



REGULAR MEETING – LIBRARY BOARD OF DIRECTORS AGENDA

APRIL 9, 2026, 7:00 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 Sherelle Harris at sharris@norwalkpl.org with the subject line "Public Comment" to provide written public comment prior to the meeting.

- I. **CALL TO ORDER**
- II. **ROLL CALL**
- III. **ACCEPTANCE OF MINUTES**
 - A. **Regular Meeting: 4.9.26**
 - B. **Meeting Minutes: 3.12.26**
- IV. **PUBLIC PARTICIPATION**
- V. **REPORTS**
 - A. **President**
 1. **History Room Dedication**

B. Library Director

1. Capital Budget
2. Room Booking Policy Fees and Occupancy Update
3. Main Library Elevator Replacement Update
4. Main Library EV Charging Station(s)
5. Main Library Passport Service
6. One Book - One Community

VI. OLD BUSINESS

VII. NEW BUSINESS

VIII. ADJOURNMENT

**CITY OF NORWALK
LIBRARY BOARD OF DIRECTORS
REGULAR MEETING MINUTES - MARCH 12, 2026
VIA ZOOM VIRTUAL CONFERENCE**

ATTENDEES: Moina Noor, Jannie Williams, Mary Mann, Haroldo V. Williams, Alex Knopp.

STAFF: Sherelle Harris, Library Director

I. CALL TO ORDER

The regular meeting of the Library Board of Directors was called to order by Ms. Noor at 7:00 p.m. via Zoom virtual meeting.

II. ROLL CALL

Roll call was taken and the attendees listed above were present.

III. ACCEPTANCE OF MINUTES

A. Regular Meeting: March 12, 2026

Ms. Williams noted corrections to the minutes of the February regular meeting. Her name should have two N's and Mr. Williams' first name should be spelled with A H A rather than H E in the attendance and roll call sections on the first page. No other edits were suggested.

****MR. KNOPP MOVED TO APPROVE THE MINUTES OF THE FEBRUARY REGULAR MEETING WITH THE CORRECTIONS NOTED.**

****THE MOTION PASSED UNANIMOUSLY. THE MINUTES WERE APPROVED AS AMENDED.**

IV. PUBLIC PARTICIPATION

Ms. Diane Lauricella of 21 Little Fox Lane addressed the Board. She commented on the budget-making process and noted that Chairman Ed Abrams had expressed concern about staff turnover and the number of part-time staff leaving. Ms. Lauricella encouraged the Board to investigate reasons for turnover beyond pay. She also urged the creation of a fundraising committee for renovations and expansion of the main library, noting that other towns such as Darien, Westport, and New Canaan had succeeded despite city-owned buildings and had benefited from federal infrastructure funding. Ms. Lauricella expressed strong opposition to the capital budget plan to replace the main roof and switch to natural gas, advocating instead for rooftop solar, geothermal systems, and other renewable energy options like those in Darien to reduce electricity and heating costs. She requested to speak further with the Chair and Director on these matters. Ms. Harris responded that she had raised the staff turnover issue with the Board of Estimate and Taxation in connection with the library's salary structure and that Mr. Abrams had asked all departments to model staffing reductions. Mr. Williams inquired about whom Ms. Lauricella

should contact regarding her energy concerns. Ms. Harris she had brought up staff turnover during her finance report and replied that the appropriate contacts for the roof project would be Alan Lowe and Neil Rennie. Ms. Lauricella stated she would first speak with Ms. Noor and Ms. Harris before approaching Mr. Lowe. Ms. Noor noted that any future design process for the library would include an open public process with community input.

V. REPORTS

A. President

Ms. Noor reported on the History Room dedication planned for Ralph Bloom. She had proposed April 15 at 2:00 p.m., but Ms. Williams and Ms. Peterson were unavailable on that date. Ms. Noor stated she would propose additional dates after consulting Ms. Harris and would aim to finalize the date by Monday so that the mayor, council, and community could be notified. She emphasized the event's importance in showcasing the History Room.

Ms. Noor provided an update on the Celeste Garr Room Naming in the Children's Library. On March 4 the Land Use Committee held a public hearing at which Mr. Garr, Ms. Williams, and Ms. Noor spoke. Colin Holstein recommended forwarding two separate resolutions to the Council—one to accept the donation and one to name the room. On March 10 the Council unanimously approved both resolutions. Ms. Noor thanked Ms. Williams and Ms. Harris for stewarding the process and noted the generosity of Mr. Garr and his family. Ms. Harris stated that the process had been clarified and that the naming would occur later upon the donation. She described Celeste Garr as a phenomenal person whose memory would be kept alive for future generations and noted the timing during Women's History Month. Ms. Williams expressed her happiness and congratulated Mr. Garr and his sister. Mr. Knopp confirmed that the naming would occur later upon the passing of the donors as it is held in trust.

Ms. Noor addressed parking. She referenced the discussion at the previous meeting and the email correspondence she had forwarded among herself, Ms. Harris, and Lamond regarding the Eagles lease, responsibility for parking costs, and signage. Ms. Harris had also forwarded photographs showing the parking lots nearly full during major programs. Ms. Noor noted that she had personally observed the entire lot full on Saturday and stressed that parking is essential for the library. Ms. Harris reported that the Eagles had contacted her that day and confirmed the library could install library parking signage, as this is the final year of the one-year option. She also noted that the 3 Belden lot is frequently full due to renters and post office users. Mr. Knopp observed that the lot was full that afternoon and asked whether non-library users were occupying spaces. Ms. Harris replied that usage varies by lot and program but that the main library lot is primarily used by library patrons. Ms. Noor suggested convening a meeting with the city and parking authority to address management and payment responsibilities.

B. Library Director

Ms. Harris reported that the elevator replacement remains scheduled for April 20 after the tax season. Signs have been posted both outside and inside the elevator. Plans are being developed to relocate some services upstairs and to bring requested items from downstairs via stairs; details will be added to the website and newsletter.

Ms. Noor inquired about the roof replacement included in last year's capital budget. Ms. Harris confirmed it is a current-year project and that quotes are being obtained. Mr. Knopp followed up on Ms. Lauricella's public comment regarding energy infrastructure during the roof replacement. Ms. Harris reported no information had been received on that topic. Mr. Knopp asked how the Board could initiate review of renewable energy options. Ms. Harris suggested sending a written request or requesting a meeting with Alan Lowe and Neil Rennie. Mr. Knopp emphasized the need for an assessment of roof orientation, shading, and feasibility. Ms. Noor supported exploring solar, citing her school's successful solar installation that powers the entire building, and noted the benefits for both environmental and cost savings.

Ms. Harris reported on the EV charging stations. The SoNo project contact confirmed installation for the SoNo chargers would begin within three weeks. The stations will be installed in a manner that will not interfere with the upcoming sidewalk project. Details for the main library stations will be provided at the next meeting. Mr. Knopp inquired about possible discounts for purchasing additional stations. Ms. Harris clarified that the Sono stations are being provided at no cost. Discussion followed on whether the First Taxing District could offer similar support, though Mr. Knopp noted they provide only water service. Ms. Noor asked which city department would handle installation; Ms. Harris replied that building management and South Norwalk Electric and Water (SNEW) worked on the SoNo project. Ms. Harris confirmed the SoNo installation would take no more than one week and would comply with ADA requirements coordinated by Bill Hnatuk. Ms. Harris mentioned that users would pay for electricity and that the library's electricity bill would increase, but could be offset by charging revenue.

Ms. Harris presented the budget report. She summarized the recent Board of Estimate and Taxation meeting and provided a recap of questions posed to departments. She reviewed the public library's history as a free public institution starting in 1833 in New Hampshire. She said the Norwalk Public Library is public-facing role seven days a week, and serves the entire community. Door counts were discussed: approximately 427,000 pre-COVID, dropping to 145,000 during the pandemic, and recovering to 390,000 in 2025. Increased use of digital services since the pandemic and the library's role in addressing loneliness were noted. Passport service revenue was reviewed: \$31,000 in fiscal year 2018, \$34,000 in 2019, and \$21,000 in 2020 despite closure. Current passport fees and costs were outlined. Part-time staff wages and retention were addressed; custodians had been raised to \$17 per hour from \$11 in 2024, but many part-time positions had not received increases since 2012 and before. Full-time staffing reductions since 2012 were detailed: custodians from three to two, adult services from one manager plus four librarians to one manager, two librarians, and one assistant, and technical services from three to two. 2025 librarian salary benchmarks for the region show \$35.23 per hour, leaving the library approximately \$8–\$9 behind. The Board packet included compensation data, a 2020 Connecticut Post article on prior cuts, collection and cataloging statistics, e-resource usage and holds data, and previously reduced accounts totaling approximately \$26,000. Finance recommended a \$100,000 increase in the part-time budget and a 25 percent increase in the book budget. Ms. Noor asked how the \$100,000 part-time increase would translate into raises. Ms. Harris explained that it would not cover raises for all staff and that distribution decisions would be required. Mr. Williams inquired about the number of part-time employees (43) and noted that even \$1,000 raises per person would use only \$43,000, leaving room to reward loyal staff. Ms. Harris reviewed current vacancies including custodians, acquisitions, and a full-time technical

services position, and she had followed up with HR that day. Discussion continued on HR turnaround times. Mr. Knopp and Ms. Noor emphasized the importance of filling funded positions. Ms. Harris outlined next steps: awaiting final recommendations from the city after 10 percent cut requests across departments. Mr. Knopp linked parking costs (including the Eagles lease) to the budget pressures, arguing that library funds should prioritize staff and collections rather than subsidizing parking. Ms. Harris agreed and suggested that if the parking authority managed the lot, it could enforce time limits to generate revenue and improve turnover. Mr. Williams recommended including a free parking grace period for short library visits if paid parking is implemented.

