

***Cheshire, Connecticut  
Settled 1694***

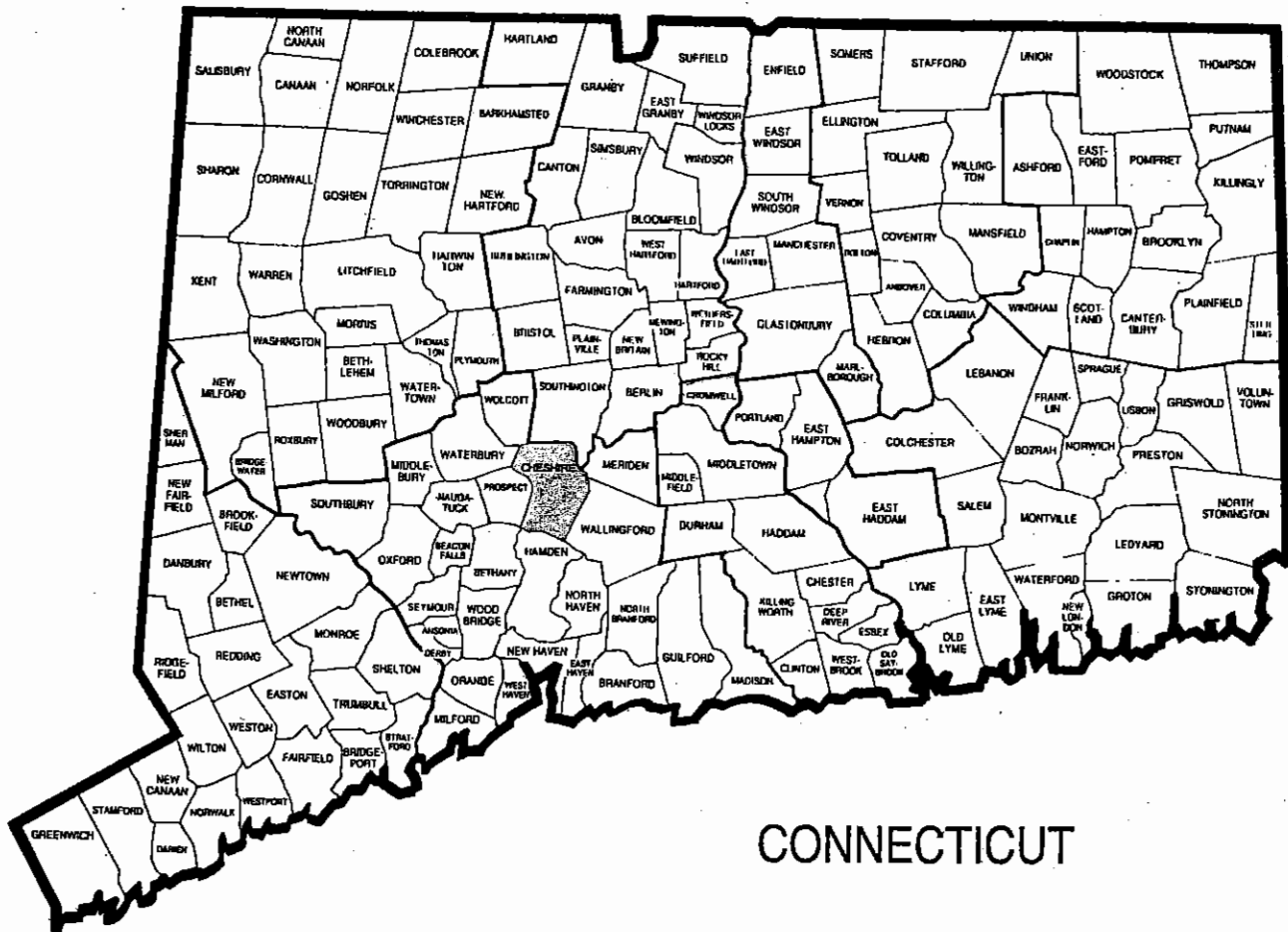
# **TOWN OF CHESHIRE**

**ADOPTED  
FY 2022-2023**

**FINANCIAL PLAN  
FOR COMMUNITY SERVICES  
(April 26, 2022)**

***~ and ~***

**FIVE YEAR CAPITAL EXPENDITURE  
PLAN AND  
ANNUAL CAPITAL BUDGET  
(August 23, 2022)**



## CONNECTICUT

### DESCRIPTION OF THE MUNICIPALITY

The Town of Cheshire is a residential community in New Haven County with a population of 29,187 and a land area of 33 square miles, with 150.3 miles of roadway. Settled in 1694 and incorporated in 1780, Cheshire is located in south central Connecticut, and is bounded on the north by Southington and Wolcott, on the east by Meriden and Wallingford, on the south by Hamden, and on the west by Prospect and Waterbury. Cheshire is approximately 14 miles north of New Haven and 25 miles southwest of Hartford. The Town's industrial zone is bounded on the west by I-84, a major highway between Boston and New York. I-691 traverses the industrial zone and links I-84 to I-91, eight miles to the east. In addition, state highway Routes 10 and 68/70, which run north-south and east-west, respectively, intersect in the center of Cheshire. Over 70 intra-area trucking companies are available to service Cheshire business and industry. Air service is 35 miles to the northeast at Bradley International Airport and 15 miles to the south at Tweed-New Haven Airport; both airports are available for commuter and general aircraft use. The port of New Haven, third largest in New England, handles all types of cargo and is one-half hour away.

For its first 170 years, Cheshire was predominantly a rural farming community. More recently the Town has become a residential suburban community. Despite significant industrial and commercial growth, Cheshire retains its rural characteristics with thousands of acres of open space and an active agricultural industry; in fact, Cheshire has been designated the "Bedding Plant Capital of Connecticut" by the Connecticut General Assembly because of its abundance of bedding plant growers. Cheshire residents enjoy a safe, attractive community with excellent schools, a variety of year-round recreational and cultural activities, and a tremendous volunteer spirit. Residents also have quick and easy access to a wide range of recreational, cultural and employment opportunities in the greater New Haven and greater Hartford areas.

Since 1950, the economy of Cheshire has diversified and grown steadily, from several hundred employees in goods-producing industries to nearly 2,000 employees in 2005, and from a few industrial operations to more than 150, housed in over four million square feet of industrial space. The Town has zoned 2,500 acres for industrial use in the north central section, and continues to improve and expand the infrastructure that is crucial to planned industrial and commercial growth.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Cheshire  
Connecticut**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

# ***TOWN OF CHESHIRE, CONNECTICUT***

## ***List of Principal Officials***

*April 26, 2022*

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### **TOWN COUNCIL**

Tim Slocum, Chairman  
Don Walsh, Vice Chairman  
David Borowy  
Jim Jinks  
John Milone  
Sylvia Nichols  
Sandy Pavano  
Peter Talbot  
David Veleber

### **TOWN MANAGER**

Sean M. Kimball

### **FINANCE DIRECTOR/TREASURER**

James J. Jaskot

**TOWN OF CHESHIRE**  
**ADOPTED FINANCIAL PLAN FOR COMMUNITY SERVICES**  
**PROPOSED FIVE YEAR CAPITAL EXPENDITURE PLAN AND ANNUAL CAPITAL BUDGET**  
**July 1, 2022 – June 30, 2023**

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# TOWN OF CHESHIRE

The Bedding Plant Capital of Connecticut  
84 South Main Street • Cheshire, Connecticut 06410-3193  
203-271-6660 • Fax 203-271-6639 • [www.cheshirect.org](http://www.cheshirect.org)

## FISCAL YEAR 2022-2023

### TOWN COUNCIL ADOPTED OPERATING BUDGET; FIVE YEAR CAPITAL EXPENDITURE PLAN; AND FY 2023 ANNUAL CAPITAL BUDGET

#### **Dear Residents and Taxpayers of the Town of Cheshire:**

In accordance with Sections 7-1 and 7-2 of the Cheshire Town Charter, the Town's Adopted Operating Budget for Fiscal Year 2022-2023 (FY 23), Five-Year Capital Expenditure Plan, and Fiscal Year 2022-2023 (FY 23) Annual Capital Budget are hereby transmitted to you. The Adopted Operating Budget includes operating budgets for both the Water Pollution Control Department and Cheshire Community Pool Special Revenue Funds in addition to the General Fund.

The Town Charter requires adoption of the Operating Budget by the Town Council no later than April 30th annually and adoption of the Five-Year Capital Expenditure Plan and Annual Capital Budget no later than November 20th. This year, the Town Council adopted the Operating Budget on April 26, 2022, and subsequently considered and adopted a majority of the Annual Capital Budget on June 21, 2022 and the remaining three capital projects of the Annual Capital Budget along with the 5-Year Capital Expenditure Plan on August 23, 2022.

#### **FY 2023 Adopted Operating Budget**

In developing and adopting this recommended budget, the Town Council sought to achieve the following primary objectives:

- Maintaining and improving the delivery of Town services at the levels historically expected by residents and businesses of our community, including full restoration of all services to traditional levels following two years of impact from the COVID-19 pandemic.
- Advancing key goals and objectives of the Town Council including but not limited to:
  - a. Practicing fiscal responsibility, specifically with respect to long-term liabilities and reducing our reliance on reserve funds to offset operating expenditures
  - b. Prioritizing economic development and growing the Town's Grand List
  - c. Funding all contractual obligations including the first year annual \$198,300 maintenance contract on the Town's new \$4.5 million public safety radio system.

