REGULAR MEETING – FINANCE & CLAIMS COMMITTEE
AGENDA
SEPTEMBER 10, 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.

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I. CALL TO ORDER

II. ROLL CALL

III. ACCEPTANCE OF MINUTES

A. Regular Meeting: 07-09-26

IV. PUBLIC PARTICIPATION

V. REPORTS

A. Oak Hills Park Authority Monthly Financial Statements for May and June 2026 and FY27 Budget Annual Detail

B. Narrative on Tax Collections dated August 2026

C. Monthly Tax Collector's Reports dated June 2026 and June 2026 Advance Collections

D. Claims Committee Report dated August 2026

E. Tax Assessor Report

VI. <u>OLD BUSINESS</u>

VII. <u>NEW BUSINESS</u>

A. BE IT RESOLVED, that a transfer of Planning & Zoning capital funds of $50,000 from account 09243730-5777-C0675 (Norden Study) and $28,000 from account 09243730-5777-C0676 (General Code Map Link) to the Norwalk Redevelopment Agency, to be combined with $72,000 from a USDOT grant, for the purposes of developing design guidelines for the CD-4 zone is approved.

B. 1. ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Capstone for PebbleGo software, for an amount not to exceed $31,566.60, account 09275010-5777-C0112 INSTRUCTIONAL TECHNOLOGY.

2. ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Imagine Learning for Edgenuity software, for an amount not to exceed $46,640, account 09275010-5777-C0112 INSTRUCTIONAL TECHNOLOGY.

3. ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Khan Academy for software, for an amount not to exceed $48,000, account 09275010-5777-C0112 INSTRUCTIONAL TECHNOLOGY.

4. ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Otus for software, for an amount not to exceed $139,614.85, account 09275010-5777-C0112 INSTRUCTIONAL TECHNOLOGY.

5.ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Vista Higher Learning for software, for an amount not to exceed $54,438.00, account 09275010-5777-C0112

6.ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Follett Software LLC, for software, for an amount not to exceed $25,931.79, account 09275010-5777-C0112

7.ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Ambient AI for software, for an amount not to exceed $122,880.00, account 09275010-5777-C0112

C. Authorize the Mayor, Barbara C. Smyth, accepting the U.S. Alliance for Relection Excellence grant funding in the amount of $15,000

D. 1. Authorize an Appropriation for Norwalk Transit District in the amount of $100,000 in FYE 2027 from the Municipal Grant-in-Aid Funding account to 580000-5796-AID02.

2. Authorize an Appropriation for Department of Public works in the amount of $720,000 for Snow and Ice removal in FYE 2027 from the Municipal Grant-in-Aid Funding to account 580000-5796-AID03. Allocation is $430,000 for Salt, $250,000 for Overtime, and $40,000 for Machinery & Equipment.

3. Authorize an Appropriation for Department of Public works in the amount of $250,000 for Centralized Fleet Maintenance in FYE 2027 from the Municipal Grant-in-Aid Funding to account 580000-5796-AID04.

4. Authorize an Appropriation for Department of Public works in the amount of $2,030,000 for Operations Maintenance & Repair in FYE 2027 from the Municipal Grant-in-Aid Funding to account 580000-5796-AID05. Allocation is $1,780,000 to Full-Time Salaries and $250,000 to Tree Maintenance & Repair Full-Time Salaries.

E. 1. RESOLUTION TO TRANSFER UNEXPENDED FUNDS TO A NEW PROJECT
BE IT RESOLVED, that a capital appropriation of $172,687.59 is hereby transferred from the Combined Dispatch Capital Project for the Communications Upgrade (account # 09213610-5777-C0638) to the City's Police Department for the purchase of new Event Barriers. Funds will be appropriated to a new account to be established upon final approval from the City Council.

2. Authorize the City of Norwalk Purchasing Agent to execute a sole source purchase order on behalf of the Norwalk Police Department to Meridian Rapid Defense Group for the purchase of one (1) Meridian Rapid Defense Group Archer Trailer kit under General Services Administration (GSA #47QSWA19D001F) for a total not to exceed ($172,687.59). Account number to be designated.

VIII. <u>ADJOURNMENT</u>

CITY OF NORWALK
FINANCE & CLAIMS COMMITTEE
REGULAR MEETING
JULY 9, 2026
BY ZOOM VIRTUAL MEETING

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I. CALL TO ORDER

Chair Frayer called the meeting to order at 7:00 p.m. There was a quorum present.

II. ROLL CALL

ATTENDANCE: James Frayer, Chair; Johan Lopez, Vice Chair; Richard Dellinger, Nicole Eaddy, Brian Bailey
STAFF: Jared Schmitt, Chief Financial Officer; Joyce Liu, IT Director; Sharon Conners, Purchasing Agent; Chitsamay Lam, Comptroller; Ralph Valenzisi, BOE
OTHERS: Majority Leader Jalin Sead

Chair Frayer acknowledged those present as noted above.

III. ACCEPTANCE OF MINUTES

A. REGULAR MEETING: 06-11-2026

****MR. DELLINGER MOVED TO ACCEPT THE MINUTES OF 6-11-26**
****MR. DELLINGER REQUESTED TO HAVE ALAN DUTTON AND DENISE BROWN OF OAK HILLS PARK NAMES MOVED FROM STAFF TO OTHERS.**
****MOTION PASSED UNANIMOUSLY WITH CHANGES**

IV. PUBLIC PARTICIPATION

There was no Public Participation.

Public participation closed at 7:04p.m.

V. REPORTS

A. OAK HILLS PARK AUTHORITY MONTHLY FINANCIAL STATEMENTS FOR MAY 2026 AND FY27 BUDGET ANNUAL DETAIL

**CHAIR FRAYER TABLED THE REPORT TO THE NEXT MEETING

B. NARRATIVE ON TAX COLLECTIONS

Chair Frayer gave a brief overview.

****MS. EADDY MOVED TO ACCEPT THE NARRATIVE ON TAX COLLECTIONS**
****MOTION PASSED UNANIMOUSLY**

C. MONTHLY TAX COLLECTOR'S REPORTS DATED MAY 2026

Chair Frayer gave a brief overview.
Updates on the cannabis revenue from the Chief Financial Officer, Jared Schmitt.

****MS. EADDY MOVED TO ACCEPT THE NARRATIVE ON TAX**

COLLECTIONS
****MOTION PASSED UNANIMOUSLY**

D. **CLAIMS COMMITTEE REPORT DATED JULY 2026**

****MR. DELLINGER MOVED TO ACCEPT THE CLAIMS COMMITTEE REPORT DATED JULY 2026 AS SUBMITTED**
****MOTION PASSED UNANIMOUSLY**

E. **TAX ASSESSOR REPORT**

**CHAIR FRAYER TABLED THE REPORT TO THE NEXT MEETING

F. **PURCHASING REPORT**

Updates from the Purchasing Agent, Sharon Conners

****MR. DELLINGER MOVED TO ACCEPT THE PURCHASING REPORT**
****MOTION PASSED UNANIMOUSLY**

VI. OLD BUSINESS

There was no report on Old Business.

VII. NEW BUSINESS

Chair Frayer read Items A1-A6 together.

A. **1. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO BRISK TEACHING, FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $34,500, ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.**

2. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO EXEMPLARS INC., FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $29,575, ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.

3. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO CDW EDUCATION, FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $211,200, ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.

4. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO LAZEL INC., FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $100,133.04,

ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.

5. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO MAGIC SCHOOL INC., FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $20,542, ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.

6. AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO ROCKETLIT INC., FOR SOFTWARE, FOR AN AMOUNT NOT TO EXCEED $31,729.50, ACCOUNT 09275010-5777-C0112, AND FORWARD TO THE COMMON COUNCIL FOR FURTHER ACTION.

Updates from Assistant Superintendent of Digital Learning & Innovation, Mr. Valenzisi

****MS. EADDY MOVED ITEMS A1-A6**
****MOTION PASSED UNANIMOUSLY**

B.

Authorize the Mayor to accept a State and Local Cybersecurity Grant Program (SLCGP) award in the amount of $24,000 and to execute all required grant documents. The grant requires a City match of $6,000, for a total project value of $30,000.

City match account: 011370-574C.

Updates from I.T. Director, Joyce Liu

****MR. BAILEY MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

C. **AUTHORIZE THE PURCHASING AGENT TO ISSUE A PURCHASE ORDER TO TOTAL COMMUNICATIONS, INC. FOR A THREE-YEAR PURE STORAGE SUPPORT AND MAINTENANCE RENEWAL, INCLUDING A CONTROLLER UPGRADE UNDER THE EVERGREEN GOLD/FOREVER SUPPORT PROGRAM, FOR THE PERIOD OF AUGUST 2, 2026, THROUGH AUGUST 1, 2029, UTILIZING CONNECTICUT NASPO CONTRACT #23PSX0163AE-8. TOTAL COST NOT TO EXCEED $87,630.39.**
ACCOUNT ALLOCATION: 011370-574C

Updates from I.T. Director, Joyce Liu

****MR. BAILEY MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

D. **RESOLUTION: REQUESTING FOR THE DEPARTMENT OF PUBLIC WORKS' PAVING PROJECTS THE AMOUNT OF $800,000 FROM THE MUNICIPAL GRANT IN AID (MGIA) – 2026 ALLOCATION. ACCOUNT 580000-5796-AID10 PAVING DPW MUNICIPAL AID**

Updates from Chief Financial Officer, Jared Schmitt

****MR. DELLINGER MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

E. **RESOLUTION: REQUESTING FOR THE DEPARTMENT OF PUBLIC WORKS A TRANSFER OF CAPITAL FUNDING FROM VETERANS MEMORIAL (ACCOUNT # 09246030-5777-C0367) IN THE AMOUNT OF $700,000 TO CALF PASTURE BEACH (ACCOUNT # 09266030-5777-C0365) FOR CONSTRUCTION OF THE PAVILION.**

Updates from Chief Financial Officer, Jared Schmitt

****MR. BAILEY MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

VIII. ADJOURNMENT

Ms. Eaddy moved to adjourn.
Motion passed unanimously.
The meeting was adjourned at 7:57 p.m.

Respectfully Submitted,
Monique Cipriano

Oak Hills Park Authority
May 2026 Financial Commentary

Operations Updates:

- Golf revenue rounds and cart rounds performed above budget for the first eleven months of FY26, with Discount ID cards coming in slightly under budget but catching up.
- The Fiscal 2027 budget (ending 6/30/27) was voted on and approved by the Authority.
- The year-end audit begins at the end of July.

YTD Financial Highlights:

- FY26 YTD net operating income was over budget by $235k and we ended March with a $760k cash balance which includes $85k in the capital reserve bank account.
    - Revenue was over-budget by $273k thanks to strong golf rounds.
    - Expenses were over-budget by $38k due to building and equipment maintenance, offset by wages and benefits.
- OHPA made $107k in repayments to the City for the first eleven months of the fiscal year.
- OHPA has invested in higher-than-normal capital improvements throughout the course of the year with a focus on bunkers in the first half of the fiscal year.

Other:

- As part of our initiative of investing and diversifying excess cash, we continue to have money spread out among three banks in various types of interest-bearing accounts.

Updated through *5/31/2026*

Fiscal Year To Date

		Budget	Actuals	Variance	Var %	Comments
Sales	Revenue Rounds	36,882	38,409	1,527	4.1%	Other than a drop over the winter due to closure, utilization remains high throughout the year
	Non-Revenue Rounds	3,713	3,353	(360)	-9.7%	Less season passholder rounds than anticipated
	Total Rounds	**40,595**	**41,762**	1,167	2.9%	
	Carts	21,180	23,965	2,785	13.1%	Budgeted carts may have been too low
	ID Cards	1,100	1,074	(26)	-2.4%	ID card sales in Spring have made up for the very sluggish start to 2026

		Budget	Actuals	Variance	Var %	Comments
P&L	Golf Revenue	2,052,596	2,325,614	273,018	13.3%	Driven primarily by greens fees
	Tennis Revenue	39,800	37,800	(2,000)	-5.0%	
	Restaurant Revenue	41,500	44,353	2,853	6.9%	First Quarter rev share was slightly higher than anticipated
	Other Revenue	42,082	41,308	(774)	-1.8%	
	Total Revenue	**2,175,978**	**2,449,075**	**273,097**	**12.6%**	
	Management Salary	264,872	230,587	(34,285)	-12.9%	No Head Golf Pro from November through February
	Operations Salary	256,425	276,329	19,904	7.8%	Overall higher staffing
	Maintenance Salary	502,218	486,465	(15,753)	-3.1%	Overall lower staffing
	Employee Benefits	156,326	136,901	(19,425)	-12.4%	Driven mostly by lower than expected Health Insurance
	Administrative	210,416	239,411	28,995	13.8%	CC fees, professional exp and office expense over-budget, offset by various line items
	Interest & Insurance	130,890	127,367	(3,523)	-2.7%	
	Sales & Operations	10,847	8,775	(2,072)	-19.1%	
	Park Maintenance	227,521	242,851	15,330	6.7%	Higher water and grass treatment costs, offset by lower grounds maintenance and tree maintenance
	Park Equipment	97,834	153,192	55,358	56.6%	Driven by higher building and equipment maintenance expenses due to the age of both categories
	Carts	49,830	43,185	(6,645)	-13.3%	Cart lease ended one month earlier than budgeted offset by higher property taxes than estimated
	Tennis	-	-	-		
	Operating Expense	**1,907,179**	**1,945,063**	**37,884**	**2.0%**	
	Net Operating Income	**268,799**	**504,012**	**235,213**	**87.5%**	
Balance Sheet	Capital Improvements	(324,500)	(417,748)	(93,248)	28.7%	Bunkers, air handlers, water heater, asphalt striping, improvements to structures and new water well
	Line of Credit Balance	-	-	-		
	Capital Reserve Cash Bal	98,627	84,961	(13,666)	-13.9%	Portion of cash restricted for capital improvements per our lease requirements
	Cash Balance	429,670	675,128	245,458	57.1%	Net operating income overage less cap ex overage, deferred revenue from annual pass sales

Updated through *5/31/2026*

Rest of Fiscal Year

		Budget	Proj.	Variance	Var %	Comments
Sales	Revenue Rounds	6,825	6,962	137	2.0%	Projections are slightly higher than Budget
	Non-Revenue Rounds	687	687	-	0.0%	Projections are still in line with Budget
	Total Rounds	7,512	7,649	137	1.8%	
	Carts	3,919	3,919	-	0.0%	Projections are still in line with Budget
	ID Cards	100	100	-	0.0%	Projections are still in line with Budget

		Budget	Proj.	Variance	Var %	Comments
P&L	Golf Revenue	358,657	387,350	28,693	8.0%	Projections are slightly higher than Budget
	Tennis Revenue	10,400	10,400	-	0.0%	Projections are still in line with Budget
	Restaurant Revenue	11,000	11,000	-	0.0%	Projections are still in line with Budget
	Other Revenue	3,918	3,918	-	0.0%	Projections are still in line with Budget
	Total Revenue	**383,975**	**412,668**	**28,693**	**7.5%**	
	Salaries	116,854	119,191	2,337	2.0%	Projections are slightly higher than Budget
	Employee Benefits	17,256	17,256	-	0.0%	Projections are still in line with Budget
	Administrative	18,156	18,519	363	2.0%	Projections are slightly higher than Budget
	Debt Service & Insurance	12,818	12,818	-	0.0%	Projections are still in line with Budget
	Sales & Operations	1,553	1,553	-	0.0%	Projections are still in line with Budget
	Park Maintenance	39,679	40,076	397	1.0%	Projections are slightly higher than Budget
	Park Equipment	9,166	9,166	-	0.0%	Projections are still in line with Budget
	Carts	2,590	2,590	-	0.0%	Projections are still in line with Budget
	Tennis	-	-	-		
	Operating Expense	**218,072**	**221,169**	**3,097**	**1.4%**	
	Uncategorized Exp/Rev					
	Net Operating Income	**165,903**	**191,499**	**25,596**	**15.4%**	
Balance Sheet	Capital Improvements	(20,000)	(5,000)	15,000	-75.0%	Authority voted to increase capex budget mostly due to needs for new air handlers at Clubhouse
	Line of Credit Balance	-	-	-		We do not expect to borrow during the remainder of this fiscal year.
	Capital Reserve Cash Bal	99,627	104,886	5,259	5.3%	Portion of cash restricted for capital improvements per our lease requirements
	Cash Balance	528,075	799,129	271,054	51.3%	

Oak Hills Park Authority
FY26 Actual vs. Budget

	May Act	May Bud	Var $	Var %	YTD Act	YTD Bud	Var $	Var %
REVENUE								
4000 · REVENUES								
4001 · Golf Revenue								
4010 · Golf Fees	$282,310	$207,351	$74,959	36.2%	$1,575,047	$1,283,344	$291,703	22.7%
4020 · I.D. Cards	$28,481	$29,048	-$567	-2.0%	$156,727	$166,866	-$10,139	-6.1%
4025 · Season Pass	$9,101	$8,810	$291	3.3%	$96,004	$98,530	-$2,526	-2.6%
4030 · Tournament Fees	$14,580	$18,995	-$4,415	-23.2%	$102,249	$99,528	$2,721	2.7%
4050 · Cart Revenue	$67,446	$65,021	$2,425	3.7%	$388,436	$402,432	-$13,996	-3.5%
4060 · Golf Revenue - Gift Certif.	$1,255	$1,245	$10	0.8%	$20,744	$18,755	$1,989	10.6%
4070 · Gift & Rain Checks Redeemed	-$4,405	-$2,937	-$1,468	50.0%	-$18,802	-$16,858	-$1,944	11.5%
4090 · Merchandise Sales	$177	$0	$177	0.0%	$8,147	$0	$8,147	0.0%
4091 · Merchandise Rentals	$1,670	$0	$1,670	0.0%	$3,899	$0	$3,899	0.0%
Total 4001 · Golf Revenue	**$400,616**	**$327,534**	**$73,082**	**22.3%**	**$2,332,452**	**$2,052,597**	**$279,855**	**13.6%**
4100 · Tennis Revenue	$8,400	$10,400	-$2,000	-19.2%	$37,800	$39,800	-$2,000	-5.0%
4200 · Rental Income	$2,000	$2,000	$0	0.0%	$22,000	$22,000	$0	0.0%
4300 · Investment Income	$830	$1,625	-$795	-48.9%	$13,763	$17,875	-$4,112	-23.0%
4400 · Misc. Income	$500	$322	$178	55.1%	$5,545	$2,207	$3,338	151.3%
4600 · Restaurant Income	$2,000	$2,000	$0	0.0%	$44,353	$41,500	$2,853	6.9%
Total Other Revenue	**$13,730**	**$16,347**	**-$2,617**	**-16.0%**	**$123,461**	**$123,382**	**$79**	**0.1%**
50000 · COST OF GOODS SOLD								
50000 · COGS - Merchandise	**$93**	**$0**	**-$93**	0.0%	**$6,837**	**$0**	**-$6,837**	0.0%
TOTAL GROSS PROFIT	**$414,254**	**$343,881**	**$70,558**	**20.5%**	**$2,449,075**	**$2,175,978**	**$273,096**	**12.6%**
EXPENSE								
5000 · PERSONNEL EXPENSE								
5010 · Management Salary	$24,460	$24,127	-$333	-1.4%	$230,587	$264,872	$34,285	12.9%
5030 · Operations	$45,025	$35,650	-$9,375	-26.3%	$275,835	$256,425	-$19,411	-7.6%
5040 · Operations O/T	-$74	$0	$74	0.0%	$494	$0	-$494	0.0%
5050 · Course Personnel	$34,332	$29,779	-$4,553	-15.3%	$323,513	$325,699	$2,186	0.7%
5060 · Course Personnel O/T	$600	$0	-$600	0.0%	$5,977	$0	-$5,977	0.0%
5070 · Seasonal Personnel	$29,179	$23,861	-$5,319	-22.3%	$154,698	$176,519	$21,821	12.4%
5080 · Seasonal Personnel O/T	$148	$0	-$148	0.0%	$2,277	$0	-$2,277	0.0%
Total 5000 · PERSONNEL EXPENSE	**$133,670**	**$113,417**	**-$20,254**	-17.9%	**$993,382**	**$1,023,515**	**$30,134**	2.9%
5200 · EMPLOYEE BENEFITS								
5210 · Payroll Taxes	$10,169	$8,474	-$1,695	-20.0%	$75,395	$76,272	$876	1.1%
5230 · State Unemployment	$2,236	$2,921	$685	23.4%	$22,715	$20,032	-$2,683	-13.4%
5250 · Health Insurance	$3,004	$3,453	$450	13.0%	$21,715	$37,956	$16,242	42.8%
5260 · Workmans Compensation	$1,269	$1,883	$614	32.6%	$12,283	$15,782	$3,499	22.2%
5270 · Retirement Plans	$447	$534	$87	16.2%	$4,794	$6,284	$1,491	23.7%
Total 5200 · EMPLOYEE BENEFITS	**$17,125**	**$17,265**	**$140**	0.8%	**$136,901**	**$156,326**	**$19,426**	12.4%
5400 · ADMINISTRATIVE EXPENSES								
5420 · Telephone	$722	$809	$87	10.7%	$9,043	$8,901	-$142	-1.6%
5430 · Professional Fees	$3,500	$3,271	-$229	-7.0%	$41,509	$35,979	-$5,529	-15.4%
5436 · Advertising	$1,000	$664	-$336	-50.6%	$6,128	$6,764	$636	9.4%
5440 · Office Expense	$2,834	$2,578	-$255	-9.9%	$31,545	$21,753	-$9,791	-45.0%
5441 · Bank Charges	$0	$0	$0	0.0%	$140	$50	-$90	-180.0%
5442 · Credit Card Fees	$9,037	$6,775	-$2,262	-33.4%	$60,501	$46,091	-$14,410	-31.3%
5445 · Postage	$0	$0	$0	0.0%	$198	$200	$2	1.0%
5450 · Training and Dues	$0	$324	$324	100.0%	$3,422	$2,696	-$727	-27.0%
5455 · Meals and Entertainment	$0	$100	$100	100.0%	$806	$1,100	$294	26.7%
5461 · Authority Secretarial Services	$0	$142	$142	100.0%		$1,558	$1,558	100.0%
5469 · Other Outside Services	$823	$826	$3	0.4%	$9,041	$9,009	-$32	-0.4%
5470 · Other Administrative	$547	$958	$412	43.0%	$7,179	$10,542	$3,363	31.9%
5480 · Utilities	$10,106	$8,648	-$1,458	-16.9%	$104,781	$99,773	-$5,008	-5.0%
5481 · Utilities Reimbursement	$0	$0	$0	0.0%	-$34,881	-$34,000	$881	-2.6%
Total 5400 · ADMINISTRATIVE EXPENSES	**$28,568**	**$25,096**	**-$3,473**	-13.8%	**$239,411**	**$210,416**	**-$28,995**	-13.8%
5500 · DEBT SERVICE AND INSURANCE								

Oak Hills Park Authority
FY26 Actual vs. Budget

	May Act	May Bud	Var $	Var %	YTD Act	YTD Bud	Var $	Var %
5500 · Liability Insurance	$10,665	$11,156	$491	4.4%	$111,127	$112,603	$1,475	1.3%
5520 · Interest	$1,268	$1,662	$395	23.7%	$16,240	$18,287	$2,047	11.2%
Total 5500 · DEBT SERVICE AND INSURANCE	**$11,932**	**$12,818**	**$886**	6.9%	**$127,367**	**$130,890**	**$3,522**	2.7%
5600 · SALES AND OPERATIONS								
5630 · Pro Shop Software	$555	$325	-$230	-70.8%	$5,460	$3,575	-$1,885	-52.7%
5640 · Golf Pro Supplies	$470	$468	-$2	-0.5%	$2,887	$4,072	$1,184	29.1%
5680 · Golf Pro Work Clothes	$0	$800	$800	100.0%	$428	$3,200	$2,772	86.6%
Total 5600 SALES AND OPERATIONS	**$1,025**	**$1,593**	**$568**	35.6%	**$8,775**	**$10,847**	**$2,072**	19.1%
5700 · PARK MAINTENANCE								
5710 · Water	$4,175	$2,528	-$1,648	-65.2%	$68,494	$58,381	-$10,113	-17.3%
5715 · Nature and Open Space	$5,938	$1,000	-$4,938	-493.8%	$9,126	$6,800	-$2,326	-34.2%
5720 · Heating Fuel	$2,405	$1,933	-$472	-24.4%	$13,670	$15,563	$1,893	12.2%
5730 · Grounds Maintenance	$238	$2,462	$2,224	90.3%	$20,935	$33,324	$12,389	37.2%
5740 · Tree Maintenance	$0	$0	$0	0.0%	$0	$4,800	$4,800	100.0%
5751 · Agriculture&Chemicals-Purch	$7,887	$20,716	$12,829	61.9%	$107,566	$94,783	-$12,783	-13.5%
5752 · Agriculture/Chemicals Utilized	$31,821	$0	-$31,821	0.0%	$4,012	$0	-$4,012	0.0%
5760 · Irrigation Maintenance	$1,194	$897	-$298	-33.2%	$9,575	$7,542	-$2,034	-27.0%
5770 · Consumable Tools	$0	$299	$299	100.0%	$3,270	$2,228	-$1,042	-46.8%
5780 · Tee and Green Supplies	$0	$0	$0	0.0%	$6,166	$3,932	-$2,234	-56.8%
5795 · Janitorial Supplies	$37	$0	-$37	0.0%	$37	$168	$131	78.2%
Total 5700 · PARK MAINTENANCE	**$53,695**	**$29,835**	**-$23,860**	-80.0%	**$242,851**	**$227,521**	**-$15,329**	-6.7%
5800 · PARK EQUIPMENT								
5800 · Equipment Maintenance	$4,062	$3,884	-$179	-4.6%	$58,773	$35,617	-$23,155	-65.0%
5810 · Equipment Rental	$0	$0	$0	0.0%	$0	$500	$500	100.0%
5820 · Building Maintenance	$14,131	$3,780	-$10,350	-273.8%	$82,758	$42,767	-$39,990	-93.5%
5840 · Small Equipment	$24	$0	-$24	0.0%	$3,413	$2,595	-$818	-31.5%
5860 · Gasoline/Diesel Fuel	$0	$1,451	$1,451	100.0%	$7,553	$15,229	$7,676	50.4%
5880 · Employee work clothes	$199	$375	$176	47.0%	$695	$1,125	$430	38.2%
Total 5800 · PARK EQUIPMENT	**$18,416**	**$9,490**	**-$8,926**	-94.1%	**$153,192**	**$97,834**	**-$55,358**	-56.6%
6000 · CART EXPENSE								
6010 · Cart Lease Expense	$0	$0	$0	0.0%	$23,880	$21,320	-$2,560	-12.0%
6020 · Electricity	$1,270	$1,854	$583	31.5%	$12,319	$17,879	$5,561	31.1%
6030 · Maintenance	$114	$656	$543	82.7%	$2,563	$6,230	$3,667	58.9%
6050 · Cart Insurance	$400	$400	$0	0.0%	$4,400	$4,400	$0	0.0%
6060 · Misc. Cart Expense	$0	$0	$0	0.0%	$23	$0	-$23	0.0%
Total 6000 · CART EXPENSE	**$1,784**	**$2,910**	**$1,126**	38.7%	**$43,185**	**$49,830**	**$6,645**	13.3%
TOTAL OPERATIONAL EXPENSE	**$266,216**	**$212,422**	**-$53,793**	-25.3%	**$1,945,063**	**$1,907,179**	**-$37,884**	-2.0%
TOTAL OPERATIONAL NET INCOME	**$148,038**	**$131,459**	**$16,579**	12.6%	**$504,012**	**$268,800**	**$235,212**	87.5%
Restructured City Debt	$11,239	$10,371	-$868	-8.4%	$118,274	$113,768	-$4,506	-4.0%
Commercial Debt	$29,483	$30,000	$517	1.7%	$114,441	$167,853	$53,412	31.8%
Total BS Debt Payments	**$40,722**	**$40,371**	**-$351**	-0.9%	**$232,715**	**$281,621**	**$48,906**	17.4%
NET INCOME BEFORE CAPITAL EXPENSES	**$148,038**	**$131,459**	**$16,579**	12.6%	**$504,012**	**$268,800**	**$235,212**	87.5%
8000 · OTHER EXPENSE								
8000 · Depreciation/Amortization								
8000 · Depreciation/Amort Non Cash	$32,232	$34,583	$2,351	6.8%	$354,552	$380,417	$25,865	6.8%
8001 · Capital projects								
8100 - Capital Proj Cash	$15,778	$7,500	-$8,278	-110.4%	$417,748	$324,500	-$93,248	-28.7%
8101 - Capital Proj Financed	$0	$0	$0	0.0%	$0	$0	$0	0.0%
8006 · Disposed Assets	$0	$0	$0	0.0%	-$4,980	$0	$4,980	0.0%
Capital Contribution	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total 8000 · OTHER EXPENSE	$32,232	$34,583	-$5,927	6.8%	$349,572	$380,417	-$62,403	8.1%
NET INCOME	**$115,806**	**$96,876**	**$18,930**	19.5%	**$154,440**	**-$111,617**	**$266,057**	-238.4%

OAK HILLS PARK AUTHORITY
Balance Sheet FY26
As of May 31, 2026

	Total			
	As of May 31, 2026	As of May 31, 2025 (PY)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
1000 Cash				
1021 NBT Money Market	261,355.59	237,104.87	24,250.72	10.23%
1022 NBT Payment Account	-59,939.58	-69,105.55	9,165.97	13.26%
1023 NBT Rent Escrow Sec Apt Right	1,801.00	1,801.00	0.00	0.00%
1024 NBT Capital Reserve Savings Account	1,857.44	8,652.94	-6,795.50	-78.53%
1030 Chase Platinum Checking	10.00	10.00	0.00	0.00%
1031 Chase CD	244,079.73	241,925.26	2,154.47	0.89%
1040 Bankwell Money Market	226,368.33	198,931.82	27,436.51	13.79%
1041 Bankwell Capital Reserve Savings Account	83,103.90	60,210.60	22,893.30	38.02%
1050 Petty	1,452.38	1,420.00	32.38	2.28%
Total 1000 Cash	**$ 760,088.79**	**$ 680,950.94**	**$ 79,137.85**	**11.62%**
Total Bank Accounts	**$ 760,088.79**	**$ 680,950.94**	**$ 79,137.85**	**11.62%**
Other Current Assets				
1100 Inventory	86,708.65	109,520.77	-22,812.12	-20.83%
1101 Merchandise Inventory	2,816.37	0.00	2,816.37	
1200 Receivables	0.00	10,792.46	-10,792.46	-100.00%
1300 Prepaid Expenses	51,100.73	53,653.72	-2,552.99	-4.76%
Total Other Current Assets	**$ 140,625.75**	**$ 173,966.95**	**-$ 33,341.20**	**-19.17%**
Total Current Assets	**$ 900,714.54**	**$ 854,917.89**	**$ 45,796.65**	**5.36%**
Fixed Assets				
1500 Fixed Assets				
1505 Machinery and Equipment	2,593,586.12	1,864,743.72	728,842.40	39.09%
1510 Accumulated Depreciation/Amort.	-5,542,603.33	-5,186,209.50	-356,393.83	-6.87%
1520 Furniture & Fixtures	47,140.23	47,635.23	-495.00	-1.04%
1560 Leasehold Improvements	232,593.67	208,813.40	23,780.27	11.39%
1561 Park Improvements	2,739,397.12	2,412,278.72	327,118.40	13.56%
1562 Restaurant	2,277,134.66	2,277,134.66	0.00	0.00%
1565 Amortize Leasehold Improvements	-259,117.53	-254,736.27	-4,381.26	-1.72%
1570 Capital Projects in Progress	56,073.00	113,707.55	-57,634.55	-50.69%
Total 1500 Fixed Assets	**$ 2,144,203.94**	**$ 1,483,367.51**	**$ 660,836.43**	**44.55%**
Total Fixed Assets	**$ 2,144,203.94**	**$ 1,483,367.51**	**$ 660,836.43**	**44.55%**
TOTAL ASSETS	**$ 3,044,918.48**	**$ 2,338,285.40**	**$ 706,633.08**	**30.22%**
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				

2000 *Accounts Payable	74,235.97	55,074.19	19,161.78	34.79%
Total Accounts Payable	**$ 74,235.97**	**$ 55,074.19**	**$ 19,161.78**	**34.79%**
Other Current Liabilities				
2051 Accounts Payable - OHMGA Revenue	14,337.00	1,666.00	12,671.00	760.56%
2100 Accrued Payroll	36,844.92	31,685.53	5,159.39	16.28%
2104 Accrued retirement contribution	129.79	2,153.18	-2,023.39	-93.97%
2105 Accrued Vacation Pay	18,771.81	23,271.81	-4,500.00	-19.34%
2200 Accrued Expenses	44,043.18	40,824.50	3,218.68	7.88%
2210 Security Deposits - Tenants				
2212 Security Dep - Apt 2 Right	1,900.00	1,900.00	0.00	0.00%
2213 Sec Deposit - Restaurant	1,898.00	1,208.00	690.00	57.12%
Total 2210 Security Deposits - Tenants	**$ 3,798.00**	**$ 3,108.00**	**$ 690.00**	**22.20%**
2250 Deferred Revenue	0.00	0.00	0.00	
2251 Tournament Deposits	7,428.00	10,650.00	-3,222.00	-30.25%
2253 Deferred Tennis Revenue	12,600.00	6,533.33	6,066.67	92.86%
2254 Other Deferred	146,113.21	140,176.74	5,936.47	4.23%
Total 2250 Deferred Revenue	**$ 166,141.21**	**$ 157,360.07**	**$ 8,781.14**	**5.58%**
2400 Cart Sales Tax Due	7,449.00	3,622.00	3,827.00	105.66%
Total Other Current Liabilities	**$ 291,514.91**	**$ 263,691.09**	**$ 27,823.82**	**10.55%**
Total Current Liabilities	**$ 365,750.88**	**$ 318,765.28**	**$ 46,985.60**	**14.74%**
Long-Term Liabilities				
2701 Consolidated City Debt	1,448,118.11	1,569,546.16	-121,428.05	-7.74%
2779 Wells Fargo Groundsmaster Mower and Procore Aerati	0.00	6,463.49	-6,463.49	-100.00%
2780 DLL Club Car 2021 Cart Fleet	0.00	48,652.64	-48,652.64	-100.00%
2782 Wells Fargo 2 Reelmaster 3555D Fairway Mowers	42,775.76	66,898.49	-24,122.73	-36.06%
2783 Wells Fargo 2 Baroness LM315GC Greens Mowers	28,522.13	44,073.11	-15,550.98	-35.28%
2784 Wells Fargo 2023 Spreader Trailer Roller	22,037.68	29,781.20	-7,743.52	-26.00%
2785 Wells Fargo Lastec 2023 Rotary Mower	40,889.39	53,447.15	-12,557.76	-23.50%
2786 Wells Fargo AngleMaster 3000 Grinder	11,549.48	14,102.18	-2,552.70	-18.10%
2787 Wells Fargo Blower Loader Tractor Fairway Mower	42,978.76	52,961.65	-9,982.89	-18.85%
2788 Wells Fargo Bernhard Dual Reel	34,639.78	42,550.55	-7,910.77	-18.59%
2789 Wells Fargo Toro GM Rotary Mower	52,148.22	0.00	52,148.22	
2790 DLL Club Car 2026 Cart Fleet	447,193.60	0.00	447,193.60	
2791 Club Car Visage Software 2026 Cart Fleet	117,740.00	0.00	117,740.00	
Total Long-Term Liabilities	**$ 2,288,592.91**	**$ 1,928,476.62**	**$ 360,116.29**	**18.67%**
Total Liabilities	**$ 2,654,343.79**	**$ 2,247,241.90**	**$ 407,101.89**	**18.12%**
Equity				
3900 Retained Earnings	653,882.59	270,581.10	383,301.49	141.66%
Net Income	-263,307.90	-179,537.60	-83,770.30	-46.66%
Total Equity	**$ 390,574.69**	**$ 91,043.50**	**$ 299,531.19**	**329.00%**
TOTAL LIABILITIES AND EQUITY	**$ 3,044,918.48**	**$ 2,338,285.40**	**$ 706,633.08**	**30.22%**

OAK HILLS PARK AUTHORITY
P&L - Current Month Vs. Prior Year Month
May 2026

	Total			
	May 2026	May 2025 (PY)	Change	% Change
Income				
4000 REVENUES				
4001 Golf Revenue				
4010 Golf Fees	282,310.42	255,158.70	27,151.72	10.64%
4020 I.D. Cards	28,481.00	21,233.00	7,248.00	34.14%
4025 Season Pass	9,100.88	9,387.02	-286.14	-3.05%
4030 Tournament Fees	14,580.00	29,400.00	-14,820.00	-50.41%
4050 Cart Revenue	67,446.00	57,039.00	10,407.00	18.25%
4060 Golf Revenue - Gift Certif.	1,255.00	1,161.00	94.00	8.10%
4070 Gift & Rain Checks Redeemed	-4,404.86	-2,582.00	-1,822.86	-70.60%
4090 Merchandise Sales	177.49	0.00	177.49	
4091 Merchandise Rentals	1,670.00	0.00	1,670.00	
Total 4001 Golf Revenue	$ 400,615.93	$ 370,796.72	$ 29,819.21	8.04%
4100 Tennis Revenue	8,400.00	9,800.00	-1,400.00	-14.29%
4200 Rental Income	2,000.00	2,000.00	0.00	0.00%
4300 Investment Income	830.35	2,224.98	-1,394.63	-62.68%
4400 Misc. Income	500.00	1,993.63	-1,493.63	-74.92%
4600 Restaurant Income	2,000.00	2,000.00	0.00	0.00%
Total 4000 REVENUES	$ 414,346.28	$ 388,815.33	$ 25,530.95	6.57%
Total Income	$ 414,346.28	$ 388,815.33	$ 25,530.95	6.57%
Cost of Goods Sold				
50000 Cost of Goods Sold	92.50	0.00	92.50	
Total Cost of Goods Sold	$ 92.50	$ 0.00	$ 92.50	
Gross Profit	$ 414,253.78	$ 388,815.33	$ 25,438.45	6.54%
Expenses				
5000 PERSONNEL EXPENSE				
5010 Management Salary	24,459.92	23,852.26	607.66	2.55%
5030 Operations	45,024.73	38,357.88	6,666.85	17.38%
5040 Operations O/T	-73.58	161.87	-235.45	-145.46%
5050 Course Personnel	34,332.17	30,087.52	4,244.65	14.11%
5060 Course Personnel O/T	599.63	909.38	-309.75	-34.06%
5070 Seasonal Personnel	29,179.47	15,995.27	13,184.20	82.43%
5080 Seasonal Personnel O/T	148.00	58.02	89.98	155.08%
Total 5000 PERSONNEL EXPENSE	$ 133,670.34	$ 109,422.20	$ 24,248.14	22.16%
5200 EMPLOYEE BENEFITS				
5210 Payroll Taxes	10,169.35	7,784.77	2,384.58	30.63%
5230 State Unemployment	2,236.00	3,354.45	-1,118.45	-33.34%
5250 Health Insurance	3,003.60	3,669.36	-665.76	-18.14%
5260 Workmans Compensation	1,268.80	2,651.41	-1,382.61	-52.15%
5270 Retirement Plans	447.06	432.63	14.43	3.34%

