



SPECIAL MEETING – ECONOMIC AND COMMUNITY DEVELOPMENT AGENDA

**APRIL 2, 2026, 6:00 PM
BY ZOOM VIRTUAL MEETING**

To allow public access, anyone may access a meeting by telephone and/or Zoom, or a recording in the City of Norwalk YouTube channel. Specific instructions and links can be found at norwalkct.gov/meetings.



Members of the public may call in to participate. Callers will not be able to see the meeting participants. All participants will be muted upon entering the meeting. To speak, dial *9 on the phone and you will be called on by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide "live comments" may also use the Zoom meeting platform. All participants will be muted upon entering the meeting. To speak, click the "raise your hand indicator" and you will be called by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide public comment are encouraged to submit those via email in advance of the meeting. For these comments to be included into the record, they must be submitted by 12:00 p.m. the day of the meeting. Please email Sabrina Godeski at sgodeski@norwalkct.gov with the subject line "Public Comment" to provide written public comment prior to the meeting.

I. CALL TO ORDER

II. ROLL CALL

III. PUBLIC PARTICIPATION

IV. NEW BUSINESS

- A. Authorize the Mayor, Barbara C. Smyth, to execute a contract agreement with Found Design LLC (d.b.a. MERJE) in the amount of \$114,750 for Project NPA2026-1: Norwalk Citywide Wayfinding Program.**

**ACCT(S): 0921-4095-5777-C0783
0922-4095-5777-C0783**

- B. 1. Authorize the Mayor, Barbara C. Smyth to execute an amendment to increase the Fuss and O'Neill contract by \$46,900 for Additional Transportation Engineering and Related Design Services for Wall Street Corridor Improvements.**

2. Authorize the Director of Transportation, Mobility and Parking to execute the amendment to increase the contract with Fuss and O'Neill, for an amount not to exceed \$4,690.

**ACCT(S): 0926 3750 5777 C0800
0926 3750 5777 C0824**

C. Review and presentation of the 2026-2027 Capital Budget.

<https://www.norwalkct.gov/DocumentCenter/View/38587/FYE-2027-Capital-Project-Request-details>

1. Parking Authority
2. Police
3. Fire
4. Information Technology
5. Management and Budgets
6. Board of Education
7. Redevelopment
8. Code Enforcement
9. Planning and Zoning
10. Transportation, Mobility, and Parking
11. Arts and Cultural Commission
12. Business Development and Tourism

D. Advance the 2026-2027 Capital Budget to the Common Council for approval with the noted amendments.

V. OLD BUSINESS

VI. ADJOURNMENT



TO: Economic and Community Development Committee of the City Council, City of Norwalk

FROM: Eric Rains, Chairman, Norwalk Parking Authority
Bryan Lutz, Assistant Director of Parking

CC: Jay Habansky, Chief of Economic & Community Development
Sabrina Godeski, Director of Economic & Community Development
James Travers, Director, Transportation, Mobility & Parking
Sharon Conners, Purchasing Agent, City of Norwalk

REF: April 2, 2026 Meeting Agenda Item - Authorize the Mayor, Barbara C. Smyth, to execute a contract agreement with Found Design LLC (d.b.a. MERJE) in the amount of \$114,750 for Project NPA2026-1: Norwalk Citywide Wayfinding Program.

Accts:

0921-4095-5777-C0783

0922-4095-5777-C0783

DATE: March 26, 2026

Introduction

The Norwalk Parking Authority (NPA) respectfully submits this memorandum requesting City Council authorization to enter into a contract with Found Design LLC (d.b.a. MERJE) for the development of a comprehensive Citywide Wayfinding Design Program. This project represents a major step forward in improving mobility, navigation, and district identity across Norwalk's neighborhoods and commercial corridors.

At its March 25, 2026 Regular Meeting, the NPA voted to advance this proposal to the City Council for approval.

Project Overview

The Citywide Wayfinding Program will establish a cohesive, multi-modal signage system that improves how residents and visitors navigate Norwalk's districts, parking facilities, cultural destinations, and waterfront. The project includes:

- Systemwide mapping and analysis
- Brand and design development
- Prototyping and location planning
- Implementation strategy and cost modeling
- Integration with Park Norwalk assets and TMP mobility initiatives



Late February, MERJE presented their methodology to the stakeholder group, which includes representatives from TMP, Economic & Community Development, Park Norwalk, and the mayor's office. MERJE overwhelmingly won the approval of all Select Committee Members.

Request

The Norwalk Parking Authority respectfully requests that the City Council authorize the following:

Authorize the Mayor, Barbara C. Smyth, to execute a contract agreement with Found Design LLC (d.b.a. MERJE) in the amount of \$114,750 for Project 4484NPA2026-1: Norwalk Citywide Wayfinding Program.

Accts:

0921-4095-5777-C0783

0922-4095-5777-C0783



Request for Proposal
NPA 2026-1
Citywide Wayfinding Program
Norwalk, CT

January 27, 2026

merJe

ENVIRONMENTS & EXPERIENCES

Found Design LLC (d.b.a. MERJE)
5 W. Gay Street
West Chester, PA 19380

T. 484.266.0648
jbosio@merjedesign.com
www.merjedesign.com

January 23, 2026

City of Norwalk
Purchasing Department
125 East Avenue
Norwalk, CT 06851

RE: RFP: NPA2026-1 NORWALK CITYWIDE WAYFINDING PROGRAM

To Whom It May Concern,

Thank you for the opportunity to be considered for City of Norwalk Citywide Wayfinding Program.

MERJE focuses exclusively on wayfinding and signage projects, with a specific expertise in community wayfinding programs, including experience in Connecticut and with CDOT.

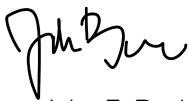
Importantly, we are already familiar with Norwalk: in 2016, we worked with Norwalk Redevelopment Agency to design and plan a comprehensive citywide wayfinding program, identifying destinations and downtown districts, defining sign types, creating sign location plans and message sequencing, developing budgets and a phasing strategy for implementation. That foundation gives us a clear understanding of Norwalk's assets, circulation patterns, and the opportunities to strengthen connections between destinations and districts.

We believe a unique and functional wayfinding system can market Norwalk's assets, present a friendly image and communicate that the City is efficient, organized and caring. Helping a visitor "find their way" is an important part of their experience and time spent in Norwalk.

Through our work across the U.S., MERJE has developed strategies and processes that provide our clients with the tools to implement wayfinding programs for cities, towns and communities of all sizes, design aesthetics and aspirations. Our wayfinding projects in Connecticut have included comprehensive vehicular and pedestrian program for **New Haven**, as well as **Mansfield / Downtown Storrs**, a wayfinding master plan for **Westport**, and recently we completed the design and planning of a new wayfinding program for **West Hartford**.

If you have any questions or require additional information you may contact me directly. We appreciate this opportunity and look forward to presenting our experience and capabilities to you

Best Regards,



John F. Bosio
Principal
jbosio@merjedesign.com

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EXECUTIVE SUMMARY



COMMUNITY WAYFINDING EXPERIENCE

MERJE is a nationally recognized environmental graphic design firm, with a specific expertise in Community Wayfinding. MERJE has planned and designed more than 90 community wayfinding programs for regions, cities and towns of all sizes. We have worked in more than 26 states, Canada and the Middle East.

Our national experience has provided us the knowledge to address many common wayfinding problems, as well as the creative solutions that have been developed to solve such issues as obtaining funding, building consensus with the region, integration of technology and the long-term maintenance of a wayfinding program.

Our approach to wayfinding is holistic and considers all the tools a visitor encounters during their exploration and discovery of a community. We have specific experience with municipalities that rely on tourism as an economic engine. We can work with the community to further enhance your brand and market the experience.

Our wayfinding programs are “of their place”, we offer no formulas or pre-conceived ideas. Our solutions balance the creative aspect of the design process with standard engineering criteria for legibility, reflectivity, typeface selection and contrast. We have experience with FHWA, DOT and many other approving agencies.



As a natural extension of community wayfinding, MERJE has additional experience with trails, parks and public transit programs. Understanding all of the needs of visitors and residents is a key element to identifying the appropriate tools one may use to find their way, and provide a comprehensive strategy to the wayfinding program.

COMMUNITY WAYFINDING PROJECTS

ALASKA

Anchorage Trails
Univ. of Alaska

ARIZONA

Lake Havasu City
Valley Trail (MAG)
Phoenix

ARKANSAS

Bentonville
Conway
Helena
Hot Springs
Little Rock
Mountain Home
Northwest Arkansas*

CALIFORNIA

Butte County
Coronado
Cotati
Elk Grove
Fair Oaks / Parks
Huntington Beach
Mission Oaks
Mammoth Lakes
Novato
Oxnard
Petaluma
San Diego
Santa Cruz

COLORADO

Nederland
Parker

CONNECTICUT

Mansfield / Storrs
New Haven
Norwalk
Westport
West Hartford

DELAWARE

Brandywine Valley
Lewes
Rehoboth Beach

FLORIDA

Clearwater / U.S. 19
Downtown Miami
Downtown Tampa
Miami Beach
Ocala
Sarasota
St. Petersburg
Tampa Riverwalk

GEORGIA

Atlanta Beltline
Augusta
Callaway Gardens
Columbia County
Savannah
Sandy Springs

ILLINOIS

Evanston
Mt. Vernon

KENTUCKY

Murray

LOUISIANA

Cajun Bayou
Louisiana Byways
Monroe-West Monroe
New Orleans

MARYLAND

Annapolis
Frederick
Towson

MASSACHUSETTS

Amesbury
Boston Blue Bikes

MONTANA

Hamilton
Missoula

NEBRASKA

Norfolk

NEW HAMPSHIRE

Concord
Portsmouth

NEW JERSEY

Bayonne
Camden
Englewood
Jersey City
Madison
Morris County*
Newark
Plainsboro
South Orange

NEW MEXICO

Los Alamos

NEW YORK

Black Creek Trail
Ellenville / Wawarsing
Kingston
Village of Mamaroneck

NORTH CAROLINA

Asheville*
Cabarrus County
Cary
Dunn
Downtown Durham
Fayetteville*
Greenville
Hendersonville*
Toe River Arts
Wake Forest
Yadkin Valley*

OHIO

Butler County*
Union County

OKLAHOMA

Edmond
INCOG / Tulsa Trails
Tahlequa

OREGON

Eugene
Hillsboro
Hermiston
Medford
Umatilla

PENNSYLVANIA

Brandywine Valley
Chester
Easton
Friends of Wissahickon
Landsdale
Media

SOUTH CAROLINA

Anderson
Summerville

SOUTH DAKOTA

Spearfish

TENNESSEE

Johnson City
Knoxville

TEXAS

Anna
Austin Heritage
Downtown Austin
Dallas
Denton
Fredericksburg
Garland
Georgetown
LBJ/TEXpress
Mansfield
Montgomery

VIRGINIA

Charlottesville
Fredericksburg
Richmond Highway
Southern Fairfax City
Springfield
Virginia Blue Ridge
Williamsburg

WASHINGTON

Spokane*
Tri-Cities
Walla Walla Valley*
Whatcom County*

WASHINGTON D.C

Capital Riverfront Dist

WYOMING

Buffalo
Rawlins

INTERNATIONAL

Canada
Whistler, B.C
United Arab Emirates
Abu Dhabi

MERJE INTRODUCTION

FULL LEGAL NAME: Found Design LLC (d.b.a. MERJE)

PHYSICAL ADDRESS

5 W. Gay Street
West Chester, PA 19380

MAILING / PAYMENTS

PO Box 3307
West Chester, PA 19380

PHONE NUMBER 484.266.0648

WEBSITE www.merjedesign.com

PRIMARY EMAIL CONTACTS jbosio@merjedesign.com gswantak@merjedesign.com

BUSINESS ORGANIZATION: Limited Liability Corporation (LLC) / Partnership

STATE ORGANIZED: Pennsylvania

FOREIGN QUALIFICATIONS: AR, CA, CO, FL, GA, LA, NC, NJ, TN, TX, VT, WA

YEAR BUSINESS EST.: 1993 Hillier Graphic Design Studio
2007 Found Design LLC (d.b.a. MERJE)

PROJECT OFFICE: MERJE has a single office located in Pennsylvania. All work completed by MERJE will be done out of this office.

PARTNER INFORMATION:

John Bosio
202 Conard Mill Rd
Lincoln University, PA 19352
jbosio@merjedesign.com
215.801.5722
Ownership: 50%

Glen Swantak
806 Walnut Place
Havertown, PA 19083
gswantak@merjedesign.com
610.331.7516
Ownership: 50%

GEOGRAPHIC REACH: National and International

SERVICES: Wayfinding, Signage Design, Branding, Landmarks and Exhibits

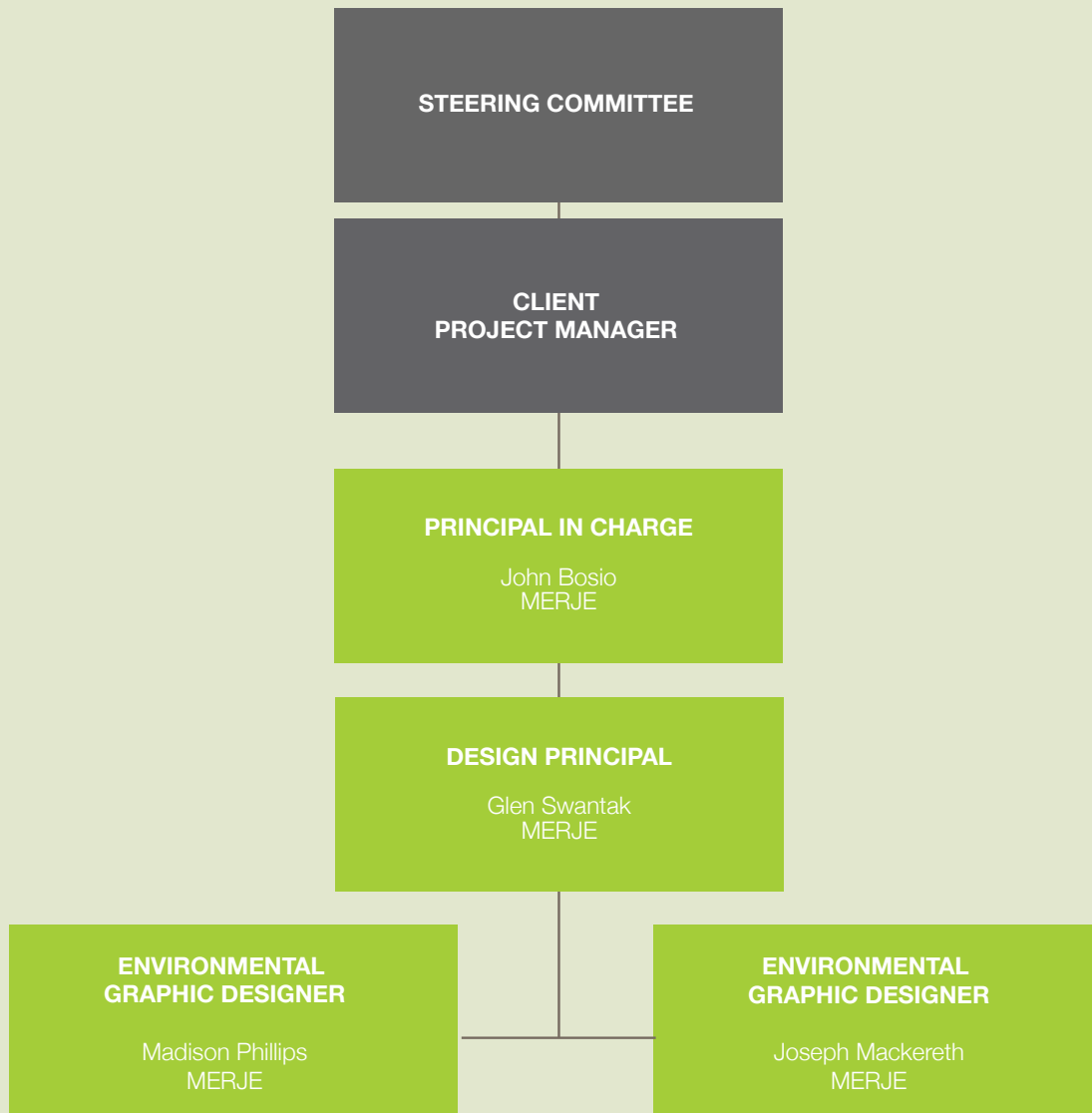
SECTORS: Communities, Parks & Trails, Transit, Education / Campuses,

WAYFINDING EXPERIENCE: (2) Principals 25+ years
(2) Designers 10 - 15 years
(2) Designers 2 - 5 years

PROJECT TEAM
ORGANIZATION & STAFFING



Project Team Organization Chart



MERJE is a nationally recognized design firm, specializing in wayfinding and signage. Our role in the project will include the Wayfinding Analysis, Design, Planning, Documentation and Construction Administration. MERJE will also assist with administrative strategies, related to destination inclusion, funding / phasing strategies and the development of a long-term maintenance plan for the wayfinding program.

JOHN F. BOSIO

PARTNER

PROJECT ROLE

Project Manager / Wayfinding

EDUCATION

University of the Arts, Philadelphia, PA
Bachelor of Fine Arts, Graphic Design

PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

For more than 25 years, John has been leading design teams, as well as cities and organizations of all sizes, through the process of implementing wayfinding programs. Problem solving is at the core of John's approach. His experiences across a wide variety of projects, including, communities, parks & trails, public transit and campuses provides him with a detailed understanding of both how a user experiences an environment and the wayfinding tools that may be necessary.

RELEVANT EXPERIENCE

Town of Mansfield, CT
Wayfinding Program

City of New Haven, CT
Wayfinding Program

Town of West Hartford, CT
Wayfinding Program

Asheville, NC Regional
Wayfinding Program

Atlanta BeltLine
Wayfinding Program (GA)

Downtown Austin
Wayfinding Program

Downtown New Orleans
Wayfinding Program

Downtown San Diego
Wayfinding Program

City of Fredericksburg, TX
Wayfinding Program

City of Huntington Beach, CA
Wayfinding Program

City of Missoula, MT
Wayfinding Program

Savannah Historic District
Wayfinding Program

Resort Municipality of Whistler
Wayfinding Program

Downtown Phoenix
Wayfinding Program

Northwest Arkansas
Wayfinding Program

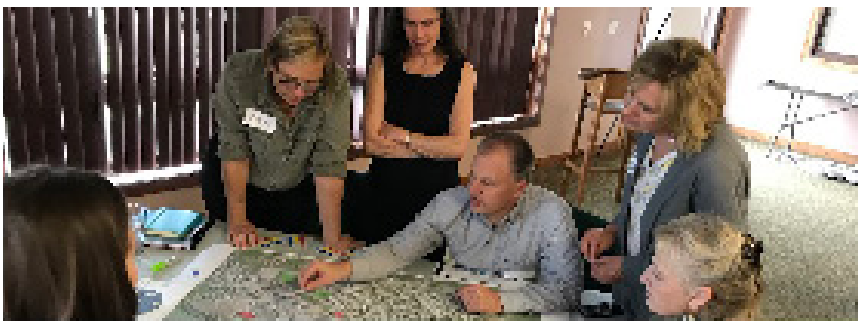
City of Novato, CA
Wayfinding Program

City of Ocala, FL
Wayfinding Program

Town of Parker, CO
Wayfinding Program

City of Bentonville, AR
Wayfinding Program

Cabarrus County, NC
Wayfinding Program



John will be the Project Manager. He will have the responsibility of managing the design team and facilitating stakeholder meetings and public input sessions. He will be available for all Steering Committee and key presentations, as well as coordination efforts with local approving agencies.



John will also lead the wayfinding assessment and outline the proposed strategies and recommendations.

He is experienced and comfortable presenting to City Councils, Historic Commissions, Planning Boards, the Department of Transportation and local community groups.

John F. Bosio, Partner

GLEN SWANTAK

PARTNER

PROJECT ROLE

Design Principal

EDUCATION

University of the Arts, Philadelphia, PA
Bachelor of Science, Industrial Design

PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

As Design Principal, Glen is charged with understanding the mission and goals of the program and translating them into beautifully conceived design solutions. Glen's work combines; industrial design, architecture, interior design, lighting, graphic design, and of course, wayfinding. His design solutions address both the functionality required by the user, as well as the visual communication of the client's brand.

RELEVANT EXPERIENCE

Town of Mansfield, CT
Wayfinding Program

City of New Haven, CT
Wayfinding Program

Town of Westport, CT
Wayfinding Program

Town of West Hartford, CT
Wayfinding Program

City of Oxnard, CA
Wayfinding Program

Bellingham / Whatcom County, WA
Wayfinding Program

Downtown Austin
Wayfinding Program

Downtown New Orleans
Wayfinding Program

Downtown Phoenix
Wayfinding Program

City of Garland, TX
Wayfinding Program

City of Hot Springs, AR
Wayfinding Program

City of Portsmouth, NH
Wayfinding Program

City of Denton
Wayfinding Program

Downtown Durham
Wayfinding Program

City of Fredericksburg, TX
Wayfinding Program

Savannah Historic District
Wayfinding Program

Tri-Cities, WA
Regional Wayfinding Program

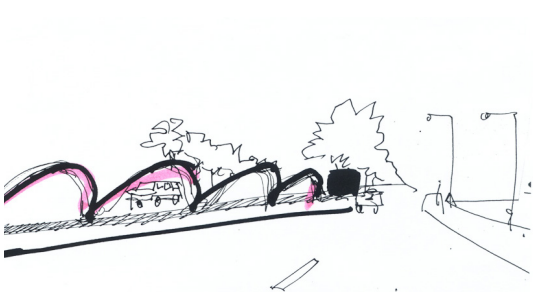
Downtown Tampa
Wayfinding Program

City of Miami Beach, FL
Wayfinding Program

City of Missoula, MT
Wayfinding Program



Glen will be the design lead on the project. He will have the responsibility of understanding the project issues and translating them into visual solutions and physical elements. He will be available for Steering Committee and key presentations, as well as coordination efforts with local approving agencies.



Having worked on a variety of project types, Glen brings a deep knowledge of design and technical expertise.

With more than 25 years experience, he has lead project efforts, presented to City Councils, Board of Directors and approving agencies across the country.

Glen Swantak, Partner

JOSEPH MACKERETH

ENVIRONMENTAL DESIGNER /
WAYFINDING SPECIALIST

PROJECT ROLE

Senior Designer / 3D Specialist

EDUCATION

Hollins University,
Masters of Arts in Liberal Studies,
Interdisciplinary Visual Studies

Tyler School of Art,
Bachelor of Fine Arts, Painting and Drawing

PROFESSIONAL AFFILIATION

Cognitive Navigation (CogNav)
Data Visualization Society (DVS)
Society for Environmental Graphic Design (SEGD)

Joseph is an innovative, creative designer with a passion for problem-solving. He is proficient in developing realistic 3D renderings and has a keen eye for detail and aesthetics. Joseph excels in incorporating effective wayfinding signs into diverse environments, leveraging his expertise to enhance user experience.

RELEVANT EXPERIENCE

Anna, TX
Gateway & Park Signage

Bucks County Parks & Recreation
Wayfinding Program

Summerville, SC
Gateway Signs

Philadelphia Zoo, PA
Wayfinding Program

Downtown Mobile, AL
Wayfinding Program

Downtown Newark, NJ
Landmark Sign

Winter Park, CO
Wayfinding Program

Kingston, NY
Gateway / Landmark

Frederick, CO
Wayfinding Program

Aurora Military Housing, AK
Wayfinding Program

New Haven Union Station
Wayfinding Program

Westminster, CO
Wayfinding Program

Norfolk, NE
Gateway

Stonecrest, GA
Wayfinding Program

Virginia's Blue Ridge, VA
Gateway & Signs

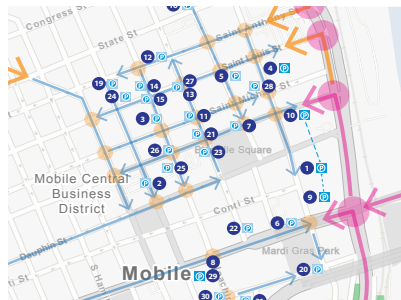
Callaway Gardens, GA
Environmental Design

El Dorado, CA
Environmental Design

Westfield, NJ
Wayfinding Program



With experience as a Wayfinding Designer/Documentation Specialist and as a Wayfinding Operations Manager, Joseph has the skills to effectively oversee projects from analysis to documentation. His attention to detail and proficiency in client management enable him to consistently deliver exceptional results within project timelines.



JOSEPH MACKERETH, ENVIRONMENTAL DESIGNER /
WAYFINDING SPECIALIST

MADISON PHILLIPS

JUNIOR DESIGNER

PROJECT ROLE

Design Support & Production

EDUCATION

Moore College of Art & Design,
Bachelor of Fine Arts, Graphic Design

PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

Madison is a multifaceted graphic designer. Her work is diverse in style and always best suited to fit the clients needs. She emphasizes the clients story through creative interpretation and unique solutions. Madison has worked on a variety of projects, including communities, parks, and water trails.

RELEVANT EXPERIENCE

Callaway Gardens
Pine Mountain, GA
Wayfinding Program

City of Amesbury, MA
Wayfinding Master Plan

Frisco Trails Network, TX
Identity & Wayfinding Program

Breckinridge, CO
Trails Wayfinding Program

Town of Nederland, CO
Wayfinding Program

Mountain Home, AR
Wayfinding Program

Union County, OH
Regional Wayfinding Program

Williamsburg, VA
Wayfinding Program

City of Dunn, NC
Wayfinding Program

Louisiana's Cajun Bayou
Regional Wayfinding Program

Media Borough, PA
Wayfinding Program

Madison, NJ
Wayfinding Program

Town of Wake Forest, NC
Wayfinding Program

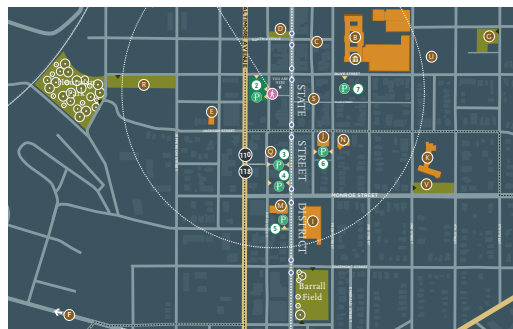
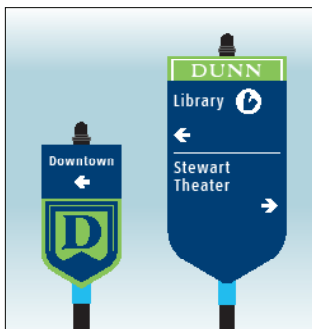
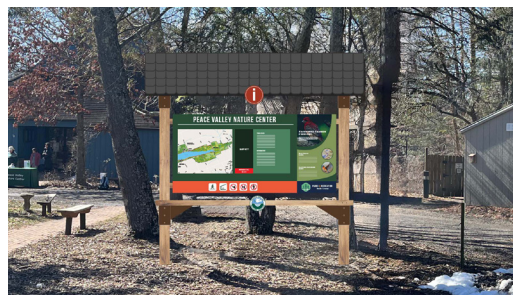
City of Montgomery, TX
Wayfinding Program

Bryn Mawr College, PA
ADA Wayfinding Program

Garden Spot Village, PA
Wayfinding Program

City of Oxnard, CA
Wayfinding Program

Brandywine Creek Greenway, PA
Water trail Wayfinding Program



Madison is a Junior Designer, her background includes wayfinding and map design.

Madison supports the team on various projects, including map design, branding, interpretive signage, and community wayfinding systems. Her well-rounded past experience lends itself to building strong client relationships, eagerness to take on projects, and aiding in developing creative solutions.

Madison Phillips, Junior Designer

PROJECT APPROACH



NORWALK WAYFINDING PROJECT UNDERSTANDING



Norwalk's distinct districts each need clear identification, while a coordinated wayfinding system helps visitors understand how SoNo, Wall Street, West Avenue, and Mathews Park



Consideration must be given to how the bold Norwalk identity fits into the wayfinding program design and the recognition of individual districts.



Norwalk's waterfront, rail corridors, and multiple activity hubs create complex circulation, yet offer strong opportunities for district-based wayfinding that connects destinations and clarifies routes citywide.

Cities, towns and communities of all sizes and aspirations understand that the reality of today's economy and the high level of competition for the public's attention demand a clear and distinctive identity. Wayfinding programs designed by MERJE promote a city's identity, make it easier for visitors to find their way and enhance the visitor's experience.