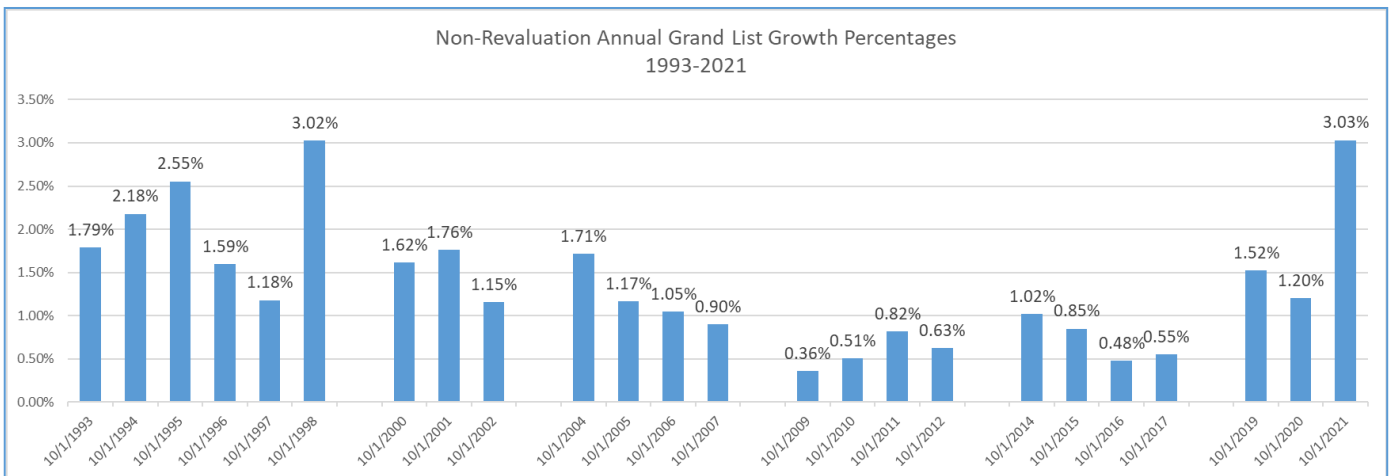
## ADOPTED BUDGET AND ESTIMATED TAX IMPACT

As we developed and considered this year’s adopted budget, it was impossible not to reflect on the challenges we faced and how far and how well the Town of Cheshire has come through the COVID-19 pandemic over the past two years. In March, 2020, the pandemic arrived just as the Town Manager’s proposed FY21 budget was submitted to the Town Council for review and adoption. For that budget year, through careful review and deliberation, the Town Council made additional expenditure reductions totaling \$1,526,674 through position freezes, reducing service level expectations for pandemic-impacted events and programs and zero percent wage increase assumptions. Additionally, FY20 surplus funds were applied to the following year’s revenues to bring the total amount of general fund equity used to \$2,000,000 in order to meet the Council’s goal of a flat mill rate.

The following year, in March 2021, the FY22 budget was developed and approved with an eye toward restoring service levels and unfreezing some full-time positions as we planned for a fiscal year that was operationally more in line with prior years, including summer camps and concerts, athletic events, expanded programming and the continued full availability of all Town facilities. During the process, the federal government approved direct municipal COVID-19 relief funding through the American Rescue Plan Act (ARPA), which helped to mitigate some of the budgetary impact of restoring services and replacing lost revenues. Specifically, the Town Council approved using \$1.4 million of ARPA funds as one-time general fund revenue and planned \$1.5 million, officially appropriated mid-year, to infuse the Medical Trust Fund to offset high claims and resulting operation deficits within the Board of Education budget.

The FY 2023 budget needed to fill these one-time revenue gaps and fund contractual obligations including employee salaries and benefits, maintenance agreements, as well as fuel and utility cost increases and the reality of budgetary pressures caused by the current inflationary economic environment.

The Town’s Grand List as filed in January for values as of October 1, 2021 grew by 3.03% or \$87,331,198 in assessed value. This marks the third straight year of above average grand list growth following increases of 1.52% and 1.20% in the past two years. This year’s Grand List increase is the largest in a non-revaluation year in 30 years:



While Grand List Growth is favorable news for our community, it is important to note that a significant portion of this year’s growth was derived from an increase in motor vehicle values due to pandemic-related supply chain issues and scarcity of both new and used cars. The Town should exercise some caution that the increased motor vehicle values (\$64 million or 24.1%) may not be sustained in future years as the motor vehicle market continues to evolve and correct itself.

Nonetheless, the Grand List growth of 5.75% over the last three years is higher than any three consecutive years for non-revaluation grand lists since the late 1990s. Real Estate increased by \$16,821,500 or 0.69% and Personal Property increased by \$6,453,218 or 3.76%.

Department revenues for the current year (FY22) have remained on budget overall. Building permit revenue has remained very strong as residents are initiating more home improvement projects and businesses are relocating or expanding in town. Conveyance tax and land record recording fees are up significantly due to the strong housing market and home price increases.

Below is the adopted FY 23 Operating Budget with the separate General Fund budgetary components identified:

	<u>FY 22</u> <u>REVISED</u> <u>ADOPTED</u> <u>BUDGET</u>	<u>FY 23</u> <u>ADOPTED</u> <u>BUDGET</u>	<u>\$ INCR.</u>	<u>% INCR.</u>
<b>GENERAL GOVERNMENT</b>	34,682,697	35,858,175	1,175,478	3.39%
<b>EDUCATION</b>	78,501,052	80,664,420	2,163,368	2.76%
<b>DEBT</b>	7,809,077	7,403,322	(405,755)	-5.20%
<b>CAPITAL NON-RECURRING</b>	1,000,000	1,500,000	500,000	50.00%
<b>CONTINGENCY</b>	125,000	125,000	0	0.00%
<b>TOTAL</b>	<b>\$122,117,826</b>	<b>\$125,550,917</b>	<b>\$3,433,091</b>	<b>2.81%</b>

The adopted operating budget including general government, education, debt service, cash contribution for capital/non-recurring items and contingency totals \$125,550,917, an increase of \$3,433,091 or 2.81% over the current year adopted revised budget. The largest component of this increase (63%) is a result of increases to the education budget, which was approved by the Town Council as an increase of \$2,163,368 as reduced from the Board of Education’s requested increase of \$2,613,368. Based on revenue projections for the following fiscal year, a mill rate of 34.32 was needed to fund the entire adopted budget. This represents a 0.60 mill (1.78%) increase over the mill rate adopted for the prior fiscal year (FY22), of 33.72.

The table on the following page shows an estimated tax impact for an average residential property owner with two vehicles. If a taxpayer made improvements during the past three years that increased the assessed value of their property or purchased new vehicles, this would not consider those changes.

<b>Mill Rate Increase Impact on Average Residential Taxpayer</b>		
<b>(Values From Most Recent Revaluation – October 1, 2018)</b>		
	<u>Appraised (Market)</u> <u>Value</u>	<u>Assessed (70% of</u> <u>Appraised) Value</u>
Avg. Residential Property	\$ 303,720	\$ 212,604
Avg. Vehicle 1	\$ 13,214	\$ 9,250
Avg. Vehicle 2	\$ 13,214	\$ 9,250
<b>Total</b>	<b>\$ 330,148</b>	<b>\$ 231,104</b>
Current Taxes at 33.72 mills:	\$7,793	
New Taxes at 34.32 mills:	\$7,931	
<b>Total Annual Tax Increase:</b>	<b>\$138</b>	<b>(\$11.50 per month)</b>

It is important to also note that the market value of new and used vehicles has spiked significantly as supply chain issues and post-pandemic spending has driven up demand. As a result, Cheshire vehicles on the October 1, 2021 Grand List increased on average 24.1%. If this increase held true for the two hypothetical median valued vehicles used in the analysis above, the proposed mill rate increase would result in additional taxes of \$153.02 for the two vehicles combined. During the 2022 legislative session, the State of Connecticut adopted a motor vehicle tax cap of 32.46 mills, which lowers this increased car tax amount for Cheshire taxpayers by \$42.71, to a total of \$110.31. However this is still a significant and unexpected tax bill increase for most, if not all, residents.

### **OPERATING BUDGET HIGHLIGHTS**

The major drivers for this budget include debt service increases, contractual salary and benefit obligations, Board of Education medical trust funding, public safety equipment and coverage improvements, and increased solid waste disposal costs.

General Government department budget requests<sup>1</sup> totaled \$36,864,815 or a 6.29% increase over the prior year adopted budget. Following careful review and analysis, reductions were made totaling \$814,417 to reduce the general government budget increase to 3.94% in the Town Manager’s Recommended Budget. Further reductions by the Town Council totaled \$192,223, bringing the General Government budgetary increase to 3.39%.

#### Debt Service

Over the course of the past eleven years, the Town has worked to reduce general fund debt service from over 10.9% of actual expenditures, to a recent low of approximately 5.8% (see Debt Service History chart on page 174). In recent years, this was accomplished despite the addition of a significant amount of debt required to complete the upgrade to the Water Pollution Control Plant. The Town built up a balance in a Debt Service Reserve fund along with funds generated from Water Pollution Control Authority rate increases and a nearly \$1.5M settlement with the Connecticut Department of Corrections.