Total 5200 EMPLOYEE BENEFITS	$ 17,124.81	$ 17,892.62	-$ 767.81	-4.29%
5400 ADMINISTRATIVE EXPENSES				
5420 Telephone	722.24	725.31	-3.07	-0.42%
5430 Professional Fees	3,500.00	3,400.00	100.00	2.94%
5436 Advertising	1,000.00	600.00	400.00	66.67%
5440 Office Expense	2,833.61	3,696.97	-863.36	-23.35%
5442 Credit Card Fees	9,037.02	8,881.70	155.32	1.75%
5450 Training and Dues	0.00	655.00	-655.00	-100.00%
5455 Meals and Entertainment	0.00	100.00	-100.00	-100.00%
5461 Authority Secretarial Services	0.00	190.00	-190.00	-100.00%
5469 Other Outside Services	822.65	735.40	87.25	11.86%
5470 Other Administrative	546.57	1,004.41	-457.84	-45.58%
5480 Utilities	10,106.26	8,957.42	1,148.84	12.83%
5500 Liability Insurance	10,664.72	9,911.96	752.76	7.59%
5520 Interest Expense	1,267.63	1,382.44	-114.81	-8.30%
Total 5400 ADMINISTRATIVE EXPENSES	$ 40,500.70	$ 40,240.61	$ 260.09	0.65%
5600 SALES AND OPERATIONS				
5630 Pro Shop Software	555.25	325.00	230.25	70.85%
5640 Golf Pro Supplies	469.91	359.17	110.74	30.83%
5680 Golf Pro Work Clothes	0.00	1,673.09	-1,673.09	-100.00%
Total 5600 SALES AND OPERATIONS	$ 1,025.16	$ 2,357.26	-$ 1,332.10	-56.51%
5700 PARK MAINTENANCE				
5710 Water	4,175.41	1,286.25	2,889.16	224.62%
5715 Nature and Open Space	5,937.98	830.40	5,107.58	615.07%
5720 Heating Fuel	2,404.63	1,767.56	637.07	36.04%
5730 Grounds Maintenance	237.96	3,009.35	-2,771.39	-92.09%
5750 Agriculture and Chemicals				
5751 Agriculture&Chemicals-Purchased	7,887.35	9,158.95	-1,271.60	-13.88%
5752 Agriculture/Chemicals Utilized	31,820.75	6,771.23	25,049.52	369.94%
Total 5750 Agriculture and Chemicals	$ 39,708.10	$ 15,930.18	$ 23,777.92	149.26%
5760 Irrigation Maintenance	1,194.12	166.00	1,028.12	619.35%
5795 Janitorial Supplies	36.59	0.00	36.59	
5800 Equipment Maintenance	4,062.34	4,329.37	-267.03	-6.17%
5810 Equipment Rental	0.00	359.60	-359.60	-100.00%
5820 Building Maintenance	14,130.52	9,362.74	4,767.78	50.92%
5840 Small Equipment	24.45	0.00	24.45	
5880 Employee work clothes	198.66	0.00	198.66	
Total 5700 PARK MAINTENANCE	$ 72,110.76	$ 37,041.45	$ 35,069.31	94.68%
6000 CART EXPENSE				
6010 Cart Lease Expense	0.00	4,080.00	-4,080.00	-100.00%
6020 Electricity	1,270.33	1,401.54	-131.21	-9.36%
6030 Maintenance	113.78	1,106.38	-992.60	-89.72%
6050 Cart Insurance	400.00	400.00	0.00	0.00%
6060 Misc. Cart Expense	0.00	100.00	-100.00	-100.00%
Total 6000 CART EXPENSE	$ 1,784.11	$ 7,087.92	-$ 5,303.81	-74.83%
Total Expenses	$ 266,215.88	$ 214,042.06	$ 52,173.82	24.38%
Net Operating Income	$ 148,037.90	$ 174,773.27	-$ 26,735.37	-15.30%

Other Expenses				
8000 Depreciation/Amortization	32,232.00	34,551.00	-2,319.00	-6.71%
8001 Capital projects				
8100 Capital Projects - Cash	15,778.00	7,535.00	8,243.00	109.40%
Total 8001 Capital projects	**$ 15,778.00**	**$ 7,535.00**	**$ 8,243.00**	**109.40%**
Total Other Expenses	**$ 48,010.00**	**$ 42,086.00**	**$ 5,924.00**	**14.08%**
Net Other Income	**-$ 48,010.00**	**-$ 42,086.00**	**-$ 5,924.00**	**-14.08%**
Net Income	**$ 100,027.90**	**$ 132,687.27**	**-$ 32,659.37**	**-24.61%**

OAK HILLS PARK AUTHORITY
P&L - Current YTD Vs. Prior YTD
July 2025 - May 2026

	Total			
	Jul 2025 - May 2026	Jul 2024 - May 2025 (PY)	Change	% Change
Income				
4000 REVENUES				
4001 Golf Revenue				
4010 Golf Fees	1,575,047.13	1,446,941.94	128,105.19	8.85%
4020 I.D. Cards	156,727.00	155,589.00	1,138.00	0.73%
4025 Season Pass	96,004.14	99,700.75	-3,696.61	-3.71%
4030 Tournament Fees	102,249.00	101,724.00	525.00	0.52%
4050 Cart Revenue	388,436.00	383,939.41	4,496.59	1.17%
4060 Golf Revenue - Gift Certif.	20,743.94	19,716.00	1,027.94	5.21%
4070 Gift & Rain Checks Redeemed	-18,801.99	-16,371.00	-2,430.99	-14.85%
4090 Merchandise Sales	8,147.33	0.00	8,147.33	
4091 Merchandise Rentals	3,899.00	0.00	3,899.00	
Total 4001 Golf Revenue	**$ 2,332,451.55**	**$ 2,191,240.10**	**$ 141,211.45**	**6.44%**
4100 Tennis Revenue	37,800.00	37,700.00	100.00	0.27%
4200 Rental Income	22,000.00	19,400.00	2,600.00	13.40%
4300 Investment Income	13,762.69	19,906.56	-6,143.87	-30.86%
4400 Misc. Income	5,545.10	15,062.95	-9,517.85	-63.19%
4600 Restaurant Income	44,353.00	26,565.00	17,788.00	66.96%
Total 4000 REVENUES	**$ 2,455,912.34**	**$ 2,309,874.61**	**$ 146,037.73**	**6.32%**
Total Income	**$ 2,455,912.34**	**$ 2,309,874.61**	**$ 146,037.73**	**6.32%**
Cost of Goods Sold				
50000 Cost of Goods Sold	6,837.36	0.00	6,837.36	
Total Cost of Goods Sold	**$ 6,837.36**	**$ 0.00**	**$ 6,837.36**	
Gross Profit	**$ 2,449,074.98**	**$ 2,309,874.61**	**$ 139,200.37**	**6.03%**
Expenses				
5000 PERSONNEL EXPENSE				
5010 Management Salary	230,587.18	252,665.90	-22,078.72	-8.74%
5011 Management Salary - Contractor	0.00	0.00	0.00	
Total 5010 Management Salary	**$ 230,587.18**	**$ 252,665.90**	**-$ 22,078.72**	**-8.74%**
5030 Operations	275,835.38	254,878.00	20,957.38	8.22%
5040 Operations O/T	494.03	796.74	-302.71	-37.99%
5050 Course Personnel	323,513.14	302,402.13	21,111.01	6.98%
5060 Course Personnel O/T	5,976.89	3,630.73	2,346.16	64.62%
5070 Seasonal Personnel	154,698.12	126,310.57	28,387.55	22.47%
5080 Seasonal Personnel O/T	2,277.03	650.12	1,626.91	250.25%
Total 5000 PERSONNEL EXPENSE	**$ 993,381.77**	**$ 941,334.19**	**$ 52,047.58**	**5.53%**
5200 EMPLOYEE BENEFITS				
5210 Payroll Taxes	75,395.38	65,486.16	9,909.22	15.13%
5230 State Unemployment	22,714.51	21,518.59	1,195.92	5.56%

5250 Health Insurance	21,714.67	38,368.34	-16,653.67	-43.40%
5260 Workmans Compensation	12,282.78	16,620.10	-4,337.32	-26.10%
5270 Retirement Plans	4,793.50	5,794.06	-1,000.56	-17.27%
Total 5200 EMPLOYEE BENEFITS	**$ 136,900.84**	**$ 147,787.25**	**-$ 10,886.41**	**-7.37%**
5400 ADMINISTRATIVE EXPENSES				
5420 Telephone	9,042.91	8,110.92	931.99	11.49%
5430 Professional Fees	41,508.54	37,622.96	3,885.58	10.33%
5436 Advertising	6,127.78	4,908.22	1,219.56	24.85%
5440 Office Expense	31,544.50	25,409.93	6,134.57	24.14%
5441 Bank Charges	140.00	52.00	88.00	169.23%
5442 Credit Card Fees	60,501.23	51,548.30	8,952.93	17.37%
5445 Postage	198.02	120.00	78.02	65.02%
5450 Training and Dues	2,974.15	3,646.05	-671.90	-18.43%
5451 Travel Expenses	448.00	0.00	448.00	
Total 5450 Training and Dues	**$ 3,422.15**	**$ 3,646.05**	**-$ 223.90**	**-6.14%**
5455 Meals and Entertainment	806.14	1,469.26	-663.12	-45.13%
5461 Authority Secretarial Services	0.00	1,500.00	-1,500.00	-100.00%
5469 Other Outside Services	9,040.97	8,182.63	858.34	10.49%
5470 Other Administrative	7,178.71	10,074.38	-2,895.67	-28.74%
5480 Utilities	104,781.06	77,566.35	27,214.71	35.09%
5481 Utilities Reimbursment	-34,881.46	0.00	-34,881.46	
Total 5480 Utilities	**$ 69,899.60**	**$ 77,566.35**	**-$ 7,666.75**	**-9.88%**
5500 Liability Insurance	111,127.14	107,042.93	4,084.21	3.82%
5520 Interest Expense	16,240.21	16,207.47	32.74	0.20%
Total 5400 ADMINISTRATIVE EXPENSES	**$ 366,777.90**	**$ 353,461.40**	**$ 13,316.50**	**3.77%**
5600 SALES AND OPERATIONS				
5630 Pro Shop Software	5,459.75	3,441.62	2,018.13	58.64%
5640 Golf Pro Supplies	2,887.43	4,272.29	-1,384.86	-32.41%
5680 Golf Pro Work Clothes	427.76	2,454.14	-2,026.38	-82.57%
Total 5600 SALES AND OPERATIONS	**$ 8,774.94**	**$ 10,168.05**	**-$ 1,393.11**	**-13.70%**
5700 PARK MAINTENANCE				
5710 Water	68,493.55	52,358.26	16,135.29	30.82%
5715 Nature and Open Space	9,125.98	3,678.83	5,447.15	148.07%
5720 Heating Fuel	13,670.49	11,581.51	2,088.98	18.04%
5730 Grounds Maintenance	20,934.99	19,905.78	1,029.21	5.17%
5740 Tree Maintenance	0.00	7,415.64	-7,415.64	-100.00%
5750 Agriculture and Chemicals				
5751 Agriculture&Chemicals-Purchased	107,566.08	100,673.03	6,893.05	6.85%
5752 Agriculture/Chemicals Utilized	4,012.04	-23,675.50	27,687.54	116.95%
Total 5750 Agriculture and Chemicals	**$ 111,578.12**	**$ 76,997.53**	**$ 34,580.59**	**44.91%**
5760 Irrigation Maintenance	9,575.26	11,683.59	-2,108.33	-18.05%
5770 Consumable Tools	3,269.86	440.50	2,829.36	642.31%
5780 Tee and Green Supplies	6,165.91	3,126.06	3,039.85	97.24%
5795 Janitorial Supplies	36.59	0.00	36.59	
5800 Equipment Maintenance	58,772.55	33,717.65	25,054.90	74.31%
5810 Equipment Rental		359.60	-359.60	-100.00%
5820 Building Maintenance	82,757.55	88,220.56	-5,463.01	-6.19%

5840 Small Equipment	3,413.37	419.99	2,993.38	712.73%
5860 Gasoline/Diesel Fuel	7,552.98	10,185.30	-2,632.32	-25.84%
5880 Employee work clothes	695.41	245.54	449.87	183.22%
Total 5700 PARK MAINTENANCE	**$ 396,042.61**	**$ 320,336.34**	**$ 75,706.27**	**23.63%**
6000 CART EXPENSE				
6010 Cart Lease Expense	23,879.87	9,220.12	14,659.75	159.00%
6020 Electricity	12,318.61	17,010.72	-4,692.11	-27.58%
6030 Maintenance	2,563.48	5,476.17	-2,912.69	-53.19%
6050 Cart Insurance	4,400.00	4,400.00	0.00	0.00%
6060 Misc. Cart Expense	22.98	255.83	-232.85	-91.02%
Total 6000 CART EXPENSE	**$ 43,184.94**	**$ 36,362.84**	**$ 6,822.10**	**18.76%**
Total Expenses	**$ 1,945,063.00**	**$ 1,809,450.07**	**$ 135,612.93**	**7.49%**
Net Operating Income	**$ 504,011.98**	**$ 500,424.54**	**$ 3,587.44**	**0.72%**
Other Expenses				
8000 Depreciation/Amortization	354,552.00	380,061.00	-25,509.00	-6.71%
8001 Capital projects				
8100 Capital Projects - Cash	417,747.88	300,396.14	117,351.74	39.07%
Total 8001 Capital projects	**$ 417,747.88**	**$ 300,396.14**	**$ 117,351.74**	**39.07%**
8006 Disposed Assets	-4,980.00	-495.00	-4,485.00	-906.06%
Total Other Expenses	**$ 767,319.88**	**$ 679,962.14**	**$ 87,357.74**	**12.85%**
Net Other Income	**-$ 767,319.88**	**-$ 679,962.14**	**-$ 87,357.74**	**-12.85%**
Net Income	**-$ 263,307.90**	**-$ 179,537.60**	**-$ 83,770.30**	**-46.66%**

OAK HILLS SALES ANALYSIS MAY 2026 FISCAL REPORT

Description	May-26	May-25	Inc/(Dec)	YTD FY26	YTD FY25	Inc/(Dec)
Revenue Rounds	6,677	6,085	9.7%	38,409	38,146	0.7%
Season Pass Rounds	513	456	12.5%	3,047	2,490	22.4%
POS System Servicer Rounds	0	1	-100.0%	0	1,402	-100.0%
Barter Rounds	0	0	0.0%	0	0	0.0%
Comp Rounds	23	24	-4.2%	306	73	319.2%
Total All Rounds	7,213	6,566	9.9%	41,762	42,111	-0.8%
Total Carts	4,023	3,624	11.0%	23,965	22,753	5.3%
Total Golf ID Cards	199	149	33.6%	1,074	1,019	5.4%
Total Season Passes	1	2	-50.0%	51	52	-1.9%
Total Gift Cards	16	11	45.5%	130	167	-22.2%
Total Pro Shop Merchandise	178	0	0.0%	1,571	0	0.0%
Total $ Revenue Rounds	$297,308	$284,234	4.6%	$1,683,959	$1,541,047	9.3%
Total Carts $	$71,728	$60,661	18.2%	$410,830	$408,300	0.6%
Total Golf ID Cards $	$28,481	$21,233	34.1%	$128,060	$146,374	-12.5%
Total Season Pass $	$411	$1,500	-72.6%	$47,511	$109,550	-56.6%
Total Gift Cards $	$1,514	$992	52.6%	$15,319	$16,803	-8.8%
Total Pro Shop Merchandise $	$1,983	$0	0.0%	$12,324	$0	0.0%
Rain Chks/Gift Cards Redeemed	-$4,147	-$2,582	60.6%	-$20,047	-$10,464	91.6%
	$397,279	**$366,038**	**8.5%**	**$2,277,956**	**$2,211,611**	**3.0%**
$ Revenue/Revenue Round	**$44.53**	**$46.71**	-4.7%	**$43.84**	**$40.40**	8.5%
Carts/Revenue Round	**60.3%**	**59.6%**	1.2%	**62.4%**	**59.6%**	4.6%
Cart $/Revenue Round	**$10.74**	**$9.97**	7.8%	**$10.70**	**$10.70**	-0.1%
Cart $/Cart Round	**$17.83**	**$16.74**	6.5%	**$17.14**	**$17.94**	-4.5%
ID Card $/Card	**$143.12**	**$142.50**	0.4%	**$119.24**	**$143.64**	-17.0%
Resident Adult 18 Rounds	900	759	18.6%	4,506	3,681	22.4%
Resident Senior 18 Rounds	856	740	15.7%	5,100	4,055	25.8%
Junior/HS Golf Team 18 Rounds	282	327	-13.8%	1,939	2,614	-25.8%
Golf League 18 Rounds	21	14	50.0%	109	71	53.5%
Employee 18 Rounds	165	110	50.0%	934	799	16.9%
Non Resident 18 Rounds	419	372	12.6%	2,283	1,706	33.8%
Public 18 Rounds	2,817	2,883	-2.3%	16,472	22,345	-26.3%
Total 9 Hole Rounds	1,217	880	38.3%	7,066	2,875	145.8%
Total Revenue Rounds	***6,677***	***6,085***	***9.7%***	***38,409***	***38,146***	***0.7%***
Resident Adult 18 Rounds $	$37,978	$32,430	17.1%	$191,674	$147,074	30.3%
Resident Senior 18 Rounds $	$31,295	$26,811	16.7%	$185,466	$135,666	36.7%
Junior/HS Golf Team 18 Rounds $	$7,980	$9,608	-16.9%	$57,117	$57,867	-1.3%
Golf League 18 Rounds	$630	$450	40.0%	$3,165	$2,057	53.9%
Employee 18 Rounds $	$1,162	$767	51.5%	$6,562	$5,357	22.5%
Non Resident 18 Rounds $	$16,743	$14,973	11.8%	$90,282	$63,844	41.4%
Public 18 Rounds $	$166,817	$174,514	-4.4%	$954,350	$1,051,904	-9.3%
Total 9 Hole Rounds $	$34,703	$24,682	40.6%	$195,344	$77,278	152.8%
Total $ Revenue Rounds	***297,308***	***284,234***	***4.6%***	***1,683,959***	***1,541,047***	***9.3%***
Senior Non-Resident ID	12	9	33.3%	76	97	-21.6%
Adult Non-Resident ID	7	11	-36.4%	78	77	1.3%
Senior Non-Resident Annual Pass	0	0	0.0%	3	3	0.0%
Adult Non-Resident Annual Pass	0	0	0.0%	5	7	-28.6%
Total Non-Resident Members	***19***	***20***	***-5.0%***	***162***	***184***	***-12.0%***

City of Norwalk debt paydown **$16,177.50**

OAK HILLS SALES ANALYSIS MAY 2026 CALENDAR REPORT

Description	May-26	May-25	Inc/(Dec)	YTD 2026	YTD 2025	Inc/(Dec)
Revenue Rounds	6,677	6,085	9.7%	12,404	11,401	8.8%
Season Pass Rounds	513	456	12.5%	1,126	1,107	1.7%
POS System Servicer Rounds	0	1	-100.0%	0	2	-100.0%
Barter Rounds	0	0	0.0%	0	0	0.0%
Comp Rounds	23	24	-4.2%	51	49	4.1%
Total All Rounds	7,213	6,566	9.9%	13,581	12,559	8.1%
Total Carts	4,023	3,624	11.0%	7,170	6,486	10.5%
Total Golf ID Cards	199	149	33.6%	1,027	917	12.0%
Total Season Passes	1	2	-50.0%	52	52	0.0%
Total Gift Cards	16	11	45.5%	45	54	-16.7%
Total Pro Shop Merchandise	178	0	0.0%	1,108	0	0.0%
Total $ Revenue Rounds	$297,308	$284,234	4.6%	$531,055	$507,761	4.6%
Total Carts $	$71,728	$60,661	18.2%	$125,498	$107,928	16.3%
Total Golf ID Cards $	$28,481	$21,233	34.1%	$150,825	$137,429	9.7%
Total Season Pass $	$411	$1,500	-72.6%	$107,611	$109,550	-1.8%
Total Gift Cards $	$1,514	$992	52.6%	$5,054	$5,764	-12.3%
Total Pro Shop Merchandise $	$1,983	$0	0.0%	8,567	$0	0.0%
Rain Chks/Gift Cards Redeemed	-$4,147	-$2,582	60.6%	-$10,084	-$7,828	28.8%
	$397,279	**$366,038**	**8.5%**	**$918,526**	**$860,604**	**6.7%**
$ Revenue/Revenue Round	**$44.53**	**$46.71**	-4.7%	**$42.81**	**$44.54**	-3.9%
Carts/Revenue Round	**60.3%**	**59.6%**	1.2%	**57.8%**	**56.9%**	1.6%
Cart $/Revenue Round	**$10.74**	**$9.97**	7.8%	**$10.12**	**$9.47**	6.9%
Cart $/Cart Round	**$17.83**	**$16.74**	6.5%	**$17.50**	**$16.64**	5.2%
ID Card $/Card	**$143.12**	**$142.50**	0.4%	**$146.86**	**$149.87**	-2.0%
Resident Adult 18 Rounds	900	759	18.6%	1,616	1,502	7.6%
Resident Senior 18 Rounds	856	740	15.7%	1,538	1,307	17.7%
Junior/Golf Team 18 Rounds	282	327	-13.8%	674	659	2.3%
Golf League 18 Rounds	21	14	50.0%	27	24	12.5%
Employee 18 Rounds	165	110	50.0%	305	233	30.9%
Non Resident 18 Rounds	419	372	12.6%	704	677	4.0%
Public 18 Rounds	2,817	2,883	-2.3%	5,070	5,255	-3.5%
Total 9 Hole Rounds	1,217	880	38.3%	2,470	1,744	41.6%
Total Revenue Rounds	***6,677***	***6,085***	***9.7%***	***12,404***	***11,401***	***8.8%***
Resident Adult 18 Rounds $	$37,978	$32,430	17.1%	$67,559	$63,921	5.7%
Resident Senior 18 Rounds $	$31,295	$26,811	16.7%	$54,779	$46,822	17.0%
Junior/Golf Team 18 Rounds $	$7,980	$9,608	-16.9%	$19,316	$19,161	0.8%
Golf League 18 Rounds	$630	$450	40.0%	$810	$750	8.0%
Employee 18 Rounds $	$1,162	$767	51.5%	$2,135	$1,614	32.3%
Non Resident 18 Rounds $	$16,743	$14,973	11.8%	$27,461	$26,980	1.8%
Public 18 Rounds $	$166,817	$174,514	-4.4%	$291,755	$299,845	-2.7%
Total 9 Hole Rounds $	$34,703	$24,682	40.6%	$67,239	$48,668	38.2%
Total $ Revenue Rounds	***297,308***	***284,234***	***4.6%***	***531,055***	***507,761***	***4.6%***
Senior Non-Resident ID	12	9	33.3%	75	93	-19.4%
Adult Non-Resident ID	7	11	-36.4%	76	70	8.6%
Senior Non-Resident Annual Pass	0	0	0.0%	3	3	0.0%
Adult Non-Resident Annual Pass	0	0	0.0%	5	7	-28.6%
Total Non-Resident ID's	***19***	***20***	***-5.0%***	***159***	***173***	***-8.1%***

OHPA FY2026 Budget
FY 2023-2027

	FY23 ACTUAL	FY24 ACTUAL	FY25 ACTUAL	FY26 BUDGET
Rounds	1.88	1.88	1.83	1.92
Revenue Rounds	42,785	44,646	44,730	43,707
Non Revenue Rounds	5,045	4,613	4,453	4,400
Total Rounds	47,830	49,259	49,183	48,107
Cart Rounds	25,385	26,195	26,809	25,100
Cart Revenue/Cart Rounds	$18.52	$18.56	$17.83	$19.00
ID Rate Avg	$124.91	$129.85	$142.76	$151.83
ID Cards	1,159	1,163	1,087	1,200
Golf Revenue / Revenue Round	$36.21	$37.17	$41.19	$37.54
Cart Revenue / Revenue Round	$10.99	$10.89	$10.69	$11.00

	FY23 ACTUAL	FY24 ACTUAL	FY25 ACTUAL	FY26 BUDGET
REVENUE				
4000 · REVENUES				*check:*
4001 · Golf Revenue				
4010 · Golf Fees	1,448,519	1,549,721	1,717,457	1,520,823
4020 · I.D. Cards	143,058	149,274	156,676	182,200
4025 · Season Passes	105,854	107,547	108,781	107,340
4030 · Tournament Fees	113,469	113,912	129,756	120,000
4050 · Cart Revenue	441,983	457,082	449,574	476,900
4060 · Golf Revenue - Gift Certif.	20,686	23,652	27,022	24,200
4070 · Gift & Rain Checks Redeemed	(18,187)	(19,496)	(19,155)	(20,210)
Total 4001 · Golf Revenue	2,255,382	2,381,691	2,570,110	2,411,254
4100 · Tennis Revenue	42,800	49,667	47,500	50,200
4200 · Rental Income	1,800	21,600	21,400	24,000
4300 · Investment Income	2,066	18,586	21,267	19,500
4400 · Misc. Income	14,347	12,356	15,668	2,500
4600 · Restaurant Income	58,916	35,622	40,865	52,500
Total Other Revenue	119,929	137,831	146,700	148,700
TOTAL REVENUE	**2,375,311**	**2,519,522**	**2,716,810**	**2,559,954**
EXPENSE				
5000 · PERSONNEL EXPENSE				
5010 · Management Salary	169,185	260,239	274,557	289,000
5030 · Operations	239,765	274,745	295,647	296,010
5050 · Course Personnel	311,269	313,738	328,430	355,480
5060 · Course Personnel O/T	1,787	4,921	4,078	-
5070 · Seasonal Personnel	116,303	159,934	143,167	199,880
5075 · Outside Seasonal Personnel	29,004	871	-	
5080 · Seasonal Personnel O/T	796	1,035	703	-

Total 5000 · PERSONNEL EXPENSE	868,109	1,015,482	1,046,583	1,140,370
5200 · EMPLOYEE BENEFITS	**17%**	**14%**	**16%**	**15%**
5210 · Payroll Taxes	63,493	71,081	72,978	85,202
5230 · State Unemployment	24,047	23,458	24,561	22,670
5250 · Health Insurance	28,451	27,171	43,243	41,410
5260 · Workmans Compensation	20,582	16,300	18,114	17,500
5270 · Retirement Plans	6,825	5,953	6,213	6,800
Total 5200 · EMPLOYEE BENEFITS	143,398	143,963	165,108	173,582
5400 · ADMINISTRATIVE EXPENSES				
5420 · Telephone	12,674	8,843	9,336	9,710
5430 · Professional Fees	34,769	40,723	41,023	39,250
5436 · Advertising	10,581	9,868	4,908	7,000
5440 · Office Expense	19,761	25,517	28,013	24,600
5441 · Bank Charges	257	74	52	50
5442 · Credit Card Fees	49,530	52,693	60,224	53,558
5445 · Postage	123	200	120	250
5450 · Training and Dues	2,278	3,646	4,616	3,500
5455 · Meals and Entertainment		148	1,469	1,200
5461 · Authority Secretarial Services	1,490	2,010	1,500	1,700
5469 · Other Outside Services	7,560	8,655	8,935	9,853
5470 · Other Administrative Expense	8,770	12,188	10,879	11,500
5480 · Utilities	54,886	56,938	73,286	66,400
5481 Utilities Reimbursment				
5499 · Bad Debt Expense	9,508	12,330	-	
Total 5400 · ADMINISTRATIVE EXPENSES	212,188	233,832	244,360	228,571
5500 · DEBT SERVICE AND INSURANCE				
5500 · Liability Insurance	96,701	109,000	116,935	123,758
5520 · Interest	7,247	16,591	17,848	19,950
5526 · Commercial debt service				
Total 5500 · DEBT SERVICE AND INSURANCE	103,948	125,591	134,783	143,708
5600 · SALES AND OPERATIONS				
5630 · Pro Shop Software	2,050	2,783	3,767	3,900
5640 · Golf Pro Supplies	6,418	4,266	4,330	4,500
5680 · Golf Pro Work Clothes	1,419	1,126	3,248	4,000
Total 5600 · SALES AND OPERATIONS	9,887	8,174	11,345	12,400
5700 · COURSE MAINTENANCE				
5710 · Water	81,372	34,787	53,527	65,000
5730 · Grounds Maintenance	15,309	31,497	26,491	40,000
5740 · Tree Maintenance	4,420	4,750	7,416	6,000
5751 · Agriculture&Chemicals-Purchase	103,970	105,258	101,475	114,000
5752 · Agriculture/Chemicals Utilized	(18,546)	17,469	(4,875)	-
5760 · Irrigation Maintenance	13,142	9,775	12,149	10,000

5770 · Consumable Tools	3,544	2,712	642	3,000
5780 · Tee and Green Supplies	5,175	3,417	3,236	4,000
5795 · Janitorial Supplies	302	66	-	200
5800 · Equipment Maintenance	30,548	40,628	38,193	40,000
5810 · Equipment Rental		301	360	600
5840 · Small Equipment	1,847	1,020	575	3,000
5860 · Gasoline/Diesel Fuel	18,264	17,221	12,285	17,000
5880 · Employee work clothes	892	1,258	246	1,500
Total 5700 · COURSE MAINTENANCE	260,239	270,158	251,719	304,300
5800 · BUILDING AND GROUNDS MAINTENANCE				
5715 · Nature and Open Space	1,754	876	4,209	8,000
5720 · Heating Fuel	18,626	14,879	9,859	17,000
5820 · Building Maintenance	35,345	61,656	93,923	45,000
Total 5800 · B AND G MAINTENANCE	55,725	77,411	107,991	70,000
	315,964	***347,569***	***359,710***	***374,300***
6000 · CART EXPENSE				
6010 · Cart Lease Expense	7,916	7,302	20,330	21,320
6020 · Electricity	15,366	18,847	18,354	20,000
6030 · Maintenance	2,569	3,834	5,476	6,300
6050 · Cart Insurance	4,800	4,800	4,800	4,800
6060 · Misc. Cart Expense	-	95	256	-
Total 6000 · CART EXPENSE	30,652	34,879	49,217	52,420
6500 · TENNIS EXPENSE				
6510 · Professional Services		2,000		
6530 · Supplies		514		
6570 · Other Expense		359		
Total 6500 · TENNIS EXPENSE	-	2,873	-	-
TOTAL OPERATIONAL EXPENSE	**1,684,145**	**1,912,364**	**2,011,106**	**2,125,350**
TOTAL OPERATIONAL NET INCOME	**691,166**	**607,158**	**705,704**	**434,604**
B/S - Financed Debt Service Principal	152,678	158,165	157,429	197,853
Restructured Debt to City of Norwalk	118,803	126,878	133,118	130,165
Loan Repayment	118,803	126,878	133,118	130,165
NET INCOME BEFORE CAPITAL EXPENS	**691,166**	**607,158**	**705,704**	**434,604**
8000 · OTHER EXPENSE				
8000 · Depreciation/Amortization	377,142	414,608	386,779	415,000
8000 · Depreciation/Amortization Non C	(377,142)	(414,608)	(386,779)	(415,000)
8001 · Capital projects	***133,492***	***311,949***	***301,216***	***344,500***
8006 · Disposed Assets	(3,000)		(495)	
7002 · Capital Contribution	(26,752)	(41,865)	(63,881)	(20,000)
Total 8000 · OTHER EXPENSE	347,390	372,743	322,403	395,000

NET INCOME	**343,776**	**234,415**	**383,301**	**39,604**
PRIOR YEAR RETAINED EARNINGS/DEFICIT	**222,011**	**565,787**	**800,203**	**1,183,504**
CUMMULATIVE	**565,787**	**800,203**	**1,183,504**	**1,223,108**
	-7.9%	-7.9%	-7.9%	-7.4%

FY26 Reforecast	FY27 BUDGET	26 RFC vs 27 Bud
1.78	1.83	
43,751	43,978	0.5%
3,998	4,200	5.0%
47,749	48,178	0.9%
26,794	26,300	-1.8%
$16.92	$18.25	7.9%
$144.22	$149.13	3.4%
1,209	1,180	-2.4%
$43.88	$42.60	-2.9%
$10.76	$10.80	0.3%
174,362	*175,976*	
1,737,011	1,753,550	1.0%
172,654	175,980	1.9%
103,549	109,880	6.1%
127,136	120,000	-5.6%
462,959	479,970	3.7%
26,080	26,600	2.0%
(20,685)	(21,100)	2.0%
2,608,704	2,644,881	1.4%
43,400	52,800	21.7%
24,000	24,000	0.0%
17,078	17,600	3.1%
5,096	3,000	-41.1%
55,353	57,600	4.1%
144,928	155,000	6.9%
2,753,631	**2,799,881**	1.7%
254,909	295,710	16.0%
301,449	321,980	6.8%
346,419	399,980	15.5%
4,364	-	9066.4%
180,523	212,050	-100.0%
-		
2,192	-	9573.9%

1,089,856	1,229,720	12.8%
14%	**15%**	
81,855	90,070	10.0%
25,956	25,960	0.0%
24,515	42,250	72.3%
14,845	15,500	4.4%
5,478	6,100	11.4%
152,649	179,879	17.8%
10,065	11,000	9.3%
46,509	41,000	-11.8%
5,879	11,000	87.1%
34,088	31,000	-9.1%
152	50	-67.1%
65,705	67,620	2.9%
298	250	-16.1%
4,545	4,200	-7.6%
1,106	1,200	8.5%
-	-	-
9,890	11,160	12.8%
8,761	10,200	16.4%
116,302	116,570	0.2%
(46,881)	(45,560)	-2.8%
-		-
256,419	259,691	1.3%
123,264	131,390	6.6%
17,673	17,670	0.0%
140,937	149,059	5.8%
3,250	6,400	
3,658	4,700	28.5%
3,128	4,000	27.9%
10,036	15,100	50.5%
74,153	65,000	-12.3%
30,324	45,000	48.4%
5,000	7,000	40.0%
144,200	120,000	-16.8%
(13,578)	-	-100.0%
11,122	14,000	25.9%

4,194	4,000	-4.6%
6,203	4,000	-35.5%
32	200	524.6%
54,331	42,000	-22.7%
350	600	71.4%
3,793	3,000	-20.9%
12,250	18,000	46.9%
1,250	1,500	20.0%
333,625	324,300	-2.8%
6,000	10,000	
14,697	16,500	12.3%
75,296	68,000	-9.7%
95,993	94,500	-1.6%
429,618	***418,800***	-2.5%
23,880	8,000	-66.5%
15,031	16,000	6.4%
3,316	6,300	90.0%
4,800	4,800	0.0%
23	-	-100.0%
47,050	35,100	-25.4%
		-
-		-
-		-
-		-
-	-	-
2,126,565	**2,287,349**	7.6%
627,067	**512,532**	-18.3%
163,030	$226,000	
-		
134,842	134,480	
134,842	134,480	-0.3%
624,395	**512,532**	-17.9%
-		
393,838	415,000	5.4%
(393,838)	(415,000)	
410,024	**410,000**	
(4,980)		
(62,000)	(20,000)	
326,858	395,000	20.8%

	297,537	**117,532**	-60.5%
	1,183,504	**1,481,042**	
	1,481,042	**1,598,574**	
		4.4%	
ct after cap ex		(257,948)	

Oak Hills Park Authority
June 2026 Financial Commentary

Operations Updates:

- Golf revenue rounds and cart rounds performed above budget for the full year of FY26, with Discount ID cards coming in slightly under budget.
- The Fiscal 2027 budget (ending 6/30/27) was voted on and approved by the Authority.
- The year-end audit begins at the end of July.

YTD Financial Highlights:

- FY26 YTD net operating income was over budget by $280k and we ended June with a $867k cash balance which includes $105k in the capital reserve bank account.
    - Revenue was over-budget by $325k thanks to strong golf rounds.
    - Expenses were over-budget by $45k due to building and equipment maintenance, offset by wages and benefits.
- OHPA made $134k in repayments to the City for the full fiscal year.
- OHPA has invested in higher-than-normal capital improvements throughout the course of the year with a focus on bunkers in the first half of the fiscal year.

Other:

- As part of our initiative of investing and diversifying excess cash, we continue to have money spread out among three banks in various types of interest-bearing accounts.

Updated through 6/30/2026

Fiscal Year To Date

		Budget	Actuals	Variance	Var %	Comments
Sales	Revenue Rounds	43,707	45,525	1,818	4.2%	Other than a drop over the winter due to closure, utilization remained high throughout the year
	Non-Revenue Rounds	4,400	3,915	(485)	-11.0%	Less season passholder rounds than anticipated
	Total Rounds	**48,107**	**49,440**	1,333	2.8%	
	Carts	25,100	28,459	3,359	13.4%	Budgeted carts may have been too low
	ID Cards	1,200	1,161	(39)	-3.3%	Slightly under budget but consistent with prior years

		Budget	Actuals	Variance	Var %	Comments
P&L	Golf Revenue	2,411,254	2,727,559	316,305	13.1%	Driven primarily by greens fees
	Tennis Revenue	50,200	46,200	(4,000)	-8.0%	New tennis lease entered into
	Restaurant Revenue	52,500	60,384	7,884	15.0%	First and Fourth Quarter rev share was higher than anticipated
	Other Revenue	46,000	46,693	693	1.5%	
	Total Revenue	**2,559,954**	**2,880,836**	**320,882**	**12.5%**	
	Management Salary	289,000	254,178	(34,822)	-12.0%	No Head Golf Pro from November through February
	Operations Salary	296,010	318,471	22,461	7.6%	Overall higher staffing
	Maintenance Salary	555,360	543,477	(11,883)	-2.1%	Overall lower staffing
	Employee Benefits	173,582	154,492	(19,090)	-11.0%	Driven mostly by lower than expected Health Insurance
	Administrative	228,572	260,169	31,597	13.8%	CC fees, professional exp and office expense over-budget, offset by various line items
	Interest & Insurance	143,708	139,314	(4,394)	-3.1%	
	Sales & Operations	12,400	9,350	(3,050)	-24.6%	Underage on work clothes and golf pro supplies offset by higher software costs
	Park Maintenance	267,200	280,655	13,455	5.0%	Higher water and grass treatment costs, offset by lower grounds maintenance and tree maintenance
	Park Equipment	107,100	160,828	53,728	50.2%	Driven by higher building and equipment maintenance expenses due to the age of both categories
	Carts	52,420	45,814	(6,606)	-12.6%	Savings on electricity and cart maintenance (new carts) offset by an extra month of old cart lease
	Tennis	-	-	-		
	Operating Expense	**2,125,352**	**2,166,748**	**41,396**	**1.9%**	
	Net Operating Income	**434,602**	**714,088**	**279,486**	**64.3%**	
Balance Sheet	Capital Improvements	(344,500)	(444,781)	(100,281)	29.1%	Bunkers, air handlers, water heater, asphalt striping, improvements to structures and new water well
	Line of Credit Balance	-	-	-		
	Capital Reserve Cash Bal	99,627	105,138	5,511	5.5%	Portion of cash restricted for capital improvements per our lease requirements
	Cash Balance	528,075	762,060	233,985	44.3%	Net operating income overage less cap ex overage, deferred revenue from annual pass sales

Oak Hills Park Authority
FY26 Actual vs. Budget

	Jun Act	Jun Bud	Var $	Var %	YTD Act	YTD Bud	Var $	Var %
REVENUE								
4000 · REVENUES								
4001 · Golf Revenue								
4010 · Golf Fees	$285,496	$237,479	$48,016	20.2%	$1,860,543	$1,520,823	$339,719	22.3%
4020 · I.D. Cards	$8,716	$15,333	-$6,618	-43.2%	$165,443	$182,200	-$16,757	-9.2%
4025 · Season Pass	$9,101	$8,810	$291	3.3%	$105,105	$107,340	-$2,235	-2.1%
4030 · Tournament Fees	$21,450	$20,472	$978	4.8%	$123,699	$120,000	$3,699	3.1%
4050 · Cart Revenue	$76,640	$74,469	$2,171	2.9%	$465,076	$476,900	-$11,824	-2.5%
4060 · Golf Revenue - Gift Certif.	$3,771	$5,445	-$1,674	-30.7%	$24,515	$24,200	$315	1.3%
4070 · Gift & Rain Checks Redeemed	-$2,370	-$3,351	$981	-29.3%	-$21,172	-$20,210	-$962	4.8%
4090 · Merchandise Sales	$99	$0	$99	0.0%	$8,246	$0	$8,246	0.0%
4091 · Merchandise Rentals	$1,359	$0	$1,359	0.0%	$5,258	$0	$5,258	0.0%
Total 4001 · Golf Revenue	**$404,261**	**$358,657**	**$45,603**	**12.7%**	**$2,736,712**	**$2,411,254**	**$325,458**	**13.5%**
4100 · Tennis Revenue	$8,400	$10,400	-$2,000	-19.2%	$46,200	$50,200	-$4,000	-8.0%
4200 · Rental Income	$2,000	$2,000	$0	0.0%	$24,000	$24,000	$0	0.0%
4300 · Investment Income	$1,295	$1,625	-$330	-20.3%	$15,058	$19,500	-$4,442	-22.8%
4400 · Misc. Income	$2,090	$293	$1,797	612.8%	$7,635	$2,500	$5,135	205.4%
4600 · Restaurant Income	$16,031	$11,000	$5,031	45.7%	$60,384	$52,500	$7,884	15.0%
Total Other Revenue	**$29,816**	**$25,318**	**$4,498**	**17.8%**	**$153,277**	**$148,700**	**$4,577**	**3.1%**
50000 · COST OF GOODS SOLD								
50000 · COGS - Merchandise	**$2,316**	**$0**	**-$2,316**	0.0%	**$9,154**	**$0**	**-$9,154**	0.0%
TOTAL GROSS PROFIT	**$431,761**	**$383,976**	**$52,418**	**12.4%**	**$2,880,836**	**$2,559,954**	**$320,881**	**12.5%**
EXPENSE								
5000 · PERSONNEL EXPENSE								
5010 · Management Salary	$23,590	$24,127	$537	2.2%	$254,178	$289,000	$34,822	12.0%
5030 · Operations	$42,141	$39,585	-$2,556	-6.5%	$317,977	$296,010	-$21,967	-7.4%
5040 · Operations O/T	$0	$0	$0	0.0%	$494	$0	-$494	0.0%
5050 · Course Personnel	$33,996	$29,782	-$4,215	-14.2%	$357,509	$355,480	-$2,029	-0.6%
5060 · Course Personnel O/T	$1,540	$0	-$1,540	0.0%	$7,517	$0	-$7,517	0.0%
5070 · Seasonal Personnel	$21,538	$23,361	$1,822	7.8%	$176,237	$199,880	$23,643	11.8%
5080 · Seasonal Personnel O/T	-$62	$0	$62	0.0%	$2,215	$0	-$2,215	0.0%
Total 5000 · PERSONNEL EXPENSE	**$122,744**	**$116,854**	**-$5,890**	-5.0%	**$1,116,126**	**$1,140,370**	**$24,244**	2.1%
5200 · EMPLOYEE BENEFITS								
5210 · Payroll Taxes	$9,335	$8,931	-$405	-4.5%	$84,731	$85,202	$472	0.6%
5230 · State Unemployment	$2,964	$2,638	-$325	-12.3%	$25,678	$22,670	-$3,008	-13.3%
5250 · Health Insurance	$3,004	$3,453	$450	13.0%	$24,718	$41,410	$16,691	40.3%
5260 · Workmans Compensation	$1,856	$1,718	-$138	-8.0%	$14,139	$17,500	$3,361	19.2%
5270 · Retirement Plans	$433	$516	$83	16.1%	$5,226	$6,800	$1,574	23.1%
Total 5200 · EMPLOYEE BENEFITS	**$17,591**	**$17,256**	**-$335**	-1.9%	**$154,492**	**$173,582**	**$19,090**	11.0%
5400 · ADMINISTRATIVE EXPENSES								
5420 · Telephone	$793	$809	$17	2.0%	$9,836	$9,710	-$125	-1.3%
5430 · Professional Fees	$3,500	$3,271	-$229	-7.0%	$45,009	$39,250	-$5,759	-14.7%
5436 · Advertising	$0	$236	$236	100.0%	$6,128	$7,000	$872	12.5%
5440 · Office Expense	$3,673	$2,847	-$826	-29.0%	$35,217	$24,600	-$10,617	-43.2%
5441 · Bank Charges	$0	$0	$0	0.0%	$140	$50	-$90	-180.0%
5442 · Credit Card Fees	$11,374	$7,466	-$3,908	-52.3%	$71,875	$53,558	-$18,318	-34.2%
5445 · Postage	$0	$50	$50	100.0%	$198	$250	$52	20.8%
5450 · Training and Dues	$530	$804	$274	34.1%	$3,952	$3,500	-$452	-12.9%
5455 · Meals and Entertainment	$0	$100	$100	100.0%	$806	$1,200	$394	32.8%
5461 · Authority Secretarial Services	$0	$142	$142	100.0%	$0	$1,700	$1,700	100.0%
5469 · Other Outside Services	$845	$844	$0	-0.1%	$9,886	$9,853	-$33	-0.3%
5470 · Other Administrative	$547	$958	$412	43.0%	$7,725	$11,500	$3,775	32.8%
5480 · Utilities	$13,730	$12,628	-$1,102	-8.7%	$118,512	$112,401	-$6,111	-5.4%
5481 · Utilities Reimbursement	-$14,233	-$12,000	$2,233	-18.6%	-$49,115	-$46,000	$3,115	-6.8%
Total 5400 · ADMINISTRATIVE EXPENSES	**$20,758**	**$18,156**	**-$2,602**	-14.3%	**$260,169**	**$228,572**	**-$31,597**	-13.8%
5500 · DEBT SERVICE AND INSURANCE								