VI. OLD BUSINESS

VII. NEW BUSINESS

VIII. ADJOURNMENT

****MR. KNOPP MOVED TO ADJOURN THE MEETING.**

****MR. WILLIAMS SECONDED THE MOTION.**

****THE MOTION PASSED UNANIMOUSLY.**

The meeting adjourned.

Respectfully Submitted,
Courtney Baldwin
Recording Secretary

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 -- 1 yr								
FYE 2027 Capital Requests											
as of: March 23, 2026											
version 9 -- Beach Pavilion add											
			CFO Recommended FY 27 Adjustments								Mayor
Division	Department	Request Title	FY2027 Original Request	Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028	Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	recommended - FY 27 Capital
Community Services	CHIEF OF COMM SVCS	ADA TRANSITION PLAN IMPLEMENTATION	480,000				(480,000)	-	(480,000)	-	-
	CHIEF OF COMM SVCS Total		480,000	-	-	-	(480,000)	-	(480,000)	-	-
Community Services	LIBRARY	NORWALK NEWSPAPER DIGITIZATION	23,456							23,456	23,456
Community Services	LIBRARY	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	ARTS IN PUBLIC PLACES PROGRAM	150,000				(125,480)	-	(125,480)	24,520	24,520
Econ & Comm Dev	ARTS COMMISSION	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	NORWALK SPECIAL EVENTS	250,000	(215,000)			(35,000)	-	(250,000)	-	-
Econ & Comm Dev	BUSINESS DEV & TOURISM	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	STREETSCAPE IMPROVEMENTS	150,000					(9,000)	(9,000)	141,000	141,000
	CODE ENFORCEMENT Total		150,000	-	-	-	-	(9,000)	(9,000)	141,000	141,000
Econ & Comm Dev	HISTORICAL COMMISSION	L-M MANSION CODE & REPAIRS	1,750,000					(500,000)	(500,000)	1,250,000	1,500,000
Econ & Comm Dev	HISTORICAL COMMISSION	SMITH STREET BUILDINGS	150,000					(45,000)	(45,000)	105,000	105,000
Econ & Comm Dev	HISTORICAL COMMISSION	LOCKWOOD HOUSE ADA	200,000					(60,000)	(60,000)	140,000	140,000
Econ & Comm Dev	HISTORICAL COMMISSION	ADA ACCESS MILL HILL	75,000					(40,500)	(40,500)	34,500	34,500
Econ & Comm Dev	HISTORICAL COMMISSION	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	LAND USE DOCUMENT SCANNING	120,000							120,000	120,000
Econ & Comm Dev	PLANNING & ZONING	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	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	ROADWAY DESIGN & RECONSTRUCTION	2,320,000				(820,000)		(820,000)	1,500,000	1,500,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW SIDEWALK CONSTRUCTION	1,320,000				(417,500)		(417,500)	902,500	902,500
Econ & Comm Dev	TRANSP MOB & PARK	TRAFFIC SIGNALS EQUIPMENT	250,000				(100,000)		(100,000)	150,000	150,000
Econ & Comm Dev	TRANSP MOB & PARK	WALL ST CORRID IMPROV-PHASE1,II,III	600,000							600,000	600,000
Econ & Comm Dev	TRANSP MOB & PARK	SAFE ROUTES TO SCHOOL	750,000				(350,000)		(350,000)	400,000	400,000
Econ & Comm Dev	TRANSP MOB & PARK	TRAFFIC SYSTEM ENHANCEMENT	500,000				(50,000)		(50,000)	450,000	450,000
Econ & Comm Dev	TRANSP MOB & PARK	NORWALK RIVER VALLEY TRAIL	250,000				(200,000)		(200,000)	50,000	50,000
Econ & Comm Dev	TRANSP MOB & PARK	TRAFFIC SIGNAL BUCKET TRUCK	185,000				(5,000)		(5,000)	180,000	180,000
Econ & Comm Dev	TRANSP MOB & PARK	PAVEMENT MARKINGS & SIGNAGE	250,000				(100,000)		(100,000)	150,000	150,000
Econ & Comm Dev	TRANSP MOB & PARK	STREET LIGHTS	75,000							75,000	75,000
Econ & Comm Dev	TRANSP MOB & PARK	SEAVIEW AVE CORRIDOR IMPROVEMENTS	250,000					(250,000)	(250,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	PEDESTRIAN CROSSWALK - 40 CROSS ST.	275,000					(275,000)	(275,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	CALF PASTURE BEACH RD COMPLETE ST	200,000					(200,000)	(200,000)	-	-
Econ & Comm Dev	TRANSP MOB & PARK	WASHINGTON ST STREETSCAPE	-							-	-
Econ & Comm Dev	TRANSP MOB & PARK	N MAIN ST CORRIDOR IMPROVE	-							-	-
Econ & Comm Dev	TRANSP MOB & PARK	E NORWALK TOD STREETSCAPE PLAN	-							-	-
Econ & Comm Dev	TRANSP MOB & PARK	ROWAYTON VLGE MBLY&SFTY ENHANCE	-							-	-
Econ & Comm Dev	TRANSP MOB & PARK	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	CONTINUING TECHNOLOGY REFRESH	290,000							290,000	290,000
Finance	INFORMATION TECH	PD MOBILE DATA TERMINALS --VEHICLES	95,000			(95,000)			(95,000)	-	-
Finance	INFORMATION TECH	CYBERSECURITY -- DETAIL & RESPONSE	150,000			(150,000)			(150,000)	-	-
Finance	INFORMATION TECH	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	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	APPARATUS REPLACEMENT PLAN - ENGINE	2,929,800					(1,464,900)	(1,464,900)	1,464,900	1,464,900
Fire Department	FIRE DEPARTMENT	STATION APPARATUS EXHAUST REPLACE	430,000			(430,000)			(430,000)	-	-
Fire Department	FIRE DEPARTMENT	APP REFURB & UPGRADE - TACTICAL SUPP 3	100,000			(100,000)			(100,000)	-	-
Fire Department	FIRE DEPARTMENT	VEHICLE REPLACEMENT PLAN - ADMIN	201,000			(201,000)			(201,000)	-	-
Fire Department	FIRE DEPARTMENT	FD BUILDING REPAIRS - CITYWIDE	50,000	(50,000)					(50,000)	-	-
Fire Department	FIRE DEPARTMENT	STATION 1 WINDOW REPLACEMENT	-							-	-
Fire Department	FIRE DEPARTMENT	APP REPLACEMENT PLAN - TRUCK	-							-	-