<sup>1</sup> Excluding appropriations for the Board of Education, Debt Service, Capital Non-Recurring and Contingency

Five years ago, in the FY 18 adopted budget, the actual general fund debt service obligation was \$10,166,351, however offsetting resources were identified (one-time rebate funds, WPCD fund balance, Capital and Non-recurring fund reserves, and the Debt Service Reserve fund) to reduce the amount funded by the operating budget by \$3,574,568 (see Debt Service Analysis chart on page 135). The vast majority of these offsetting resources were only planned to be used for three to four years as the full cost of debt service was incrementally absorbed into the operating budget. Today, as we developed the FY23 budget, the Town's projected gross debt service is \$8,988,463, which is \$1,177,888 less than the debt service totals five years ago. However, with the reduction in the amount of offsetting resources available, the amount that must be paid by the operating budget, and therefore supported by the mill rate, is now \$7,403,322 which is \$811,539 more than FY18. This represents a 12.3% increase, despite a 11.6% decrease in total underlying debt service.

This budgetary issue is projected to continue for next year as well, where despite the full use of remaining Debt Service Reserve funds, the FY 24 debt service budget is projected to increase by an additional \$633,870. On a budget-to-budget basis, the FY23 adopted budget appears to be a decrease of \$405,755, however, for FY22 the Town Council appropriated an additional \$1 million to be transferred into the Debt Service Reserve Fund – an amount that is included in the total appropriation for FY 22. As a result the actual underlying increase to the Town's net general fund principal and interest debt service payments is \$594,245.

#### Board of Education Budget

The Board of Education requested budget totaled \$81,114,420, representing a \$2,613,368 increase or 3.33% over the FY 22 adopted budget. According to the BOE budget documents, \$744,465 or 28.5% of their budget increase is derived from medical benefit increases alone. Also included is a \$1,216,859 increase for certified salaries, a \$262,280 increase for non-certified salaries, a \$47,716 increase for instructional expenses, a \$161,527 increase for support services and a \$180,521 increase for maintenance and operations. The final approved Board of Education budget adopted by the Town Council totaled \$80,664,420, a decrease of \$450,000.

#### Contractual Salary Increases/Changes and Social Security

The adopted budget includes contractual salary and wage increases and resulting increases to the budget for Town social security contributions, totaling approximately \$531,471, or 38.9% of the total General Government budget increase. This amount also includes recommended position changes supported by the Town Council including the hiring of a full-time Town Engineer and a staffing reorganization within the Library and Planning Departments.

#### Public Safety Radio Project Annual Maintenance Contract

In November of both 2016 and 2017, Cheshire voters approved two separate appropriations totaling \$4,476,000 for a new town-wide public safety radio system to replace an antiquated emergency dispatch center and infrastructure supporting the radio communication network, along with replacement of all portable and mobile radios utilized in the Police, Fire and Public Works departments and the Cheshire Public Schools. This project has taken over four years to implement, but the new system officially became operational in summer 2021. With this new equipment comes a required maintenance agreement with

Motorola, which will cost \$198,300 annually. Despite benefiting multiple departments across the General Government and Board of Education budgets, it was deemed most prudent to budget for this entire amount within the Police Department budget.

### Pension and 457/401a Retirement Expenses

Over the past ten years, pension/retirement expenditures have increased significantly due to a combination of factors; the lingering impact of the large asset loss incurred by the pension assets due to the precipitous drop in the stock market in 2008; a reduction in the rate of return assumption for plan assets from 8.5% to 7.5%, followed by a further reduction two years ago to 7.0%; police pension plan enhancements arbitrated to close out the defined benefit plan; and the additional cost of converting to a defined contribution plan. The Town completed a program to phase-in the full cost of these factors starting in FY 12 when the annual pension payments increased toward a goal of full-funding of the actuarially required contribution. In the FY20 budget, we were able to include full-funding of the Actuarial Defined Contribution to the pension plans for the first time in many years. In FY 21, the Town was faced with additional increases due to new standard mortality tables required by our actuaries. The Town Council decided to phase in the increase due to these mortality tables over two years, and the proposed FY22 and FY23 budgets fully fund the required amounts.

This adopted budget includes an increase of \$65,170 for contributions to the Police Department's legacy, defined benefit pension plan which was closed to new hires in 2012. The Town defined benefit plan required contribution actually fell by \$23,061; both of the plans benefited from favorable asset performance as of July 1, 2021. In addition, defined contribution plan costs for Town and Police employees, again exclusive of contributions attributable to employees of the Board of Education and the Pool and Water Pollution Control funds, are projected to go up by \$130,254 as new hires replace employees who were participating in the legacy, defined benefit plans.

### Medical Insurance

The Town's self-insured medical insurance program experienced a higher than usual claim year in FY20 but a much more favorable FY21 and early FY22. Unfortunately, the Board of Education's plan has not experienced similar positive results. In the adoption of the FY 22 budget, the Town Council approved infusing an additional \$1.5 million into the Board of Education medical trust in an effort to providing some operating budget relief. In adopted budgets over the past six years the Town and Board of Education have relied upon a favorable fund balance in the medical reserve trust fund to offset increases in the projected insurance claims. Unfortunately, the unfavorable claims experience over the past year, coupled with the decreased amount of available fund balance has resulted in a significant, necessary increase in order to fund claims at their projected levels without the use of medical trust fund balance. This is the largest driver of the Board of Education's budget increase, at \$744,465 or 28.5% of their requested increase. On the Town side, the budget for medical benefits was actually able to decrease by \$102,151.

### Solid Waste Disposal Costs

Municipal solid waste disposal continues to be a challenging issue across Connecticut. For Cheshire in particular, 2021 represented the last year of a five-town partnership to manage a disposal/transfer station based in Wallingford. This partnership resulted in many years of favorable tip fee pricing, but

unfortunately the market has continued to spike and the towns were forced to seek alternative municipal solid waste disposal locations. The Town of Cheshire subsequently entered into an agreement with F&G in Waterbury at the most favorable pricing terms available, which unfortunately are nearly \$30 per ton higher than the Town was paying in 2018. With roughly 8,000 tons of municipal waste generated per year, the town is paying nearly \$250,000 more for trash disposal. The FY 23 adopted budget includes a \$108,217 increase in underlying trash collection and disposal costs over the prior year.

The closure of the Wallingford facility did provide the Town with a \$272,710 return of its share of the cooperative's fund balance. We plan to use these funds to smooth in the impact of the significant tip fee increases we have experienced in recent years.

### Trinity Health – 2<sup>nd</sup> Dedicated Ambulance Service Expansion

In February 2022, the Town Council authorized a contract amendment with Trinity Health of New England to provide for a 2<sup>nd</sup> dedicated ambulance to be positioned in town during peak hours, 11:00 AM-11:00 PM, 365 days per year. This enhanced public safety service was supported as a critical need by call time data and resident experiences. The contract amendment includes a “profit-sharing” clause that is based on actual transport and insurance reimbursement data on an annual basis. The total adopted budget increase required for this expanded service (not including any potential revenue sharing) comes to \$109,357.

### Police Body Cameras

The Cheshire Police Department has utilized in-car cameras for almost 15 years and body-worn cameras for the past five years. The body-worn cameras (BWCs) are reaching their end of life, are out of warranty and are starting to fail. The technology for both BWCs and in-car cameras has advanced significantly in the last several years. This adopted budget includes furnishing all front-line patrol vehicles with new camera systems and outfitting every officer with a BWC, plus unlimited cloud storage with easy access and management allowing for remote access from Judicial. The proposal for a 5 year contract that includes two BWC upgrades during the contract term came to \$100,000 per year.

### Gasoline/Diesel Price Increases

The Town enters into annual price agreements for gasoline and diesel. Recent world events have created turmoil in the energy/oil markets while gas and diesel prices were already trending up over the past year. This year's adopted General Government budget includes a total of \$82,234 in gasoline and diesel budget increases across Town departments.

### 27<sup>th</sup> Payroll Accrual

As a standard practice, Cheshire has historically budgeted a payroll accrual amount determined by the number of working days in a given fiscal year, in order to prevent a significant budget impact when a 27<sup>th</sup> payday occurs every 10-11 years. The carefully calculated payroll accruals combined over the prior decade will avoid a one-time budget spike of over \$600,000 for the extra payroll day that will occur in FY 23.

Summary of Major Drivers

The overall recommended General Fund operating budget represents a 2.81% increase as shown in the chart at the beginning of this transmittal document. The table below summarizes the major components of this increase and their proportionate contribution to the increase:

<b><u>Major Budget Drivers</u></b>	<b><u>\$ Increase</u></b>	<b><u>%</u></b>
Board of Education Budget	\$2,163,368	1.77%
Debt Service	\$594,245	0.49%
Capital Non-Recurring Project Funding	\$500,000	0.41%
General Government Budget Drivers:		
Contractual Salaries/Positions and Social Security	\$531,471	0.44%
Public Safety Radio Contract	\$198,300	0.16%
Pension & 457/401a Expenses	\$130,254	0.11%
2nd Dedicated Ambulance	\$109,357	0.09%
Solid Waste Disposal Costs	\$108,217	0.09%
Police Body Camera Replacement	\$100,000	0.08%
Gasoline/Diesel Price Increases	\$82,234	0.07%
Medical Insurance (Town Only)	<i>(\$102,151)</i>	<i>-0.08%</i>
<i>FY22 Budgeted One-Time Debt Service Reserve Transfer</i>	<i>(\$1,000,000)</i>	<i>-0.82%</i>
<i>All Other Changes (Net)</i>	\$17,796	0.01%
<b>Total</b>	<b>\$3,433,091</b>	<b>2.81%</b>

**SPECIAL REVENUE FUNDS**

Water Pollution Control Department

The Water Pollution Control Department Special Revenue Fund budget was adopted at an increase of is recommended to increase by \$76,181 or 1.84%. This adopted budget includes funding an additional WPCD Operator I and defunding a part-time Clerk/Typist position that has been vacant for over a year.