Oak Hills Park Authority
FY26 Actual vs. Budget

	Jun Act	Jun Bud	Var $	Var %	YTD Act	YTD Bud	Var $	Var %
5500 · Liability Insurance	$10,500	$11,156	$656	5.9%	$121,627	$123,758	$2,131	1.7%
5520 · Interest	$1,447	$1,662	$215	12.9%	$17,687	$19,950	$2,262	11.3%
Total 5500 · DEBT SERVICE AND INSURANCE	**$11,947**	**$12,818**	**$871**	6.8%	**$139,314**	**$143,708**	**$4,393**	3.1%
5600 · SALES AND OPERATIONS								
5630 · Pro Shop Software	$555	$325	-$230	-70.8%	$6,015	$3,900	-$2,115	-54.2%
5640 · Golf Pro Supplies	$20	$428	$408	95.3%	$2,907	$4,500	$1,593	35.4%
5680 · Golf Pro Work Clothes	$0	$800	$800	100.0%	$428	$4,000	$3,572	89.3%
Total 5600 SALES AND OPERATIONS	**$575**	**$1,553**	**$978**	63.0%	**$9,350**	**$12,400**	**$3,050**	24.6%
5700 · PARK MAINTENANCE								
5710 · Water	$12,392	$6,619	-$5,773	-87.2%	$80,886	$65,000	-$15,886	-24.4%
5715 · Nature and Open Space	$50	$1,200	$1,150	95.8%	$9,176	$8,000	-$1,176	-14.7%
5720 · Heating Fuel	-$37	$1,437	$1,474	102.6%	$13,633	$17,000	$3,367	19.8%
5730 · Grounds Maintenance	$3,314	$6,676	$3,362	50.4%	$24,249	$40,000	$15,751	39.4%
5740 · Tree Maintenance	$0	$1,200	$1,200	100.0%	$0	$6,000	$6,000	100.0%
5751 · Agriculture&Chemicals-Purch	$937	$19,217	$18,280	95.1%	$108,503	$114,000	$5,497	4.8%
5752 · Agriculture/Chemicals Utilized	$17,992	$0	-$17,992	0.0%	$22,004	$0	-$22,004	0.0%
5760 · Irrigation Maintenance	$2,616	$2,458	-$157	-6.4%	$12,191	$10,000	-$2,191	-21.9%
5770 · Consumable Tools	$237	$772	$535	69.3%	$3,507	$3,000	-$507	-16.9%
5780 · Tee and Green Supplies	$303	$68	-$235	-346.1%	$6,469	$4,000	-$2,469	-61.7%
5795 · Janitorial Supplies	$0	$32	$32	100.0%	$37	$200	$163	81.7%
Total 5700 · PARK MAINTENANCE	**$37,804**	**$39,679**	**$1,875**	4.7%	**$280,655**	**$267,200**	**-$13,455**	-5.0%
5800 · PARK EQUIPMENT								
5800 · Equipment Maintenance	$1,663	$4,383	$2,719	62.0%	$60,436	$40,000	-$20,436	-51.1%
5810 · Equipment Rental	$0	$100	$100	100.0%	$0	$600	$600	100.0%
5820 · Building Maintenance	$5,013	$2,233	-$2,781	-124.5%	$87,771	$45,000	-$42,771	-95.0%
5840 · Small Equipment	$192	$405	$212	52.4%	$3,606	$3,000	-$606	-20.2%
5860 · Gasoline/Diesel Fuel	$767	$1,771	$1,004	56.7%	$8,320	$17,000	$8,680	51.1%
5880 · Employee work clothes	$0	$375	$375	100.0%	$695	$1,500	$805	53.6%
Total 5800 · PARK EQUIPMENT	**$7,636**	**$9,266**	**$1,630**	17.6%	**$160,828**	**$107,100**	**-$53,728**	-50.2%
6000 · CART EXPENSE								
6010 · Cart Lease Expense	$0	$0	$0	0.0%	$23,880	$21,320	-$2,560	-12.0%
6020 · Electricity	$2,040	$2,121	$81	3.8%	$14,358	$20,000	$5,642	28.2%
6030 · Maintenance	$54	$70	$16	23.0%	$2,617	$6,300	$3,683	58.5%
6050 · Cart Insurance	$400	$400	$0	0.0%	$4,800	$4,800	$0	0.0%
6060 · Misc. Cart Expense	$135	$0	-$135	0.0%	$158	$0	-$158	0.0%
Total 6000 · CART EXPENSE	**$2,629**	**$2,590**	**-$38**	-1.5%	**$45,814**	**$52,420**	**$6,606**	12.6%
TOTAL OPERATIONAL EXPENSE	**$221,684**	**$218,172**	**-$3,512**	-1.6%	**$2,166,747**	**$2,125,351**	**-$41,396**	-1.9%
TOTAL OPERATIONAL NET INCOME	**$210,076**	**$165,803**	**$44,273**	26.7%	**$714,088**	**$434,603**	**$279,485**	64.3%
Restructured City Debt	$27,416	$16,397	-$11,019	-67.2%	$145,691	$130,166	-$15,525	-11.9%
Commercial Debt	$35,986	$30,000	-$5,986	-20.0%	$150,427	$197,853	$47,426	24.0%
Total BS Debt Payments	**$63,402**	**$46,397**	**-$17,005**	-36.7%	**$296,118**	**$328,019**	**$31,901**	9.7%
NET INCOME BEFORE CAPITAL EXPENSES	**$210,076**	**$165,803**	**$44,273**	26.7%	**$714,088**	**$434,603**	**$279,485**	64.3%
8000 · OTHER EXPENSE								
8000 · Depreciation/Amortization								
8000 · Depreciation/Amort Non Cash	$32,232	$34,853	$2,621	7.5%	$386,784	$415,000	$28,216	6.8%
8001 · Capital projects								
8100 - Capital Proj Cash	$27,033	$20,000	-$7,033	-35.2%	$444,781	$344,500	-$100,281	-29.1%
8101 - Capital Proj Financed	$0	$0	$0	0.0%	$0	$0	$0	0.0%
8006 · Disposed Assets	$0	$0	$0	0.0%	-$4,980	$0	$4,980	0.0%
Capital Contribution	-$10,968	$0	$10,968	0.0%	-$10,968	$0	$10,968	0.0%
Total 8000 · OTHER EXPENSE	$21,264	$34,853	$6,556	39.0%	$370,836	$415,000	-$56,117	10.6%
NET INCOME	**$188,813**	**$130,950**	**$57,863**	44.2%	**$343,253**	**$19,603**	**$323,650**	1651.0%

OAK HILLS PARK AUTHORITY
Balance Sheet FY26
As of June 30, 2026

	Total			
	As of Jun 30, 2026	As of Jun 30, 2025 (PY)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
1000 Cash				
1021 NBT Money Market	339,154.54	376,271.73	-37,117.19	-9.86%
1022 NBT Payment Account	-51,749.93	-28,728.57	-23,021.36	-80.13%
1023 NBT Rent Escrow Sec Apt Right	1,801.00	1,801.00	0.00	0.00%
1024 NBT Capital Reserve Savings Account	21,782.93	12,453.33	9,329.60	74.92%
1030 Chase Platinum Checking	10.00	10.00	0.00	0.00%
1031 Chase CD	244,391.24	242,379.73	2,011.51	0.83%
1040 Bankwell Money Market	227,032.84	199,554.79	27,478.05	13.77%
1041 Bankwell Capital Reserve Savings Account	83,354.92	60,423.70	22,931.22	37.95%
1050 Petty	1,420.00	1,452.38	-32.38	-2.23%
Total 1000 Cash	**$ 867,197.54**	**$ 865,618.09**	**$ 1,579.45**	**0.18%**
Total Bank Accounts	**$ 867,197.54**	**$ 865,618.09**	**$ 1,579.45**	**0.18%**
Other Current Assets				
1100 Inventory	68,717.03	90,720.69	-22,003.66	-24.25%
1200 Receivables	28,264.22	30,522.33	-2,258.11	-7.40%
1300 Prepaid Expenses	50,734.28	48,533.78	2,200.50	4.53%
Total Other Current Assets	**$ 147,715.53**	**$ 169,776.80**	**-$ 22,061.27**	**-12.99%**
Total Current Assets	**$ 1,014,913.07**	**$ 1,035,394.89**	**-$ 20,481.82**	**-1.98%**
Fixed Assets				
1500 Fixed Assets				
1505 Machinery and Equipment	2,596,671.09	1,992,650.12	604,020.97	30.31%
1510 Accumulated Depreciation/Amort.	-5,519,737.30	-5,211,261.33	-308,475.97	-5.92%
1520 Furniture & Fixtures	47,140.23	47,140.23	0.00	0.00%
1560 Leasehold Improvements	232,593.67	232,593.67	0.00	0.00%
1561 Park Improvements	2,739,397.12	2,739,397.12	0.00	0.00%
1562 Restaurant	2,277,134.66	2,277,134.66	0.00	0.00%
1565 Amortize Leasehold Improvements	-261,227.53	-235,907.53	-25,320.00	-10.73%
Total 1500 Fixed Assets	**$ 2,111,971.94**	**$ 1,841,746.94**	**$ 270,225.00**	**14.67%**
Total Fixed Assets	**$ 2,111,971.94**	**$ 1,841,746.94**	**$ 270,225.00**	**14.67%**
TOTAL ASSETS	**$ 3,126,885.01**	**$ 2,877,141.83**	**$ 249,743.18**	**8.68%**
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 *Accounts Payable	79,375.09	66,049.59	13,325.50	20.17%
Total Accounts Payable	**$ 79,375.09**	**$ 66,049.59**	**$ 13,325.50**	**20.17%**

Other Current Liabilities				
2051 Accounts Payable - OHMGA Revenue	441.00	661.00	-220.00	-33.28%
2100 Accrued Payroll	44,118.24	39,845.72	4,272.52	10.72%
2104 Accrued retirement contribution	158.64	139.56	19.08	13.67%
2105 Accrued Vacation Pay	18,771.81	18,771.81	0.00	0.00%
2200 Accrued Expenses	50,245.50	44,851.50	5,394.00	12.03%
2210 Security Deposits - Tenants				
2212 Security Dep - Apt 2 Right	1,900.00	1,900.00	0.00	0.00%
2213 Sec Deposit - Restaurant	1,898.00	1,898.00	0.00	0.00%
Total 2210 Security Deposits - Tenants	**$ 3,798.00**	**$ 3,798.00**	**$ 0.00**	**0.00%**
2250 Deferred Revenue				
2251 Tournament Deposits	7,050.00	9,250.00	-2,200.00	-23.78%
2253 Deferred Tennis Revenue	4,200.00	29,400.00	-25,200.00	-85.71%
2254 Other Deferred	136,223.83	132,386.35	3,837.48	2.90%
Total 2250 Deferred Revenue	**$ 147,473.83**	**$ 171,036.35**	**-$ 23,562.52**	**-13.78%**
2400 Cart Sales Tax Due	4,958.00	4,168.00	790.00	18.95%
Total Other Current Liabilities	**$ 269,965.02**	**$ 283,271.94**	**-$ 13,306.92**	**-4.70%**
Total Current Liabilities	**$ 349,340.11**	**$ 349,321.53**	**$ 18.58**	**0.01%**
Long-Term Liabilities				
2701 Consolidated City Debt	1,420,701.86	1,555,153.76	-134,451.90	-8.65%
2779 Wells Fargo Groundsmaster Mower and Procore Aeration	0.00	4,316.61	-4,316.61	-100.00%
2780 DLL Club Car 2021 Cart Fleet	0.00	24,326.32	-24,326.32	-100.00%
2782 Wells Fargo 2 Reelmaster 3555D Fairway Mowers	38,511.43	62,725.22	-24,213.79	-38.60%
2783 Wells Fargo 2 Baroness LM315GC Greens Mowers	25,682.84	41,324.41	-15,641.57	-37.85%
2784 Wells Fargo 2023 Spreader Trailer Roller	20,562.97	28,353.28	-7,790.31	-27.48%
2785 Wells Fargo Lastec 2023 Rotary Mower	38,513.68	51,147.31	-12,633.63	-24.70%
2786 Wells Fargo AngleMaster 3000 Grinder	11,049.81	13,616.85	-2,567.04	-18.85%
2787 Wells Fargo Blower Loader Tractor Fairway Mower	41,024.33	51,063.37	-10,039.04	-19.66%
2788 Wells Fargo Bernhard Dual Reel	33,957.29	41,910.58	-7,953.29	-18.98%
2789 Wells Fargo Toro GM Rotary Mower	50,283.91	0.00	50,283.91	
2790 DLL Club Car 2026 Cart Fleet	431,222.40	0.00	431,222.40	
2791 Club Car Visage Software 2026 Cart Fleet	113,680.00	0.00	113,680.00	
Total Long-Term Liabilities	**$ 2,225,190.52**	**$ 1,873,937.71**	**$ 351,252.81**	**18.74%**
Total Liabilities	**$ 2,574,530.63**	**$ 2,223,259.24**	**$ 351,271.39**	**15.80%**
Equity				
3900 Retained Earnings	653,882.59	270,581.10	383,301.49	141.66%
Net Income	-101,528.21	383,301.49	-484,829.70	-126.49%
Total Equity	**$ 552,354.38**	**$ 653,882.59**	**-$ 101,528.21**	**-15.53%**
TOTAL LIABILITIES AND EQUITY	**$ 3,126,885.01**	**$ 2,877,141.83**	**$ 249,743.18**	**8.68%**

OAK HILLS PARK AUTHORITY
P&L - Current Month Vs. Prior Year Month
June 2026

	Total			
	Jun 2026	Jun 2025 (PY)	Change	% Change
Income				
4000 REVENUES				
4001 Golf Revenue				
4010 Golf Fees	285,495.60	270,514.72	14,980.88	5.54%
4020 I.D. Cards	8,715.50	1,086.50	7,629.00	702.16%
4025 Season Pass	9,100.88	9,079.89	20.99	0.23%
4030 Tournament Fees	21,450.00	28,032.00	-6,582.00	-23.48%
4050 Cart Revenue	76,640.00	65,635.00	11,005.00	16.77%
4060 Golf Revenue - Gift Certif.	3,771.00	7,306.00	-3,535.00	-48.38%
4070 Gift & Rain Checks Redeemed	-2,370.00	-2,784.00	414.00	14.87%
4090 Merchandise Sales	98.96	0.00	98.96	
4091 Merchandise Rentals	1,359.00	0.00	1,359.00	
Total 4001 Golf Revenue	**$ 404,260.94**	**$ 378,870.11**	**$ 25,390.83**	**6.70%**
4100 Tennis Revenue	8,400.00	9,800.00	-1,400.00	-14.29%
4200 Rental Income	2,000.00	2,000.00	0.00	0.00%
4300 Investment Income	1,294.92	1,360.07	-65.15	-4.79%
4400 Misc. Income	2,090.12	605.00	1,485.12	245.47%
4600 Restaurant Income	16,031.00	14,300.00	1,731.00	12.10%
Total 4000 REVENUES	**$ 434,076.98**	**$ 406,935.18**	**$ 27,141.80**	**6.67%**
Total Income	**$ 434,076.98**	**$ 406,935.18**	**$ 27,141.80**	**6.67%**
Cost of Goods Sold				
50000 Cost of Goods Sold	2,316.37	0.00	2,316.37	
Total Cost of Goods Sold	**$ 2,316.37**	**$ 0.00**	**$ 2,316.37**	
Gross Profit	**$ 431,760.61**	**$ 406,935.18**	**$ 24,825.43**	**6.10%**
Expenses				
5000 PERSONNEL EXPENSE				
5010 Management Salary	23,590.36	21,891.26	1,699.10	7.76%
5030 Operations	42,141.22	39,873.93	2,267.29	5.69%
5040 Operations O/T	0.00	97.96	-97.96	-100.00%
5050 Course Personnel	33,996.15	26,028.33	7,967.82	30.61%
5060 Course Personnel O/T	1,539.69	447.75	1,091.94	243.87%
5070 Seasonal Personnel	21,538.42	16,856.51	4,681.91	27.78%
5080 Seasonal Personnel O/T	-61.59	52.94	-114.53	-216.34%
Total 5000 PERSONNEL EXPENSE	**$ 122,744.25**	**$ 105,248.68**	**$ 17,495.57**	**16.62%**
5200 EMPLOYEE BENEFITS				
5210 Payroll Taxes	9,335.39	7,491.63	1,843.76	24.61%
5230 State Unemployment	2,963.59	3,042.09	-78.50	-2.58%
5250 Health Insurance	3,003.61	4,874.20	-1,870.59	-38.38%
5260 Workmans Compensation	1,855.79	1,494.38	361.41	24.18%
5270 Retirement Plans	432.65	418.67	13.98	3.34%

Total 5200 EMPLOYEE BENEFITS	$ 17,591.03	$ 17,320.97	$ 270.06	1.56%
5400 ADMINISTRATIVE EXPENSES				
5420 Telephone	792.63	1,225.31	-432.68	-35.31%
5430 Professional Fees	3,500.00	3,400.00	100.00	2.94%
5440 Office Expense	3,672.95	2,602.72	1,070.23	41.12%
5442 Credit Card Fees	11,374.14	8,675.47	2,698.67	31.11%
5450 Training and Dues	530.00	969.67	-439.67	-45.34%
5469 Other Outside Services	844.66	752.00	92.66	12.32%
5470 Other Administrative	546.58	804.41	-257.83	-32.05%
5480 Utilities	13,730.47	-4,280.40	18,010.87	420.78%
5481 Utilities Reimbursment	-14,233.22	0.00	-14,233.22	
Total 5480 Utilities	-$ 502.75	-$ 4,280.40	$ 3,777.65	88.25%
5500 Liability Insurance	10,499.73	9,891.61	608.12	6.15%
5520 Interest Expense	1,447.21	1,640.84	-193.63	-11.80%
Total 5400 ADMINISTRATIVE EXPENSES	$ 32,705.15	$ 25,681.63	$ 7,023.52	27.35%
5600 SALES AND OPERATIONS				
5630 Pro Shop Software	555.25	325.00	230.25	70.85%
5640 Golf Pro Supplies	20.00	57.93	-37.93	-65.48%
5680 Golf Pro Work Clothes		793.98	-793.98	-100.00%
Total 5600 SALES AND OPERATIONS	$ 575.25	$ 1,176.91	-$ 601.66	-51.12%
5700 PARK MAINTENANCE				
5710 Water	12,392.44	1,169.00	11,223.44	960.09%
5715 Nature and Open Space	50.00	529.87	-479.87	-90.56%
5720 Heating Fuel	-37.00	-1,722.18	1,685.18	97.85%
5730 Grounds Maintenance	3,314.06	6,585.38	-3,271.32	-49.68%
5750 Agriculture and Chemicals				
5751 Agriculture&Chemicals-Purchased	937.19	802.08	135.11	16.84%
5752 Agriculture/Chemicals Utilized	17,991.62	18,800.08	-808.46	-4.30%
Total 5750 Agriculture and Chemicals	$ 18,928.81	$ 19,602.16	-$ 673.35	-3.44%
5760 Irrigation Maintenance	2,615.68	465.08	2,150.60	462.42%
5770 Consumable Tools	236.87	201.89	34.98	17.33%
5780 Tee and Green Supplies	303.25	110.00	193.25	175.68%
5800 Equipment Maintenance	1,663.33	4,475.06	-2,811.73	-62.83%
5820 Building Maintenance	5,013.08	5,702.15	-689.07	-12.08%
5840 Small Equipment	192.36	155.09	37.27	24.03%
5860 Gasoline/Diesel Fuel	767.00	2,100.18	-1,333.18	-63.48%
Total 5700 PARK MAINTENANCE	$ 45,439.88	$ 39,373.68	$ 6,066.20	15.41%
6000 CART EXPENSE				
6010 Cart Lease Expense	0.00	11,110.00	-11,110.00	-100.00%
6020 Electricity	2,039.86	1,343.66	696.20	51.81%
6030 Maintenance	53.75	0.00	53.75	
6050 Cart Insurance	400.00	400.00	0.00	0.00%
6060 Misc. Cart Expense	135.00	0.00	135.00	
Total 6000 CART EXPENSE	$ 2,628.61	$ 12,853.66	-$ 10,225.05	-79.55%
Total Expenses	$ 221,684.17	$ 201,655.53	$ 20,028.64	9.93%
Net Operating Income	$ 210,076.44	$ 205,279.65	$ 4,796.79	2.34%
Other Income				

7002 Capital Contribution	10,968.40	63,881.39	-52,912.99	-82.83%
Total Other Income	**$ 10,968.40**	**$ 63,881.39**	**-$ 52,912.99**	**-82.83%**
Other Expenses				
8000 Depreciation/Amortization	32,232.00	6,718.09	25,513.91	379.78%
8001 Capital projects				
8100 Capital Projects - Cash	27,033.15	-300,396.14	327,429.29	109.00%
Total 8001 Capital projects	**$ 27,033.15**	**-$ 300,396.14**	**$ 327,429.29**	**109.00%**
Total Other Expenses	**$ 59,265.15**	**-$ 293,678.05**	**$ 352,943.20**	**120.18%**
Net Other Income	**-$ 48,296.75**	**$ 357,559.44**	**-$ 405,856.19**	**-113.51%**
Net Income	**$ 161,779.69**	**$ 562,839.09**	**-$ 401,059.40**	**-71.26%**

OAK HILLS PARK AUTHORITY
P&L - Current YTD Vs. Prior YTD
July 2025 - June 2026

	Total			
	Jul 2025 - Jun 2026	Jul 2024 - Jun 2025 (PY)	Change	% Change
Income				
4000 REVENUES				
4001 Golf Revenue				
4010 Golf Fees	1,860,542.73	1,717,456.66	143,086.07	8.33%
4020 I.D. Cards	165,442.50	156,675.50	8,767.00	5.60%
4025 Season Pass	105,105.02	108,780.64	-3,675.62	-3.38%
4030 Tournament Fees	123,699.00	129,756.00	-6,057.00	-4.67%
4050 Cart Revenue	465,076.00	449,574.41	15,501.59	3.45%
4060 Golf Revenue - Gift Certif.	24,514.94	27,022.00	-2,507.06	-9.28%
4070 Gift & Rain Checks Redeemed	-21,171.99	-19,155.00	-2,016.99	-10.53%
4090 Merchandise Sales	8,246.29	0.00	8,246.29	
4091 Merchandise Rentals	5,258.00	0.00	5,258.00	
Total 4001 Golf Revenue	**$ 2,736,712.49**	**$ 2,570,110.21**	**$ 166,602.28**	**6.48%**
4100 Tennis Revenue	46,200.00	47,500.00	-1,300.00	-2.74%
4200 Rental Income	24,000.00	21,400.00	2,600.00	12.15%
4300 Investment Income	15,057.61	21,266.63	-6,209.02	-29.20%
4400 Misc. Income	7,635.22	15,667.95	-8,032.73	-51.27%
4600 Restaurant Income	60,384.00	40,865.00	19,519.00	47.76%
Total 4000 REVENUES	**$ 2,889,989.32**	**$ 2,716,809.79**	**$ 173,179.53**	**6.37%**
Total Income	**$ 2,889,989.32**	**$ 2,716,809.79**	**$ 173,179.53**	**6.37%**
Cost of Goods Sold				
50000 Cost of Goods Sold	9,153.73	0.00	9,153.73	
Total Cost of Goods Sold	**$ 9,153.73**	**$ 0.00**	**$ 9,153.73**	
Gross Profit	**$ 2,880,835.59**	**$ 2,716,809.79**	**$ 164,025.80**	**6.04%**
Expenses				
5000 PERSONNEL EXPENSE				
5010 Management Salary	254,177.54	274,557.16	-20,379.62	-7.42%
5030 Operations	317,976.60	294,751.93	23,224.67	7.88%
5040 Operations O/T	494.03	894.70	-400.67	-44.78%
5050 Course Personnel	357,509.29	328,430.46	29,078.83	8.85%
5060 Course Personnel O/T	7,516.58	4,078.48	3,438.10	84.30%
5070 Seasonal Personnel	176,236.54	143,167.08	33,069.46	23.10%
5080 Seasonal Personnel O/T	2,215.44	703.06	1,512.38	215.11%
Total 5000 PERSONNEL EXPENSE	**$ 1,116,126.02**	**$ 1,046,582.87**	**$ 69,543.15**	**6.64%**
5200 EMPLOYEE BENEFITS				
5210 Payroll Taxes	84,730.77	72,977.79	11,752.98	16.10%
5230 State Unemployment	25,678.10	24,560.68	1,117.42	4.55%
5250 Health Insurance	24,718.28	43,242.54	-18,524.26	-42.84%
5260 Workmans Compensation	14,138.57	18,114.48	-3,975.91	-21.95%

5270 Retirement Plans	5,226.15	6,212.73	-986.58	-15.88%
Total 5200 EMPLOYEE BENEFITS	**$ 154,491.87**	**$ 165,108.22**	**-$ 10,616.35**	**-6.43%**
5400 ADMINISTRATIVE EXPENSES				
5420 Telephone	9,835.54	9,336.23	499.31	5.35%
5430 Professional Fees	45,008.54	41,022.96	3,985.58	9.72%
5436 Advertising	6,127.78	4,908.22	1,219.56	24.85%
5440 Office Expense	35,217.45	28,012.65	7,204.80	25.72%
5441 Bank Charges	140.00	52.00	88.00	169.23%
5442 Credit Card Fees	71,875.37	60,223.77	11,651.60	19.35%
5445 Postage	198.02	120.00	78.02	65.02%
5450 Training and Dues	3,504.15	4,615.72	-1,111.57	-24.08%
5451 Travel Expenses	448.00	0.00	448.00	
Total 5450 Training and Dues	**$ 3,952.15**	**$ 4,615.72**	**-$ 663.57**	**-14.38%**
5455 Meals and Entertainment	806.14	1,469.26	-663.12	-45.13%
5461 Authority Secretarial Services	0.00	1,500.00	-1,500.00	-100.00%
5469 Other Outside Services	9,885.63	8,934.63	951.00	10.64%
5470 Other Administrative	7,725.29	10,878.79	-3,153.50	-28.99%
5480 Utilities	118,511.53	73,285.95	45,225.58	61.71%
5481 Utilities Reimbursment	-49,114.68	0.00	-49,114.68	
Total 5480 Utilities	**$ 69,396.85**	**$ 73,285.95**	**-$ 3,889.10**	**-5.31%**
5500 Liability Insurance	121,626.87	116,934.54	4,692.33	4.01%
5520 Interest Expense	17,687.42	17,848.31	-160.89	-0.90%
Total 5400 ADMINISTRATIVE EXPENSES	**$ 399,483.05**	**$ 379,143.03**	**$ 20,340.02**	**5.36%**
5600 SALES AND OPERATIONS				
5630 Pro Shop Software	6,015.00	3,766.62	2,248.38	59.69%
5640 Golf Pro Supplies	2,907.43	4,330.22	-1,422.79	-32.86%
5680 Golf Pro Work Clothes	427.76	3,248.12	-2,820.36	-86.83%
Total 5600 SALES AND OPERATIONS	**$ 9,350.19**	**$ 11,344.96**	**-$ 1,994.77**	**-17.58%**
5700 PARK MAINTENANCE				
5710 Water	80,885.99	53,527.26	27,358.73	51.11%
5715 Nature and Open Space	9,175.98	4,208.70	4,967.28	118.02%
5720 Heating Fuel	13,633.49	9,859.33	3,774.16	38.28%
5730 Grounds Maintenance	24,249.05	26,491.16	-2,242.11	-8.46%
5740 Tree Maintenance	0.00	7,415.64	-7,415.64	-100.00%
5750 Agriculture and Chemicals				
5751 Agriculture&Chemicals-Purchased	108,503.27	101,475.11	7,028.16	6.93%
5752 Agriculture/Chemicals Utilized	22,003.66	-4,875.42	26,879.08	551.32%
Total 5750 Agriculture and Chemicals	**$ 130,506.93**	**$ 96,599.69**	**$ 33,907.24**	**35.10%**
5760 Irrigation Maintenance	12,190.94	12,148.67	42.27	0.35%
5770 Consumable Tools	3,506.73	642.39	2,864.34	445.89%
5780 Tee and Green Supplies	6,469.16	3,236.06	3,233.10	99.91%
5795 Janitorial Supplies	36.59	0.00	36.59	
5800 Equipment Maintenance	60,435.88	38,192.71	22,243.17	58.24%
5810 Equipment Rental	0.00	359.60	-359.60	-100.00%
5820 Building Maintenance	87,770.63	93,922.71	-6,152.08	-6.55%
5840 Small Equipment	3,605.73	575.08	3,030.65	527.00%
5860 Gasoline/Diesel Fuel	8,319.98	12,285.48	-3,965.50	-32.28%

5880 Employee work clothes	695.41	245.54	449.87	183.22%
Total 5700 PARK MAINTENANCE	**$ 441,482.49**	**$ 359,710.02**	**$ 81,772.47**	**22.73%**
6000 CART EXPENSE				
6010 Cart Lease Expense	23,879.87	20,330.12	3,549.75	17.46%
6020 Electricity	14,358.47	18,354.38	-3,995.91	-21.77%
6030 Maintenance	2,617.23	5,476.17	-2,858.94	-52.21%
6050 Cart Insurance	4,800.00	4,800.00	0.00	0.00%
6060 Misc. Cart Expense	157.98	255.83	-97.85	-38.25%
Total 6000 CART EXPENSE	**$ 45,813.55**	**$ 49,216.50**	**-$ 3,402.95**	**-6.91%**
Total Expenses	**$ 2,166,747.17**	**$ 2,011,105.60**	**$ 155,641.57**	**7.74%**
Net Operating Income	**$ 714,088.42**	**$ 705,704.19**	**$ 8,384.23**	**1.19%**
Other Income				
7002 Capital Contribution	10,968.40	63,881.39	-52,912.99	-82.83%
Total Other Income	**$ 10,968.40**	**$ 63,881.39**	**-$ 52,912.99**	**-82.83%**
Other Expenses				
8000 Depreciation/Amortization	386,784.00	386,779.09	4.91	0.00%
8001 Capital projects				
8100 Capital Projects - Cash	444,781.03	0.00	444,781.03	
Total 8001 Capital projects	**$ 444,781.03**	**$ 0.00**	**$ 444,781.03**	
8006 Disposed Assets	-4,980.00	-495.00	-4,485.00	-906.06%
Total Other Expenses	**$ 826,585.03**	**$ 386,284.09**	**$ 440,300.94**	**113.98%**
Net Other Income	**-$ 815,616.63**	**-$ 322,402.70**	**-$ 493,213.93**	**-152.98%**
Net Income	**-$ 101,528.21**	**$ 383,301.49**	**-$ 484,829.70**	**-126.49%**

OAK HILLS SALES ANALYSIS JUNE 2026 FISCAL REPORT

Description	Jun-26	Jun-25	Inc/(Dec)	YTD FY26	YTD FY25	Inc/(Dec)
Revenue Rounds	7,116	6,584	8.1%	45,525	44,730	1.8%
Season Pass Rounds	530	450	17.8%	3,577	2,940	21.7%
POS System Servicer Rounds	0	0	0.0%	0	1,402	-100.0%
Barter Rounds	0	0	0.0%	0	0	0.0%
Comp Rounds	32	38	-15.8%	338	111	204.5%
Total All Rounds	7,678	7,072	8.6%	49,440	49,183	0.5%
Total Carts	4,494	4,056	10.8%	28,459	26,809	6.2%
Total Golf ID Cards	87	68	27.9%	1,161	1,087	6.8%
Total Season Passes	0	-1	-100.0%	51	51	0.0%
Total Gift Cards	32	35	-8.6%	162	202	-19.8%
Total Pro Shop Merchandise	165	0	0.0%	1,736	0	0.0%
Total $ Revenue Rounds	$308,338	$301,340	2.3%	$1,947,017	$1,842,387	5.7%
Total Carts $	$81,506	$69,803	16.8%	$492,337	$478,103	3.0%
Total Golf ID Cards $	$12,427	$8,806	41.1%	$129,017	$155,180	-16.9%
Total Season Pass $	$0	-$2,150	-100.0%	$13,661	$107,400	-87.3%
Total Gift Cards $	$3,771	$4,740	-20.4%	$19,090	$21,543	-11.4%
Total Pro Shop Merchandise $	$1,544	$0	0.0%	$13,867	$0	0.0%
Rain Chks/Gift Cards Redeemed	-$2,370	-$2,784	-14.9%	-$22,417	-$18,411	21.8%
	$405,216	**$379,754**	**6.7%**	**$2,592,572**	**$2,586,201**	**0.2%**
$ Revenue/Revenue Round	**$43.33**	**$45.77**	-5.3%	**$42.77**	**$41.19**	3.8%
Carts/Revenue Round	**63.2%**	**61.6%**	2.5%	**62.5%**	**59.9%**	4.3%
Cart $/Revenue Round	**$11.45**	**$10.60**	8.0%	**$10.81**	**$10.69**	1.2%
Cart $/Cart Round	**$18.14**	**$17.21**	5.4%	**$17.30**	**$17.83**	-3.0%
ID Card $/Card	**$142.84**	**$129.50**	10.3%	**$111.13**	**$142.76**	-22.2%
Resident Adult 18 Rounds	962	755	27.4%	5,468	4,436	23.3%
Resident Senior 18 Rounds	865	838	3.2%	5,965	4,893	21.9%
Junior/HS Golf Team 18 Rounds	453	429	5.6%	2,392	3,043	-21.4%
Golf League 18 Rounds	24	19	26.3%	133	90	47.8%
Employee 18 Rounds	160	138	15.9%	1,094	937	16.8%
Non Resident 18 Rounds	401	363	10.5%	2,684	2,069	29.7%
Public 18 Rounds	2,888	3,027	-4.6%	19,360	25,372	-23.7%
Total 9 Hole Rounds	1,363	1,015	34.3%	8,429	3,890	116.7%
Total Revenue Rounds	***7,116***	***6,584***	***8.1%***	***45,525***	***44,730***	***1.8%***
Resident Adult 18 Rounds $	$40,466	$32,427	24.8%	$232,139	$179,501	29.3%
Resident Senior 18 Rounds $	$30,283	$30,887	-2.0%	$215,750	$166,553	29.5%
Junior/HS Golf Team 18 Rounds $	$12,618	$12,857	-1.9%	$65,067	$70,724	-8.0%
Golf League 18 Rounds	$699	$570	22.6%	$3,864	$2,627	47.1%
Employee 18 Rounds $	$1,120	$969	15.6%	$7,682	$6,326	21.4%
Non Resident 18 Rounds $	$15,444	$14,753	4.7%	$65,114	$78,597	-17.2%
Public 18 Rounds $	$169,307	$179,913	-5.9%	$1,123,658	$1,231,817	-8.8%
Total 9 Hole Rounds $	$38,400	$28,964	32.6%	$233,744	$106,242	120.0%
Total $ Revenue Rounds	***308,338***	***301,340***	***2.3%***	***1,947,017***	***1,842,387***	***5.7%***
Senior Non-Resident ID	6	2	200.0%	82	99	-17.2%
Adult Non-Resident ID	4	1	300.0%	82	78	5.1%
Senior Non-Resident Annual Pass	0	0	0.0%	0	3	-100.0%
Adult Non-Resident Annual Pass	0	0	0.0%	2	7	-71.4%
Total Non-Resident Members	***10***	***3***	***233.3%***	***166***	***187***	***-11.2%***

City of Norwalk debt paydown **$17,203.50**

OAK HILLS SALES ANALYSIS JUNE 2026 CALENDAR REPORT

Description	Jun-26	Jun-25	Inc/(Dec)	YTD 2026	YTD 2025	Inc/(Dec)
Revenue Rounds	7,116	6,584	8.1%	19,520	17,985	8.5%
Season Pass Rounds	530	450	17.8%	1,656	1,557	6.4%
POS System Servicer Rounds	0	0	0.0%	0	2	-100.0%
Barter Rounds	0	0	0.0%	0	0	0.0%
Comp Rounds	32	38	-15.8%	83	87	-4.6%
Total All Rounds	7,678	7,072	8.6%	21,259	19,631	8.3%
Total Carts	4,494	4,056	10.8%	11,664	10,542	10.6%
Total Golf ID Cards	87	68	27.9%	1,114	985	13.1%
Total Season Passes	0	-1	-100.0%	52	51	2.0%
Total Gift Cards	32	35	-8.6%	77	89	-13.5%
Total Pro Shop Merchandise	165	0	0.0%	1,273	0	0.0%
Total $ Revenue Rounds	$308,338	$301,340	2.3%	$839,393	$809,100	3.7%
Total Carts $	$81,506	$69,803	16.8%	$207,004	$177,731	16.5%
Total Golf ID Cards $	$12,427	$8,806	41.1%	$163,252	$146,235	11.6%
Total Season Pass $	$0	-$2,150	-100.0%	$107,611	$107,400	0.2%
Total Gift Cards $	$3,771	$4,740	-20.4%	$8,825	$10,504	-16.0%
Total Pro Shop Merchandise $	$1,544	$0	0.0%	10,111	$0	0.0%
Rain Chks/Gift Cards Redeemed	-$2,370	-$2,784	-14.9%	-$12,454	-$10,612	17.4%
	$405,216	**$379,754**	**6.7%**	**$1,323,742**	**$1,240,359**	**6.7%**
$ Revenue/Revenue Round	**$43.33**	**$45.77**	-5.3%	**$43.00**	**$44.99**	-4.4%
Carts/Revenue Round	**63.2%**	**61.6%**	2.5%	**59.8%**	**58.6%**	1.9%
Cart $/Revenue Round	**$11.45**	**$10.60**	8.0%	**$10.60**	**$9.88**	7.3%
Cart $/Cart Round	**$18.14**	**$17.21**	5.4%	**$17.75**	**$16.86**	5.3%
ID Card $/Card	**$142.84**	**$129.50**	10.3%	**$146.55**	**$148.46**	-1.3%
Resident Adult 18 Rounds	962	755	27.4%	2,578	2,257	14.2%
Resident Senior 18 Rounds	865	838	3.2%	2,403	2,145	12.0%
Junior/Golf Team 18 Rounds	453	429	5.6%	1,127	1,088	3.6%
Golf League 18 Rounds	24	19	26.3%	51	43	18.6%
Employee 18 Rounds	160	138	15.9%	465	371	25.3%
Non Resident 18 Rounds	401	363	10.5%	1,105	1,040	6.3%
Public 18 Rounds	2,888	3,027	-4.6%	7,958	8,282	-3.9%
Total 9 Hole Rounds	1,363	1,015	34.3%	3,833	2,759	38.9%
Total Revenue Rounds	***7,116***	***6,584***	***8.1%***	***19,520***	***17,985***	***8.5%***
Resident Adult 18 Rounds $	$40,466	$32,427	24.8%	$108,025	$96,348	12.1%
Resident Senior 18 Rounds $	$30,283	$30,887	-2.0%	$85,063	$77,709	9.5%
Junior/Golf Team 18 Rounds $	$12,618	$12,857	-1.9%	$31,934	$32,018	-0.3%
Golf League 18 Rounds	$699	$570	22.6%	$1,509	$1,320	14.3%
Employee 18 Rounds $	$1,120	$969	15.6%	$3,255	$2,583	26.0%
Non Resident 18 Rounds $	$15,444	$14,753	4.7%	$42,905	$41,733	2.8%
Public 18 Rounds $	$169,307	$179,913	-5.9%	$461,063	$479,758	-3.9%
Total 9 Hole Rounds $	$38,400	$28,964	32.6%	$105,639	$77,632	36.1%
Total $ Revenue Rounds	***308,338***	***301,340***	***2.3%***	***839,393***	***809,100***	***3.7%***
Senior Non-Resident ID	6	2	200.0%	81	95	-14.7%
Adult Non-Resident ID	4	1	300.0%	80	71	12.7%
Senior Non-Resident Annual Pass	0	0	0.0%	3	3	0.0%
Adult Non-Resident Annual Pass	0	0	0.0%	5	7	-28.6%
Total Non-Resident ID's	***10***	***3***	***233.3%***	***169***	***176***	***-4.0%***

CITY OF NORWALK
Tax Collector's Office
Department of Finance
125 East Avenue Room 105
Norwalk, CT 06851
Phone: 203- 854-7731 (main line)
Fax: 203-854-7770

To: Mayor Barbara Smyth; Board of Estimate and Taxation; Finance and Claims Committee
From: Lisa Biagiarelli, Tax Collector
Date: August 3, 2026
Re: Tax Collector's Narrative for **June 2026** End of Month reports

Please note that there are two end-of-month spreadsheets for June 2026, representing collections on the year ending June 30, 2026, as well as *advance collections* on the year that technically began on July 1, 2026, and ends on June 30, 2027.