Norwalk presents a distinct challenge: it is organized around multiple commercial hubs and districts rather than a single center, each with different access points and circulation patterns. Visitors often move directly between destinations without understanding how the areas connect, and the City's roadway, rail, waterfront, and district networks require a coordinated system that clarifies routes and builds confidence across modes of travel.

Norwalk understands that a consistent identity and wayfinding message, across signs, maps, and digital touchpoints, is key to achieving cultural, economic, and marketing goals. Our approach to this project is wholistic and will include signage, technology, and support materials. We will pursue creative solutions while staying grounded in fiscal realities, practical implementation, and long-term maintenance so the program can be phased and sustained over time. We believe the project will rely on the following;

- Build Consensus through public input and agency review
- Focus on Parking and Pedestrian travel in the commercial districts
- Establish a strong identity at the gateways into the city
- Gateways should consider landscaping, lighting and public art
- Design philosophy that seamlessly integrates a variety of tools and opportunities
- The design shall be unique to Norwalk
- Identification of funding sources and a realistic Phasing Strategy
- Develop a plan for long-term Management and Maintenance plan

The MERJE TEAM approach will consider all wayfinding tools and technologies;

- PRE-ARRIVAL TECHNOLOGY / TRIP PLANNING
- IN-PLACE TECHNOLOGY
- ENVIRONMENT / SPACE
- SIGNAGE (static and electronic)

Each of these elements will be addressed by our individual experts and then funneled through a single design intent, offering multiple wayfinding tools for end users but presented through a single voice and graphic language.

PARKING ... PARKING ... PARKING !



New Haven, Connecticut



Frederick, Maryland



Garland, Texas

Parking in downtown environments can always be a challenge and it is important to note that signage alone will not solve larger parking issues. Our project philosophy focuses on a holistic approach to parking wayfinding, by establishing a consistent “Parking” identity across diverse touchpoints throughout a visitor’s journey. A range of communication tools, including online information, digital tools, print materials, and signage, will be employed to build awareness and guide users to available parking opportunities.

Integrated Strategy and Pedestrian Wayfinding

By integrating a comprehensive parking strategy with a robust pedestrian wayfinding system, we aim to cultivate a “PARK-ONCE” mindset. Visitors will locate a primary parking facility and then walk to multiple destinations, aligning with sustainable goals by efficiently moving cars to available parking and encouraging longer parking durations.

Common Parking Wayfinding Challenges

- Lack of a consistent Parking icon and signage for guidance
- Sign clutter in and around parking lots
- Confusion between private and public parking, leading to fear of towing
- Inconsistent or ineffective terminology for parking facilities
- Poor identification of parking lot entrances from a distance
- Lack of information at the pedestrian exit of parking facilities

Recommendations

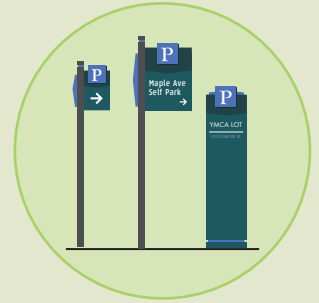
- Implement and reinforce a consistent Parking “P” icon across communication tools
- Clearly indicate “PUBLIC” Parking at facility entrances
- Centralize rules and information signage within each parking lot
- Develop user-friendly nomenclature for lot identification (e.g., Main St. Lot)
- Design distinctive and memorable entrance identifiers
- Explore Real-Time info technology for high-capacity facilities
- Provide orientation maps at the transition from vehicular to pedestrian mode.

Addressing parking challenges requires a multifaceted approach encompassing consistent signage, user-friendly communication tools, and integration with pedestrian wayfinding. By implementing the outlined recommendations, we aim to enhance the overall parking experience, promoting sustainable practices and efficient use of available spaces.

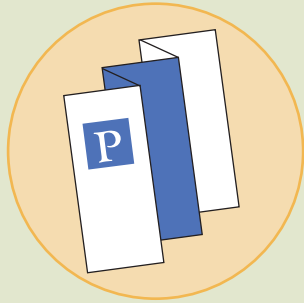
MARKETING MATERIAL



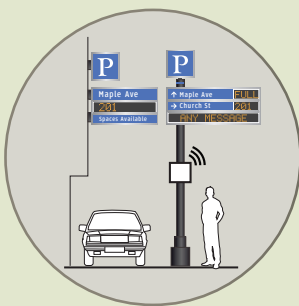
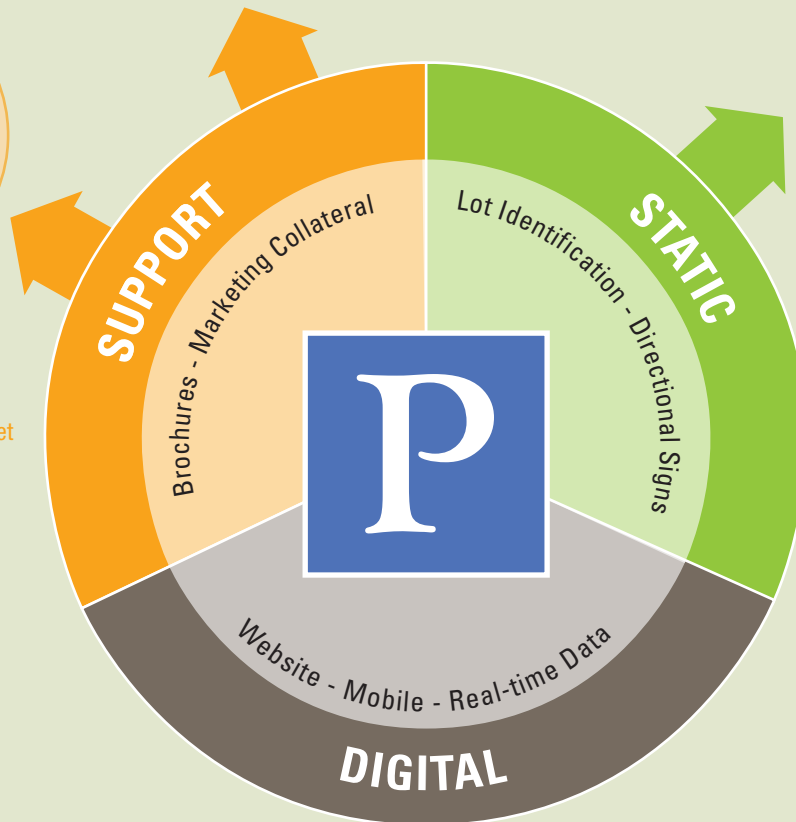
Create a parking logo and color palette that creates a recognizable identity across a variety of communication tools.



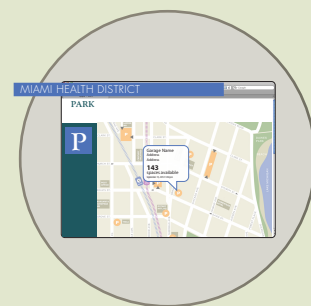
STATIC PARKING SIGNS
DIRECTIONAL + PARKING LOT ID
Traditional static signage shall supplement the electronic sign program.



PARKING BROCHURE
Design a parking brochure that can be printed or downloaded from the internet or onto a smart phone.



ELECTRONIC PARKING SIGN
DYNAMIC + VARIABLE MESSAGE DISPLAY
Utilize Electronic Guidance System with real-time parking vacancy information.

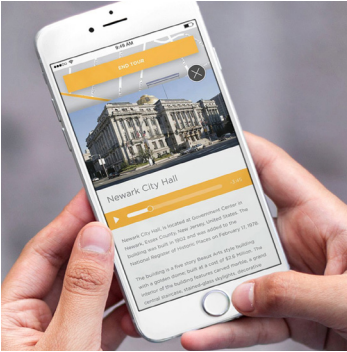


PARKING WEBSITE



MOBILE APP

DIGITAL STRATEGY



Physical signage anticipates user needs, while digital tools let individuals curate information to match their personal interests.

The digital strategy integrates mobile tools, interactive experiences, and real-time data with physical signage to create a more intuitive, multimodal, and playful wayfinding system.



MERJE-designed digital e-paper kiosk in historic Williamsburg, VA blends timeless streetscape character with flexible, updatable community information.

Our approach to wayfinding is holistic, using digital tools to complement physical signs and support connectivity, build awareness of destinations, encourage different modes of travel and promote upcoming events. The goal is a more welcoming, intuitive experience that supports climate goals, encourages multimodal choices, and deepens exploration.

While static signage organizes core information, digital wayfinding is more dynamic and user-centric. We will document how existing and third-party tools support wayfinding, identify gaps in parking and destination information, and consider how open data, APIs, and shared content management can keep information consistent across platforms.

Placemaking, District Gateways & Portals

We will identify locations where digital and interactive elements, such as programmable LED features, small-scale projections, or sensor-activated displays could strengthen the sense of arrival awareness to key parking assets. These opportunities will be framed as concepts and implementation options, not detailed designs, that can be prioritize in phases and future capital projects.

Mobile Information

We will explore how QR codes, mobile web content, and app-based tools can extend the reach of the physical system, allowing people to “take information with them,” drill down to transit, parking, or trail details, and receive targeted alerts about events, construction, or detours. Specific attention will be paid to how digital tools, integrated trip-planning, live transit arrival information, and real-time parking feeds, can highlight non-auto options and encourage mode shift from single-occupant vehicles to walking, biking, and transit.

Promote Play & Discovery

We will consider playful technologies, such as augmented reality trails, digital scavenger hunts, interactive story maps, and location-based prompts, that invite people to discover local history, public art, small businesses, while reinforcing the city's identity.

Through our discovery and analysis, each technology element will be evaluated for equity, accessibility (including low-tech alternatives), cost, data needs, and implementation complexity over the next 5–10 years, then organized into a phased digital strategy that is fully integrated with the overall wayfinding program.

BENEFITS OF MULTI-MODAL WAYFINDING



Cotati Pathways Bicycle Signage



Downtown Austin Pedestrian Signage



St. Louis METRO
Bus Stop Sign Standards

Wayfinding programs play a crucial role in promoting a multi-modal transportation strategy by enhancing accessibility and connectivity for pedestrians, cyclists, and users of public transit systems. These programs address various issues such as first and last-mile connections, health benefits, and sustainability initiatives.

Reinforce First & Last Mile Connections

A well-implemented wayfinding program aids in creating seamless first and last-mile connections. Pedestrians and cyclists often face challenges in navigating through urban environments, especially when accessing public transit. Wayfinding signage, digital maps, and other tools can guide them efficiently, reducing the barriers in reaching transit hubs. This encourages individuals to choose sustainable modes of transportation for shorter distances, contributing to the overall effectiveness of a multi-modal strategy.

Encourage Healthy Lifestyles

The promotion of pedestrian and bicycle-friendly wayfinding supports health benefits. Encouraging walking and cycling as viable transportation options fosters an active lifestyle, reducing sedentary behavior. Integrating health-focused messaging into wayfinding programs can further emphasize the positive impact on physical well-being, creating a holistic approach to urban mobility.

Support Sustainability

Wayfinding programs contribute to sustainability initiatives by encouraging the use of public transit. Clear signage and information on transit routes and schedules make it easier for individuals to choose and navigate public transportation options. This reduces reliance on personal vehicles, decreasing traffic congestion and lowering carbon emissions. In this way, wayfinding becomes a tool not only for navigation but also for promoting eco-friendly transportation choices.

MERJE believes wayfinding programs are instrumental in fostering a multi-modal transportation strategies. By addressing first and last-mile connections, promoting health benefits, and supporting sustainability initiatives, such programs enhance the overall efficiency and appeal of pedestrian, bicycle, and public transit options in urban environments.

METHODOLOGY

MERJE will utilize a 5- step approach for the strategy, planning, design and implementation of the project. This design process provides a basic structure for to our methodology, while identifying milestones and opportunities to address individual issues that are unique to this project.

Task 1A | Discovery

Kick Off meeting with Steering Committee and Stakeholder Group. This may include client representatives, major attractions, business leaders and approving agencies.

Tour / photograph project area and conduct stakeholder interviews

GATEWAYS: The design team will identify 2 -3 typical gateway locations and through the use of case study images, present potential approaches, materials and overall design intent. This will include a plan view, photographs of existing conditions and visual example of solutions from other places with similar situations. Note these are not formal concepts, simply examples that show design intent to help build consensus for placement and overall aesthetic direction.

WAYFINDING: Discussion shall center around primary and secondary routes, circulation, State roadways, assigned speed limits, parking, pedestrian requirements, districts/zones, transition points, decision points, information hierarchy, create a general menu of sign types, terminology, audience considerations, daytime vs. evening travel, flexibility, vandal resistance and maintenance.

Develop criteria for destination inclusion and list of destinations. Determine terminology (or abbreviations) necessary for each destination/attraction.

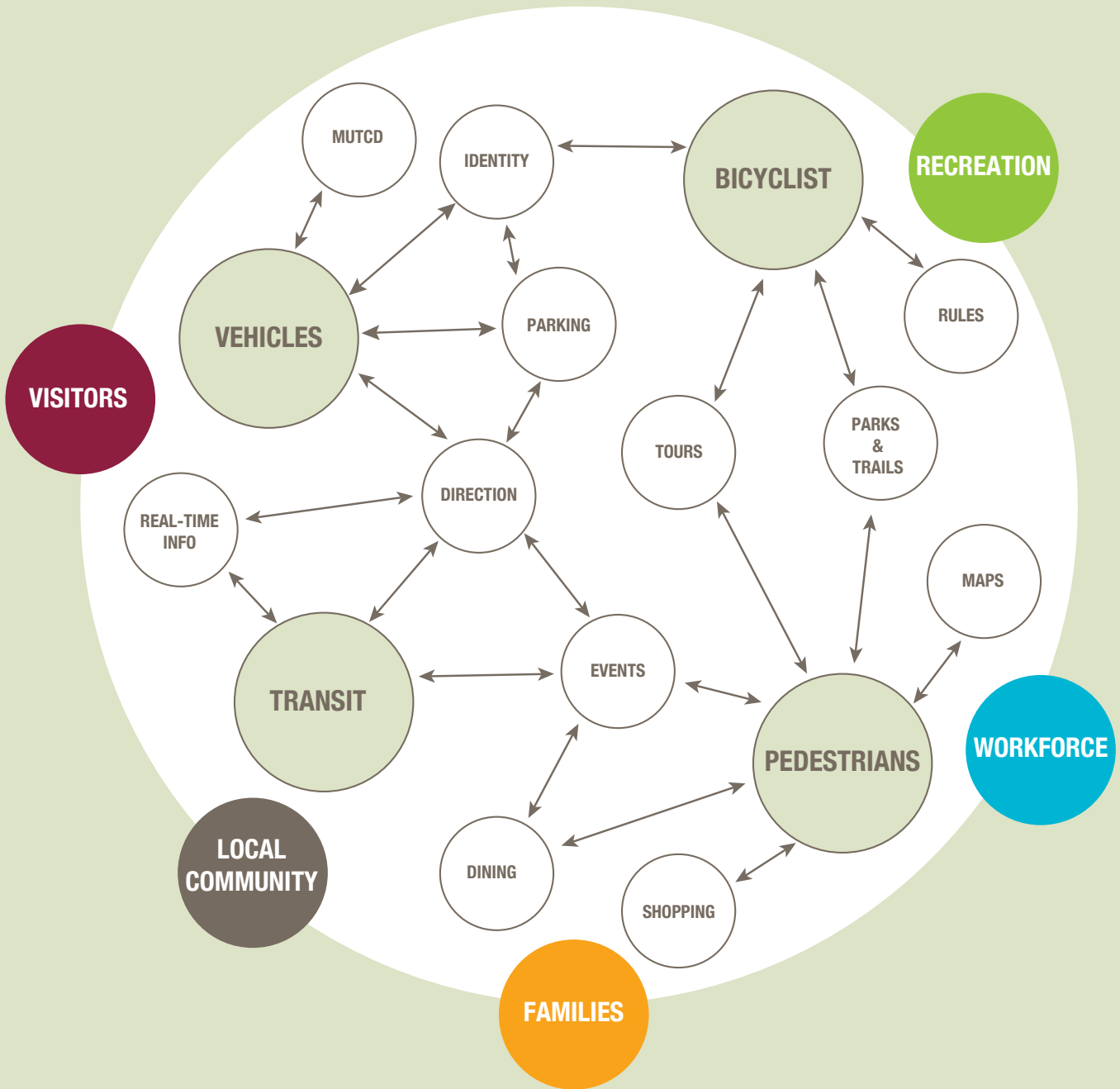
Develop a project budget and outline potential Phasing Strategy.

Design Brief: Upon completion of the Discovery Kick-Off and Stakeholders/User Group interviews, MERJE will provide a Design Brief. This will act as a form of meeting minutes as well as provide a beginning list of branding issues and design intent.

The intent of the Discovery phase is to gain an understanding of the destination, understand current conditions, identify wayfinding issues and build consensus that will support the upcoming design and planning efforts..

TASK 1 DELIVERABLE: Present preliminary findings based on the information gathered during the on-site assessment and stakeholder interviews. This will result in a series of recommendations, and structure for the design and planning process to be based upon.

WAYFINDING ANALYSIS



Task 1A | Concept Development

Prepare preliminary gateway and wayfinding sign design based on a limited number of sign types. (3 options)

GATEWAYS: based on the preferences identified during the Discovery Phase, concepts will be developed for 2 -3 gateway locations. This may include site plans, photo-renderings and/or illustrations. Design elements may include: signage, lighting, landscaping, architectural structures, public art, landscaping, etc.

Meet with DOT, approving agencies and commissions to review concepts and wayfinding approach.

Develop a preliminary budget for fabrication and installation of the signage system.
Develop Phasing Plan for priority sign types

Presentation of proposed gateways and wayfinding sign designs. This would include typical sign types, location, size, shape and colors. (Includes Community Review #1)

TASK 2 DELIVERABLE: Presentation of 3 design options that establish the overall design direction of the gateway and wayfinding program. In addition an Order of Magnitude Budget shall be provided.

Schematic Design offers the opportunity to investigate big picture concepts, brand integration and the overall design intent of the sign program.

Task 2A | Design Development: Sign Locations and Messages

Prepare preliminary sign location plans, typical messages and general sign types.

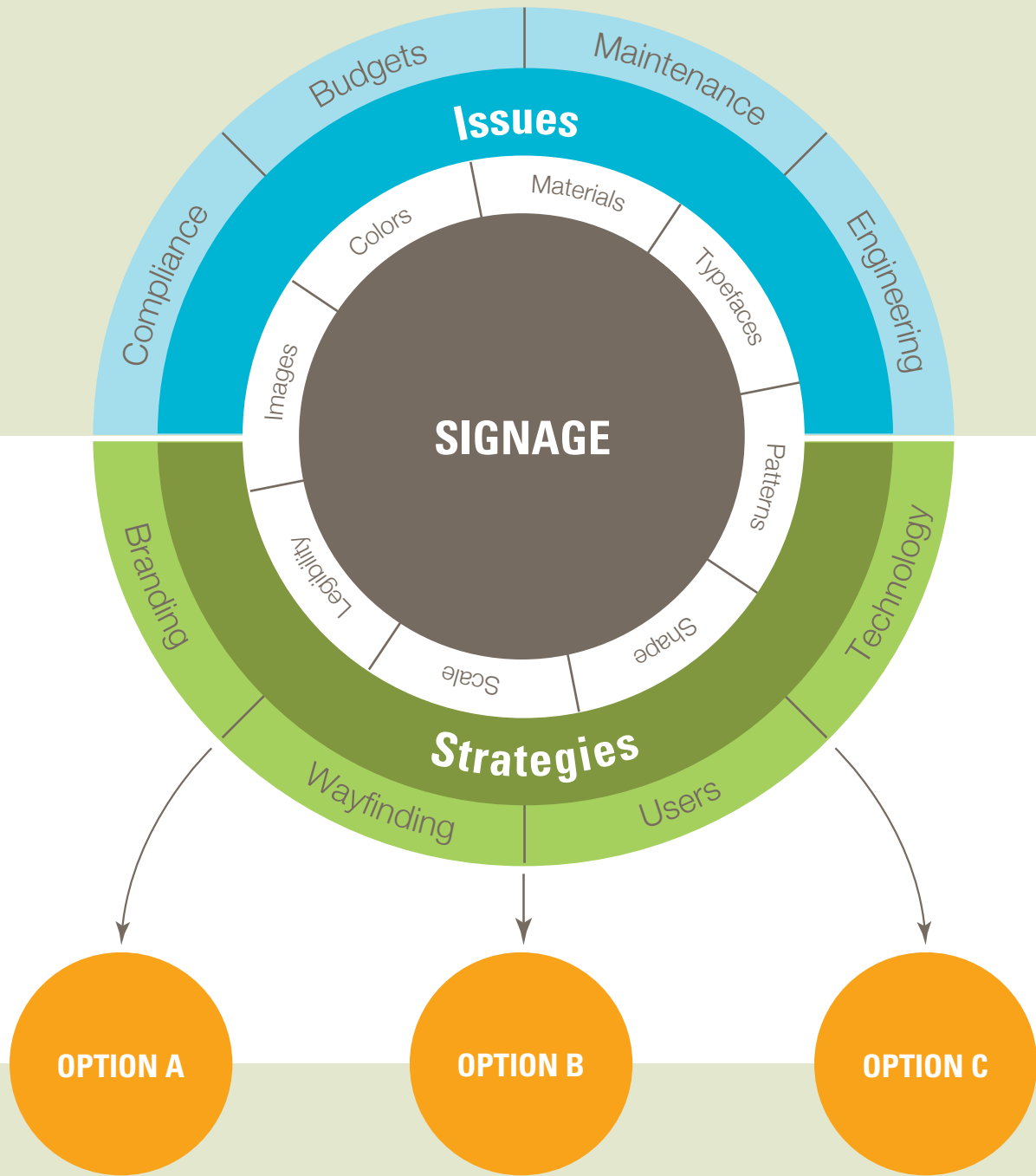
Site check locations for appropriateness, available space, and general environment conditions. Note: this is a general review only (no field mark-outs). Update plans.

Submittal of a message schedule and sign location plans for review and approval by city representatives and destinations. Update as required (2 Submittals)

Upon general agreement of sign locations and messages, Submit a draft Sign Location Plan and Message Schedule to approving agencies / commissions for review and preliminary approvals.

TASK 3 DELIVERABLE: Approved Sign Location Plans and Message Schedule. These are general plans only, detailed site plans and individual placement drawings are provided as part of Task 5 deliverables.

Programming is the detailed planning of each sign location and the associated message. This task takes into consideration the sequential flow and hierarchy of information presented to the user.



D E S I G N

Task 2B | Design Development

Design Development acts a bridge between the conceptual schematic designs and a fully documented program.

Refine selected design options for each of the Gateway and Wayfinding elements.

Finalize functional aspects of gateways and sign program, size, materials, contrasts, nomenclature, typography, symbols, hardware and placement.

Submit “design development” drawings to fabricators for preliminary pricing and constructability reviews. Value engineer if necessary. Receive cost estimates.

Meet with DOT to finalize gateways / signage design and locations.

Present to client for final review and approval, including Community Review #2

TASK 4 DELIVERABLE: Design Development presentation to Steering Committee, Stakeholders and Council, this shall include a fully developed Sign Family Menu,

Task 3 | Construction Documents & Bid Package

The Documentation phase finalizes all the necessary graphic standards, technical drawings and specifications, into a single package that allows for competitive bidding, as well as guidelines for long term maintenance of the program.

WAYFINDING SIGNAGE MANUAL

Design intent drawings indicating, material specifications for all sign types, illustrating size, typefaces, graphic elements, pictograms, letter spacing, materials, finishes, construction details, installation methods, colors and locations. .

GATEWAYS: DESIGN INTENT DRAWINGS

A menu of 2 – 3 standard gateway signage elements is included in the Scope of Work. This is based on the design of a consistent gateway/sign design throughout the project area, with minor adjustments based on specific placement and location requirements. Custom designs for each gateway location is not included.

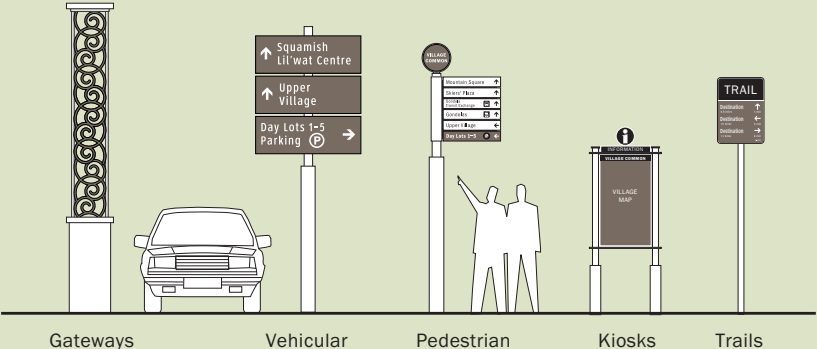
Elements such as landscaping, lighting, public art, over-pass enhancements or architectural elements are not included until a better understanding of the design can be determined. These elements will be completed only to a Design Development level. Greater design investigation, engineering and documentation of these types of elements may require additional fees, based on the level of simplicity or complexity required at each location.

TASK 5 DELIVERABLE: Sign Standards Manual, Sign Location Plans and Message Schedules necessary to receive competitive bids.

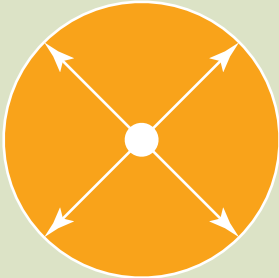
PHASING STRATEGY

PROJECT TYPE	COST	PRIORITIES	SIMPLE VS COMPLEX
Gateways Vehicular Pedestrians Kiosks Parking Trails Parks Interpretive Transit Banners	\$ ↓ \$ \$ \$ \$	HIGH ↓ LOW	<ul style="list-style-type: none"> • Available Funding • Future Funding • Approvals • Installation • Time of Year • Design

IMPLEMENTATION



BY SIGN TYPE



INSIDE-OUT

Bid Review and Construction Administration ensures that the original design intent is maintained through the construction process.

Task 4: Implementation Support

MERJE will provide the following services during the implementation phase;

Bid Assistance and Review

- Attend Pre-Bid Meeting (via teleconference)
- Respond to Requests For Information (RFI's)
- Provide information necessary for client to release Addendums to Bid
- Review Bids, confirm compliance w/ drawings and unit cost appropriateness

Note: The client shall coordinate all bid process tasks, including; advertising, administration, receiving of bids and bid results tabulation.

Construction Administration

- Field verify final sign placement with the contractor prior to installation
- Attend Construction Meetings (via teleconference)
- Review and approve submittals: shop drawings, material samples, etc.
- Review and assist with graphic layouts
- Provide information during the fabrication and installation process.

TASK 6 DELIVERABLE: Upon substantial completion of the signage, punch-list (on-site) all items that must be completed and/or corrected prior to final acceptance by the client.

PUBLIC OUTREACH & BUILDING CONSENSUS

The wayfinding program and its components will be crafted by the design team, but this marks the culmination of a process driven by the collective understanding and values cultivated among the consultant team, the client, and project stakeholders. Our role involves attentive listening and offering recommendations and solutions to facilitate the consensus-building process. We adhere to three consensus-building principles:

- 1) The design shall align with the criteria set by the client and project stakeholders.
- 2) Solutions should be readily comprehensible to someone visiting for the first time.
- 3) The design team will consistently take into account the culture and character of the local community when formulating design suggestions.

Methods Of Public Outreach

- Strategic placement of newspaper and magazine articles
- Social Media and Networking Outreach
- Open House Presentations
- Pre-Recorded Virtual Presentations
- Project Websites
- On-line Surveys
- Mock-ups and Prototypes

Building Consensus Best Practices

- Take tiny steps
- Understand the approval process and protocol
- Conduct small workshops w/ stakeholders
- Decisions are made for the betterment of all
- Craft a list of design criteria
- Provide options within options

Promotional Outreach

For this type of project a highly organized public relations initiative is strongly suggested. Not much different than an advertising campaign, getting the word out, across a variety of media will help increase the programs success.



PUBLIC INPUT STRATEGY

DISCOVERY

Information Gathering



Public Meeting #1

This session will focus on gathering input from the community. MERJE will provide an introduction to wayfinding, distribute surveys, facilitate conversations, and guide participants through mapping and design exercises.

