Street Fire House Parking Lot Expansion
Hatter's Park Parking Lot and Walkway Phase II
Miry Brook Road and Backus Avenue Intersection Improvements
Wooster Heights Road Intersection Improvements at Harvard Road and Terre Haute Road
Southern Boulevard at Lincoln Avenue Intersection Improvements
Old East Ditch Drainage Improvements Phase II
Blind Brook Channel Improvements Phase II
Chestnut Street and Wildman Street Drainage Improvements
Private Road Improvements for City Acceptance

EQUIPMENT MAINTENANCE

Truck Lift Replacement Program
Road Sweeper Overhaul Program
Truck Wash Project

FIRE

Radio System Buildout Future Phases
Apparatus Storage Building
Training Tower
New Fire Headquarters
Ladder Truck Replacement
Apparatus Repair Facility
Satellite Station Construction
Consolidated Volunteer Station Construction
Furniture / Physical Training Equipment Replacement

FORESTRY

Forestry Equipment Replacement Program

**UNFUNDED CAPITAL PROJECT REQUESTS BY DEPARTMENT
FY 2017-2018**

Approved by Planning Commission February 1, 2017

Study for Various Traffic/Civil Improvement Projects

HIGHWAY

Guide Rail Replacement Program
New Highway Office and Garage Renovation Project
New Garage Project
Salt Dome Conveyor Project
Rivers and Streams Dredging Project
Paving at DMHS

IT

Computer Based Automation
Secure Cloud Hosting
Data Transparency: Data Reporting & Warehouse Systems
Data Center Renovation
Employee Time-Keeping & Scheduling Systems
New Presentation Systems for 3rd floor Conference Rooms

PARK MAINTENANCE

Parks Maintenance Vehicles and Equipment Program
Playground Upgrades
Park Furniture and Equipment Program

POLICE

Prisoner Transportation Vehicle Project
Patrol Critical Incident Response Equipment
Special Purpose Crime Scene Vehicle Project
Active Shooter Response Project: Portable Shoot House
Replacement Building Furniture/Equipment Project

PUBLIC BUILDINGS

General
Replace four (4) department vehicles
Replace windows at Highway Garage
Renovate staff hygiene facilities
Extend garage for Highway and Public Buildings #5

City Hall (continued)

Maintain interior finishes
Replace windows & Ext/ canopy to south entrance & stair tower
Partitions in the Building Department
Exterior rehabilitation

LIBRARY

Upgrade older passenger elevator
Paint various areas at the Danbury Public Library
Refurbish plaza walls and renovate fountain wall

OLD JAIL

Repair stone wall, fencing and sidewalks

OLD LIBRARY

Replace second floor flooring
Masonry rehab and deterioration prevention
Restoration of historical mural

PARKS

Rehabilitate guest house and replace various heating systems at Farrington Woods
Improvements/Enhancements to Loins Way

SCHOOLS

Install grease, oil & fats separators
Replace existing electric service
Elevator upgrades at various schools
Increase, add, replace heating and ventilating units
Repair/replace outside masonry wall and stairs
Install fire sprinklers throughout various schools
Install ramp or lift for ADA accessibility
Replace gym floor at South Street Elem
Replace emergency power generator systems
Duct cleaning at various schools

**UNFUNDED CAPITAL PROJECT REQUESTS BY DEPARTMENT
FY 2017-2018**

Approved by Planning Commission February 1, 2017

Install new masonry veneer building #4
Repaint exterior of portico and trim at Union Station Railway Museum

CITY HALL

Replace floor covering at City Hall
Extend passcode security system

SCHOOLS (continued)

Study the utility tunnels Danbury High School
Replace ceiling in cafeteria or Stadley Rough
Replace unit ventilators at various schools
Replace exhaust fans at various schools
Replace existing emergency lighting at various schools
Replace compressor controls
Replace existing steam and condensate piping
Replace steam piping at Hayestown School
Replace ACH chiller
Replace hot water converter
Replace hot water converter at Rogers Park School
Replace hot water maker at King Street School
Evaluate and adjust design of parking lots and drives
Replace exterior windows at various schools
Replace interior doors at various schools
Bathroom remodels, fixture replacement

RECREATION

Rogers Park Lighting Softball
Steve Kaplanis Memorial Field Lighting

RECYCLING & SOLID WASTE

Landfill Gas Flare & Collection System Upgrade

RICHTER PARK

Sediment Removal Holes 1 & 8
Dump Truck Replacement
Turf Maintenance Facility

Brick re pointing and waterproofing at various schools
Provide addressable fire alarm systems
Buildings soffits repair/replace
Remove covers and clean radiation

SCHOOLS (continued)

Abate ACM flooring and counter tops
Replace exterior doors at various Schools

TARRYWILE PARK (continued)

Equipment Maintenance Program
Camp Building Roof Replacement & Renovations
Parking and Driveway Improvements
Pavilion Construction
Red Barn Environmental Center Renovation
Farmhouse/Greenhouse/Carriage House Oil to Gas Conversion
Maintenance Building and Garage Renovations & Repairs
Generator Replacement
Tractor Replacement
Milking Parlor Rehabilitation
Wetlands Boardwalk
Exterior Painting & Repairs - Mansion, Carriage House & Gatehouse Bldg Cmplx

AMBULANCE FUND

Public Safety Driving Simulator

SEWER FUND

WPCP - Biological Nutrient Removal (BNR) Upgrades and Plant Upgrades Program
Waste Water Treatment Plant Digester Complex 1 Cleaning and Repairs
Sewer Vehicle and Equipment Storage Building
Beaver Brook Pump Station Improvement Program
Comprehensive Inflow and Infiltration (I&I) Study
Comprehensive Sewer Study - Update
Security Surveillance System - WPCP and Pump Station Facilities
Fire Alarm System Upgrades
WPCP Site Drainage Repairs
Pump Stations - Pumps and Valves Upgrade
Pump Stations - Replace Pump Controls (3 per year)

UNFUNDED CAPITAL PROJECT REQUESTS BY DEPARTMENT FY 2017-2018

Approved by Planning Commission February 1, 2017

Bunker Renovation
 Modification of Hole #10, range and parking
 Irrigation System Upgrade
 Tree Work Playability
 Network Server
 Rock Retaining Walls Holes 8 & 12

Hillside Sewer Extension and Pump Station Removal
 Triangle Street Pump Station Replacement
 West Side Sewer Line Program - Phase II
 Plumtrees Road Crossing to Chlorine Building - Site Line Improvements

TARRYWILE PARK

Mansion Oil to Gas Conversion
 Carriage House Roof Replcmt & Renov & Farmhouse Roof Replcmt

SEWER FUND (continued)

Re-Construct Septic Hauling Road into WPCP from Plumtrees Road
 Westville Avenue Sewer Line Replacement
 Cover for Aggregate Pile

WATER FUND

Kenosia Booster Pump Station Upgrade - Kenosia Wells
 Margerie Pump Station Upgrades
 Water Facilities - Emergency Generators
 Building Roof Replacement Program
 Water Storage Tank Painting Program
 Facilities Study - West Lake Water Treatment Plant
 1) Raw Water Supply Piping Improvement - Secondary Reservoirs 2) West Lake -
 Abandonment of old well houses and structures
 Security Surveillance System for Water Plants and Facilities
 Spent Backwash Recycling Facilities at West Lake & Margerie Water Treatment Plants
 Comprehensive Water Distribution Study - Update
 Westconn Pump Station - Upgrade Fire Pumps and Controls
 Water Treatment Residual Management - West Lake Treatment Plant
 Geographic Information Systems
 Supervisory Control and Data Acquisition (SCADA) System - Water Treatment Plants
 Water Supply Safe Yield Improvement Projects
 Margerie High Service Tank and Interconnection
 West Lake - High Lift Pump Station Upgrade
 West Lake - New Drives & Controls for Flocculators
 West Lake - New Sludge Collection System
 Water Main Replacement / Upgrades
 Replace Fluoride Process Equipment - West Lake Plant
 Replace Alum Process Equipment - West Lake Water Treatment Plant
 Replace Caustic Process Equipment - West Lake Water Treatment Plant

UNFUNDED CAPITAL PROJECT REQUESTS BY DEPARTMENT

FY 2017-2018

Approved by Planning Commission February 1, 2017

Replace Ortho Process Equipment - West Lake Water Treatment Plant
Middle River Road Retaining Wall Repair / Replacement
Complete Pleasant Acres Water Main Replacement Project
Major Repairs to Lower Kohanza and Padanaram Pump Houses
Purchase of 147-149 Westville Avenue Ext

RISK MANAGEMENT

Proposed Budget: 2017-2018

Asst. Finance Director: Daniel Garrick

Dept. #: 8008

Statement of Mission:	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.
Department Goals:	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.
Fiscal Year: 2016-2017 Accomplishments:	<ul style="list-style-type: none">• Participated in the Medicare D reimbursement program, returning another \$112,000 to the City for retiree medical expenses.• Increased Health Savings Account health plan participation, creating premium savings for City employees while continuing quality medical benefits.• Customized Workers Compensation reports that eliminates duplicating efforts and streamlines reporting to carrier.
Major Objectives 2017-2018:	<ul style="list-style-type: none">• Increase participation in the Health Savings Account health plans.• Expand use of on-line tools for health coverages to assist employees in controlling/owning their health benefits.• Expand internal and on-line safety training courses.