As of the end of June 2026, having concluded the twelve-month fiscal year that began July 1, 2025, we collected more than $386 million against our nearly $392 million adjusted levy. As of the end of June 2026, our current collection rate for all tax types, including the supplemental motor vehicle levy, was **98.67%**. We also collected **99.21%** of our sewer use levy, more than $19.8 million, and **84.82%** of the Industrial Pretreatment Program (IPP) fee billing on behalf of the WPCA. Compared with the prior fiscal year, we ended June 2026 slightly ahead of last year for collection of taxes (.18%) , very slightly ahead for sewer use (0.05%) and behind year for the IPP fee (-4%).

We also collected an additional $6.3 million in past due taxes, interest and fees. This amount is (net) approximately $1.4 million less than what had been collected in back taxes during the immediately prior fiscal year. These figures are net of refunds and credits, and in both the current and in the prior fiscal year, a sizeable portion of our past due collections were basically consumed by court stipulated tax credits.

Since June 2024, the tax collector's office has been responsible for billing and for collecting a monthly municipal tax on gross receipts from cannabis sales within Norwalk. We receive information monthly from the Connecticut Department of Revenue Services on what the gross sales were, and how much tax is owed to the city. The tax rate is 3% of gross sales, and the tax is paid by all cannabis retailers, hybrid retailers and micro cultivators. From April 2024 through the end of the month of June 2026, we have collected $699,875.72 in municipal cannabis tax. These funds are turned over to the Comptroller's office. We include cannabis tax receipts in a one-line notation at the bottom of our monthly reports.

Our new fiscal year began on July 1, 2026, but we were able to bill our 2025 grand list levy in advance. These collections are reflected on the second spreadsheet. We collected nearly $13 million in taxes and sewer charges in advance collections during the month of June, even before the new bills technically became due on July 1. We were able to collect about 3% of our tax levy in advance, as compared with about 5% in the prior fiscal year when the real estate bills went out several weeks earlier.

This percentage may appear small, but in terms of volume, it included about 20% of our motor vehicle bills, collected even before they were due. This money coming in early assists our comptroller's division by providing an infusion of revenue prior to the beginning of the fiscal year, when many of the city's bills come due. The 2025 grand list billing is the *third year* of the four-year phase-in of assessment values for the 2023 citywide property revaluation of taxable real property. The last day on which to pay all these bills without penalty is Monday, August 3, because August 1 fell on a Saturday.

The collection went well and there were no major issues.

In mid-June 2026, we transitioned to a different service provider for processing credit, debit and ATM payments both in person and online, as well as IVR (pay by phone) payments, in accordance with the contract that was approved by the City Council in the fall of 2025. The new vendor will, in most cases, provide a less expensive option for taxpayers who choose these payment methods. We also envision potential efficiencies for the city in absorbing processing fees for E Checks (ACH payments). We coordinated this transition with the mailing of our new tax bills, which reached taxpayers after June 16. There were issues with the transition, but it got done.

Work on our 2026 tax sale began at the end of December 2025. We started with 200+ properties and hoped to collect between $5-$7 million. All tax sale work is done by the tax collector's office staff, except for title searches. Performing this work in-house saves our taxpayers from the expense of the considerable legal fees charged by attorneys or state marshals who conduct tax sales on behalf of other municipalities. To date, we have already collected more than **$4.7 million** on tax sale properties. As of today there are fewer than 40 properties remaining in the sale.

Since June 2024, the tax collector's office has been responsible for billing and for collecting a monthly municipal tax on gross receipts from cannabis sales within Norwalk. The tax rate is 3% of gross sales, and the tax is paid by all cannabis retailers, hybrid retailers and micro cultivators. From April 2024 through the end of the month of May 2026 (25 months), we have collected $670,880.86 in municipal cannabis tax. We include cannabis tax receipts in a one-line notation at the bottom of our monthly reports.

We continue to bill for new motor vehicle accounts added by the Assessor's office in conjunction with Municipal Tax Services (MTS), the vendor contracted by the city to identify unregistered or out of state motor vehicles garaged in Norwalk. In September 2025, we began with 528 bills, and as of the end of April 2026, we added an additional 730 bills for a total receivable (net) of $203,938.21. Through the end of April 2026, of this amount, we had collected $137,703.52. Norwalk retained **$75,645.66** in taxes and interest, and we paid MTS $62,057.86, which includes a flat fee of $50 per vehicle, as well as a portion (approximately 38%) of the newly billed / receivable tax and interest amount. Our collection percentage on MTS bills (through April 2026) was approximately 58%. The Assessor's office is still processing the addition of new accounts. Vehicles registered out of state but determined to be taxable by Norwalk are being billed as *personal property*, rather than as motor vehicles. Another set of approximately 2,500 bills is going out this month (August 2026) and I will have more to report in the coming months.

We will continue to depend upon the support of policy makers, including members of the City Council and the Administration, as we pursue our enforcement initiatives, including the tax sale. Maintaining a high tax collection rate through consistent enforcement allows for a fairer distribution of the tax burden. Maintaining a high current and back tax collection rate allows the budget making authority to set lower mill rates, as there can be less of an allowance for "uncollectible" taxes - taxes not timely paid when billed. Conversely, a lower collection rate, and less efficient tax collection, would require higher mill rates, and a correspondingly higher tax levy to be borne by all taxpayers. This principle inspires all our billing and tax collection enforcement activities.

I hope this information is helpful. I will continue to keep all stakeholders informed of our progress.

TAX COLLECTOR'S REPORT
JUN 2026

FISCAL YEAR 2025-2026 (2024 GRAND LIST)	ORIGINAL LEVY	ADJ. TAX COLLECTIONS JUN 25 - JUN 26	COLLECTION %	CORRECTED LEVY*	CHANGE IN LEVY	COLLECTION %
AUTOMOBILE-REGULAR	$19,621,713.02	$18,171,964.02	92.61%	$19,462,122.00	($159,591.02)	93.37%
AUTOMOBILE-SUPPLEMENTAL	$3,115,978.84	$2,655,744.99	85.23%	$3,095,028.56	($20,950.28)	85.81%
PERSONAL PROPERTY	$28,666,103.44	$27,170,307.75	94.78%	$28,525,325.01	($140,778.43)	95.25%
REAL ESTATE	$340,880,548.34	$338,642,426.10	99.34%	$340,754,060.01	($126,488.33)	99.38%
TOTAL TAX	**$392,284,343.64**	**$386,640,442.86**	**98.56%**	**$391,836,535.58**	**($447,808.06)**	**98.67%**
SEWER USE	$19,835,102.00	$19,843,774.82	100.04%	$20,000,882.00	$165,780.00	99.21%
IPP FEE	$181,250.00	$153,727.92	84.82%	$181,249.66	($0.34)	84.82%

FISCAL YEAR 2024-2025 (2023 GRAND LIST)	ORIGINAL LEVY	JUN 24 - JUN 25				
AUTOMOBILE-REGULAR	$30,485,520.62	$27,862,194.32	91.39%	$29,984,456.66	($501,063.96)	92.92%
AUTOMOBILE-SUPPLEMENTAL	$4,617,948.35	$3,994,920.57	86.51%	$4,580,636.29	($37,312.06)	87.21%
PERSONAL PROPERTY	$24,660,647.62	$23,891,052.17	96.88%	$24,563,881.03	($96,766.59)	97.26%
REAL ESTATE	$314,512,159.95	$310,069,710.08	98.59%	$312,300,937.58	($2,211,222.37)	99.29%
TOTAL TAX	**$374,276,276.54**	**$365,817,877.14**	**97.74%**	**$371,429,911.56**	**($2,846,364.98)**	**98.49%**
SEWER USE	$19,044,215.00	$18,828,464.69	98.87%	$18,987,406.50	($56,808.50)	99.16%
IPP FEE	$167,750.00	$173,411.52	103.37%	$195,249.52	$27,499.52	88.82%
TAX DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$18,008,067.10	$20,822,565.72	0.82%	$20,406,624.02	$2,398,556.92	0.18%
SEWER DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$790,887.00	$1,015,310.13	1.18%	$1,013,475.50	$222,588.50	0.05%
IPP DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$13,500.00	($19,683.60)	-18.56%	($13,999.86)	($27,499.86)	-4.00%

BACK TAXES COLLECTED	FISCAL YR 2025-2026 (JUL 25 - JUN 26)	FISCAL YR 2024-2025 (JUL 24 - JUN 25)	CUR YR vs.PRIOR YR INC/(DEC)
PRIOR TAXES	$3,419,485.35	$4,311,065.95	($891,580.60)
PRIOR SEWER USE FEE	$155,752.92	$168,139.28	($12,386.36)
PRIOR IPP FEE	$9,330.50	$13,811.57	($4,481.07)
TOTAL PRIOR TAX, SEWER & IPP	**$3,584,568.77**	**$4,493,016.80**	**($908,448.03)**
CURRENT INTEREST	$1,012,043.14	$1,174,734.47	($162,691.33)
PRIOR INTEREST	$1,263,019.23	$1,458,302.73	($195,283.50)
SEWER USE FEE INTEREST	$87,213.35	$99,671.86	($12,458.51)
IPP FEE INTEREST	$5,891.79	$8,640.65	($2,748.86)
TOTAL INTEREST COLLECTED	**$2,368,167.51**	**$2,741,349.71**	**($373,182.20)**
PRIOR LIEN FEE	$13,603.01	$15,057.43	($1,454.42)
CURRENT LIEN FEE	$7,065.34	$6,807.60	$257.74
TOTAL LIEN FEE COLLECTED	**$20,668.35**	**$21,865.03**	**($1,196.68)**
MISC FEES COLLECTED**	**$363,291.70**	**$550,730.79**	**($187,439.09)**
TOTAL PRIOR TAX, ALL INTEREST & ALL FEES	**$6,336,696.33**	**$7,806,962.33**	**($1,470,266.00)**

TOTAL TAX BILLED/PAID ON GROSS RECEIPTS FROM CANNABIS SINCE 06/24 $ 699,875.72

TAX COLLECTOR'S REPORT
JUNE 30, 2026
ADVANCE COLLECTIONS

FISCAL YEAR 2026-2027 (2025 GRAND LIST)	ORIGINAL LEVY	ADJ. TAX COLLECTIONS JUN 2026	COLLECTION %	CORRECTED LEVY*	COLLECTION %
AUTOMOBILE-REGULAR	$21,494,453.41	$4,929,230.49	22.93%	$21,420,043.92	23.01%
PERSONAL PROPERTY	$29,614,266.18	$587,190.56	1.98%	$29,599,146.96	1.98%
REAL ESTATE	$375,335,490.64	$6,752,048.68	1.80%	$375,145,000.98	1.80%
TOTAL	**$426,444,210.23**	**$12,268,469.73**	**2.88%**	**$426,164,191.86**	**2.88%**
SEWER USE FEE	$20,795,451.00	$613,426.43	2.95%	$20,792,287.00	2.95%
IPP FEE	$178,000.00	$3,139.72	1.76%	$179,500.00	1.75%

FISCAL YEAR 2025-2026 (2024 GRAND LIST)	ORIGINAL LEVY	JUN 2025			
AUTOMOBILE-REGULAR	$19,621,713.02	$4,984,490.60	25.40%	$19,568,695.26	25.47%
PERSONAL PROPERTY	$28,666,103.44	$729,281.94	2.54%	$28,634,084.32	2.55%
REAL ESTATE	$340,880,548.34	$14,099,533.28	4.14%	$339,900,677.70	4.15%
TOTAL	**$389,168,364.80**	**$19,813,305.82**	**5.09%**	**$388,103,457.28**	**5.11%**
SEWER USE FEE	$19,835,102.00	$646,676.62	3.26%	$20,036,720.00	3.23%
IPP FEE	$181,250.00	$19,750.00	10.90%	$184,250.00	10.72%
DIFFERENCE 2025 G.L. vs. 2024 G.L. TAX ONLY - INC/(DEC)	$37,275,845.43	($7,544,836.09)	-2.21%	$38,060,734.58	-2.23%
DIFFERENCE 2025 G.L. vs. 2024 G.L. SEWER USE FEE ONLY - INC/(DEC)	$960,349.00	($33,250.19)	-0.31%	$755,567.00	-0.28%
DIFFERENCE 2025 G.L. vs. 2024 G.L. IPP FEE ONLY - INC/(DEC)	($3,250.00)	($16,610.28)	-9.13%	($4,750.00)	-8.97%

* CORRECTED LEVY INCLUDING CERTIFICATES OF CORRECTION

AGENDA

CLAIMS COMMITTEE MEETING		**SEPT 10TH**
REFUNDS PROCESSED CLAIMS COMMITTEE		**APPROVED BY TAX COLLECTOR**
PAY TO:	**BILL No & AMOUNT REFUNDED**	**REASON**

MOTOR VEHICLE

ADAMIDOU VOULA P	25-MV-377947	$214.58	ABATEMENT
ANDERSON JAMES C	25-MV-302367	$39.36	PRORATION
	25-MV-302368	$25.38	PRORATION
ANGRAND ERNST S	25-MV-302603	$203.04	PRORATION
ARCILA CARVAJAL SONIA	25-MV-303050	$489.00	OVERPAYMENT
ARPI BARZALLO SONIA M	25-MV-303525	$21.69	PRORATION
BAIRD LISA B	25-MV-304318	$105.62	PRORATION
BANC OF AMERICA LEASING	24-MV-304392	$198.77	PRORATION
BANCORP BANK JEF CRE MEA	24-MV-304439	$256.96	ABATEMENT
BANKS KYLE Y	24-MV-304469	$302.68	PRORATION
BARDOS LYNDA M	24-MV-304564	$17.82	PRORATION
BASTOS CARRILLO YASMIRA D	25-MV-305158	$44.57	PRORATION
BECHAR CHANDNI V	24-MV-305228	$30.67	PRORATION
BEDOL JOEL K	24-MV-305279	$216.00	PRORATION
CANELAS MONTALVAN FAUSTO F	25-MV-309787	$74.93	PRORATION
CARROLL ROSEMARY	23-MV-310556	$194.76	APPLIED VET EXEMPTION
	24-MV-310301	$13200	APPLIED VET EXEMPTION
	25-MV-310550	$137.70	APPLIED VET EXEMPTION
CAVANAUGH PETER J	24-MV-310887	$11.00	ABATEMENT
CCAP AUTO LEASE LTD	24-MV-311040	$206.07	PRORATION
CONDON NANCY B	25-MV-313648	$56.04	PRORATION

CORONA JACQUELINE AND CARLOS	25-MV-314515	$139.31	OVERPAYMENT
	25-MV-314516	$89.05	OVERPAYMENT
	25-MV-314446	$827.12	OVERPAYMENT
CUFFEE JOSHUA W	25-MV-315426	$292.15	ABATEMENT
CULA LLC	25-MV-315435	$139.19	PRORATION
CULLEN SUSAN E & ROBERT J	25-MV-315446	$69.99	PRORATION
DACOSTA MARCOS A	25-MV-315741	$29.19	PRORATION
DAIMLER TRUST	23-MV-316009	$1,083.19	ABATEMENT
DAMIAN ISAZA MIRNA	24-MV-315756	$20.68 + $2.18 INT	PRORATION
DASILVA ALBERT	25-MV-316150	$17.28	PRORATION
DEVITO CHARLENE M	24-MV-317515	$118.14	PRORATION
DOHERTY-LEMOINE HOLLY	25-MV-318576	$51.93	PRORATION
DRAPERIES INC	24-MV-318795	$137.50	PRORATION
DUFFEY REBEKAH T	25-MV-319281	$27.54	PRORATION
EAST COST MARINE ALLIANCE LLC	25-MV-319987	$39.93	PRORATION
EHRLICH MARTIN C	25-MV-320304	$189.23	PRORATION
FERNANDEZ JORGE A	25-MV-322340	$42.73	PRORATION
GARINI GIACOMO	25-MV-325653	$19.12	PRORATION
GAYLINN HOWARD B	25-MV-325937	$352.05	OVERPAYMENT
GIORDANO MICHAEL 4TH	24-MV-326319	$19.95	PRORATION
GIULIANO LUCILLE	25-MV-326830	$108.32	PRORATION
GOODYEAR SARA D	24-MV-327295	$158.33 + $28.50 INT	PRORATION
	25-MV-327771	$228.58	ABATEMENT
GUIDO JULIANA W	24-MV-328385	$338.69	PRORATION
HILTON KEVIN A	25-MV-331305	$10.17	PRORATION
	25-MV-331307	$12.00	PRORATION
HOLZHAUSER TEAGEN M	25-MV-331632	$448.67	PRORATION
HURD WALLACE W	25-MV-332865	$45.55	PRORATION
HURTADO SEBASTIAN	25-MV-330674	$229.96	PAID IN ERROR

HYLAND CRAIG T	25-MV-332963	$218.49	PRORATION
HYUNDAI LEASE TITLING TRUST	25-MV-333585	$29.31	PRORATION
HYUNDAI LEASE TITLING TRUST	25-MV-333029	$665.87	PRORATION
HYUNDAI LEASE TITLING TRUST	23-MV-333472	$721.91	PRORATION
JONES DAWN C	23-MV-335444	$210.34 + $75.72 INT	ABATEMENT
KAUR DAVINDER	25-MV-336808	$34.66	PRORATION
KILASSONIA LARISSA	25-MV-337380	$71.05	PRORATION
KODEL THOMAS R	25-MV-337840	$36.77	PRORATION
KRASNIAK KATARZYNA	24-MV-337470	$91.52	PRORATION
LANE CHRISTEL E	25-MV-339100	$41.08	PRORATION
LEEK WILLIAM A 3RD	25-MV-339933	$124.99	PRORATION
LEMOINE BRUCE E	25-MV-340033	$97.59	PRORATION
LEWERT JAMES W & JANICE BOOTH	25-MV-340333	$146.19	PRORATION
LORETONI JOHN	25-MV-341533	$21.62	PRORATION
MANHA LUZIA	24-MV-415017	$81.33	PRORATION
MARADIAGA-GARCIA NELZON L	25-MV-343239	$46.54	PRORATION
MARTINEZ-BORJAS KEVIN J	24-MV-343160	$49.63	PRORATION
MASTROPIETRO CONNOR & ANDREW	25-MV-344310	$288.02	PAID IN ERROR
MEJICANOS-MAYEN MELVIN M	25-MV-345760	$16.46	PRORATION
MERIDAREYES-DEMENDEZ INGRID A	25-MV-346344	$77.96	PRORATION
MESSNER JOSEPH L 3RD	25-MV-346422	$29.12	PRORATION
MODI BIPIN M	25-MV-347356	$15.56	PRORATION
MODI ANITA B	25-MV-347353	$61.96	PRORATION
MONTOYA MARIA E	25-MV-347943	$188.19	OVERPAYMENT
MUBEEN SHEIKH & RAZA	25-MV-348868	$1,983.22	PRORATION
MUSTAFA LUZ A	25-MV-349391	$178.26	OVERPAYMENT
NATURES WAY LANDSCAPE & ASSOC	24-MV-348733	$61.18	PRORATION
NISSAN INFINITI LT LLC	24-MV-SEE ATTACHED	$5,702.57	PRORATION
NISSAN MOTOR ACCEPTANCE	23-MV-350582	$736.19	ABATEMENT

ONEILL MARY P	25-MV-378080	$124.27	PAID IN ERROR/PRTION
ORLOV OLEKSII	25-MV-352293	$51.66	PRORATION
PARKS DONALD V & MARY I	25-MV-353692	$106.48	PRORATION
PELLE SALVATORE	25-MV-354371	$248.77	PRORATION
PENDERGAST KELLY F	24-MV-376087	$67.17	PRORATION
PERRONE WILLIAM & DANA	25-MV-354957	$101.57	PRORATION
PETRINI JERRY E	25-MV-355167	$50.49	PRORATION
PREVAL KENNY R	25-MV-356525	$66.51	PRORATION
RAMSEY KRISTIN E	25-MV-357662	$80.09	PRORATION
REINHEIMER GREGORY W	25-MV-358112	$89.05	OVERPAYMENT
ROWLAND JEANNE C	25-MV-360693	$50.24	PRORATION
RUGGIERO JOSEPH J	25-MV-360854	$97.77	PRORATION
RYAN LYNN E	25-MV-361139	$225.19	PRORATION
TESLA LEASE TRUST	25-MV-368428	$186.29	PRORATION
TIMCHAK JACOB P	24-MV-367395	$57.64	ABATEMENT
TITUS LEASING CO	23-MV-368373	$4,927.76	OVERPAYMENT
	24-MV-367486	$47.67	PRORATION
TORREALBA SAMI S	24-MV-367838	$32.08	PRORATION
TRASK ERIN M	24-MV-369027	$207.90	PRORATION
TUREK DANIEL J	25-MV-371022	$255.43	PRORATION
USB LEASING LT	25-MV-371509	$351.94	PRORATION
	25-MV-371502	$406.06	PRORATION
VAULT TRUST	24-MV-370962	$186.14	PRORATION
VCFS AUTO LEASING CO	25-MV-SEE ATTACHED	$4,677.48	PRORATION
VEGA-GUARDADO JOSE M	25-MV-372977	$30.00	PRORATION
VENTURA-FUENTES ERNESTO A	25-MV-373287	$59.14	PRORATION
VILLEDA-SAGASTUME LUIS A	25-MV-373680	$152.45	PRORATION
VLADIMIRSKIY ARKADIY	25-MV-373889	$197.47	PRORATION
WIDMER MICHAEL P	23-MV-375042	$64.27 + $6.75 INT	ABATEMENT

	24-MV-373947	$91.08	ABATEMENT
ZAVALA-SALAS ORLANDO E	25-MV-376894	$25.06	PRORATION

PERSONAL PROPERTY

SANTOS H VALEY/DBA ALEJANDRAS SALON & BARB SHP			
21-A BOUTON	23-PP-202312	$1,833.10	
142427	24-PP-202248	$2,453.61	AMENDED DECLARATION

REAL ESTATE

COTALITY			
10 MOLA ROAD			
5-28-30-0	24-RE-103829	$4,620.36	APPLIED CORRECT EXEMPT
CROWELL JACK & KRONBERG EVA			
11 BLACKSTONE DR	23-RE-106400	$104.72	
3-70-8-0	24-RE-106478	$212.12	CLERICAL CORRECTION
NORWALK SMOKE SHOP INC			
68 MAIN STREET 4/1C			
1-66-8-4/1C	23-RE-102425	$1,115.89	OVERPAYMENT
VILLASENOR ELLEN			
105 RICHARDS AVE 1501			
5-70-27-1501	25-RE-127580	$333.46	OVERPAYMENT

SPECIAL REQUEST

137 AD ASTRA LLC

361 STANWICH ROAD

6-1E-18-0	24-RE-125825	$29,243.30	OVERPAYMENT

Bill# Unique_id Dist	Name Address City/State/Zip	Prop Loc/Veh.Info./Plan-Sew MBL/LINK # Flags	TOT Inst TOT Adj TOT Paid	Tax Due Int Due L/F/Bint Due	Balance Due Now Discount
2024-03-0349234-00 349234 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	110ZWE/5N1BT3AB7PC681036/2023/NISSA/ROGUE S LINK # 2024-MV-0049526 Back Taxes/Bank - M025/DMV CIVLS: 139836-6827185-Y	377.74 -94.42 377.74	-94.42 0.00 0.00	-94.42 -94.42 0.00
2024-03-0349235-00 349235 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	113ZTC/5N1AZ2CS8MC130675/2021/NISSA/MURANO S LINK # 2024-MV-0049514 Back Taxes/Bank - M025/DMV CIVLS: 139836-6504185-Y	480.04 -360.03 480.04	-360.03 0.00 0.00	-360.03 -360.03 0.00
2024-03-0349253-00 349253 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	2AHJE8/1N4BL4CV1NN395644/2022/NISSA/ALTIMA S LINK # 2024-MV-0049524 Back Taxes/Bank - M025/DMV CIVLS: 139836-6749094-Y	327.14 -54.63 327.14	-54.63 0.00 0.00	-54.63 -54.63 0.00
2024-03-0349269-00 349269 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	416YJU/JN1BJ1AWXNW477962/2022/NISSA/ROGUE SP LINK # 2024-MV-0049524 Back Taxes/Bank - M025/DMV CIVLS: 139836-6751862-Y	317.46 -105.71 317.46	-105.71 0.00 0.00	-105.71 -105.71 0.00
2024-03-0349283-00 349283 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	5ADGN9/5N1DL0MM5LC514348/2020/INFIN/QX60 LUX LINK # 2024-MV-0049511 Back Taxes/Bank - M025/DMV CIVLS: 139836-5624724-Y	550.44 -550.44 550.44	-550.44 0.00 0.00	-550.44 -550.44 0.00
2024-03-0349284-00 349284 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	5AEHN9/1N4BL4CV6NN312385/2022/NISSA/ALTIMA S LINK # 2024-MV-0049517 Back Taxes/Bank - M025/DMV CIVLS: 139836-6570062-Y	327.14 -163.57 327.14	-163.57 0.00 0.00	-163.57 -163.57 0.00
2024-03-0349292-00 349292 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	703UAS/5N1DR3BC3NC234568/2022/NISSA/PATHFIND LINK # 2024-MV-0049522 Back Taxes/Bank - M025/DMV CIVLS: 139836-6681895-Y	469.48 -156.33 469.48	-156.33 0.00 0.00	-156.33 -156.33 0.00
2024-03-0349294-00 349294 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	735TXK/5N1BT3BB8NC731812/2022/NISSA/ROGUE SV LINK # 2024-MV-0049525 Back Taxes/Bank - M025/DMV CIVLS: 139836-6824660-Y	368.28 -153.58 368.28	-153.58 0.00 0.00	-153.58 -153.58 0.00
2024-03-0349316-00 349316 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	929XGS/JN8BT3BB9NW338926/2022/NISSA/ROGUE SV LINK # 2024-MV-0049525 Back Taxes/Bank - M025/DMV CIVLS: 139836-6778492-Y	368.28 -92.07 368.28	-92.07 0.00 0.00	-92.07 -92.07 0.00
2024-03-0349320-00 349320 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	993XRJ/5N1BT3BB5NC681564/2022/NISSA/ROGUE SV LINK # 2024-MV-0049519 Back Taxes/Bank - M025/DMV CIVLS: 139836-6614848-Y	368.28 -184.14 368.28	-184.14 0.00 0.00	-184.14 -184.14 0.00
2024-03-0349331-00	NISSAN INFINITI LT LLC	AA51846/JN8BT3DDXPW302146/2023/NISSA/ROGUE PL	[illegible]	[illegible]	[illegible]

Bill# Unique_id Dist	Name Address City/State/Zip	Prop Loc/Veh.Info./Plan-Sew MBL/LINK # Flags	TOT Inst TOT Adj TOT Paid	Tax Due Int Due L/F/Bint Due	Balance Due Now Discount
349331 M025	P O BOX 254648 SACRAMENTO CA 95865	LINK # 2024-MV-0049537 Back Taxes/Bank - M025/DMV CIVLS: 139836-7041195-Y	-379.32 505.78	0.00 0.00	-379.32 0.00
2024-03-0349345-00 349345 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AC96840/5N1DR3BD0NC239672/2022/NISSA/PATHFIND LINK # 2024-MV-0049521 Back Taxes/Bank - M025/DMV CIVLS: 139836-6661062-Y	469.48 -234.74 469.48	-234.74 0.00 0.00	-234.74 -234.74 0.00
2024-03-0349351-00 349351 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AD63239/5N1BT3BB2NC676015/2022/NISSA/ROGUE SV LINK # 2024-MV-0049519 Back Taxes/Bank - M025/DMV CIVLS: 139836-6597849-Y	368.28 -214.70 368.28	-214.70 0.00 0.00	-214.70 -214.70 0.00
2024-03-0349368-00 349368 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AH24457/5N1AZ2CS5NC114502/2022/NISSA/MURANO S LINK # 2024-MV-0049522 Back Taxes/Bank - M025/DMV CIVLS: 139836-6672750-Y	518.76 -259.38 518.76	-259.38 0.00 0.00	-259.38 -259.38 0.00
2024-03-0349369-00 349369 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AH35901/3N1AB8DV4NY256290/2022/NISSA/SENTRA S LINK # 2024-MV-0049523 Back Taxes/Bank - M025/DMV CIVLS: 139836-6711036-Y	272.36 -68.09 272.36	-68.09 0.00 0.00	-68.09 -68.09 0.00
2024-03-0349376-00 349376 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AH74580/5N1DR3DK7RC229805/2024/NISSA/PATHFIND LINK # 2024-MV-0049557 Back Taxes/Bank - M025/DMV CIVLS: 139836-7332504-Y	702.46 -233.93 702.46	-233.93 0.00 0.00	-233.93 -233.93 0.00
2024-03-0349377-00 349377 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AH89717/JN8BT3CB8NW333991/2022/NISSA/ROGUE SL LINK # 2024-MV-0049524 Back Taxes/Bank - M025/DMV CIVLS: 139836-6733702-Y	425.70 -71.08 425.70	-71.08 0.00 0.00	-71.08 -71.08 0.00
2024-03-0349383-00 349383 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AJ93781/5N1BT3AB4PC740768/2023/NISSA/ROGUE S LINK # 2024-MV-0049527 Back Taxes/Bank - M025/DMV CIVLS: 139836-6860626-Y	377.74 -63.07 377.74	-63.07 0.00 0.00	-63.07 -63.07 0.00
2024-03-0349439-00 349439 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AU54720/5N1DR3BD3NC244669/2022/NISSA/PATHFIND LINK # 2024-MV-0049521 Back Taxes/Bank - M025/DMV CIVLS: 139836-6652625-Y	469.48 -195.78 469.48	-195.78 0.00 0.00	-195.78 -195.78 0.00
2024-03-0349441-00 349441 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AU77877/1N4BL4CW4NN372898/2022/NISSA/ALTIMA S LINK # 2024-MV-0049522 Back Taxes/Bank - M025/DMV CIVLS: 139836-6690176-Y	344.30 -229.66 344.30	-229.66 0.00 0.00	-229.66 -229.66 0.00
2024-03-0349446-00	NISSAN INFINITI LT LLC	AV63680/JN1BJ1AW5NW683044/2022/NISSA/ROGUE SP	317.46	-53.02	-53.02

Bill# Unique_id Dist	Name Address City/State/Zip	Prop Loc/Veh.Info./Plan-Sew MBL/LINK # Flags	TOT Inst TOT Adj TOT Paid	Tax Due Int Due L/F/Bint Due	Balance Due Now Discount
M025	SACRAMENTO CA 95865	Back Taxes/Bank - M025/DMV CIVLS: 139836-6715036-Y	317.46	0.00	0.00
2024-03-0349470-00 349470 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AZ15128/1N4BL4CVXLC135378/2020/NISSA/ALTIMA S LINK # 2024-MV-0049511 Back Taxes/Bank - M025/DMV CIVLS: 139836-5953591-Y	276.98 -207.72 276.98	-207.72 0.00 0.00	-207.72 -207.72 0.00
2024-03-0349473-00 349473 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	AZ67996/5N1BT3AB8PC677738/2023/NISSA/ROGUE S LINK # 2024-MV-0049525 Back Taxes/Bank - M025/DMV CIVLS: 139836-6819181-Y	377.74 -125.80 377.74	-125.80 0.00 0.00	-125.80 -125.80 0.00
2024-03-0349499-00 349499 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BD49617/5N1BT3BB4NC711573/2022/NISSA/ROGUE SV LINK # 2024-MV-0049523 Back Taxes/Bank - M025/DMV CIVLS: 139836-6713241-Y	368.28 -153.58 368.28	-153.58 0.00 0.00	-153.58 -153.58 0.00
2024-03-0349517-00 349517 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BF05983/5N1BT3BB7PC872695/2023/NISSA/ROGUE SV LINK # 2024-MV-0049555 Back Taxes/Bank - M025/DMV CIVLS: 139836-7308476-Y	399.96 -99.99 399.96	-99.99 0.00 0.00	-99.99 -99.99 0.00
2024-03-0349534-00 349534 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BG29431/1N4BL4CW8NN338768/2022/NISSA/ALTIMA S LINK # 2024-MV-0049520 Back Taxes/Bank - M025/DMV CIVLS: 139836-6642169-Y	344.30 -200.73 344.30	-200.73 0.00 0.00	-200.73 -200.73 0.00
2024-03-0349539-00 349539 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BG57668/JN8BT3DD3NW275885/2022/NISSA/ROGUE PL LINK # 2024-MV-0049523 Back Taxes/Bank - M025/DMV CIVLS: 139836-6729261-Y	467.94 -78.14 467.94	-78.14 0.00 0.00	-78.14 -78.14 0.00
2024-03-0349540-00 349540 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BG60752/1N4AL4CV0NN362159/2022/NISSA/ALTIMA S LINK # 2024-MV-0049521 Back Taxes/Bank - M025/DMV CIVLS: 139836-6667917-Y	380.60 -221.89 380.60	-221.89 0.00 0.00	-221.89 -221.89 0.00
2024-03-0349541-00 349541 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BG60764/JN8BT3DD7NW274903/2022/NISSA/ROGUE PL LINK # 2024-MV-0049521 Back Taxes/Bank - M025/DMV CIVLS: 139836-6671638-Y	467.94 -272.80 467.94	-272.80 0.00 0.00	-272.80 -272.80 0.00
2024-03-0349580-00 349580 M025	NISSAN INFINITI LT LLC P O BOX 254648 SACRAMENTO CA 95865	BK00056/3N1AB8CV9NY314556/2022/NISSA/SENTRA S LINK # 2024-MV-0049531 Back Taxes/Bank - M025/DMV CIVLS: 139836-6943048-Y	253.44 -42.33 253.44	-42.33 0.00 0.00	-42.33 -42.33 0.00
2024-03-0349606-00 349606	NISSAN INFINITI LT LLC P O BOX 254648	BL06968/5N1BT3AB3PC818232/2023/NISSA/ROGUE S LINK # 2024-MV-0049536	377.74 -188.87	-188.87 0.00	-188.87 -188.87

2024-03-0349720-00	NISSAN INFINITI LT LLC	CDASHER/1N4BL4BV3PN378932/2023/NISSA/ALTIMA S			
349720	P O BOX 254648	LINK # 2024-MV-0049535	331.10	-193.03	-193.03
M025	SACRAMENTO CA 95865	Back Taxes/Bank - M025/DMV CIVLS: 139836-7020431-Y	-193.03	0.00	-193.03
			331.10	0.00	0.00

# Of Acct (s) : 32	**12,772.10**	**-5,702.57**	**-5,702.57**
	-5,702.57	**0.00**	**-5,702.57**
	12,772.10	**0.00**	**0.00**

Inquiry Report NORWALK TAX COLLECTOR Interest Date : 07/20/2026

Bill# Unique_id Dist	Name Address City/State/Zip	Prop Loc/Veh.Info./Plan-Sew MBL/LINK # Flags	TOT Inst TOT Adj TOT Paid	Tax Due Int Due L/F/Bint Due	Balance Due Now Discount
2025-03-0372688-00 372688 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	AA97888/YV4062PE1R1180881/2024/VOLVO/XC90 PLU LINK # 2025-MV-0050547 Bank - M035/DMV CIVLS: 140173-7301292-Y	865.67 -649.25 865.67	-649.25 0.00 0.00	-649.25 -649.25 0.00
2025-03-0372695-00 372695 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	AK08823/YV4L12RV1P1392248/2023/VOLVO/XC60 COR LINK # 2025-MV-0050540 Bank - M035/DMV CIVLS: 140173-7057829-Y	587.98 -147.00 587.98	-147.00 0.00 0.00	-147.00 -147.00 0.00
2025-03-0372700-00 372700 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	AM52276/YV4L12RN1P1383775/2023/VOLVO/XC60 PLU LINK # 2025-MV-0050540 Bank - M035/DMV CIVLS: 140173-7047731-Y	642.60 -160.65 642.60	-160.65 0.00 0.00	-160.65 -160.65 0.00
2025-03-0372728-00 372728 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	AY97577/YV4L12UW0P2006185/2023/VOLVO/XC40 PLU LINK # 2025-MV-0050538 Bank - M035/DMV CIVLS: 140173-6970999-Y	549.42 -274.71 549.42	-274.71 0.00 0.00	-274.71 -274.71 0.00
2025-03-0372730-00 372730 M035	VCFS AUTO LEASING CO 1 VOLVO DR ROCKLEIGH CT 07647	BA41365/YV4ED3GM5P2049808/2023/VOLVO/C40 RECH LINK # 2025-MV-0046870 Bank - M035/DMV CIVLS: 139979-7075844-Y	772.50 -257.25 772.50	-257.25 0.00 0.00	-257.25 -257.25 0.00
2025-03-0372731-00 372731 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BA48546/YV4062PEXR1204725/2024/VOLVO/XC90 PLU LINK # 2025-MV-0050546 Bank - M035/DMV CIVLS: 140173-7280040-Y	865.67 -504.69 865.67	-504.69 0.00 0.00	-504.69 -504.69 0.00
2025-03-0372737-00 372737 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BB14607/YV4102PK2L1535267/2020/VOLVO/XC90 T5 LINK # 2025-MV-0050537 Bank - M035/DMV CIVLS: 140173-6124868-Y	531.06 -176.85 531.06	-176.85 0.00 0.00	-176.85 -176.85 0.00
2025-03-0372740-00 372740 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BB62907/7JR102TZ3MG113305/2021/VOLVO/S60 T5 R LINK # 2025-MV-0050537 Bank - M035/DMV CIVLS: 140173-6185336-Y	463.82 -154.45 463.82	-154.45 0.00 0.00	-154.45 -154.45 0.00
2025-03-0372802-00 372802 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BM29996/YV4L12UK4R2252477/2024/VOLVO/XC40 COR LINK # 2025-MV-0050544 Bank - M035/DMV CIVLS: 140173-7222039-Y	547.59 -456.13 547.59	-456.13 0.00 0.00	-456.13 -456.13 0.00
2025-03-0372804-00 372804 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BM46360/YV4062PE1R1152806/2024/VOLVO/XC90 PLU LINK # 2025-MV-0050543 Bank - M035/DMV CIVLS: 140173-7204266-Y	865.67 -721.11 865.67	-721.11 0.00 0.00	-721.11 -721.11 0.00
2025-03-0372825-00 372825 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BN53285/YSMFD3KA1RL220785/2024/POLES/2 LINK # 2025-MV-0050546 Bank - M035/DMV CIVLS: 140173-7289714-Y	785.12 -523.67 785.12	-523.67 0.00 0.00	-523.67 -523.67 0.00
2025-03-0372828-00 372828 M035	VCFS AUTO LEASING CO 1800 VOLVO PL MAHWAH NJ 07430-2032	BN69420/YV4ER3XL8R2257516/2024/VOLVO/XC40 REC LINK # 2025-MV-0050547 Bank - M035/DMV CIVLS: 140173-7312612-Y	780.53 -390.27 780.53	-390.27 0.00 0.00	-390.27 -390.27 0.00
2025-03-0372829-00 372829	VCFS AUTO LEASING CO 1800 VOLVO PL	BN85928/YSMFD3KA5RL218182/2024/POLES/2 LINK # 2025-MV-0050548	785.12 -261.45	-261.45 0.00	-261.45 -261.45