SCHEMATIC DESIGN

Feedback & Consensus

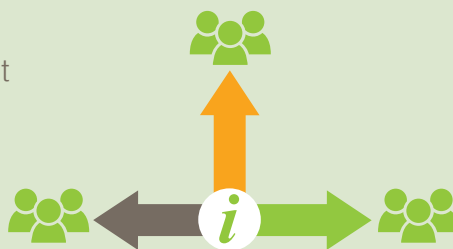


Public Meeting #2

The goal of this phase is to present a range of design options, solicit feedback from stakeholders, and work toward building consensus on the preferred direction.

DESIGN DEVELOPMENT

Refinement & Encouragement



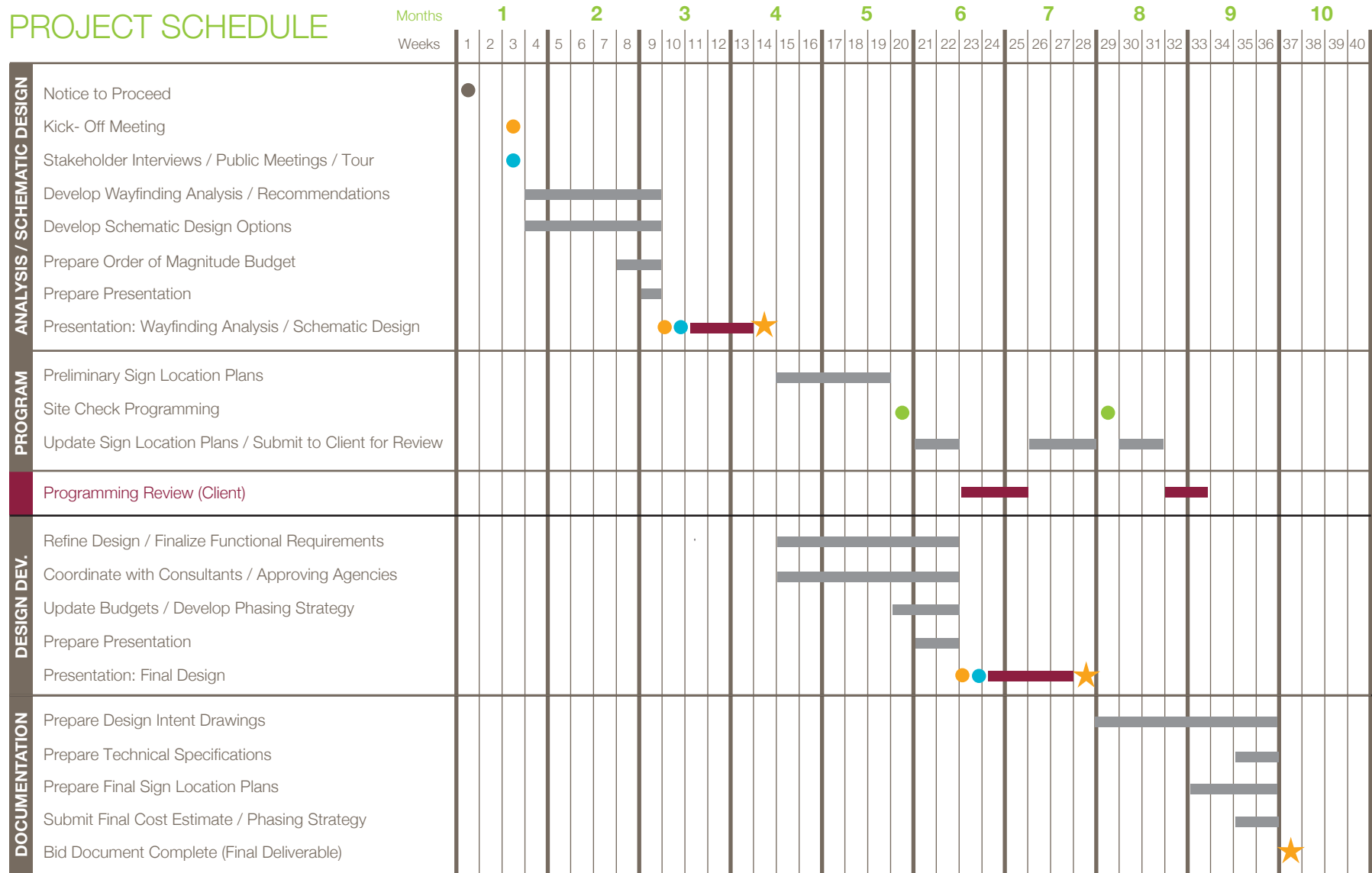
Public Meeting #3

As the design evolves, this stage offers the public another chance to provide feedback, helping to shape and fine-tune the final design in a way that reflects community priorities.



Publicity • Stakeholder Interviews • Public Meetings • Design Feedback • Marketing E-Blasts • Virtual Meetings • Online Surveys • Webinars • Social Media Multi-lingual Material & Translations •

PROJECT SCHEDULE



- Key**
- Steering Committee ●
 - Stakeholders / Public ●
 - Site Checks ●
 - MERJE Tasks
 - Client Review / Approvals
 - Stage Complete ★

Design and Planning Schedule:

Schedule shown illustrates typical time frames for tasks provide by MERJE. Client reviews and approvals, including State, County and City are difficult to predict and generally have a effect on the final completion date

We will work with you to develop a revised project schedule once we have a better understanding of the project and your internal approval requirements and protocols.

Fabrication and Installation Schedule:

The time-frame for the implementation phase will depend on the quantity of signs and final scope of work. Typical lead times for this stage can range between 4 and 9 months.

REFERENCES /
STATEMENT OF QUALIFICATIONS



REFERENCES

CITY OF NEW HAVEN WAYFINDING PROGRAM

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TOWN OF WEST HARTFORD WAYFINDING PROGRAM

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Economic Development Coordinator
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West Hartford, CT 06107
T. 860.561.7500
Kristen.Gorski@WestHartfordCT.gov

TOWN OF MANSFIELD, CT WAYFINDING PROGRAM

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Executive Director
Previous: Mansfield Downtown Partnership
Current: State of CT Department of Economic & Community Development
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Cynthia.vanZelm@CT.gov

NEW HAVEN UNION STATION WAYFINDING PROGRAM

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New Haven, CT, 06510
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jstaniewicz@nhparking.com

CITY OF PORTSMOUTH, NH WAYFINDING PROGRAM

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City Planner
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1 Junkins Avenue
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jharris@cityofportsmouth.com

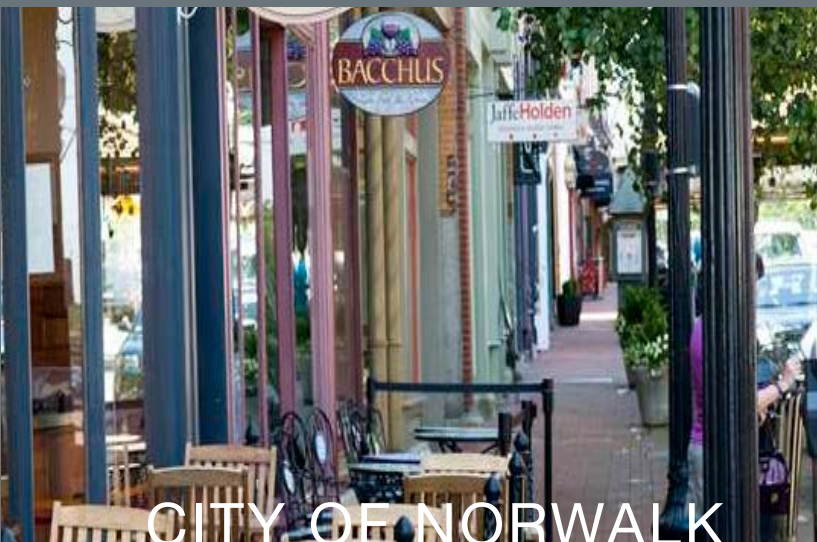
WILLIAMSBURG, VA WAYFINDING PROGRAM

Michele Mixner DeWitt
Assistant City Manager
City of Williamsburg
401 Lafayette Street,
Williamsburg, VA 23185
T. (757)220-6120
MDeWitt@williamsburgva.gov

OXNARD WAYFINDING & GATEWAY PROGRAM

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Phone: 805.385.7447
samantha.shapiro@oxnard.org

** References for all other projects are available upon request*



CITY OF NORWALK

SCOPE: Analysis, Design, Planning & Digital Strategy

SCALE: Citywide

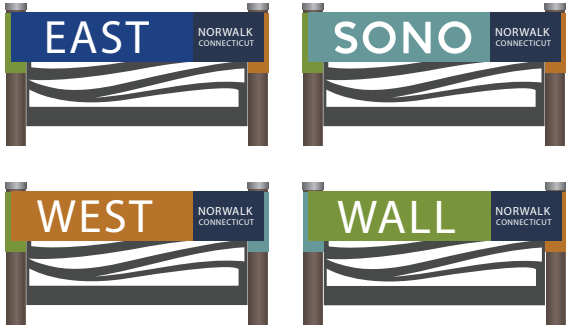
STAKEHOLDERS: 75+

CONSTRUCTION BUDGET: \$241,900 Phase 1 (Pilot)
\$750,000 Future Phases

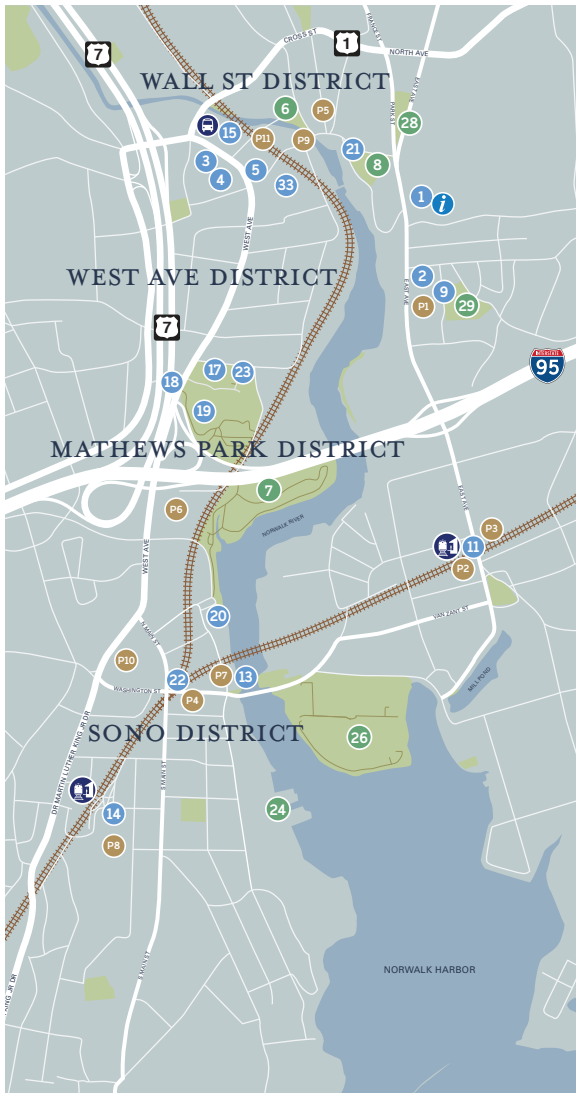
FUNDING: Norwalk Redevelopment Agency

APPROVAL: City Departments, Norwalk Redevelopment Agency and CDOT (Review)

CITY OF NORWALK
 Wayfinding Master Plan
 Norwalk, CT



In 2016, MERJE partnered with the Norwalk Redevelopment Agency to develop an integrated wayfinding program that helped visitors and residents understand Norwalk as a connected place, not just a series of standalone destinations. The City recognized that many visitors traveled directly from one attraction to the next without building a clear sense of the City's districts, assets, and overall structure, and that existing wayfinding, regulatory, and identity signs needed to be unified into one consistent system.

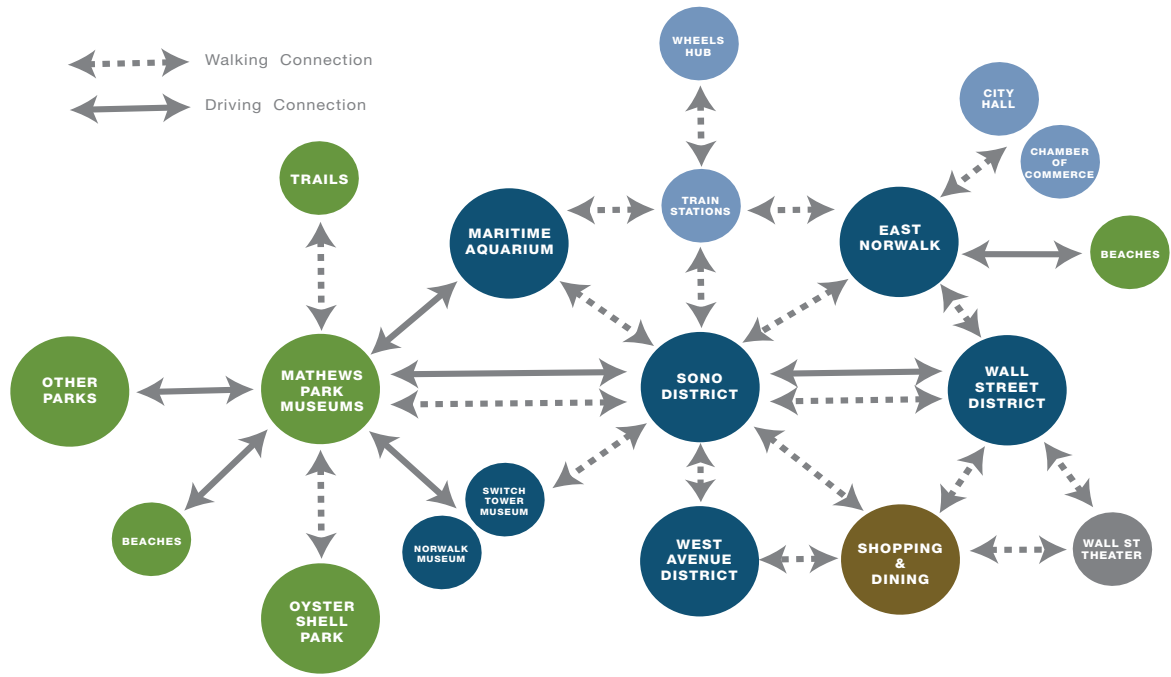


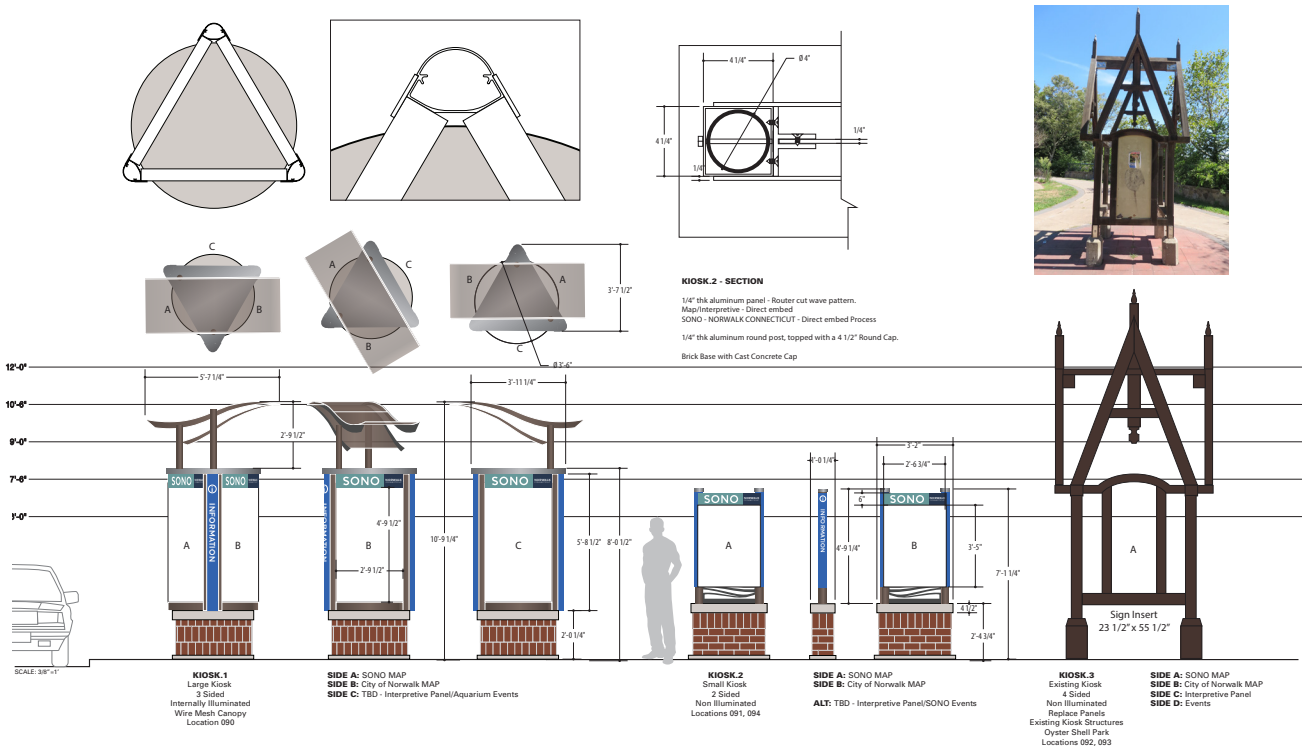
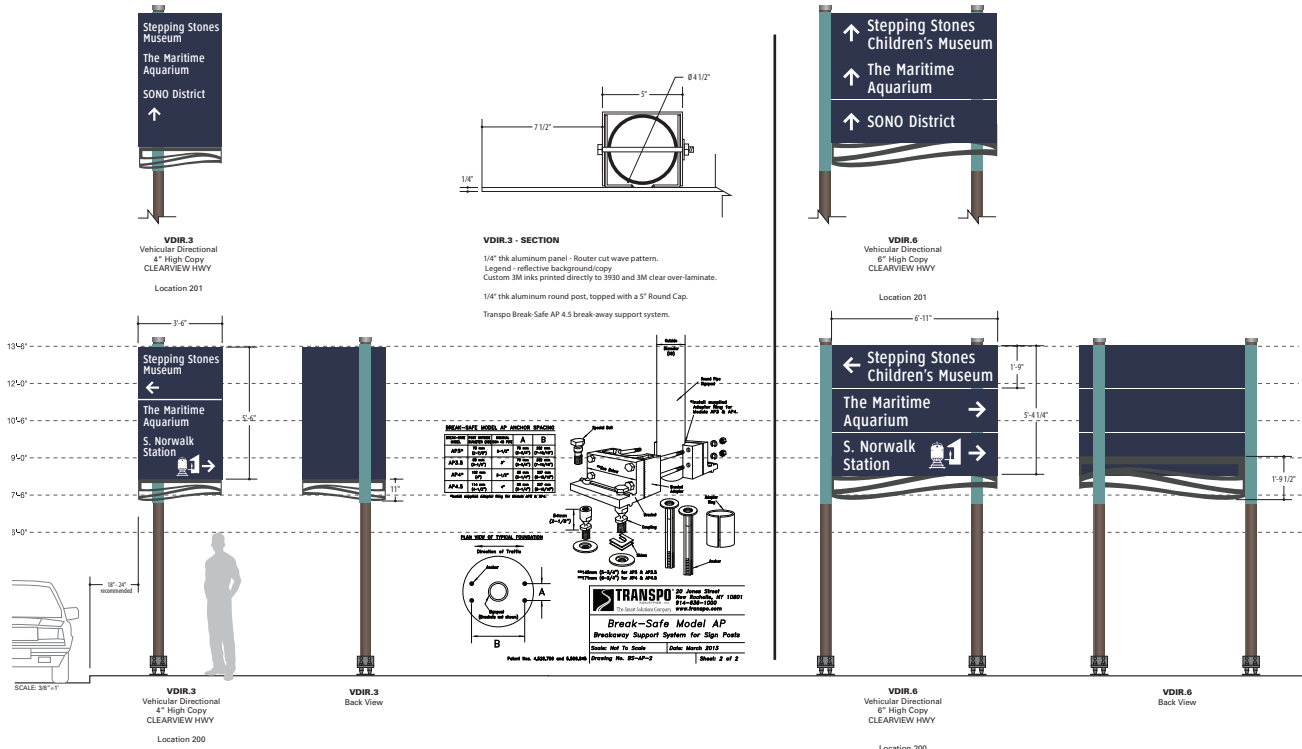
The program framework organized downtown around four primary districts, SoNo, West Avenue, Wall Street, and Mathews Park/Museums, and used gateways, directional signs, and landmark elements to reinforce each area's character while presenting a single, cohesive civic graphic language.

Recommendations emphasized a phased rollout, reduced sign clutter, and strengthened multimodal navigation, including vehicular, pedestrian, and rail connections, while supporting a "park-once" visitor experience. The master plan, also considered a technology strategy that was developed based on user journeys, content recommendations and a variety of digital tools based on user experiences and needs.

Early implementation planning included landmark kiosks with maps, updatable content, and space for print materials, paired with gateway and route-based vehicular wayfinding.

A pilot program was focused on SoNo, Mathews Park, West Avenue, and I-95 exits, guiding users to destinations such as the Maritime Aquarium, South Norwalk Station, and Oyster Shell Park.









CITY OF NEW HAVEN

SCOPE: Gateways and Signage project

SCALE: City-wide

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET: Phase 1: \$300,000 / Gateways: \$100,000

FUNDING: Federal Transportation Grant

APPROVAL: City of New Haven, ConnDOT, Federal Highway Administration (FHWA)

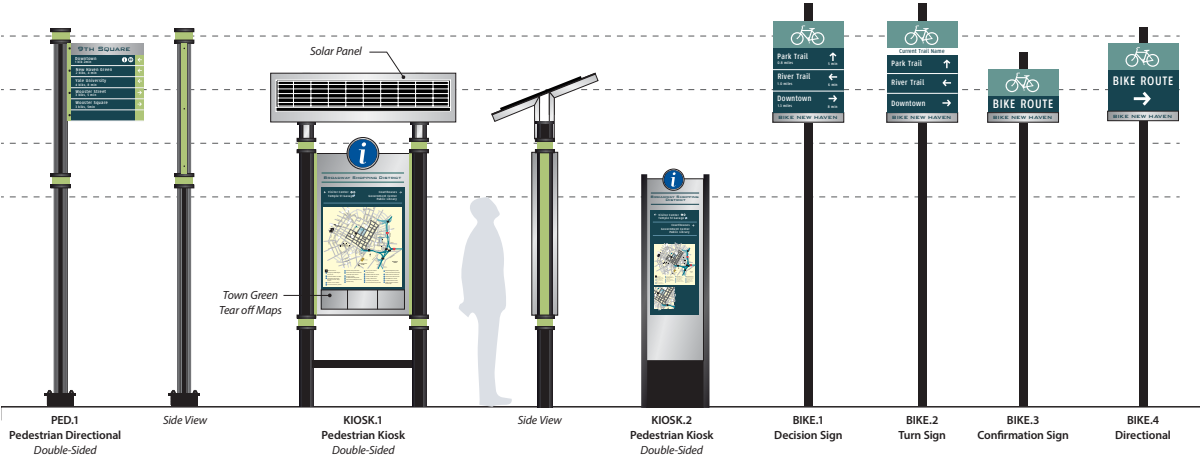
CITY OF NEW HAVEN, CT
 Wayfinding Program
 New Haven, CT



New Haven, Connecticut may be home to a historic and prestigious university, but it is also a vibrant urban downtown of retail, dining and neighborhoods. New Haven is not characterized by Yale University alone. The wayfinding program creates its own unique visual identity while promoting the variety of destinations located throughout the city.

MERJE was given the task of designing a flexible and modular system. The design for both the pedestrian and vehicular signs use the same standardized Holophane poles and hardware. This product standardization of extrusions, lock-nuts and panel sizes minimizes parts and makes for easy updating and flexibility.

The sign panels are clean and simple, but the bright colors on the pole collars create a visible beacon from a distance to assure that the signs pop-out in this dense urban environment. Pedestrian signage included distances in minutes and heads-up mapping.





→ City Hall

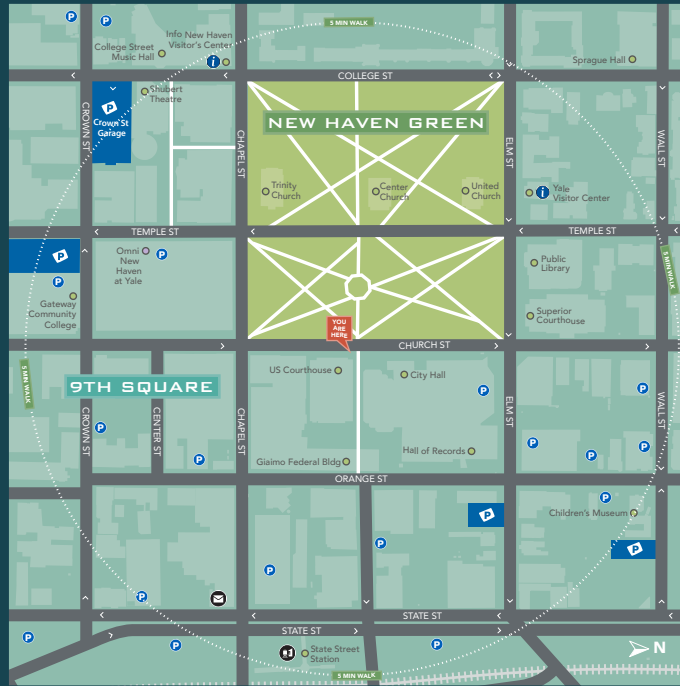
→ Superior Courthouse

→ Ives Main Library

→ County Courthouse

← 9th Square

← Gateway Community College



ATTRACTIONS

- Children's Museum
- City Hall
- New Haven County Courthouse
- Federal Building
- Gateway Community College
- Grove Street Cemetery
- Hall of Records
- Knights of Columbus Museum
- Payne Whitney Gymnasium
- Police Station
- Public Library
- Shubert Theatre
- Sprague Hall
- Superior Courthouse
- US Courthouse
- Woolsey Hall
- Yale Art Gallery
- Yale Center for British Art
- Yale Repertory Theatre
- Yale Visitor Center

HOTELS

- Courtyard Marriott
- Hotel Duncan
- New Haven Hotel
- Omni New Haven at Yale
- Study at Yale
- Suites at Yale-New Haven

LEGEND

- Visitor Information
- Train Station
- Bus Station
- Hospital
- Public Parking: Park New Haven
- Public Parking
- Trails
- Trail Tunnel

CITY OF NEW HAVEN • VEHICULAR SIGNAGE 2022
96 Signs / Citywide • Connecticut DOT Funded, Approved and Project Managed





TOWN OF MANSFIELD, CT

SCOPE: Wayfinding, Master Plan, Design, Planning, Documentation and Construction Administration

SCALE: Town of Mansfield (45 square miles)

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: \$350,000

FUNDING: Town of Mansfield

APPROVAL: Town of Mansfield, Connecticut Department of Transportation



MANSFIELD CONNECTICUT

Wayfinding Project

MANSFIELD, CT

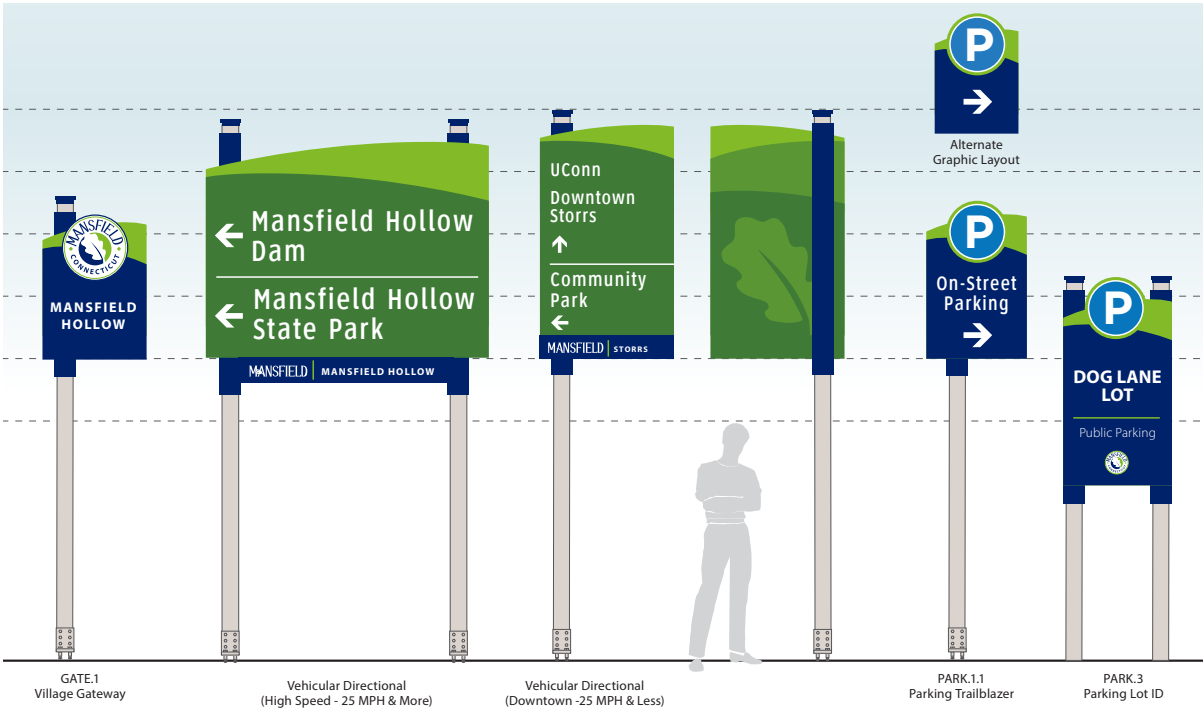
Home to the University of Connecticut's main campus, the Town of Mansfield is often mistaken for "Storrs," one of several villages within the community. To strengthen Mansfield's identity and create a unified presence across its distinct places, MERJE developed a townwide wayfinding program designed as a coordinated family of sign components.