RISK MANAGEMENT

Asst. Director of Finance: Dan Garrick

PROPOSED BUDGET: 2017-2018

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 Projected	FY 17-18 Goal
# of General Liability Claims Filed	89	136	148	140	102	100	90
# of Worker's Compensation Claims Filed	241	256	229	234	293	240	230
# Insured - Medical Coverage: Active Employees	418	412	395	393	399	390	399
# Insured - Medical Coverage: Retirees	440	438	462	475	483	483	488

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

Proposed Budget: 2017-2018

		REVENUES					
REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4000	Chgs for Svcs - Refund - Prior Year Exp	1,439	56,189	0	56,189	0	0
4900.1745	Other Financing Sources - Insurance Recoveries	9,512	0	0	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	10,951	56,189	0	56,189	0	0
4400.4995	Chgs for Svcs - Other Agencies	189,896	108,585	53,918	109,808	117,085	117,085
4400.4996	Chgs for Svcs - Payroll Contributions	957,339	1,103,266	679,645	996,445	1,074,000	1,074,000
4400.4997	Chgs for Svcs - COBRA & RETIREES	56,262	44,000	41,321	56,000	50,000	50,000
	SUBTOTAL CHARGES FOR SERVICES	1,203,497	1,255,851	774,884	1,162,253	1,241,085	1,241,085
4500.1002	Intefd Svc Rev - Prov for General Fund	12,971,641	14,741,851	7,370,926	14,714,063	15,761,170	15,235,346
4500.1003	Intefd Svc Rev - Prov for Water Fund	1,182,168	1,318,475	654,238	1,277,880	1,383,576	1,383,575
4500.1004	Intefd Svc Rev - Prov for Sewer Fund	88,926	129,000	64,500	109,258	129,000	129,000
4500.1005	Intefd Svc Rev - Prov for Ambulance Fund	6,226	6,300	3,150	6,300	6,300	6,300
4500.1006	Intefd Svc Rev - Prov for Animal Control Fund	12,242	18,000	9,000	18,000	18,500	18,500
4500.1008	Intefd Svc Rev - Prov for Special Rev Funds	38,165	0	8,064	9,500	0	0
4500.1055	Intefd Svc Rev - BOE Reimb	396,944	578,000	252,210	482,000	578,000	578,000
	SUBTOTAL INTERFUND SERVICES	14,696,312	16,791,626	8,362,088	16,617,001	17,876,546	17,350,721
TOTAL REVENUE		15,910,760	18,103,666	9,136,972	17,835,443	19,117,631	18,591,806

**Internal Service Fund - Risk Management Employee Benefits
Proposed Budget: 2017-2018**

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
8001	FICA						
5220.1500	Payroll Taxes - FICA	1,745,420	1,808,286	1,147,697	1,807,449	1,862,535	1,796,000
	SUB-TOTAL: 8001	1,745,420	1,808,286	1,147,697	1,807,449	1,862,535	1,796,000
8005	STATE UNEMPLOYMENT COMP						
5220.1505	Payroll Taxes - UnEmp.	66,830	70,000	30,755	56,397	70,000	70,000
	SUB-TOTAL: 8005	66,830	70,000	30,755	56,397	70,000	70,000
8006	EMPLOYEE HEALTH & LIFE INS						
5230.1555	Emp. Group Ins. - Employee Health Insurance	9,219,576	9,797,200	5,671,829	9,786,080	10,560,000	10,414,620
5230.1560	Emp. Group Ins. - Prescription Drug Insurance	530,222	1,074,000	223,798	1,065,975	1,160,000	1,084,740
5230.1565	Emp. Group Ins. - Dental Ins.	275,119	447,000	272,280	440,000	480,000	480,000
5230.1570	Emp. Group Ins. - Life Insurance	154,754	154,737	106,618	154,000	161,625	161,625
5230.1575	Emp. Group Ins. - Disability Insurance	22,384	26,000	16,717	25,153	27,000	27,000
	SUB-TOTAL: 8006	10,202,055	11,498,937	6,291,241	11,471,208	12,388,625	12,167,985
8007	UNION WELFARE						
5230.1550	Emp. Group Ins. - Union Welfare Contribution	2,026,562	2,221,980	1,241,243	2,199,050	2,288,650	2,200,000
	SUB-TOTAL: 8007	2,026,562	2,221,980	1,241,243	2,199,050	2,288,650	2,200,000
8008	RISK MANAGEMENT						
5020.1000	Salaries - Regular	115,947	142,214	74,564	117,959	167,276	168,888
5030.1000	Overtime - Salaries	282	500	133	248	500	500

**Internal Service Fund - Risk Management Employee Benefits
Proposed Budget: 2017-2018**

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
5050.1140	Other Salaries - Other Earnings	0	0	0	0	0	2,300
5250.1630	Other Benefits - Sick Leave	1,950	2,223	2,223	2,223	2,223	2,140
5250.1620	Other Benefits - Longevity	533	533	533	533	533	583
5300.2095	Purch Svcs - Legal & Public Notices	0	200	0	200	200	200
5300.2085	Purch Svcs - Subscriptions/Memberships	0	300	0	150	150	150
5300.2075	Purch Svcs - Training Courses	0	600	0	300	300	300
5300.2060	Purch Svcs - Travel/Mileage	192	350	0	300	350	350
5300.2055	Purch Svcs - Postage	224	500	330	500	500	500
5300.2010	Purch Svcs - Professional Svcs	86,500	125,000	31,250	125,000	125,000	125,000
5500.2420	Maintenance & Repair - Office Equipment	1,200	0	0	0	0	0
5600.2500	Materials & Supplies - Office	527	300	0	200	300	300
5700.2750	Equipment - Safety	0	100	0	100	100	100
5800.2825	Ins. - Volunteer Firefighters Liab Ins	0	56,189	0	56,189	56,189	56,189
5800.2880	Ins. - Auto Deductible	127,188	200,000	36,635	123,101	200,000	150,000
5800.2870	Ins. - Liability Deductible	260,350	650,000	166,285	587,617	650,000	550,000
5800.2830	Ins. - Auto Liability	108,960	112,229	78,842	109,726	113,000	113,000
5800.2815	Ins. - Blanket Bond	0	2,600	0	2,600	2,600	2,600
5800.2810	Ins. - Position Bond	0	9,600	0	9,600	9,600	9,600
5800.2820	Ins. - Public Liability	1,032,469	1,063,444	777,301	1,036,022	1,050,000	1,046,121
5800.2850	Ins. - Fire	133,573	137,581	177,537	128,771	129,000	129,000
	SUB-TOTAL: 8008	1,869,894	2,504,463	1,345,631	2,301,339	2,507,821	2,357,821
TOTAL:	Internal Service Fund - Risk Management Employee Benefits	15,910,761	18,103,666	10,056,568	17,835,443	19,117,631	18,591,806

RISK MANAGEMENT
Proposed Budget: 2017-2018

Asst. Finance Director: Daniel Garrick

Dept. #: 8008

TABLE OF ORGANIZATION

TABLE OF ORGANIZATION	NUMBER OF POSITIONS		PRESENT RATES	PROPOSED BUDGET 2017-2018
	2016-2017 BUDGET	CHANGE 2017-2018 (+ or -) BUDGET		
(A) RISK MANAGER	0.5	0.5	120,429	60,215
* HEALTH BENEFITS COORDINATOR	1	1	58,549	58,549
* (PF) CLAIMS PROCESSOR	1	1	50,125	50,125
(A) 1/2 Finance; 1/2 Risk Management * Union Negotiated	TOTAL	<u>2.5</u>		168,889
* Union Negotiated; (PF) Partially Funded				

INTERNAL SERVICE FUND - WORKERS COMPENSATION

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4400.4000	Chgs for Svcs - Refund - Prior Year Exp	8,104	0	0	0	0	0
	SUBTOTAL CHARGES FOR SERVICES	8,104	0	0	0	0	0
4500.1002	Intrfd Svc Rev - Prov for General Fund	2,192,460	2,685,223	559,483	2,471,451	2,677,280	2,292,679
4500.1003	Intrfd Svc Rev - Prov for Water Fund	100,804	116,827	31,827	81,668	117,000	117,000
4500.1006	Intrfd Svc Rev - Prov for Animal Control Fund	4,400	4,700	4,700	4,700	5,070	5,070
4500.1008	Intrfd Svc Rev - Prov for Special Rev Funds	1,160	0	717	900	0	0
4500.1055	Intrfd Svc Rev - BOE Reimb	908,665	997,250	579,546	906,430	1,011,150	1,011,150
	SUBTOTAL INTERFUND SERVICES	3,207,488	3,804,000	1,176,272	3,465,149	3,810,500	3,425,899
	TOTAL INTERNAL SERVICE FUND - WORKERS COMPENSATION	3,215,592	3,804,000	1,176,272	3,465,149	3,810,500	3,425,899