The WPCD is tackling a series of deferred maintenance and excess sludge removal expenditure items in the current year (FY 22), contributing to the projected overage and a \$307,216 estimated use of Special Revenue Fund Equity. Despite these necessary expenditures, the WPCD fund balance is projected to remain healthy at \$1,243,597 or 29.4% of estimated annual operating expenses.

On the revenue side, the recommended five dollar WPCD sewer rate increase would generate approximately \$60,204 in additional revenue.



## Community Pool

The Cheshire Community Pool Special Revenue fund was heavily impacted by the COVID-19 pandemic. In FY21, public apprehension about COVID-19 exposure coupled with capacity restrictions for fitness centers and limits on recreational and competitive swimming outlined in the Governor's Sector Rules significantly lowered revenues for the prior fiscal year. However, FY22 brought a return much closer to normal operations and more current projections indicate a favorable surplus at year-end of approximately \$180,000.

Beyond the pandemic, the Community Pool has continued to face challenges due to unanticipated equipment failures. Over the past three years, several maintenance issues (a failed fan system on the air-handling unit, a broken chlorinator, a failed water feature in the kiddie pool, a failed pump impeller and a failed boiler) have caused a significant spike in expenditures. Despite the relatively new roof system, the underlying building is facing the reality of aging components that are becoming expensive to maintain or replace. Concurrently, positions at the Community Pool have been heavily impacted by recent increases in the minimum wage as we have struggled to attract and retain qualified lifeguards and other pool staff.

The Recreation Department has recently completed an extensive facility assessment, which will guide future capital investments and equipment replacement schedules to avoid unanticipated expenditure spikes.

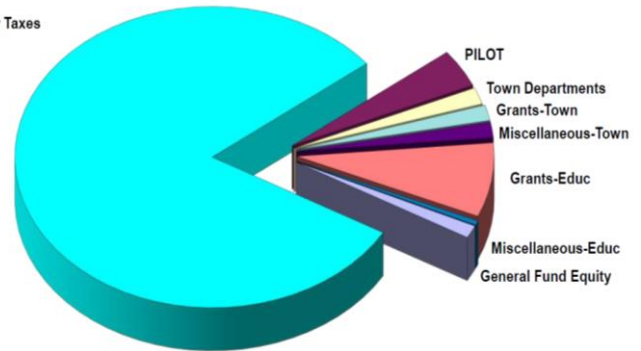
The budget as prepared assumes a "normal" fiscal year after July 1<sup>st</sup>, although we are anticipating revenue will be more on par with three to four years ago as we encourage patrons to return to this great town asset. The budget as presented estimated total pool fee revenues of \$550,000, which represents a \$172,648 increase (45.7% increase) over FY21 actual revenues.

## **GENERAL FUND REVENUES**

There is much more detail provided on this information in the Revenue Summary section of this document. The following is simply intended to provide brief highlights of the salient revenue changes. This budget assumed the state aid proposed in the Governor's recommended budget which is nearly flat compared with FY22 for Cheshire, with the exception of one potentially-significant proposal. The Governor's proposed budget included a 29.00 cap on the mill rate that can be applied to motor vehicles. The proposed budget intends to "make towns whole" for this cap so that they do not experience revenue loss. However, the numbers used in the Governor's initial proposal utilized October 1, 2020 motor vehicle values as opposed to the more recent and updated October 1, 2021 list. As a result, the offsetting revenue proposed by the Governor's budget was approximately \$297,514 less than it should be to "make Cheshire whole." The Town Manager's Proposed budget did not include this revenue hit as the expectation was that this will get corrected in the final version of the bill. However, the final adopted state budget modified this cap to 32.46 mills as referenced in the Average Taxpayer Impact summary on page 4 of this transmittal letter. In the end, due to the state's reliance on the older grand list information, the Town shortfall in revenue between the state's reimbursement and the actual loss from the motor vehicle tax cap was approximately \$84,000.

<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 101,703,521	81.01%
PILOT	5,130,328	4.09%
Town Departments	2,257,480	1.80%
Grants-Town	2,102,687	1.67%
Miscellaneous-Town	2,090,086	1.66%
Grants-Educ	9,976,815	7.95%
Miscellaneous-Educ	590,000	0.47%
General Fund Equity	1,700,000	1.35%
<b>Total</b>	<b>\$ 125,550,917</b>	<b>100.00%</b>

Property Taxes



The following significant revenue increases are presented on a budget-to-budget basis comparing FY 22 to the proposed FY 23 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
Current Tax Levy	\$4,678,971	4.9%
Investment Income	\$535,000	248%
General Fund Equity	\$525,000	44.7%
Town Clerk Conveyance/Recording Fees	\$175,000	25.0%
Wallingford Solid Waste Project Proceeds	\$109,084	N/A
Supplemental Motor Vehicle Taxes	\$52,145	4.9%
Building Department Permits	\$75,000	12.0

The following significant revenue decreases are presented on a budget-to-budget basis comparing FY 22 to the proposed FY 23 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
American Rescue Plan Act 2021	-\$2,725,000	-84.5%
Telecom Property Tax	-\$40,000	-22.2%
Miscellaneous Revenues	-\$33,998	-7.3%

### **Adopted Five-Year Capital Expenditure Plan and FY 23 Annual Capital Budget**

The Town of Cheshire has a long-standing commitment to fiscal sustainability, which continues to be a primary goal as we carefully consider and evaluate our capital needs over the next five years. This commitment has served the Town well in many ways, not the least of which is our success in recent years to manage decreasing state revenues in the face of increasing service demands.

As previous adopted capital budget documents have noted, this success is illustrated by our AAA credit ratings from Standard and Poor's and Fitch Ratings, reaffirmed in March 2021, which have resulted in record low interest rates and debt service savings from our bond sales.

In developing this recommended Capital Expenditure Plan (CEP), priority was given to those projects that were included and discussed in prior year capital plans as it is critical to encourage long term thinking and

planning with capital initiatives as opposed to reactionary efforts or short term solutions. Another key priority was to support those projects that will lead to downstream cost savings and return on investment.

As in years past, this budget section includes a variety of informative financial data, charts and tables that highlight the Town's commitment to transparency and fiscal responsibility. Additional information was added throughout the Town Council's deliberations and ultimately resulted in the final adopted capital plan. We invited and encouraged residents to participate in these discussions as we worked to identify those capital projects that best support our overarching goal of keeping Cheshire a wonderful place to live, work and visit.

## **OVERVIEW**

This CEP supports our vital public infrastructure assets such as roads, sidewalks, sewers, buildings, parks, etc., that are utilized extensively by our community and play a significant role in the Town's quality of life. Additionally, this CEP continues to support our information technology, security systems, rolling stock and heavy equipment, all integral to the efficient and effective operations of town government. Our healthy, well maintained infrastructure is a key contributing factor in Cheshire being recognized as the 28<sup>th</sup> Best Place to Live in the United States by Money Magazine in 2020. While the Town has done a good job of maintaining its infrastructure over the past two and a half decades, it is critically important that we continue to support these assets through the timely and appropriate investment in Town roads, facilities and equipment to maximize their life expectancy, minimize the impact of future bond issues on our taxpayers, and to advance the key elements of our sustainability initiative.

The overall goal of the Town's CEP is to meet the continuing infrastructure and other capital demands and programmatic needs of the community while balancing the cost of these needs and demands against their fiscal impact on our taxpayers and the continued challenging financial conditions at the state level.

The adopted Five-Year Capital Expenditure Plan (CEP) totals \$239,841,000, an increase of \$169,778,000 over last year's adopted five year plan. Capital requests from Town departments and the Board of Education totaled \$250,203,000 for the Five-Year CEP and the Town Manager and Town Council reduced this amount by \$10,362,000 in developing the adopted capital plan. The recommended Annual Capital Expenditure Budget consisting of FY 23 projects totals \$174,656,000, an increase of \$158,810,000 over last year's adopted budget. This significant increase in the Annual Capital Expenditure Budget is almost exclusively driven by the two new elementary schools project (\$166,600,000) proposed as part of the Next Generation Cheshire School Modernization Plan.

While the adopted five-year gross CEP totals \$239,841,000, it is important to note that offsetting grants and available funds will reduce this total by \$83,086,000 for a net five-year proposed CEP total of \$156,755,000. This proposal is a blueprint for the long-term capital needs of the Town, although years FY24 through FY27 are for planning purposes and do not bind the ultimate policy decisions of future Town Councils.