The system establishes a clear information hierarchy, Town identity, village/place names, and destinations, helping visitors understand both where they are and how Mansfield is organized. A consistent visual language spans vehicular and pedestrian directionals, parking guidance, kiosks, and park identification, all reinforcing Mansfield's brand through the Town logo and signature colors.

For everyday town assets, the palette remains bright, civic, and highly legible, while Nature Preserve signs shift to earth tones that better suit natural settings yet retain shared typography and layout for system-wide cohesion.

Implementation involved coordination with Connecticut DOT, Town committees, the Town Council, and UConn staff to align campus messaging and sign placement for a seamless visitor experience.









WEST HARTFORD

SCOPE: Analysis, Design, Planning, and Documentation

SCALE: Townwide

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: \$1,000,000

FUNDING: Town of West Hartford

APPROVAL: Town of West Hartford and Connecticut DOT



WEST HARTFORD

Wayfinding Program

West Hartford, CT

MERJE was commissioned to spearhead a comprehensive wayfinding project for the Town of West Hartford, CT, addressing critical issues of navigation and connectivity. The primary objectives centered on seamlessly directing visitors to parking facilities, fostering pedestrian flow between the Town Center and the neighboring Blue Back Square shopping district, and infusing the design with elements reflective of the town's identity and local architecture.

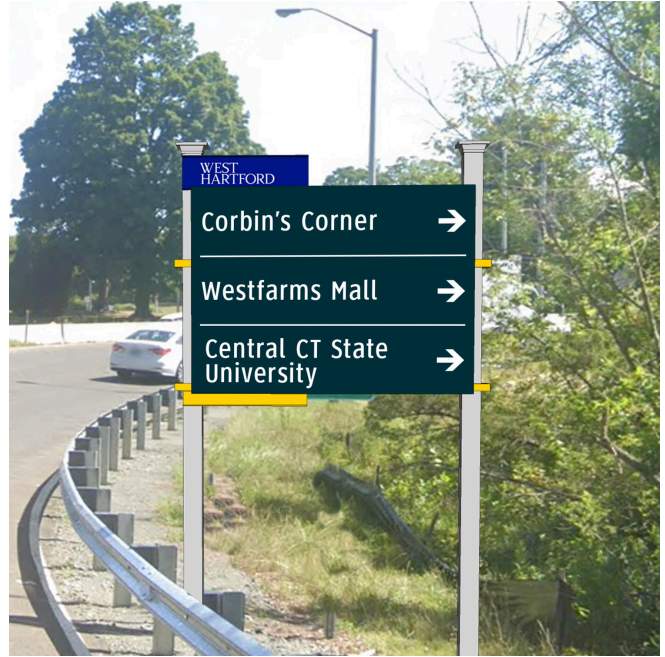
To achieve these goals, MERJE embarked on a detailed process that integrated functional design solutions with a deep understanding of West Hartford's unique character. Through stakeholder consultations and site analyses, the team identified strategic locations for signage and navigational aids, ensuring clear and intuitive pathways for both vehicular and pedestrian traffic.

The design approach emphasized a harmonious blend of functionality and aesthetics, with signage elements carefully curated to resonate with the town's architectural heritage. Utilizing materials, colors, and typography inspired by West Hartford's historic charm, the wayfinding system not only facilitates navigation but also enhances the overall visual appeal of the urban landscape.

By seamlessly integrating parking guidance, pedestrian connectivity, and cultural identity into its design, MERJE Design's wayfinding project promises to enhance the visitor experience, promote economic vitality, and reinforce the sense of community pride in the Town of West Hartford.









PORTSMOUTH, NH



SCOPE: Gateways, Vehicular, Parking and Pedestrian Wayfinding

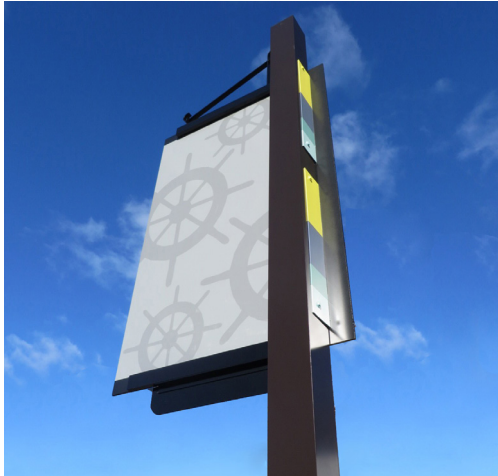
SCALE: Citywide

STAKEHOLDERS: 35+

CONSTRUCTION BUDGET: \$722,000 (3 Phases)

FUNDING: City of Portsmouth

APPROVAL: City of Portsmouth and New Hampshire Department of Transportation



CITY OF PORTSMOUTH

Wayfinding Program

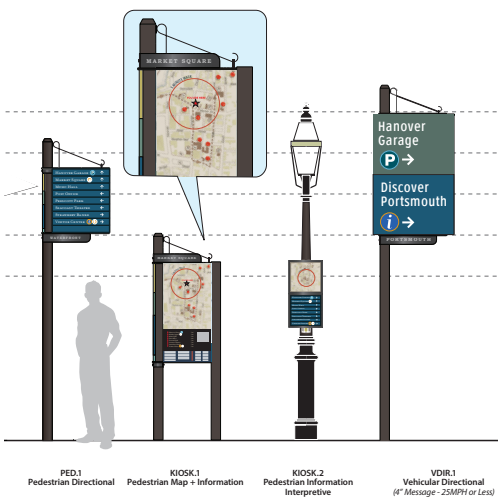
Portsmouth, NH

Portsmouth's scenic waterfront setting and rich maritime and architectural history make its compact downtown a year-round draw for visitors, shoppers, and residents. To help people navigate this vibrant environment, MERJE partnered with the City to develop a Citywide Wayfinding Plan and a flexible "design menu", a standardized toolkit defining sign types, messaging, locations, and a uniform look that is recognizable and uniquely Portsmouth.



The plan was built to serve all modes; drivers, bicyclists, transit users, and pedestrians, while advancing core community wayfinding objectives: reinforcing a shared sense of place, providing a logical and intuitive navigation system, and improving access to key destinations and frequently used areas.

Implementation was structured for long-term success through a phased rollout. Early priorities focused on parking and driver decision-making, including consistent parking identification and directionals and enhancements to the parking garage experience. Later phases expanded vehicular guidance within the downtown core and to destinations outside it. The final phase extended the system into the pedestrian realm, placing roughly 40 signs (including mapping) at key downtown intersections and on existing lampposts to support walkability and local access.



[Click here to learn more about the City of Portsmouth Wayfinding Program and the multi-phased implementation](#)







WILLIAMSBURG, VIRGINIA

SCOPE: Gateways, Parking, Pedestrian Wayfinding, Downtown Map, and Digital Kiosks

SCALE: Downtown Williamsburg

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET: \$485,000

FUNDING: City of Williamsburg

APPROVAL: City of Williamsburg



WILLIAMSBURG, VIRGINIA

Pedestrian and Parking Wayfinding Program

Williamsburg, VA

The Williamsburg, VA wayfinding program is an innovative initiative aimed at improving parking guidance and pedestrian navigation while enhancing the visitor experience and preserving the city's colonial charm.

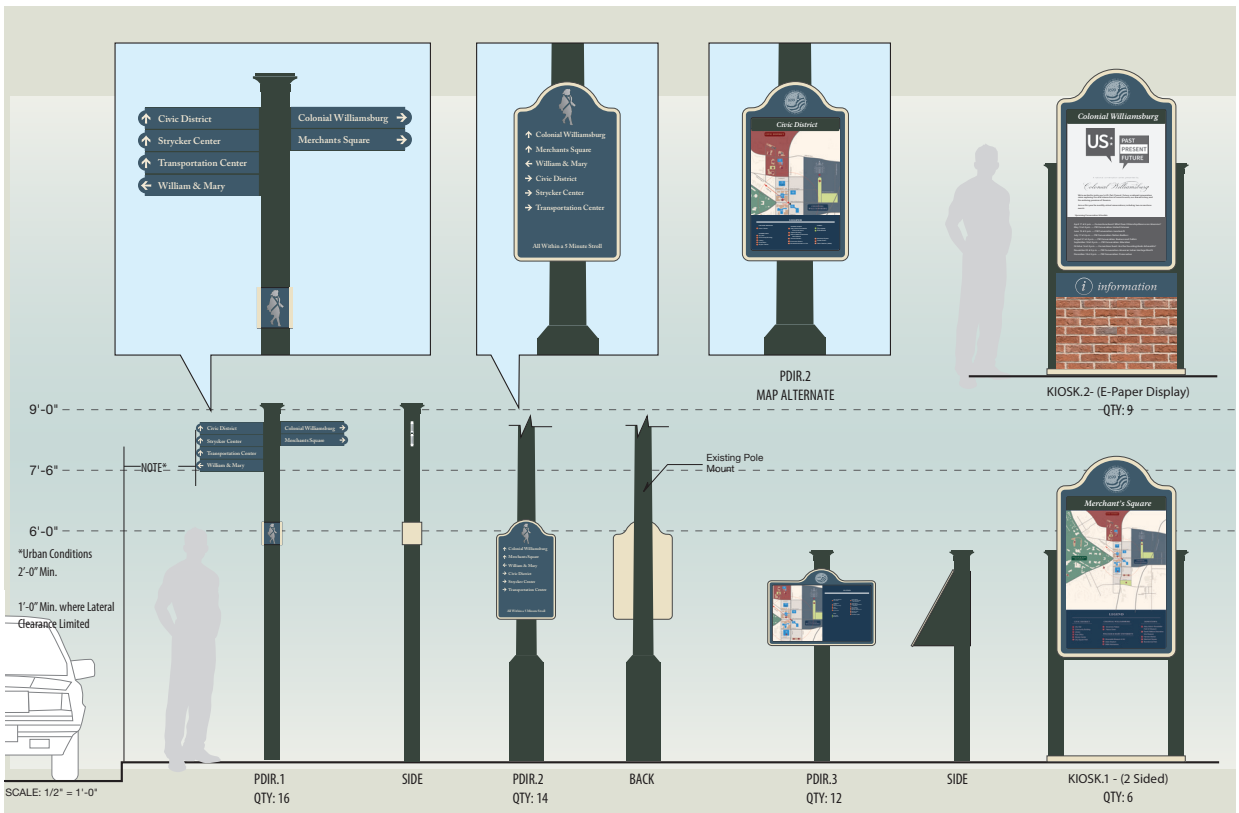
The program includes intuitive parking directional signage to guide visitors to parking lots and garages effortlessly. Elegantly designed pedestrian totems are placed at key locations, providing clear directions for exploring the city's historic streets.

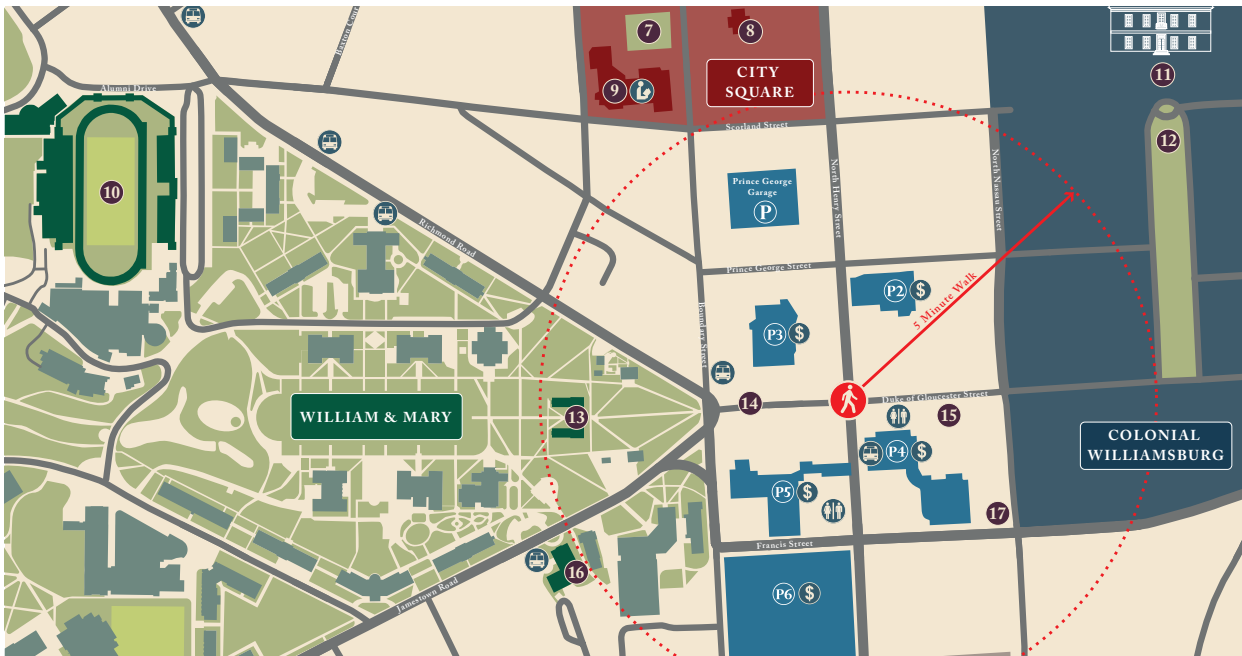
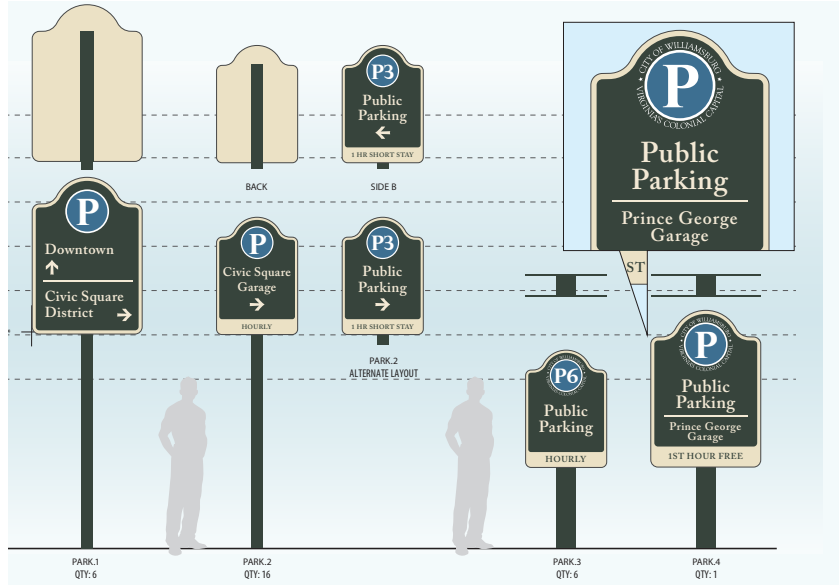
Modern navigation is embraced through digital kiosks with e-paper technology, offering dynamic updates on events and historical insights to keep visitors informed and engaged.

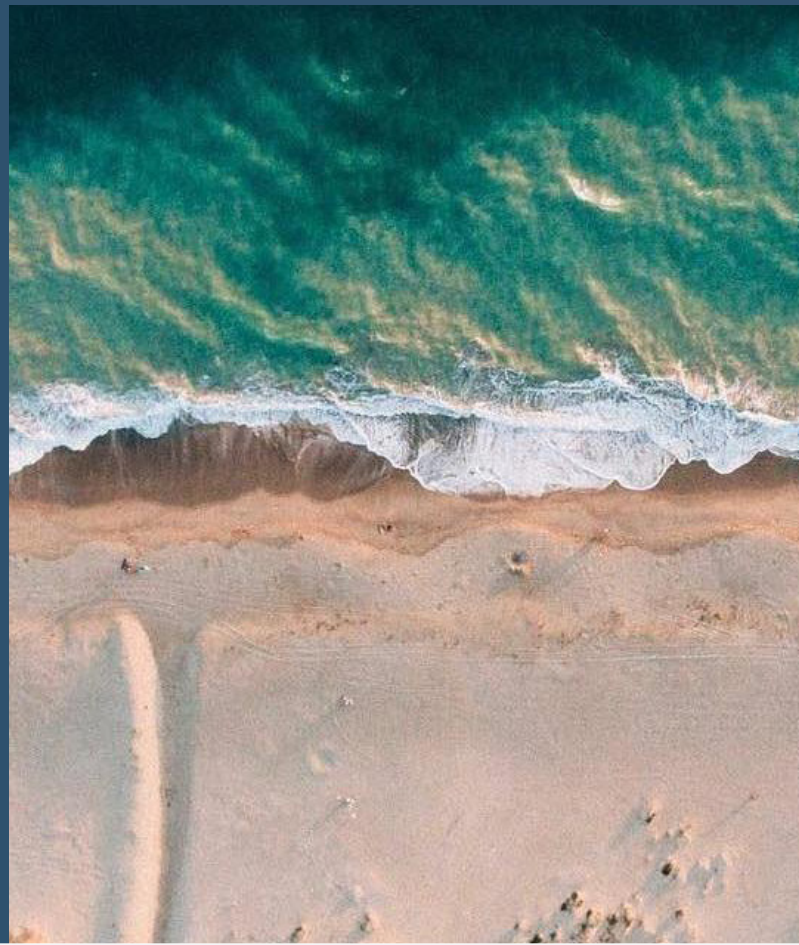
The program's design harmonizes with Williamsburg's architectural heritage and colonial ambiance, with every detail thoughtfully curated to enhance the city's character while providing practical navigation solutions.

The wayfinding program offers a blend of modern convenience and historical authenticity that truly embodies the spirit of this iconic Virginia city.









OXNARD, CALIFORNIA

SCOPE: Analysis, Design, Planning, Documentation and Construction Administration

SCALE: Citywide Wayfinding and Landmark Gateways

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET / PHASE 1: \$ 950,000

FUNDING: American Rescue Plan Act (ARPA)

APPROVAL: City of Oxnard, Visit Oxnard and Cal Trans



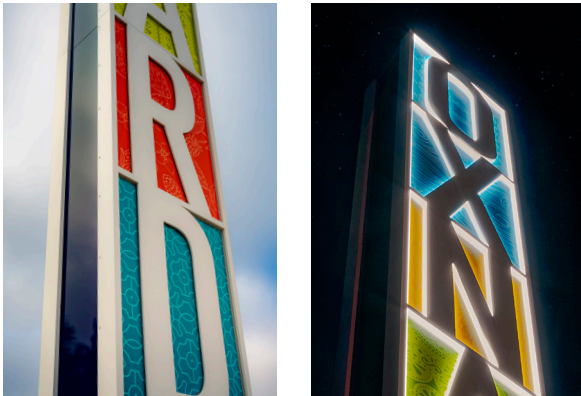
CITY OF OXNARD GATEWAY & WAYFINDING PROGRAM

Oxnard, CA

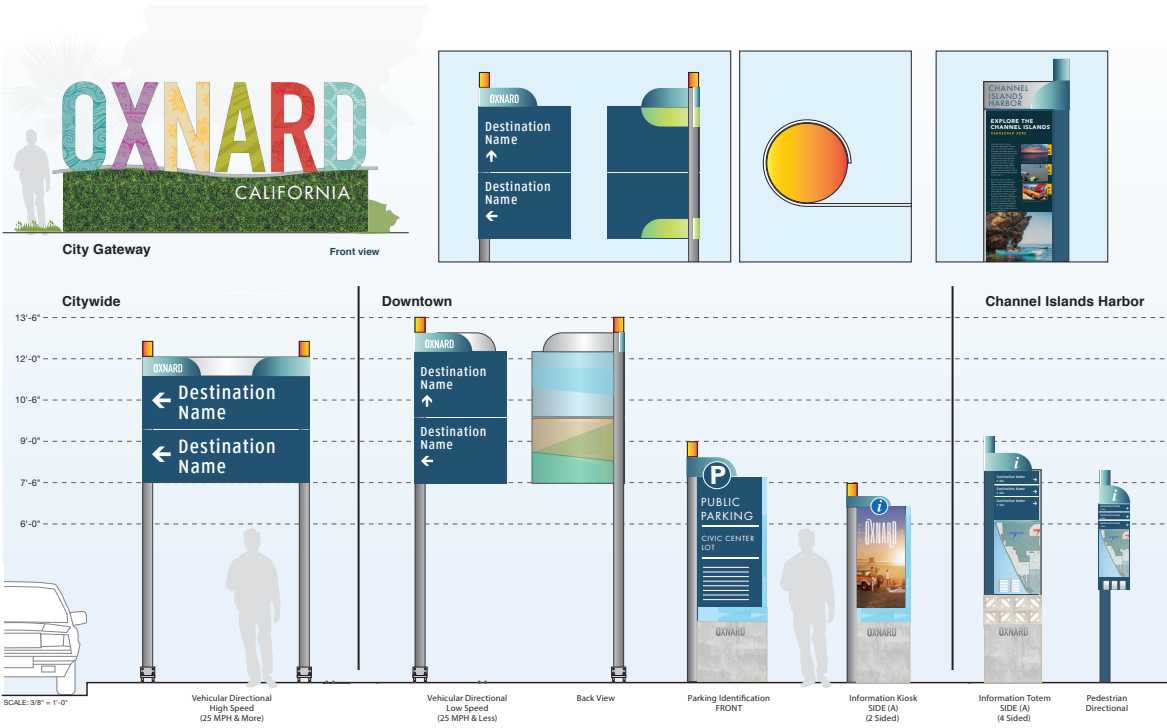
Oxnard, California, a city known for its stunning marina and breathtaking beaches, hired MERJE to design a new gateway and wayfinding program. This innovative initiative promises to elevate the Oxnard experience for visitors while promoting the city's vibrant destinations and outdoor festivals.

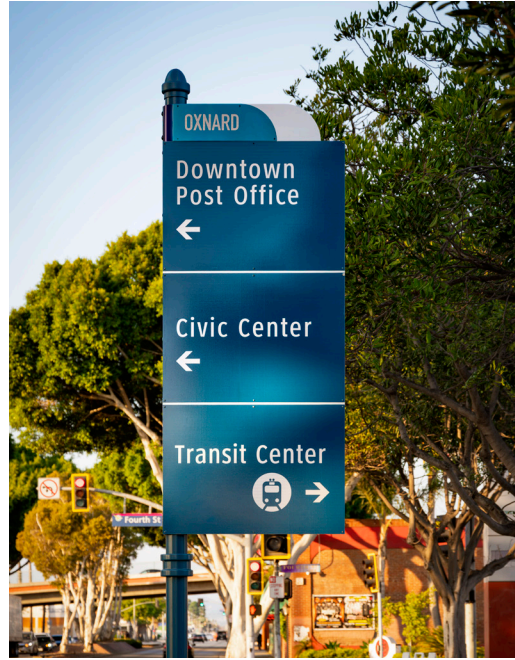
MERJE's collaboration with the Mayor's Gateway Task Force and various stakeholders has been instrumental in shaping the project. By engaging with the community, the design firm ensured that the wayfinding program accurately reflected the desires and needs of Oxnard's residents and visitors.

The sign design, characterized by its clean and timeless aesthetic, perfectly captures the essence of the Oxnard visitor experience. Seamlessly integrated throughout the city, the wayfinding program provides clear navigation but also showcases the depth of destinations, inviting exploration of the marina, beaches, and other hidden gems.



This gateway and wayfinding program has received high praise for its elegance and functionality. MERJE's contribution has undoubtedly elevated Oxnard's identity, ensuring that visitors are captivated by its beauty and allure from the moment they arrive.







ASHEVILLE REGION

SCOPE: Design, Planning, Documentation and Construction Administration

SCALE: Buncombe County, including; Cities of Asheville, Black Mountain, Montreat, Weaverville and Woodfin (660 sq. mi)

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: 1.4 Million

FUNDING: Buncombe County Tourism Development Fund

APPROVAL: Asheville Convention & Visitors Bureau, Municipalities of Asheville, Black Mountain, Montreat, Weaverville and Woodfin, and NCDOT



ASHEVILLE, NC

Regional Wayfinding Program

Buncombe County, NC

Vibrant, eclectic, colorful, artistic, natural, funky, sophisticated and folksy only begin to describe the Asheville region of western North Carolina. Marketing (and wayfinding) for such a diverse area requires the communication of a consistent brand, while allowing for the individuality of each district, town and place to present its own unique character.

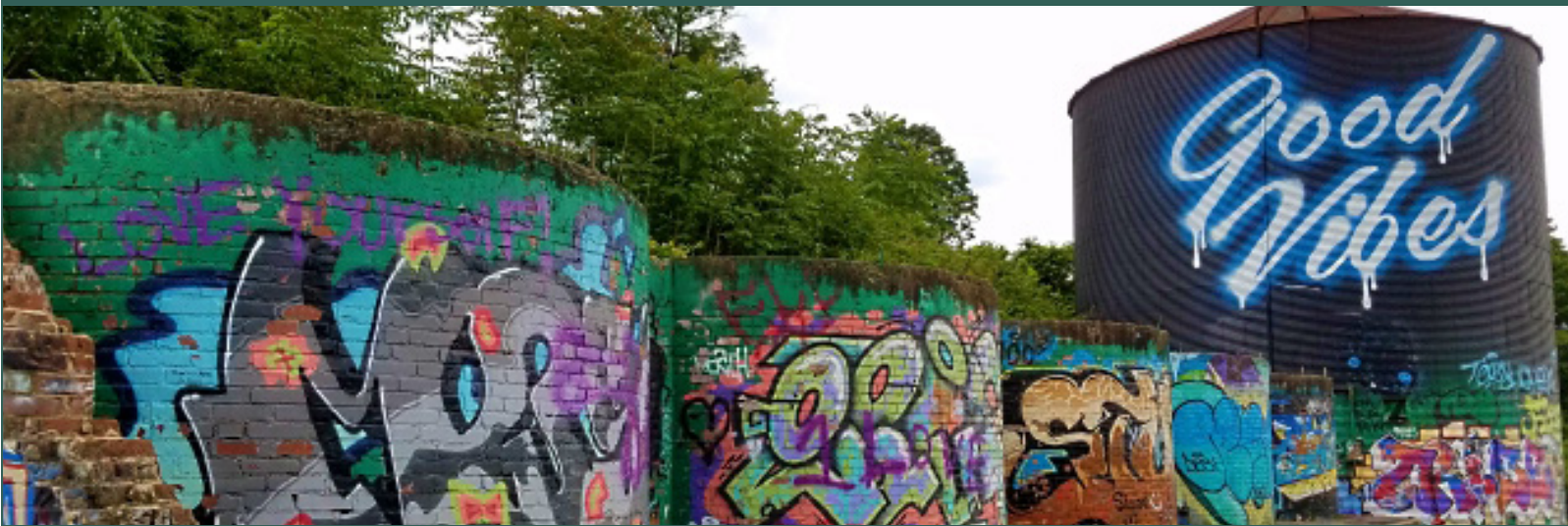
The Asheville Convention & Visitors Bureau hired MERJE to develop a comprehensive regional wayfinding program for the City of Asheville, Buncombe County and the individual towns of Black Mountain, Montreat, Weaverville and Woodfin. This is a benchmark project for regional wayfinding, as it also includes an analysis into the resulting economic return on investment; including before and after evaluations of annual destination visitation, effects on overnight hotel stays and overall customer satisfaction.