**Internal Service Fund - Workers Compensation
Proposed Budget: 2017-2018**

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
8004	WORKER'S COMPENSATION - H/H						
5230.1595	Emp. Group Ins. - Heart/Hypertension	607,603	700,000	341,543	627,572	700,000	650,000
	SUB-TOTAL: 8004	607,603	700,000	341,543	627,572	700,000	650,000
8008	RISK MANAGEMENT						
5230.1590	Emp. Group Ins. - Workers Comp Premium	853,642	854,000	621,804	846,181	913,000	913,000
5300.2040	Purch Svcs - Outside Svcs	8,835	0	0	0	0	0
5800.2890	Ins. - Workers Comp Deductible	1,745,512	2,250,000	513,012	1,991,396	2,197,500	1,862,899
	SUB-TOTAL: 8008	2,607,989	3,104,000	1,134,816	2,837,577	3,110,500	2,775,899
TOTAL:	Internal Service Fund - Workers Compensation	3,215,592	3,804,000	1,476,359	3,465,149	3,810,500	3,425,899

INTERNAL SERVICE FUND - PENSION - OPEB

Proposed Budget: 2017-2018

REVENUES

REVENUE CODE	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	REVENUES AS OF 2/28/2017	PROJECTED REVENUES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
4500.1002	Intefd Svc Rev - Prov for General Fund	18,076,800	20,220,850	13,668,250	20,194,068	22,659,925	21,508,512
4500.1003	Intefd Svc Rev - Prov for Water Fund	634,799	550,550	517,550	550,550	626,325	626,325
4500.1004	Intefd Svc Rev - Prov for Sewer Fund	502,935	354,400	354,400	354,400	406,600	406,600
4610.1220	Invst. Earnings - Pension Investment Income	3,809	0	0	0	0	0
	SUBTOTAL INTEREST	19,218,343	21,125,800	14,540,200	21,099,018	23,692,850	22,541,437
TOTAL INTERNAL SERVICE FUND - PENSION - OPEB		19,218,343	21,125,800	14,540,200	21,099,018	23,692,850	22,541,437

**Internal Service Fund - Pension - OPEB
Proposed Budget: 2017-2018**

APPROPRIATIONS

DEPT. #:	ACCOUNT DESCRIPTION	ACTUAL 2015-2016	AMENDED BUDGET 2016-2017	EXPENDITURES AS OF 2/28/2017	PROJECTED EXPENDITURES 2016-2017	PROPOSED BY DEPT 2017-2018	PROPOSED BY MAYOR 2017-2018
1320	RETIREMENT ADMINISTRATION						
5300.2010	Purch Svcs - Professional Svcs	6,428	30,000	-10,000	10,000	30,000	30,000
	SUB-TOTAL: 1320	6,428	30,000	-10,000	10,000	30,000	30,000
8002	PENSION EXPENSE						
5240.1600	Pension - Employer Contributions - DB Plan	10,645,754	11,773,000	11,006,890	11,773,000	12,300,000	12,300,000
5240.1602	Pension - Employer Contributions - DC Pla	88,977	144,000	68,605	141,107	151,350	151,350
	SUB-TOTAL: 8002	10,734,731	11,917,000	11,075,496	11,914,107	12,451,350	12,451,350
8006	EMPLOYEE HEALTH & LIFE INS						
5235.1555	Retiree Benefits - Health Ins.	4,473,279	3,815,800	2,535,519	3,813,059	4,526,500	4,053,957
5235.1560	Retiree Benefits - Prescription Drug Coverage	3,035,472	3,913,000	2,114,836	3,912,626	4,631,000	3,952,130
5235.1565	Retiree Benefits - Dental Ins.	44,624	45,000	26,530	44,906	49,000	49,000
5235.1590	Retiree Benefits - OPEB ARC	920,000	1,400,000	1,400,000	1,400,000	2,000,000	2,000,000
5235.1570	Retiree Benefits - Life Ins.	0	5,000	0	4,320	5,000	5,000
	SUB-TOTAL: 8006	8,473,375	9,178,800	6,076,885	9,174,911	11,211,500	10,060,087
TOTAL:	Internal Service Fund - Pension - OPEB	19,214,534	21,125,800	17,142,381	21,099,018	23,692,850	22,541,437

CITY OF DANBURY - SUPPLEMENTAL SUMMARIES

SUPPLEMENTAL SUMMARY REPORT NAME	DESCRIPTION
DANBURY FINANCIAL SUMMARIES	
• 5-Year Breakdown of Adopted Budgets	Breakdown of overall budget for 5 Fiscal Years, by category.
• Budget Statistics	Analysis of City's budgets, Mill Rate and Net Taxable Grand List.
• Tax Collection Rates	Column chart of actual vs. budget tax collection rate history.
• Unassigned Fund Balance as a % of Budgetary Expenditures	Column chart of Unassigned Fund Balance as a percent to Budgetary Expenditures by Year.
EMPLOYMENT DATA	
• Bargaining Groups and Major Employers	Breakdown of Union bargaining groups and the Top 10 employers.
• Full-Time Budget Headcount	Ten year headcount history by City department and Fiscal Year.
• Full-Time Budget Headcount Chart	Column chart of 10-year history for City of Danbury employees.
ECONOMIC SUMMARIES	
• Mill Rate Ten Year History	Trended column chart for Mill Rate and percent change over 10 years.
• Building Permit History and Employment by Industry	Ten year Building permit history, employment by industry and unemployment rate.
• Assessed Value of Taxable Property	Ten year Trended column chart of assessed value of taxable property.
• Grand List and Ten Largest Tax Payers	Real Estate, Motor Vehicle and Personal Property Tax, and ten largest tax payers in Danbury.
• Your Tax Dollar at Work	Graphical presentation of % of tax allocation by GASB category to the City's budget
DEMOGRAPHICS	
• Demographics: Population Trends	Population and population density chart and 9-year population trend
• Demographics: Age, Income and Education	Demographic charts of age, educational attainment and income level
• Voter Registration & Election Summary	Illustration of local and presidential election summary of voter party.
MISCELLANEOUS STATISTICS	
• Miscellaneous Statistics	Overview of Danbury's public works, public safety and library totals.
• Public Utilities: Historical Collections and Billings Data	Water and sewer data includes # of accounts, billings & consumption.

**CITY OF DANBURY
SUPPLEMENTAL KEY METRIC SUMMARY**

**DANBURY
FINANCIAL
SUMMARIES**

<u>Proposed Budget</u>		<u>Tax Collection Rate</u>		<u>Unassigned Fund Balance as a % of Budgetary Expenditures</u>		<u>Fulltime Budget HC</u>	
FY 16/17:	244,100,000	FY 16/17:	100%	FY 16/17:	10.1%	FY 16/17:	549
FY 17/18:	250,500,000	FY 17/18:	100%	FY 17/18:	10.1%	FY 17/18:	552
% Change	2.62%	% Change	0.00%	% Change	0.00%	% Change	0.55%

**ECONOMIC
SUMMARIES**

<u>City Unemployment Rate</u>		<u>Mill Rate</u>		<u>Total # Building Permits</u>		<u>Total Building Permit Values</u>	
FY 16/17:	5.10%	FY 16/17:	28.68	CY 2015:	1,146	CY 2015:	\$ 168,649,649
FY 17/18:	4.70%	FY 17/18:	28.95	CY 2016:	1,110	CY 2016:	\$119,294,511
% Change	-7.84%	% Change	0.94%	% Change	-3.14%	% Change	-29.26%

<u>Gross Grand List</u>		<u>Exempt Property Assessment</u>		<u>Assessed Value of Exemptions</u>		<u>Net Taxable Grand List</u>	
FY 16/17:	8,674,073,895	FY 16/17:	1,426,783,900	FY 16/17:	220,725,660	FY 16/17:	7,026,564,335
FY 17/18:	8,793,558,237	FY 17/18:	1,428,603,200	FY 17/18:	234,706,423	FY 17/18:	7,130,248,614
% Change	1.38%	% Change	0.13%	% Change	6.33%	% Change	1.48%

**DEMOGRAPHIC
DATA**

<u>Danbury Population</u>		<u># Registered Voters</u>		<u>School Population End of 15/16 (Danbury Public Schools)</u>	
FY 16/17:	83,784	FY 16/17:	34,105	FY 16/17:	5,031
FY 17/18:	84,650	FY 17/18:	39,956	FY 17/18:	5,096
% Change	1.03%	% Change	17.16%	% Change	1.29%

**MISCELLANEOUS
STATISTICS**

<u>Public Library Volumes</u>		<u># Uniformed Police Officers (uniform/nonuniform)</u>		<u># Uniformed Fire Fighters</u>	
FY 16/17:	121,584	FY 16/17:	164	FY 16/17:	117
FY 17/18:	115,450	FY 17/18:	164	FY 17/18:	117
% Change	-5.05%	% Change	0.00%	% Change	0.00%