JUL 20 2026

M035	MAHWAH NJ 07430-2032	Bank - M035/DMV CIVLS: 140173-7332665-Y	785.12	0.00	0.00
# Of Acct (s) : 13			9,042.75	-4,677.48	-4,677.48
			-4,677.48	0.00	-4,677.48
			9,042.75	0.00	0.00

JUL 2 0 2026

2024010125825

GENERAL DATA REAL ESTATE NORWALK TAX COLLECTOR

AS OF 08/19/2026

BILL NO:	2024-01-0125825	CURRENT OWNER:	137 AD ASTRA LLC
		ORIGINAL OWNER:	TA2 ROWAYTON LLC
UNIQUE ID:	6-1E-18-0	C/O:	C/O OTTER LEARNING LLC
LINK#		ADDRESS:	6650 RIVERS AVE SUITE 105
FILE#		ADDRESS2:	
BANK:	200	CITY ST ZIP:	NORTH CHARLESTON SC 29406
ESCROW:	FORM	COUNTRY:	
VOL/PAGE:	9920-301	PROP LOC.:	137 ROWAYTON AVE
LIEN VOL/PAGE:		EXR PROP LOC:	
DISTRICT:	6 -		
		M/B/L:	6 1E 18 0
PLAN CODE:	FLO	DESCRIPTION:	
PROP ASSESSED:	2,578,580	ELD CODE:	0
EXEMPTIONS:		EXMPT CHANGE:	
COC CHANGE:			
NET VALUE:	2,578,580		
MILL RATE:	22.3924		

REF FORM
MAILED
8/20/26

***** BILLED *****

	TOWN	SEWER	TOTALS
INST1	28,870.30	373.00	29,243.30
INST2	28,870.30	373.00	29,243.30
INST3	0.00	0.00	0.00
INST4	0.00	0.00	0.00
ADJS	0.00	0.00	0.00
TOT TAX	57,740.60	746.00	58,486.60
TOTAL PAID:	86,983.90	746.00	87,729.90

***** PAYMENTS *****

TYPE	CYCLE	DATE	ADJ	TERM/BATCH/SEQ	INST	AMOUNT	INTEREST	LIENS	FEES	TOTALS
Pmt	7	01/23/2026		20/1065/26	T	29,243.30	0.00	0.00	0.00	29,243.30
Pmt	7	01/22/2026		11/193/1291	T	29,243.30	0.00	0.00	0.00	29,243.30
Pmt	12	06/26/2025		11/145/317	T	29,243.30	0.00	0.00	0.00	29,243.30
		TOTAL PAYMENTS				87,729.90	0.00	0.00	0.00	87,729.90

TOTAL BALANCE DUE AS OF 08/19/2026

	TOWN	SEWER	TOTAL
INT DUE	0.00	0.00	0.00
LIEN DUE	0.00	0.00	0.00
FEES DUE	0.00	0.00	0.00
TAX DUE NOW	-29,243.30	0.00	-29,243.30
TOT DUE NOW	-29,243.30	0.00	-29,243.30
BALANCE DUE	-29,243.30	0.00	-29,243.30

***** FLAGS *****

Circuit Breaker Amount 0 Benefit Year 0
Invalid Address Flag No

Memorandum

July 22, 2026

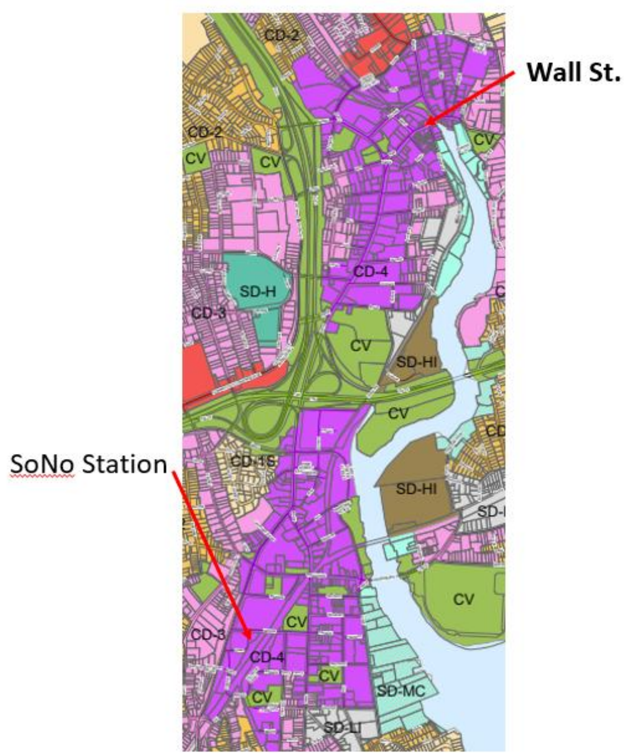
To: Barbara Smyth, Mayor
Josh Goldstein, City Council President
Lamond Daniels, Chief of Staff
Jared Schmitt, Chief Financial Officer
Tom Ellis, Director of Management & Budgets
Chapin Bryce, Chairman, Planning & Zoning Commission
Jay Habansky, Chief of Community and Economic Development
Brian Bidolli, Executive Director, Norwalk Redevelopment Agency

From: Steve Kleppin, Planning & Zoning Director

Re: Transfer Requests – Capital Budget Items for Comprehensive Design Review

Purpose of Funds Transfer

We have several areas of the City's urban core (CD-4 Zone) where there are architectural design guidelines governing building design for new developments above and beyond what is in the zoning regulations. Several of these areas with existing design guidelines were established via redevelopment plans that have expired or will be expiring shortly. In addition, there are areas within the CD-4 Zone that don't have guidelines that perhaps should. We are proposing to repurpose existing capital funds, combing those funds with existing grant funds from the Norwalk Redevelopment Agency (Agency) to evaluate the CD-4 Zone and determine the location of village districts and develop appropriate design guidelines for each district.



G:\7956Steve\Correspondences\Memos to BET & Finance\Capital Trransfers for Design Guidelines 4.26.docx

Project Scope & Justification

The zoning regulations adopted in 2024 set a higher bar for developments throughout the City, but there are areas with unique features and sensitivities that are or will be aided by additional architectural enhancements. The zoning regulations are a hybrid code, consisting of form-based standards within the commercial and mixed-use zones and traditional zoning in the residential areas. The form-based code provides many architectural standards not previously included in the regulations, placing an emphasis on massing and design, setting baseline requirements that establish an expectation of what new developments must look like.

Planning and Zoning (P&Z) intends to partner with the Agency to review the urban core with the goal of establishing village districts when warranted and evaluating and possibly developing new design guidelines. These guidelines will be reviewed and utilized by both P&Z and the Agency when evaluating projects. In addition, the village districts will require third party architectural review by one of our third-party consulting architects, a practice already successfully used by the City. This process coupled with the design standards built into the form-based portions of the zoning code will lead to continual improvement of design aesthetic over time. It should be noted that there are other village districts within the City that are outside the urban core and beyond the scope of this proposal.

Currently within the City, there are areas that are subject to additional design review, either designated as village districts or redevelopment areas. Many of these areas are within sensitive architectural neighborhoods, such as Washington Street and Wall Street. As stated, many of these areas have existing redevelopment plans that have expired or will expire soon and considering we have adopted new zoning, now is a good time to review the districts and update the design standards. This study will not only evaluate the appropriate areas for village districts, but also provide consistency between the standards for each district.

Consistency with Citywide Plan

The Citywide Plan, places an emphasis on design as the City redevelops:

Actions	When	Who	Resources
i. **Strengthen existing Village District design standards.** Clearly identify the unique elements or design features of each Village District that establish the context for renovations and new construction. Revise zoning to include basic urban design standards to ensure distinct, walkable villages such as: • Minimum sidewalk width of 6' (8'-10' preferred) in commercial areas. • Maximum front set-back between 0 and 5' (or matching existing buildings). • Main entry oriented to the street and sidewalk • Ground floor standards for commercial space: minimum façade transparency, awning/signage façade zone, minimum interior ceiling height. • Provision of convenient bicycle parking. • Vehicular parking located to the rear of buildings where possible, with clear path to front door. • Vehicular parking maximums, and/or the ability to request a waiver of some or all required parking on small lots.	2019-2021	Planning and Zoning; Zoning Commission	Staff time; consultant

Project Cost & Funding Sources

P&Z has two existing capital accounts totaling $78,000 that are no longer needed which we would like to repurpose for this project. These funds will be coupled with $72,000 of existing USDOT grant funds from the Agency, dedicated for planning purposes near the Webster Street Lot, for a total of $150,000 to hire a consultant(s) to assist us with effort. The City will transfer the $78,000 to the Agency since the grant funds cannot be transferred to the City. Once the funds are transferred, P&Z staff and Agency staff will work jointly to secure a consultant to complete the project. Consultant procurement will be done through the City's Purchasing Department, following all City guidelines. Planning and Zoning staff will be the operational liaison to the Redevelopment Agency for this project and will provide final sign off on the reimbursement of funds from the City to the Redevelopment Agency, once P&Z staff is satisfied that the project has been completed.

Item 1: Norden Study (acct – 09243730-5777-C0675) $50,000

Several years ago, there was an application to utilize the Norden site as a distribution facility, which was ultimately withdrawn based on significant public pressure as well as indications from the City that the application was not being received favorably. In response to that, the Planning & Zoning Commission at that time determined that additional analysis of the Norden site would be helpful in identifying uses that would be consistent with the intent of the industrial zones, while being cognizant of the existing site constraints.

As we began to explore the parameters for the study, we first reached out to CT DOT about the possibility of adding an additional exit ramp or siding to directly access the site from I-95. This idea was quickly eliminated by the state, which took away the viability and potential of the site for uses which could result in significant traffic.

Subsequently, the City received and approved applications from different users such as MTA and a high-end car storage and showroom space to utilize ~ 250,000 square feet of the building. More importantly, the ownership of the property has transferred and we are hopeful the change in ownership will lead to a reinvigoration of the site. While there is uncertainty about the future tenants of the site, the extensive work that went into the zoning rewrite and the understanding of the permitted uses allowed, we are confident that any deviation from the existing zoning scheme can easily be addressed in-house.

Based on these positive changes and the fact that there cannot be direct access from the highway, it negates the need or benefit of conducting this study. While there is uncertainty about the future tenants of the site, we feel strongly that there is no need to conduct this study. This is supported by:

- the extensive work that went into the zoning rewrite and the understanding of the permitted uses allowed,
- staff's ability to address any potential deviation from the existing zoning scheme, and
- the fact that there cannot be direct access from the I-95.

In addition, I do not feel that spending $50,000 on a land use study of a parcel where we fully understand the constraints is a wise use of limited public funds, especially considering that we have already gone through an extensive planning and regulatory rewrite.

Item 2: General Code Map Link (acct – 09243730-5777-C0676) $28,000

Prior to updating the zoning regulations, we were evaluating how the regulations could interface with the public and how that could be presented. We determined that Map Link, from General Code would provide a nice mapping-based platform to present the regulations. However, because of some additional initiatives we are working on, such as transitioning to an online permitting platform and modeling development through Arc Urban, we concluded that we could probably provide that public interface through one of these other initiatives and no longer need this service.

Conclusion

Updating the design guidelines is a logical next step, post-adoption of the zoning regulations, placing greater emphasis on design and responding to concerns that individual buildings fit into the existing built environment, provided consistency within each neighborhood, while maintaining architectural interest and uniqueness.

The design guidelines will ultimately be a graphic-rich document that expands on the baseline parameters of the form-based code and illustrates the finite design touches that provide uniqueness and interest to development projects.

END

Norwalk Public Schools
Technology Department
P: 203-854-4039 / F: 203-806-4289
125 East Avenue, PO BOX 6001
Norwalk, CT 06852-6001

TO:	Chitsamay Lam
CC:	Finance & Claims Committee
FROM:	Ralph Valenzisi, Assistant Superintendent of Digital Learning and Innovation
RE:	Software Platforms
DATE:	9/2/2026

Dear Members of the Finance Claims Board and Common Council,

This funding request is for four software platforms foundational to our district's educational mission: PebbleGo, Edgenuity, Khan Academy, Otus, Vista Learning, Follett, and Ambient Ai.

PebbleGo is a digital learning platform providing safe, curriculum-aligned nonfiction and multimedia resources. In Norwalk's K-8 library media centers, educators use it to introduce foundational research skills and build background knowledge across core subjects. Built-in literacy scaffolds—like read-aloud audio and Spanish-language options—ensure equitable access for striving readers and English Language Learners. Approving this 24/7 digital hub empowers all students to strengthen their reading comprehension and confidently pursue independent inquiry.

Imagine Learning Edgenuity is an online learning platform that provides rigorous, standards-aligned coursework designed for high school students. In Norwalk Public Schools, Edgenuity serves as a primary district-wide curriculum resource that teachers utilize to deliver core content, differentiate instruction, and supplement classroom learning. The platform offers adaptive self-pacing and interactive instruction, allowing educators to customize materials to match individual student learning styles and academic needs.
For instructional purposes, teachers rely on Edgenuity to manage credit recovery programs, helping students fulfill graduation requirements by focusing specifically on the concepts they need to master. Beyond the traditional school year, the platform is leveraged during district summer school programs to support both credit recovery and academic remediation, keeping high school students on track for timely graduation. The district's site licensing covers full access for all high school students across Norwalk Public Schools, ensuring equitable, year-round access to core subject curricula, electives, and targeted learning interventions.

Khan Academy is a plugged in resource for grades 3-8. It is aligned to NPS core math curricula, Illustrative Mathematics. The Khan learning platform includes instructional videos, key skill practice aligned to both our tier 1 curricula as well as student NWEA/MAP scores, and aligns with additional subjects as well. With a paid version, teachers will be able to track student success and progress, and see what students may need further support around. The AI component allows for safe and secure interfacing for teachers and students, specific to skill building and support aligned to standards.

Otus is the district's unified assessment and data platform. It provides educators with a centralized system to administer assessments, analyze student performance data, monitor progress, and inform instructional decision-making. This renewal also includes the Otus Insights analytics module, which expands data visualization and reporting capabilities, as well as Progress Learning SAT assessments for the P-TECH program to support SAT preparation and measure student readiness.

Vista Higher Learning provides a suite of advanced digital platforms and curriculum resources designed for the Norwalk Public Schools World Language department. Instructionally, these resources empower educators to deliver immersive content through one-year Supersite Plus access for programs such as AP Spanish 4e, Daccord 2024, Descubre 2022, and Galeria. To facilitate effective classroom adoption, the district leverages K-12 integration tools alongside a specialized Customer Success Partnership, ensuring that school leaders receive continuous implementation support during the initial program rollout.

Follett Destiny is a K-12 library management subscription used by our schools to manage library collections, student and staff borrowing, catalog searches, circulation, inventory, and reporting. It provides a centralized system for tracking books, ebooks, instructional materials, and other library resources across school buildings.
For students and staff, Destiny makes it easier to search for available materials, place holds, access digital resources, and support reading and research. For school librarians and district staff, it supports day-to-day library operations, collection management, overdue notices, resource accountability, and data reporting.

Ambient AI continuously analyzes live video feeds from existing school security cameras to automatically identify safety threats—such as weapons, unauthorized intruders, perimeter breaches, and medical emergencies—in real time without requiring constant human monitoring. Adopting this technology in K-12 environments provides proactive threat detection and drastically speeds up emergency response times while maximizing the return on investment of current physical infrastructure, delivering a cost-effective force multiplier that significantly enhances campus security without adding recurring labor or headcount costs.

Ralph Valenzisi
Assistant Superintendent of Digital Learning and Innovation
Norwalk Public Schools
125 East Ave.
Norwalk, CT 06852
203-854-4149

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Capstone for PebbleGo software, for an amount not to exceed $31,566.60, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Imagine Learning for Edgenuity software, for an amount not to exceed $46,640, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Khan Academy for software, for an amount not to exceed $48,000, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Otus for software, for an amount not to exceed $139,614.85, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Vista Higher Learning for software, for an amount not to exceed $54,438.00, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Follett Software LLC, for software, for an amount not to exceed $25,931.79, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Ambient AI for software, for an amount not to exceed $122,880.00, account 09275010-5777-C0112, and forward to the Common Council for further action.

Norwalk Public Schools
Technology Department
P: 203-854-4039 / F: 203-806-4289
125 East Avenue, PO BOX 6001
Norwalk, CT 06852-6001

TO: Chitsamay Lam
CC: Finance & Claims Committee
FROM: Ralph Valenzisi, Assistant Superintendent of Digital Learning and Innovation
RE: Software Platforms
DATE: 8/13/2026

Dear Members of the Finance Claims Board and Common Council,

This funding request is for four software platforms foundational to our district's educational mission: PebbleGo, Edgenuity, Khan Academy, and Otus.

PebbleGo is a digital learning platform providing safe, curriculum-aligned nonfiction and multimedia resources. In Norwalk's K-8 library media centers, educators use it to introduce foundational research skills and build background knowledge across core subjects. Built-in literacy scaffolds—like read-aloud audio and Spanish-language options—ensure equitable access for striving readers and English Language Learners. Approving this 24/7 digital hub empowers all students to strengthen their reading comprehension and confidently pursue independent inquiry.

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Ralph Valenzisi
Assistant Superintendent of Digital Learning and Innovation
Norwalk Public Schools
125 East Ave.
Norwalk, CT 06852
203-854-4149

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ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Imagine Learning for Edgenuity software, for an amount not to exceed $46,640, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Khan Academy for software, for an amount not to exceed $48,000, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Otus for software, for an amount not to exceed $139,614.85, account 09275010-5777-C0112, and forward to the Common Council for further action.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 7/30/2026 **DEPARTMENT:** BOE IT

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: $31,566.60 **MUNIS Account:** 09275010-5777-C0112

VENDOR: Capstone

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.08.07 10:07:38 -04'00'	X ☐	**Supports**	[signature]
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp
Date			**Date** 7/30/2026

JUSTIFICATION:

PebbleGo is a digital learning platform providing safe, curriculum-aligned nonfiction and multimedia resources. In Norwalk's K-8 library media centers, educators use it to introduce foundational research skills and build background knowledge across core subjects. Built-in literacy scaffolds—like read-aloud audio and Spanish-language options—ensure equitable access for striving readers and English Language Learners. Approving this 24/7 digital hub empowers all students to strengthen their reading comprehension and confidently pursue independent inquiry.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

Capstone
1710 Roe Crest Drive
North Mankato, Minnesota 56033
United States

QUOTE: Q-59548

Capstone quote prepared for Norwalk Public School District

Prepared on: 06/26/2026
Service Dates: 09/24/2026 - 09/23/2027

Payment terms: Net 30

Quote prepared for:

Ralph Valenzisi
Norwalk Public School District
125 East Ave
Norwalk, Connecticut 06851-5702
P: (203) 854-4000
valenzisir@norwalkps.org

Quote prepared by:

Sarah Erie
(507) 385-8241 ext. 8241
serie@capstonepub.com

On behalf of:
Amy Coughlan
acoughlan@capstonepub.com

Products

PRODUCT	LIST PRICE	NET PRICE	# OF SITES	MONTHS	TOTAL
PebbleGo Classic K-5+: PebbleGo and PebbleGo Next *PebbleGo Classic K-5 includes the following:* *• PebbleGo Animals* *•PebbleGo Science* *•PebbleGo Biographies* *•PebbleGo Social Studies* *•PebbleGo Health* *•PebbleGo Next States and Indigenous Peoples' History* *•PebbleGo Next Science* *•PebbleGo Next Social Studies* *•PebbleGo Next Biographies* *•PebbleGo Next Health* *•PebbleGo Next Animals*	$1,999.00	$1,999.00	13	12	$25,987.00

Capstone
1710 Roe Crest Drive
North Mankato, Minnesota 56033
United States

QUOTE: Q-59548

Products

PRODUCT	LIST PRICE	NET PRICE	# OF SITES	MONTHS	TOTAL
PebbleGo and PebbleGo Next Spanish K-5+ *PebbleGo K-5 Spanish includes the following:* *•PebbleGo Animales* *•PebbleGo Ciencia* *•PebbleGo Biografias* *•PebbleGo Estudios Sociales* *•PebbleGo Salud* *•PebbleGo Next Estados & Historia de los Pueblos Indígenas* *•PebbleGo Next Ciencia* *•PebbleGo Next Estudios Sociales* *•PebbleGo Next Biografías* *•PebbleGo Next Salud* *•PebbleGo Next Animales*	$699.00	$699.00	13	12	$9,087.00
PebbleGo Read More Extension	$998.00	$0.00	13	12	$0.00
PebbleGo Five eBook Sampler pack	Included	Included	13	12	Included

Quote Totals

Subtotal	$35,074.00
Multiple Site Discount	-$3,507.40
Quote Total:	**$31,566.60**

To Submit Your Order:

If you are using a purchase order or submitting payment, choose one:
Email PO to orders@capstonepub.com
Fax PO to (888) 517-8978
Mail PO or payment to Capstone address above

If you are using a credit card:
Call our Customer Service team at (888) 517-8976

Order Notes:

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 8/5/2026 **DEPARTMENT:** BOE IT

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: $46,640.00 **MUNIS Account:** 09275010-5777-C0112

VENDOR: Imagine Learning

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.08.07 10:10:15 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
			David B. Hopp
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 8/5/2026

JUSTIFICATION:

Imagine Learning Edgenuity is an online learning platform that provides rigorous, standards-aligned coursework designed for high school students. In Norwalk Public Schools, Edgenuity serves as a primary district-wide curriculum resource that teachers utilize to deliver core content, differentiate instruction, and supplement classroom learning. The platform offers adaptive self-pacing and interactive instruction, allowing educators to customize materials to match individual student learning styles and academic needs.

For instructional purposes, teachers rely on Edgenuity to manage credit recovery programs, helping students fulfill graduation requirements by focusing specifically on the concepts they need to master. Beyond the traditional school year, the platform is leveraged during district summer school programs to support both credit recovery and academic remediation, keeping high school students on track for timely graduation. The district's site licensing covers full access for all high school students across Norwalk Public Schools, ensuring equitable, year-round access to core subject curricula, electives, and targeted learning interventions.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

Price Quote

100 S. Mill Ave
Suite 1700
Tempe, AZ 85281
877-725-4257

Date	8/4/2026
Quote No.	Q-235674
Acct. No.	12218141
Total	46,640.00
Pricing Expires	09/02/2026

Norwalk Public School District
P.O. BOX 5125
NORWALK CT 06856-5125
United States

REN_Norwalk Public Sch District_Edgenuity 9-12_26_27

Thank you for partnering with Imagine Learning!
Regards,
Claritza Colon

Payment Term	Contract Start	Contract End
Net 30	7/1/2026	6/30/2027

Site	Description	End Date	Qty	Per Unit	Amount
Norwalk High School					
	Edgenuity Academic Integrity	06/30/2027	1	1,320.00	1,320.00
	Edgenuity 9-12 Comprehensive Site License	06/30/2027	1	22,000.00	22,000.00
Brien McMahon High School					
	Edgenuity Academic Integrity	06/30/2027	1	1,320.00	1,320.00
	Edgenuity 9-12 Comprehensive Site License	06/30/2027	1	22,000.00	22,000.00

Subtotal	46,640.00
Tax Total	0.00
Total	46,640.00

Imagine Learning will audit enrollment count throughout the year. If more enrollments are found to be in use than purchased, Imagine Learning will invoice the customer for the additional usage.

This quote is subject to Imagine Learning LLC Terms and Conditions of Company Services ("Terms and Conditions"). These Terms and Conditions are available at www.imaginelearning.com/standard-terms-and-conditions, may change without notice and are incorporated by this reference. By signing this quote or by submitting a purchase order or form purchasing document, Customer explicitly agrees to these Terms and Conditions resulting in a legally binding agreement. To the fullest extent permitted under applicable law, all pricing information contained in this quote is confidential and may not be shared with third parties without Imagine Learning's written consent.

Not valid unless accompanied by a purchase order. Please specify a shipping address if applicable. Please e-mail this quote, the purchase order and order documentation to AR@imaginelearning.com or fax to 480-423-0213.

Norwalk Public School District

Signature: ____________________
Print Name: ____________________
Title: ____________________
Date: ____________________

Imagine Learning Representative

Claritza Colon
Account Executive - Connecticut
claritza.colon@imaginelearning.com
imaginethefutureoflearning.com

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 7/28/2026 **DEPARTMENT:** BOE IT

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: $48,000 **MUNIS Account:** 09275010-5777-C0112

VENDOR: Khan Academy, Inc.

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.08.07 10:08:53 -04'00'	x ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
	x ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp
Date			**Date** 7/28/2026

JUSTIFICATION:

Khan Academy is a plugged in resource for grades 3-8. It is aligned to NPS core math curricula, Illustrative Mathematics. The Khan learning platform includes instructional videos, key skill practice aligned to both our tier 1 curricula as well as student NWEA/MAP scores, and aligns with additional subjects as well. With a paid version, teachers will be able to track student success and progress, and see what students may need further support around. The AI component allows for safe and secure interfacing for teachers and students, specific to skill building and support aligned to standards.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

SERVICE ORDER

Khan Academy, Inc.
P.O. Box 1630
Mountain View, CA 94042

CUSTOMER INFORMATION

Customer: Norwalk School District
Address: Box 6001, Norwalk, CT 6852
Primary Contact: Misty Hofer
Email: hoferm@norwalkps.org
Billing Contact Name: Misty Hofer
Billing Contact Email: hoferm@norwalkps.org

KHAN ACADEMY INFORMATION

Billing Contact: ar@khanacademy.org
Primary Contact: Danielle Sullivan
Email: daniellesullivan@khanacademy.org

SERVICE ORDER INFORMATION

Start Date: July 1, 2026
End Date: June 30, 2027
Billing Frequency: Annual
Payment Term: Net 30
Rostering Service: Clever

KHAN ACADEMY DISTRICT SERVICE		
Product	**Quantity**	**Fees**
Khan Academy Districts Enterprise	4,800 Student Licenses	Standard price of $15/student per School Year (“**SY**”) **SY 26-27**: Discounted ~33% to $10/student
Khan Academy Districts Enterprise - **Teaching Assistant**	Teachers associated with students that have Khan Academy Districts Enterprise Student Licenses	*Included with Khan Academy Districts Enterprise*
Khan Academy Districts Enterprise - **Administrator**	Administrator account can be allocated to either school or district administrator at the election of Customer	*Included with Khan Academy Districts Enterprise*

Learning Paths	Learning Paths is only available for students in certain grades and subjects: 3rd - 8th grade math; Algebra 1 and Geometry *Requires Clever Rostering Service and MAP Growth*	*Included with Khan Academy Districts Enterprise*
Professional Learning for Khan Academy Districts Enterprise	5 live-virtual hours Professional learning sessions will be selected from your customized learning plan.	*Included with Khan Academy Districts Enterprise*
Total Contract Fees: $48,000 *Customer acknowledges that additional charges may apply based on the payment method used. Customer is solely responsible for any fees or other third-party charges incurred in connection with remitting payment, including, but not limited to, credit card, electronic payment processing, or convenience fees.*		

[***Terms and Conditions on following page***]

TERMS AND CONDITIONS

The scope of services to be provided by Khan Academy, Inc. ("**Khan Academy**") to Customer (each, a "**Party**") are described in the "Service Order Information" section above. These services will be provided pursuant to Khan Academy's Terms of Service for the Khan Academy District service, and any additional addenda attached hereto, and are all incorporated herein by reference. This Service Order ("**Order**"), together with the Terms of Service and any additional addenda, are referred to as the "**Agreement**". In the event of conflict between the terms of this Order, the Terms of Service for the District service and any additional addenda, the terms of this Order shall control.

The Khan Academy District service consists of rostering support for schools and teachers, access to Khan Academy District service administrator reports, implementation support and priority technical support for Customer's teachers, together with professional learning and other services licensed under this Order.

Any deletions or other revisions by Customer to this Order (whether handwritten, electronically, or otherwise) will be null and void.

Licenses: Services will be provided to the number of students set forth above, and their associated teachers.

Term: Services are provided for the term commencing on the Effective Date, and ending on the End Date. Under no circumstance shall the term of this Order extend beyond the End Date without a written amendment (or renewal order) to this Agreement executed by the Parties in writing.

If annual payment is selected, then the invoice for the current school year (ending on June 30th) may be issued at any time after this Order is signed. The invoice for any subsequent school year(s) (with each school year commencing on July 1st) may be issued before, at, or shortly after the start of that school year.

If an upfront single payment for the entire multi-year Term is selected, Total Contract Fees shall be processed in a single payment upon receipt of invoice. The invoice may be issued at any time after this Order is signed.
Except as agreed between the Parties in writing, each Party will bear its own expenses. Discounts or fee waivers are one-time only and apply only to the Term specified in this Order.

[***The remainder of this page intentionally left blank***. ***Signature Page Follows***]

SIGNATURES

The Parties may execute this Agreement in counterparts, each of which is an original, and the counterparts constitute one and the same Agreement. The Parties may also deliver and accept facsimile, electronically scanned or electronic signatures, which bind a Party as if the signature were an original.

By its signature below, each Party confirms its acceptance of the proposal set forth herein. Each person signing this Agreement represents and warrants that such person is duly authorized and has legal capacity to execute and deliver this Agreement for its respective Party. This proposal will become binding upon the signature of both Parties, and shall be effective on the later of (i) the Start Date or (ii) the date of the last signature hereto (the "**Effective Date**").

Khan Academy, Inc.	**Customer: Norwalk School District**
Signature:	Signature:
Name:	Name:
Title:	Title:
Date:	Date:

KAD+LP_Order_02.17.2026_Published_02.17.2026

Attachment 1
Khan Academy District Service Terms of Service

Set forth below are the Terms of Service ("**TOS**") made between Khan Academy, Inc., a 501(c)(3) organization ("**Khan Academy**" or "**we**" or "**us**") and a school, school district or other local education agency entity (each, an "**LEA**") subscribing to the Khan Academy District service ("**Customer**" or "**you**"). These TOS govern Customer's use of the Khan Academy District service (the "**District Service**").

1. The District Service. The District Service is a premium, subscription-based service that is offered as a complement to the standard features of Khan Academy's educational website located at https://khanacademy.org/ and related mobile applications and online services (the "**Website**"). Access to the Website and use of the Website's standard features are provided free of charge.

Through the District Service, Khan Academy provides (i) enhanced features to facilitate set-up, management, and use of School Accounts (as defined in Section 4.3 (School Accounts)) for class use; (ii) implementation assistance and training for authorized users registered as teachers, school leaders, aides, or other similar personnel (collectively, "**School Personnel**"); (iii) priority technical support for class use of the Website; (iv) data insights on Website usage and performance through district administrator reports; and (v) artificial intelligence ("**AI**") enabled learning guides and AI-enabled learning activities; and (vi) an expanded set of AI-enabled teacher tools ("**Khanmigo Teacher Tools**") available on all School Personnel accounts included in the District Service.

Both Khan Academy and Customer (the "**Parties**") acknowledge that the District Service is provided online, with services provided remotely. The District Service will be provided to Customer by Khan Academy personnel and through the Website and content offerings (the District Service and Website, collectively, the "**Platform**"). In the ordinary course of operating the Platform, Khan Academy engages vendors and service providers to provide services such as data storage, communications, and support services. These vendors and service providers are sub-processors to Khan Academy and are not deemed subcontractors under these TOS.

2. Subscription Terms.

2.1 Subscription Terms. The District Service is offered to Customer for a term and price subject to certain renewal, cancellation, and other terms and conditions specific to the account set forth in the then-current service order, quote or service agreement for the account executed between the Parties ("**Applicable Order**"). When using the District Service, you will also be subject to our Privacy Policy (https://www.khanacademy.org/about/privacy-policy) and any posted guidelines, policies or rules applicable to specific features, or use, of the Platform, which may be posted from time to time (collectively the "**Guidelines**"). The Applicable Order, these TOS and the Guidelines form a legal contract between Customer and Khan Academy with respect to the District Service and are referred to collectively as the "**Agreement**". Your Applicable Order specifies the scope of services provided, including by reference to the number of accounts, students, subjects or grade levels included in your subscription. Student accounts will be counted upon activation and may not be shared or transferred among students.

2.2 Payment. Customer will pay all fees specified in the Applicable Order. If an annual payment option is selected, then the invoice for the current school year (ending on June 30th) may be issued at any time after the Applicable Order is signed. The invoice for any subsequent school year(s) (with each school year commencing on July 1st) may be issued before, at, or shortly after the start of that school year. If an upfront payment for the entire term of the Applicable Order is selected, all fees shall be processed in a single payment upon receipt of invoice. The invoice may be issued at any time after the Applicable Order is signed. Except as expressly set forth in the Agreement, (i) all payment obligations are non-cancelable, and fees paid are non-refundable; (ii) fees are based on the District Service subscriptions purchased and not actual usage; and (iii) quantities purchased cannot be decreased during the relevant subscription term. Customer may tender payment by wire transfer, check, or other methods at Khan Academy's discretion. Payment must be received by Khan Academy no later than 30 days after Khan Academy issues an invoice. If Khan Academy does not receive payment within 30 days, the invoice is past due, and Khan Academy reserves the right to suspend access to the affected Customer account(s) and take collection action. Suspension of a School Account does not relieve the Customer of its obligation to pay for the District Service for the full term of the subscription. Customer is solely responsible for paying all fees and applicable taxes, if any, associated with the District Service, including any sales, use, or value added taxes. Customer is solely responsible for any fees or other third-party charges incurred in connection with remitting payment, including, but not limited to, credit card, electronic payment processing, or convenience fees. All questions relating to payments and fees should be sent to ar@khanacademy.org.

2.3 Financial Audit. Notwithstanding anything to the contrary in the Agreement, audit and inspection rights (including access to any books, records, and accounts) under these TOS and any addenda refer to a right to inspect financial information and supporting financial documentation relating to the District Service rendered. Khan Academy will assist Customer with providing any financial records required under any applicable public records or open records statute that Customer does not directly have access to and will maintain such financial records as provided by applicable law. Requests for financial documentation will be conducted remotely and via electronic delivery.

2.4 Licensed Students. The District Service is provided on a per-user license, subscription basis. The concurrent number of students receiving access cannot exceed the number of user licenses by more than 5% or 1,000 students, whichever is less (collectively, "**Overage**"). If the number of Customer's rostered students exceed the number of user licenses by more than 5% or by more than 1,000 students, Customer is obligated to either pay for any user that surpass the licensed amount or reduce its number of rostered users. In the event Customer purchases a license for additional users, Customer will be issued an invoice for such additional user licenses. Additional user licenses may be added mid-subscription term, and such additional user licenses will be for a term concurrent with Customer's then-current subscription term and the subscription term will terminate on the same date. Additional users rostered prior to January 1 will be priced at the same rate as set forth in the current Agreement, and additional users rostered on or after January 1 will be priced at 50% of the rate set forth in the current Agreement; in each case, the users will be licensed only until the end of Customer's current term.

2.5 Implementation Calendar. The standard service term is one year, commencing on July 1, and ending on June 30. Programmatic Support Services (as defined in Section 5 (Programmatic Support Services)) will be provided during the regular, full school year (exclusive of any summer session). Customer may elect to continue updating its roster (via Clever Inc.'s Secure Sync service, ClassLink, Inc. Roster Server, or such other service as Khan Academy may make available for such purpose (each, a "**Rostering Service**")) during the summer months after the end of the spring term, but Customer acknowledges that Khan Academy is not required to provide Programmatic Support Services for summer school programs.

2.6 Evaluation Services; Authorized User Experience Feedback. Khan Academy may offer pilot programs (each a "**Pilot**"), beta features or products ("**Betas**"), or demonstrations and trial versions of features or products (collectively with Pilots and Betas, "**Evaluation Services**"). Customer acknowledges that (a) participation in an Evaluation Service may allow Customer to access such Evaluation Service on a preview basis (including before it is made generally available on the Platform or included in Khan Academy's general service offerings); (b) Khan Academy may still be testing, evaluating and improving Betas, including by collecting Customer feedback, or for Customer evaluation; as such, Betas are offered "as-is" and the limited warranty provided for the District Service in Section 11 does not apply to Evaluation Services; (c) participation in an Evaluation Service is subject to these TOS and any additional terms Khan Academy may specify; (d) the Betas are still under development, may be inoperable or incomplete and are likely to contain errors or bugs; (e) the Betas may never become generally available; (f) Khan Academy reserves the right to charge a fee for Evaluation Services, though no fees shall apply to an Evaluation Service without Customer's express prior consent; (g) Khan Academy does not commit to maintaining any Betas and may change or remove Betas at any time; (h) Khan Academy is not obligated to provide support for Evaluation Services; and (i) Khan Academy is not responsible for Customer's reliance on Evaluation Services. Customer may stop use of Betas at any time. All information related to Evaluation Services constitutes Khan Academy's confidential information. NOTWITHSTANDING ANYTHING TO THE CONTRARY, KHAN ACADEMY IS PROVIDING EVALUATION SERVICES "AS-IS" AND DISCLAIMS ANY AND ALL WARRANTIES WITH RESPECT TO EVALUATION SERVICES, INCLUDING ANY IMPLIED WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE, MERCHANTABILITY, AND STATUTORY WARRANTIES OF NON-INFRINGEMENT, LIABILITIES, AND INDEMNIFICATION OBLIGATIONS OF ANY KIND. NOTWITHSTANDING ANYTHING TO THE CONTRARY, KHAN ACADEMY SHALL HAVE NO LIABILITY OF ANY KIND WITH RESPECT TO ANY SERVICES PROVIDED FREE OF CHARGE OR AT NO COST TO CUSTOMER; PROVIDED, HOWEVER, THAT TO THE EXTENT SUCH EXCLUSION OF LIABILITY IS NOT ENFORCEABLE UNDER APPLICABLE LAW, KHAN ACADEMY'S MAXIMUM AGGREGATE LIABILITY TO CUSTOMER WITH RESPECT TO SUCH SERVICES SHALL NOT EXCEED ONE HUNDRED DOLLARS.

Customer and Customer's registered and authorized School Personnel and Students (referred to as "**Authorized Users**") may, in connection with an Evaluation Service, participate in Authorized User testing activities led by members of Khan Academy's product design team, including but not limited to, by collecting Customer or Authorized User feedback (through surveys, interviews, or classroom visits), or for Customer or Authorized User evaluation ("**Authorized User Experience Feedback**"). We encourage and welcome Authorized User Experience Feedback on any Evaluation Service, subject to the terms set forth under the "Feedback" section of the Website Terms of Service located at https://www.khanacademy.org/about/tos ("**Website TOS**").

2.7 API Dependencies and Limitations. Customer acknowledges that certain Khan Academy features and services, including certain AI-Enabled Features (as defined below) and Learning Paths (collectively, "**Dependent Features**"), rely on the continued availability and functionality of independently operated third-party services, platforms, and application programming interfaces (collectively, "**Third-Party APIs**"). Notwithstanding Section 15.4 (Force Majeure), if Khan Academy's access to any Third-Party API is suspended, terminated, modified, or otherwise unavailable, or if Khan Academy is unable to provide any Dependent Feature due to (a) unavailability or degradation of any required Third-Party API, (b) any law, regulation, administrative order, or governmental action, or (c) any other cause beyond Khan Academy's reasonable control, Khan Academy may modify, suspend, or terminate access to the affected Dependent Feature for such period as is reasonably necessary to address the underlying cause. Khan Academy shall have no obligation to provide substitute services or functionality in connection with such suspension or discontinuation.

Customer expressly acknowledges and agrees that temporary or partial unavailability, limitation, or modification of any Dependent Feature shall not constitute a breach of this Agreement and shall not affect Customer's payment obligations. Khan Academy makes no representations, warranties, or guarantees regarding the continued availability, functionality, or performance of any Dependent Feature or Third-Party API. Khan Academy shall not be liable for any failure or delay in the performance of Dependent Features arising from any of the foregoing causes, and may, without liability, permanently discontinue any Dependent Feature if access to the relevant Third-Party API cannot be restored.

If the affected Dependent Feature constitutes a standalone, separately priced add-on offering to the District Service licensed under the Applicable Order, and Khan Academy is unable to restore access to the affected Dependent Feature within thirty (30) days, Customer may provide written notice of termination for the applicable Dependent Feature. Customer's sole and exclusive remedy with respect to any such termination exercised under this Section 2.7 (API Dependencies and Limitations) shall be a pro-rata refund of any prepaid fees corresponding to the unused portion of the terminated Dependent Feature from the effective date of termination.