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 -- 1 yr								
FYE 2027 Capital Requests											
as of: March 23, 2026											
version 9 -- Beach Pavilion add											
			CFO Recommended FY 27 Adjustments								
Division	Department	Request Title	FY2027 Original Request	Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028	Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital
	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	ENHANCEMENT TO SCHOOL SECURITY	330,000			(80,000)		(80,000)	(80,000)	250,000	250,000
Nwk Public Schools	BOARD OF EDUCATION	K-12 LITERARY CURRICULUM & TEXTBOOKS	300,000					(30,000)	(30,000)	270,000	270,000
Nwk Public Schools	BOARD OF EDUCATION	STUDENT TECHNOLOGY	707,250					(250,000)	(250,000)	457,250	457,250
Nwk Public Schools	BOARD OF EDUCATION	SCIENCE & SOCIAL STUDIES CURRICULUM	400,000					(40,000)	(40,000)	360,000	360,000
Nwk Public Schools	BOARD OF EDUCATION	BAND INSTRUMENTS REPLACEMENTS	300,000					(30,000)	(30,000)	270,000	270,000
Nwk Public Schools	BOARD OF EDUCATION	INSTRUCTIONAL TECHNOLOGY	2,215,930					(875,000)	(875,000)	1,340,930	1,340,930
Nwk Public Schools	BOARD OF EDUCATION	BOE ASBESTOS ABATEMENT PROGRAM	600,000					-	-	600,000	600,000
Nwk Public Schools	BOARD OF EDUCATION	BOE CAPITAL REPAIRS & REPLACEMENT	250,000		(222,560)			-	(222,560)	27,440	27,440
Nwk Public Schools	BOARD OF EDUCATION	SCHOOL DISTRICT PAVE&ADA COMPLIANCE	400,000					-	-	400,000	400,000
Nwk Public Schools	BOARD OF EDUCATION	SCHOOL PROJECTS & EQUIPMENT	240,000		(240,000)			-	(240,000)	-	-
Nwk Public Schools	BOARD OF EDUCATION	DISTRICT VEHICLES	150,000					-	-	150,000	150,000
Nwk Public Schools	BOARD OF EDUCATION	HIGH SCHOOL MATH CURRICULUM	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	ROOF REPLACEMENT STUDY	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	NARAMAKE IMPROVEMENTS	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	*** 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	WEST ROCKS DRAINAGE STUDY/IMPROVE	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	WEST ROCKS CONST (\$125MM FULL ASK)	-					-	-	-	-
Nwk Public Schools	BOARD OF EDUCATION	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	CITY HALL REPAIRS & IMPROVEMENTS	920,000					-	-	920,000	920,000
Ops/PW/Rec&Parks	BUILDING MGT	PUBLIC WORKS CENTER	1,532,500				(500,000)	-	(500,000)	1,032,500	1,032,500
Ops/PW/Rec&Parks	BUILDING MGT	POLICE FACILITIES	754,329			(754,329)		-	(754,329)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	NATHANIEL ELY IMPROVEMENTS	571,000					-	-	571,000	571,000
Ops/PW/Rec&Parks	BUILDING MGT	FIRE HEADQUARTERS	362,188			(362,188)		-	(362,188)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	BEN FRANKLIN - VARIOUS REPAIRS	78,788					-	-	78,788	78,788
Ops/PW/Rec&Parks	BUILDING MGT	BRANCH LIBRARY IMPROVEMENTS	30,000					-	-	30,000	30,000
Ops/PW/Rec&Parks	BUILDING MGT	MATHEWS PARK	20,000					-	-	20,000	20,000
Ops/PW/Rec&Parks	BUILDING MGT	VARIOUS CITY BLDGS REPAIRS	90,000	(90,000)				-	(90,000)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	ELECTRIC VEH/SUSTAINABILITY PROJ	150,000					-	-	150,000	150,000
Ops/PW/Rec&Parks	BUILDING MGT	VAR BLDGS-ENVIRO REMEDIATION	20,000	(20,000)				-	(20,000)	-	-
Ops/PW/Rec&Parks	BUILDING MGT	MAIN LIBRARY	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	HEALTH DEPARTMENT	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	ROOSEVELT CENTER IMPROVEMENTS	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	SIDEWALK & CURB BLDG MGMT	-					-	-	-	-
Ops/PW/Rec&Parks	BUILDING MGT	ELECTRICAL SYSTEMS SURVEYS	-					-	-	-	-
	BUILDING MGT Total		4,528,805	(110,000)	-	(1,116,517)	-	-	(1,726,517)	2,802,288	2,802,288
Ops/PW/Rec&Parks	ENGINEERING	BRIDGE REPAIR	1,400,000					-	-	1,400,000	1,400,000
Ops/PW/Rec&Parks	ENGINEERING	STRUCTURAL INSPECTION/REPAIRS	50,000				(50,000)	-	(50,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	PAVEMENT MANAGEMENT PROGRAM	8,500,000				(2,500,000)	-	(2,500,000)	6,000,000	6,000,000
Ops/PW/Rec&Parks	ENGINEERING	SIDEWALKS & CURBS	8,500,000				(3,300,000)	-	(3,300,000)	5,200,000	5,200,000
Ops/PW/Rec&Parks	ENGINEERING	FOOTPATH REPLACEMENT	300,000				(50,000)	-	(50,000)	250,000	250,000
Ops/PW/Rec&Parks	ENGINEERING	GENERAL DRAINAGE	600,000				(200,000)	-	(200,000)	400,000	400,000
Ops/PW/Rec&Parks	ENGINEERING	WATERCOURSE MAINTENANCE	2,500,000				(1,200,000)	-	(1,200,000)	1,300,000	1,300,000
Ops/PW/Rec&Parks	ENGINEERING	DREDGING MARINAS AND EASEMENTS	500,000					-	-	500,000	500,000
Ops/PW/Rec&Parks	ENGINEERING	STORMWATER MGMT PLAN	450,000					-	-	450,000	450,000
Ops/PW/Rec&Parks	ENGINEERING	NORWALK RIVER FLOOD CONTROL	150,000					(150,000)	(150,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	COASTAL RESILIENCY	250,000					(250,000)	(250,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	NEW CANAAN AVE/PONUS STORM DRAIN	3,000,000					-	-	3,000,000	3,000,000
Ops/PW/Rec&Parks	ENGINEERING	GLENENNING & CANNON ST STORM DRAIN	500,000					-	-	500,000	500,000
Ops/PW/Rec&Parks	ENGINEERING	LAWRENCE ST STORM DRAINAGE	500,000					(500,000)	(500,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	GLENWOOD AVE RM DRAINAGE IMPROVE	250,000					-	-	250,000	250,000
Ops/PW/Rec&Parks	ENGINEERING	TREE PLANTING-DPW	200,000					-	-	200,000	200,000
Ops/PW/Rec&Parks	ENGINEERING	EAST AVE RECONSTRUCTION	1,500,000					-	-	1,500,000	1,500,000
Ops/PW/Rec&Parks	ENGINEERING	GRANT LOCAL MATCHING FUNDS	450,000				(450,000)	-	(450,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	INFRASTRUCTURE REINVEST (CAPITAL RSV)	-					-	-	-	-
Ops/PW/Rec&Parks	ENGINEERING	STATE NON-PARTICIPANT CITY STANDARDS	250,000					(250,000)	(250,000)	-	-
Ops/PW/Rec&Parks	ENGINEERING	ELIZABETH ST STRTSCP & UNDERGROUND UTIL	2,000,000					(2,000,000)	(2,000,000)	-	-

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FYE 2027 Capital Requests											
as of: March 23, 2026											
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			CFO Recommended FY 27 Adjustments								
Division	Department	Request Title	FY2027 Original Request	Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028	Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital
Ops/PW/Rec&Parks	ENGINEERING	CONVERT AERIAL TO UNDERGROUND UTILS	-								
Ops/PW/Rec&Parks	ENGINEERING	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	FLEET REPLACEMENT	992,000							992,000	992,000
Ops/PW/Rec&Parks	FLEET	CENTRALIZED FLEET MAINTENANCE	200,000					(50,000)	(50,000)	150,000	150,000
Ops/PW/Rec&Parks	FLEET	ELECTRICAL UPGRADES/EV CHARGING	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	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	MALMQUIST FIELD/CITY HALL FIELD UPGRADE	1,000,000							1,000,000	1,000,000
Ops/PW/Rec&Parks	RECREATION & PARKS	CALF PASTURE BEACH	1,050,000					(525,000)	(525,000)	525,000	1,125,000
Ops/PW/Rec&Parks	RECREATION & PARKS	IRRIGATION INSTALLATION AND MAINT	400,000				(400,000)		(400,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	MCMAHON HS FIELD LIGHT REPLACE	400,000					(400,000)	(400,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	CRANBURY PARK.	883,000					(883,000)	(883,000)		883,000
Ops/PW/Rec&Parks	RECREATION & PARKS	VEHICLES RECS & PARKS	300,000				(100,000)	(105,000)	(205,000)	95,000	95,000
Ops/PW/Rec&Parks	RECREATION & PARKS	ADA PROJECTS	300,000					(150,000)	(150,000)	150,000	150,000
Ops/PW/Rec&Parks	RECREATION & PARKS	PARK SIGNAGE	100,000	(100,000)					(100,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	ROWAYTON COMMUNITY DOCKS	150,000							150,000	150,000
Ops/PW/Rec&Parks	RECREATION & PARKS	ATHLETIC FIELDS.	75,000	(75,000)					(75,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	TREE PLANTING & MAINTENANCE	75,000	(75,000)					(75,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	BACKSTOPS & FENCING	114,000	(114,000)					(114,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	TAYLOR FARM WATERLINE	75,000	(75,000)					(75,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	SWIMMING POOL	75,000							75,000	75,000
Ops/PW/Rec&Parks	RECREATION & PARKS	BASKETBALL & TENNIS COURTS.	130,000	(130,000)					(130,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	WOODS POND	72,000							72,000	72,000
Ops/PW/Rec&Parks	RECREATION & PARKS	OYSTER SHELL PARK.	150,000					(150,000)	(150,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	PAVING & SIDEWALK PROJECTS	75,000	(75,000)					(75,000)		
Ops/PW/Rec&Parks	RECREATION & PARKS	SCHOOLS AND PARK PLAYGROUNDS	220,000					(160,000)	(160,000)	60,000	60,000
Ops/PW/Rec&Parks	RECREATION & PARKS	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	WWTP REHABILITATION/IMPROVE	10,000,000							10,000,000	10,000,000
Ops/PW/Rec&Parks	WPCA	PUMP STATION UPGRADE/REPLACE	8,000,000							8,000,000	8,000,000
Ops/PW/Rec&Parks	WPCA	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	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	POLICE CARS & VANS	950,000			(775,000)		(175,000)	(950,000)		
Police Department	POLICE DEPARTMENT	EVIDENCE PROCESSING HARDWARE	23,000			(23,000)			(23,000)		
Police Department	POLICE DEPARTMENT	SCUBA TEAM COMMUNICATIONS EQUIP	34,542			(34,542)			(34,542)		
Police Department	POLICE DEPARTMENT	TRT BALLISTIC BODY ARMOR	79,000			(65,000)		(14,000)	(79,000)		
Police Department	POLICE DEPARTMENT	ARMORED RESCUE RESPONSE VEHICLE	300,000			(300,000)			(300,000)		
Police Department	POLICE DEPARTMENT	POLICE DEPARTMENT GROUNDS IMPROVE	325,000					(325,000)	(325,000)		
Police Department	POLICE DEPARTMENT	SECURITY CAMERAS	-								
Police Department	POLICE DEPARTMENT	FLEET MODEMS	-								
Police Department	POLICE DEPARTMENT	ESU REPLACEMENT FIREARMS	75,000			(75,000)			(75,000)		
Police Department	POLICE DEPARTMENT	MARINE UNIT	-								
Police Department	POLICE DEPARTMENT	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	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
	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											