**CITY OF DANBURY - GENERAL FUND
PERCENT BREAKDOWN OF ADOPTED (PROPOSED) BUDGETS
FY 2013/2014 thru FY 2017/2018**

Total 2013-2014	Board of Education	118,295,291	52.0%
Adopted Budget	Education, Health & Welfare	208,575	0.1%
	Debt Service-Schools	2,915,900	1.3%
\$227,350,000	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%
Total 2014-2015	Board of Education	\$121,795,291	51.7%
Adopted Budget	Education, Health & Welfare	208,575	0.1%
	Debt Service-Schools	3,581,000	1.5%
\$235,700,000	BOE Capital Program	250,000	0.1%
	BOE Pension Non-Cert	1,627,000	0.7%
	City	95,469,134	40.5%
	Debt Service City	12,769,000	5.4%
Total 2015-2016	Board of Education	\$ 124,000,000	52.2%
Adopted Budget	Education, Health & Welfare	208,575	0.1%
	Debt Service-Schools	2,676,269	1.1%
\$237,700,000	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%
Total 2016-2017	Board of Education	\$ 126,200,000	51.7%
Adopted Budget	Education, Health & Welfare	208,575	0.1%
	Debt Service-Schools	2,975,344	1.2%
\$244,100,000	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%
Total 2017-2018	Board of Education	\$ 128,450,000	51.3%
Proposed Budget	Education, Health & Welfare	208,575	0.1%
	Debt Service-Schools	3,248,050	1.3%
\$250,500,000	BOE Capital Program	250,000	0.1%
	BOE Pension Non-Cert	2,005,000	0.8%
	City	102,745,124	41.0%
	Debt Service City	13,593,251	5.4%

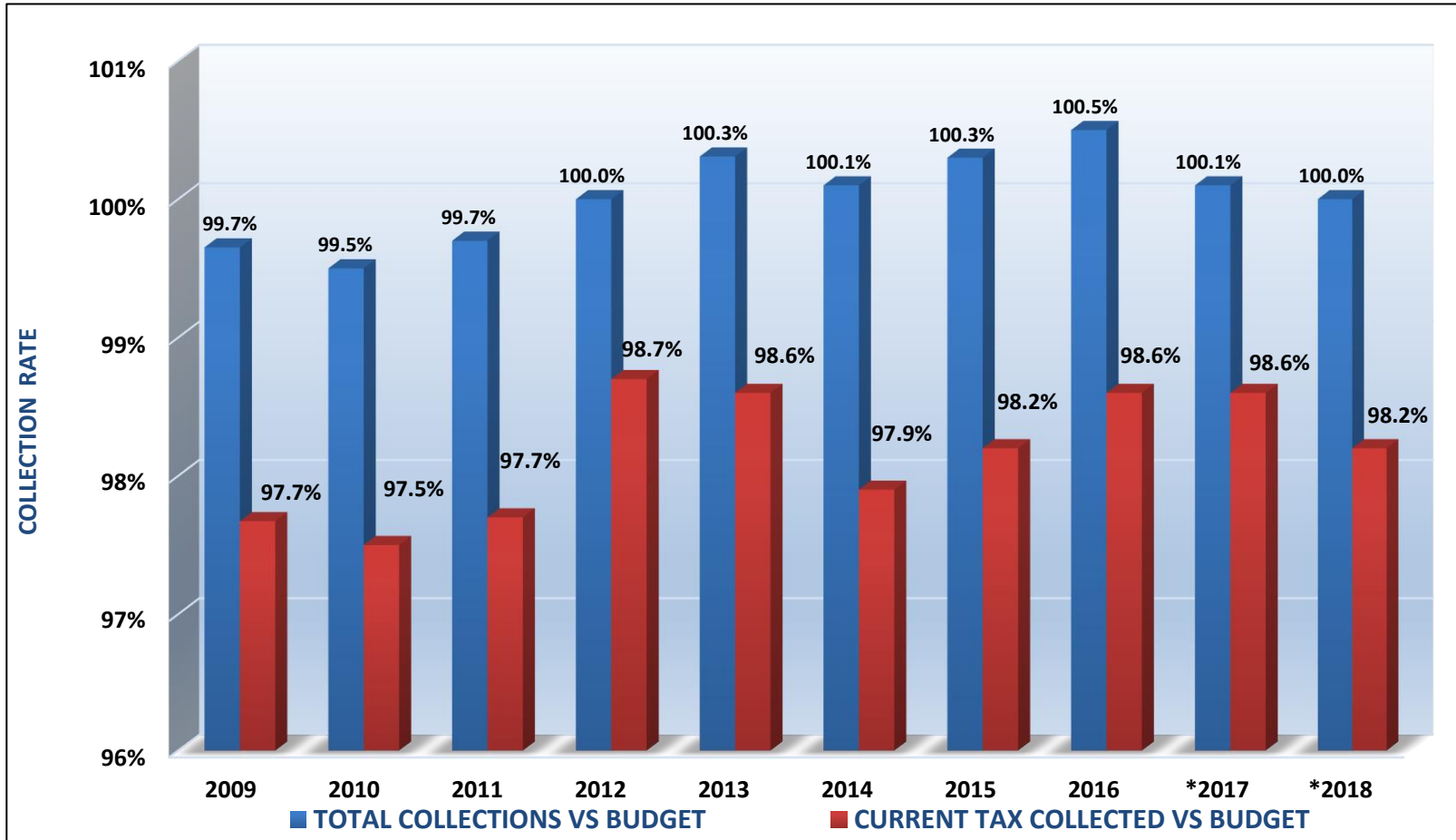
**CITY OF DANBURY
BUDGET STATISTICS**

Fiscal Year				Mill			Net Taxable		
	Budget	Change	% Change	Rate	Change	% Change	Grand List	Change	% Change
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%
17/18	250,500,000	6,400,000	2.62%	28.95	0.27	0.94%	7,130,248,614	103,684,279	1.5%

2001-02 Budget no longer includes State and Federal School Projects. 00-01, 03-04, 08-09, 13-14 are revaluation years.

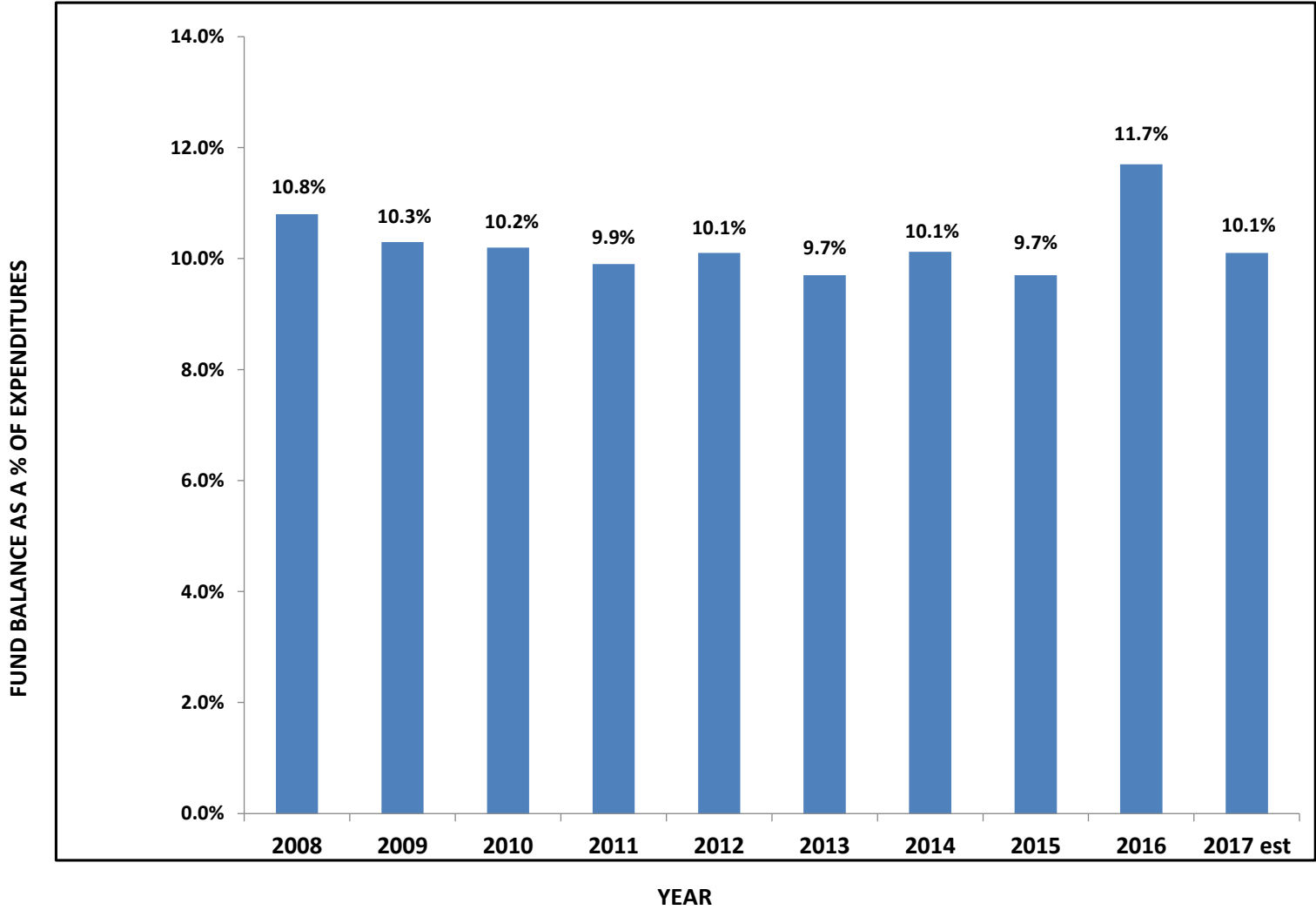
*Reflects phase-in of property revaluation.