3. District Admin Accounts.

3.1 Admin Accounts. In order to access the administrator report features of the District Service, Customer must register for one or more accounts for use by School Personnel who will administer Customer's use of the District Service ("**Admin Accounts**"). Admin Accounts are provided for the sole purpose of oversight, administration, account management and access to District Service administrator features. Any use of an Admin Account for other purposes is not authorized. Admin Accounts are unique to the District Service; if Customer's subscription to the District Service expires or is otherwise terminated, the Admin Accounts are automatically removed.

3.2 Administrator Reports. Admin Accounts provide access to district-level and school-level data insights via administrator reports. Usage and performance data will provide views such as student account activation and usage as well as skills progress on Khan Academy. Admin Accounts assigned to principals and other school-site administrators will provide access to data for students and teachers in the relevant school, and Admin Accounts provided to district-wide administrators will provide access to Khan Academy data for all rostered students, teachers, and schools in the relevant district.

3.3 Account Access. Each authorized administrator will register for a separate account. Customer is solely responsible for maintaining the confidentiality of each Admin Account and access credentials for use of the accounts, and Customer accepts responsibility for all activities that occur under such accounts and access credentials. If you have reason to believe that any Admin Account or School Account is no longer secure (e.g., in the event of a loss, theft or unauthorized disclosure or use of the account ID, password or other access credential), then you will promptly notify your designated Khan Academy account representative. You may be liable for the losses incurred by Khan Academy or others due to any unauthorized use of Admin Accounts and/or School Accounts.

3.4 Limitations on Use. The Platform is provided to you and your Authorized Users solely for educational purposes as part of the instructional program for schools in your LEA. You and your Authorized Users must use the Platform in compliance with all applicable laws, rules, regulations, and Platform policies. You and your Authorized Users will not reproduce, duplicate, copy, sell, resell or otherwise exploit for any commercial purpose, any portion of the Platform, or access to the Platform.

4. User Accounts.

4.1 User Account Terms. User accounts are provided free of charge to students and School Personnel. User accounts and use of the Website's standard features are governed exclusively by the Website TOS and Privacy Policy.

4.2 Use of Student Data; Customer Responsibility for Parental Consents and Notices.

(a) Customer shall comply with, and provide any notices and obtain any consent required under, the Family Educational Rights and Privacy Act and the U.S. Department of Education's implementing regulations at 34 CFR Part 99, as amended (collectively, "**FERPA**"); the Children's Online Privacy Protection Act of 1998, as amended ("**COPPA**"); and all other laws, rules or regulations concerning the collection, use, and disclosure of personally identifiable information about users in your LEA (collectively, "**Applicable Privacy Law**"), including (i) providing disclosures to students registered and authorized to use Khan Academy for class use ("**Students**") and their parents or legal guardians ("**Parents**") regarding Student use of the Platform, our Website TOS, these TOS, and our Privacy Policy and (ii) obtaining any consents required from Parents, to the extent required under COPPA, FERPA, or other Applicable Privacy Law.

(b) Customer will remain responsible for complying with all Parental notice requirements and Parental requests regarding collection, use and disclosure of Student personal information, except as provided in Section 4.7 (Access Requests). To the extent Students use Linked Accounts (referred to in Section 4.5 (Personal Accounts)), Customer will obtain any consent required for such Linked Accounts for class use.

4.3 School Accounts.

(a) Account Set-up and Rostering. Each student, teacher, school leader, aide, or other similar personnel requiring access to the Platform for class use will be registered with a Khan Academy account associated with your LEA in accordance with all rostering instructions provided in accordance with the Applicable Order. Khan Academy will facilitate the creation of individual accounts and assign Students to initially designated classes at Customer's direction and in accordance with Customer's instructions. Customer is solely responsible for providing Khan Academy with access to complete and accurate information required to facilitate account set-up and fulfill rostering requirements, and for maintaining the accuracy of such data. Such information will include information necessary to separately identify accounts to be held by Students under age 13 and age 13 or above (either, "**Student Accounts**"), and by School Personnel ("**School Personnel Accounts**" and, together with Student Accounts, "**School Accounts**"). Khan Academy will attempt to identify and include in the LEA roster any pre-existing School Accounts that match the rostering data provided by Customer, rather than creating new accounts for those Students and School Personnel. Customer understands and agrees that Students and School Personnel are bound to the Website TOS and these TOS.

(b) Updates. Rosters will be updated regularly based on updated information provided by Customer. Upon termination of School Personnel employment with your LEA, such School Personnel must return and cease using all login credentials they have in their possession. If at any time Customer learns that a Student or School Personnel claims to be affiliated with your LEA who is not, in fact, affiliated with your LEA, or that a Parent has refused or rescinded any Parental consent required for Student use of the Platform, or otherwise becomes aware of any errors in roster information, Customer will notify Khan Academy and will take prompt action to correct the roster data.

(c) Use of a Rostering Service. Support for rostering and School Account set-up will be provided through a Rostering Service, subject to any limitations in the Applicable Order. Customer acknowledges that use of the District Service is contingent upon Customer rostering through the Rostering Service. Customer's use of the Rostering Service is subject to the terms and conditions of the agreement between Customer and the Rostering Service, and Khan Academy assumes no liability for claims or damages resulting from Customer's use of the Rostering Service. Khan Academy will be acting upon Customer's instructions to roster Students using the data provided to Khan Academy via the Rostering Service. Customer may not change the Rostering Service during the subscription term.

4.4 Integrated Service. Khan Academy may enable you to interact with the Platform through, or otherwise associate the Customer's accounts with, certain Third-Party APIs and third-party services, including third-party rostering, authentication or single sign-on services, such as Google Accounts, ClassLink or Clever, or other sites providing supplemental educational materials, programs or services (each of these, an "**Integrated Service**"). By using (or otherwise granting access to or approving use of) an Integrated Service with the Platform, Customer agrees that Khan Academy may access, store and use data obtained through the Integrated Service consistent with our Privacy Policy, and may disclose data to the Integrated Service if you use the Integrated Service to receive data from the Platform. Customer's use of any Integrated Services will be governed by the terms and conditions of the providers of the Integrated Service. Khan Academy does not endorse any Integrated Service, and Customer and associated account holders are solely responsible for interactions with any Integrated Service that occur as a result of accessing the Platform through any Integrated Service. Khan Academy does not control the practices of any Integrated Service, and you are advised to read the privacy policy and terms and conditions of any Integrated Service that you use to understand their practices. ACCESS AND USE OF INTEGRATED SERVICES, INCLUDING THE INFORMATION, MATERIALS, PRODUCTS, AND SERVICES ON OR AVAILABLE THROUGH THOSE SERVICES, IS SOLELY AT YOUR OWN RISK.

4.5 Personal Accounts.

(a) Linked Accounts. Students and School Personnel may have personal accounts (i.e., accounts associated with an email address other than the applicable LEA account or school email address) in addition to School Accounts. Khan Academy may (but is not required to) permit a user to associate a personal account with their School Account, by using the login credentials associated with a personal account to join a class or use the account for school-directed learning. If a user chooses to associate a personal account with their School Account, the two accounts will be deemed "**Linked**" accounts, and the user's learning activity (information regarding use of the Platform generated by the user through use of the Platform), whether generated during or outside of the school use, may be viewed by any person with access to either account. "Linked" accounts are not separately functioning accounts; they permit access to a singular Khan Academy account using more than one account interface or set of access credentials. Linked accounts may benefit Students: (i) who want to use the Website for both personal and school purposes; (ii) by allowing School Personnel to have a deeper understanding of Student progress; and (iii) by allowing users to keep track of all their Khan Academy learning activity on an aggregate basis. The user's election to enable Linked accounts must be made, if at all, in connection with the initial account registration and rostering process for a given school year.

(b) Khan Academy Activity in Linked Accounts. Upon any termination of the School Account by authorized School Personnel, the Student's or School Personnel's learning activity (including any learning activity from school use) will be retained in any Linked personal account.

(c) User-Generated Content. Prior to termination of School Accounts, Khan Academy may invite Students, or Parents of Students, or School Personnel, to establish and maintain a personal account for purposes of retaining any content generated or provided and owned by Students or School Personnel under the Website TOS (including such Student's or School Personnel's learning activity). Any such personal accounts will be established under Khan Academy's standard account opening process, including Parent consent for users under the age of legal majority (or as otherwise required by State and federal student data privacy regulations).

4.6 Student Records. While using the District Service, Customer may provide Khan Academy with access to certain Student Records. "**Student Records**" are information relating to a Student which is personally identifiable, or which is linked to personally identifiable information in a manner that would allow a reasonable person to identify the Student with reasonable certainty, and is (i) provided to Khan Academy by the Customer, Students or Parents of Students, or (ii) collected by Khan Academy from Customer, Students or Parents of Students, in each case, during the provision of the District Service to Customer pursuant to the Agreement. Student Records may include "education records" as that term is defined under FERPA. Customer represents and warrants that it is authorized to provide such data to Khan Academy.

Khan Academy confirms that Student Records will be maintained and used in accordance with Khan Academy's Privacy Policy and any separate data privacy addendum or similar agreement entered into by and between Customer and Khan Academy.

4.7 Access Requests. Khan Academy shall cooperate with and assist Customer in responding to requests made by a Parent or eligible Student for the review of personally identifiable information contained in the related Student Records and to correct erroneous information, consistent with the functionality of the District Service. If a Parent of a Student or eligible Student contacts Khan Academy to review Student Records (other than information that may be accessed in a Parent account that is associated with that Student), Khan Academy may refer the Parent or eligible Student to the LEA, who will follow the necessary and proper procedures regarding the requested information. Khan Academy may provide direct assistance to the Parent with respect to information that may be accessed in the Parent account.

5. Programmatic Support Services. The District Service includes technology-enabled online services and additional support services. We refer to additional support services provided by Khan Academy personnel described in Sections 5.1 and 5.2 below as "**Programmatic Support Services**".

5.1 Professional Learning. Training will be provided via an asynchronous, on-demand course available on the Website. Unless otherwise agreed in writing between the Parties, any additional training and consultations will be identified in the Applicable Order and will be provided remotely, via webinar, conference call, or similar online/remote format. To the extent that in-person training is offered, Khan Academy reserves the right to postpone or substitute with online/remote sessions as may be necessary or prudent for health and safety reasons.

5.2 Relationship Manager. Relationship management is provided via email support and up to one scheduled meeting per month. The role of the relationship manager is to assist with implementation strategy and to act as a liaison to address Customer needs. Requests for technical support will be referred to the customer support team for resolution. Assistance with individual technical support requests will be provided by the customer support team via Khan Academy's online help center. To help provide smooth implementation, the relationship manager will offer the opportunity for a meeting approximately one month after the launch of the District Service. Notwithstanding anything to the contrary, if the Customer is a school (and not a school district), this Section does not apply.

5.3 Technical Support. Technical support for School Personnel is provided by the Khan Academy customer support team via our online help center. School Personnel with support needs will be required to submit them via an online help center portal. All School Personnel will be tagged based on their district-provided email domain to receive top-tier priority technical support then available within the Khan Academy help center (this support tier is available to Khan Academy Districts customers but is not exclusive to any one district).

6. Course Content; Proprietary Materials.

6.1 Course Content. Customer will select one or more primary subject areas for implementation and Programmatic Support Services, which will be specified in the Applicable Order. In addition, Customer will have access to other available Website content. The partnership manager can assist in providing guidance on how to align Website content for the primary subject area(s) to the scope and sequence of the Customer's specific curriculum. Programmatic Support Services do not include custom alignment or creation of custom content. Requests for custom course curation or new content will be handled by the relationship manager and resolved in Khan Academy's sole discretion; additional fees may apply.

6.2 Proprietary Materials; Licenses. The Platform is owned and operated by Khan Academy. The visual interfaces, graphics, design, compilation, information, computer code (including source code or object code), software, services, content, educational videos and exercises, training materials, professional learning resources, and all other elements of the Platform (the "**Services Materials**") are protected by United States and international laws, international conventions, and other applicable laws governing intellectual property and proprietary rights. Except for any content provided and owned by users under the Website TOS, all Services Materials, and all trademarks, service marks, and trade names, contained on or available through the Platform are owned by or licensed to Khan Academy, and Khan Academy reserves all rights therein and thereto not expressly granted to users under the Website TOS. For clarity, both Parties acknowledge that the Platform does not include development of any materials specifically for Customer. Khan Academy's District Service is a commercial, off-the-shelf offering and no development of work product for Customer or Authorized Users is contemplated in the provision of such District Service to Customer. In no instance shall the District Service be deemed a "Work Made for Hire" or otherwise performed under a "funding agreement". The District Service to be provided does not relate to real property, use of mechanics or laborers, or the provision of physical goods. Notwithstanding anything to the contrary, the Uniform Commercial Code, and Uniform Computer Information Transactions Act are specifically disclaimed and do not apply to the Agreement. The United Nations Convention for the International Sale of Goods also does not apply to the Agreement.

6.3 Permitted Use; Prohibited Conduct. Subject to the Agreement, the Website TOS (which governs user accounts and use of the Website's standard features), and our receipt of payment of all applicable fees for the District Service, School Personnel may access and use the District Service during the subscription term, solely through their School Accounts, and solely for Customer's educational purposes, as an aid to classroom instruction and to guide learners in mastery learning. You shall not (nor shall you permit any of your Students or School Personnel to) use the educational videos, exercises, and related supplementary materials that are owned by Khan Academy or its third-party licensors (the "**Licensed Educational Content**") made available on the Website, or any educational, user-readable source code in connection with the "Computer Science" modules or exercises available on the Website (the "**Licensed Educational Code**"), except as permitted under the Website TOS. You shall not (nor shall you permit any of your Students or School Personnel to) engage in any conduct using the Platform that is "Prohibited Conduct" under the Website TOS or otherwise prohibited under the Agreement.

7. AI-Enabled Features.

7.1 Description. Khan Academy offers certain artificial intelligence-enabled features, technologies and services which may be at an early stage of development, and which are subject to continued development ("**AI-Enabled Features**"). For clarity, the enhanced features offered as Khanmigo for Districts and Khanmigo Teacher Tools are AI-Enabled Features and elements of the District Service, and all terms and conditions that apply to AI-Enabled Features and the District Service apply to Khanmigo for Districts and Khanmigo Teacher Tools.

7.2 AI-Enabled Feature Feedback. In addition to the Authorized User Experience Feedback that Customer and its Authorized Users may provide pursuant to Section 2.6 (Evaluation Services; Authorized User Experience Feedback), we encourage and welcome your feedback on any AI-Enabled Feature. As part of AI-Enabled Features, Customer, and Customer's Authorized Users, may identify errors or bugs, provide feedback on the user experience, and provide other ideas, suggestions, guidance or other information related to the applicable AI-Enabled Feature (collectively, deemed "**AI-Enabled Feature Feedback**"). Khan Academy may solicit AI-Enabled Feature Feedback from you, and from any specific Authorized Users identified by Customer for participation in any feedback program, via surveys, interviews, observations, or other interactions. You and your Authorized Users may also provide AI-Enabled Feature Feedback to us by labeling Output (as defined below) with a thumbs up or thumbs down, or otherwise directly offering AI-Enabled Feature Feedback in the AI-Enabled Feature itself or otherwise. By submitting suggestions or other AI-Enabled Feature Feedback, you agree that we (or our licensees) can (but do not have to) use, share, and otherwise exploit such AI-Enabled Feature Feedback for any purpose without compensation or further notice to you and you grant us a royalty-free, worldwide, transferable, assignable, fully paid up, sublicenseable, irrevocable, perpetual license to use and incorporate any AI-Enabled Feature Feedback into Khan Academy Offerings (as defined below) or to develop new features and services.

7.3 AI-Enabled Feature Permitted Use; AI-Enabled Feature Prohibited Conduct. In addition to compliance with Section 3.4 (Limitations on Use) and Section 6.3 (Permitted Use; Prohibited Conduct), you and your Authorized Users shall not engage in the following, which constitute Prohibited Conduct under these TOS:

- Use of any AI-Enabled Feature to generate the following types of content: (i) hate speech or hateful content; (ii) defamatory or discriminatory content, including references about religion, race, sexual orientation, gender, nationality, or ethnic origin; (iii) content that is unlawful, vulgar, obscene, defamatory, sexually explicit, fraudulent, harassing, invasive of another's privacy, or otherwise objectionable, or that promotes any of the foregoing content or related activities; (iv) promotion or glorification of violence, or promotion or depiction of self-harm or harm to individuals, organizations or society; (v) misleading political speech or electoral or political campaign materials; (vi) false or misleading content; misinformation; (vii) malware or other software intended to cause harm; or (viii) or any content that would infringe upon the intellectual property rights of others.
- Use of any AI-Enabled Feature to commit any act of academic dishonesty, or to mislead any person that Output (as defined below) generated through use of AI features included in AI-Enabled Features is human-generated.
- Use of any AI-Enabled Feature as the sole or predominant mechanism for assessment or evaluation purposes or to otherwise make consequential decisions about a student or School Personnel.
- Participation in any prompt injection attack, AI model jailbreak or other attempt to interfere with the intended functionality of any AI-Enabled Feature.

Khan Academy reserves the right, but does not have any obligation, in its sole discretion, to determine whether any AI Content (as defined below) violates our Prohibited Conduct terms, and can refuse, remove, or edit such AI Content, and may remove access to any AI-Enabled Feature at any time for non-compliance with these terms.

7.4 Privacy Guidance. AI-Enabled Features enable users to interact with a "large language model" ("**LLM**"), an AI tool developed and maintained by one or more third-party LLM developers. While AI-Enabled Features place some constraints on use of the underlying model, such constraints are still, and will continue to be, in development and cannot be relied upon to screen user queries or filter responses that are returned to users. The AI-Enabled Features are not intended to be used to process proprietary or personally identifiable information. YOU ARE ADVISED NOT TO (AND YOU MUST INSTRUCT YOUR AUTHORIZED USERS NOT TO) INCLUDE ANY PROPRIETARY OR PERSONALLY IDENTIFIABLE INFORMATION IN INPUTS SUBMITTED TO ANY AI-ENABLED FEATURE.

7.5 Guidelines on Use of AI-Enabled Features.

(a) User-Generated Content. You (and your Authorized Users) may provide input (including summary, text, instructions, or other content you make available) to any AI-Enabled Feature ("**Input**"), and receive output generated and/or provided by an AI-Enabled Feature based on the Input ("**Output**"). Input and Output are collectively "**AI Content**". AI Content is subject to the terms applicable to User Content set forth under the "User Content License Grant" section of the Website TOS. For clarity, AI Content constitutes User Content. You acknowledge that due to the nature of machine learning and the technology powering AI-Enabled Features, Output may not be unique, and an AI-Enabled Feature may generate the same or similar output for you or your

Authorized Users as it provides to other users. For clarity, outputs for other users are not considered your (or your Authorized Users') User Content. You also acknowledge and agree that any Outputs may not be protectable under copyright or other intellectual property, proprietary, or other law. We make no warranties or representations, express or implied, that Outputs are protectable under any law. Without limiting the terms of the Website TOS, you are solely responsible for the AI Content that you and your Authorized Users create, including for ensuring that you or they have rights to submit the Input and that use of Input does not infringe upon the intellectual property rights of others or violate any applicable law or the Agreement. Without limiting our rights otherwise set forth in these TOS, by using the AI-Enabled Features, you hereby grant us a worldwide, non-exclusive, irrevocable, transferable, assignable, royalty-free, fully paid-up, sublicensable (through multiple-tiers) license to access, use, modify, display, publicly perform, distribute, copy, create derivatives from (including derivative works of) and process any and all Inputs and Outputs (including any intellectual property contained therein or embodied thereby) to provide our services to you and your Authorized Users and to develop and improve the AI-Enabled Features for all users.

(b) Incorporated Guidelines; Responsible Use. Use of AI-Enabled Features is subject to these TOS and any additional posted Guidelines we provide. It is your obligation to educate School Personnel and Students, as may be applicable, on responsible use of AI in general, on responsible use of the applicable AI-Enabled Feature specifically (i.e., Khanmigo Teacher Tools and Khanmigo for Districts), and regarding your other school policies regarding use of artificial intelligence. We strongly encourage you to require Authorized Users to review any Guidelines, including those provided pursuant to this Section 7.5 (Guidelines on Use of AI-Enabled Features), prior to accessing any AI-Enabled Feature. For instance, Authorized Users should be aware that AI-Enabled Features may make mistakes and the Authorized User needs to fact check the Output. The Authorized User is responsible for conducting human review of Outputs and double-checking Outputs with reputable sources to confirm that such Outputs are accurate, lawful and otherwise appropriate and permissible under the Agreement and that they have adequate rights to use such Outputs before relying on them.

(c) Personal Use and Sharing. AI-Enabled Features are intended for personal use and not to generate content for publication. Authorized Users may choose to share AI Content they generate for any legal, personal, non-commercial purpose, under the following conditions: (i) the role of AI in formulating the content is clearly and prominently disclosed; (ii) the content is attributed to the Authorized User by name, or your organization; (iii) topics of the content do not violate our terms on Prohibited Conduct; and (iv) the Authorized User directly reviews the AI Content to ensure compliance with the Agreement. We kindly ask that you and your Authorized Users refrain from sharing Outputs that may offend others.

(d) School Personnel Use. School Personnel should apply their judgment and discretion in use of all AI-Enabled Features and their activities (including but not limited to essay features, if applicable) and should not rely solely (nor predominantly) on a feature for assessment or evaluation purposes or to otherwise make decisions about a student or School Personnel. AI-Enabled Features are tools intended to assist School Personnel and are not a replacement for the unique role of humans.

7.6 "As-Is" Terms for AI-Enabled Features.

(a) "As-Is" Terms; No Guarantees; No Representations or Warranties. THE LIMITED WARRANTY PROVIDED FOR THE DISTRICT SERVICE DOES NOT APPLY TO ANY AI-ENABLED FEATURE. NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THE AGREEMENT, KHAN ACADEMY IS PROVIDING THE AI-ENABLED FEATURES "AS-IS", AND KHAN ACADEMY DISCLAIMS ANY AND ALL WARRANTIES RELATED THERETO, INCLUDING (I) ANY IMPLIED WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE, MERCHANTABILITY, AND STATUTORY WARRANTIES OF NON-INFRINGEMENT, LIABILITIES, AND INDEMNIFICATION OBLIGATIONS OF ANY KIND

OR, (II) ANY WARRANTIES RELATING TO THE FUNCTIONALITY, RELIABILITY, ACCURACY OR CORRECTNESS OF ANY AI-ENABLED FEATURES. IN THE EVENT OF A CONFLICT BETWEEN THIS SECTION 7.6(A) AND ANY OTHER TERMS OF THE AGREEMENT, THIS SECTION 7.6(A) WILL SUPERSEDE SUCH TERMS WITH RESPECT TO ANY AI-ENABLED FEATURE. YOU UNDERSTAND THAT KHAN ACADEMY IS NOT OBLIGATED TO PROVIDE SUPPORT FOR ANY AI-ENABLED FEATURE. YOU ACKNOWLEDGE AND AGREE THAT ANY AI-ENABLED FEATURE MAY FUNCTION FOR A LIMITED PERIOD OF TIME, MAY HAVE LIMITED FEATURES, MAY MAKE ERRORS (INCLUDING, WITHOUT LIMITATION, MATH ERRORS (IF APPLICABLE)), MAY REFLECT BIASED, INCOMPLETE OR INCORRECT INFORMATION, MAY PROVIDE OBJECTIONABLE OR OFFENSIVE RESPONSES, MAY NOT ACCOUNT FOR EVENTS OR CHANGES TO UNDERLYING FACTS OCCURRING AFTER THE AI MODEL WAS TRAINED, AND MAY HAVE OTHER LIMITATIONS. YOU SHOULD NOT RELY ON THE FACTUAL ASSERTIONS IN OUTPUT WITHOUT INDEPENDENTLY CHECKING THEIR FACTUAL ACCURACY. OUTPUT MAY APPEAR ACCURATE DUE TO ITS DETAIL OR SPECIFICITY BUT MAY STILL CONTAIN MATERIAL INACCURACIES.

(b) AI-Enabled Features Subject to Change. The AI-Enabled Features include new technologies and features that are at an early stage of development (often referred to as alphas, betas, previews, or prototypes), some of which are still being, and will continue to be, developed and tested, are known to make errors and to provide incorrect information at times, and may have other bugs. Any AI-Enabled Feature may not become fully developed or generally available. Furthermore, the laws and regulations governing artificial intelligence and related technology are uncertain and evolving, and the ability to use the AI-Enabled Features and/or Outputs may be adversely impacted in the future. Khan Academy may change, add, or remove specific tools, features, elements or portions thereof at any time without any liability to you, and we do not commit to maintaining any AI-Enabled Feature, including any specific tools, features, elements or portions thereof.

8. Confidentiality. Except to the extent required to be disclosed under an applicable public records or open records statute, your Applicable Order, any quotes or proposals relating to your account, and any product, security or compliance documentation provided to you, include information that is proprietary and confidential to Khan Academy. You shall keep such terms, quotes, proposals or documentation confidential, and agree not to disclose such terms, quotes, proposals or documentation to any third party, to the fullest extent permitted by law. In the event Customer receives a public records or open records request, Customer shall promptly notify Khan Academy and provide the opportunity to redact the requested information as permitted under statute.

9. Indemnification.

9.1 Indemnity. To the extent permitted by applicable law, you will indemnify and defend Khan Academy, its affiliated companies, contractors, employees, officers, directors, agents and its third-party suppliers, licensors, and partners (collectively, "**Khan Academy Parties**") from any judgements, settlements, losses, damages, liabilities, costs and expenses of any kind (including reasonable attorneys' fees and expenses to the extent they are finally assessed by a court of competent jurisdiction), from any claim or demand brought against Khan Academy by a third party relating to or arising from (i) any access to and use of the Platform that is not fully in accordance with the Agreement (and, as applicable, the Website TOS), to the extent the alleged claim or demand is caused by such access or use of the Platform; or (ii) your User Content, including the infringement by you or any third-party using your School Accounts or Admin Accounts of any intellectual property right of any person or entity, to the extent the alleged claim or demand is caused by your foregoing User Content.

9.2 Indemnification Process. All indemnification obligations under the Agreement are dependent upon the indemnified Party providing the indemnifying Party with: (a) prompt notice of an indemnifiable claim; (b) exclusive control over the defense and settlement of the indemnifiable claim (provided that a claim will not be settled without the prior written consent of the indemnified Party, which consent will not be unreasonably withheld, conditioned or delayed); and (c) reasonable cooperation in the defense and settlement of such indemnifiable claim (collectively, "**Indemnification Process**").

10. Warranty Disclaimers.

10.1 Warranty Disclaimers. EXCEPT FOR THE EXPRESS LIMITED WARRANTY SET FORTH IN SECTION 11 (LIMITED WARRANTY), THE PLATFORM, AND ANY ASSOCIATED CONTENT, THIRD-PARTY CONTENT, THIRD-PARTY WEBSITES, THIRD-PARTY APPLICATIONS, THIRD-PARTY APIS, USER CONTENT, AND ALL DATA AND INFORMATION MADE AVAILABLE IN CONJUNCTION WITH THE PLATFORM (COLLECTIVELY, THE "**KHAN ACADEMY OFFERINGS**"), ARE PROVIDED ON AN "AS-IS", "AS AVAILABLE", AND "WITH ALL FAULTS" BASIS. THE KHAN ACADEMY PARTIES DO NOT WARRANT THAT THE KHAN ACADEMY OFFERINGS WILL MEET OR BE CORRECTED TO MEET YOUR REQUIREMENTS OR EXPECTATIONS, BE TO YOUR LIKING, BE TIMELY, SECURE, ACCURATE, OR BE UNINTERRUPTED, OR FREE OF ERRORS, VIRUSES OR OTHER HARMFUL COMPONENTS.

TO THE FULLEST EXTENT PERMISSIBLE PURSUANT TO APPLICABLE LAW, THE KHAN ACADEMY PARTIES DISCLAIM ANY AND ALL WARRANTIES AND CONDITIONS REGARDING THE KHAN ACADEMY OFFERINGS, WHETHER STATUTORY, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, ALL IMPLIED WARRANTIES OF QUALITY, ACCURACY, PERFORMANCE, AVAILABILITY, MERCHANTABILITY, SATISFACTORY QUALITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE, AND NON-INFRINGEMENT. SOME STATES OR OTHER JURISDICTIONS DO NOT ALLOW THE EXCLUSION OF IMPLIED WARRANTIES, SO CERTAIN EXCLUSIONS MAY NOT APPLY TO YOU. YOU MAY ALSO HAVE OTHER RIGHTS THAT VARY BY JURISDICTION.

YOU UNDERSTAND AND AGREE THAT YOUR USE, ACCESS, DOWNLOAD, OR OTHERWISE OBTAINING OF DATA, CONTENT, AND MATERIALS, IS AT YOUR OWN DISCRETION AND RISK, AND THAT YOU WILL BE SOLELY RESPONSIBLE FOR ANY DAMAGE TO YOUR PROPERTY (INCLUDING YOUR COMPUTER SYSTEM) OR LOSS OF DATA THAT RESULTS THEREFROM.

11. Limited Warranty. Subject to Section 2.7 (API Dependencies and Limitations) and Section 7.6 ("As-Is" Terms for AI-Enabled Features), Khan Academy warrants, during the Term, that the District Service delivered by Khan Academy, when used in accordance with the terms of the Agreement, will substantially perform in accordance with the District Service Documentation made available to Customer by Khan Academy. "**Documentation**" means the description of services set forth in the Agreement, including technical specifications, but excludes any marketing materials or brochures. If the District Service is not provided as indicated in the Documentation, and Customer has provided written notice of the non-conformity to Khan Academy within 30 days of discovery of such non-conformity, then Customer's sole and exclusive remedy is that Khan Academy shall at its option (i) rectify the non-conformity; (ii) replace the applicable product or service with a system of substantially the same functionality that conforms to the Documentation; or (iii) terminate the Agreement with respect to the non-conforming District Service and provide Customer a prorated refund representing the unused portion of any fees prepaid by Customer specifically for the non-conforming portion of the terminated District Service measured from the effective date of termination. The foregoing warranty specifically excludes defects in or non-conformance of the District Service resulting from (a) use of the Platform in a manner not in accordance with the Documentation, these TOS or the Website TOS; (b) faults or liabilities disclaimed pursuant to these TOS or the Website TOS; (c) improper or inadequate maintenance of Customer's own computers or other internet accessible devices including tablets, computer networks, operating environment, security programs, and internet connections; (d) abuse of the Platform; or (e) delays, failures or problems inherent in use of the internet and electronic communications or other systems outside Khan Academy's control.

12. Limitation of Liability and Damages.

12.1 Limitation of Liability. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, UNDER NO CIRCUMSTANCES WILL THE KHAN ACADEMY PARTIES BE LIABLE FOR ANY SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL, COVER, BUSINESS INTERRUPTION, PUNITIVE, RELIANCE, OR EXEMPLARY DAMAGES (INCLUDING WITHOUT LIMITATION LOST BUSINESS, LOST REVENUES OR PROFITS, LOSS OF DATA, OR ANY OTHER PECUNIARY OR NON-PECUNIARY LOSS OR DAMAGE OF ANY NATURE WHATSOEVER) ARISING OUT OF OR RELATING TO THESE TOS, THE WEBSITE TOS, YOUR USE OF (OR INABILITY TO USE) THE KHAN ACADEMY OFFERINGS OR ANY OTHER INTERACTIONS WITH KHAN ACADEMY OR WITH THIRD PARTIES THROUGH OR IN CONNECTION WITH THE KHAN ACADEMY OFFERINGS, INCLUDING OTHER USERS, EVEN IF A KHAN ACADEMY PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. APPLICABLE LAW IN YOUR JURISDICTION MAY NOT ALLOW THE LIMITATION OR EXCLUSION OF LIABILITY OR INCIDENTAL OR CONSEQUENTIAL DAMAGES, SO THE ABOVE LIMITATION OR EXCLUSION MAY NOT APPLY TO YOU. IN SUCH CASES, THE KHAN ACADEMY PARTIES' LIABILITY WILL BE LIMITED TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW.

12.2 Limitation of Damages. IN NO EVENT WILL THE KHAN ACADEMY PARTIES' TOTAL LIABILITY TO YOU FOR ALL DAMAGES, LOSSES, AND CAUSES OF ACTION ARISING OUT OF OR RELATING TO THE AGREEMENT, THE WEBSITE TOS, YOUR USE OF ANY KHAN ACADEMY OFFERING, OR YOUR INTERACTION WITH OTHER PLATFORM USERS (WHETHER IN CONTRACT, TORT (INCLUDING NEGLIGENCE), WARRANTY, OR OTHERWISE), EXCEED THE ACTUAL AMOUNT PAID BY YOU, IF ANY, DURING THE TWELVE MONTHS IMMEDIATELY PRECEDING THE DATE OF THE FIRST CLAIM.

13. Modification of Terms.

13.1 Terms Subject to Change. Except as provided in Section 13.2 (Material Changes) below, Khan Academy reserves the right, at our discretion, to update, change, modify, add, or remove any portion of these TOS at any time. For any material changes to these TOS, Khan Academy will provide notice to you of such amended terms, and such amended terms will be effective against you on the earlier of (i) your actual notice of such changes and (ii) 30 days after Khan Academy makes a reasonable attempt to provide you such notice, including by posting amended terms on the Platform. Notwithstanding the foregoing, changes addressing new functions for a service, or changes made for legal compliance reasons will be effective immediately.

13.2 Material Changes. Khan Academy will not make any material change to these TOS or change how personal information contained in Student Records is used or shared under these TOS during the term of the Agreement, without notice to you. If a change with respect to how personal information contained in Student Records is used or shared under these TOS has a material adverse impact on Student users or Customer, and Customer does not agree to the change, Customer must notify Khan Academy within 30 days of receiving the notice of change as described under Section 15.1 (Notices) below. If Customer notifies Khan Academy as required, then the Customer will remain governed by the TOS in effect immediately prior to the change until the end of the then current term of the Agreement. If the District Service is renewed, it will be renewed under Khan Academy's then current TOS. Disputes arising under these TOS ("**Dispute**") will be resolved in accordance with the version of these TOS which is effective against Customer at the time the Dispute arose.

14. Termination.

14.1 Data Access. Admin Account access will be terminated at the end of the subscription Term, unless the Customer account has been renewed. Upon termination, Khan Academy may delete Admin Accounts and associated district-level administrator reports in accordance with the Agreement and the Privacy Policy. It is Customer's sole responsibility to request renewal of the Agreement to maintain continued access to Customer's account and its associated data. Unless Customer otherwise directs Khan Academy in writing, termination of the District Service will not automatically result in deletion of School Accounts or Student Records in such account.

14.2 Termination by Customer. Customer's only remedy with respect to any dissatisfaction with (i) the Platform, (ii) any term of these TOS or the Website TOS, (iii) the District Service, (iv) any policy or practice of Khan Academy in operating the Platform, or (v) any content or information transmitted through the Platform, is to terminate these TOS and the Website TOS along with your School Accounts and Admin Accounts. You may terminate the Agreement at any time by providing written notice to your designated account representative, with any outstanding fees due upon the termination. Unless otherwise provided for herein, all cancellations requested before the end of the then-current term will be effective at the end of the then-current term.

14.3 No Refunds. Customer understands and agrees that, except in the case of (i) cessation of Website services, (ii) a termination at the option of Khan Academy pursuant to Section 11 (Limited Warranty), or (iii) to the extent required by applicable law, fees will not be refunded in the event of Customer's early cancellation or notice of cancellation of the Agreement. In the event of an early cancellation due to any of (i) through (iii) of this Section 14.3, Customer is responsible for (a) all amounts due and payable for all services provided to Customer before the date of early cancellation (with a pro-rata refund representing the unused portion of any fees prepaid by Customer specifically for the portion of the District Service that was to be provided after the date of early cancellation) or (b) if less than the amounts referenced in Section 14.3(a), the maximum amount permitted by applicable law. The Parties agree that Khan Academy's efforts in connection with account set-up, rostering and implementation are front-loaded and for that reason, proration of fees in the event of early cancellation is not necessary or appropriate. Any unused relationship management support and professional learning sessions expire on June 30th of each school year.

14.4 Termination by Khan Academy. Khan Academy reserves the right to terminate the Agreement at any time if Customer does not comply with the Agreement, including in the case of non-payment. Khan Academy may suspend or terminate any School Account or Admin Account (or any part thereof) in accordance with the Agreement or the Website TOS and reserves the right at any time and from time to time to modify or temporarily discontinue the Platform (or any part thereof) with or without notice. These remedies are in addition to any other remedies Khan Academy may have at law or in equity.

15. Miscellaneous.

15.1 Notices. Any notice required under the Agreement shall be in writing and effective when (i) delivered personally against receipt, (ii) deposited in the mail and registered or certified with return receipt requested, postage prepaid, (iii) shipped by a recognized courier service and addressed to either Party as designated in the Agreement, (iv) delivered by email to the email address specified herein or in the Applicable Order, or (v) when delivered via any of the foregoing at such other address as may be provided by the recipient in accordance with this Section 15.1.

Notices to Khan Academy:
Khan Academy, Inc.
P.O. Box 1630
Mountain View, CA 94042
Email: notices@khanacademy.org for the purposes of Khan Academy. If a physical notice is sent, an electronic copy shall be provided to such email address.

Notices to Customer will be sent to the email address and/or mailing address set forth in the Applicable Order or Agreement, or if left blank, the address on file with Khan Academy.

15.2 Independent Contractor. No agency, partnership, joint venture, or employment is created because of the Agreement and neither Party has any authority of any kind to bind the other in any respect whatsoever.

15.3 Waiver. The failure of Khan Academy to exercise or enforce any right or provision of these TOS or the Website TOS will not constitute a waiver of such right or provision. Any waiver of any provision of these TOS or the Website TOS will be effective only if in writing and signed by Khan Academy.

15.4 Force Majeure. Neither Party shall be liable for any failure or delay in performing any duty, requirement, or obligation under the Agreement (except for a failure to pay fees) that is due to events beyond its reasonable control, such as, explosions, wars, sabotage, acts of terrorism, riots, acts of God, epidemics, pandemics, riots, civil commotions, acts of government authorities, changes in laws or regulations, strikes or other labor disputes, failure or diminishment or power or telecommunications or data networks or services, acts or omissions of internet traffic carriers, or natural disasters (such as fires, hurricanes, severe storms, earthquakes, floods).

15.5 Governing Law and Venue. The Parties intend that the Agreement be construed and controlled by the laws of the State of California, without giving effect to principles of conflict of laws. Any litigation arising out of the Agreement must be conducted in courts located in Santa Clara County, California. Customer consents and submits to the personal and exclusive jurisdiction of such courts for the purposes of litigating any such action. Notwithstanding this, Khan Academy shall still be allowed to apply for injunctive or other equitable relief to protect or enforce its intellectual property rights in any court of competent jurisdiction.

15.6 Dispute Resolution. In the event of a Dispute, you or Khan Academy must give the other a written statement that sets forth the name, address, and contact information of the party giving it, the facts giving rise to the Dispute, and a proposed solution (a "**Notice of Dispute**"). Any Notice of Dispute must be sent as provided in Section 15.1 (Notices). You and Khan Academy will attempt in good faith to resolve any Dispute through informal negotiation within 60 days from the date the Notice of Dispute is sent. After 60 days, you or Khan Academy may commence legal proceedings. Notwithstanding the foregoing, this Section 15.6 will not prevent either Party from seeking urgent interlocutory relief at any time.

15.7 Severability. If any provision of these TOS or the Website TOS is held to be unlawful, void, or for any reason unenforceable, then that provision will be limited or eliminated from these TOS or the Website TOS to the minimum extent necessary and will not affect the validity and enforceability of any remaining provisions.

15.8 Publicity. Customer consents to Khan Academy's use of (and references to) Customer's name in Khan Academy's customer lists and marketing materials during the Term of the Agreement.

15.9 Headings and Interpretation. The headings contained in the Agreement are for convenience only and shall not be interpreted to limit or otherwise affect the provisions of the Agreement.

15.10 No Primary Drafter. The Parties acknowledge and agree that they have mutually negotiated the terms and conditions of the Agreement and that any provision contained herein with respect to which an issue of interpretation or construction arises shall not be construed to the detriment of the drafter on the basis that such Party or its professional advisor was the drafter, but shall be construed according to the intent of the Parties as evidenced by the entire Agreement.

15.11 Assignment. Customer may not assign the Agreement to any third party without Khan Academy's prior written consent, which consent shall not be unreasonably withheld. The Agreement binds and inures to the benefit of each Party and its respective successors and approved assigns, if any.

15.12 No Third-Party Beneficiaries. The Parties do not intend to confer any right or remedy on any third party.

15.13 Representation of Signatories. Each person signing the Agreement and any Applicable Order or other contract for services associated herewith or governed hereby represents and warrants that such person is duly authorized and has legal capacity to execute and deliver such agreement for its respective Party.

15.14 Counterparts. The Parties may execute the Agreement, or amendments, modifications, alterations or changes (collectively, "**Amendments**") to the Agreement, in counterparts, each of which is or shall be an original, and the counterparts constitute one and the same Agreement, or shall constitute one and the same Amendment to the Agreement. The Parties may also deliver and accept facsimile, electronically scanned or electronic signatures, which bind a Party as if the signature were an original.