Gateways incorporate sculptural elements and create landmarks. Kiosks and post details provide opportunities for the inclusion of local artist in the design, capturing the funkiness of downtown Asheville. In addition to the planning and design of the system, MERJE's responsibilities consist of developing the strategy for coordinating the program, creating a criteria for destination inclusion, assistance with obtaining funding and building consensus among the variety of stakeholders and municipalities.









ASHEVILLE RIVER ARTS DISTRICT

SCOPE: Design, Planning, Documentation and Construction Administration

SCALE: River Arts District

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: \$350,000

FUNDING: Buncombe County Tourism Development Fund

APPROVAL: River Arts District, Asheville CVB and the City of Asheville



RIVER ARTS DISTRICT

Wayfinding and Landmarks

Asheville, NC

The River Arts District in Asheville, North Carolina is an area of former industrial buildings located near the French Broad River. Visitors can experience working studios and galleries of hundreds of artists, showcasing painting, pottery, jewelry, glass, metal, wood and much more.

MERJE has been working with the Asheville Convention and Visitors Bureau for over 10 years on a variety of wayfinding programs. The CVB, along with the River Arts District (RAD), approached MERJE to help extend the Citywide program to a more detailed RAD wayfinding program.

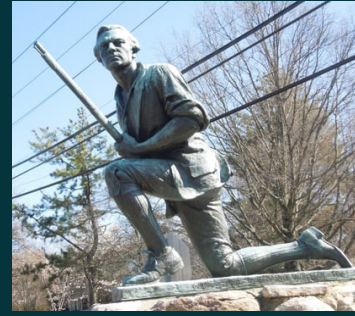


Working with the existing RAD identity, MERJE designed wayfinding signs, kiosks and landmarks to help promote the district and make it easier for visitors to locate the various artist studios.

The design utilizes components of the citywide wayfinding program, also designed by MERJE, but incorporates unique elements that capture the eclectic and authentic environment of the creative district.







TOWN OF WESTPORT

SCOPE: Gateways, Vehicular and Pedestrian Wayfinding

SCALE: Town-wide

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET: \$735,550

FUNDING: Town of Westport

APPROVAL: CTDOT, Board of Selectmen, Board of Finance



BACK OF SIGN



Patagonia building



Bridge Light Globes



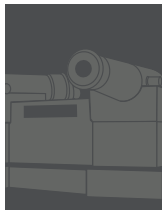
Minuteman



Schooner



Jesup Hall



Compo Beach Cannon

TOWN OF WESTPORT, CT

Wayfinding Program

Westport, CT

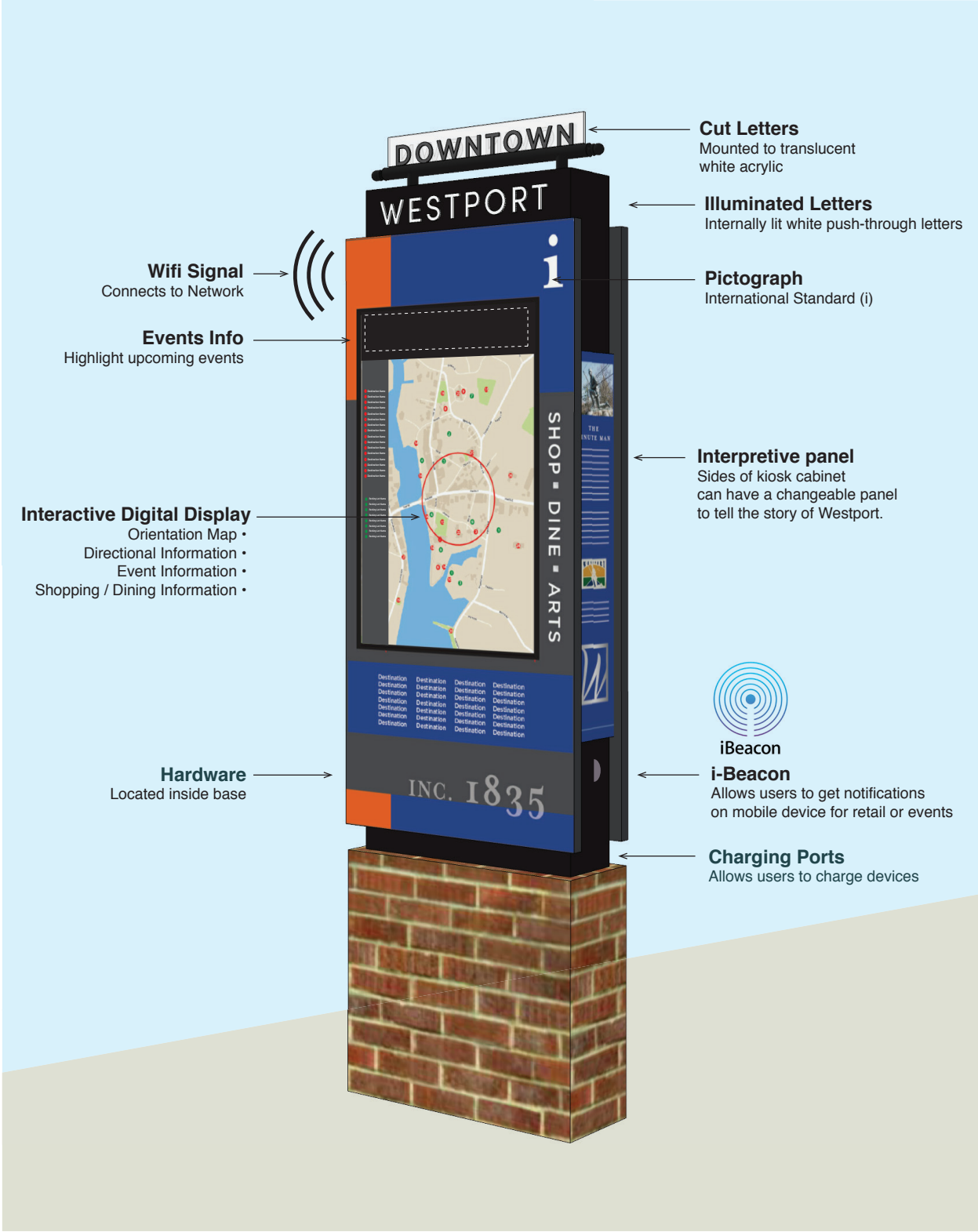
Located along the Saugatuck River, the Town of Westport, CT boasts a walkable, upscale downtown packed with dining and shopping establishments. But there are also town parks a Riverwalk and river access points that attract outdoor enthusiasts.

The Town hired MERJE to create a Town Gateway & Downtown Wayfinding Program that utilized their newly established brand. Directing to free Town parking lots was an important part of the project, as well as promoting the walkability of the Downtown. The Town's history was brought into the system by creating clean, subtle graphics for the back of the vehicular signs that highlight the town's historic architecture and the importance of the town during the Revolutionary War.

Promoting the Downtown businesses was accomplished by designing a digital Kiosk placed in a central Downtown location to give shopping and dining information, as well an opportunity to include interpretive information.







Wifi Signal
Connects to Network

Events Info
Highlight upcoming events

Interactive Digital Display
Orientation Map •
Directional Information •
Event Information •
Shopping / Dining Information •

Hardware
Located inside base

DOWNTOWN

WESTPORT

SHOP • DINE • ARTS

Destination Destination Destination Destination
Destination Destination Destination Destination
Destination Destination Destination Destination
Destination Destination Destination Destination
Destination Destination Destination Destination

INC. 1835

Cut Letters
Mounted to translucent white acrylic

Illuminated Letters
Internally lit white push-through letters

Pictograph
International Standard (i)

Interpretive panel
Sides of kiosk cabinet can have a changeable panel to tell the story of Westport.



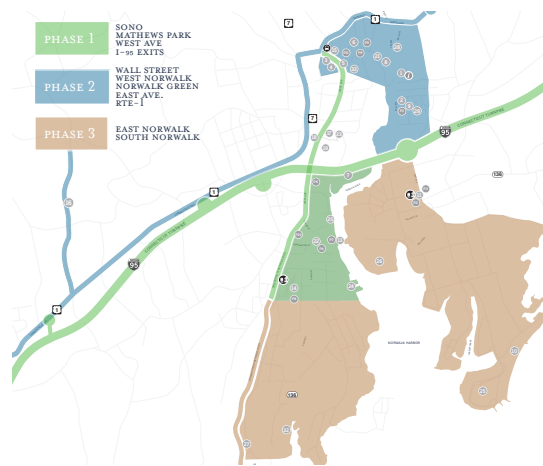
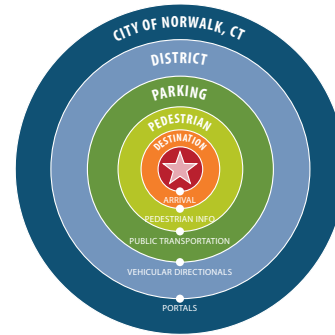
iBeacon
Allows users to get notifications on mobile device for retail or events

Charging Ports
Allows users to charge devices

OTHER INFORMATION



NORWALK WAYFINDING MASTER PLAN (2016 MERJE)



MERJE brings Norwalk an uncommon advantage for this wayfinding project: we helped the City establish the original program framework through the 2016 Wayfinding Master Plan, including analysis, sign design, detailed sign location plans, and message schedules.

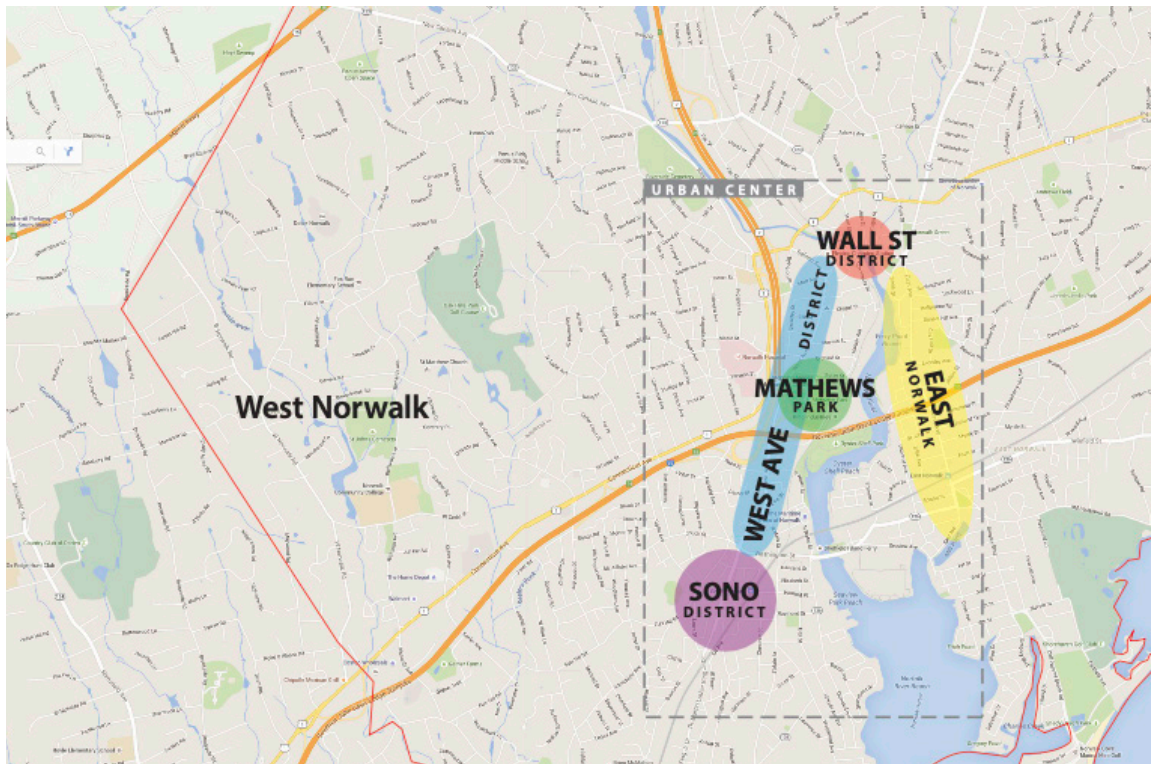
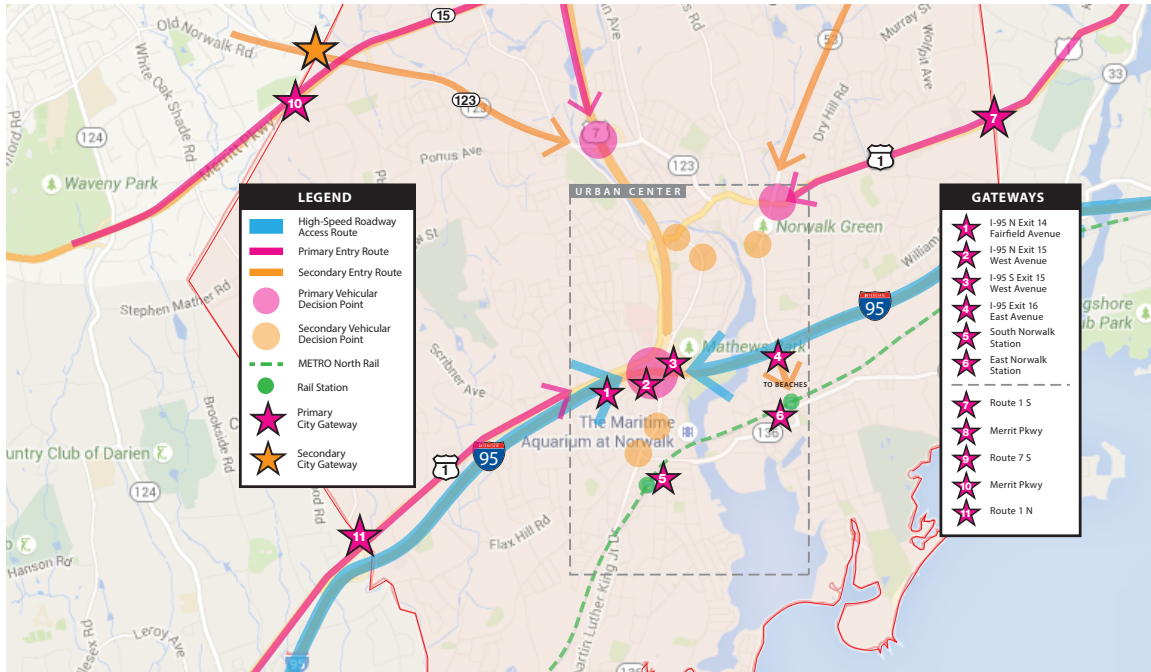
With the same firm principals engaged today, we bring a deep, working familiarity with Norwalk and the documents created to support implementation, allowing the team to move quickly and focus effort where it matters most: updated destination messaging, terminology, sequencing, and alignment with the City’s newer identity goals.

It is also important to acknowledge why the earlier program (contracted through the Norwalk Redevelopment Agency) did not advance to implementation. After submissions and

reviews with City departments and committees, the initiative was not funded and did not move forward for capital approval. The pause reflected a prioritization and funding decision, not any shortfall in the quality or readiness of the work product.

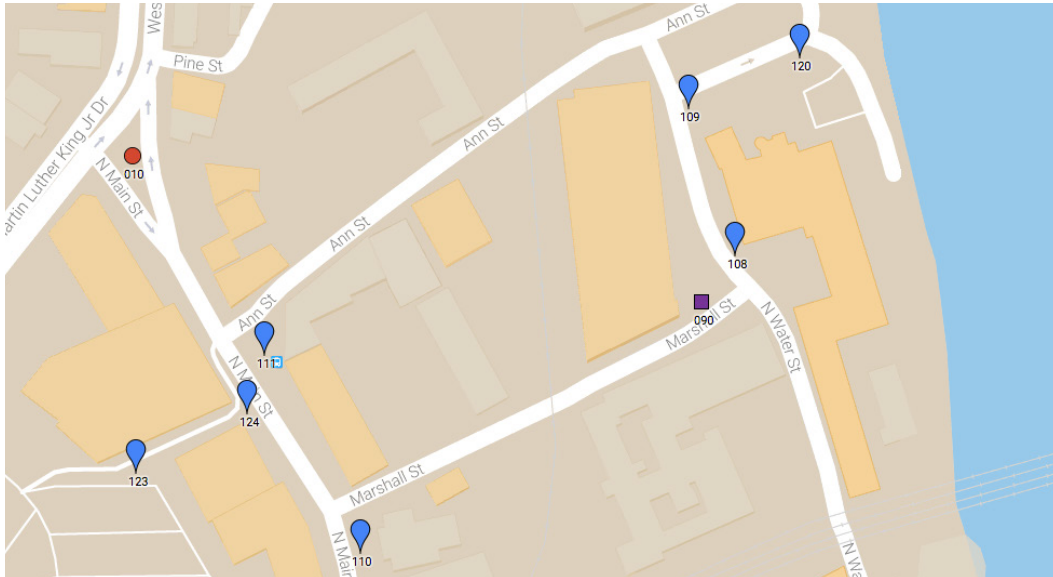
The original design approach was rooted in Norwalk as a place; its history, waterfront character, architecture, and environment, at a time when the City did not yet have a strong, unified graphic identity. As this new initiative moves ahead, MERJE can leverage the prior foundation while thoughtfully incorporating updated destinations and the City’s new brand, balancing timeless “place” cues with the benefits of reinforcing a contemporary identity across the community.

WAYFINDING ANALYSIS



The analysis established the foundational framework for the City's wayfinding system, identifying vehicular and pedestrian entry routes, high-priority destinations, and district relationships to support clear navigation, phased implementation, and a cohesive, place-based identity rooted in Norwalk's urban structure and waterfront context

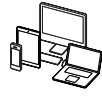
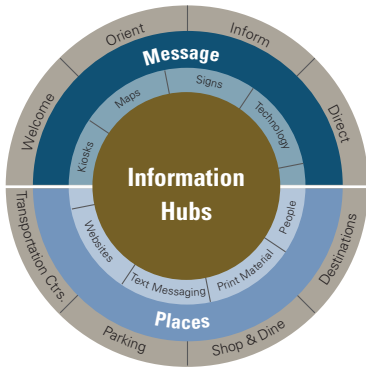
SIGN PLANNING



<p>VISITOR SERVICES</p> <p>Chamber of Commerce</p>	<p>PARKS & RECREATION</p> <p>Sheffield Island Lighthouse</p>	<p>TRANSPORTATION</p> <p>Sheffield Island Ferry</p>	<p>PUBLIC PARKING (CONTD)</p> <p>S Norwalk Station</p>	<p>FOR DISCUSSION:</p> <p>Woodward Avenue Park</p>
<p>GOVERNMENT</p> <p>City Hall</p> <p>Norwalk Courthouse</p> <p>Belden Post Office</p> <p>Norwalk Public Library</p>	<p>Mill Hill Historic Park</p> <p>Shady Beach Park</p> <p>Cranbury Park/Gallaher Estate</p> <p>Oyster Shell Park</p>	<p>Wheels Hub</p> <p>East Norwalk Station</p> <p>South Norwalk Station</p> <p>Merrit 7 Station</p>	<p>City Hall Lot</p>	<p>John H. Ryan Park</p> <p>Oak Hills Park</p> <p>Taylor Farm Park</p> <p>Flax Hill Park</p> <p>Mill Pond Park</p>
<p>DISTRICTS</p> <p>SoNo District</p> <p>West Avenue District</p> <p>Wall Street District</p> <p>Mathews Park</p> <p>East Norwalk</p> <p>West Norwalk</p>	<p>Norwalk Green</p> <p>Veteran's Memorial Park</p> <p>Eric Malmquist Field</p> <p>Irving Freese Park</p> <p>Community Beach</p>	<p>PUBLIC PARKING</p> <p>Webster Lot</p> <p>North Water St Lot</p> <p>Maritime Garage</p> <p>Haviland Lot</p> <p>Main St Lot</p> <p>Wall St Lot</p> <p>Yankee Doodle Garage</p>	<p>MUSEUMS/CULTURAL</p> <p>Contemporary Printmaking Ctr</p> <p>Lockwood-Mathews Mansion</p> <p>Maritime Aquarium</p> <p>SoNo Switch Tower Museum</p> <p>Stepping Stones Museum</p> <p>Norwalk Museum</p> <p>Heritage Wall</p> <p>Stew Leonard's</p>	<p>A. Santaniello Park</p> <p>Union Park</p> <p>Jennie Jenks Park</p> <p>North Avenue Park</p> <p>Constitution Park</p> <p>Ludlow Park</p> <p>Springwood Park</p> <p>Battle of the Rocks Monument</p> <p>Betts Brook Park</p> <p>East Norwalk Historical Cemetery</p>
<p>PERF. ARTS CENTERS</p> <p>Norwalk Concert Hall</p> <p>Wall Street Theater</p>	<p>SoNo Fieldhouse</p> <p>Ice Rink</p> <p>Calf Pasture Beach</p>	<p>E Norwalk South Lot</p> <p>E Norwalk North Lot</p>	<p>EDUCATION</p> <p>Norwalk Community College</p>	<p>ACCESS</p> <p>TRAILBLAZERS</p> <p>95</p> <p>H</p> <p>Norwalk Hospital</p> <p>NAME SHOULD FIT ON TWO LINES</p> <p>FUTURE DESTINATION</p>

Detailed sign planning translates the Wayfinding Master Plan framework into on-the-ground implementation, identifying precise sign locations, message hierarchy, and destination sequencing. This planning supports consistent navigation across districts, civic destinations, parking, transit, and cultural assets, ensuring clarity for pedestrians and drivers while reinforcing Norwalk's place-based identity. Prior to pausing the project, MERJE completed detailed in the field sign locations for Phase 1: Pilot Program.

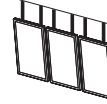
DIGITAL STRATEGY



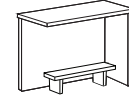
RESPONSIVE WEBSITE
When beginning a journey, a website provides a meaningful planning tool. Often times accessed from the comfort of a stationary setting, like a home or an office, websites allow for a deep-dive of research and learning.



MOBILE APP
Some pedestrians need a quick confirmation en route while others may need to be set on the right path if they find themselves disoriented. The mobile app is the one tool that spans the Planning, Doing, and Understanding of a User's Journey.



DIGITAL SIGNS
Oftentimes positioned at heavy trafficked areas or entrances that require changeable information, these typically non-interactive large digital signs can provide content at realtime directional information, identification or, alerts.



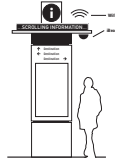
DIGITAL SIGNS @ TRANSIT HUBS
With the utilization of GPS trackers on buses, digital signs integrated at bus shelters or train stations can tag info that information and display realtime arrivals of buses and trains.



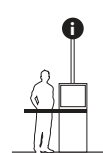
LIGHTING
Not all technology requires a physical interaction. Some technology is reactive and/or passive and simply enhances a space through an emotion.



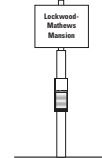
INTERACTIVE INTERPRETIVE PANELS
These panels provide users focussed information about specific areas of ride.



INTERACTIVE INFORMATION HUB
Depending on the environment, and often catering to those without phones, interactive information hubs provide similar information seen in a mobile app but fixed positioned at key



MANNED KIOSK
Professional greeter provides personal contact and information, as well as printed literature.



INFORMATION PANEL
Contains text messaging /data links, interpretive information.

THE JOURNEY

FINDING OUR WAY IS CONTEXTUAL

FRUSTRATION OCCURS WHEN THE CONTEXT DOESN'T ALIGN WITH OUR EXPECTATIONS

DIGITAL NAVIGATION BEGINS BY CREATING CONTEXT

The way that people orient themselves in digital spaces is not so different from how they find their way around in the real world. Our ability to focus shifts according to whether we're on the hunt for information or recreational browsing. We even experience the same emotion and sense of frustration when we're lost or struggling to reach our intended destination.

The City of Norwalk is vast and relies on all forms of navigation including driving, bicycling, walking and public transportation. Because of all these forms of travel there is increased number of questions that residents and visitors will ask because they are traveling the city differently. A pedestrian will ask different questions than a driver. And a cyclist will ask different questions than a bus passenger. As such, the user journey is varied and requires a greater range of tools. Predominantly there are three general questions that all users ask.

WHERE AM I?

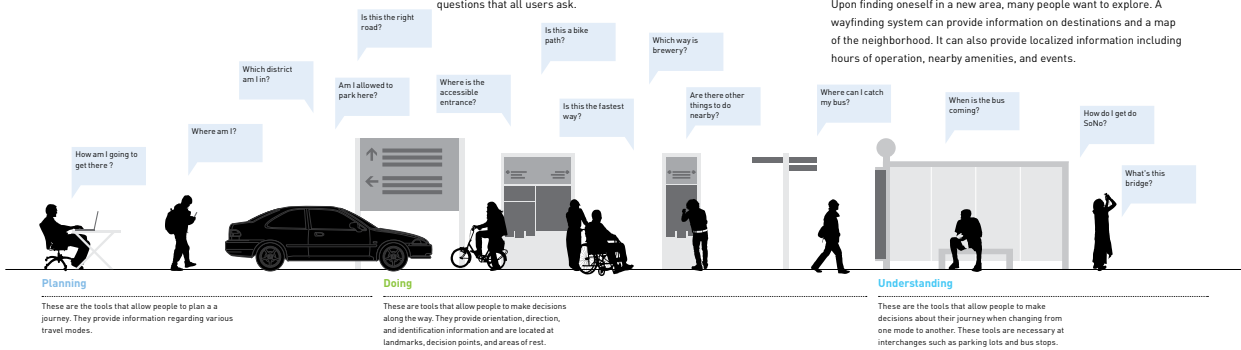
Some users need a quick confirmation en route while others may need to be set on the right path if they find themselves disoriented. The wayfinding information to serve this need must be readily visible and quickly comprehended.

HOW DO I GET THERE?

Finding the preferred route from A to B requires pedestrian information. The wayfinding system identifies connector streets, and provides route support signage and GPS-based digital apps that reference on-street information.

WHAT IS THERE TO SEE AND DO HERE?

Upon finding oneself in a new area, many people want to explore. A wayfinding system can provide information on destinations and a map of the neighborhood. It can also provide localized information including hours of operation, nearby amenities, and events.



A digital strategy, prepared by MERJE partner Winfield & CO., extended the Wayfinding Master Plan beyond physical signage, applying the same hierarchy, destination logic, and sequencing to digital tools and information hubs. By aligning online, mobile, and on-site experiences, the system creates clear context at every stage of the journey, supporting trip planning, real-time decision-making, and place-based exploration across Norwalk.



**CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM**

Found Design, LLC (d.b.a. MERJE)
Proposer's Name


5. W. Gay Street
Street Address

West Chester	PA	19380
City	State	Zip

Business Telephone: Office: 484.266.0648 / Cell 215.801.5722
--

Email Address: jbosio@merjedesign.com

John Bosio, Partner
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFP are understood and unconditionally accepted.	
	1/23/26
Signature	Date

CITY OF NORWALK PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM


Vendor Name - Found Design, LLC (d.b.a. MERJE)		
Address - 5 W. Gay Street, West Chester, PA 19380		
Phone - Office: 484.266.0648 Cell: 215.801.5722	Fax -	Email - jbosio@merjedesign.com
Manager - John Bosio		Fed ID# 20-8199756

The undersigned hereby declares that they have carefully examined the plans, specifications and project sites and has satisfied themselves as to all the quantities and conditions and understands that in signing this proposal they waives all right to plead any misunderstanding regarding the same.

The undersigned further understands and agrees that they will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

It is further understood and agreed that all information included in, attached to, or required by the Request for Proposal shall be public record upon delivery to the City.

A. PROPOSED FEES

Total Lump Sum Fee	\$ 114,750	
Total Lump Sum Fee in Writing	One Hundred Fourteen Thousand, Seven Hundred and Fifty Dollars	
** Please note that, based on our previous work with Norwalk, we believe certain fees outlined may be reduced after we review the prior materials and discuss them with you in more detail.		

B. Identify the key project team members who will provide these services. Quantify their level of involvement (X%). Give an hourly rate for each member.

Name	Title	% Involved	Hourly Rate
A John Bosio	Principal / PM	25%	\$ 175
B Glen Swantak	Principal / Design	25%	\$ 175
C Joseph Mackereth	Wayfinding / Designer	35%	\$ 135
D Madison Phillips	Designer	15%	\$ 110

Submitted By: MERJE
5 W. Gay St.
West Chester, PA 19380
484-266-0648

Contact: John Bosio
jbosio@merjedesign.com
215.801.5722

COMPENSATION

Thank you for considering MERJE for the development of Norwalk Citywide Wayfinding Program. I hope you have found the Scope of Work to be reflective of your requirements and expected deliverables of the system.