## **MAJOR HIGHLIGHTS OF THE FIVE-YEAR CEP**

### **I. Administration and Finance**

This program element contains \$1,350,000 in Finance Department projects. Most notable is the \$1,050,000 for the technology replacement fund consisting of \$210,000 in for FY 23 and four additional annual appropriations of \$210,000. Additionally, in FY 27, \$300,000 is recommended to fund the subsequent state-mandated Property Revaluation.

Also contained in this program element is the General Services budget which acts as a multi-departmental fund to meet the cross functional needs and smaller capital expenses associated with various Town departments. Primary among the projects included here is the Vehicle/Equipment Replacement Fund, which was established in the FY11 CEP to address the need to regularly maintain and replace our fleet of rolling stock for multiple departments, specifically cars and light equipment, and to better integrate and plan for ongoing vehicle needs which are funded more prudently through the utilization of Capital Non-Recurring (CNR) funds. The more expensive, specialized pieces of heavy equipment are still budgeted in their respective departments and generally funded with bond proceeds. There was \$1,758,000 approved collectively in this Vehicle/Equipment Replacement Fund for vehicles and light equipment for the Police, Fire and Public Works/Grounds Departments.

The General Services budget also includes \$300,000 to replenish the Town Capital Planning Account.

The final approved projects in this program function are in the Public Property budget totaling \$2,040,000 and consist of:

- ▶ Boiler Replacement at the Police Station, \$150,000;
- ▶ Various Town Building Improvements, \$420,000;
- ▶ Repaving of Various Parking Lots, \$680,000;
- ▶ Roof Replacements at the Police Station, \$110,000;
- ▶ Improvements to the Youth Center, \$200,000;
- ▶ Storage Building at Public Works Garage, \$250,000;
- ▶ Various Roof and Siding Replacements (DPW and Grounds Garage), \$120,000;
- ▶ Underground Fuel tank Replacement – Fire HQ, \$110,000.

## **II. Planning and Development**

The projects approved within this function consists of Planning and Economic Development projects and initiatives totaling \$880,000 and consist of:

- ▶ Updating the Plan of Conservation and Development, \$180,000;
- ▶ Veterans Memorial Upgrades, \$200,000;
- ▶ W. Main Street Parking and Streetscape, \$350,000;
- ▶ W. Main Street Canal Dredging, \$150,000;

## **III. Public Safety**

The funds proposed within this program area are for Police and Fire Department/Emergency Management projects. For the current CEP there are no Police departmental requests.

The Fire Department/Emergency Management requests include:

- ▶ \$325,000 for the continuing acquisition of replacement firefighting gear;
- ▶ \$4,525,000 for four pieces of rolling stock:
  - Three pumper trucks for \$3,325,000;
  - A rescue truck for \$1,200,000;

Civil Preparedness Department projects include:

- ▶ \$450,000 to construct an Emergency Operations Center in the Town Hall basement.

It should also be noted that the Police Department has vehicle replacement projects (service automobile vehicles) which are included with all other similar types of department vehicle rolling stock in the General Services Department section of this CEP.

#### **IV. Public Works**

Roads, Sidewalks, Drainage, Trees and Grounds – The projects in this category constitute \$20,171,000 within the five-year plan. The ongoing and very important road repavement program represents \$11,350,000 or 56.3% of the total projects approved in this section. The remaining projects in this category are:

- ▶ Bridge replacement: South Brooksvale Rd. over Willow Brook; \$800,000;
- ▶ Tree removals, \$300,000;
- ▶ Light pole maintenance and replacement, \$220,000;
- ▶ Acquisition of dump trucks and plows totaling \$1,320,000;
- ▶ Other pieces of heavy rolling stock and equipment for \$956,000;
- ▶ Sidewalk program, \$1,150,000;
- ▶ Sidewalks on Cheshire Street to Quinnipiac Park, \$425,000;
- ▶ Road Drainage Improvements, \$150,000;
- ▶ Weeks Pond Dam Improvements, \$140,000;
- ▶ Storm Water Drainage Disconnects, \$330,000;
- ▶ Various Parks and Open Space Improvements, \$300,000;
- ▶ Road Reconstruction Projects, \$1,980,000;
- ▶ Paving of park parking lots and driveways, \$750,000;

The department also had funding approved for vehicle replacement requests (service automobile vehicles) which are included with all other similar types of department vehicle rolling stock in the General Services Department.

Sewer and Water – This category consists of six projects totaling \$8,230,000:

- ▶ Engineering and Design for the Elmwood Pump Station, \$300,000;
- ▶ Elmwood Pump Station Upgrade Construction, \$3,500,000;
- ▶ Inflow & Infiltration Remediation, \$800,000;
- ▶ Heavy Duty Vehicles and Equipment, \$290,000;
- ▶ Engineering and Design for the Moss Farms Pump Station, \$125,000;
- ▶ Moss Farms Pump Station Reconstruction, \$500,000;
- ▶ Denitrification upgrade, \$500,000;

- ▶ East Johnson Pump Station Upgrade, \$800,000;
- ▶ In-Kind Treatment Plant Equipment Replacement, \$170,000;
- ▶ Upgrade Waste-Thickening Control Panels, \$125,000;
- ▶ Upgrade various plant components, \$900,000;
- ▶ SCADA Notification System Upgrade, \$220,000.

## V. **Recreation/Leisure Services**

The projects for the Recreation Department total \$829,000, which include:

- ▶ Cheshire Park Tennis/Pickleball Court Lights, \$98,000;
- ▶ Quinnipiac Park Multi-Purpose Court, \$178,000;
- ▶ Tennis court renovations at Rolling Acres, \$231,000;
- ▶ Mixville Park basketball court, \$55,000;
- ▶ Various Community Pool Improvements, \$117,000;
- ▶ Mixville Park, trail & Open Space Improvements, \$150,000;

## VI. **Education**

The 36 Education projects total \$198,983,000 or 83.0% of this capital budget.

Code Compliance – One project was approved in this section; Civil Rights Compliance Deficiencies at the High School which is to remedy exterior building deficiencies for \$438,000.

Roof Replacement – There are three projects in this category totaling \$4,250,000, which are: \$250,000 for district-wide roof repairs and replacements; \$3,000,000 for a roof replacement at Doolittle School; and \$1,000,000 for a roof replacement at Dodd Middle School.

Renovations – This section consists of 30 projects totaling \$27,695,000 and covers a wide range and variety of projects from interior and exterior school improvements to technology and rolling stock:

- ▶ \$4,870,000 for Cafeteria Renovations at a number of schools;
- ▶ \$175,000 for Replacement of a Walk-In Freezer at CHS;
- ▶ \$600,000 for Loading Dock, Drainage and Refrigeration projects at CHS;
- ▶ \$7,000,000 for Window Replacements at Chapman, Darcey, Highland, Dodd and Doolittle Schools;
- ▶ \$2,000,000 for Window Replacements at CHS;
- ▶ \$280,000 for District Generator Improvements;
- ▶ \$310,000 for District Interior Lighting Upgrades;
- ▶ \$400,000 for District Scoreboard Upgrades;
- ▶ \$1,250,000 for District Lavatory Improvements;
- ▶ \$350,000 for Paving of Driveways and Parking Lots District-wide;
- ▶ \$250,000 for District Wide Sidewalk and Flatwork Repairs;
- ▶ \$200,000 for District Masonry Restoration;
- ▶ \$250,000 for Stage Improvements at Dodd Middle School;
- ▶ \$150,000 for HVAC Improvements, Dodd Middle School Stage Area;

- ▶ \$920,000 for HVAC Improvements, Dodd Middle School;
- ▶ \$1,025,000 for HVAC Improvements – CHS;
- ▶ \$1,320,000 for Unit Ventilator Replacements – CHS, Dodd, Doolittle;
- ▶ \$100,000 for Mechanical Tunnel Improvements – CHS;
- ▶ \$750,000 for Highland Building Improvements/Additions;
- ▶ \$300,000 for Acoustic Ceiling Tile Replacement District-wide;
- ▶ \$200,000 for Flooring Replacement District-wide;
- ▶ \$145,000 for School Office reconfiguration – CHS;
- ▶ \$300,000 for Athletic Complex Improvements – CHS;
- ▶ \$200,000 for District Interior Door Replacements;
- ▶ \$2,250,000 for Fire Alarm Control Systems;
- ▶ \$200,000 for CHS Maintenance Garage Improvements;
- ▶ \$800,000 for Greenhouse Replacement at CHS;
- ▶ \$650,000 for Highland School Parking Improvements;
- ▶ \$350,000 for Highland School Driveway Improvements;
- ▶ \$100,000 for Capital Planning Account Funds (BOE).

## **OPERATING AND CAPITAL BUDGET DOCUMENTS**

It is important to note as always, that while we compare proposed budget amounts to previous budget amounts throughout this document, our budgets are not developed in an incremental manner by simply taking the base as a given and building upon it. As with previous budgets, this adopted budget is the result of an extensive review of programs, services, department goals and objectives and performance measures by all senior staff to ensure that core community service and program needs are met and modifications are made in the most fiscally responsible manner.

The Government Finance Officers Association has consistently recognized the Town’s budget documents with the Distinguished Budget Presentation Award. Most recently, Cheshire was one of only about 20 Towns among the 169 Connecticut municipalities to receive this recognition. The continuing receipt of this prestigious award is certainly a positive reflection on the Town and acknowledges the Town’s concerted effort to continue to enhance the budget process and the budget documents.