15.15 Entire Agreement. The Agreement entered into by and between Customer and Khan Academy contains the entire understanding of the Parties regarding the subject matter of the Agreement and supersedes all prior and contemporaneous negotiations and agreements, whether written or oral, between the Parties with respect to the subject matter of the Agreement. Any terms or conditions contained in or referenced by any purchase order, invoice, vendor registration form, online portal, "click-to-accept" agreement, or other documentation or process issued by Customer (collectively, "**Ancillary Terms**") shall be of no force or effect, even if such Ancillary Terms are accepted, acknowledged, or otherwise executed through electronic means (including by clicking "accept," "agree," or similar). Execution of, or participation in, any purchasing, vendor onboarding, or registration process shall not be construed as, or otherwise constitute, acceptance of any Ancillary Terms. In the event of any conflict, inconsistency, or ambiguity, the documents shall control in the following order of precedence: (1) any Amendments, (2) the Applicable Order, (3) any additional addenda attached hereto, (4) these TOS, (5) the Website TOS, and (6) the Guidelines. The terms of the Agreement apply to all subscriptions. This Agreement and any Amendments to this Agreement will only be effective if executed in writing by both Parties. Any unilateral modification by Customer to this Agreement or any Amendment after execution by Khan Academy shall be null and void.

15.16 Survival. Upon termination of these TOS, any provision which, by its nature or express terms should survive, will survive such termination or expiration, including, but not limited to, Sections 2.2 (Payment), 3.4 (Limitations on Use), 4.5 (Personal Accounts), 4.6 (Student Records), 6 (Course Content; Proprietary Materials), 8 (Confidentiality), 9 (Indemnification), 10 (Warranty Disclaimers), 12 (Limitation of Liability and Damages), 14.3 (No Refunds), and 15 (Miscellaneous).

Attachment 2
Learning Paths Addendum

Set forth below is the Learning Paths Addendum ("**Addendum**") made between Khan Academy and Customer. This Addendum governs the access to and use of Learning Paths for the Khan Academy District service ("**Learning Paths**"). Learning Paths is a supplemental Khan Academy District service that provides personalized learning plans for students enrolled in Khan Academy math subjects. Terms used but not defined herein have the meanings assigned in the agreement currently in effect governing your subscription for the Khan Academy District service ("**Customer Agreement**").

1. Implementation. Customer acknowledges that for Learning Paths, Customer will need to: (i) use Clever for rostering Khan Academy services; (ii) be a MAP Growth customer of NWEA, a division of Houghton Mifflin Harcourt Publishing Company (HMH); (iii) use Clever for rostering their MAP Growth students; (iv) ensure that the Clever rostering provided to Khan Academy is consistent with (and maps to) the Clever rostering provided to NWEA for MAP Growth; (v) go into Customer's NWEA account settings for Instructional Connections in MAP Growth and enable "Manage Data Partners" for Khan Academy for the appropriate schools and grades; and (vi) notify Khan Academy that "Manage Data Partners" is enabled and validate that their users are properly set up for Learning Paths. To the extent that the relevant MAP Growth data has not been received from NWEA prior to the creation of personalized learning plans for students, then Learning Paths will not be provided to Customer. For clarity, Learning Paths are only available for certain math subjects. To the extent there are any discrepancies or clarifications needed, Customer will timely partner with Khan Academy to address the implementation and ongoing maintenance of Learning Paths. Only students enrolled in the Khan Academy District service can receive Learning Paths.

2. Disclaimer of Dependency on Third Party APIs. Customer acknowledges that Learning Paths is a Dependent Feature reliant on the availability of certain Third Party APIs, as defined in Section 2.7 (API Dependencies and Limitations) of the Customer Agreement. CUSTOMER EXPRESSLY ACKNOWLEDGES THAT KHAN ACADEMY MAY TERMINATE THIS LEARNING PATHS ADDENDUM (AND CORRESPONDING LEARNING PATHS LICENSES) IF KHAN ACADEMY NO LONGER HAS ACCESS TO THE THIRD PARTY APIS REQUIRED TO PROVIDE LEARNING PATHS. ANY UNAVAILABILITY, SUSPENSION, OR DISCONTINUATION OF LEARNING PATHS RESULTING FROM ANY LOSS OF ACCESS TO THIRD PARTY APIS SHALL NOT CONSTITUTE A BREACH OR DEFAULT BY KHAN ACADEMY UNDER THIS AGREEMENT.

3. Research. Unless Customer notifies us otherwise, Customer MAP Growth scores and associated demographic data along with district and educator information ("**Learning Paths Data**") may be used for educational research and efficacy studies (collectively "**Educational Research**"). Demographic data means gender, ethnicity, race, and eligibility for special programs (e.g., Free/Reduced Lunch, English Language Learner, and Special Education). District and educator information means Educator NWEA ID number, Class Name, Class Subject, School NWEA Number, District Name, District NWEA ID, NCES ID, and State Name. Customer authorizes the provision of Customer demographic data from NWEA to Khan Academy. Customer's permissions and obligations expressed in this Addendum survive the termination of the Customer Agreement. If Khan Academy receives Customer's written request to opt out of participation in Educational Research, Khan Academy will exclude Customer's Learning Paths Data in Educational Research. Customer's written request must be sent via email to efficacy@khanacademy.org with the subject line of "Research Opt Out: <Insert Entity Name>" and include the following: (i) requestor's name, title and contact information; (ii) name of requesting school with NCES number; (iii) request to exclude participation in Educational Research; (iv) student email domain (also referred to as email handle for @_____.edu or @______.org); and (v) attestation that the requester is duly authorized and has legal capacity to execute the request.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 07/15/2026 **DEPARTMENT:** BOE Technology

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: $139,614.85 **MUNIS Account:** 09275010-5777-C0112

VENDOR: OTUS

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.08.07 10:04:57 -04'00'	X ☐	**Supports**	
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
			David B. Hopp
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 7/15/2026

JUSTIFICATION:

Otus is the district's unified assessment and data platform. It provides educators with a centralized system to administer assessments, analyze student performance data, monitor progress, and inform instructional decision-making. This renewal also includes the Otus Insights analytics module, which expands data visualization and reporting capabilities, as well as Progress Learning SAT assessments for the P-TECH program to support SAT preparation and measure student readiness.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

Solution Proposal

1-Year Contract	2-Year Contract	3-Year Contract	
Otus $120,960.85	**Otus** $241,921.70	**Otus** $362,882.55	**3-YEAR TOTAL COST** **$418,844.55**
AI Otus Insights $17,854.00	**AI Otus Insights** $35,708.00	**AI Otus Insights** $53,562.00	
Progress Learning **ACT/SAT (incl. PSAT) Assessments** 400 students $800.00	**Progress Learning** **ACT/SAT (incl. PSAT) Assessments** 400 students $1,600.00	**Progress Learning** **ACT/SAT (incl. PSAT) Assessments** 400 students $2,400.00	
TOTAL COSTS: **$139,614.85**	**TOTAL COSTS:** **$279,229.70** 2 Year Prepaid Subscription Includes 1 Day Onsite Training ($3,175 value)	**TOTAL COSTS:** **$418,844.55** 3 Year Prepaid Subscription Includes 2 Days Onsite Training ($6,350 value)	

What's Included		
Data & Plans	**AI Insights**	**Assessment & Grading**
Data Management, Analytics & Plans • Ongoing uploads and maintenance of student and assessment data by our Data Management Team • Initial and historical third-party data integrations kept optimized over time • Ready-to-use MTSS/RTI templates plus conversion of your existing district forms **Student Portfolios** • Personalized student portfolios to capture artifacts around your key skills and competencies	**Interact with Student Data in Groundbreaking Ways** • **Actionable Data Insights:** Ask plain questions and get trends, visuals, and next steps without extra analysis. • **Parent Communication:** Auto-draft progress updates, intervention letters, or report card notes in clear, family-friendly language. • **Differentiated Instruction:** Instantly group students, generate lessons, and schedule targeted activities from gradebook data. • **Conference & Report Prep:** Create summaries and comments in seconds—saving hours of repetitive prep work. • **PLCs:** Summarize assessments into strengths, gaps, and next steps for PLCs or board meetings.	**Assessment and Grading Tools** • Curriculum based assessments through a number of curriculum partners shared with you upon confirmation of your subscription with the curriculum partner. • Flexible assessment options to deliver question-and-answer assessments with over 65+ item-types • Dynamic rubric assessments • Access to Otus Proficiency Assessments (1,200+ prebuilt assessments for grades K-8) • **Access to the Mastery Item bank with over 98k professionally-authored items linked to national and state learning standards.** • A dynamic standards-based grade book and report card to track student performance and improve communication to students and families • Analyze classroom-level assessment data alongside every other important metric

Additional services and costs for professional development continued on page 3

Other Services

- **On-Site Professional Development**
  - Onsite Training Can Be Purchased At $2,875 per day during renewal
- MindPrint
  - MindPrint Platform
    - Assessment licenses and rostering for your set number of students
    - School/Grade/Class Level Summary Reports
    - Individual MindPrint Profile for teacher use
    - Student Profile for students/families
    - Individual Integrated Academic Report [NWEA]
    - SAT/ACT Predictive report
    - Personalized instructional and study strategies, linked at point-of-use
    - Online Resources Center including Report Guides, Class and Differentiated Group Strategy Guides, and Strategic Planners
    - Platform training and support
  - Professional Learning
    - Science of Learning training session, including the opportunity for teachers and administrators to take the MindPrint assessment
    - Administrator Strategic Planning Session
    - Virtual Professional Development through Community Workshops
  - BOOST Courses
    - Weekly lessons and activities to develop student agency in math, reading and homework
    - Facilitator Guide with all links, scripting, and activity resources
    - Lesson Slides
    - Lesson Videos
    - Digital BOOST Journal for students
- Assessment Building Service
  - Our team will build assessments in Otus on your behalf.
  - We will work with you to gather the assessments, answer keys, and correlated learning standards to construct the assessments appropriately.
  - A building timeline and regular updates will be shared with you and we will collaborate throughout this process.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 9/1/2026 **DEPARTMENT:** BOE Technology

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: $54,438.00 **MUNIS Account:** 09245010-5777-C0112

VENDOR: Vista Higher Learning

Purchasing Agent Signature		**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.09.02 14:35:00 -04'00'		X ☐	**Supports**	David B. Hopp
Purchasing Agent Name		☐	**Does Not Support**	**Department Head Name**
				David B. Hopp
Date		X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 9/1/2026

JUSTIFICATION:

Vista Higher Learning provides a suite of advanced digital platforms and curriculum resources designed for the Norwalk Public Schools World Language department. Instructionally, these resources empower educators to deliver immersive content through one-year Supersite Plus access for programs such as AP Spanish 4e, Daccord 2024, Descubre 2022, and Galeria. To facilitate effective classroom adoption, the district leverages K-12 integration tools alongside a specialized Customer Success Partnership, ensuring that school leaders receive continuous implementation support during the initial program rollout.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

COST PROPOSAL

Quote Prepared On August 17, 2026
Quote Valid Through October 15, 2026
Quote No. 2605224278
Version No. 8

Prepared For
Norwalk Public School District 125 East Avenue Post Office Box 6001 Norwalk, CT 06852-6001

Prepared By
Myles Stavis mstavis@vistahigherlearning.com Vista Higher Learning 500 Boylston St, 10th Floor Boston, MA 02116-3736

AP Spanish 4e

Qty	Item Number	Description	Unit Price	Total Value	Total Cost
90	978-1-66995-640-2	AP Spanish 4e Supersite Plus(v)(1 year license)	$49.95	$4,495.50	$4,495.50

Daccord 2024

Qty	Item Number	Description	Unit Price	Total Value	Total Cost
150	978-1-54338-722-3	Daccord 2024 Supersite Plus(v)(1 year license)	$39.95	$5,992.50	$5,992.50

Descubre 2022

Qty	Item Number	Description	Unit Price	Total Value	Total Cost
600	978-1-54337-665-4	Descubre 2022 Supersite Plus(v)(1 year license)	$39.95	$23,970.00	$23,970.00

Galeria

Qty	Item Number	Description	Unit Price	Total Value	Total Cost
400	978-1-54337-715-6	Galeria Supersite Plus (1 year license)	$49.95	$19,980.00	$19,980.00

K-12 Integrations

Qty	Item Number	Description	Unit Price	Total Value	Total Cost
1,240	TRNG0112	Roster Assistant	$0.00	$0.00	$0.00

Additional Services

Item	Description
Customer Success Partnership	Regular touchpoints with district leaders during first year of implementation

Total Cost	$54,438.00
Est. Shipping	$0.00
Est. Grand Total Cost	**$54,438.00**

Ordering Instructions

- Purchase Orders will be processed upon receipt and will be invoiced for the full "Total Cost" amount as shown above as well as the actual final Shipping charges required for your shipment, where applicable. Please note that the "Est. Shipping" amount shown above is an estimate only and may be different than the final charges applied.
- When submitting your Purchase Order, please be sure to attach:
    - A copy of this Quote
    - If applicable, a copy of your signed and dated tax exemption certificate
- To place your order, please contact Customer Support:

Vista Higher Learning
500 Boylston Street, 10th Floor
Boston, MA 02116-3736
Email: orders@vistahigherlearning.com
Phone: (800) 269-6311, option 3
Fax: (617) 426-5215

Terms of Purchase

By accepting a Quote, initiating a Purchase Order to us, entering into a separate agreement with us, and/or ordering online content, you are agreeing to these Terms of Purchase. The Vista Higher Learning Terms of Purchase shall govern all sales of materials and online content and shall supersede any and all terms and conditions attached to your Purchase Orders and/or any other document that you present to Vista Higher Learning, which shall be considered as a confirmation only and the terms and conditions shall in no way amend, prevail over, supplement or supersede any term or condition hereof.

- **Terms of Use:** All sales of Vista Higher Learning materials and online content are expressly made subject to the Vista Higher Learning Terms of Use: https://www.vhlcentral.com/terms_of_use.
- **Return Policy:** Returns of Vista Higher Learning materials and online content are subject to the Vista Higher Learning Return Policy: https://vistahigherlearning.com/return-policy.
- **Tax:** Prices included within this Quote are exclusive of all applicable taxes, which are the responsibility of the Customer. Customer must provide documentation of tax-exempt status, if applicable.
- **Subscription Term:** For digital product license purchases, the duration of access being purchased based on the product license selection outlined in the Quote above will be considered the Subscription Term.
- **Term Dates:** Subscription Terms are aligned to an academic year calendar and will start as of the next upcoming academic year following the receipt of a Purchase Order, unless otherwise requested by Customer. All product licenses will have the same start and end dates aligned with the Subscription Term.
- **Unused Licenses:** All product licenses must be used within the purchased Subscription Term. Unused licenses during the purchased Subscription Term are not refundable or eligible for credit.
- **Licensing Add-ons:** If purchasing additional license quantities and/or licensing level upgrades to be added onto an existing base of product licenses, the additional quantities and/or upgrades will be applied beginning with the currently active Subscription Term, unless otherwise requested by Customer. All product licenses must maintain the same start and end dates aligned with the Subscription Term, with any additional quantities and/or upgrades matching the current expiration date of the existing Subscription Term in place.

Thank you for your business!

SEAL OF THE CITY OF NORWALK
E PLURIBUS UNUM
INCORPORATED 1913

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 9/1/2026 **DEPARTMENT:** BOE Technology

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
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☐	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: $25,931.79 **MUNIS Account:** 09275010-5777-C0112

VENDOR: Follett Software, LLC.

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conner Digitally signed by Sharon Conners Date: 2026.09.02 14:34:17 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name S	☐	**Does Not Support**	**Department Head Name**
	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp
Date			**Date** 9/1/2026

G:\0 Digitized Forms\Noncompetitive Procurement Justification\Noncompetitive procurement-FINAL 01012024.docx

JUSTIFICATION:

Follett Destiny is a K-12 library management subscription used by our schools to manage library collections, student and staff borrowing, catalog searches, circulation, inventory, and reporting. It provides a centralized system for tracking books, ebooks, instructional materials, and other library resources across school buildings.

For students and staff, Destiny makes it easier to search for available materials, place holds, access digital resources, and support reading and research. For school librarians and district staff, it supports day-to-day library operations, collection management, overdue notices, resource accountability, and data reporting.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

RENEWAL QUOTE

Quote#	Q-107642
Contract#	00035087
Created Date	08/31/2026
Expiration Date	09/30/2026
PO#	
Customer#	0647841
Customer	NORWALK PUB SCHS

NORWALK PUB SCHS
PO BOX 5125 CITY OF NORWALK
NORWALK, CT 06856

Quote Summary	Payable in USD
Quote Total	**$25,931.79**
Applicable taxes are NOT included Subscription Expiration Dates are displayed at each line item below	
Comments:	

Order Instructions:
Please email purchase order, referencing Quote number, to FSSOrders@follettsoftware.com, fax to 800.365.5399 or mail Purchase Order to:

Follett Software, LLC.
1340 Ridgeview Drive
McHenry, IL 60050
USA

An invoice will be generated upon receipt of the Purchase Order. If you have any questions, contact Customer Service – 800.323.3397, Option 1 or email softwarecs@follettsoftware.com.

Products	Quantity	Start Date	End Date	Total Price
Destiny Library Manager Software	18	09/01/2026	08/31/2027	$21,891.06
Titlepeek Online Service	18	09/01/2026	08/31/2027	$2,933.64
Destiny Library Manager Hosting Fee	1	09/01/2026	08/31/2027	$175.99
Destiny Library Manager Software	1	09/01/2026	08/31/2027	$931.10
			Subscription Total	**$25,931.79**

Site Level Details			
Site	**Site Number**	**Site Products**	**Site Total**
BRIEN MCMAHON HIGH SCH	0600118	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
BROOKSIDE ELEM SCH	0600119	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
CONCORD MAGNET K-8 SCH	0646314	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
CRANBURY ELEM SCH	0647360	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
Dr. Ruby Shaw Elementary School	0602161	Alliance Plus Online Service Destiny Library Manager Hosting Fee Destiny Library Manager Software	$1,107.09
FOX RUN SCH	0647370	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
JEFFERSON ELEM SCH	0647397	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
KENDALL ELEM SCH	0600121	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
MARVIN SCH	0600122	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
NARAMAKE SCH	0600123	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
NATHAN HALE MDL SCH	0647375	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
NORWALK HIGH SCH	0647855	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
PONUS RIDGE MDL SCH	0647963	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
ROTON MDL SCH	0600125	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15

ROWAYTON SCH	0655690	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
SILVERMINE SCH	0648120	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
TRACEY SCH	0648135	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
WEST ROCKS MDL SCH	0600126	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15
WOLFPIT ELEM SCH	0648600	Alliance Plus Online Service Destiny Library Manager Software Titlepeek Online Service	$1,379.15

SEAL OF THE CITY OF NORWALK
E PLURIBUS UNUM
INCORPORATED 1913

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 9/1/2026 **DEPARTMENT:** BOE Technology

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: $122,880.00 **MUNIS Account:** 09275010-5777-C0112

VENDOR: AMBIENT AI INC

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.09.02 14:36:08 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
			David B. Hopp
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 9/1/2026

JUSTIFICATION:

Ambient AI continuously analyzes live video feeds from existing school security cameras to automatically identify safety threats—such as weapons, unauthorized intruders, perimeter breaches, and medical emergencies—in real time without requiring constant human monitoring. Adopting this technology in K-12 environments provides proactive threat detection and drastically speeds up emergency response times while maximizing the return on investment of current physical infrastructure, delivering a cost-effective force multiplier that significantly enhances campus security without adding recurring labor or headcount costs.

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

Vendor 1: ____

Vendor 2: ____

EMERGENCY: Explain in detail the nature of the emergency

Ambient.ai

AMBIENT AI INC

Quote Number: Q-02528
Expires On: 9/8/2025

555 Twin Dolphin Dr. Suite 610
Redwood City, California 94065
United States

Prepared By: Ken Smiley
Email: ken.smiley@ambient.ai

Order Form

This Order Form ("Order Form") is for the purchase of the AMBIENT AI INC service(s) as set forth below:

Bill To and Ship To Information

Bill To
Norwalk Public Schools
125 East Ave
Norwalk, Connecticut 06852
United States

Ship To
Norwalk Public Schools
125 East Ave
Norwalk, Connecticut 06852
United States

NORWALK - EDU SKU

Product	Line Item Description	Start Date	End Date	Quantity	Total Price
AMB-SECED	Software bundle designed for education institutions. Includes Ambient Foundation and Ambient Threat Detection for EDU, with built-in savings compared to purchasing the products ala-carte.	9/8/2026	9/7/2027	256.00	$122,880.00
			NORWALK - EDU SKU TOTAL:		$122,880.00

Order Agreement Terms and Conditions

This Quote and all of the services and products ordered hereunder are governed by the Terms of Service (https://ambient.ai/terms-of-service/), which are herein incorporated by reference.

The stream quantities listed in this quote are an "up to" or maximum quantity. Any quantities less than the maximum quantity do not carry over to future orders nor will be credited at the end of the subscription term. Any quantities greater than the maximum quantity are subject to additional charges. The products and services in this quote are non-cancellable and non-refundable.

Pricing is valid for U.S. deployments only and excludes applicable taxes, which will be calculated based on the final ship-to address. Any international deployments or non-standard shipping requirements are out of scope and will require a separate quote covering all incremental costs, taxes, duties, withholding, and related charges.

All amounts are invoiceable at Order Form execution. Any applicable sales tax will be included upon invoicing.

Order Acceptance

AMBIENT AI INC	Norwalk Public Schools
Signature: ______	Signature: [signature]
Name: Noah Barr	Name: Vidal Gonez
Title: CFO	Title: District Safety Director
Date Signed: ______	Date Signed: 08/21/26

Billing Information

Billing Frequency: Annual	Payment Terms: Net 30

September 1, 2026

Norwalk City Registrar of Voters Office
125 East Ave
Norwalk, Connecticut 06851

Dear Norwalk City Registrar of Voters Office,

I'm pleased to inform you that the U.S. Alliance for Election Excellence, a project of the Center for Tech and Civic Life ("CTCL"), a nonprofit organization tax-exempt under Internal Revenue Code ("IRC") section 501(c)(3), has decided to award the Norwalk City Registrar of Voters Office ("Grantee") a nonpartisan 2026 Election Excellence Grant to support its work pursuing and achieving the U.S. Alliance for Election Excellence's voluntary, nonpartisan Standard(s) for Election Excellence in Community Relationships, Voter Communications, and Poll Worker Training. We based this decision on the information and materials provided in the Norwalk City Registrar of Voters Office 2026 Election Excellence Grant Application ("Application"), which is incorporated into this Agreement as Appendix B. A copy of the Application has been provided simultaneously with this Agreement for your records.

The following is a description of the grant:

- ***Amount of Grant*: $15,000.00**

- ***Public Purpose*:** *The grant funds must be used exclusively for the public purpose of pursuing and achieving the U.S. Alliance for Election Excellence's voluntary, nonpartisan Standard(s) for Election Excellence, see Appendix A, in Community Relationships, Voter Communications, and Poll Worker Training in Norwalk, Connecticut.*

Before CTCL transmits these grant funds on behalf of the U.S. Alliance for Election

Excellence (the “Alliance”), an authorized representative of the Norwalk City Registrar of Voters Office must sign this agreement (“Grant Agreement”). By signing the Grant Agreement, the Norwalk City Registrar of Voters Office agrees to comply with all United States, Connecticut, and Norwalk laws and regulations, including but not limited to those relating to taxes, gifts, and private funding of elections (“Applicable Laws”), when accepting and using the grant funds. Grantee also agrees to use the funds following the terms and conditions below.

By signing this Grant Agreement, you agree and certify the following:

1. The Norwalk City Registrar of Voters Office is a U.S., state, or local government unit or political subdivision within the meaning of IRC section 170(c)(1). This grant shall be used only for the Public Purpose described above and for no other purposes.
2. The Norwalk City Registrar of Voters Office is authorized to receive this grant from the Alliance, receipt of the grant does not violate any Applicable Laws, and Grantee represents that it has taken all steps, including necessary approvals, required to apply for, accept, and utilize the grant for the Public Purpose set forth above and in the Application.
3. Grantee has submitted an Application that included the intended use of grant funds and budget estimates. This Application is incorporated into this Agreement as Appendix B. Grantee shall commence expending this grant for the purposes identified in its Application upon receipt and may use the grant funds for such purposes until August 31, 2027. If Grantee needs to reallocate grant funds between the specific Standard identified in the Public Purpose above and another Standard for Election Excellence, *see* Appendix A, Grantee is permitted to do so as long as it is working to pursue and achieve that Standard, consistent with the Public Purpose described above, and as long as it notifies the Alliance of the change.
4. If Grantee uses any part of this grant to fund another organization, it will take reasonable steps to ensure that any grant funds are used consistently with the Public Purpose of this grant and all of the terms and conditions of this Grant Agreement. Grantee further agrees that the grant funds may not be used to: (1) participate in, intervene in, or carry on, directly or indirectly (including the publishing or distribution of statements), any political campaign on behalf of (or in opposition to) any candidate for public office or public referendum; (2) lobby; (3)

engage in any effort to induce or encourage violations of law or public policy; (4) cause any private inurement or improper private benefit to occur; or (5) for any purpose other than specified in the Proposal and consistent with IRC Section 170(c)(2)(B), which relates to charitable, educational, scientific, religious, or literary purposes.

5. The Norwalk City Registrar of Voters Office shall not share with CTCL or the Alliance, and neither CTCL nor the Alliance will ever ask for, non-public or confidential information about your jurisdiction's voters or voting systems.

6. Grantee shall produce a report documenting how this grant has been expended to support its proposed activities. This report shall be provided to the Alliance by September 30, 2027.

7. The purpose of the Grant is to supplement the funds available to the Norwalk City Registrar of Voters Office and not to substitute for previously budgeted funds that would otherwise be provided to Grantee by Norwalk, Connecticut but for the Grant. You represent and warrant to the best of your knowledge that Norwalk, Connecticut does not intend to reduce the Norwalk City Registrar of Voters Office budget or fail to appropriate or provide previously budgeted funds to the Norwalk City Registrar of Voters Office because it has received this Grant.

8. The Alliance may discontinue, modify, withhold part of, or ask for the return of all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met, (b) any of the representations by Grantee are inaccurate, or (c) the Alliance must do so to comply with Applicable Laws.

9. The grant term shall be July 1, 2026, through August 31, 2027, and is the period during which covered costs may be applied to this Grant.

Please indicate that you accept and agree to these terms and conditions by having an authorized representative of the Norwalk City Registrar of Voters Office sign and certify below.

On behalf of the Alliance, I extend my best wishes in your work.

Sincerely,

Berenice Murguia
Chief Operating Officer
Center for Tech and Civic Life

By signing this Grant Agreement, I certify that I am authorized to bind the Norwalk City Registrar of Voters Office to the terms and conditions of the Grant Agreement and that the Norwalk City Registrar of Voters Office shall fully comply with the Grant Agreement including all restrictions on the use of funds.

Accepted on behalf of Norwalk City Registrar of Voters Office

By: ___________________________

Title: __________________________

Date:________________________

Standards for Election Excellence

The voluntary, nonpartisan Standards for Election Excellence define high performance for local election departments across key areas in U.S. election administration. Built in deep collaboration between local election officials from across the country and technologists, designers and other experts, the standards are designed to bring the elections community together to improve election operations and build public trust.

★ Available for Certification

Communications

★ **Plain language**	Your election office writes and speaks in a way that allows voters to easily find, understand, and use the information they need.
★ **Information design**	Your election office uses design and accessibility best practices to format information so it is easy to find, understand, and use.
★ **Language access**	Your election office understands your voters' language needs and prioritizes their preferred languages, dialects, and communication modes.
★ **Voter communications**	Your election office effectively distributes information through a variety of mediums that best reach your voters.
★ **Community relationships**	Your election office builds and maintains strong relationships in your community that foster trust in the election process.
Media relationships	Your election office proactively builds and maintains relationships with members of the media to communicate accurate election information.

Ballots and Audits

Ballot creation	Your election office creates ballots that are well-designed, accurate, and in formats that meet voters' needs.
Voting resources allocation	Your election office allocates the needed ballots, supplies, and equipment for voters to cast their ballots with ease.
★ **Secure ballot management**	Your office protects ballot security from printing to storage using comprehensive ballot management processes.
★ **Tabulation audits**	Your election office conducts tabulation audits on your voting equipment prior to certification to ensure the results are accurate.

Voting Operations

★ **Voter registration rolls**	Your election office manages voter registration records with attention to accuracy and timely processing.
In-person voting	Your election office supports voters' in-person voting needs with enough sites and well-organized operations.
Mail ballots	Your election office has a clear and efficient system for processing mail ballots.
Results reporting	Your election office accurately and promptly reports election results to keep the public informed.

Office Operations

Culture	Your election office articulates values that reinforce professional ethics and establish a positive environment for all election ofice staff.
★ **Funding and budgets**	Your election office understands your operational needs, communicates those needs to key decision-makers, and manages budgets responsibly.
Hiring	Your election office recruits and hires qualified candidates with the potential, temperament, and skills to successfully carry out their responsibilities.
Training and professional development	Your election office delivers training to onboard new staff, provides ongoing development within roles, and supports professional advancement in the field of election administration.
Management	Your election office effectively manages and retains competent staff by providing clear expectations, ongoing support, and recognition.

Poll Workers

Poll worker recruitment	Your election office recruits enough poll workers with the skills and competencies to successfully support voters in casting their ballots.
★ **Poll worker training**	Your election office delivers training that helps poll workers understand and conduct their responsibilities, equips them with the resources to find answers to their questions, and sets expectations of professionalism.
Poll worker management	Your election office manages poll workers by efficiently maintaining information, communicating effectively, and facilitating compensation.
Poll worker retention	Your election office supports retention of competent poll workers and honors their civic contribution by providing a positive poll worker experience, making poll workers feel appreciated, and incorporating feedback on their experience.

Emergencies and Security

★ **Emergency planning**	Your election office is prepared to address emergencies that disrupt administrative or voting functions
Physical security	Your election office maintains the security of physical spaces to protect people and materials during administration, voting, processing, storage, and transit.
Cybersecurity	Your election office ensures the integrity and operation of your digital infrastructure.

U.S. ALLIANCE FOR ELECTION EXCELLENCE

www.electionexcellence.org

Election Excellence Grant Program(Norwalk City Registrar of Voters Office, CT I Norwalk Town, CT)

Grant Application

08/28/2026

Applicant Profile

Election Office & Jurisdiction*

Norwalk City Registrar of Voters Office, CT I Norwalk Town, CT

State

State/Province/Region

Connecticut

This office is eligible to apply for a grant up to the amount listed below

The Alliance has provided prepopulated information regarding eligibility as a convenience. Nothing in the application is intended as a legal determination or legal advice. We encourage you to check with your state, county, or city attorney to verify whether your office can apply for and/or receive grant funds.

$	15,000	USD

Learn more about how grant amounts are determined.

Office Website

Leave blank if none

https://norwalkct.gov/339/Registrar-of-Voters-Elections-Administra

Office Physical Address

Address Line 1*

125 East Ave

Grant Application

Address Line 2

City*
Norwalk

State/Province/Region*
Connecticut

Postal/Zip Code*
06851

Is the mailing address the same?*

- (•) Yes
- ( ) No

Office Contact(s)

First Name*
Diana

Last Name*
Paladino Christopher

Role or Title*
Registrar of Voters

Email Address*
dpaladino@norwalkct.gov

Phone Number*
2038547764

First Name*
Stuart

Last Name*
Wells

Role or Title*
Registrar of Voters

Email Address*
swells@norwalkct.gov

Phone Number*
2038547763

Grant Application

08/28/2026

For Reference

Election Office Name

Norwalk City Registrar of Voters Office, CT

Election Office Name w/o state

Norwalk City Registrar of Voters Office

Jurisdiction

Norwalk, CT

Jurisdiction w/o state

Norwalk

Hidden Field 1: NOT IN USE

Introduction

Grant Application

08/28/2026

Thank you for your interest in the Alliance's nonpartisan 2026 Election Excellence Grant Program! After submitting this information, the Alliance may ask for additional public, non-confidential information to help determine your office's eligibility for a grant. We will never ask you for non-public information about your voters or election operations. The Alliance reserves the right to verify any information you provide with third party sources. By submitting this application, you consent to the collection of the information you submit, which may be used for the purposes described in the Privacy Policy. You also represent that you are authorized to do so on behalf of your election office.

U.S. Alliance Certification Account

I confirm that this office has created a free, online certification account.*

- (●) Yes
- ( ) No

Your office must have a free, online Certification Account to be eligible for a grant. Your grant application will not be reviewed unless a Certification Account exists for your office.

Jurisdiction Selection and Grant Amount

Select your jurisdiction and confirm your grant amount request

The Alliance has provided prepopulated information regarding eligibility as a convenience. Nothing in the application is intended as a legal determination or legal advice. We encourage you to check with your state, county, or city attorney to verify whether your office can apply for and/or receive grant funds.

Select your office:*

Search results will include your office, jurisdiction, and eligible award amount.

Norwalk City Registrar of Voters Office, CT
Norwalk Town, CT
15000

Election Excellence Grant Program(Norwalk City Registrar of Voters Office, CT I Norwalk Town, CT)

Grant Application

08/28/2026

Are you applying for the grant amount shown above?*

This office is eligible to apply for a grant up to the amount shown above.

- (●) Yes, I am applying for that amount
- ( ) No, I am applying for less than that amount

Office Information

Information about voters, staff, and budget

How many active registered voters does your jurisdiction have as of July 1, 2026?*

53,653

Approximately how many full time staff (or equivalent) do you have on your election team? *

Please do not include poll workers, election judges, etc. in this count.

6

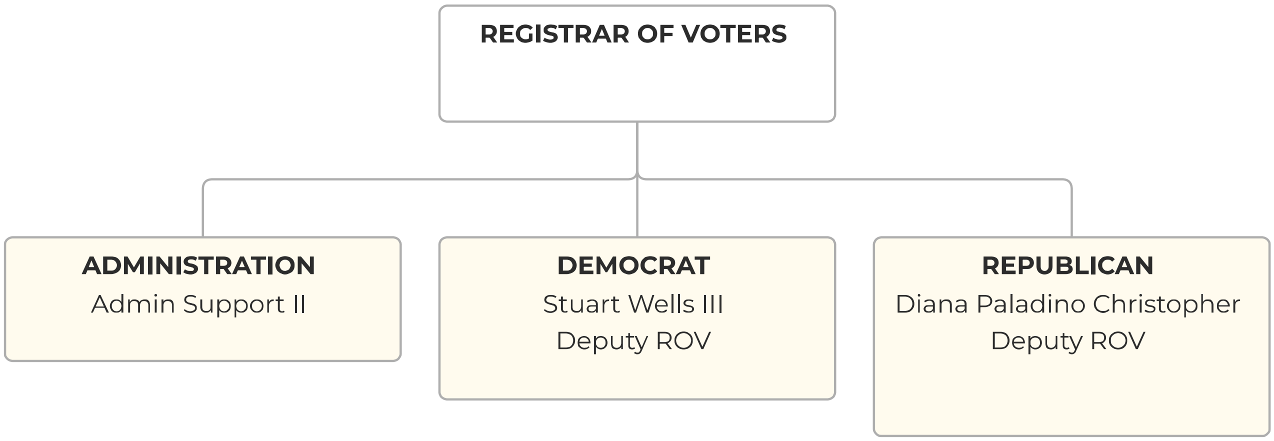
What is your office's total one-year budget allocated to elections for the fiscal year that includes July 1, 2026?*

$ 700,000 USD

Please upload a copy of your elections budget for the fiscal year that includes July 1, 2026.*

NorwalkRegistrars.pdf

REGISTRAR OF VOTERS



Description of Service/Mission Statement

The mission of the Registrar of Voters Office is to increase voter registration and participation; to conduct and monitor federal, state, and local elections and primaries within the City of Norwalk; to maintain an accurate and secure voter registry; to fully implement the Federal HAVA Act and Connecticut General Statutes; and to protect the statewide voter registry in accordance with Federal Homeland Security and State cybersecurity guidelines.

In 2025–2026, and leading into the FY 2027 cycle, the Norwalk Registrar of Voters Office demonstrated strong leadership in election administration, innovation, outreach, education, technology modernization, and statewide collaboration. We delivered efficient, compliant, and well-coordinated elections while serving as a resource and model for other municipalities.

Major Accomplishments in 2025–2026

(These directly inform goals and financial priorities for FY 2027)

Early Voting, Election Management & System Readiness

- Successfully administered the September 2025 Mayoral Primary and November 2025 General Municipal Election, including two full weeks of Early Voting at City Hall.
- Fully implemented school redistricting changes, issuing multiple rounds of voter notification mailings.
- Transitioned to the newly distributed statewide DS300 and DS950 tabulators and adapted rapidly when ElectionWare USB reporting became infeasible due to statewide ballot complexities, shifting to EMS manual input while meeting 100% of state reporting deadlines.
- Participated in statewide lottery audits (4 districts) with **zero discrepancies** and all statutory deadlines met.

These successes guide our 2027 priorities to:

- Further streamline tabulator and EMS workflows,
- Automate efficiencies,
- Build stronger training modules around the upcoming TotalVote Software Systems statewide rollouts.

Technology, System Integration and Election Security

- Produced substantial technology-based training including PowerPoints, in-person and virtual sessions, job-specific manuals, and YouTube instruction, making Norwalk a **recognized statewide leader in video training and resource transparency**.
- Strengthened partnerships with the City IT Department to support connectivity, device deployment, security protocols, and rapid response troubleshooting.
- Implemented EasyVote scheduling, JotForm onboarding, and UKG payroll for improved workforce tracking and compliance.
- Implemented secure cell phones on the **FirstNet (first responder) network** exclusively for election use, ensuring encrypted communication and emergency readiness.
- Acquired **Interpreter's Insight** multilingual translation software offering **300+ languages**, used actively during voting and widely praised by electors as an equitable and inclusive improvement.

These accomplishments directly inform 2027 goals to:

- Increase adoption of technology,
- Strengthen electronic reporting pathways,
- Enhance poll worker troubleshooting capacities,
- Continue the FirstNet secure communication systems.

Staffing, Workforce Development & Training Culture

- Recruited and trained 220 election workers across primary, early voting, and general election operations.
- Developed hybrid virtual/on-site training options and placed full updated training materials on YouTube for universal access.
- Implemented detailed Election Day and Early Voting floor plans and ADA traffic flow.
- Expanded technical skillsets among temporary and permanent staff.
- Successfully participated in both the Mayor's Youth Program and the CT NextGen Program, training local high-school and UConn students as future election workers and moderators.

Entering FY 2027 we will:

- Continue blended in-person and virtual training,
- Expand youth recruitment pipelines,
- Strengthen the technical abilities of staff through updated job descriptions that now include technology-forward roles.
- Give thought to careful planning with temp/part time roles given ongoing demands of state mandates, new programs and additional work flow with early voting.

Community Outreach, Voter Education, and Engagement

- Expanded high school registration drives, including incentives, QR code sign-ups, spin-the-wheel activities, and selfie booths.

- Participated in major community events including the Mental Health Fair, SONO Marketplace events, and Earth Day.
- Held National Voter Registration Day at City Hall, registering over 100 voters.
- Provided educational mock-voting at middle and elementary schools to build civic awareness at a young age.
- Organized four public Voter Education Forums that featured Q&A, tabulator demonstrations, and presentations on voting processes.
- Increased communications via City social channels, SMS alerts, and popular digital media platform, NancyOnNorwalk which assists the community in reminders, where to vote and important election information.

For FY 2027, our goal is to **expand community outreach even more**, including:

- Additional school presence within High Schools,
- Community partnerships, Earth Day, Mental Health Awareness, Market Day Fairs etc
- Civic and workforce development sessions,
- Voter education specifically on tabulators and TotalVote statewide software modernization.

Compliance, Accountability, and Statewide Collaboration

- Maintained full Spanish language statutory compliance.
- Implemented Homeland Security cybersecurity directives in collaboration with the Secretary of the State and internal City IT.
- Served statewide through ROVAC leadership, Fairfield County trainings, disaster reporting readiness, and advocacy for election modernization.
- Met **all statutory reporting deadlines**, including post-audit filings and early voting reporting.
- Recognized statewide as a high-performing office and as a resource for training and procedure-sharing.

These successes guide FY 2027 goals to:

- Further standardize county-wide training,
- Adopt TotalVote with strong compliance metrics,
- Expand secure data-handling practices.
- Canvass and Records

NEW Initiatives in 2025–2026 That Will Continue or Expand in 2027

- Interpreter's Insight 300-language access system proved valuable and will continue as a critical ADA and accessibility tool.
- Youth pipeline workforce development will be expanded.
- Citywide technology collaboration will become even more significant with TotalVote statewide implementation.
- FirstNet secure mobile communication successfully prevented connectivity failures and improved reporting; this plan remains active.
- Increased partnership with Communications Department and community media expanded election awareness — our 2027 goal is to further increase outreach and high-impact digital visibility.