**** Please note that, based on our previous work with Norwalk, we believe certain fees outlined below may be reduced after we review the prior materials and discuss them with you in more detail.**

TASK	FEE
1. Discovery & Concept Development	** \$ 32,000
2. Design Development (includes preliminary sign location plans)	** \$ 36,000
3. Construction Documents & Bid Package	\$ 18,000
4. Implementation Support	\$ 14,000
5. Orientation Map Design	** \$ 7,500
	DESIGN FEES \$ 107,500
	REIMBURSABLES \$ 7,250
	LUMP SUM FEE ** \$ 114,750

REIMBURSABLE EXPENSES

Reimbursable expenses are included in the basic compensation outlined above and will be billed to the client at 1.0 times the expenses incurred by MERJE and our consultants.

POTENTIAL ADDITIONAL SERVICES

- Structural, Electrical or Civil Engineering
- Interpretive Signage for historic areas (scope, quantity to be determined)
- Design of print material design, websites or other non-signage wayfinding tools
- Design of wall murals, super graphics or other sign types outside the agreed upon menu.
- Landscape or Lighting Design
- Mobile Phone Application Architecture

Submitted By:



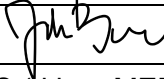
John Bosio

Partner

Found Design, LLC (d.b.a. MERJE)

CITY OF NORWALK PURCHASING DEPARTMENT

C. CERTIFICATION

Submitted By: Found Design, LLC	Signature: 
Authorized Agent of Company (Name & Title): Found Design, LLC (d.b.a. MERJE)	
	Date: 1/23/26

D. The above signatory acknowledges receipt of the following addenda issued during the bidding period and understands that they are a part of the bidding documents (if applicable):

Addendum #	1	Dated	1/12/26	Addendum #		Dated	
Addendum #	2	Dated	1/20/26	Addendum #		Dated	

CITY OF NORWALK PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	Number of years in business:	19	
2.	Number of personnel employed:	Part Time	Full Time
		2	4

3. List six contracts of this type/size your firm has completed within the last four years:			
Project	Date	Contact Person	Phone No.
City of New Haven Wayfinding Program	Completed 2022 (Phase 2)	Anne Hartjen *	203.453.8032
Town of Mansfield, CT Wayfinding Program	Completed 2024	Cynthia van Zelm *	860.258.4200
West Hartford, CT Wayfinding Program	Design / Planning 2024	Kristen Gorski	860.561.7500
City of Portsmouth Wayfinding Program	Completed 2025 (Phase 4)	Jillian Harris	603.610.7296
City of Edmond, OK Wayfinding Program	Completed 2025	Jennifer Thorton	405.216.7781
City of Oxnard, CA Wayfinding Program	Completed 2025	Samantha Shapiro	805.385.7447

* Note: Ann Hartjen is now with the Town of and Cynthia van zelm works for the State of CT, Department of Economic and Community Development

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
NO SUBCONTRACTORS				

CITY OF NORWALK PURCHASING DEPARTMENT

<p>5. ORGANIZATIONAL STRUCTURE OF BIDDER (check which applies)</p>	general partnership		
	limited partnership		
	<input checked="" type="checkbox"/> limited liability corporation		
	limited liability partnership		
	corporation doing business under a trade name		
	individual doing business under a trade name		
	other (specify)		
<p>6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled</p>	<p><u>Connecticut corporations</u> - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?</p>	Yes	No
	<p><u>Out-of -State corporations</u> - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)</p>	Yes	No
		In-Progress	<p>Found Design, LLC is not a corporation</p> <p>State of Connecticut taxes are paid as a pass-thru on the partners personal tax returns.</p>
<p>7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :</p>			
<p>8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service <u>if different from what has been indicated on the response form</u>: NO</p>			
Business Name			
Address			
City, State & Zip			
Name of Agent			

CITY OF NORWALK

PURCHASING DEPARTMENT

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening. (AGREED / John Bosio Partner)

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

- a. Book Value (Total Assets (-) Total Liabilities)
- b. Working Capital (Current Assets (-) Current Liabilities)
- c. Current Ratio (Current Assets/Current Liabilities)
- d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
- e. Return on Assets (Net Income/Total Assets)
- f. Return on Equity (Net Income/Shareholder's Equity)
- g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website:

<https://www.irs.gov/forms-pubs/about-form-w-9>

1.4 INSURANCE

Insurance Agency Name: Fucci & Friedman Inc.	Tel: (631) 218-9700
Agency Address: 186 W Main Street, Suite 9 Sayville, NY 11782	Email: koneil@ffinc.com

City of Norwalk Vendor Questionnaire

IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):**
Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES NO

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)

a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES NO



CITY OF NORWALK
Transportation Mobility & Parking
P: 203-854-7260
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO: Economic and Community Development Committee of the City Council

FROM: Garrett Bolella, P.E., PTOE, RSP1 – Assistant Director, TMP

CC: Sabrina Godeski, BS, MPL, AICP – Director of Business Development & Tourism
James Travers – Director of Transportation, Mobility and Parking

REF: April Agenda – Authorize the Mayor, Barbara C. Smyth to execute an amendment to increase the Fuss and O’Neill contract by \$46,900 for Additional Transportation Engineering and Related Design Services for Wall Street Corridor Improvements – Purchasing Project No. 4149 (Seventh Amendment)

DATE: March 26th, 2026

Memorandum

Fuss and O'Neill was the design consultant selected at the beginning of the Wall Street Corridor Improvement Project. Since the initial plan for betterments in the corridor, TMP, along with the consultant, has held numerous public engagement meetings, as well as gathered necessary data.

The overall project design and scope has grown in size, scale, complexity, and coordination. Since February 2022, the project has expanded to an estimated construction cost of 31 MM, encompassing several phases, many of which the City has been awarded various State and Federal funds to complete. A total of 19.45 MM in State and Federal Funding has been secured to date along with nearly 2 MM in investments from the Norwalk Parking Authority. This includes the most recent announcement of another \$800,000 in State Community Connectivity Grant Funding committed to improving the streetscape on East Wall Street from the limits of existing construction to the East Avenue/the Norwalk Green. The City continues to pursue additional grants to ensure the remaining phases will have money set aside for construction.

The proposed contract amendment is necessary; specifically, to meet Federal deadlines related to the obligations of 5.5MM Community Project Funding that must be encumbered by the end of 2026 or risk returning these federally appropriated funds.

Phase II of the Wall Street Corridor Improvement project generally includes complete roadway restoration and streetscape improvements on Main Street from Wall Street to Hoyt Street, in addition to the entirety of Burnell Boulevard. The project will be bid this Summer (2026) and under contract by Fall so that construction can commence Spring 2027 after the completion of Phase I (the East Wall Street Landmark Square Safety Improvements).

Per the recommendation of the Connecticut Department of Transportation (CTDOT) and to ensure the City receives the maximum project reimbursement of 5.5MM in Federal Funding for Phase II of the Project, this contract amendment extends the scope of Phase II construction to include streetscape and roadway improvements on Belden Avenue from just north of Burnell Boulevard, south to the USPS Post Office and Norwalk Public Library.

Lastly, the contract provides the Department with Bidding Assistance to ensure the City's responsiveness to our State and Federal partners administering this project.

Amending Fuss & O'Neill's contract will ensure consistency of design, the creation of one holistic plan which covers the larger neighborhood, and best position the City to address the needs of grantors in a timely manner.

- a. Authorize the Mayor, Barbara C. Smyth to execute an amendment to increase the Fuss and O'Neill contract by \$46,900 for Additional Transportation Engineering and Related Design Services for Wall Street Corridor Improvements
- b. Authorize the Director of Transportation, Mobility and Parking to execute the amendment to increase the contract with Fuss and O'Neill, for an amount not to exceed \$4,690

**Account No. 0926 3750 5777 C0800
 0926 3750 5777 C0824**

A copy of the RFQ information for Purchasing Department Project Number No. 4149 – Design Services for the Wall Street Corridor Improvements, can be reviewed by following the link

<https://norwalkct.bonfirehub.com/opportunities/49217>

March 6, 2026

Mr. James Travers
Director of Transportation, Mobility and Parking
City of Norwalk
125 East Avenue
Norwalk, CT 06851-5125

Re: Amendment for Transportation Engineering and Related Services
Design Services for the Wall Street Corridor Improvements
Norwalk, Connecticut
Fuss & O'Neill Reference No. 20210301.A10

Dear Mr. Travers:

At your request, we are pleased to provide this amendment in order to advance our design services scope associated with our agreement entitled "Design Services for the Wall Street Corridor Improvements" dated February 17, 2022. The table below outlines the tasks Fuss & O'Neill seeks to add or amend due to increased project size, modified design limits, and expanded scope.

Task	Wall St. Task Descriptions	Action
01	Preliminary Engineering & Survey	No changes - Inactive
02	Traffic Operations and Safety Study	Complete
03	Stakeholder Meetings & Public Involvement	No changes - Active
04	Concept Design	Complete
05	Utility Notification Letter, Meetings & Coordination	No changes - Active
06	Preliminary Design (30%) – Part 1	Complete
07	Geotechnical Services	No Changes - Active
08	Semi-Final Design (60%) – Part 1	Complete
09	Final Design (100%)	Voided – Reallocated funds to Task 6 in Task Amendment No. 3. Subsequent Amendment necessary to determine level of effort and fee when applicable.
10	Bidding Assistance & Design Services During Construction	Voided – Reallocated funds to Task 6 in Task Amendment No. 3. Subsequent Amendment necessary to determine level of effort and fee when applicable
11	Wall Street LOTCIP Application Assistance	Complete
12	Permitting & Regulatory Coordination	No changes - Active

Task	Wall St. Task Descriptions	Action
20	Preliminary Design (30%) – Part 2	Complete
21	Semi-Final Design (60%) – Part 2	Complete
30	USPS – Design Development (DD)	Complete
31	USPS – VE Design (60%) Development (VE DD)	No changes - Active
36	Subset 03 Temporary Conditions Package	Complete
40	Final Plans for Review (90%) – Subset 03	Complete
45	Final Design (100%) – Subset 03	Amend – Additional Scope; see below
46	DCD Submission and	No changes - Active
47	Bidding Assistance	New – See Below
Task		
Task	East Wall St. Task Descriptions	Action
100	Municipal Meetings & Coordination	Complete
200	Final Plans for Review (90%)	Complete
300	Final Design (100%)	Complete
400	Construction Documents	Complete
500	Contingency	Complete

Task Amendment No. 7 corresponds to advancing the following project elements:

- 1) Integrating additional project limits into Subset 03 / Phase 2 and advancing this area from 60% design to 100%, see supplemental project limits below.
 - a. This work will be integrated into Subset 03 / Phase 2’s Final Design (100%) package
- 2) Developing design plans, details, specifications, and cost estimate items to a 100% design level for work associated with the Norwalk Transit District bus and pedestrian facilities
 - a. This work will be integrated into Subset 03 / Phase 2’s Final Design (100%) package
- 3) Providing addendum and bidding assistance for the Subset 03/ Phase 2.

The following scope of services is described hereafter.

Project Limits

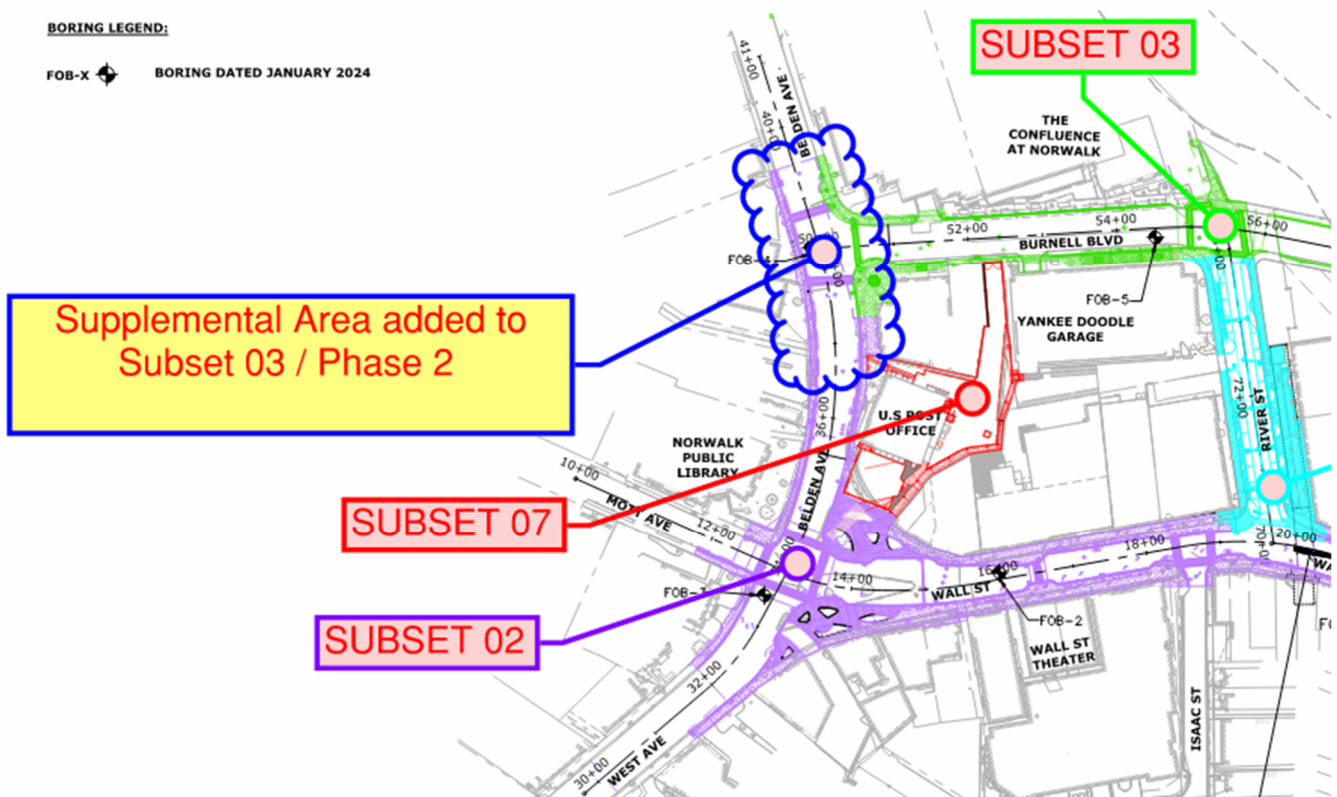


Figure 1 – Supplemental Area for Subset 03 & 90% Design Advance for Subset 07

Scope of Services

TASK 45 – Final Design (100%) – Subset 03

Supplemental Project Area

- F&O will extend the 90% design project limits further into Belden Avenue as shown in Figure 1. The area was previously developed under Subset 02 and advanced to a 60% design phase. The proposed improvements carry the same streetscape elements consistent with the overall downtown Wall Street project.

Norwalk Transit District (NTD) Bus & Pedestrian Elements

- F&O will advance the following components of the 90% design submission:
 - Removal and salvaging of the existing bus canopies
 - A site assessment is included under Task 5

Mr. James Travers

March 6, 2026

Page 4

- Site restoration due to dissembling, removing, and reconnecting necessary facilities associated with the existing bus canopies. Such facilities may consist of:
 - Power Supply
 - Telecommunications
 - Drainage
- The removal and resetting of existing NTD bus shelters

Plans & Details

Horizontal and Vertical Design plus Layout

- F&O will advance the proposed geometry, horizontal alignments, vertical baselines and lock in all layout components (curb-lines, sidewalks, ramps, crossings, etc.) for the supplemental project area.

Advancement of Drawings

- Fuss & O'Neill will expand Subset 03's current viewports and drawings to integrate the supplemental project area and advance all drawings to a 100% design submission.
- Details associated with the NTD bus and pedestrian facilities will be incorporated into the drawing set.

Bid Package & Specifications

- F&O will develop all technical specifications or "special provisions" for both the NTD bus elements
- F&O will integrate new items into the unit cost bid tabulation forms associated with the Subset 03 / Phase 2 bid package.

FD Construction Cost Estimate

- F&O will integrate new items into the Engineer's Estimate as well as advance previously established construction cost estimates.

FD Design Report

- The FD (100%) Design Report will be advanced and updated to include the latest information, project limits, schedule, and construction cost associated with Subset 03 / Phase 2 only.

Final Design (100%) Submission

The FD Submission will remain consistent with the items identified in Task Amendment No. 6 in Portable Document Format (PDF)

TASK 47 – Bidding Assistance

Addendum Assistance

- F&O will assist the City in answering any questions during the open portion of the bid advertisements.
- F&O has accounted for one (1) addendum.
- F&O will resolve any errors in the designs that are identified during the bidding processes and in a timely manner with no additional cost to the City.

Bidding Assistance

F&O will provide the following as part of the bidding assistance:

- Review Bid Prices in comparison to other bids and the engineer's estimate.
- Contractor Information
 - Bid/Bidder Responsiveness
 - Bidder Responsibility Determination
 - Contractor Qualifications/Experience
 - F&O to develop and incorporate the three above-mentioned items into the Bid Analysis package, but the City will be responsible for reaching out to the low bidder and requesting documentation pertaining to the Federal System for Award Management (SAM).
- Develop a memorandum noting the results & following information in order to submit bid results and a request for construction funds.
 - Date of bid opening
 - Number of bidders
 - Bid Tabulation and analysis of the lowest 3 bids
 - Recommendation from the Municipal Chief Administration Officer for award of the project, based on the bid analysis.
 - City to provide
 - Certificate of Compliance
 - City to provide
 - Explanation and/or justification if the low bid is 10% above or below the final engineer's estimate.
 - Explanation and/or justification if it is determined that the lowest responsible bidder is not the apparent low bidder.
 - Anticipated award date

Assumptions

The scope detailed above was developed with the following assumptions. Should any of these assumptions prove to be incorrect, additional scope and fee may result.

1. If applicable, all assumptions within the February 17, 2022 agreement and/or supplemental Task Amendments apply.

Mr. James Travers
 March 6, 2026
 Page 6

2. New bus shelters (small and/or large) as well as all modified Historic / Waypointe decorative light fixtures will not be included within the plan set, estimate, and/or bid package (plus technical specifications) as these items are assumed to be taken care of by the NTD separately.
3. The USPS site design will be limited to value engineering of the Design Development package. The advancement of the USPS site design to the subsequent design phase is not included.
4. The development of the Bid Package, Calendar Day Chart, and technical specifications in accordance with the USPS Master Specifications is not included.
5. Aiding in developing construction ROW maps for all project subsets or the supplemental project area, except for Subset 07, is not included within this agreement.
6. The advancement of the overall project Stormwater Report is not included.
7. City of Norwalk TMP Department to attend, represent, and provide information to any permitting council, board, and/or commission meetings if necessary.
8. City of Norwalk TMP Department will be responsible for abutter notifications related to any Local, State, and/or Federal permitting.
9. City of Norwalk is responsible for all permit application fees to various Local, State, and/or Federal agencies.

Fees

Fuss & O'Neill proposes an additional budget of **\$46,900** to be established for professional services in support of this effort as outlined above. Fees are shown on the summary tables below. Lump sum tasks will be billed monthly as a percentage complete while the hourly tasks will be billed on a time and materials basis and the budget would not be exceeded without expressed authorization.

Task	Description	Basis	Current Fee	Add'l Fee	Total Fee
45	Final Design (100%) – Subset 03	Lump Sum	\$69,500	\$37,800	\$107,300
47	Bidding Assistance Addendum Assistance Bidding Assistance	Hourly	\$0	\$3,900 \$5,200	\$9,100

Total Add'l Fee
\$46,900

Direct costs for any reproductions, mileage and mailings are included in the above cost. Fees are valid for 90 days. If authorization extends beyond this duration, Fuss & O'Neill reserves the right to renegotiate the fee.

This amendment will be completed under the Terms and Conditions of our original agreement titled "Design Services for the Wall Street Corridor Improvements" and dated February 17, 2022.

Unless expressly instructed by the client to the contrary, Fuss & O'Neill will consider the data provided by organizations that are engaged with respect to mapping current climate conditions and follow the

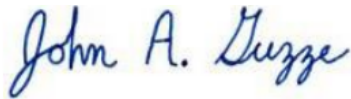
Mr. James Travers
March 6, 2026
Page 7

recommendations of applicable municipal, state and/or federal guidelines and standards for design, including consideration of project purpose and location, and future climate conditions relevant to the design life and/or anticipated service life or duration of the project, using applicable available data relevant to the project geography.

Receipt of a signed copy of the Authorization to Proceed enclosed with this amendment will serve to authorize the work outlined in the Scope of Services.

Thank you for requesting consulting service from Fuss & O'Neill. We look forward to continuing our work with you on this project.

Sincerely,



John A. Guzze, PE
Discipline Leader | Associate



Kristen E. Solloway, PE
Business Unit Leader | Vice President

Attachments: Authorization to Proceed

Authorization to Proceed

Kristen E. Solloway, PE
 Fuss & O'Neill
 One Financial Plaza, Floor 15
 Hartford, CT 06103

Re: Amendment for Transportation Engineering and Related Services
 Design Services for the Wall Street Corridor Improvements
 Norwalk, Connecticut
 Fuss & O'Neill Reference No. 20210301.A10

Budget: \$46,900

Dear Ms. Solloway:

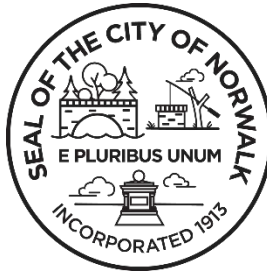
I hereby authorize Fuss & O'Neill to proceed with the above-referenced project in accordance with the General Terms and Conditions date February 17, 2022 and this Amendment dated March 6, 2026. Fuss & O'Neill, Inc. will not work in advance of the executed authorization to proceed.

Printed Name	Date
Signature	Title

City of Norwalk – *please complete information below.*

*Submit invoice as follows (✓ one →):	_____ Mail	_____ Email	_____ Online
Billing Contact:	Name:		
	Address:		
	Phone/Email:		
Accounts Payable Contact:	Name:		
	Address:		
	Phone/Email:		
Purchase Order Number:			

*** Indicate address, email address and website link if different than already provided.**



DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: _____

DEPARTMENT: _____

Procurement by non-competitive proposals may be used only when the award of a contract is infeasible under informal competitive Quotations (§3-204), Informal Competitive Request for Proposals (§3-205), seal bids, or competitive proposals and at least one of the following circumstances applies:

Check One:

1	The item is available only from a single source (justification is attached). The provisions of this regulation apply to all sole source procurements unless emergency conditions exist as defined by Purchasing Guideline on Emergency Procurements
2	After solicitation of several sources, competition is determined inadequate (record of source contacts and/or attempts to obtain pricing is attached)
3	The compatibility of equipment, accessories, or replacement parts is of paramount consideration
4	The item/service is available on a Cooperative Purchasing Agreement (please provide the organization name, quote, and the contract/agreement number)
5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). Please forward this form and supporting documentation within 48 hours of the Emergency
6	Other, please explain:

TOTAL COST: _____ MUNIS Account: _____

VENDOR: _____

Purchasing Agent Signature	The Purchasing Agent	Department Head Signature
	Supports	<i>James Travers</i>
Purchasing Agent Name	Does Not Support	Department Head Name
Date	Single Source Requires Common Council Authorization (in excess of \$20,000.00)?	Date

JUSTIFICATION:

ANY OTHER VENDORS CONTACTED FOR PRICING? (Please attach quotes): _____

Vendor 1: _____

Vendor 2: _____

EMERGENCY: Explain in detail the nature of the emergency

City of Norwalk & NPS / Board of Ed

FYE 2027 Capital Requests

as of: March 23, 2026

version 9 -- Beach Pavilion add

Division	Department	Fund	Proj #	Priority	Request Title	FY2027 Original Request	CFO Recommended FY 27 Adjustments					CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	
							Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028			Total FYE 27 Adjustments
Community Services	CHIEF OF COMM SVCS	General	NEW	1	ADA TRANSITION PLAN IMPLEMENTATION	480,000				(480,000)	-	(480,000)	-	-
	CHIEF OF COMM SVCS Total					480,000	-	-	-	(480,000)	-	(480,000)	-	-
Community Services	LIBRARY	General	C0548	1	NORWALK NEWSPAPER DIGITIZATION	23,456					-	-	23,456	23,456
Community Services	LIBRARY	General	NEW	2	SELF CHECKOUT MACHINES REPLACEMENT	60,000					-	-	60,000	60,000
	LIBRARY Total					83,456	-	-	-	-	-	-	83,456	83,456
Community Services Total						563,456	-	-	-	(480,000)	-	(480,000)	83,456	83,456
Econ & Comm Dev	ARTS COMMISSION	General	C0804	1	ARTS IN PUBLIC PLACES PROGRAM	150,000				(125,480)	-	(125,480)	24,520	24,520
Econ & Comm Dev	ARTS COMMISSION	General	NEW	2	PUBLIC ART INVENTORY	268,265					-	-	268,265	268,265
	ARTS COMMISSION Total					418,265	-	-	-	(125,480)	-	(125,480)	292,785	292,785
Econ & Comm Dev	BUSINESS DEV & TOURISM	General	C0680	1	NORWALK SPECIAL EVENTS	250,000	(215,000)			(35,000)	-	(250,000)	-	-
Econ & Comm Dev	BUSINESS DEV & TOURISM	General	C0773	2	SMALL BUSINESS/MAIN ST. PROGRAM	200,000				(100,000)	-	(100,000)	100,000	100,000
	BUSINESS DEV & TOURISM Total					450,000	(215,000)	-	-	(135,000)	-	(350,000)	100,000	100,000
Econ & Comm Dev	CODE ENFORCEMENT	General	C0806	1	STREETSCAPE IMPROVEMENTS	150,000				(9,000)	(9,000)	(9,000)	141,000	141,000
	CODE ENFORCEMENT Total					150,000	-	-	-	(9,000)	(9,000)	(9,000)	141,000	141,000
Econ & Comm Dev	HISTORICAL COMMISSION	General	C0186	1	L-M MANSION CODE & REPAIRS	1,750,000				(500,000)	(500,000)	(500,000)	1,250,000	1,500,000
Econ & Comm Dev	HISTORICAL COMMISSION	General	C0430	2	SMITH STREET BUILDINGS	150,000				(45,000)	(45,000)	(45,000)	105,000	105,000
Econ & Comm Dev	HISTORICAL COMMISSION	General	C0549	3	LOCKWOOD HOUSE ADA	200,000				(60,000)	(60,000)	(60,000)	140,000	140,000
Econ & Comm Dev	HISTORICAL COMMISSION	General	C0521	4	ADA ACCESS MILL HILL	75,000				(40,500)	(40,500)	(40,500)	34,500	34,500
Econ & Comm Dev	HISTORICAL COMMISSION	General	C0294	5	CEMETERY SITE WORK	10,000	(10,000)				-	(10,000)	-	-
	HISTORICAL COMMISSION Total					2,185,000	(10,000)	-	-	-	(645,500)	(655,500)	1,529,500	1,779,500
Econ & Comm Dev	PLANNING & ZONING	General	C0732	1	LAND USE DOCUMENT SCANNING	120,000					-	-	120,000	120,000
Econ & Comm Dev	PLANNING & ZONING	General	C0372	2	OPEN SPACE FUND	50,000				(50,000)	-	(50,000)	-	-
	PLANNING & ZONING Total					170,000	-	-	-	(50,000)	-	(50,000)	120,000	120,000
Econ & Comm Dev	REDEVELOP AGENCY	General	NEW	1	MLK CORRIDOR MOBILITY SUPP FUNDING	500,000					-	-	500,000	500,000
	REDEVELOP AGENCY Total					500,000	-	-	-	-	-	-	500,000	500,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0824	1	ROADWAY DESIGN & RECONSTRUCTION	2,320,000				(820,000)	-	(820,000)	1,500,000	1,500,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0649	2	NEW SIDEWALK CONSTRUCTION	1,320,000				(417,500)	-	(417,500)	902,500	902,500
Econ & Comm Dev	TRANSP MOB & PARK	General	C0232	3	TRAFFIC SIGNALS EQUIPMENT	250,000				(100,000)	-	(100,000)	150,000	150,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0800	4	WALL ST CORRID IMPROV-PHASE1,II,III	600,000					-	-	600,000	600,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0441	5	SAFE ROUTES TO SCHOOL	750,000				(350,000)	-	(350,000)	400,000	400,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0528	6	TRAFFIC SYSTEM ENHANCEMENT	500,000				(50,000)	-	(50,000)	450,000	450,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0777	7	NORWALK RIVER VALLEY TRAIL	250,000				(200,000)	-	(200,000)	50,000	50,000
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	8	TRAFFIC SIGNAL BUCKET TRUCK	185,000				(5,000)	-	(5,000)	180,000	180,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0562	9	PAVEMENT MARKINGS & SIGNAGE	250,000				(100,000)	-	(100,000)	150,000	150,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0679	10	STREET LIGHTS	75,000					-	-	75,000	75,000
Econ & Comm Dev	TRANSP MOB & PARK	General	C0599	11	SEAVIEW AVE CORRIDOR IMPROVEMENTS	250,000				(250,000)	(250,000)	(250,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	C0823	12	PEDESTRIAN CROSSWALK - 40 CROSS ST.	275,000				(275,000)	(275,000)	(275,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	13	CALF PASTURE BEACH RD COMPLETE ST	200,000				(200,000)	(200,000)	(200,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	14	WASHINGTON ST STREETSCAPE	-					-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	15	N MAIN ST CORRIDOR IMPROVE	-					-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	16	E NORWALK TOD STREETSCAPE PLAN	-					-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	17	ROWAYTON VLGE MBLY&SFTY ENHANCE	-					-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	General	NEW	18	LINDEN STREET SIDEWALKS	-					-	-	-	-
	TRANSP MOB & PARK Total					7,225,000	-	-	-	(2,042,500)	(725,000)	(2,767,500)	4,457,500	4,457,500
Economic & Comm Dev Total						11,098,265	(225,000)	-	-	(2,352,980)	(1,379,500)	(3,957,480)	7,140,785	7,390,785
Finance	INFORMATION TECH	General	NEW	1	CONTINUING TECHNOLOGY REFRESH	290,000					-	-	290,000	290,000
Finance	INFORMATION TECH	General	NEW	2	PD MOBILE DATA TERMINALS --VEHICLES	95,000			(95,000)		-	(95,000)	-	-
Finance	INFORMATION TECH	General	NEW	3	CYBERSECURITY -- DETAIL & RESPONSE	150,000			(150,000)		-	(150,000)	-	-
Finance	INFORMATION TECH	General	NEW	4	FIBER EXTENSION TO SENIOR CENTER	85,000					-	-	85,000	85,000
	INFORMATION TECH Total					620,000	-	-	(245,000)	-	-	(245,000)	375,000	375,000
Finance	MGT & BUDGETS	General	NEW	1	CLEARGOV OPERATIONAL BUDGETING	50,000					-	-	50,000	50,000
	MGT & BUDGETS Total					50,000	-	-	-	-	-	-	50,000	50,000
Finance Total						670,000	-	-	(245,000)	-	-	(245,000)	425,000	425,000
Fire Department	FIRE DEPARTMENT	General	NEW	1	APPARATUS REPLACEMENT PLAN - ENGINE	2,929,800					(1,464,900)	(1,464,900)	1,464,900	1,464,900
Fire Department	FIRE DEPARTMENT	General	NEW	2	STATION APPARATUS EXHAUST REPLACE	430,000			(430,000)		-	(430,000)	-	-
Fire Department	FIRE DEPARTMENT	General	NEW	3	APP REFURB & UPGRADE - TACTICAL SUPP 3	100,000			(100,000)		-	(100,000)	-	-
Fire Department	FIRE DEPARTMENT	General	NEW	4	VEHICLE REPLACEMENT PLAN - ADMIN	201,000			(201,000)		-	(201,000)	-	-
Fire Department	FIRE DEPARTMENT	General	C0385	5	FD BUILDING REPAIRS - CITYWIDE	50,000	(50,000)				-	(50,000)	-	-
Fire Department	FIRE DEPARTMENT	General	NEW	6	STATION 1 WINDOW REPLACEMENT	-					-	-	-	-