City of Norwalk & NPS / Board of Ed												
FYE 2027 Capital Requests												
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			CFO Recommended FY 27 Adjustments									
Division	Department	Request Title	FY2027 Original Request	Fund w/ Premium	Expected Grant	Fund w/ 911 Dispatch remaining	Reduction	Move to FYE 2028	Total FYE 27 Adjustments	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	
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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FYE 2027 Capital Requests and 5 Year Plan									
as of: March 23, 2026									
version 9 -- Beach Pavilion add			<====Out Years & 5 Year Total====>						
Division	Department	Request Title	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
Community Services	CHIEF OF COMM SVCS	ADA TRANSITION PLAN IMPLEMENTATION	-	-	150,000				150,000
	CHIEF OF COMM SVCS Total		-	-	150,000	-	-	-	150,000
Community Services	HEALTH ADMINISTRATION	PAINTING	-	-					
	HEALTH ADMINISTRATION Total		-	-					
Community Services	LIBRARY	NORWALK NEWSPAPER DIGITIZATION	23,456	23,456	-	-	-	-	23,456
Community Services	LIBRARY	SELF CHECKOUT MACHINES REPLACEMENT	60,000	60,000	-				60,000
Community Services	LIBRARY	MAIN LIBRARY ADA DOOR HANDLES	-	-	-				-
Community Services	LIBRARY	LIBRARY VAN	-	-	-				-
Community Services	LIBRARY	LAPTOP VENDING MACHINES	-	-	-				-
	LIBRARY Total		83,456	83,456	-	-	-	-	83,456
Community Services Total			83,456	83,456	150,000	-	-	-	233,456
Econ & Comm Dev	ARTS COMMISSION	ARTS IN PUBLIC PLACES PROGRAM	24,520	24,520	150,000	150,000	150,000	150,000	624,520
Econ & Comm Dev	ARTS COMMISSION	PUBLIC ART INVENTORY	268,265	268,265	-	-	-	-	268,265
	ARTS COMMISSION Total		292,785	292,785	150,000	150,000	150,000	150,000	892,785
Econ & Comm Dev	BUSINESS DEV & TOURISM	NORWALK SPECIAL EVENTS	-	-	250,000	250,000	250,000	250,000	1,000,000
Econ & Comm Dev	BUSINESS DEV & TOURISM	SMALL BUSINESS/MAIN ST. PROGRAM	100,000	100,000	200,000	200,000	200,000	200,000	900,000
	BUSINESS DEV & TOURISM Total		100,000	100,000	450,000	450,000	450,000	450,000	1,900,000
Econ & Comm Dev	CHIEF OF ECD	ONLINE PERMITTING & LICENSING SYS	-	-					-
	CHIEF OF ECD Total		-	-	-	-	-	-	-
Econ & Comm Dev	CODE ENFORCEMENT	STREETScape IMPROVEMENTS	141,000	141,000	159,000	150,000	150,000	150,000	750,000
	CODE ENFORCEMENT Total		141,000	141,000	159,000	150,000	150,000	150,000	750,000
Econ & Comm Dev	HISTORICAL COMMISSION	L-M MANSION CODE & REPAIRS	1,250,000	1,500,000	700,000	100,000	100,000	-	2,150,000
Econ & Comm Dev	HISTORICAL COMMISSION	SMITH STREET BUILDINGS	105,000	105,000	270,000	825,000	200,000	-	1,400,000
Econ & Comm Dev	HISTORICAL COMMISSION	LOCKWOOD HOUSE ADA	140,000	140,000	360,000	-	-	-	500,000
Econ & Comm Dev	HISTORICAL COMMISSION	ADA ACCESS MILL HILL	34,500	34,500	240,500	-	50,000	-	325,000
Econ & Comm Dev	HISTORICAL COMMISSION	CEMETERY SITE WORK	-	-	125,000	10,000	10,000		145,000
	HISTORICAL COMMISSION Total		1,529,500	1,779,500	1,695,500	935,000	360,000	-	4,520,000
Econ & Comm Dev	PLANNING & ZONING	LAND USE DOCUMENT SCANNING	120,000	120,000	120,000	120,000	120,000		480,000
Econ & Comm Dev	PLANNING & ZONING	OPEN SPACE FUND	-	-	50,000	50,000	50,000	50,000	200,000
	PLANNING & ZONING Total		120,000	120,000	170,000	170,000	170,000	50,000	680,000
Econ & Comm Dev	REDEVELOP AGENCY	MLK CORRIDOR MOBILITY SUPP FUNDING	500,000	500,000	-	-	-	-	500,000
Econ & Comm Dev	REDEVELOP AGENCY	PINNACLE TOD UNDERGROUND UTILS	-	-					
	REDEVELOP AGENCY Total		500,000	500,000	-	-	-	-	500,000
Econ & Comm Dev	TRANSP MOB & PARK	ROADWAY DESIGN & RECONSTRUCTION	1,500,000	1,500,000	750,000	750,000	750,000	750,000	4,500,000
Econ & Comm Dev	TRANSP MOB & PARK	NEW SIDEWALK CONSTRUCTION	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	TRAFFIC SIGNALS EQUIPMENT	150,000	150,000	500,000	500,000	500,000	500,000	2,150,000
Econ & Comm Dev	TRANSP MOB & PARK	WALL ST CORRID IMPROV-PHASE1,II,III	600,000	600,000	500,000	500,000	500,000	500,000	2,600,000
Econ & Comm Dev	TRANSP MOB & PARK	SAFE ROUTES TO SCHOOL	400,000	400,000	500,000	500,000	500,000	500,000	2,400,000
Econ & Comm Dev	TRANSP MOB & PARK	TRAFFIC SYSTEM ENHANCEMENT	450,000	450,000	75,000	75,000	75,000	75,000	750,000
Econ & Comm Dev	TRANSP MOB & PARK	NORWALK RIVER VALLEY TRAIL	50,000	50,000	100,000	100,000	100,000	100,000	450,000
Econ & Comm Dev	TRANSP MOB & PARK	TRAFFIC SIGNAL BUCKET TRUCK	180,000	180,000	-				180,000
Econ & Comm Dev	TRANSP MOB & PARK	PAVEMENT MARKINGS & SIGNAGE	150,000	150,000	250,000	250,000	250,000	250,000	1,150,000
Econ & Comm Dev	TRANSP MOB & PARK	STREET LIGHTS	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Econ & Comm Dev	TRANSP MOB & PARK	SEAVIEW AVE CORRIDOR IMPROVEMENTS	-	-	850,000				850,000
Econ & Comm Dev	TRANSP MOB & PARK	PEDESTRIAN CROSSWALK - 40 CROSS ST.	-	-	275,000				275,000
Econ & Comm Dev	TRANSP MOB & PARK	CALF PASTURE BEACH RD COMPLETE ST	-	-	200,000	500,000			700,000
Econ & Comm Dev	TRANSP MOB & PARK	WASHINGTON ST STREETScape	-	-	250,000				250,000
Econ & Comm Dev	TRANSP MOB & PARK	N MAIN ST CORRIDOR IMPROVE	-	-	350,000				350,000
Econ & Comm Dev	TRANSP MOB & PARK	E NORWALK TOD STREETScape PLAN	-	-	250,000				250,000
Econ & Comm Dev	TRANSP MOB & PARK	ROWAYTON VLGE MBLY&SFTY ENHANCE	-	-	250,000	250,000			500,000