The benefits of these enhancements, however, are more important than the awards. The information and analyses contained in these documents have enabled us to better evaluate programs and services, to make more informed budget decisions, to heighten accountability of our department managers, and to promote a better understanding of the budget process and documents among our residents.

The General Operating Budget itself is presented in two documents. This document includes the Financial Plan for Community Services, which provides extensive narratives, statistics, and graphics not only on the budget, but also on functions, operations and core services; policies; goals, objectives and performance measures; and current and historical analyses. This document has become a comprehensive explanation of our government operations for the public, a means to measure the success of our plans, and is a critical management tool for planning and future budget development.

The second document is the General Fund Line Item Detail which is the budget document required by Charter, and which provides the Council and the public with an itemized listing of operating accounts and explanation of appropriations and expenditures for all Town functions. This document is used frequently by management and staff throughout the year.

These documents continue to be produced and enhanced by the following staff; Sharon Churma, Gina DeFilio, James Jaskot, Hope Larson, Donna Ouellet, Noelle Shepard, Arnett Talbot, Christine McCardle, William Donlin and Lou Zullo, and with the collaboration of Superintendent Jeff Solan and Vincent Masciana on the Board of Education budget.

Town staff and I look forward to a thorough review of this budget, a constructive dialog, and assisting the Council with some difficult decisions, to develop a final adopted budget that meets our financial challenges while providing the optimum level of services at the lowest possible cost.



Sean M. Kimball  
Town Manager



## MULTI-YEAR BUDGET COMPARISON

FISCAL YEAR	BUDGET \$	BUDGET \$ INCREASE	BUDGET % INCREASE	MILL RATE	MILL RATE INCREASE	MILL RATE % INCREASE	BUDGET \$ INCREASE SUPPORTED BY		
							MILL RATE ADJUST. (3)	GRAND LIST GROWTH	ALL OTHER REVENUE SOURCES
2022-2023	125,550,917	3,433,091	2.81%	34.32	0.6	1.78%	1,705,742	2,973,229	-1,245,880
2021-2022 (1)	122,117,826	5,854,409	5.04%	33.72	0.5	1.51%	1,401,723	1,142,669	3,310,017
2020-2021	116,263,417	2,042,622	1.79%	33.22	0	0.00%	15,658	1,337,543	689,421
2019-2020	114,220,795	3,005,492	2.70%	33.22	0.60	1.84%	1,665,226	630,121	710,145
2018-2019	111,215,303	2,586,654	2.38%	32.62	0.68	2.13%	1,949,287	606,628	30,739
2017-2018	108,628,649	827,421	0.77%	31.94	0.75	2.40%	2,148,202 (4)	420,903	-1,741,684
2016-2017	107,801,228	1,837,594	1.73%	31.19	0.50	1.63%	1,322,462	729,112	-213,980
2015-2016	105,963,634	2,481,306	2.40%	30.69	0.44	1.45%	1,270,764 (4)	862,824	347,718
2014-2015	103,482,328	2,857,308	2.84%	30.25	2.65	9.60%	1,131,799	930,770	794,739
2013-2014	100,625,020	1,902,587	1.93%	27.60	0.37	1.36%	1,045,393	490,001	367,193
2012-2013	98,722,433	998,983	1.02%	27.23	0.38	1.42%	1,108,075	631,991	-741,083
<b>TEN-YEAR AVERAGE F.Y. 2013 - F.Y. 2022</b>		2,439,438	2.26%	31.17	0.69	2.33%	1,305,859	778,256	355,323

- (1) FY 23 is not included in ten-year average.
- (2) Represents implementation of property revaluation.
- (3) Includes adjustment for local tax relief.
- (4) Includes effect of collection rate increase.

**BUDGET RESOLUTIONS AS ADOPTED BY TOWN COUNCIL APRIL 26, 2022**

**RESOLUTION # 042622-1**

**FISCAL YEAR 2022-2023 GENERAL FUND OPERATING BUDGET**

- A. BE IT RESOLVED, that the Cheshire Town Council appropriates the following amounts for the Town of Cheshire General Fund Operating Budget, for fiscal year 2022-2023:

General Government	\$35,858,175
Debt Service	\$7,403,322
Contingency	\$125,000
Capital Non-Recurring Reserve	\$1,500,000

- B. BE IT RESOLVED, That the Cheshire Town Council appropriates the amount of \$80,664,420 for the Board of Education Budget.
- C. BE IT FURTHER RESOLVED, That the sum of all revenues, transfers from other funds and allocation of general fund equity for the fiscal year 2022-2023 Town of Cheshire General Fund Operating Budget will be in the amount of \$125,550,917 and
- D. BE IT FURTHER RESOLVED, That the tax rate be set at 34.32 mills which will generate \$100,256,641 at a collection rate of 99.2% for fiscal year 2022-2023, however the motor vehicle mill rate could be adjusted should the State of Connecticut approve a lower motor vehicle mill rate cap; and

That the tax payments for motor vehicles and personal property shall all be due and payable in one payment on July 1, 2022; and

That real estate tax payments shall be paid in two equal payments with the first payment due on July 1, 2022 and the second payment due on January 1, 2023; and

That pursuant to Section 12-144 of the Connecticut General Statutes, as amended, that any real estate tax bill on the 2021 grand list in an amount not in excess of \$100.00 shall be due and payable in a single installment on July 1, 2022; and

That, pursuant to Sections 12-142 and 12-146 of the Connecticut General Statutes, as amended, the last date for payment of taxes due July 1, 2022, will be August 4, 2022. Therefore, payment of taxes due July 1, 2022 which are received after August 4, 2022, will be assessed interest calculated from the original due date of July 1, 2022.

The last date for payment of taxes due January 1, 2023 will be February 1, 2023. Payment of taxes due January 1, 2023 which are received after February 1, 2023 will be assessed interest calculated from the due date of January 1, 2023.

BE IT RESOLVED, That the Town Council approves Resolution # 042622-2

RESOLUTION # 042622-2

**FISCAL YEAR 2022-2023**  
**WATER POLLUTION CONTROL FUND OPERATING BUDGET**

BE IT RESOLVED, that the Cheshire Town Council appropriates the sum of \$4,225,829 for the Town of Cheshire Water Pollution Control Fund Operating Budget for fiscal year 2022-2023, and that the sum of revenues and allocation of Water Pollution Control Fund equity for the fiscal year 2022-2023 Town of Cheshire Water Pollution Control Fund Operating budget also be in the amount of \$4,225,829, and

BE IT FURTHER RESOLVED that the Cheshire Town Council recommends that the Water Pollution Control Authority consider setting the Sewer Use Charge at \$440 per year, effective December 1, 2022.

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BE IT RESOLVED, That the Town Council approves Resolution # 042622-3

RESOLUTION # 042622-3

**FISCAL YEAR 2022-2023**  
**COMMUNITY POOL FUND OPERATING BUDGET**

BE IT RESOLVED, that the Cheshire Town Council appropriates the sum of \$1,073,513 for the Town of Cheshire Community Pool Fund Operating Budget for fiscal year 2022-2023, and that the sum of revenues and transfers from other funds and allocation of Community Pool Fund equity for the fiscal year 2022-2023 Town of Cheshire Community Pool Fund Operating budget also be in the amount of \$1,073,513.

**TOWN OF CHESHIRE  
SUMMARY OF BUDGET ADJUSTMENTS (April 26,2022)  
FOR FISCAL YEAR 2022-2023**

ACCOUNT	ACCOUNT NUMBER	TOWN MANAGER RECOMMENDED	COUNCIL PROPOSED	BUDGET ADJUSTMENT
<b>GENERAL FUND</b>				
<b>REVENUES - INCREASE (DECREASE):</b>				
1. Current Tax Levy (Mill Rate 35.00, Collection Rate 99.2%) (Adjustment for BAA).....	10 4101	\$ 102,268,371	\$ 102,270,107	\$ 1,736
2. Current Tax Levy (Mill Rate 34.32, Collection Rate 99.2%) .....	10 4101	102,270,107	100,256,641	(2,013,466)
3. Certificate of Occupancy.....	10 4102	69,440	68,091	(1,349)
4. Supplemental Motor Vehicle Tax .....	10 4104	1,146,565	1,124,289	(22,276)
5. Cheshire Housing Authority PILOT.....	10 4203	45,000	25,000	(20,000)
6. South Central Regional Water Authority.....	10 4204	690,733	677,313	(13,420)
7. Building Department.....	10 4301	625,000	700,000	75,000
8. Town Clerk.....	10 4302	815,450	875,000	59,550
9. Police Department.....	10 4304	175,000	190,000	15,000
10. Public Works.....	10 4311	9,000	15,000	6,000
11. Planning.....	10 4312	30,000	35,000	5,000
12. American Rescue Plan (Reimbursement for lost revenue/other).....	10 4420	-	500,000	500,000
13. Investment Income.....	10 4501	250,000	750,000	500,000
14. Miscellaneous Revenues.....	10 4505	395,000	431,002	36,002
15. Education - Tuition.....	10 4701	150,000	180,000	30,000
16. Gen Fund Equity .....	10 4901	1,000,000	1,700,000	700,000
Total Revenue Adjustments.....				<u>\$ (142,223)</u>