**CITY OF DANBURY
TAX COLLECTION RATE HISTORY
CURRENT & TOTAL COLLECTED %
ACTUAL vs BUDGET**



* Estimated

**CITY OF DANBURY - GENERAL FUND
UNASSIGNED FUND BALANCE AS A PERCENTAGE OF BUDGETARY EXPENDITURES
TEN YEAR HISTORY**



CITY OF DANBURY
FULL TIME BUDGETED HEADCOUNT
10 YEAR HISTORY

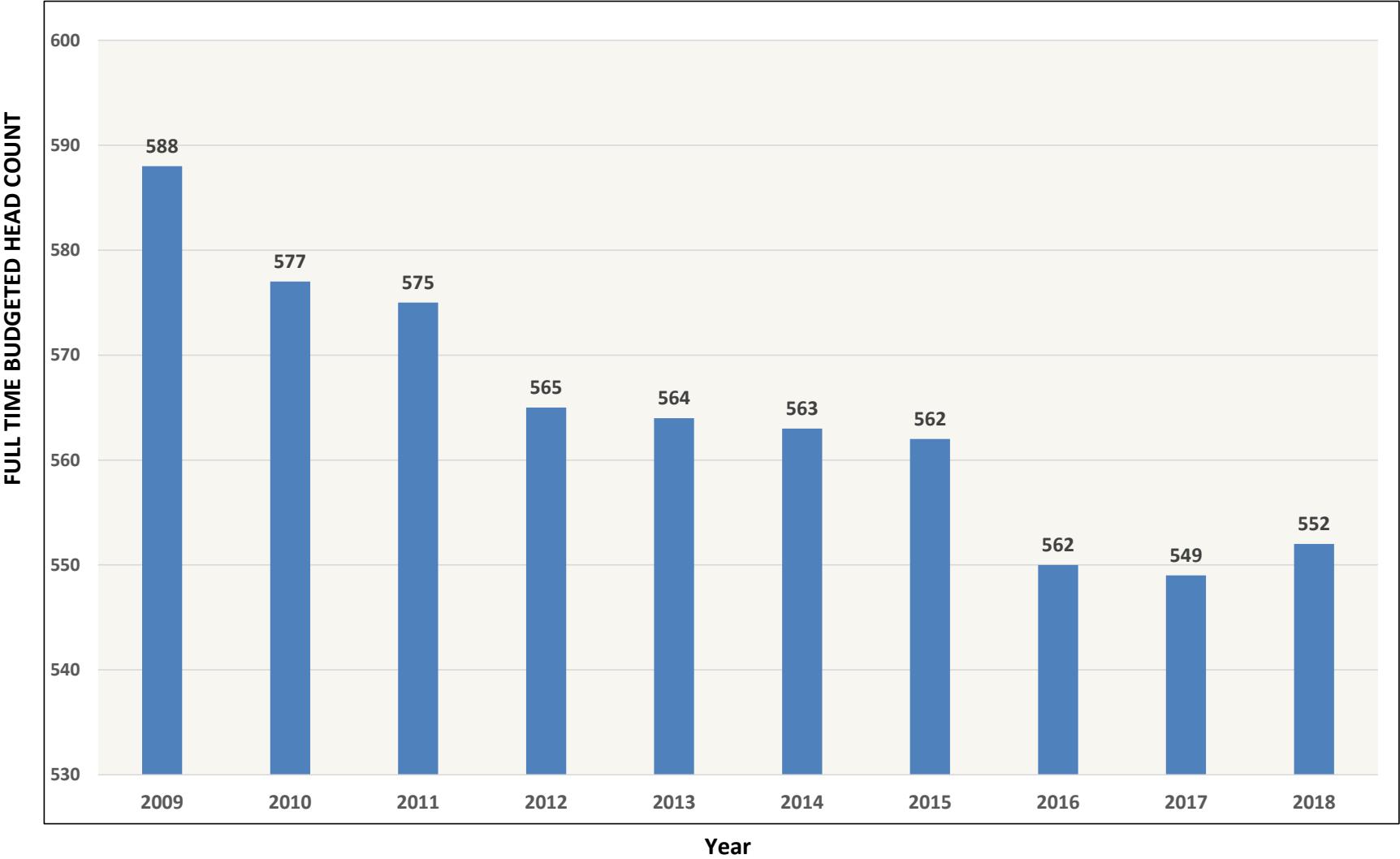
<u>FISCAL YEAR</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>1 YR CHANGE</u>
CITY COUNCIL	0	0	0	0	0	0	0	0	0	0	0
MAYOR'S OFFICE	6	6	5	5	6	6	6	6	6	6	0
OFFICE OF PROJECT EXCELLENCE	0	0	0	0	0	0	0	0	1	1	0
LEGISLATIVE 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	11	11	10.5	10.5	10.5	10.5	0
INFORMATION TECHNOLOGY	4	4	4	4	5	5	5	5	1	1	0
BUREAU OF ASSESSMENTS	8	8	8	8	7	7	7	7	7	7	0
TAX COLLECTOR	11	10	10	8	9	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	6	6	6	6	6	6	6	6	6	0
PERMIT COORDINATION	6	5	5	5	5	5	5	5	5	5	0
PLANNING	6	6	6	6	6	6	6	6	6	6	0
ECONOMIC DEVELOPMENT	1	0	0	0	1	1	1	1	1	1	0
HUMAN RESOURCES	2	2	2	2	2	2	2	3	3	3	0
PUBLIC BUILDINGS	15	14	14	13	14	14	14	14	14	14	0
CITY HALL BUILDING	1	1	1	1	1	1	1	1	1	1	0
TOTAL GENERAL GOVERNMENT	89	84	83	80	83	83	82.5	83.5	80.5	80.5	0
POLICE DEPARTMENT	161.75	164.75	164.75	164.75	164	164	164.5	161.5	161	161	0
ANIMAL CONTROL	3	3	3	3	3	3	3	3	3	3	0
FIRE DEPARTMENT	129.25	129.25	129.25	129.25	130	130	130	122	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	0.5	0	0	0
UNIFIED NEIGH. INSP. TEAM	5	4	4	3	4	4	3	3	4	5	1
AIRPORT	5	5	5	5	5	5	5	5	5	5	0
TOTAL PUBLIC SAFETY	314	316	316	315	316	316	315.5	304	304	305	1

**Included in the 17-18 Budget are 61 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, 13 are only partially funded. Some funding may be available at the divisional level that meets the public safety and financial criteria.