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FYE 2027 Capital Requests and 5 Year Plan									
as of: March 23, 2026									
version 9 -- Beach Pavilion add			<====Out Years & 5 Year Total====>						
Division	Department	Request Title	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
Econ & Comm Dev	TRANSP MOB & PARK	LINDEN STREET SIDEWALKS	-	-	750,000				750,000
Econ & Comm Dev	TRANSP MOB & PARK	EAST AVENUE CORRIDOR IMPROVE	-	-					-
Econ & Comm Dev	TRANSP MOB & PARK	WEST ROCKS SIDEWALKS	-	-					-
Econ & Comm Dev	TRANSP MOB & PARK	ISAACS / WALL ST ROADWAY IMPROVE	-	-					-
	TRANSP MOB & PARK Total		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			7,140,785	7,390,785	9,949,500	6,755,000	5,430,000	4,950,000	34,225,285
Finance	INFORMATION TECH	CONTINUING TECHNOLOGY REFRESH	290,000	290,000	295,000	300,000	305,000	310,000	1,500,000
Finance	INFORMATION TECH	PD MOBILE DATA TERMINALS --VEHICLES	-	-	100,000	105,000	110,000	115,000	430,000
Finance	INFORMATION TECH	CYBERSECURITY -- DETAIL & RESPONSE	-	-	-	-	-	-	-
Finance	INFORMATION TECH	FIBER EXTENSION TO SENIOR CENTER	85,000	85,000	-	-	-	-	85,000
	INFORMATION TECH Total		375,000	375,000	395,000	405,000	415,000	425,000	2,015,000
Finance	MGT & BUDGETS	CLEARGOV OPERATIONAL BUDGETING	50,000	50,000	-	-	-	-	50,000
	MGT & BUDGETS Total		50,000	50,000	-	-	-	-	50,000
Finance Total			425,000	425,000	395,000	405,000	415,000	425,000	2,065,000
Fire Department	FIRE DEPARTMENT	APPARATUS REPLACEMENT PLAN - ENGINE	1,464,900	1,464,900	3,064,900				4,529,800
Fire Department	FIRE DEPARTMENT	STATION APPARATUS EXHAUST REPLACE	-	-	-				-
Fire Department	FIRE DEPARTMENT	APP REFURB & UPGRADE - TACTICAL SUPP 3	-	-	-				-
Fire Department	FIRE DEPARTMENT	VEHICLE REPLACEMENT PLAN - ADMIN	-	-	-				-
Fire Department	FIRE DEPARTMENT	FD BUILDING REPAIRS - CITYWIDE	-	-	50,000	50,000	50,000	50,000	200,000
Fire Department	FIRE DEPARTMENT	STATION 1 WINDOW REPLACEMENT	-	-	667,000				667,000
Fire Department	FIRE DEPARTMENT	APP REPLACEMENT PLAN - TRUCK	-	-	3,250,000				3,250,000
Fire Department	FIRE DEPARTMENT	VEHICLES -- FIRE MARSHAL STAFF	-	-	-				-
Fire Department	FIRE DEPARTMENT	SCBA VEHICLE COMPRESSOR	-	-	-				-
Fire Department	FIRE DEPARTMENT	STATION 4 ADDITION / RENOVATION	-	-	-				-
Fire Department	FIRE DEPARTMENT	GENERAC INDUSTRIAL GENERATOR	-	-	-				-
Fire Department	FIRE DEPARTMENT	UPGRADE EOC MEDIA EQUIPMENT	-	-	-			4,300,000	4,300,000
	FIRE DEPARTMENT Total		1,464,900	1,464,900	7,031,900	50,000	50,000	4,350,000	12,946,800
Fire Department Total			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	ENHANCEMENT TO SCHOOL SECURITY	250,000	250,000	410,000	300,000	300,000	300,000	1,560,000
Nwk Public Schools	BOARD OF EDUCATION	K-12 LITERARY CURRICULUM & TEXTBOOKS	270,000	270,000	330,000	300,000			900,000
Nwk Public Schools	BOARD OF EDUCATION	STUDENT TECHNOLOGY	457,250	457,250	850,000	600,000	600,000	600,000	3,107,250
Nwk Public Schools	BOARD OF EDUCATION	SCIENCE & SOCIAL STUDIES CURRICULUM	360,000	360,000	340,000				700,000
Nwk Public Schools	BOARD OF EDUCATION	BAND INSTRUMENTS REPLACEMENTS	270,000	270,000	230,000				500,000
Nwk Public Schools	BOARD OF EDUCATION	INSTRUCTIONAL TECHNOLOGY	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	BOE ASBESTOS ABATEMENT PROGRAM	600,000	600,000	400,000	600,000			1,600,000
Nwk Public Schools	BOARD OF EDUCATION	BOE CAPITAL REPAIRS & REPLACEMENT	27,440	27,440	250,000	250,000	250,000	250,000	1,027,440
Nwk Public Schools	BOARD OF EDUCATION	SCHOOL DISTRICT PAVE&ADA COMPLIANCE	400,000	400,000	-		4,000,000		4,400,000
Nwk Public Schools	BOARD OF EDUCATION	SCHOOL PROJECTS & EQUIPMENT	-	-	-				-
Nwk Public Schools	BOARD OF EDUCATION	DISTRICT VEHICLES	150,000	150,000	-				150,000
Nwk Public Schools	BOARD OF EDUCATION	HIGH SCHOOL MATH CURRICULUM	-	-	200,000	200,000			400,000
Nwk Public Schools	BOARD OF EDUCATION	ROOF REPLACEMENT STUDY	-	-	200,000				200,000
Nwk Public Schools	BOARD OF EDUCATION	NARAMAKE IMPROVEMENTS	-	-	800,000	3,500,000			4,300,000
Nwk Public Schools	BOARD OF EDUCATION	*** NHS/PTECH CONST (\$22MM FULL ASK)	6,600,000	6,600,000	-				6,600,000
Nwk Public Schools	BOARD OF EDUCATION	WEST ROCKS DRAINAGE STUDY/IMPROVE	-	-	400,000	2,000,000			2,400,000
Nwk Public Schools	BOARD OF EDUCATION	WEST ROCKS CONST (\$125MM FULL ASK)	-	-	56,250,000				56,250,000
Nwk Public Schools	BOARD OF EDUCATION	AIR CONDITIONING PROGRAM	-	-					-
Nwk Public Schools	BOARD OF EDUCATION	REPLACEMENT OF MIDDLE SCHOOL LOCKERS	-	-					-
Nwk Public Schools	BOARD OF EDUCATION	WEST ROCKS ROOF REPAIR	-	-					-
Nwk Public Schools	BOARD OF EDUCATION	OIL TANK REPLACEMENT	-	-					-
Nwk Public Schools	BOARD OF EDUCATION	City CFO Add'l Deferral (Details TBD by BOE)	-	-					-

City of Norwalk & NPS / Board of Ed			G:\Excel\CopBud\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			<=====Out Years & 5 Year Total=====>						
Division	Department	Request Title	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
	BOARD OF EDUCATION Total		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			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	CITY HALL REPAIRS & IMPROVEMENTS	920,000	920,000	1,172,000	140,000	50,000		2,282,000
Ops/PW/Rec&Parks	BUILDING MGT	PUBLIC WORKS CENTER	1,032,500	1,032,500	160,000	160,000			1,352,500
Ops/PW/Rec&Parks	BUILDING MGT	POLICE FACILITIES	-	-	465,000	100,000			565,000
Ops/PW/Rec&Parks	BUILDING MGT	NATHANIEL ELY IMPROVEMENTS	571,000	571,000	380,000				951,000
Ops/PW/Rec&Parks	BUILDING MGT	FIRE HEADQUARTERS	-	-	30,000				30,000
Ops/PW/Rec&Parks	BUILDING MGT	BEN FRANKLIN - VARIOUS REPAIRS	78,788	78,788	-				78,788
Ops/PW/Rec&Parks	BUILDING MGT	BRANCH LIBRARY IMPROVEMENTS	30,000	30,000	-	50,000			80,000
Ops/PW/Rec&Parks	BUILDING MGT	MATHEWS PARK	20,000	20,000	100,000				120,000
Ops/PW/Rec&Parks	BUILDING MGT	VARIOUS CITY BLDGS REPAIRS	-	-	60,000	60,000	60,000	60,000	240,000
Ops/PW/Rec&Parks	BUILDING MGT	ELECTRIC VEH/SUSTAINABILITY PROJS	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Ops/PW/Rec&Parks	BUILDING MGT	VAR BLDGS-ENVIRO REMEDIATION	-	-	20,000	20,000	20,000	20,000	80,000
Ops/PW/Rec&Parks	BUILDING MGT	MAIN LIBRARY	-	-	890,000	100,000			990,000
Ops/PW/Rec&Parks	BUILDING MGT	HEALTH DEPARTMENT	-	-	200,000	50,000			250,000
Ops/PW/Rec&Parks	BUILDING MGT	ROOSEVELT CENTER IMPROVEMENTS	-	-	-	100,000			100,000
Ops/PW/Rec&Parks	BUILDING MGT	SIDEWALK & CURB BLDG MGMT	-	-	50,000	50,000	50,000	50,000	200,000
Ops/PW/Rec&Parks	BUILDING MGT	ELECTRICAL SYSTEMS SURVEYS	-	-	50,000	50,000	50,000	50,000	200,000
Ops/PW/Rec&Parks	BUILDING MGT	ENVIRONMENTAL REMEDIATION	-	-					
	BUILDING MGT Total		2,802,288	2,802,288	3,727,000	1,030,000	380,000	330,000	8,269,288
Ops/PW/Rec&Parks	ENGINEERING	BRIDGE REPAIR	1,400,000	1,400,000	400,000	600,000	400,000	600,000	3,400,000
Ops/PW/Rec&Parks	ENGINEERING	STRUCTURAL INSPECTION/REPAIRS	-	-	50,000	100,000	100,000	100,000	350,000
Ops/PW/Rec&Parks	ENGINEERING	PAVEMENT MANAGEMENT PROGRAM	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	SIDEWALKS & CURBS	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	FOOTPATH REPLACEMENT	250,000	250,000	300,000	300,000	300,000	300,000	1,450,000
Ops/PW/Rec&Parks	ENGINEERING	GENERAL DRAINAGE	400,000	400,000	450,000	450,000	450,000	450,000	2,200,000
Ops/PW/Rec&Parks	ENGINEERING	WATERCOURSE MAINTENANCE	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	DREDGING MARINAS AND EASEMENTS	500,000	500,000	500,000				1,000,000
Ops/PW/Rec&Parks	ENGINEERING	STORMWATER MGMT PLAN	450,000	450,000	450,000	450,000	450,000	450,000	2,250,000
Ops/PW/Rec&Parks	ENGINEERING	NORWALK RIVER FLOOD CONTROL	-	-	150,000			150,000	300,000
Ops/PW/Rec&Parks	ENGINEERING	COASTAL RESILIENCY	-	-	500,000	250,000	350,000	350,000	1,450,000
Ops/PW/Rec&Parks	ENGINEERING	NEW CANAAN AVE/PONUS STORM DRAIN	3,000,000	3,000,000	3,000,000	2,000,000			8,000,000
Ops/PW/Rec&Parks	ENGINEERING	GLENDENNING & CANNON ST STORM DRAIN	500,000	500,000	-				500,000
Ops/PW/Rec&Parks	ENGINEERING	LAWRENCE ST STORM DRAINAGE	-	-	1,000,000	5,000,000			6,000,000
Ops/PW/Rec&Parks	ENGINEERING	GLENWOOD AVE RM DRAINAGE IMPROVE	250,000	250,000	2,750,000				3,000,000
Ops/PW/Rec&Parks	ENGINEERING	TREE PLANTING-DPW	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Ops/PW/Rec&Parks	ENGINEERING	EAST AVE RECONSTRUCTION	1,500,000	1,500,000	1,000,000	500,000			3,000,000
Ops/PW/Rec&Parks	ENGINEERING	GRANT LOCAL MATCHING FUNDS	-	-	450,000	450,000	450,000	450,000	1,800,000
Ops/PW/Rec&Parks	ENGINEERING	INFRASTRUCTURE REINVEST (CAPITAL RSV)	-	-	100,000	500,000	500,000	500,000	1,600,000
Ops/PW/Rec&Parks	ENGINEERING	STATE NON-PARTICIPANT CITY STANDARDS	-	-	750,000	500,000	500,000	500,000	2,250,000
Ops/PW/Rec&Parks	ENGINEERING	ELIZABETH ST STRTSCP & UNDERGROUND UTIL	-	-	2,500,000				2,500,000
Ops/PW/Rec&Parks	ENGINEERING	CONVERT AERIAL TO UNDERGROUND UTILS	-	-	500,000	1,000,000	2,000,000	2,000,000	5,500,000
Ops/PW/Rec&Parks	ENGINEERING	GREEN INFRASTRUCTURE	-	-	350,000	100,000	100,000	100,000	650,000
	ENGINEERING Total		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	FLEET REPLACEMENT	992,000	992,000	1,035,000	1,045,000	1,060,000	1,065,000	5,197,000
Ops/PW/Rec&Parks	FLEET	CENTRALIZED FLEET MAINTENANCE	150,000	150,000	250,000	200,000	200,000		800,000
Ops/PW/Rec&Parks	FLEET	ELECTRICAL UPGRADES/EV CHARGING	-	-	30,000				30,000
	FLEET Total		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	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	MALMQUIST FIELD/CITY HALL FIELD UPGRADE	1,000,000	1,000,000	-	-	-	-	1,000,000