**EXPENDITURE - INCREASE (DECREASE):**

1. Town Clerk - PFT (Recent Resignation).....	10040 5102	\$ 114,680	\$ 102,680	\$ (12,000)
2. Town Clerk - Overtime.....	10040 5105	6,000	3,500	(2,500)
3. Employee Benefits - Med/Life Insurance (Rate Revision).....	10111 5702	3,748,594	3,648,594	(100,000)
4. Employee Benefits - Med/Life Insurance (Use of Trust Balance - Town).....	10111 5702	3,648,594	3,523,594	(125,000)
5. Employee Benefits - Retirement - Other Pension (consulting - legal / actuary).....	10115 5724	115,641	113,141	(2,500)
6. Fire Department - PPT(Admin Assistant I) .....	10230 5103	-	20,166	20,166
7. Fire Department - Salary Adjustment .....	10230 5107	8,375	9,161	786
8. Fire Department - Office Supplies .....	10230 5201	6,500	5,548	(952)
9. Fire Department - A/E Supplies .....	10230 5203	38,000	35,000	(3,000)
10. Fire Department - Personnel Services .....	10230 5209	27,000	22,000	(5,000)
11. Fire Department - Contractual Services -Other .....	10230 5409	40,000	38,000	(2,000)
12. Fire Department - Other Equipment .....	10230 5603	10,000	-	(10,000)
13. Public Works - Administration - PFT (Town Engineer) .....	10261 5102	410,476	408,195	(2,281)
14. Public Works - Administration - Salary Adjustment (Town Engineer).....	10261 5107	9,905	9,755	(150)
15. Public Works - Engineering & Inspection - PFT(Assistant Town Engineer) .....	10262 5102	72,982	112,790	39,808
16. Public Health - Program Services (Chesprocott).....	10290 5408	701,744	721,744	20,000
17. Library - PFT.....	10340 5102	1,302,222	1,294,222	(8,000)
18. Parks and Recreation - Administration - PPT (Admin Assistant I).....	10361 5103	-	20,166	20,166
19. Parks and Recreation - Administration - Salary Adjustment.....	10361 5107	2,246	2,901	655
20. Parks and Recreation - Administration - Program Materials.....	10361 5204	30,000	19,619	(10,381)
21. Parks and Recreation - Administration - A/E Maintenance.....	10361 5403	1,140	500	(640)
22. Parks and Recreation - Recreation - TPT.....	10362 5104	251,993	242,193	(9,800)
23. Parks and Recreation - Celebrations - Program Service (Fall Fireworks).....	10364 5408	61,488	61,888	400
24. Dept of Education .....	10400 5800	81,114,420	80,664,420	(450,000)
25. Capital and Nonrecurring.....	10410 5700	1,000,000	1,500,000	500,000
Total Expenditure Adjustments.....				<u>\$ (142,223)</u>

**WPCD**

**REVENUES - INCREASE (DECREASE):**

1. W.P.C.D. Fund Equity.....	60 4901	\$ 12,373	\$ 9,942	\$ (2,431)
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**EXPENDITURES - INCREASE (DECREASE):**

1. W.P.C.D. - PFT (Town Engineer).....	60270 5102	\$ 751,143	\$ 748,862	\$ (2,281)
2. W.P.C.D. - Salary Adjustment.....	60270 5107	13,368	13,218	(150)
				<u>\$ (2,431)</u>

**TOWN OF CHESHIRE  
OPERATING BUDGET PROCEDURES**

7-1. - Operating Budget.

(A) Budget Estimates.

- (1) The Board of Education and each department, office, board, or commission of the Town, supported wholly or in part by Town funds or for which a specific Town appropriation is made, shall prepare a detailed estimate of the expenditures to be made and the anticipated revenue, other than tax revenue, to be received during the ensuing fiscal year. The Board of Education shall report their estimated expenditures and revenues in the same format as the Town departments.
- (2) The Board of Education shall also submit to the Manager an estimate of the Board's special funds budget which budget is an itemized statement of all funds the Board receives or anticipates receiving from state or federal sources, from private gifts or grants, or from sources other than its operating budget or not otherwise appropriated to it by the Council. The Board shall also provide a detailed estimate of the expenditures made or intended to be made against those funds. The exact format and parameters for the special funds budget shall be as prescribed by the Manager.
- (3) The estimates required by this Section shall be submitted to the Manager no later than February 15 of the current fiscal year.
- (4) The Manager shall prescribe the exact format for budget estimates pursuant to Section 7-1(B).

(B) Duties of the Manager on the Operating Budget. By March 10 of the current fiscal year, the Manager shall present to the Council an itemized, proposed, annual operating budget, including the Board of Education budget, which operating budget shall consist of the following:

- (1) Budget Message: The budget message shall outline the financial proposals of the Manager and describe in connection therewith the important features of the budget plan, including a proposed tax rate in mills. Any major changes from the current fiscal year budget and any changes in expenditures and revenues (together with the reasons for such changes) shall be indicated. The operating budget shall also contain a clear, general summary of its contents. The Manager shall also forward to the Council with the operating budget the information he received concerning the Board of Education's special funds budget.
- (2) Revenue Statement: The revenue statement shall present, in parallel columns that are itemized, actual revenue collected in the last completed fiscal year, appropriated revenue for the current fiscal year, estimated revenue to be collected during the current fiscal year, and estimated revenue to be collected during the ensuing fiscal year.
- (3) Expenditure Statement: The expenditure statement shall present, in parallel columns that are itemized, for the Board of Education and for each department, office, board, or commission of the Town, supported wholly or in part by Town funds or for which a specific Town approval is made, the actual expenditures of each for the last fiscal year; the appropriation for each for the current fiscal year; the estimated expenditures of each to be incurred during the current fiscal year; and the recommendations of the Manager and the Board of Education of the amounts to be appropriated for the ensuing fiscal year. The Manager shall offer recommendations concerning the budget submitted by the Board of Education for the ensuing fiscal year. The recommendations of the Manager and of the Board of Education shall include the following:

- (a) The reasons for all appropriation recommendations;
- (b) The budget cost of, or the debt service charge for, the first year of the capital budget, together with a narrative and a table showing the debt service cost for the last five (5) years and projections for the ensuing five (5) years.
- (c) An estimate of surplus or deficit which will exist at the end of the current fiscal year.

(C) Duties of the Council on the Operating Budget:

- (1) Following receipt of the proposed budget from the Manager, the Council shall cause the proposed budget to be made available for public inspection in the office of the Town Clerk.
- (2) Not later than March 24 of the current fiscal year, the Council shall hold one (1) or more public hearing(s) at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year, and shall hold a second public hearing prior to adoption.
- (3) At least five (5) days prior to the aforementioned public hearings, the Council shall cause to be published, in a newspaper having a substantial circulation in the Town, and/or by electronic media maintained by the Town, including but not limited to the Town website, a notice of the public hearing and a summary of the proposed budget showing estimated revenue by major source and proposed expenditures by function or department in the same columnar form as prescribed for the proposed budget in Section 7-1(B) of this Charter. This summary shall also show the amount to be raised by taxation.
- (4) The Council shall have the authority to increase or decrease the proposed operating budget including that portion pertaining to the Board of Education.
- (5) By April 30 of the current fiscal year, the Council shall adopt and appropriate an operating budget and shall file it with the Town Clerk by May 10.
- (6) At the time when the Council adopts the budget, it shall fix the tax rate, in mills, which shall be levied on taxable property in the Town for the ensuing fiscal year.
- (7) Should the Council fail to adopt a budget by April 30 of the current fiscal year, the proposed budget as transmitted by the Manager in accordance with the provisions of Section 7-1(B) of this Charter, shall be deemed to have been finally adopted by said Council. The tax rate shall forthwith be fixed by the Manager, and, thereafter, expenditures shall be made in accordance with the budget so adopted.
- (8) The adopted budget pursuant to Sections 7-1(B) (2) and 7-1(B)3 , and the tax rate in mills, must be published, in a newspaper having a substantial circulation in the Town, and/or by electronic media maintained by the Town, including but not limited to the Town website, not later than May 10 of the current fiscal year.
- (9) For the purpose of the General Statutes, as amended, the Council shall be deemed to be the budget-making authority of the Town.

(D) Power of Referendum on the Operating Budget:

- (1) As provided herein, the electors of the Town shall have the right to reject the annual operating budget, as adopted by the Council, at one (1) referendum.
- (2) By May 20 of the current fiscal year, a petition requesting that such budget be put to a vote of the electors may be filed by any elector with the Town Clerk. Any such petition shall conform with the requirements of the General Statutes, as amended, except as provided herein. The

petition shall be signed in ink by those qualified to vote equal in number to at least ten percent (10%) of the electors registered at the last regular, municipal election. The petition shall be accompanied by affidavits signed and sworn to by each circulator, as provided in the General Statutes, as amended. Within five (5) days after receipt of the last page of the petition, the Town Clerk shall determine whether the petition and affidavits are sufficient to comply with the provisions of this Subsection and with the General Statutes, as amended, and shall certify the petition to the Council.