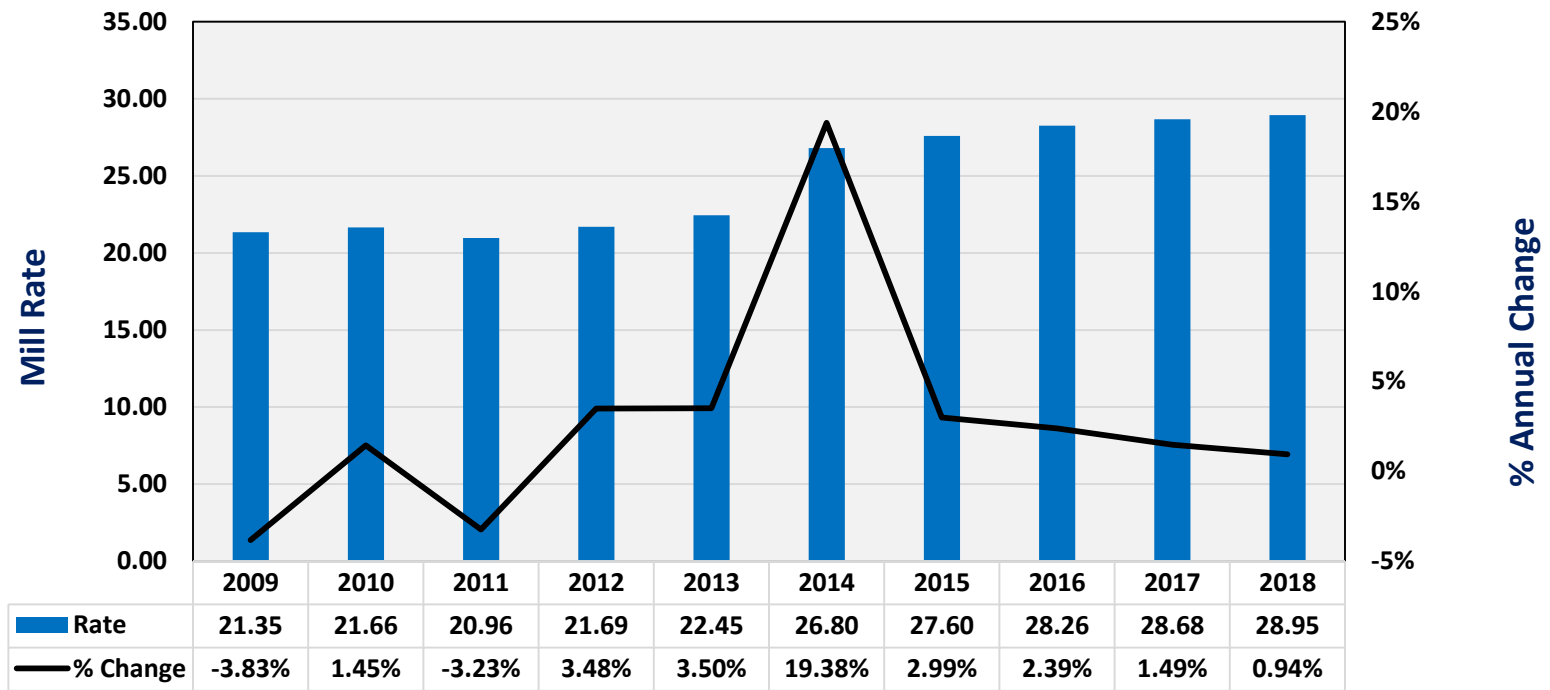
**CITY OF DANBURY
FULL TIME BUDGETED HEADCOUNT
10 YEAR HISTORY**

<u>FISCAL YEAR</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>17/18</u>	<u>1 YR CHANGE</u>
DIR. OF PUBLIC WORKS	3	2	2	2	2	2	2	2	2	2	0
HIGHWAY DEPARTMENT	43	43	43	42	43	43	43	43	43	43	0
PARKS MAINTENANCE	18	18	18	17	17	17	17	17	18	18	0
FORESTRY	6	4	4	4	4	4	4	4	4	4	0
EQUIPMENT MAINTENANCE	7	7	7	7	7	7	7	7	7	7	0
ENGINEERING	12	11	11	10	10	10	10	10	10	10	0
CONSTRUCTION SERVICES	3	3	3	3	3	3	3	3	3	3	0
TOTAL PUBLIC WORKS	92	88	88	85	86	86	86	86	87	87	0
HEALTH & HUMAN SERVICES	17	17	17	15	14	14	13	12	12	12	0
TOTAL HEALTH	17	17	17	15	14	14	13	12	12	12	0
WELFARE	0	0	0	0	0	0	0	0	0	0	0
VETERANS ADVISORY	1	1	0	0	0	0	0	0	0	0	0
COMMISSION ON AGING	4	3	3	3	2	2	2	2	2	2	0
TOTAL PUBLIC WELFARE	5	4	3	3	2	2	2	2	2	2	0
LIBRARY	27	25	26	25	22	21	20	20	21	23	2
TOTAL LIBRARIES	27	25	26	25	22	21	20	20	21	23	2
RECREATION	2	2	2	2	1	1	1	1	1	1	0
TOTAL RECREATION	2	2	2	2	1	1	1	1	1	1	0
INSURANCE	2	2	2	2	2	2	2.5	2.5	2.5	2.5	0
TOTAL RECURRING COSTS	2	2	2	2	2	2	2.5	2.5	2.5	2.5	0
WATER UTILITY	40	39	38	37	38	38	39	39	39	39	0
TOTAL WATER FUND	40	39	38	37	38	38	39	39	39	39	0
GRAND TOTAL	588	577	575	565	564	563	561.5	550	549	552	3

**CITY OF DANBURY
FULL TIME BUDGETED HEAD COUNT
TEN YEAR HISTORY**



CITY OF DANBURY
MILL RATE: TEN YEAR HISTORY
2009 through 2018



Fiscal Year Ended June 30

**CITY OF DANBURY
BUILDING PERMIT HISTORY & EMPLOYMENT BY INDUSTRY**

BUILDING PERMITS							
Calendar Year	Residential		Commercial		Industrial		Total
Ending 12/31	No.	Value	No.	Value	No.	Value	No. Value
2016	876	\$40,316,792	231	\$78,064,219	3	\$913,500	1,110 \$119,294,511
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%
Total Labor Force, Employed	44,769	100.0%	1,766,934	100.0%

Source: U.S. Department of Commerce, Bureau of the Census, 2010

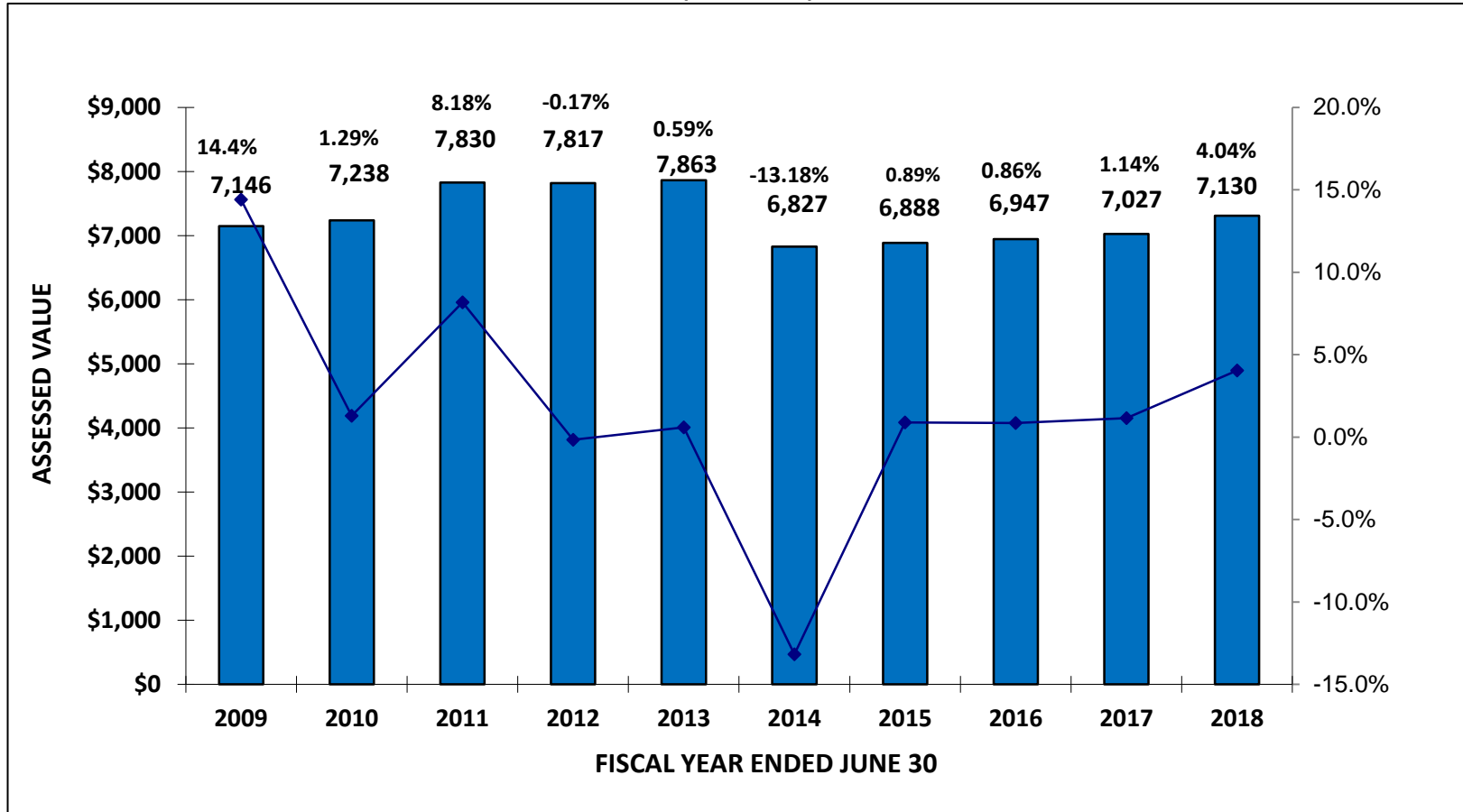
PERCENTAGE OF UNEMPLOYED

Annual Averages	City of Danbury		City of Danbury	Danbury Labor Market	State of CT
	Employed	Unemployed			
2016	45,579	1,512	3.2%	2.4%	3.9%
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>