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			<=====Out Years & 5 Year Total=====>						
Division	Department	Request Title	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
Ops/PW/Rec&Parks	RECREATION & PARKS	CALF PASTURE BEACH.	525,000	1,125,000	1,475,000	-	-	-	2,000,000
Ops/PW/Rec&Parks	RECREATION & PARKS	IRRIGATION INSTALLATION AND MAINT	-	-	400,000	400,000			800,000
Ops/PW/Rec&Parks	RECREATION & PARKS	MCMAHON HS FIELD LIGHT REPLACE	-	-	400,000	-	-	-	400,000
Ops/PW/Rec&Parks	RECREATION & PARKS	CRANBURY PARK.	-	883,000	835,000	1,000,000			1,835,000
Ops/PW/Rec&Parks	RECREATION & PARKS	VEHICLES RECS & PARKS	95,000	95,000	365,000	195,000	195,000	195,000	1,045,000
Ops/PW/Rec&Parks	RECREATION & PARKS	ADA PROJECTS	150,000	150,000	450,000	300,000			900,000
Ops/PW/Rec&Parks	RECREATION & PARKS	PARK SIGNAGE	-	-	100,000				100,000
Ops/PW/Rec&Parks	RECREATION & PARKS	ROWAYTON COMMUNITY DOCKS	150,000	150,000	1,800,000				1,950,000
Ops/PW/Rec&Parks	RECREATION & PARKS	ATHLETIC FIELDS.	-	-	1,875,000	2,575,000	1,875,000		6,325,000
Ops/PW/Rec&Parks	RECREATION & PARKS	TREE PLANTING & MAINTENANCE	-	-	75,000	75,000	75,000	75,000	300,000
Ops/PW/Rec&Parks	RECREATION & PARKS	BACKSTOPS & FENCING	-	-	75,000	75,000	75,000	75,000	300,000
Ops/PW/Rec&Parks	RECREATION & PARKS	TAYLOR FARM WATERLINE	-	-	25,000				25,000
Ops/PW/Rec&Parks	RECREATION & PARKS	SWIMMING POOL	75,000	75,000	-				75,000
Ops/PW/Rec&Parks	RECREATION & PARKS	BASKETBALL & TENNIS COURTS.	-	-	675,000	75,000	75,000	75,000	900,000
Ops/PW/Rec&Parks	RECREATION & PARKS	WOODS POND	72,000	72,000	525,000	525,000	25,000	25,000	1,172,000
Ops/PW/Rec&Parks	RECREATION & PARKS	OYSTER SHELL PARK.	-	-	175,000				175,000
Ops/PW/Rec&Parks	RECREATION & PARKS	PAVING & SIDEWALK PROJECTS	-	-	75,000	75,000	75,000	75,000	300,000
Ops/PW/Rec&Parks	RECREATION & PARKS	SCHOOLS AND PARK PLAYGROUNDS	60,000	60,000	380,000	220,000	220,000	220,000	1,100,000
Ops/PW/Rec&Parks	RECREATION & PARKS	PARKS GARAGE REPAIRS.	-	-	325,000	25,000	25,000	50,000	425,000
Ops/PW/Rec&Parks	RECREATION & PARKS	BROAD RIVER BASEBALL COMPLEX	-	-	-	-	-	-	-
Ops/PW/Rec&Parks	RECREATION & PARKS	PARKS SUSTAINABILITY	-	-	-	-	-	-	-
Ops/PW/Rec&Parks	RECREATION & PARKS	98 SOUTH MAIN ST RECREATION CENTER	-	-	-	-	-	-	-
	RECREATION & PARKS Total		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	WWTP REHABILITATION/IMPROVE	10,000,000	10,000,000	-				10,000,000
Ops/PW/Rec&Parks	WPCA	PUMP STATION UPGRADE/REPLACE	8,000,000	8,000,000	-			250,000	8,250,000
Ops/PW/Rec&Parks	WPCA	COLLECTION SYSTEM REHABILITATION	-	-	7,000,000	7,000,000	7,000,000	7,000,000	28,000,000
	WPCA Total		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			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	PARKING GARAGES	1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000
	TRANSP MOB & PARK Total		1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000
Parking Authority Total			1,225,000	1,225,000	975,000	1,500,000	1,500,000	1,500,000	7,750,000
Police Department	POLICE DEPARTMENT	POLICE CARS & VANS	-	-	1,125,000				1,125,000
Police Department	POLICE DEPARTMENT	EVIDENCE PROCESSING HARDWARE	-	-	-				-
Police Department	POLICE DEPARTMENT	SCUBA TEAM COMMUNICATIONS EQUIP	-	-	-				-
Police Department	POLICE DEPARTMENT	TRT BALLISTIC BODY ARMOR	-	-	14,000				14,000
Police Department	POLICE DEPARTMENT	ARMORED RESCUE RESPONSE VEHICLE	-	-	-				-
Police Department	POLICE DEPARTMENT	POLICE DEPARTMENT GROUNDS IMPROVE	-	-	650,000				650,000
Police Department	POLICE DEPARTMENT	SECURITY CAMERAS	-	-	130,000				130,000
Police Department	POLICE DEPARTMENT	FLEET MODEMS	-	-	192,115				192,115
Police Department	POLICE DEPARTMENT	ESU REPLACEMENT FIREARMS	-	-	75,000				75,000
Police Department	POLICE DEPARTMENT	MARINE UNIT	-	-	-	1,500,000			1,500,000
Police Department	POLICE DEPARTMENT	FEMALE LOCKER ROOM UPGRADE	-	-	-	140,000			140,000
Police Department	POLICE DEPARTMENT	CRISIS RESPONSE EQUIPMENT	-	-					
Police Department	POLICE DEPARTMENT	GAS PUMP REPLACEMENTS	-	-					
	POLICE DEPARTMENT Total		-	-	2,186,115	1,640,000	-	-	3,826,115
Police Department Total			-	-	2,186,115	1,640,000	-	-	3,826,115
Registrar of Voters	REG OF VOTERS	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			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			<====Out Years & 5 Year Total====>						
Division	Department	Request Title	CFO - FY 27 NET Capital Requests	Mayor recommended - FY 27 Capital	FY2028 Req	FY2029 Req	FY2030 Req	FY2031 Req	Tot 5 yr Req
Grand Total			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			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			10,725,620	10,725,620	63,801,916	10,073,898	7,297,209	3,330,294	95,228,937
City			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			19,225,000	19,225,000	7,975,000	8,500,000	8,500,000	8,750,000	54,000,000
WPCA			18,000,000	18,000,000	7,000,000	7,000,000	7,000,000	7,250,000	46,250,000
Parking Authority			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			27,221,288	28,704,288	49,972,000	39,715,000	30,080,000	28,335,000	175,323,288
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City of Norwalk
BET & City Council Finance Committee
Meeting

February 24, 2026



Tonight's Presentation

- Review credit rating methodology & current City ratings
- Current City debt position
- Authorized but unissued debt balances
- Forward debt load projections



Credit Rating Agencies

- Each rating agency evaluates credit risk based on its own methodology & weighs credit factors differently
- Both Moody's & S&P use a “scorecard” approach
 - Employ weighted average of certain key factors to develop indicative rating
 - Indicative rating adjusted for overriding factors (+/-) to develop final rating
- City has “Aaa” / “AAA” ratings from:
 - Moody's / S&P Global



Moody's Scorecard Factors

Economy

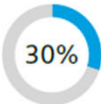


Resident income
●●●●●●●●●● 10%
Provides an indication of the relative strength of a local government's capacity to generate revenue at the local level.

Full value capita
●●●●●●●●●● 10%
Provides an indication of a local government's economic strength and capacity to generate revenue, even beyond levying taxes on real estate values.

Economic growth
●●●●●●●●●● 10%
Provides an indication of a local government's ability to continue generating the revenue necessary for the programs and services it provides.

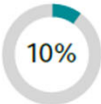
Financial performance



Available fund balance ratio
●●●●●●●●●●●●●●●● 20%
Provides insight into whether a local government's resources would be sufficient to bridge temporary budget imbalances.

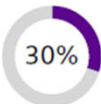
Liquidity ratio
●●●●●●●●●● 10%
Provides an indicator of a local government's most readily available liquid resources.

Institutional framework



Institutional framework
●●●●●●●●●● 10%
Represents the statutory and legal framework under which a city or county operates, which determines how much flexibility it has to increase revenue or reduce spending.