FYE 2027 Capital Requests

as of: March 23, 2026

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Division	Department	Fund	Proj #	Priority	Request Title	FY2027 Original Request	CFO Recommended FY 27 Adjustments					Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital
							Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028			
Fire Department	FIRE DEPARTMENT	General	C0729	7	APP REPLACEMENT PLAN - TRUCK	-								
	FIRE DEPARTMENT Total					3,710,800	(50,000)	-	(731,000)	-	(1,464,900)	(2,245,900)	1,464,900	1,464,900
	Fire Department Total					3,710,800	(50,000)	-	(731,000)	-	(1,464,900)	(2,245,900)	1,464,900	1,464,900
Nwk Public Schools	BOARD OF EDUCATION	General	C0537	1	ENHANCEMENT TO SCHOOL SECURITY	330,000					(80,000)	(80,000)	250,000	250,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0738	2	K-12 LITERARY CURRICULUM & TEXTBOOKS	300,000					(30,000)	(30,000)	270,000	270,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0740	3	STUDENT TECHNOLOGY	707,250					(250,000)	(250,000)	457,250	457,250
Nwk Public Schools	BOARD OF EDUCATION	General	C0609	4	SCIENCE & SOCIAL STUDIES CURRICULUM	400,000					(40,000)	(40,000)	360,000	360,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0685	5	BAND INSTRUMENTS REPLACEMENTS	300,000					(30,000)	(30,000)	270,000	270,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0112	6	INSTRUCTIONAL TECHNOLOGY	2,215,930					(875,000)	(875,000)	1,340,930	1,340,930
Nwk Public Schools	BOARD OF EDUCATION	General	C0595	7	BOE ASBESTOS ABATEMENT PROGRAM	600,000					-	-	600,000	600,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0587	8	BOE CAPITAL REPAIRS & REPLACEMENT	250,000		(222,560)			-	(222,560)	27,440	27,440
Nwk Public Schools	BOARD OF EDUCATION	General	C0516	9	SCHOOL DISTRICT PAVE&ADA COMPLIANCE	400,000					-	-	400,000	400,000
Nwk Public Schools	BOARD OF EDUCATION	General	C0687	10	SCHOOL PROJECTS & EQUIPMENT	240,000		(240,000)			-	(240,000)	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	C0623	11	DISTRICT VEHICLES	150,000					-	-	150,000	150,000
Nwk Public Schools	BOARD OF EDUCATION	General	C609	12	HIGH SCHOOL MATH CURRICULUM	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	NEW	13	ROOF REPLACEMENT STUDY	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	NEW	14	NARAMAKE IMPROVEMENTS	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	C0878	15	*** NHS/PTECH CONST (\$22MM FULL ASK)	22,000,000		(15,400,000)			-	(15,400,000)	6,600,000	6,600,000
Nwk Public Schools	BOARD OF EDUCATION	General	NEW	16	WEST ROCKS DRAINAGE STUDY/IMPROVE	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	NEW	17	WEST ROCKS CONST (\$125MM FULL ASK)	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	General	NEW		City CFO Add'l Deferral (Details TBD by BOE)	-					-	-	-	-
	BOARD OF EDUCATION Total					27,893,180	-	(15,862,560)	-	-	(1,305,000)	(17,167,560)	10,725,620	10,725,620
	Norwalk Public Schools Total					27,893,180	-	(15,862,560)	-	-	(1,305,000)	(17,167,560)	10,725,620	10,725,620
Ops/PW/Rec&Parks	BUILDING MGT	General	C0439	1	CITY HALL REPAIRS & IMPROVEMENTS	920,000					-	-	920,000	920,000
Ops/PW/Rec&Parks	BUILDING MGT	General	C0119	2	PUBLIC WORKS CENTER	1,532,500					-	(500,000)	1,032,500	1,032,500
Ops/PW/Rec&Parks	BUILDING MGT	General	C0137	3	POLICE FACILITIES	754,329		(754,329)			-	(754,329)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0266	4	NATHANIEL ELY IMPROVEMENTS	571,000					-	-	571,000	571,000
Ops/PW/Rec&Parks	BUILDING MGT	General	C0735	5	FIRE HEADQUARTERS	362,188			(362,188)		-	(362,188)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0295	6	BEN FRANKLIN - VARIOUS REPAIRS	78,788					-	-	78,788	78,788
Ops/PW/Rec&Parks	BUILDING MGT	General	C0644	7	BRANCH LIBRARY IMPROVEMENTS	30,000					-	-	30,000	30,000
Ops/PW/Rec&Parks	BUILDING MGT	General	C0717	8	MATHEWS PARK	20,000					-	-	20,000	20,000
Ops/PW/Rec&Parks	BUILDING MGT	General	C0476	9	VARIOUS CITY BLDGS REPAIRS	90,000	(90,000)				-	(90,000)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0718	10	ELECTRIC VEH/SUSTAINABILITY PROJS	150,000					-	-	150,000	150,000
Ops/PW/Rec&Parks	BUILDING MGT	General	C0543	11	VAR BLDGS-ENVIRO REMEDIATION	20,000	(20,000)				-	(20,000)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0133	12	MAIN LIBRARY	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0645	13	HEALTH DEPARTMENT	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0683	14	ROOSEVELT CENTER IMPROVEMENTS	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0583	15	SIDEWALK & CURB BLDG MGMT	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	General	C0736	16	ELECTRICAL SYSTEMS SURVEYS	-					-	-	-	-
	BUILDING MGT Total					4,528,805	(110,000)	-	(1,116,517)	-	(1,726,517)	(1,726,517)	2,802,288	2,802,288
Ops/PW/Rec&Parks	ENGINEERING	General	C0315	A1	BRIDGE REPAIR	1,400,000					-	-	1,400,000	1,400,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0617	A2	STRUCTURAL INSPECTION/REPAIRS	50,000					(50,000)	(50,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	General	C0021	B1	PAVEMENT MANAGEMENT PROGRAM	8,500,000					(2,500,000)	(2,500,000)	6,000,000	6,000,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0318	B2	SIDEWALKS & CURBS	8,500,000					(3,300,000)	(3,300,000)	5,200,000	5,200,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0503	B3	FOOTPATH REPLACEMENT	300,000					(50,000)	(50,000)	250,000	250,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0302	B4	GENERAL DRAINAGE	600,000					(200,000)	(200,000)	400,000	400,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0440	C1	WATERCOURSE MAINTENANCE	2,500,000					(1,200,000)	(1,200,000)	1,300,000	1,300,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0281	C2	DREDGING MARINAS AND EASEMENTS	500,000					-	-	500,000	500,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0425	C3	STORMWATER MGMT PLAN	450,000					-	-	450,000	450,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0643	C4	NORWALK RIVER FLOOD CONTROL	150,000					(150,000)	(150,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	General	NEW	C5	COASTAL RESILIENCY	250,000					(250,000)	(250,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	General	C0712	C6	NEW CANAAN AVE/PONUS STORM DRAIN	3,000,000					-	-	3,000,000	3,000,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0713	C7	GLENDENNING & CANNON ST STORM DRAIN	500,000					-	-	500,000	500,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0714	C8	LAWRENCE ST STORM DRAINAGE	500,000					(500,000)	(500,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	General	NEW	C9	GLENWOOD AVE RM DRAINAGE IMPROVE	250,000					-	-	250,000	250,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0233	D1	TREE PLANTING-DPW	200,000					-	-	200,000	200,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0471	E1	EAST AVE RECONSTRUCTION	1,500,000					-	-	1,500,000	1,500,000
Ops/PW/Rec&Parks	ENGINEERING	General	C0816	E2	GRANT LOCAL MATCHING FUNDS	450,000					(450,000)	(450,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	General	C0817	E3	INFRASTRUCTURE REINVEST (CAPITAL RSV)	-					-	-	-	-

FYE 2027 Capital Requests

as of: March 23, 2026

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Division	Department	Fund	Proj #	Priority	Request Title	FY2027 Original Request	CFO Recommended FY 27 Adjustments					Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	
							Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028				
Ops/PW/Rec&Parks	ENGINEERING	General	C0818	E4	STATE NON-PARTICIPANT CITY STANDARDS	250,000					(250,000)	(250,000)	-	-	
Ops/PW/Rec&Parks	ENGINEERING	General	C0819	E5	ELIZABETH ST STRTSCP & UNDERGROUND UTIL	2,000,000					(2,000,000)	(2,000,000)	-	-	
Ops/PW/Rec&Parks	ENGINEERING	General	NEW	E6	CONVERT AERIAL TO UNDERGROUND UTILS	-					-	-	-	-	
Ops/PW/Rec&Parks	ENGINEERING	General	C0715	E7	GREEN INFRASTRUCTURE	100,000					(100,000)	(100,000)	-	-	
	ENGINEERING Total					31,950,000					(7,750,000)	(3,250,000)	(11,000,000)	20,950,000	20,950,000
Ops/PW/Rec&Parks	FLEET	General	C0313	1	FLEET REPLACEMENT	992,000					-	-	992,000	992,000	
Ops/PW/Rec&Parks	FLEET	General	C0716	2	CENTRALIZED FLEET MAINTENANCE	200,000					(50,000)	(50,000)	150,000	150,000	
Ops/PW/Rec&Parks	FLEET	General	C0681	3	ELECTRICAL UPGRADES/EV CHARGING	30,000	(30,000)				-	(30,000)	-	-	
	FLEET Total					1,222,000	(30,000)				(50,000)	(80,000)	1,142,000	1,142,000	
Ops/PW/Rec&Parks	PW-SOLID WASTE	General	C0711	1	TRANSFER STATION IMPROVEMENTS	200,000					-	-	200,000	200,000	
	PW-SOLID WASTE Total					200,000							200,000	200,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	1	MALMQUIST FIELD/CITY HALL FIELD UPGRADE	1,000,000					-	-	1,000,000	1,000,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0365	2	CALF PASTURE BEACH	1,050,000					(525,000)	(525,000)	525,000	1,125,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	3	IRRIGATION INSTALLATION AND MAINT	400,000					(400,000)	(400,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0820	4	MCMAHON HS FIELD LIGHT REPLACE	400,000					(400,000)	(400,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0366	5	CRANBURY PARK	883,000					(883,000)	(883,000)	-	883,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0486	6	VEHICLES RECS & PARKS	300,000					(100,000)	(105,000)	(205,000)	95,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	7	ADA PROJECTS	300,000					(150,000)	(150,000)	150,000	150,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0737	8	PARK SIGNAGE	100,000	(100,000)				-	(100,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0575	9	ROWAYTON COMMUNITY DOCKS	150,000					-	-	150,000	150,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0771	10	ATHLETIC FIELDS	75,000	(75,000)				-	(75,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0370	11	TREE PLANTING & MAINTENANCE	75,000	(75,000)				-	(75,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0131	12	BACKSTOPS & FENCING	114,000	(114,000)				-	(114,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	13	TAYLOR FARM WATERLINE	75,000	(75,000)				-	(75,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	14	SWIMMING POOL	75,000					-	-	75,000	75,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0321	15	BASKETBALL & TENNIS COURTS	130,000	(130,000)				-	(130,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	NEW	16	WOODS POND	72,000					-	-	72,000	72,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0821	17	OYSTER SHELL PARK	150,000					(150,000)	(150,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0588	18	PAVING & SIDEWALK PROJECTS	75,000	(75,000)				-	(75,000)	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0364	19	SCHOOLS AND PARK PLAYGROUNDS	220,000					(160,000)	(160,000)	60,000	60,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	General	C0472	20	PARKS GARAGE REPAIRS	25,000	(25,000)				-	(25,000)	-	-	
	RECREATION & PARKS Total					5,669,000	(669,000)				(500,000)	(2,373,000)	(3,542,000)	2,127,000	3,610,000
Ops/PW/Rec&Parks	WPCA	Enterprise	C0791	1	WWTP REHABILITATION/IMPROVE	10,000,000					-	-	10,000,000	10,000,000	
Ops/PW/Rec&Parks	WPCA	Enterprise	C0360	2	PUMP STATION UPGRADE/REPLACE	8,000,000					-	-	8,000,000	8,000,000	
Ops/PW/Rec&Parks	WPCA	Enterprise	C0361	3	COLLECTION SYSTEM REHABILITATION	-					-	-	-	-	
	WPCA Total					18,000,000							18,000,000	18,000,000	
Ops/PW/Bldg/Rec&Parks Total						61,569,805	(809,000)		(1,116,517)	(8,750,000)	(5,673,000)	(16,348,517)	45,221,288	46,704,288	
Parking Authority	TRANSP MOB & PARK	Enterprise	C0303	1	PARKING GARAGES	1,750,000					(525,000)	(525,000)	1,225,000	1,225,000	
	TRANSP MOB & PARK Total					1,750,000					(525,000)	(525,000)	1,225,000	1,225,000	
Parking Authority Total						1,750,000					(525,000)	(525,000)	1,225,000	1,225,000	
Police Department	POLICE DEPARTMENT	General	C0665	1	POLICE CARS & VANS	950,000					(775,000)	(175,000)	(950,000)	-	
Police Department	POLICE DEPARTMENT	General	NEW	2	EVIDENCE PROCESSING HARDWARE	23,000					(23,000)	-	(23,000)	-	
Police Department	POLICE DEPARTMENT	General	NEW	3	SCUBA TEAM COMMUNICATIONS EQUIP	34,542					(34,542)	-	(34,542)	-	
Police Department	POLICE DEPARTMENT	General	NEW	4	TRT BALLISTIC BODY ARMOR	79,000					(65,000)	(14,000)	(79,000)	-	
Police Department	POLICE DEPARTMENT	General	NEW	5	ARMORED RESCUE RESPONSE VEHICLE	300,000					(300,000)	-	(300,000)	-	
Police Department	POLICE DEPARTMENT	General	NEW	6	POLICE DEPARTMENT GROUNDS IMPROVE	325,000					(325,000)	(325,000)	-	-	
Police Department	POLICE DEPARTMENT	General	NEW	7	SECURITY CAMERAS	-					-	-	-	-	
Police Department	POLICE DEPARTMENT	General	NEW	8	FLEET MODEMS	-					-	-	-	-	
Police Department	POLICE DEPARTMENT	General	NEW	9	ESU REPLACEMENT FIREARMS	75,000					(75,000)	-	(75,000)	-	
Police Department	POLICE DEPARTMENT	General	NEW	10	MARINE UNIT	-					-	-	-	-	
Police Department	POLICE DEPARTMENT	General	NEW	11	FEMALE LOCKER ROOM UPGRADE	-					-	-	-	-	
	POLICE DEPARTMENT Total					1,786,542					(1,272,542)	(514,000)	(1,786,542)	-	
Police Department Total						1,786,542					(1,272,542)	(514,000)	(1,786,542)	-	
Registrar of Voters	REG OF VOTERS	General	NEW	1	POLL PADS	81,950					-	-	81,950	81,950	
	REG OF VOTERS Total					81,950							81,950	81,950	
Registrar of Voters Total						81,950							81,950	81,950	

City of Norwalk & NPS / Board of Ed														
FYE 2027 Capital Requests														
as of: March 23, 2026														
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Division	Department	Fund	Proj #	Priority	Request Title	FY2027 Original Request	CFO Recommended FY 27 Adjustments					Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital
							Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028			
Grand Total						109,123,998	(1,084,000)	(15,862,560)	(3,365,059)	(11,582,980)	(10,861,400)	(42,755,999)	66,367,999	68,100,999
*** NHS/PTECH CONSTRUCTION --\$22MM is full ask, expected 70% reimbursement = final cost to City \$6.6MM														
VARIOUS SUBTOTALS														
Total City & NPS/Bd of Ed						89,373,998	(1,084,000)	(15,862,560)	(3,365,059)	(11,582,980)	(10,336,400)	(42,230,999)	47,142,999	48,875,999
NPS/Board of Ed						27,893,180	-	(15,862,560)	-	-	(1,305,000)	(17,167,560)	10,725,620	10,725,620
City						61,480,818	(1,084,000)	-	(3,365,059)	(11,582,980)	(9,031,400)	(25,063,439)	36,417,379	38,150,379
Total Enterprise funds only						19,750,000	-	-	-	-	(525,000)	(525,000)	19,225,000	19,225,000
WPCA						18,000,000	-	-	-	-	-	-	18,000,000	18,000,000
Parking Authority						1,750,000	-	-	-	-	(525,000)	(525,000)	1,225,000	1,225,000
Ops/PW/Rec&Parks less WPCA						43,569,805	(809,000)	-	(1,116,517)	(8,750,000)	(5,673,000)	(16,348,517)	27,221,288	28,704,288
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***Communication upgrade project 09213610-5777-C0638 -- \$13.5MM approved FYE 2021														
*** as of 1/30/2026 \$4,584,111 remaining														
							available							
							less above							
							remaining							1,733,000

City of Norwalk & NPS / Board of Ed
FYE 2027 Capital Requests and 5 Year Plan
as of: March 23, 2026

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					FYE 2026	FYE 2027			<=====Out Years & 5 Year Total=====>				
					Council Approved	Department Request	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
Division	Department	Proj #	Rank	Request Title									
Community Services	CHIEF OF COMM SVCS	C0536	1	ADA TRANSITION PLAN IMPLEMENTATION	450,000	480,000	-	-	150,000				150,000
	CHIEF OF COMM SVCS Total				450,000	480,000	-	-	150,000				150,000
Community Services	HEALTH ADMINISTRATION	C0690	2	PAINTING	15,000	-	-	-					
	HEALTH ADMINISTRATION Total				15,000	-	-	-					
Community Services	LIBRARY	C0548	1	NORWALK NEWSPAPER DIGITIZATION	23,148	23,456	23,456	23,456	-	-	-	-	23,456
Community Services	LIBRARY	NEW	2	SELF CHECKOUT MACHINES REPLACEMENT	-	60,000	60,000	60,000	-	-	-	-	60,000
Community Services	LIBRARY	C0692		MAIN LIBRARY ADA DOOR HANDLES	31,500	-	-	-	-	-	-	-	-
Community Services	LIBRARY	C0724		LIBRARY VAN	84,113	-	-	-	-	-	-	-	-
Community Services	LIBRARY	C0725		LAPTOP VENDING MACHINES	17,000	-	-	-	-	-	-	-	-
	LIBRARY Total				155,761	83,456	83,456	83,456	-	-	-	-	83,456
Community Services Total					620,761	563,456	83,456	83,456	150,000	-	-	-	233,456
Econ & Comm Dev	ARTS COMMISSION	C0804	1	ARTS IN PUBLIC PLACES PROGRAM	100,000	150,000	24,520	24,520	150,000	150,000	150,000	150,000	624,520
Econ & Comm Dev	ARTS COMMISSION	NEW	2	PUBLIC ART INVENTORY	-	268,265	268,265	268,265	-	-	-	-	268,265
	ARTS COMMISSION Total				100,000	418,265	292,785	292,785	150,000	150,000	150,000	150,000	892,785
Econ & Comm Dev	BUSINESS DEV & TOURISM	C0680	1	NORWALK SPECIAL EVENTS	200,000	250,000	-	-	250,000	250,000	250,000	250,000	1,000,000
Econ & Comm Dev	BUSINESS DEV & TOURISM	C0773	2	SMALL BUSINESS/MAIN ST. PROGRAM	100,000	200,000	100,000	100,000	200,000	200,000	200,000	200,000	900,000
	BUSINESS DEV & TOURISM Total				300,000	450,000	100,000	100,000	450,000	450,000	450,000	450,000	1,900,000
Econ & Comm Dev	CHIEF OF ECD	C0806		ONLINE PERMITTING & LICENSING SYS	500,000	-	-	-	-	-	-	-	-
	CHIEF OF ECD Total				500,000	-	-	-	-	-	-	-	-
Econ & Comm Dev	CODE ENFORCEMENT	C0806	1	STREETScape IMPROVEMENTS	150,000	150,000	141,000	141,000	159,000	150,000	150,000	150,000	750,000
	CODE ENFORCEMENT Total				150,000	150,000	141,000	141,000	159,000	150,000	150,000	150,000	750,000
Econ & Comm Dev	HISTORICAL COMMISSION	C0186	1	L-M MANSION CODE & REPAIRS	75,000	1,750,000	1,250,000	1,500,000	700,000	100,000	100,000	-	2,150,000
Econ & Comm Dev	HISTORICAL COMMISSION	C0430	2	SMITH STREET BUILDINGS	375,000	150,000	105,000	105,000	270,000	825,000	200,000	-	1,400,000
Econ & Comm Dev	HISTORICAL COMMISSION	C0549	3	LOCKWOOD HOUSE ADA	150,000	200,000	140,000	140,000	360,000	-	-	-	500,000
Econ & Comm Dev	HISTORICAL COMMISSION	C0521	4	ADA ACCESS MILL HILL	35,000	75,000	34,500	34,500	240,500	-	50,000	-	325,000
Econ & Comm Dev	HISTORICAL COMMISSION	C0294	5	CEMETERY SITE WORK	10,000	10,000	-	-	125,000	10,000	10,000	-	145,000
	HISTORICAL COMMISSION Total				645,000	2,185,000	1,529,500	1,779,500	1,695,500	935,000	360,000	-	4,520,000
Econ & Comm Dev	PLANNING & ZONING	C0732	1	LAND USE DOCUMENT SCANNING	120,000	120,000	120,000	120,000	120,000	120,000	120,000	-	480,000
Econ & Comm Dev	PLANNING & ZONING	C0372	2	OPEN SPACE FUND	-	50,000	-	-	50,000	50,000	50,000	50,000	200,000
	PLANNING & ZONING Total				120,000	170,000	120,000	120,000	170,000	170,000	170,000	50,000	680,000
Econ & Comm Dev	REDEVELOP AGENCY	NEW	1	MLK CORRIDOR MOBILITY SUPP FUNDING	-	500,000	500,000	500,000	-	-	-	-	500,000
Econ & Comm Dev	REDEVELOP AGENCY	C0734		PINNACLE TOD UNDERGROUND UTILS	1,500,000	-	-	-	-	-	-	-	-
	REDEVELOP AGENCY Total				-	500,000	500,000	500,000	-	-	-	-	500,000
Econ & Comm Dev	TRANSP MOB & PARK	C0824	1	ROADWAY DESIGN & RECONSTRUCTION	900,000	2,320,000	1,500,000	1,500,000	750,000	750,000	750,000	750,000	4,500,000
Econ & Comm Dev	TRANSP MOB & PARK	C0649	2	NEW SIDEWALK CONSTRUCTION	1,000,000	1,320,000	902,500	902,500	1,400,000	1,400,000	1,400,000	1,400,000	6,502,500
Econ & Comm Dev	TRANSP MOB & PARK	C0232	3	TRAFFIC SIGNALS EQUIPMENT	175,000	250,000	150,000	150,000	500,000	500,000	500,000	500,000	2,150,000
Econ & Comm Dev	TRANSP MOB & PARK	C0800	4	WALL ST CORRID IMPROV-PHASE1,II,III	600,000	600,000	600,000	600,000	500,000	500,000	500,000	500,000	2,600,000
Econ & Comm Dev	TRANSP MOB & PARK	C0441	5	SAFE ROUTES TO SCHOOL	250,000	750,000	400,000	400,000	500,000	500,000	500,000	500,000	2,400,000
Econ & Comm Dev	TRANSP MOB & PARK	C0528	6	TRAFFIC SYSTEM ENHANCEMENT	-	500,000	450,000	450,000	75,000	75,000	75,000	75,000	750,000
Econ & Comm Dev	TRANSP MOB & PARK	C0777	7	NORWALK RIVER VALLEY TRAIL	-	250,000	50,000	50,000	100,000	100,000	100,000	100,000	450,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	8	TRAFFIC SIGNAL BUCKET TRUCK	-	185,000	180,000	180,000	-	-	-	-	180,000
Econ & Comm Dev	TRANSP MOB & PARK	C0562	9	PAVEMENT MARKINGS & SIGNAGE	200,000	250,000	150,000	150,000	250,000	250,000	250,000	250,000	1,150,000
Econ & Comm Dev	TRANSP MOB & PARK	C0679	10	STREET LIGHTS	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Econ & Comm Dev	TRANSP MOB & PARK	C0599	11	SEAVIEW AVE CORRIDOR IMPROVEMENTS	-	250,000	-	-	850,000	-	-	-	850,000
Econ & Comm Dev	TRANSP MOB & PARK	C0823	12	PEDESTRIAN CROSSWALK - 40 CROSS ST.	-	275,000	-	-	275,000	-	-	-	275,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	13	CALF PASTURE BEACH RD COMPLETE ST	-	200,000	-	-	200,000	500,000	-	-	700,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	14	WASHINGTON ST STREETScape	-	-	-	-	250,000	-	-	-	250,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	15	N MAIN ST CORRIDOR IMPROVE	-	-	-	-	350,000	-	-	-	350,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	16	E NORWALK TOD STREETScape PLAN	-	-	-	-	250,000	-	-	-	250,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	17	ROWAYTON VLGE MBLY&SFTY ENHANCE	-	-	-	-	250,000	250,000	-	-	500,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW	18	LINDEN STREET SIDEWALKS	-	-	-	-	750,000	-	-	-	750,000
Econ & Comm Dev	TRANSP MOB & PARK	C0678		EAST AVENUE CORRIDOR IMPROVE	450,000	-	-	-	-	-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	C0706		WEST ROCKS SIDEWALKS	300,000	-	-	-	-	-	-	-	-
Econ & Comm Dev	TRANSP MOB & PARK	C0733		ISAACS / WALL ST ROADWAY IMPROVE	250,000	-	-	-	-	-	-	-	-