CITY OF DANBURY
ASSESSED VALUE OF TAXABLE PROPERTY AFTER BOARD OF ASSESSMENT APPEALS
GRAND LIST AS OF OCTOBER 1ST

(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, 2016**

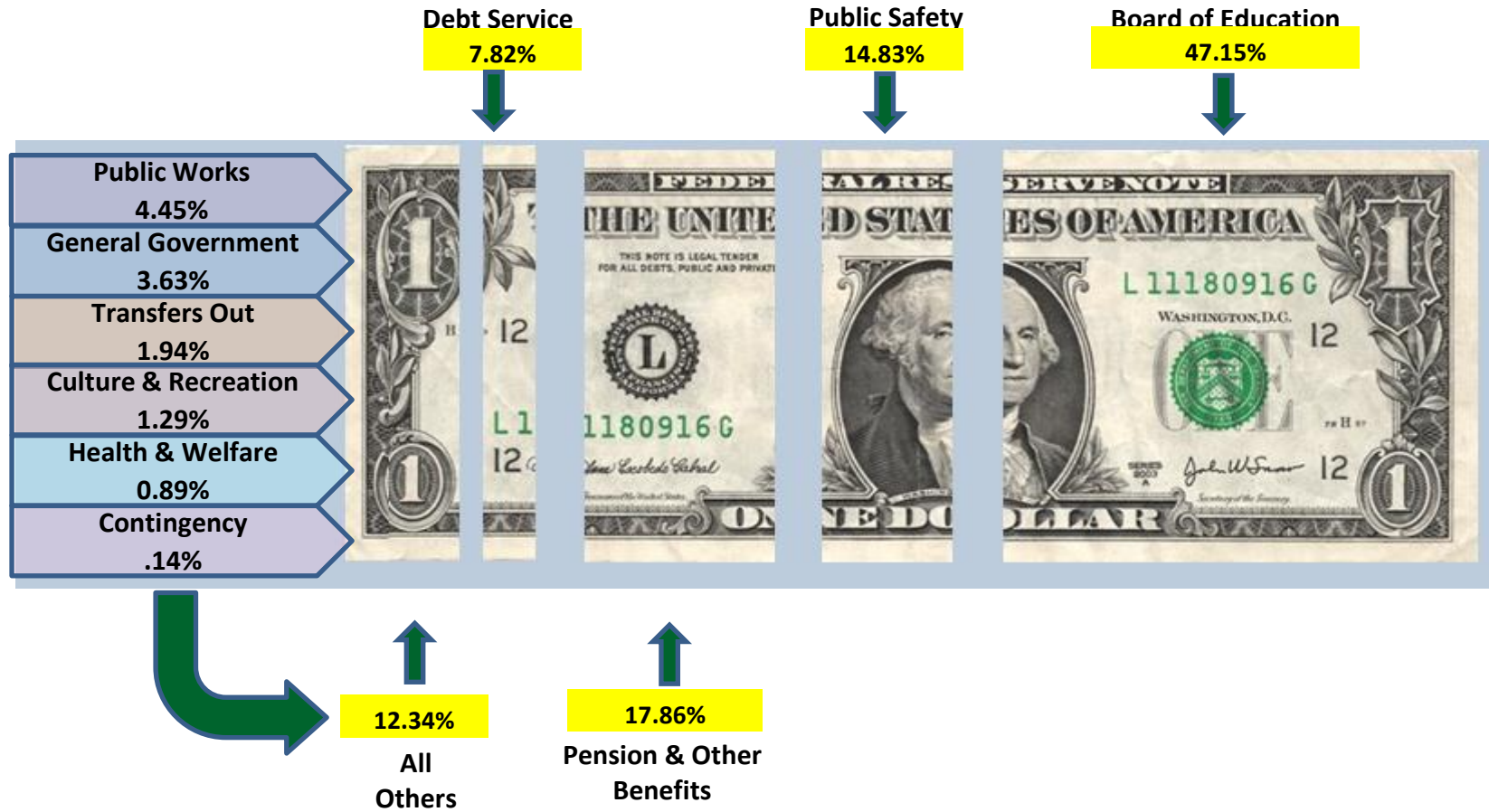
REAL ESTATE, MOTOR VEHICLE AND PERSONAL PROPERTY

	<u>OCTOBER 1, 2015</u>	<u>OCTOBER 1, 2016</u>	<u>CHANGE</u>	<u>% INCREASE</u>
REAL ESTATE	6,089,917,520	6,132,118,370	42,200,850	0.69%
PERSONAL PROPERTY	409,356,790	447,645,560	38,288,770	9.35%
MOTOR VEHICLES	527,290,025	550,484,684	23,194,659	4.40%
TOTALS	7,026,564,335	7,130,248,614	103,684,279	1.48%

TEN LARGEST TAXPAYERS

	<u>BUSINESS</u>	<u>TAXABLE VALUATION AS OF 10/1/2016</u>	<u>% of NET TAXABLE GRAND LIST</u>
1.	Danbury Mall Associates Shopping Mall	216,217,900	3.03%
2.	Eversource (Connecticut Light & Power) Public Utility	65,635,300	0.92%
3.	Gera Danbury LLC Real Estate Investor	50,601,900	0.71%
4.	Boehringer Ingelheim Research Center	64,560,190	0.91%
5.	Crown Point Gardens Land Developer	45,247,300	0.63%
6.	BRT Reserve LLC Land Developer	48,303,750	0.68%
7.	Melvyn, Mary & Seymour Powers Danbury Industrial Corp & MMP Realty Industrial Park	40,292,110	0.57%
8.	Hawley, Ervie, Germantown Plaza Associates & Germantown Medical Center Shopping Center & Land Developer	34,565,200	0.48%
9.	Usrstadt Biddle Properties LLC Retail	34,314,790	0.48%
10.	Bldg 45 Eagle LLC Retail	29,008,800	0.41%

**CITY OF DANBURY - YOUR TAX DOLLAR AT WORK
2017-2018 PROPOSED BUDGET**

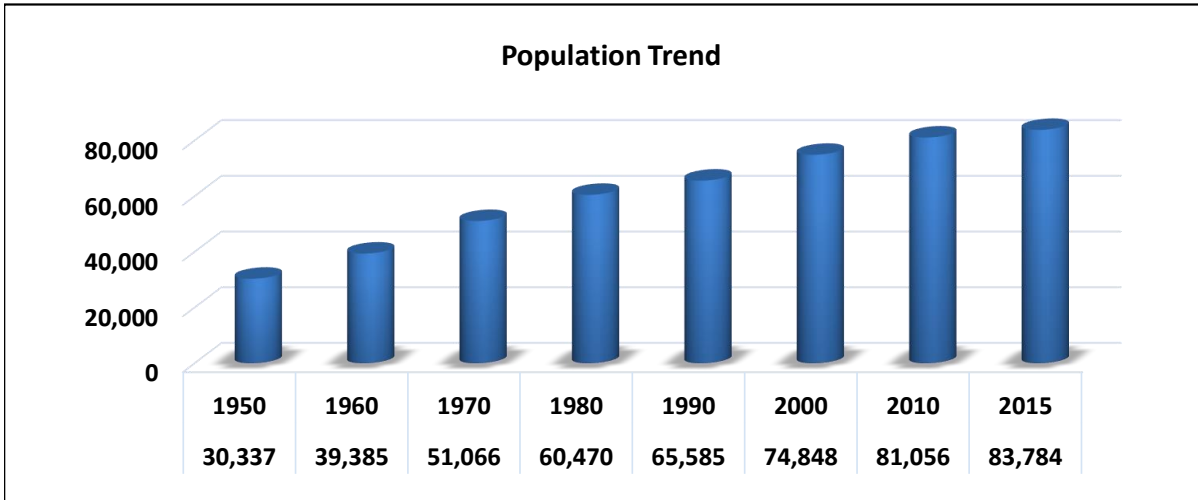


**CITY OF DANBURY
DEMOGRAPHIC INFORMATION
POPULATION & DENSITY**

Demographic Information Population and Density

Year ⁽¹⁾	Population	% Increase	Density ⁽²⁾
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
2015	83,784	0.1%	2,000
2016	84,650	1.0%	2,021

⁽¹⁾ 1950-2010, U.S. Department of Commerce, Bureau of Census
⁽²⁾ Population per square mile: 41.89 square miles (land)



U.S. Department of Commerce, Bureau of Census

CITY OF DANBURY
DEMOGRAPHICS: Age, Education and Income

Age Distribution of the Population				
	City of Danbury		State of Connecticut	
	2014	Percent	2014	Percent
Under 5	5,164	6.2%	194,338	5.4%
5 - 9	4,660	5.6	217,491	6.1
10 - 14	4,696	5.7	234,666	6.5
15 - 19	5,937	7.2	255,499	7.1
20- 24	5,466	6.6	234,482	6.5
25 - 34	12,971	15.7	433,145	12.1
35 - 44	12,366	14.9	459,130	12.8
45 - 54	11,822	14.3	563,772	15.7
55 - 59	5,287	6.4	253,952	7.1
60 - 64	3,992	4.8	214,499	6.0
65 - 74	5,692	6.9	280,541	7.8
75 - 84	2,986	3.6	162,971	4.5
85 years and over	1,742	2.1	87,567	2.4
Total	82,781	100%	3,592,053	100%
Median Age (yrs.)	36.8		37.4	

Source: American Community Survey 2010 - 2014

Educational Attainment				
	City of Danbury		State of Connecticut	
	Number	Percent	Number	Percent
Less than 9th grade	6,072	10.7%	106,784	4.3%
9th to 12th grade, no diploma	3,890	6.8	150,227	6.1
High school graduate (incl. equiv.)	17,192	30.2	677,887	27.6
Some college, no degree	9,004	15.8	431,807	17.6
Associates' degree	3,361	5.9	180,321	7.3
Bachelor's degree	9,911	17.4	506,662	20.6
Graduate or professional degree	7,428	13.1	401,889	16.4
Total	56,858	100%	2,455,577	100%
Percent of high school graduate or higher		82.5%		89.5%
Percent of bachelor's degree or higher		30.5%		37.0%