Leverage

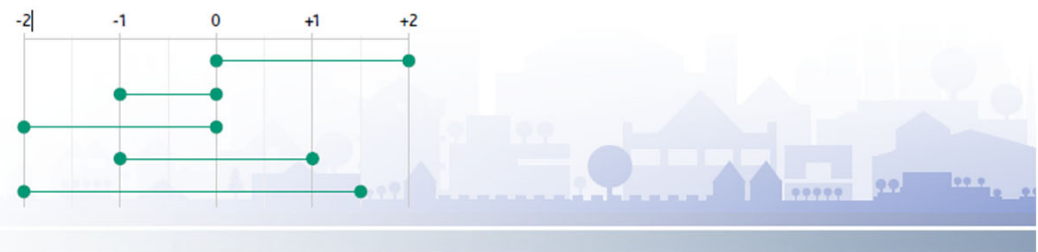


Long-term liabilities ratio
●●●●●●●●●●●●●●●● 20%
Provides a comprehensive view of a local government's leverage compared to the revenue that will support those obligations.

Fixed-cost ratio
●●●●●●●●●● 10%
Provides an indication of the annual financial burden associated with long-term liabilities relative to its revenue and provides, by proxy, the percentage of revenue that remains available to provide core services after fixed costs are paid.

Notching factors

- Additional strength in local resources
- Limited scale of operations
- Financial disclosures
- Potential cost shift to or from the state
- Potential for significant change in leverage





Moody's Methodology

- City scores “Aaa” for some but not all factors
- The City only scores a net “Aa” for Financial Performance (30%) due to:
 - “A” score for Available Fund Balance Ratio
 - “Aaa” score for Liquidity Ratio
- Moody's criteria applies equal weighting to debt, pension and OPEB liabilities
 - Equivalent weighting of only **10%** for debt.
 - The City's historically well funded pension and OPEB plans offset current/future debt load



Moody's Scorecard – August 2025

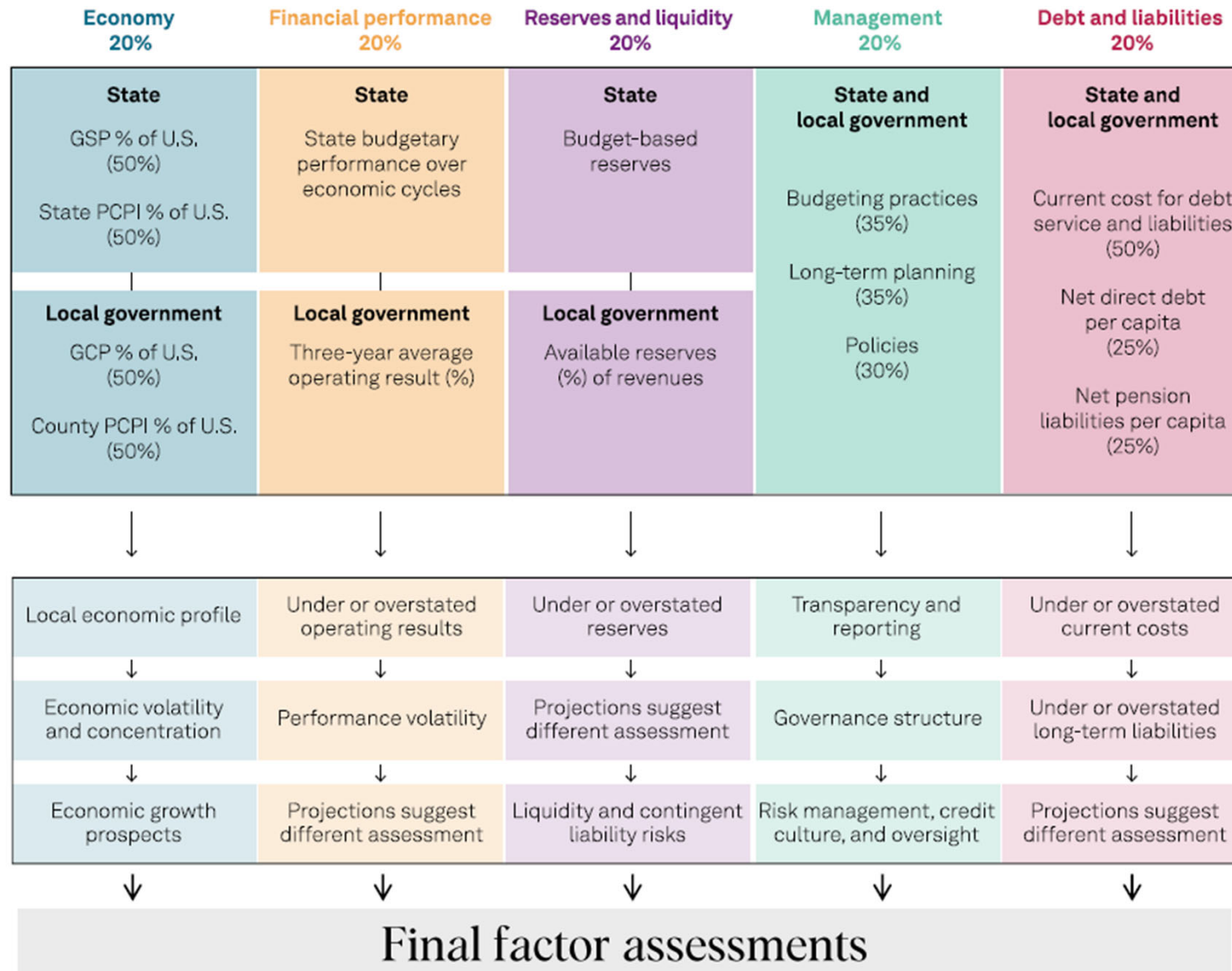
Exhibit 9
Norwalk (City of) CT

	Measure	Weight	Score
Economy			
Resident income ratio	125.9%	10.0%	Aaa
Full value per capita	301,125	10.0%	Aaa
Economic growth metric	-1.1%	10.0%	A
Financial Performance			
Available fund balance ratio	24.8%	20.0%	A
Liquidity ratio	51.8%	10.0%	Aaa
Institutional Framework			
Institutional Framework	Aa	10.0%	Aa
Leverage			
Long-term liabilities ratio	124.0%	20.0%	Aa
Fixed-costs ratio	8.3%	10.0%	Aaa
Notching factors			
No notchings applied			
Scorecard-Indicated Outcome			Aa2
Assigned Rating			Aaa

Moody's Credit Opinion dated September 2, 2025 – “The distinction between the scorecard-indicated and the assigned rating is in consideration of the nominal strength of the city's reserves and ongoing economic development within the city that somewhat offsets the weaker economic growth of the metro statistical area.”



S&P Scorecard Factors





S&P Scorecard – August 2025

Norwalk, Connecticut--credit summary

Institutional framework (IF)	1
Individual credit profile (ICP)	1.72
Economy	1.0
Financial performance	2
Reserves and liquidity	1
Management	1.35
Debt and liabilities	3.25

--Individual credit profile--											
	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6
1	aaa	aaa	aa+	aa	aa-	a+	a	a-	bbb	bb+	bb-



Debt Capacity (Moody's Criteria)

- Measurement is principal only
- Total General Fund debt load at 6/30/26 = \$438.7MM
 - Includes \$15MM in outstanding BANs
 - FY 25-26 principal payment = \$29.5MM
 - FY 26-27 principal payment = \$31.4MM
- Munistat February 2026 debt capacity = \$650MM
- Authorized but Unissued debt = \$102.4MM



Current Authorized but Unissued

Fiscal Year	A/U Balance
2012-13	\$150,000
2013-14	\$119,000
2015-16	\$565,000
2016-17	\$404
2017-18	\$500,426
2018-19	\$8,415,874
2019-20	\$4,082,437
2020-21	\$1,359,000
2021-22	\$1,222,269
2022-23	\$8,966,409
2023-24	\$14,621,827
2024-25	\$21,751,232
2025-26	\$36,487,322
Supp Appropriation	\$4,200,000
Total	\$102,441,200



Debt Waterfall

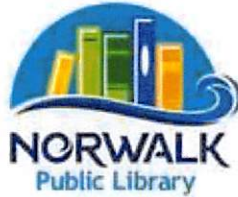
		Additions		Reductions				
	Starting	Amortize	New	School	Principal	Ending		
FY	Balance	A/U	Capital	Grants	Payments	Balance	Capacity	Variance
2026-27	438.68	20.49	62.50	(15.40)	(31.40)	474.87	650.00	175.13
2027-28	474.87	20.49	113.00	(68.75)	(32.52)	507.09	650.00	142.91
2028-29	507.09	20.49	44.00		(31.27)	540.31	650.00	109.69
2029-30	540.31	20.49	43.20		(27.99)	576.01	650.00	73.99
2030-31	576.01	20.49	41.40		(25.94)	611.96	650.00	38.04
2031-32	611.96	0.00	41.00		(23.22)	629.74	650.00	20.26

Note: New capital borrowings based on CFO's Capital Recommendation.
 Year of issuance may be different than year in which projects are approved.