FY 2027 Budget Priorities and Goals

Based directly on the achievements and lessons of the prior cycle, the following goals are set forth for the FY 2027 budget:

1. Streamlining Election Efficiencies (Primary FY27 Goal)

- Develop and implement **new training models** and **troubleshooting materials** for the newly adapted statewide tabulators.
- Prepare for and execute **TotalVote election management software implementation**, ensuring seamless statewide integration and compliance.
- Build technology-forward poll worker roles.
- Produce updated YouTube training modules, reinforcing Norwalk's leadership as the state's most transparent training resource.
- Strengthen disaster-reporting readiness and secure system redundancy.

2. Workforce Development and Succession Planning

- A long-term administrative staff member retired; the job description has been **revised to include increased technical ability** in light of ongoing modernization.
- Further develop skills in EMS/TotalVote data entry, IT troubleshooting, electronic documentation, onboarding portals, and secure reporting.

3. Early Voting and Reporting Excellence

- Continue maximizing statewide grant opportunities (Norwalk consistently scores high statewide for performance).
- Maintain early voting staffing efficiencies.
- Expand data reporting metrics to improve statewide transparency.

4. Community Outreach Expansion

- Reinforce strong civic presence in Norwalk schools, colleges, workforce programs, and community events.
- Host larger-scale public education forums pre-2027 cycles.
- Increase social platform presence and instructional videos.
- Deepen partnerships with nonprofits, educational institutions, and local businesses.

5. Technology, Communication and Accessibility

- Maintain secure election cell phone network for immediate command and troubleshooting with First Responder level safety and security.
- Continue Interpreter's Insight program, making voting accessible in **300+ languages**.
- Update tabulator manuals, signage, ADA signage, ballot reconciliation, and chain-of-custody documentation.

Conclusion

The Norwalk Registrar of Voters Office will continue to build upon exceptional performance in 2025–2026 by prioritizing modernization, compliance, transparency, technical skill development, and community engagement during the FY 2027 budget period.

Our FY 2027 priorities are rooted in proven success, strengthened by statewide recognition, and designed to ensure Norwalk remains a leader in the State of Connecticut in election administration, voter service, and secure, accessible voting.

PERSONNEL SUMMARY

		2023-24		2024-25		2025-26		2026-27		
		APPROVED		APPROVED		APPROVED		APPROVED	$ CHANGE	% CHANGE
REGISTRAR OF VOTERS										
ADMINISTRATIVE SUPPORT II	2	131,938	2	141,061	2	148,593	2	139,113	-9,480	-6.38%
DEPUTY REGISTRAR OF VOTERS	2	121,072	2	121,072	2	140,000	2	143,920	3,920	2.80%
REGISTRAR OF VOTERS	2	135,254	2	135,254	2	158,000	2	162,424	4,424	2.80%
DIVISION TOTAL	**6**	**388,264**	**6**	**397,387**	**6**	**446,593**	**6**	**445,457**	**-1,136**	**-0.25%**

Expenditures by Object Summary

Category	FY 2024 Actual	FY 2025 Actual	FY 2026 Amended	FY 2027 Adopted	FY 2026 Amended vs. FY 2027 Adopted ($ Change)	FY 2026 Amended vs. FY 2027 Adopted (% Change)
PERSONNEL SERVICES	$588,431	$768,075	$674,138	$720,983	$46,845	6.95%
CONTRACTUAL SERVICES	$59,631	$128,380	$116,875	$133,610	$16,735	14.32%
SUPPLIES	$33,381	$22,718	$47,500	$36,500	-$11,000	-23.16%
CAPITAL OUTLAY	$2,720	$14,361	$14,000	$14,000	-	-
Total Expenditures	**$684,163**	**$933,534**	**$852,513**	**$905,093**	**$52,580**	**6.17%**

Expenditures by Object

Category	FY 2024 Actual	FY 2025 Actual	FY 2026 Amended	FY 2027 Adopted	FY 2026 Amended vs. FY 2027 Adopted ($ Change)	FY 2026 Amended vs. FY 2027 Adopted (% Change)
ELECTION SUPPLIES	$27,561	$16,048	$37,000	$30,000	-$7,000	-18.92%
TABULATOR FEES	-	-	-	$17,000	$17,000	-
WAGES & SALARY-REGULAR	$382,190	$448,410	$446,593	$444,587	-$2,006	-0.45%
SALARY ADJUSTMENT	-	-	-$4,586	-	$4,586	-100.00%
WAGES & SALARY-OVERTIME	$33,333	$45,150	$30,000	$30,000	-	-
WAGES & SALARY-TEMPORARY	$147,907	$234,590	$175,235	$215,000	$39,765	22.69%
WAGES & SALARY-PART TIME	$20,206	$38,610	$16,000	$28,000	$12,000	75.00%
LONGEVITY	$1,305	$1,315	$1,776	$1,776	-	-
RETRO WAGE ADJUSTMENTS	$3,491	-	$9,120	$1,620	-$7,500	-82.24%
POSTAGE,BOX RENT,ETC.	$9,202	$15,600	$21,000	$25,000	$4,000	19.05%

Category	FY 2024 Actual	FY 2025 Actual	FY 2026 Amended	FY 2027 Adopted	FY 2026 Amended vs. FY 2027 Adopted ($ Change)	FY 2026 Amended vs. FY 2027 Adopted (% Change)
PRINTING & DUPLICATION	$459	$4,368	$4,000	$6,000	$2,000	50.00%
MEMBERSHIPS & DUES	$187	$223	$428	$428	-	-
TELEPHONE	$3,835	$4,070	$4,084	$4,084	-	-
OTHER MACHINERY-EQUIP	$9,235	$5,123	$10,000	$10,000	-	-
TRAINING AND EDUCATION	$120	$1,600	$1,600	$1,600	-	-
MILEAGE REIMBURSEMENT	$1,221	$1,174	$998	$998	-	-
BUSINESS EXPENSE	$2,501	$4,641	$3,000	$2,250	-$750	-25.00%
MACHINERY,EQUIPMENT RENT	$1,099	$1,086	$2,500	$2,500	-	-
SEMINAR&CONFERENCE FEES	$3,330	$1,720	$2,500	$1,250	-$1,250	-50.00%
SECURITY SYSTEMS	$21,068	$83,597	$51,265	$55,000	$3,735	7.29%
OTHER CONTRACTUAL SERVICES	$7,375	$5,178	$15,500	$7,500	-$8,000	-51.61%
OFFICE SUPPLIES & MAT'LS	$4,815	$5,104	$8,000	$4,500	-$3,500	-43.75%
EDUCATIONAL SUPPLIES	-	$649	$1,000	$1,000	-	-
SIGN PARTS AND SUPPLIES	$1,005	$918	$1,500	$1,000	-$500	-33.33%
DESKS,CHAIRS,ETC.	-	-	$1,500	$1,500	-	-
OTHER CAPITAL EQUIP &MACHINERY	$2,426	$3,601	$7,500	$7,500	-	-
IT HARDWARE	$294	$5,860	$5,000	$5,000	-	-
IT SOFTWARE	-	$4,900	-	-	-	-
Total Expenditures	**$684,163**	**$933,534**	**$852,513**	**$905,093**	**$52,580**	**6.17%**

REGISTRAR OF VOTERS
& ELECTIONS DEPARTMENT

Election Administration Overview

Board of Estimate and Taxation Briefing

STATE MANDATED REQUIREMENTS

(Anything in red is not state mandated)

(Not optional – required by Connecticut law)

Election Operations

- November General Election (14 Polling Places)
- August/September Primary (14 Polling Places)
- 21 Days of Early Voting (7 for Primary & 14 for General)
- Post-Election Audit

Daily Early Voting Hours

- Minimum 9 hours per day
- 6 of the 21 days require 13 hours minimum

Election Infrastructure

- Bipartisan poll worker staffing
- Minimum staffing levels per polling location (8 to 12 per location)
- Secure ballot chain-of-custody procedures (limited to no split shifts)

Election Equipment

- State-issued tabulators (33 total req'd for Norwalk per SOTS) DS300 and DS950
- $17,000 annual maintenance & warranty (ES&S)
- Technology: Laptops, Affidavit Forms, Phone Lines, Secure WIFI, batteries etc

Legal Compliance & Oversight

- Post-election audits and reporting

- Tabulator testing configurations
- Election certification
- State reporting requirements
- Annual voter canvassing (postage and record keeping)
- Voter Registration Drives (Minimum of 3 Annually at High Schools/Community)

Records & Data

- Paper voter card files legally required (150,000+)
- Digital systems do NOT replace record retention

NORWALK POLLING LOCATION STRUCTURE

- Norwalk currently has 14 voting districts and polling locations (recently one additional added by Common Council due to redistricting)
- The number of polling locations reflects Norwalk's complex district structure and population distribution
- Polling locations are adapted by the Common Council based on districts and voter accessibility with guidance from the Registrars of Voters
- Polling locations must be approved by the Norwalk Common Council and Secretary of State
- In 2025, an additional district was added, increasing operational requirements rather than reducing them
- Curbside Voting req'd at all polling locations
- Signage in both English and Spanish required in Norwalk

Reducing polling locations would require Common Council action and district restructuring.

DUTIES OF THE REGISTRAR OF VOTERS OFFICE

(Operational responsibilities performed by 5 staff members)

Administrative Work

- Process ~30,000 voter record updates annually (death, address changes within Norwalk, name changes, new, online, DMV, in person, mail and party changes)
- Maintain voter registration records

- Daily record filing and retention (SOTS requirements with record retention, varies depending on document) Items in “CAGE” once released, Shredding.

Election Preparation

- Recruit and train poll workers
- Manage early voting operations
- Prepare polling locations
- Test election equipment

Election Administration

- Oversee Election Day operations
- Conduct Early Voting for 21 days
- Administer Primary elections when required

Post-Election Work

- Possible Post-Election Audit
- Tabulator certification
- State reporting
- Record documentation and retention

Additional Responsibilities

- Supervised absentee voting (Registrars)
- Absentee ballot counting (Registrars)
- Public voter assistance

Staffing

- 6 full-time staff members
- Election season work weeks 60–80 hours for Registrars, additional pay or overtime

CURRENT NORWALK COST STRUCTURE

(Operational expenses currently in the ROV budget)

Public Safety

- Police presence at polling sites
- Police presence at City Hall during Early Voting

Facilities

- Custodians opening and closing school polling locations are paid by the Registrar of Voters
- Norwalk ROV purchased tables for polling locations. Schools provide some but do not have enough tables that can be shared.

Transportation & Logistics

- DPW transport of voting equipment
- ROV's rent trucks from Enterprise
- Setup and breakdown of polling locations
- Return of equipment to City Hall

Many municipalities fund these services outside of the Registrar of Voters budget.

POTENTIAL AREAS FOR COST REDUCTION

Poll Worker Pay Structure (as long as minimum wage requirement met)

Action Taken

- Revised pay scale
- Reduced staffing to minimum levels allowed under bipartisan election requirements

Savings

- Approx. $7,500

Legal Limitation

- Poll worker compensation must meet or exceed Connecticut minimum wage law

Public Safety Staffing

Possible Adjustment

- Limit police presence during early voting

- Assign one officer to multiple polling locations

Estimated Savings

- Approx. $26,000

Important

- Should be determined by Mayor's Office / City leadership
- In past, we have been advised to have one police officer per poll location. And one police officer at City Hall during Early Voting.

PROS & CONS OF REDUCTIONS

Option	Pros	Cons
Reduced Poll Worker Staffing	Lower personnel costs	Longer lines, harder recruitment
Reduced Police Presence	Budget savings	Potential safety concerns
Reduced Operational Support	Lower expenses	Increased workload and operational risk

IMPORTANT CONTEXT

- Norwalk consistently ranks Top 3 in voter participation in Connecticut
- Early Voting significantly expanded election operations (21 days)
- Absentee ballots have declined due to Early Voting, shifting workload to Registrars
- Registrar budget also covers supervised absentee voting and ballot counting

Election budgets across other election departments are not an apples-to-apples comparison.

6

Elections require:

- secure infrastructure
- trained staff
- legal compliance
- accessible polling locations

Ensuring elections are administered properly in compliance with state mandates is not optional — it is a responsibility.

State-Mandated Responsibilities of Registrars & Deputy Registrars in Connecticut

1. Voter Registration Administration

Registrars must **process and maintain voter registrations** for their municipality.

Required tasks include:

- Accept and process voter registration applications (paper, online, DMV, agency forms).
- Review applications and determine eligibility.
- Send **acceptance or rejection notices** within statutory timeframes.
- Update records for:
  - Address changes
  - Name changes
  - Party enrollment changes
- Remove voters who are deceased or no longer reside in the municipality.

State law requires registrars to **maintain accurate voter records** in the statewide voter system.

---

2. Annual Canvass of Electors

Every year, registrars must conduct the **Annual Canvass of Voters**.

State-mandated actions include:

- Sending canvass mailers to voters
- Identifying voters who moved or are inactive
- Updating records accordingly
- Placing voters on **inactive status if required**

This canvass generally runs **January through May**.

---

3. Conducting Elections, Primaries, and Referenda

Registrars are responsible for administering **all voting events**, including:

- Federal elections
- State elections
- Municipal elections
- Party primaries
- Referenda

This includes **planning, staffing, and supervising the election process**.

---

4. Poll Worker Recruitment, Training, and Assignment

Registrars must:

- Recruit poll workers
- Appoint election officials
- Train poll workers before every election
- Assign staff to polling locations

Training and staffing procedures are required under state election law

---

5. Preparation and Testing of Voting Equipment

Registrars must ensure:

- Tabulators and voting equipment are ready for elections
- Ballots are ordered and programmed
- Equipment is tested according to state procedures
- Proper custody and chain-of-control is maintained

This includes **logic and accuracy testing** and secure storage of equipment.

---

6. Maintaining the Official Voter List

Registrars must maintain the **official voter registry list**, including:

- Adding new voters
- Updating voter information
- Maintaining party enrollment records
- Producing official voter lists for elections and primaries.

These lists must be accurate and available for election administration.

---

7. Same-Day Registration Administration

Connecticut requires registrars to operate **Election Day or Early Voting Same-Day Registration**.

Responsibilities include:

- Processing same-day applications
- Verifying voter eligibility
- Issuing same-day ballots
- Maintaining ballot custody and transport procedures.

---

8. Mandatory Registration Sessions

Registrars must hold **statutorily required voter registration sessions**, such as:

- Pre-election registration sessions
- Election Day registration processing
- Special sessions set by statute

These sessions are required by **CGS §9-17**.

---

9. High School Voter Registration Outreach

State law requires registrars to conduct **voter registration opportunities at public high schools**.

Registrars must provide information and opportunities for students nearing age 18 to register.

---

10. Recordkeeping and Reporting

Registrars must maintain and report election data including:

- Election returns
- Registration statistics
- Voter history
- Reports required by the Secretary of the State and federal agencies.

---

11. Compliance With State Election Law and Training

Registrars must:

- Implement new election laws passed by the legislature.
- Attend state training or conferences related to election administration.
- Follow procedures issued by the Secretary of the State and State Elections Enforcement Commission.

---

12. Deputy Registrar Responsibilities

Deputy Registrars:

- Are appointed by each Registrar.
- Must belong to the **same political party as the appointing registrar**.
- Perform the registrar's duties when delegated or when the registrar is absent.

Quick Summary (What the State Requires)

Registrars and Deputy Registrars in Connecticut must:

1. Process voter registrations and maintain the voter database
2. Conduct the **annual canvass of voters**
3. Administer **elections, primaries, and referenda**
4. Recruit and train poll workers
5. Prepare and test voting equipment and ballots
6. Maintain official voter lists and records
7. Administer **same-day voter registration**
8. Hold **mandatory voter registration sessions**
9. Conduct **high school voter outreach**
10. Maintain election records and submit required reports
11. Implement state election laws and attend training

National Average Per Voter/per Election

$12–$20+ per voter Jurisdictions with extensive early voting see high staffing needs

For example, research on voting systems and ballots alone shows **$4–$20 per voter depending on equipment and printing costs**, before staffing and other expenses are added.

Election administration costs typically include:

- Poll worker pay
- Election staff salaries
- Ballot printing
- Voting machines and maintenance
- Polling place rental and setup
- Early voting operations
- Mail ballot processing
- Voter registration systems
- Post-election audits and reporting

Many cities actually spend **more than the national average** because they operate **many polling places or extensive early voting**.

Required Poll Worker Roles in Connecticut (Per Polling Location)

1. Moderator (Required)

Minimum: 1

Role

- Chief official in charge of the polling place.
- Ensures election laws and procedures are followed.
- Oversees poll workers and resolves issues at the polling location.

---

2. Assistant Registrars or Registrars

Minimum: 2 (from opposite political parties)

Role

- Represent each political party.
- Handle voter eligibility questions.
- Resolve registration issues.
- Maintain bipartisan oversight.

---

3. Official Checkers

Minimum: 1–2 per voter line

Role

- Check voters' names on the official registry list.
- Mark the voter as having voted.

If a polling place has **multiple check-in lines**, additional checkers are required for each line.

---

4. Ballot Clerks

Minimum: 1–2

Role

- Issue ballots to voters after check-in.
- Provide instructions and ensure proper ballot handling.

---

5. Voting Tabulator Tenders (Machine Tenders)

Minimum: 1–2 per tabulator

Role

- Operate and monitor the tabulator.
- Assist voters with inserting ballots.
- Ensure ballots are counted correctly.

Additional Optional Roles (Often Used)

These are **allowed but not always required** depending on the election and location.

Challengers

- Up to **2 per polling place**
- Watch for voter eligibility issues.

Unofficial Checkers

- May assist political parties with tracking turnout.

Runners

- Deliver paperwork or communicate with election headquarters.

Demonstrators

- Show voters how to use the voting machine.

Absentee Ballot Counters

- Usually assigned at a **central counting location**, not each polling place.

Minimum Typical Staffing Example (One Tabulator / One Line) NOT NORWALK

Connecticut polling locations **at a minimum** require approximately:

Position	Minimum
Moderator	1
Assistant Registrars (bipartisan)	2
Official Checkers	1–2
Ballot Clerks	1–2
Tabulator Tenders	1–2

Minimum Total:
➡️ **6–9 workers per polling place**

Example Larger Polling Location (Two Lines / Two Tabulators) Norwalk

Position	Typical Count
Moderator	**1**
Assistant Registrars	**2**
Checkers	**2–4**
Ballot Clerks	**2–4**
Tabulator Tenders	**2–4**

Total:
➡️ **9–15 poll workers**

Because Connecticut law requires **minimum staffing levels per polling location**, costs scale with the **number of polling places**, not just the number of voters.

For example:

- **14 polling locations × ~10 workers each**
- **= ~140 poll workers required for Election Day alone**

And that does **not include**:

- Absentee ballot counters
- Early voting staff
- Machine mechanics/technology
- Head moderator and central count staff/Same Day Registration

Connecticut Guidance for Determining Polling Lines

Based on Number of Registered Voters in the District

Registrars typically determine lines based on the **size of the voting district**.

A commonly used operational guideline is:

Registered Voters in District	Suggested Lines
Under 1,500 voters	1 line
1,500 – 3,000 voters	2 lines
3,000 – 4,500 voters	3 lines
Over 4,500 voters	4+ lines

Practical Election Planning Formula Used by Many Registrars

Many election administrators use this rough planning calculation:

Expected turnout ÷ 12 hours ÷ voters processed per line

Example:

District: **3,000 voters**
Expected turnout: **70%**

3,000 × 70% = **2,100 voters**

2,100 voters ÷ 12 hours = **175 voters per hour**

If one line can process about **100 voters per hour**, then:

175 ÷ 100 ≈ **2 lines required**

Example Polling Place Calculation

District: **4,200 registered voters**

Estimated turnout: **65%**

4,200 × 65% = **2,730 voters**

2,730 ÷ 12 hours = **228 voters per hour**

Lines needed:

228 ÷ 100 ≈ **3 lines**

Responsibilities in Connecticut Elections

Responsibility	Registrar of Voters	Town Clerk
Voter registration	✔	
Poll worker staffing	✔	
Polling locations	✔	
Voting machines & tabulators	✔	
Early voting	✔	
Absentee ballots		✔
Ballot custody before election		✔
Municipal candidate filings		✔

Below are the main reasons it is difficult to recruit volunteers or poll workers today.

1. Long Hours

Election Day shifts are extremely long.

Typical schedule in Connecticut:

- **5:15 AM – about 9:00 PM**

That is **15–16 hours in one day**, which discourages many potential volunteers.

Many people simply **cannot commit to an entire day** due to work, childcare, or health limitations.

---

2. Workday Conflict

Election Day is **not a federal holiday**, so most people must work.

Even though some states require employers to allow time off to vote, they **do not require time off to serve as a poll worker**, which limits participation.

---

3. Aging Poll Worker Population

Historically, poll workers were **retirees or seniors**.

Nationally:

- The **average poll worker age used to be around 60–65**.

After COVID, many older volunteers **stopped participating for health reasons**, leaving a large gap.

---

4. Increased Training Requirements

Election laws and technology have become more complex.

Poll workers now must understand:

- voter ID procedures
- provisional ballots/affidavits/forms
- accessibility equipment
- tabulators
- early voting rules
- chain-of-custody procedures

This can feel intimidating to new volunteers.

---

5. Increased Scrutiny and Stress

Election workers now face:

- public scrutiny
- misinformation
- occasional harassment or intimidation

Even though most polling places run smoothly, the **perception of todays political climate discourages volunteers**.

---

6. Pay vs Time Commitment

Poll worker compensation often does not match the hours.

Example typical compensation:

- **$250–$300 for a 15-hour day**

That equals roughly **$17–$20 per hour before taxes**, but requires:

- training
- full-day commitment
- responsibility for legal procedures

Many people prefer **shorter or more flexible work**. However, with Chain of Custody of poll worker roles, signatures required from start to finish-this is no longer feasible.

Recruiting election volunteers is challenging because of a combination of:

- long hours
- workday scheduling conflicts
- aging volunteer base
- training complexity
- public scrutiny of elections
- modest pay relative to commitment

LEAGUE OF WOMEN VOTERS®
OF NORWALK

Dear Diana,

Thank you for contacting the League of Women Voters of Norwalk regarding volunteers to help with elections in Norwalk. We discussed this at our board meeting on 3/9/26. After an extensive discussion, it was determined that we will not be able to serve as a source for volunteers.

In fact, year after year, we have found it difficult to find people willing to step up and volunteer for our local league, a problem also experienced by leagues across the state. This lack of volunteer enthusiasm has also been the experience at many non-profits across the country. Time is a finite resource, and folks want (and expect) to be paid for it.

Voting is the keystone of our democracy and therefore funding for our elections should be a priority in any city or town budget. The responsibility involved in administering elections is significant, especially in our current political environment where there is much distrust concerning how elections are run. Staffing and training are key to keeping the many checks and balances in the Connecticut elections process in place, reassuring the public about the safety and security of their vote. Many of our Norwalk members have worked at the polls and are aware of the time commitment and training required for this important government function.

Best,

The League of Women Voters of Norwalk


STATE MANDATED REQUIREMENTS
(Required by Connecticut Law)
Election Operations
• November General Election
• Possible August/September Primary
• 21 Days of Early Voting
• Possible Post Election Audit
Daily Early Voting Hours
• Minimum 9 hours per day
• 6 of the 21 days require 15 hours
Election Infrastructure
• Bipartisan poll worker staffing
• Minimum staffing levels per polling location
• Secure ballot-chain-of-custody procedures
Election Equipment
• State-issued tabulators
• $17,000/year in maintenance
• Mandatory testing before each election
Legal Compliance & Oversight
• Post-election audits when required
• Tabulator testing
• Election cersification
• Annual voter canvassing
DUTIES of the REGISTRARS oF VOTERS OFFICE
(Operational responsibilities performed by 5 staff members)
Administrative Work
Election Preparation
Election Administration
• Process – 30,000 voter record updates annually
• Maintain voter registration records
• Daily record filing and retention
POTENTIAL COST REDUCTIONS
(Where savings could be possible)
Poll Worker Pay Structure
• Action Taken
• Revised pay scale
• Reduced staffing to minimum levels allowed under bipartisan election requirements
Savings $7,500
Legal Limitation
• Poll worker compensation must meet or exceed Connecticut minimum wage law
PROS & CONS OF REDUCTIONS
Option | Pros | Cons
• Reduced Poll Worker Staffing | Lower personnel | Longer lines, harder recruitment
• Public Safety Staffing | Budget savings
• Should be determined by Mayor's Office / City Leadership
SAVINGS
CURRENT NORWALK COST STRUCTURE
ROV Budget
Public Safety
• Police presence at polling sites
• Police presence at City Hall during Early Voting
Transport & Logistics
• DPW transport of voting equipment,
• Setup and breakdown of polling location
• Return of equipment to City Hall
IMPORTANT CONTEXT & CORE MESSAGE
Elections require:
• secure infrastructure
• trained staff
• legal compliance
• accessible polling locations
Ensuring elections are administered properly in compliance with state mandates is not optional – it's a responsibility.

Grant Application

08/28/2026

Applicant Information

Information about the individual completing this grant application

Name

First Name*

Diana

Last Name*

Paladino

Suffix

Job Title*

Registrar of Voters

Email Address*

dpaladino@norwalkct.gov

What number can we reach you at during business hours?
To add an additional phone number, select "Add Contact"

Phone Number*

2038547764

Standards for Election Excellence

Learn about the 11 Standards available for Certification.

Grant Application

08/28/2026

Please select the voluntary, nonpartisan Standard(s) you would use the grant to pursue and achieve.*

An office is only eligible for one grant but may choose to allocate the funds granted among more than one standard.

- [x] Poll Worker Training
- [ ] Plain Language
- [ ] Information Design
- [ ] Language Access
- [x] Voter Communication
- [x] Community Relationships
- [ ] Secure Ballot Management
- [ ] Voter Registration Rolls
- [ ] Emergency Planning
- [ ] Funding and Budgets
- [ ] Tabulation Audits

Poll Worker Training

Your election office delivers training that helps poll workers understand and conduct their responsibilities, equips them with the resources to find answers to their questions, and sets expectations of professionalism.

To achieve this standard:

- You provide poll worker training that is convenient and accessible and that offers poll workers opportunities to practice their responsibilities and demonstrate their comprehension through evaluation tools.
- You equip poll workers with up-to-date and easy-to-understand resources to help them carry out their responsibilities and quickly resolve situations in their voting location.
- You support poll workers with clear policies and communication that establish a voter-centric, non-partisan, and professional culture in voting locations.

It is important that we are explicit about the underlying why for each standard. While not attached to measurements, the intended impact of an election department achieving this standard is that:

- Poll workers will follow established processes and function efficiently.
- Election offices will receive fewer questions from poll workers during elections, reduce confusion, and minimize poll worker errors.
- Voters will interact with helpful, knowledgeable poll workers who build their confidence in the election process.

On a scale of 1-5, how would you rate your office's readiness to achieve the Poll Worker Training Standard?*

Note: If selecting 1, first move the slider to a different number, then return it to 1. Otherwise the question will register as unanswered.

1 ——— 3 ——— 5

1 = Far from meeting the Standard, significant funding required

5 = Near achieving the Standard, minimal funding required

Briefly describe your office's current approach to Poll Worker Training. *

What's going well? What would need more attention in order to achieve this Standard?

In person trainings, youtube videos, slideshows and presentations. On site demo trainings. Continued education when possible but due to budgets often limited or restricted. Try to include as many poll workers for trainings even beyond their role to ensure cross training etc.

What are the current barriers to your office meeting the Poll Worker Training Standard?*

Select all that apply.

- [x] Funding
- [x] Staffing capacity
- [ ] Technology limitations
- [ ] Competing priorities
- [ ] Limited guidance or examples
- [ ] External requirements or constraints
- [ ] Other

If your office were meeting the Poll Worker Training Standard, what would be different?*

Briefly describe what would change in your processes, documentation, staffing, technology, or public experience.

Ability to cross train and hire new poll workers. Update technology and ensure continued education for poll workers beyond one class. With Early Voting often roles can vary and it would be nice to have ability to train for numerous roles to make our pool of poll workers larger.

What actions does your office plan to take by the end of the grant period to pursue and/or achieve the Poll Worker Training Standard?*

Brief description of planned steps or milestones.

Stronger training procedures and in person classes. Allowing cross training. Better videos and presentations.

Stronger resources given to poll workers for trainings and ensuring that they have demos and more hands on approach.

Voter Communications

Your election office effectively distributes information through a variety of mediums that best reach your voters.

To achieve this standard:

- You understand the demographics, communication preferences, and digital connectivity needs of your voters.
- You use a blend of communication mediums relevant to your local context – such as print, digital, audio, in-person, etc. – to reach your voters.
- You have information on an accessible, secure, and mobile-friendly government website to answer voters' top questions and offer transparency into the election process. It is accessible for voters with disabilities.
- You address incorrect information by consistently stating factual and transparent information about the election process.

It is important that we are explicit about the underlying why for each standard. While not attached to measurements, the intended impact of an election department achieving this standard is that:

- Election offices will be established as the authoritative source for election information.
- The public will have access to reliable, easy-to-understand information about all stages of the voting process.
- The public will better understand what election information is verified and what is not.

On a scale of 1-5, how would you rate your office's readiness to achieve the Voter Communications Standard?*

Note: If selecting 1, first move the slider to a different number, then return it to 1. Otherwise the question will register as unanswered.

3

1 5

1 = Far from meeting the Standard, significant funding required

5 = Near achieving the Standard, minimal funding required

Election Excellence Grant Program(Norwalk City Registrar of Voters Office, CT I Norwalk Town, CT)

Grant Application

08/28/2026

Briefly describe your office's current approach to Voter Communications. *

What's going well? What would need more attention in order to achieve this Standard?

> We often fall short in this category as we simply do not have funding to advertise election cycles to voters for Early Voting dates and times and primaries etc. We often can only send direct post cards/mailings to those effected by a change but never to voters notifying due to limited budget constraints.

What are the current barriers to your office meeting the Voter Communications Standard?*

Select all that apply.

- [x] Funding
- [ ] Staffing capacity
- [ ] Technology limitations
- [ ] Competing priorities
- [ ] Limited guidance or examples
- [ ] External requirements or constraints
- [ ] Other

If your office were meeting the Voter Communications Standard, what would be different?*

Briefly describe what would change in your processes, documentation, staffing, technology, or public experience.

> Sending post card/mailers to let people know about Early Voting dates and times and election. We often here from voters that they were unaware of an election or that early voting was taking place. They reference post cards which used to be done in past but now difficult given number of registred voters.

What actions does your office plan to take by the end of the grant period to pursue and/or achieve the Voter Communications Standard?*

> Put aside funding for advertising, marketing approach to voter registration and notification of elections. Early Voting and more. Post cards and or letters to all active voters announcing elections.

Community Relationships

Your election office builds and maintains strong relationships in your community that foster trust in the election process.

To achieve this standard:

- You build relationships in your local government and with community partners that represent a range of voter demographics.
- You maintain community contacts and ensure that relationships continue through staffing changes.
- You solicit, document, and act on relevant feedback from voters and partners in your local community.
- You leverage your community relationships to identify misconceptions about elections and craft an accurate, timely response.

It is important that we are explicit about the underlying why for each standard. While not attached to measurements, the intended impact of an election department achieving this standard is that:

- Election offices will have a network of trusted partners that extend their reach into communities, with less legwork for their offices.
- Election offices will maintain relationships that withstand staff turnover.
- Voters will receive education that is relevant to their needs in areas such as language, literacy level, and disability.
- The public will have more confidence and trust in election offices because they are receiving consistent updates about elections from a range of credible voices.

On a scale of 1-5, how would you rate your office's readiness to achieve the Community Relationships Standard?*
Note: If selecting 1, first move the slider to a different number, then return it to 1. Otherwise the question will register as unanswered.

4

1 5

1 = Far from meeting the Standard, significant funding required 5 = Near achieving the Standard, minimal funding required

Briefly describe your office’s current approach to Community Relationships. *
What’s going well? What would need more attention in order to achieve this Standard?

While we have really found ways to do grass roots efforts in attending community events, having tables at farmers markets promoting voter education and registration as well as hosting voter education series and fidning ways to engage within our youth initiatives at high schools-we really fall short due to funding. We often rely on sponorships or out of pocket funds from registrars which is an increased challenge.

What are the current barriers to your office meeting the Community Relationships Standard?*
Select all that apply.

- [x] Funding
- [x] Staffing capacity
- [ ] Technology limitations
- [ ] Competing priorities
- [ ] Limited guidance or examples
- [ ] External requirements or constraints
- [ ] Other

If your office were meeting the Community Relationships Standard, what would be different?*
Briefly describe what would change in your processes, documentation, staffing, technology, or public experience.

Voter participation would be stronger. Registration efforts could expand and strenghten beyond just the highschool state mandated visit. And we could also educate voters on the processes and behind the scenes importance of elections and democracy in a non partisan way

What actions does your office plan to take by the end of the grant period to pursue and/or achieve the Community Relationships Standard?*

Host more registration drives. Have fun interacitve ways to meet the youth in our community and ensure a strong impression on the importance of registering to vote

Proposed Budget

Grant Application

How would you allocate the grant funds across the standards you selected?

Poll Worker Training: Proposed Total Budget Amount*

$ 5,000 USD

Poll Worker Training: Budget Breakdown*

Your budget breakdown can be high-level and provided either in percentages of spending categories or approximate dollar amounts.

Training for ALL not just those within selected rolls. Have ability to invite others to get cross trained in other job areas.

Voter Communications: Proposed Total Budget Amount*

$ 5,000 USD

Voter Communications: Budget Breakdown*

Your budget breakdown can be high-level and provided either in percentages of spending categories or approximate dollar amounts.

post cards to all voters for general election notifying them of upcoming early voting opportunities and poll location voting

Community Relationships: Proposed Total Budget Amount*

$ 5,000 USD

Community Relationships: Budget Breakdown*

Your budget breakdown can be high-level and provided either in percentages of spending categories or approximate dollar amounts.

Voter Education Series, ensuring voters are well educated on poll locations, new tabulator use, election security reassurance

Grant Application

08/28/2026

Total Budget

This should equal the total grant amount you are applying for.

$15000

Application Attestation

By submitting this grant application, you consent to the Alliance's collection of the information you submit, which may be used for the purposes described in the Privacy Policy.

- I understand that a copy of my submitted application will be available to review in my Grants Portal
- I certify that I am permitted to submit this grant application on behalf of the office and jurisdiction named in this application.

Your Signature

Today's Date:*

07/23/2026

MUNIs concat	**ORG**	OBJ	
01 -400-040-40210-0 -5110 -	014021	5110	Operations Maintenace and Repair -- Full time salaries
01 -400-040-40250-0 -5120 -	014025	5120	Operations Snow and Ice Removal -- Overtime
01 -400-040-40250-0 -5322 -	014025	5322	Operations Snow and Ice Removal -- Chemical & Ice (Salt)
01 -400-040-40250-0 -5333 -	014025	5333	Operations Snow and Ice Removal -- Machinery & Equipment
01 -400-040-40290-0 -5110 -	014029	5110	Operations Tree Maint & Removal -- Full time salaries
01 -400-040-40450-0 -5462 -	014045	5462	Operations Centralized Fleet Maintenance
			Total
			Subtotals

Memo

2026-39

To: City Council and Public Safety and General Government Committee

From: Chief James Walsh

Date: August 12, 2026

Subject: **City Council Authorization for the purchase of the Meridian Defense Group Archer Trailer kit and Archer Barrier defense system.**

The Meridian Archer Defense Group Barrier system is a unique security solution for roadway perimeters that is modular by design, with technology and equipment tested and certified. The system, which is designed to be installed by one person from a patented trailer, allows for rapid layout to meet dynamic security concerns. The Meridian Archer 1200 system is a center point barrier system designed for anti-terrorism vehicle mitigation and a prevention solution to vehicle ramming attacks and all other vehicle intrusion situations.

The system allows pedestrians to walk through the barrier system through designed access ways but is specifically designed and laid out to mitigate vehicles from entering the inner perimeter of the event. The purchase of the Meridian Defense system would allow the city to present a more appropriate road blocking system than the current method of deploying DPW trucks, and afford the highest vehicle standards to protect the events, city residents, and guests. The city has increased the frequency of city-sponsored special events on city roads to increase exposure, drive spending in the local business community, and attract visitors. These events require police presence and physical barriers such as DPW dump trucks to close roads in and protect visitors. Not only does the city pay for the staff to operate the trucks, but this takes these city assets away from doing more meaningful work throughout the city.

<u>Current events that require road closures:</u>

Special Events in 2025 w/ Road Closure:
- Examples include Derby Day, World Cup Watch Party, Art Festival, Film Festival, etc.)

ECD Special Events w/ Road Closure: 16
- SONO Market – 6
- Bazaar on Wall – 6
- Halloween – 1
- Holiday Extravaganza – 1
- Wall St Tree lighting – 1
- The Melt on Wall - 1

Some costs are directly associated with fatalities, injuries, property damage, and emergency incidents. Once a city has recognized a foreseeable event hazard, implementing mitigation strategies demonstrates responsible municipal planning and reduces liability exposure. By purchasing public safety improvements, the city is able to avoid the potential of the above costly impacts and allow the city to reap the economic development benefits of public and privately sponsored special events programs.

The proposed mobile barrier system would provide the city with a reusable, rapidly deployable capability to protect pedestrians at outdoor public events from both accidental and intentional vehicle intrusions. Unlike traffic cones, use of heavy machinery, and conventional crowd-control barricades, the system would provide tested physical protection while maintaining controlled emergency access. The investment would flexibly serve multiple departments and event locations, reduce recurring rental and personnel costs, improve consistency in event-security planning, and help the city meet its duty to address a recognized and foreseeable public-safety risk. Because DPW trucks are dedicated to events that can last up to 8 hours, the staff and trucks themselves are not out on the road throughout the city executing work they were intended to do, representing a lost opportunity cost. Mobile barrier systems allow resources to remain available for daily operations and emergency response as intended. One system will not serve the special events programs, but can be utilized for parks, school grounds, political events, parades, and other yet-to-be-programmed events due to the flexibility of a mobile barrier system.

We are requesting the following authorization:

1. Defense GroupAuthorize the City of Norwalk Purchasing Agent to execute a sole source purchase order on behalf of the Norwalk Police Department to Meridian Rapid Defense Group for the purchase of one (1) Meridian Rapid Defense Group Archer Trailer kit under General Services Administration (GSA #47QSWA19D001F) for a total not to exceed ($172,687.59). Funding is available within NPD account #0130535790.

Rough Order of Magnitude Analysis:
Meridian Mobile Barrier Systems

Intent: The proposed mobile barrier system would provide the city with a reusable, rapidly deployable capability to protect pedestrians at outdoor public events from both accidental and intentional vehicle intrusions. Unlike traffic cones, use of heavy machinery and conventional crowd-control barricades, the system would provide tested physical protection while maintaining controlled emergency access. The investment would flexibly serve multiple departments and event locations, reduce recurring rental and personnel costs, improve consistency in event-security planning, and help the city meet its duty to address a recognized and foreseeable public-safety risk.

Current Procedure: The city has increased the frequency of city sponsored special events to increase exposure, drive spending in the local business community and attract visitors. These events require police presence and physical barriers such as DPW dump trucks to close roads in and protect visitors. Not only does the city pay for the staff to operate the trucks, but this takes these city assets away from doing more meaningful work throughout the city. Costs associated with road closures are included below:

Indirect Cost

Avoided Societal Costs/Monetized Safety Benefit: These are costs that are directly associated as a result of fatalities, injuries, property damage and emergency incidents. Once a city has recognized as foreseeable event hazard, implementing mitigation strategies demonstrates responsible municipal planning and reduces liability exposure. By purchasing public safety improvements, the city is able to avoid the potential of the above costly impacts and allow the city to reap the economic development benefits of public and privately sponsored special events programs.

Lost Opportunity Costs: Because DPW trucks are dedicated to events that can last up to 8 hours, the staff and trucks themselves are not out on the road throughout the city executing work they were intended to do, representing a lost opportunity cost. Mobile barrier systems allow resources to remain available for daily operations and emergency response as intended.

Creates a Citywide Shared Asset: One system will not serve the special events programs, but can be utilized for parks, school grounds, political events, parades and other yet to be programed events due to the flexibility of a mobile barrier system.

Direct Costs

Special Events in 2025 w/ Road Closure:

- Examples include Derby Day, World Cup Watch Party, Art Festival, Film Festival, etc.)

ECD Special Events w/ Road Closure: 16

- SONO Market – 6
- Bazaar on Wall – 6
- Halloween – 1
- Holiday Extravaganza – 1
- Wall St Tree lighting – 1
- The Melt on Wall - 1

Typical Costs for Road Closure:

- (4) DPW dump trucks blocking entry points (lost opportunity cost below)
- (2) DPW drivers paid overtime
- (2) DPW supervisors
- Police Officers/Vehicles
- Additional fencing
- Temp Placement of NJ barriers (labor)

- *TOTAL DIRECT COST Per Event: $3,360*
    - *x 16 ECD Events = $53,771*
    - *Approx Cost of Mobile Barrier System: $180,000*
    - *Approx 3 years to Recoup Investment*