City of Norwalk & NPS / Board of Ed
FYE 2027 Capital Requests and 5 Year Plan
 as of: March 23, 2026

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					FYE 2026	FYE 2027			<=====Out Years & 5 Year Total=====>					
					Council Approved	Department Request	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital						
Division	Department	Proj #	Rank	Request Title					FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req	
TRANSP MOB & PARK Total					4,125,000	7,225,000	4,457,500	4,457,500	7,325,000	4,900,000	4,150,000	4,150,000	24,982,500	
Economic & Comm Dev Total					7,440,000	11,098,265	7,140,785	7,390,785	9,949,500	6,755,000	5,430,000	4,950,000	34,225,285	
Finance	INFORMATION TECH	C0375	1	CONTINUING TECHNOLOGY REFRESH	625,000	290,000	290,000	290,000	295,000	300,000	305,000	310,000	1,500,000	
Finance	INFORMATION TECH	NEW	2	PD MOBILE DATA TERMINALS --VEHICLES	-	95,000	-	-	100,000	105,000	110,000	115,000	430,000	
Finance	INFORMATION TECH	NEW	3	CYBERSECURITY -- DETAIL & RESPONSE	-	150,000	-	-	-	-	-	-	-	
Finance	INFORMATION TECH	NEW	4	FIBER EXTENSION TO SENIOR CENTER	-	85,000	85,000	85,000	-	-	-	-	85,000	
INFORMATION TECH Total					625,000	620,000	375,000	375,000	395,000	405,000	415,000	425,000	2,015,000	
Finance	MGT & BUDGETS	NEW	1	CLEARGOV OPERATIONAL BUDGETING	-	50,000	50,000	50,000	-	-	-	-	50,000	
MGT & BUDGETS Total					-	50,000	50,000	50,000	-	-	-	-	50,000	
Finance Total					625,000	670,000	425,000	425,000	395,000	405,000	415,000	425,000	2,065,000	
Fire Department	FIRE DEPARTMENT	NEW	1	APPARATUS REPLACEMENT PLAN - ENGINE	-	2,929,800	1,464,900	1,464,900	3,064,900	-	-	-	4,529,800	
Fire Department	FIRE DEPARTMENT	NEW	2	STATION APPARATUS EXHAUST REPLACE	-	430,000	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	NEW	3	APP REFURB & UPGRADE - TACTICAL SUPP 3	-	100,000	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	NEW	4	VEHICLE REPLACEMENT PLAN - ADMIN	-	201,000	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	C0385	5	FD BUILDING REPAIRS - CITYWIDE	50,000	50,000	-	-	50,000	50,000	50,000	50,000	200,000	
Fire Department	FIRE DEPARTMENT	NEW	6	STATION 1 WINDOW REPLACEMENT	-	-	-	-	667,000	-	-	-	667,000	
Fire Department	FIRE DEPARTMENT	C0729	7	APP REPLACEMENT PLAN - TRUCK	2,900,000	-	-	-	3,250,000	-	-	-	3,250,000	
Fire Department	FIRE DEPARTMENT	C0486		VEHICLES -- FIRE MARSHAL STAFF	100,000	-	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	C0703		SCBA VEHICLE COMPRESSOR	720,000	-	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	C0728		STATION 4 ADDITION / RENOVATION	4,000,000	-	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	C0730		GENERAC INDUSTRIAL GENERATOR	125,000	-	-	-	-	-	-	-	-	
Fire Department	FIRE DEPARTMENT	C0853		UPGRADE EOC MEDIA EQUIPMENT	100,000	-	-	-	-	-	-	4,300,000	4,300,000	
FIRE DEPARTMENT Total					7,995,000	3,710,800	1,464,900	1,464,900	7,031,900	50,000	50,000	4,350,000	12,946,800	
Fire Department Total					7,995,000	3,710,800	1,464,900	1,464,900	7,031,900	50,000	50,000	4,350,000	12,946,800	
Nwk Public Schools	BOARD OF EDUCATION	C0537	1	ENHANCEMENT TO SCHOOL SECURITY	327,000	330,000	250,000	250,000	410,000	300,000	300,000	300,000	1,560,000	
Nwk Public Schools	BOARD OF EDUCATION	C0738	2	K-12 LITERARY CURRICULUM & TEXTBOOKS	300,000	300,000	270,000	270,000	330,000	300,000	-	-	900,000	
Nwk Public Schools	BOARD OF EDUCATION	C0740	3	STUDENT TECHNOLOGY	922,510	707,250	457,250	457,250	850,000	600,000	600,000	600,000	3,107,250	
Nwk Public Schools	BOARD OF EDUCATION	C0609	4	SCIENCE & SOCIAL STUDIES CURRICULUM	200,000	400,000	360,000	360,000	340,000	-	-	-	700,000	
Nwk Public Schools	BOARD OF EDUCATION	C0685	5	BAND INSTRUMENTS REPLACEMENTS	300,000	300,000	270,000	270,000	230,000	-	-	-	500,000	
Nwk Public Schools	BOARD OF EDUCATION	C0112	6	INSTRUCTIONAL TECHNOLOGY	1,619,375	2,215,930	1,340,930	1,340,930	3,141,916	2,323,898	2,147,209	2,180,294	11,134,247	
Nwk Public Schools	BOARD OF EDUCATION	C0595	7	BOE ASBESTOS ABATEMENT PROGRAM	1,400,000	600,000	600,000	600,000	400,000	600,000	-	-	1,600,000	
Nwk Public Schools	BOARD OF EDUCATION	C0587	8	BOE CAPITAL REPAIRS & REPLACEMENT	250,000	250,000	27,440	27,440	250,000	250,000	250,000	250,000	1,027,440	
Nwk Public Schools	BOARD OF EDUCATION	C0516	9	SCHOOL DISTRICT PAVE&ADA COMPLIANCE	400,000	400,000	400,000	400,000	-	-	4,000,000	-	4,400,000	
Nwk Public Schools	BOARD OF EDUCATION	C0687	10	SCHOOL PROJECTS & EQUIPMENT	-	240,000	-	-	-	-	-	-	-	
Nwk Public Schools	BOARD OF EDUCATION	C0623	11	DISTRICT VEHICLES	-	150,000	150,000	150,000	-	-	-	-	150,000	
Nwk Public Schools	BOARD OF EDUCATION	C0609	12	HIGH SCHOOL MATH CURRICULUM	-	-	-	-	200,000	200,000	-	-	400,000	
Nwk Public Schools	BOARD OF EDUCATION	NEW	13	ROOF REPLACEMENT STUDY	-	-	-	-	200,000	-	-	-	200,000	
Nwk Public Schools	BOARD OF EDUCATION	NEW	14	NARAMAKE IMPROVEMENTS	-	-	-	-	800,000	3,500,000	-	-	4,300,000	
Nwk Public Schools	BOARD OF EDUCATION	C0878	15	*** NHS/PTECH CONST (\$22MM FULL ASK)	-	22,000,000	6,600,000	6,600,000	-	-	-	-	6,600,000	
Nwk Public Schools	BOARD OF EDUCATION	NEW	16	WEST ROCKS DRAINAGE STUDY/IMPROVE	-	-	-	-	400,000	2,000,000	-	-	2,400,000	
Nwk Public Schools	BOARD OF EDUCATION	NEW	17	WEST ROCKS CONST (\$125MM FULL ASK)	-	-	-	-	56,250,000	-	-	-	56,250,000	
Nwk Public Schools	BOARD OF EDUCATION	C0652		AIR CONDITIONING PROGRAM	500,000	-	-	-	-	-	-	-	-	
Nwk Public Schools	BOARD OF EDUCATION	C0722		REPLACEMENT OF MIDDLE SCHOOL LOCKERS	250,000	-	-	-	-	-	-	-	-	
Nwk Public Schools	BOARD OF EDUCATION	C0739		WEST ROCKS ROOF REPAIR	240,000	-	-	-	-	-	-	-	-	
Nwk Public Schools	BOARD OF EDUCATION	C0789		OIL TANK REPLACEMENT	250,000	-	-	-	-	-	-	-	-	
Nwk Public Schools	BOARD OF EDUCATION	NEW		City CFO Add'l Deferral (Details TBD by BOE)	-	-	-	-	-	-	-	-	-	
BOARD OF EDUCATION Total					6,958,885	27,893,180	10,725,620	10,725,620	63,801,916	10,073,898	7,297,209	3,330,294	95,228,937	
Norwalk Public Schools Total					6,958,885	27,893,180	10,725,620	10,725,620	63,801,916	10,073,898	7,297,209	3,330,294	95,228,937	
Ops/PW/Rec&Parks	BUILDING MGT	C0439	1	CITY HALL REPAIRS & IMPROVEMENTS	95,000	920,000	920,000	920,000	1,172,000	140,000	50,000	-	2,282,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0119	2	PUBLIC WORKS CENTER	282,000	1,532,500	1,032,500	1,032,500	160,000	160,000	-	-	1,352,500	
Ops/PW/Rec&Parks	BUILDING MGT	C0137	3	POLICE FACILITIES	610,000	754,329	-	-	465,000	100,000	-	-	565,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0266	4	NATHANIEL ELY IMPROVEMENTS	35,000	571,000	571,000	571,000	380,000	-	-	-	951,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0735	5	FIRE HEADQUARTERS	45,000	362,188	-	-	30,000	-	-	-	30,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0295	6	BEN FRANKLIN - VARIOUS REPAIRS	1,047,500	78,788	78,788	78,788	-	-	-	-	78,788	

City of Norwalk & NPS / Board of Ed
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					FYE 2026	FYE 2027			<=====Out Years & 5 Year Total=====>					
					Council Approved	Department Request	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital						
Division	Department	Proj #	Rank	Request Title					FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req	
Ops/PW/Rec&Parks	BUILDING MGT	C0644	7	BRANCH LIBRARY IMPROVEMENTS	385,000	30,000	30,000	30,000	-	50,000			80,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0717	8	MATHEWS PARK	-	20,000	20,000	20,000	100,000				120,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0476	9	VARIOUS CITY BLDGS REPAIRS	60,000	90,000	-	-	60,000	60,000	60,000	60,000	240,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0718	10	ELECTRIC VEH/SUSTAINABILITY PROJS	75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	750,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0543	11	VAR BLDGS-ENVIRO REMEDIATION	-	20,000	-	-	20,000	20,000	20,000	20,000	80,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0133	12	MAIN LIBRARY	540,000	-	-	-	890,000	100,000			990,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0645	13	HEALTH DEPARTMENT	290,000	-	-	-	200,000	50,000			250,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0683	14	ROOSEVELT CENTER IMPROVEMENTS	100,500	-	-	-	-	100,000			100,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0583	15	SIDEWALK & CURB BLDG MGMT	25,000	-	-	-	50,000	50,000	50,000	50,000	200,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0736	16	ELECTRICAL SYSTEMS SURVEYS	50,000	-	-	-	50,000	50,000	50,000	50,000	200,000	
Ops/PW/Rec&Parks	BUILDING MGT	C0543		ENVIRONMENTAL REMEDIATION	20,000	-	-	-						
	BUILDING MGT Total				3,660,000	4,528,805	2,802,288	2,802,288	3,727,000	1,030,000	380,000	330,000	8,269,288	
Ops/PW/Rec&Parks	ENGINEERING	C0315	A1	BRIDGE REPAIR	450,000	1,400,000	1,400,000	1,400,000	400,000	600,000	400,000	600,000	3,400,000	
Ops/PW/Rec&Parks	ENGINEERING	C0617	A2	STRUCTURAL INSPECTION/REPAIRS	50,000	50,000	-	-	50,000	100,000	100,000	100,000	350,000	
Ops/PW/Rec&Parks	ENGINEERING	C0021	B1	PAVEMENT MANAGEMENT PROGRAM	6,500,000	8,500,000	6,000,000	6,000,000	8,500,000	8,500,000	8,500,000	8,500,000	40,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0318	B2	SIDEWALKS & CURBS	4,500,000	8,500,000	5,200,000	5,200,000	8,500,000	8,500,000	8,500,000	8,500,000	39,200,000	
Ops/PW/Rec&Parks	ENGINEERING	C0503	B3	FOOTPATH REPLACEMENT	-	300,000	250,000	250,000	300,000	300,000	300,000	300,000	1,450,000	
Ops/PW/Rec&Parks	ENGINEERING	C0302	B4	GENERAL DRAINAGE	400,000	600,000	400,000	400,000	450,000	450,000	450,000	450,000	2,200,000	
Ops/PW/Rec&Parks	ENGINEERING	C0440	C1	WATERCOURSE MAINTENANCE	1,000,000	2,500,000	1,300,000	1,300,000	2,500,000	2,500,000	3,000,000	3,000,000	12,300,000	
Ops/PW/Rec&Parks	ENGINEERING	C0281	C2	DREDGING MARINAS AND EASEMENTS	-	500,000	500,000	500,000	500,000				1,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0425	C3	STORMWATER MGMT PLAN	350,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	2,250,000	
Ops/PW/Rec&Parks	ENGINEERING	C0643	C4	NORWALK RIVER FLOOD CONTROL	-	150,000	-	-	150,000			150,000	300,000	
Ops/PW/Rec&Parks	ENGINEERING	NEW	C5	COASTAL RESILIENCY	-	250,000	-	-	500,000	250,000	350,000	350,000	1,450,000	
Ops/PW/Rec&Parks	ENGINEERING	C0712	C6	NEW CANAAN AVE/PONUS STORM DRAIN	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000			8,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0713	C7	GLEN DENNING & CANNON ST STORM DRAIN	3,000,000	500,000	500,000	500,000	-				500,000	
Ops/PW/Rec&Parks	ENGINEERING	C0714	C8	LAWRENCE ST STORM DRAINAGE	-	500,000	-	-	1,000,000	5,000,000			6,000,000	
Ops/PW/Rec&Parks	ENGINEERING	NEW	C9	GLENWOOD AVE RM DRAINAGE IMPROVE	-	250,000	250,000	250,000	2,750,000				3,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0233	D1	TREE PLANTING-DPW	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0471	E1	EAST AVE RECONSTRUCTION	1,500,000	1,500,000	1,500,000	1,500,000	1,000,000	500,000			3,000,000	
Ops/PW/Rec&Parks	ENGINEERING	C0816	E2	GRANT LOCAL MATCHING FUNDS	350,000	450,000	-	-	450,000	450,000	450,000	450,000	1,800,000	
Ops/PW/Rec&Parks	ENGINEERING	C0817	E3	INFRASTRUCTURE REINVEST (CAPITAL RSV)	-	-	-	-	100,000	500,000	500,000	500,000	1,600,000	
Ops/PW/Rec&Parks	ENGINEERING	C0818	E4	STATE NON-PARTICIPANT CITY STANDARDS	-	250,000	-	-	750,000	500,000	500,000	500,000	2,250,000	
Ops/PW/Rec&Parks	ENGINEERING	C0819	E5	ELIZABETH ST STRTSCP & UNDERGROUND UTIL	-	2,000,000	-	-	2,500,000				2,500,000	
Ops/PW/Rec&Parks	ENGINEERING	NEW	E6	CONVERT AERIAL TO UNDERGROUND UTILS	-	-	-	-	500,000	1,000,000	2,000,000	2,000,000	5,500,000	
Ops/PW/Rec&Parks	ENGINEERING	C0715	E7	GREEN INFRASTRUCTURE	100,000	100,000	-	-	350,000	100,000	100,000	100,000	650,000	
	ENGINEERING Total				20,400,000	31,950,000	20,950,000	20,950,000	34,900,000	31,900,000	25,800,000	26,150,000	139,700,000	
Ops/PW/Rec&Parks	FLEET	C0313	1	FLEET REPLACEMENT	665,000	992,000	992,000	992,000	1,035,000	1,045,000	1,060,000	1,065,000	5,197,000	
Ops/PW/Rec&Parks	FLEET	C0716	2	CENTRALIZED FLEET MAINTENANCE	200,000	200,000	150,000	150,000	250,000	200,000	200,000		800,000	
Ops/PW/Rec&Parks	FLEET	C0681	3	ELECTRICAL UPGRADES/EV CHARGING	30,000	30,000	-	-	30,000				30,000	
	FLEET Total				895,000	1,222,000	1,142,000	1,142,000	1,315,000	1,245,000	1,260,000	1,065,000	6,027,000	
Ops/PW/Rec&Parks	PW-SOLID WASTE	C0711	1	TRANSFER STATION IMPROVEMENTS	425,000	200,000	200,000	200,000	-				200,000	
	PW-SOLID WASTE Total				425,000	200,000	200,000	200,000	-	-	-	-	200,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	1	MALMQUIST FIELD/CITY HALL FIELD UPGRADE	-	1,000,000	1,000,000	1,000,000	-	-	-	-	1,000,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0365	2	CALF PASTURE BEACH.	2,760,000	1,050,000	525,000	1,125,000	1,475,000	-	-	-	2,000,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	3	IRRIGATION INSTALLATION AND MAINT	-	400,000	-	-	400,000	400,000			800,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0820	4	MCMAHON HS FIELD LIGHT REPLACE	-	400,000	-	-	400,000	-	-	-	400,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0366	5	CRANBURY PARK.	25,000	883,000	-	883,000	835,000	1,000,000			1,835,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0486	6	VEHICLES RECS & PARKS	373,000	300,000	95,000	95,000	365,000	195,000	195,000	195,000	1,045,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	7	ADA PROJECTS	-	300,000	150,000	150,000	450,000	300,000			900,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0737	8	PARK SIGNAGE	100,000	100,000	-	-	100,000				100,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0575	9	ROWAYTON COMMUNITY DOCKS	-	150,000	150,000	150,000	1,800,000				1,950,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0771	10	ATHLETIC FIELDS.	50,000	75,000	-	-	1,875,000	2,575,000	1,875,000		6,325,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0370	11	TREE PLANTING & MAINTENANCE	50,000	75,000	-	-	75,000	75,000	75,000	75,000	300,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0131	12	BACKSTOPS & FENCING	60,000	114,000	-	-	75,000	75,000	75,000	75,000	300,000	

City of Norwalk & NPS / Board of Ed
FYE 2027 Capital Requests and 5 Year Plan
 as of: March 23, 2026

version 9 -- Beach Pavilion add

					FYE 2026	FYE 2027			<=====Out Years & 5 Year Total=====>					
					Council Approved	Department Request	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital						
Division	Department	Proj #	Rank	Request Title					FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	13	TAYLOR FARM WATERLINE	-	75,000	-	-	25,000				25,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	14	SWIMMING POOL	-	75,000	75,000	75,000	-				75,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0321	15	BASKETBALL & TENNIS COURTS.	50,000	130,000	-	-	675,000	75,000	75,000	75,000	900,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	NEW	16	WOODS POND	-	72,000	72,000	72,000	525,000	525,000	25,000	25,000	1,172,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0821	17	OYSTER SHELL PARK.	-	150,000	-	-	175,000				175,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0588	18	PAVING & SIDEWALK PROJECTS	50,000	75,000	-	-	75,000	75,000	75,000	75,000	300,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0364	19	SCHOOLS AND PARK PLAYGROUNDS	300,000	220,000	60,000	60,000	380,000	220,000	220,000	220,000	1,100,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0472	20	PARKS GARAGE REPAIRS.	25,000	25,000	-	-	325,000	25,000	25,000	50,000	425,000	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0658		BROAD RIVER BASEBALL COMPLEX	2,000,000	-	-	-	-	-	-	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0684		PARKS SUSTAINABILITY	50,000	-	-	-	-	-	-	-	-	
Ops/PW/Rec&Parks	RECREATION & PARKS	C0719		98 SOUTH MAIN ST RECREATION CENTER	115,000	-	-	-	-	-	-	-	-	
	RECREATION & PARKS Total				6,008,000	5,669,000	2,127,000	3,610,000	10,030,000	5,540,000	2,640,000	790,000	21,127,000	
Ops/PW/Rec&Parks	WPCA	C0791	1	WWTP REHABILITATION/IMPROVE	10,000,000	10,000,000	10,000,000	10,000,000	-				10,000,000	
Ops/PW/Rec&Parks	WPCA	C0360	2	PUMP STATION UPGRADE/REPLACE	-	8,000,000	8,000,000	8,000,000	-			250,000	8,250,000	
Ops/PW/Rec&Parks	WPCA	C0361	3	COLLECTION SYSTEM REHABILITATION	7,600,000	-	-	-	7,000,000	7,000,000	7,000,000	7,000,000	28,000,000	
	WPCA Total				17,600,000	18,000,000	18,000,000	18,000,000	7,000,000	7,000,000	7,000,000	7,250,000	46,250,000	
Ops/PW/Bldg/Rec&Parks Total					48,988,000	61,569,805	45,221,288	46,704,288	56,972,000	46,715,000	37,080,000	35,585,000	221,573,288	
Parking Authority	PARKING AUTHORITY	C0303	1	PARKING GARAGES	1,750,000	1,750,000	1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000	
	TRANSP MOB & PARK Total				1,750,000	1,750,000	1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000	
Parking Authority Total					1,750,000	1,750,000	1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000	
Police Department	POLICE DEPARTMENT	C0665	1	POLICE CARS & VANS	950,000	950,000	-	-	1,125,000				1,125,000	
Police Department	POLICE DEPARTMENT	NEW	2	EVIDENCE PROCESSING HARDWARE	-	23,000	-	-	-				-	
Police Department	POLICE DEPARTMENT	NEW	3	SCUBA TEAM COMMUNICATIONS EQUIP	-	34,542	-	-	-				-	
Police Department	POLICE DEPARTMENT	NEW	4	TRT BALLISTIC BODY ARMOR	-	79,000	-	-	14,000				14,000	
Police Department	POLICE DEPARTMENT	NEW	5	ARMORED RESCUE RESPONSE VEHICLE	-	300,000	-	-	-				-	
Police Department	POLICE DEPARTMENT	NEW	6	POLICE DEPARTMENT GROUNDS IMPROVE	-	325,000	-	-	650,000				650,000	
Police Department	POLICE DEPARTMENT	NEW	7	SECURITY CAMERAS	-	-	-	-	130,000				130,000	
Police Department	POLICE DEPARTMENT	NEW	8	FLEET MODEMS	-	-	-	-	192,115				192,115	
Police Department	POLICE DEPARTMENT	NEW	9	ESU REPLACEMENT FIREARMS	-	75,000	-	-	75,000				75,000	
Police Department	POLICE DEPARTMENT	NEW	10	MARINE UNIT	-	-	-	-	-	1,500,000			1,500,000	
Police Department	POLICE DEPARTMENT	NEW	11	FEMALE LOCKER ROOM UPGRADE	-	-	-	-	-	140,000			140,000	
Police Department	POLICE DEPARTMENT	C0726		CRISIS RESPONSE EQUIPMENT	30,000	-	-	-	-				-	
Police Department	POLICE DEPARTMENT	C0727		GAS PUMP REPLACEMENTS	135,000	-	-	-	-				-	
	POLICE DEPARTMENT Total				1,115,000	1,786,542	-	-	2,186,115	1,640,000	-	-	3,826,115	
Police Department Total					1,115,000	1,786,542	-	-	2,186,115	1,640,000	-	-	3,826,115	
Registrar of Voters	REG OF VOTERS	NEW	1	POLL PADS	-	81,950	81,950	81,950	-				81,950	
	REG OF VOTERS Total				-	81,950	81,950	81,950	-	-	-	-	81,950	
Registrar of Voters Total					-	81,950	81,950	81,950	-	-	-	-	81,950	
Grand Total					75,492,646	109,123,998	66,367,999	68,100,999	141,461,431	67,138,898	51,772,209	50,140,294	377,930,831	
*** NHS/PTECH CONSTRUCTION --\$22MM is full ask, expected 70% reimbursement = final cost to City \$6.6MM														
VARIOUS SUBTOTALS														
Total City & NPS/Bd of Ed					56,142,646	89,373,998	47,142,999	48,875,999	133,486,431	58,638,898	43,272,209	41,390,294	323,930,831	
NPS/Board of Ed					6,958,885	27,893,180	10,725,620	10,725,620	63,801,916	10,073,898	7,297,209	3,330,294	95,228,937	
City					49,183,761	61,480,818	36,417,379	38,150,379	69,684,515	48,565,000	35,975,000	38,060,000	228,701,894	
Total Enterprise funds only					19,350,000	19,750,000	19,225,000	19,225,000	7,975,000	8,500,000	8,500,000	8,750,000	54,000,000	
WPCA					17,600,000	18,000,000	18,000,000	18,000,000	7,000,000	7,000,000	7,000,000	7,250,000	46,250,000	
Parking Authority					1,750,000	1,750,000	1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000	
Ops/PW/Rec&Parks less WPCA					31,388,000	43,569,805	27,221,288	28,704,288	49,972,000	39,715,000	30,080,000	28,335,000	175,323,288	

City of Norwalk & NPS / Board of Ed										G:\Excel\CapBud\FY 26-27\ClearGov 5 year request export -- version 9 -- 2026-03-23 -- Beach Pavilion.xlsx]Department Report -- 5 yr														
FYE 2027 Capital Requests and 5 Year Plan																								
as of: March 23, 2026																								
version 9 -- Beach Pavilion add					FYE 2026		FYE 2027				<=====Out Years & 5 Year Total=====>													
					Council Approved		Department Request		CFO - FY 27 NET Capital Requests		Mayor recommended - FY 27 Capital		FY2028 Req		FY2029 Req		FY2030 Req		FY2031 Req		Tot 5 yr Req			
Division					Department					Proj #					Rank					Request Title				
G:\Excel\CapBud\FY 26-27\ClearGov 5 year request export -- version 9 -- 2026-03-23 -- Beach Pavilion.xlsx]Department Report -- 5 yr																								

#	Type	Dept/Division	Project title	Project	Description	Amount				
1	new	Police	ESU firearms	new	pulled forward from 2028 requests	\$ 75,000				
2	followup	Building MGT	City Hall misc	C0476	New Mayor requests from 60k to 90k?	\$ 30,000				
3	followup	Rec & Parks	Cranbury Park	C0366	Master trail plan back - inadvertent deletion	\$ 883,000			\$ 883,000	
4	request to reinstate	Rec & Parks	Irrigation projects	new		\$ 400,000				
5	request to reinstate	Rec & Parks	Sailing School building	C0365	renovation -- part of Calf Pasture ask	\$ 250,000			\$ 250,000	
6	followup	Hist Commission	Lockwood	C0186	Req for 1.75MM for Conservatory, cut to 1.25MM	\$ 250,000			\$ 250,000	
7										
8									\$ 1,383,000	
9										
10										
11										
					Total	\$ 1,888,000				
						\$ 400,000				
						\$ 1,488,000				

CAGR for transmittal letter				YoY	5 yr	
FYE	Debt Svc	Inc		%	CAGR	
2020	29,900,000					
2021	31,600,000	1,700,000				
2022	32,400,000	800,000		2.53%		
2023	35,300,000	2,900,000		8.95%		
2024	40,400,000	5,100,000		14.45%	6.20%	
2025	42,600,000	2,200,000		5.45%	7.34%	
2026	45,469,166	2,869,166		6.74%	7.55%	before use
2027	48,121,046	2,651,880		5.83%	8.23%	before use

CAGR for transmittal letter				YoY	5 yr	
FYE	Debt Svc	Inc		%	CAGR	
2020	29,900,000					
2021	31,600,000	1,700,000				
2022	32,400,000	800,000		2.53%		
2023	35,300,000	2,900,000		8.95%		
2024	40,400,000	5,100,000		14.45%	6.20%	
2025	42,600,000	2,200,000		5.45%	7.34%	
2026	41,469,166	(1,130,834)		-2.65%	5.59%	including us
2027	43,121,046	1,651,880		3.98%	5.88%	including us

of debt premium
of debt premium

se of \$4mm debt premium
se of \$5mm debt premium