Conclusions

- City's history of economic and financial stability are the foundation for its "Aaa"/"AAA" ratings
 - Historically strong liquidity/reserves, well funded pension and OPEB off-set debt load
 - As debt increases (weakness) City must maintain credit strength in other factors/metrics
 - Future financial (30%) performance will have a more significant impact on rating than debt (10%)
 - Reserve levels (i.e. Fund Balance & ISF) are already low relative to sector and geographic medians and must be maintained to preserve the current ratings



FEEES AND CAPACITY LIMITS

MAIN LIBRARY

word consistency

ROOM	OCCUPANCY LIMITS	PRICE
Children's Activity Room	49	\$150
Computer Lab	10	\$300
Conference Room	20 10	\$150
Judy Room	10	\$75
Large Study Room	10	\$75
Teen Room	30 Remove	\$150
Multipurpose Room - With Stage	175	\$350
Multipurpose Room - Without Stage	175	\$300
Multipurpose Room - 3/4	130 120	\$250
Multipurpose Room - 1/4 <i>Chess Room</i>	30 25	\$150

As labeled on door

SOUTH NORWALK (SONO)

ROOM	OCCUPANCY LIMITS	PRICE
Adult Reading Room	30 Remove	\$150
Baywater Children's Computer Lab	20	\$250 →
Children's Activity Room	10	\$100 \$150
Teen Room	10	\$75 \$150
Multipurpose/Community Room	120	\$250

Has 8 computers

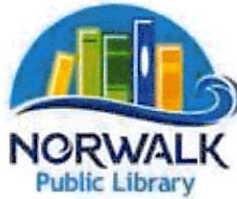
As labeled outside door

PROHIBITED

- Gambling
- Smoking
- Alcohol (except by permission of the Library Director)
- Religious Services
- Parties
- Heaters, electric hotplates or burners, open flames and sterno

Limit 10 → \$150 consistency

Approved by Norwalk Public Library Board of Directors, 5.11.23.



Norwalk Public Library Meeting Room Policy Effective May 12, 2023

Norwalk Public Library welcomes the use of its multipurpose rooms and meeting rooms for informational, educational, cultural and civic meetings. Adults 18 years of age and older may reserve rooms. Meeting rooms are available free of charge to Norwalk non-profit groups. All others, including individuals that plan to sell items and/or solicit future customers will be charged. Exceptions are made at the discretion of the Library Director.

All room reservations are on a first-come, first served basis. Library-sponsored events, and requests from City of Norwalk officials, however, have priority in the event of a conflict. All requests are subject to review and Norwalk Public Library has the right to deny the use of its facilities to individuals and organizations.

Organizations that meet regularly (the first Monday night of the month, for example) may book a maximum of four (4) meetings in advance, with the understanding that flexibility is necessary and that occasional changes to the meeting date, time and/or room may occur in order to accommodate other groups or uses.

Booking for a full day or full days for an entire week is allowed with the approval of the Library Director.

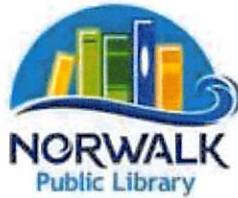
Usage of library meeting rooms should take place during library hours and conclude 15 minutes prior to closing to allow time for all visitors to exit the building by closing time.

The Main Library is open

DAYS	TIMES
Mondays and Tuesdays	10:00 a.m. - 5:30 p.m.
Wednesdays and Thursdays	10:00 a.m. - 8:00 p.m.
Fridays and Saturdays	10:00 a.m. - 5:30 p.m.
Sundays	1:00 p.m. - 5:00 p.m. (September - May)

The SoNo Library is open

DAYS	TIMES
Mondays and Tuesdays	12:00 p.m. to 8:00 p.m.
Wednesday - Saturday	10:00 a.m. to 5:30 p.m.
Sundays	1:00 p.m. to 5:00 p.m. (September - May)



TERMS

Applications must be completed by the event organizer or a designee and confirmed in writing by a library staff member for the booking to be considered valid.

Payment in full is due in advance of the meeting date to reserve fee-based room bookings.

All events not co-sponsored by the library must carry notice in the following language in type size no smaller than 10 pt:

The Norwalk Public Library is not responsible for the content of this meeting/program. Presentation of this meeting/program does not constitute endorsement by the Library or the City of Norwalk.

The event organizer or a designee agrees to alert attendees to any library flyers/brochures and/or library card applications that staff will leave on a designated table. Publicity is the responsibility of the sponsoring organization.

Publicity must clearly and accurately state time, place, title of event and sponsoring organizations.

An event requiring police supervision, as decided by library representatives, must be arranged and paid for by event organizer.

Food in the refrigerator and utensils and paper products in the cabinets belong to the library and are not available to groups or individuals using the library's facilities.

Cleanup is the responsibility of the event organizer or a designee. Cleanup includes bagging all garbage, cleaning off tabletops, picking up trash from the floor and washing out coffee pots. Damage, carpet stains etc. will be charged to the event organizer.

All meetings and programs must follow the Norwalk Public Library Code of Conduct.

ELEVATOR OUT OF SERVICE

STARTING MONDAY, APRIL 20

**WE APOLOGIZE FOR
THE INCONVENIENCE.**

**The elevator will be replaced and
out of service Monday, April 20 - June 30.
The lower level and top level of the library
will remain accessible via stairway.**

ASSISTANCE WILL BE AVAILABLE AT THE REFERENCE DESK.



Contact: Luis Ayala
Adult Services Manager
Tel. 203.899.2780 ext. 15111
Email: layala@norwalkpl.org

For Immediate Release

Wednesday, April 8, 2026

U.S. Passport Services Return to Norwalk Public Library

NORWALK, Conn. — Norwalk Public Library, 1 Belden Ave., officially reinstated passport application services on Monday, April 6, 2026. The service will process new U.S. passport applications (DS-11) for adults and children under 16, by appointment only.

Passport renewals are completed online or by mail through the U.S. Department of State and will not be offered by the library.

Appointments can be made during library hours.

To schedule an appointment, patrons may call the reference desk at 203.899.2780 x15109 or email information@norwalkpl.org. Online booking will be available soon. Patrons can also contact the library for more information on fees, processing times, and required passport documents.

Please be advised that Norwalk Public Library does not provide passport photo services. Patrons are recommended to use Walgreens, CVS, or Staples for photo inquiries.

For more information on the library's reinstated U.S. passport service, please visit norwalkpl.org or contact Luis Ayala, Adult Services Manager, phone: 203.899.2780 x15111 or email layala@norwalkpl.org.

Norwalk Public Library, with our open access to diverse resources, serves as the information and cultural center for Norwalk's citizens and businesses. For more information about Norwalk Public Library's programs and services, please visit our website: norwalkpl.org.

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One Book, One Community Book List

Fiction Books

Title	Author	Plot
The Water Dancer	Ta-Nehisi Coates	An enslaved man with a mysterious power to transport people uses memory and storytelling in his journey toward freedom and self-discovery.
James	Percival Everett	This novel retells <i>Huckleberry Finn</i> from Jim's perspective, centering his experience as a fugitive slave and reclaiming his voice.
The Vanishing Half	Brit Bennett	Twin sisters choose different racial identities as adults, and their lives remain intertwined through secrets and their daughters.
Heated Rivalry	Rachel Reid	Two rival NHL players maintain a secret, decade-long romantic relationship while navigating their public careers.
This Close to Okay	Leesa Cross-Smith	A therapist and a man she saves from suicide form a deep connection over a life-changing weekend.
The Space Trilogy 1.Out of the Silent Planet 2.Perelandra 3.That Hideous Strength	C.S. Lewis	A man travels to other planets, confronting moral and spiritual questions about good, evil, and humanity.
The Wedding People	Alison Espach	A lonely woman impulsively checks into a luxury hotel hosting a wedding and unexpectedly becomes entangled in the lives, and emotional unraveling, of the wedding party.
Atmosphere	Taylor Jenkins Reid	Set against the backdrop of the 1980s space shuttle program, a brilliant scientist navigates ambition, identity, and love while chasing a place among the stars.
The Names	Florence Knapp	A woman's life, and sense of self, fractures and reforms as she confronts the power, weight, and hidden histories carried within names.
Sisters in Arms	Kaia Alderson	A Heartwarming Historical Novel of the Daring, First Black Women Who Served in the Six Triple Eight During World War II

Non-Fiction Books

Title	Author	Plot
Lovely One: A Memoir	Ketanji Brown Jackson	Ketanji Brown Jackson shares her journey from a family shaped by segregation to becoming the first Black woman on the U.S. Supreme Court.
The Black Family Who Built America: The McKissacks, Two Centuries of Daring Pioneers	Cheryl McKissack Daniel	This book chronicles the McKissack family's rise as pioneers of a major Black-owned construction firm over two centuries.
The Poetry of Robert Frost: The Collected Poems, Complete and Unabridged	Robert Frost	A complete collection of Frost's poetry explores nature, rural life, and profound human themes in accessible language.
I'm Still Here	Austin Channing Brown	Brown reflects on her experiences navigating race and identity in predominantly white spaces.
Dealing with Feeling: Harness Your Emotions to Create the Life You Want	Marc Brackett	Brackett explains how understanding and managing emotions can improve relationships, decision-making, and overall well-being.
What Unites Us: Reflections on Patriotism	Dan Rather & Elliot Kirschner	Dan Rather reflects on the core values that define American identity and encourage unity during times of division.
What Unites Us: The Graphic Novel (World Citizen Comics)	^ Tim Foley (Illustrator)	^
The Memoirs of St. Peter: A New Translation of the Gospel According to Mark	Michael Pakaluk	This book reimagines the Gospel of Mark as the firsthand memoirs of St. Peter, presenting the text in a vivid,

		narrative style meant to highlight its historical and personal dimensions.
<i>Continue to the back</i>		
Driftin' on a Memory: Celebrating Seventy Years of The Isley Brothers	Trenton Bailey	Chronicling the long and influential career of The Isley Brothers, Bailey explores their impact on American music across genres and generations.
On Healing: Finding Wholeness Beyond the Limits of Medicine	Amitha Kalaichandran	Kalaichandran examines healing as a broader concept than just medical treatment, emphasizing emotional, social, and spiritual well-being.
Eat Your Ice Cream: Six Simple Rules for a Long and Healthy Life	Ezekiel J. Emanuel	Emanuel offers practical, common-sense guidelines for living a longer, healthier life rooted in moderation, enjoyment, and personal responsibility.