Source: American Community Survey 2010 - 2014

Income Distribution				
	City of Danbury		State of Connecticut	
	Families	Percent	Families	Percent
Less than \$10,000	642	3.4%	30,584	3.4%
\$10,000 to 14,999	308	1.6	18,591	2.1
\$15,000 to 24,999	1,318	6.9	46,537	5.2
\$25,000 to 34,999	1,423	7.5	56,473	6.3
\$35,000 to 49,999	1,942	10.2	85,206	9.5
\$50,000 to 74,999	3,427	18.0	140,776	15.6
\$75,000 to 99,999	2,638	13.9	129,656	14.4
\$100,000 to 149,999	4,166	21.9	184,327	20.5
\$150,000 to 199,999	1,520	8.0	93,100	10.3
\$200,000 or more	1,626	8.6	114,307	12.7
Total	19,010	100.0	899,557	100%

Source: American Community Survey 2010 - 2014

Income Levels		
	City of Danbury	State of CT
Per Capita Income, 2014	\$ 31,411	\$38,480
Per Capita Income, 2013	\$ 30,770	\$37,892
Median Family Income, 2014	\$ 77,963	\$88,217
Median Family Income, 2013	\$ 75,121	\$117,094

Source: 1980-2014 U.S. Census adjusted for inflation-American Community Survey

**CITY OF DANBURY
VOTER REGISTRATION & ELECTION SUMMARIES**

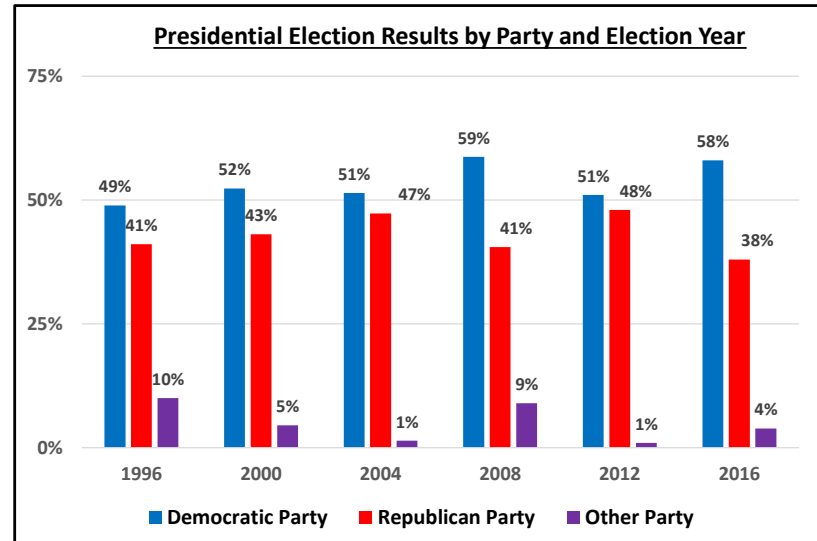
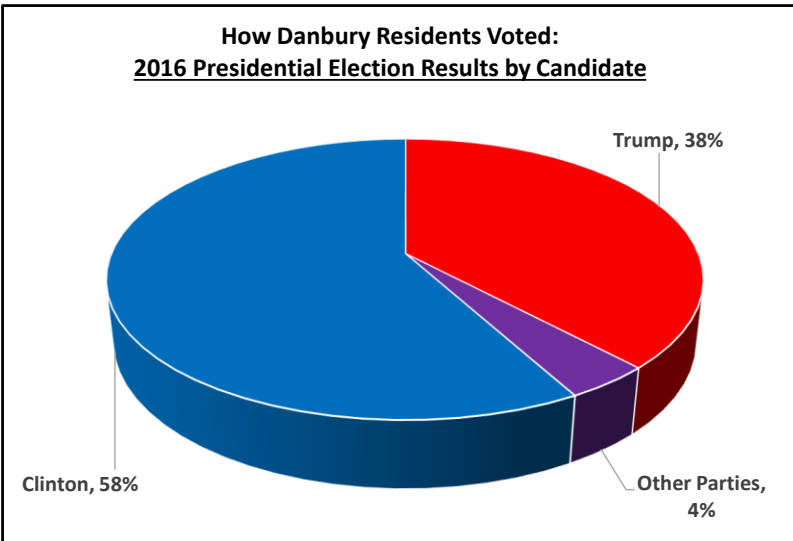
Local Election (Mayoral & Local Candidates): 11/3/2015

	Democratic Party	Republican Party	Unaffiliated	Other Parties	Total
# Active Voters	2,969	2,669	2,696	87	8,421
% Active Voters	8.7%	7.8%	7.9%	0.3%	25%
# Registered Voters	10,490	6,723	16,386	506	34,105
% Inactive Voters	22.1%	11.9%	40.1%	1.2%	75%

Presidential Election: 11/8/2016

	Democratic Party	Republican Party	Unaffiliated	Other Parties	Total
# Active Voters	9,701	6,376	12,317	477	28,871
% Active Voters	24.4%	16.1%	31.0%	1.2%	73%
# Inactive Voters	12,735	7,959	18,354	655	39,703
% Inactive Voters	7.6%	4.0%	15.2%	0.4%	27%

Source: Registrar of Voter's Office: State of CT Voter Registration System



Source: Election Data from : <http://www.city-data.com/city/Danbury-Connecticut.html>

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	2,880	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	Dog Park	5 acres
<u>Education (17-18 Projected)</u>		<u>Police Protection</u>		<u>Fire Protection</u>	
High Schools (Grades 9-12)	2	Number of Stations	1	Number of Stations	18
Students	3,201	Number of Uniformed Officers	156	# of Uniformed Employees	115
Middle Schools (Grades 6-8)	3	Nonuniformed Employees	8	Number of Volunteers	120
Students	2,453			Non Uniformed Employees	2
Elementary Schools (Grades PK-5)	13			Pieces of Equipment	56
Students	5,447	<u>Library</u>			
Total Students	11,101	Number of Branches	1		
		Number of Volumes	115,450		
Total Staff	1,305.85	Residents with Library Cards	29,000		

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	6/30/2020
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 ¹
Safety Advocates	23	6/30/2018
TOTAL	1,686	

City Groups

Local 891 Council 15 AFSCME Police	154	6/30/2017 ¹
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
TOTAL	552	

¹ 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	1,686
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	551
Praxair, Inc.	406

Source: GDCC

GLOSSARY of TERMS

ACRONYMS

<u>ACRONYM</u>	<u>TERM</u>	<u>DEFINITION</u>
ADEC	Actuarially Determined Employer Contribution	The amount actuarially calculated each year that is required to be contributed by an employer to a pension or other post-employment plan's pool of assets in order to ensure there will be enough funds to pay promised pension benefits
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.
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.
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.
CT DEEP	Connecticut Department of Energy and Environmental Protection	CT DEEP trains officers and oversees the Candlewood Lake Authority's operations. The Authority outfits and provides a Marine Patrol on the lake who are empowered to enforce many of the CT Boating Laws per their agreement with CT DEEP.
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.
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.
HART	Housatonic Area Regional Transit	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.

GLOSSARY of TERMS

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.
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.
NIC	Net Interest Cost	A method 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.
OFU	Other Financing Uses	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.
OPEB	Other Post-Employment Benefits	OPEB are Post-employment benefits (such as health 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.
S.A.V.E.	Seniors Adding Valuable Experience	This program allows seniors to qualify for a property tax credit through community service in Danbury.
WestCOG	Western Connecticut Council of Governments (Formerly Housatonic Valley Council of Elected Officials)	The Western Connecticut Council of Governments (WestCOG) consists of 18 member towns. It is dedicated to preserving and improving the quality of life and economic vitality in western Connecticut. WestCOG works on topical areas such as transportation, housing, community development, environment and open space while providing technical and planning assistance and expertise. WestCOG provides a forum for municipalities to communicate and collaborate in addressing inter-municipal issues and needs.
WPCP	Water Pollution Control Plant	WPCP provides wastewater treatment for Danbury, Bethel, Brookfield, Ridgefield, and Newtown New Fairfield, Redding, and Bridgewater, and out of region towns.

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)

The amount actuarially calculated each year that is required to be contributed by an employer to a pension or other post-employment

plan's pool of assets in order to ensure there will be enough funds to pay promised pension benefits

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

CT DEEP trains officers and oversees the Candlewood Lake Authority's operations. The Authority outfits and provides a Marine Patrol on the lake who are empowered to enforce many of the CT Boating Laws per their agreement with CT DEEP.

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.

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.

GLOSSARY of TERMS

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.

EXPENDITURE

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

GLOSSARY of TERMS

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.

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 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

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.

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.

GLOSSARY of TERMS

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.

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.

GLOSSARY of TERMS

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.

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.

W

WESTCOG

Western Connecticut Council of Governments, (formerly Housatonic Valley Council of Elected Officials), consists of 18 member towns. It is dedicated to preserving and improving the quality of life and economic vitality in western Connecticut. WestCOG works on topical areas such as transportation, housing, community development, environment and open space while providing technical and planning assistance and expertise. WestCOG provides a forum for municipalities to communicate and collaborate in addressing inter-municipal issues and needs.