- (3) After certification of the petition, the budget shall be submitted to the electors at a referendum called by the Council and held no later than June 20 of the current fiscal year. Notice of such referendum shall be given at least twenty one (21) days in advance by publication in a newspaper having a substantial circulation in the Town, and/or by electronic media maintained by the Town, including but not limited to the Town website.
  - (4) At the referendum, the electors shall vote for any one of the following choices:
    - (a) I accept the budget;
    - (b) I reject the budget because it is too HIGH; or
    - (c) I reject the budget because it is too LOW.
  - (5) The referendum shall not be effective unless at least twenty percent (20%) of the qualified electors have voted. If fewer than twenty percent (20%) vote, the budget shall be deemed adopted. If at least twenty percent (20%) of the electors vote, and the total votes to reject exceed the votes to accept, the budget shall be deemed rejected. In that event, the Council, taking into consideration the composition of the votes to reject, shall adopt a new budget and file it with the Town Clerk by June 27 of the current fiscal year.
  - (6) The finally adopted budget shall not be subject to referendum. At the time when the Council adopts the budget, it shall fix the tax rate, in mills, which shall be levied on taxable property in the Town for the ensuing fiscal year.
- (E) Expenditures Before Adoption of Operating Budget. Expenditures made prior to the final adoption of the budget shall be made in accordance with Section 7-405 of the General Statutes, as amended.
- (F) Appropriations Not To Exceed Revenues. Except as provided in Section 7-3(H) of this Charter, in any operating budget adopted by the Council, the total amount of appropriations shall not exceed the estimated revenue for the fiscal year.
- (G) The Council is authorized to reduce the operating budget after its adoption and at any time during the fiscal year, if the Council determines that it has over-estimated revenues for that budget year or if the Council determines that expenditures will exceed budget estimates. The Council may apportion the reduction among the various departments, offices, boards, or commissions (including the Board of Education), or it may apportion the reduction to or among one or more specific departments, offices, boards, or commissions (including the Board of Education). Each affected department, office, board, or commission shall be notified of any such reduction in its appropriation.
- (H) The Manager may, at any time and subject to the approval of the Council, correct clerical errors in any budget.

**TOWN OF CHESHIRE  
CAPITAL EXPENDITURE BUDGET PROCEDURES**

7-2. - Five Year Capital Budget Plan and Annual Capital Budget.

- (A) Definition of Capital Expenditure Items. The Council shall establish by resolution the criteria which characterizes those expenditures which may be included in the Five Year Capital Budget Plan and the Annual Capital Budget.
- (B) The Annual Capital Budget.
- (1) The Council shall, each fiscal year, adopt and appropriate an Annual Capital Budget which shall include a listing of all the projects and purchases of the Budget, including costs, justification for projects or purchases, the identification of potential sources of revenue including grants, loans, gifts, or other offsetting reimbursements, and the financial impact of the projects and purchases on the Town and the operating budget. Any requests for projects or purchases in the Annual Capital Budget that were not included in year two of the previous fiscal year's Five Year Capital Budget Plan shall identify the reason for their priority and provide supportable cost estimates.
- (C) The Five Year Capital Budget Plan.
- (1) The Council shall, each fiscal year, adopt a Five Year Capital Budget Plan which shall be developed in conjunction with the Annual Capital Budget and will include the Annual Capital Budget in year one. The projects and purchases of the Plan for years two through five shall include costs, justification for projects or purchases, the identification of potential sources of revenue including grants, loans, gifts, or other offsetting reimbursements, and the financial impact of the projects and purchases on the Town and the operating budget. The Plan shall consist of future programs or purchases that warrant evaluation based on need, preliminary cost estimates, and the short and long term financial impact of the projects and purchases.
- (D) Preparation of the Annual Capital Budget and the Five Year Capital Budget Plan.
- (1) The Board of Education and each department, office, board, or commission of the Town supported wholly or in part by Town funds shall annually prepare an Annual Capital Budget and the Five Year Capital Budget Plan, if applicable, in a form and manner prescribed by the Town Manager. Said Budget and Plan shall consist of capital expenditures items pursuant to Section 7-2(A) of this Charter proposed by said department, office, board, or commission for a five (5) year period. Said Plan shall be submitted to the Manager not later than June 1 of each year.
- (2) The Manager may take the following actions in his recommendations on the Budgets and Plans submitted to him:
- (a) Add and/or delete projects and purchases;
  - (b) Increase and/or decrease estimated costs;
  - (c) Move projects and purchases to different years of the Plan.

The Manager shall submit to the Council together with his recommendations, the proposed Annual Capital Budget and Five Year Capital Budget Plan including general cost estimates and proposed financing, not later than July 15.

- (3) At the same time the Manager submits the Five Year Capital Budget Plan to the Council, he shall also submit it to the Planning and Zoning Commission for a report pursuant to Section 8-24 of the General Statutes, as amended. The Planning and Zoning Commission shall



review the Five Year Capital Budget Plan for compatibility with the Comprehensive Plan of Development and may, in its discretion, submit a report to the Council not later than August 15. Failure to submit a report to the Council shall not delay, hinder, or prevent action by the Council.

- (4) The Council shall review the Annual Capital Budget and the Five Year Capital Budget Plan together with the recommendations of the Manager and the report of the Planning and Zoning Commission, if any, and may take the following actions:
  - (a) Add and/or delete projects and purchases;
  - (b) Increase and/or decrease estimated costs;
  - (c) Move projects and purchases to different years of the Plan.
- (5) The Council shall set a date for a public hearing which shall be held not later than September 25, on the proposed Annual Capital Budget. After completion of the public hearing, the Council may add or delete projects and purchases and increase or decrease estimated costs.
- (6) Any additions to the proposed Annual Capital Budget which were not in the Five Year Capital Budget Plan previously submitted to the Planning and Zoning Commission shall be submitted to said Commission for a report pursuant to Section 8-24 of the General Statutes, as amended.
- (7) The Council shall adopt and appropriate an Annual Capital Budget, or any part thereof, not later than November 20, subject to the manner and limitations provided in Sections 7-3 and 7-4 of this Charter, as appropriate. The Council shall adopt resolutions to finance the adopted Annual Capital Budget, including resolutions authorizing the issuance of bonds or notes if necessary. The Council shall set a date for referendum, if necessary, in accordance with Sections 7-3 and 7-4(A) of this Charter, such referendum to be held not later than the second Tuesday in February of the following year. The Council shall also adopt a Five Year Capital Budget Plan, or any part thereof, not later than November 20, subject to the manner and limitations provided in Sections 7-3 and 7-4 of this Charter, as appropriate, except that no public hearing shall be necessary.

## **Budget Schedule Fiscal Year 2022-2023**

December 1, 2021	Budget Entry Begins
December 17, 2021	Building Maintenance Requests Due to Public Works Director
January 14, 2022	Budget Submission Due to Town Manager (Charter deadline is February 15)
January 24, 2022	Capital Budgets Due to Town Manager
January 25, 2022 through February 4, 2022	Budget Meetings: Town Manager and Department Heads
February 7, 2022 through February 11, 2022	Budget Review by Town Manager and Finance Department and Other Departments as Needed
February 15, 2022*	Board of Education Budget Due to Town Manager
February 16, 2022 through March 4, 2022	Final Review between Town Manager and Department Heads and Proposed Budget Completion
March 5, 2022 through March 10, 2022	Budget Documents Production
March 10, 2022*	Budget Due to Council
March 14, 2022 through April 23, 2022	Budget Committee Review
March 24, 2022*	Public Hearing Deadline
April 19, 2022	Proposed Public Information Session
April 28, 2022	Proposed Operating Budget Adoption
April 30, 2022*	Operating Budget Adoption Deadline
May 20, 2022*	Operating Budget Petition Deadline
June 20, 2022*	Operating Budget Referendum Deadline
June 27, 2022*	Final Operating Budget Adoption Deadline
September 1, 2022	Deadline for Referendum Capital Projects Approval
November 20, 2022*	Deadline for Capital Budget Approval

***\*Charter imposed deadlines***

**FY 22-23 Operating and Capital Budget Schedule  
(subject to amendments)**

*All Budget Committee meetings posted as Special Council meetings.  
Meetings may be virtual, or in Council Chambers.*

**Thursday, March 10, 6:00 p.m., Council Chambers**

**Town Manager's General Overview:** *Summary of expenditures, revenue projections, mill rate review, debt service, CNR, and Capital Expenditure Plan  
(Note: this Special Meeting will include brief presentations from the Planning and Building Departments regarding their operations)*

**Tuesday, March 15, 6:00 p.m., Virtual Meeting via Zoom**

**Budget presentations:** *Employee Benefits, General Services, Administration and Finance (Town Council, Town Manager, Finance Dept.), Town Attorney, Public Health*

**Tuesday, March 22, 6:00 p.m., Council Chambers**

**Public Hearing**

**Budget presentations:** *Social Services, Library, Artsplace, Planning, Economic Development, Town Clerk, Registrars*

**Tuesday, March 29, 6:00 p.m., Virtual Meeting via Zoom**

**Budget presentations:** *Fire, Police, Animal Control, Building Inspection*

**Thursday, March 31, 6:00 p.m., Virtual Meeting via Zoom**

**Budget presentations:** *Public Works/Parks, Water Pollution Control, Public Property, Recreation, Pool*

**Tuesday, April 5, 6:00 p.m., Council Chambers**

**Budget presentations:** *Education, Capital Expenditure Plan review*

**Thursday, April 7, 6:00 p.m., Council Chambers**

**Proposed Public Information Session**

**April 18 – April 25, Council Chambers – Budget Review as needed**

**Tuesday, April 26, 7:00 p.m., Council Chambers**

**Proposed Town Council Meeting for Adoption**

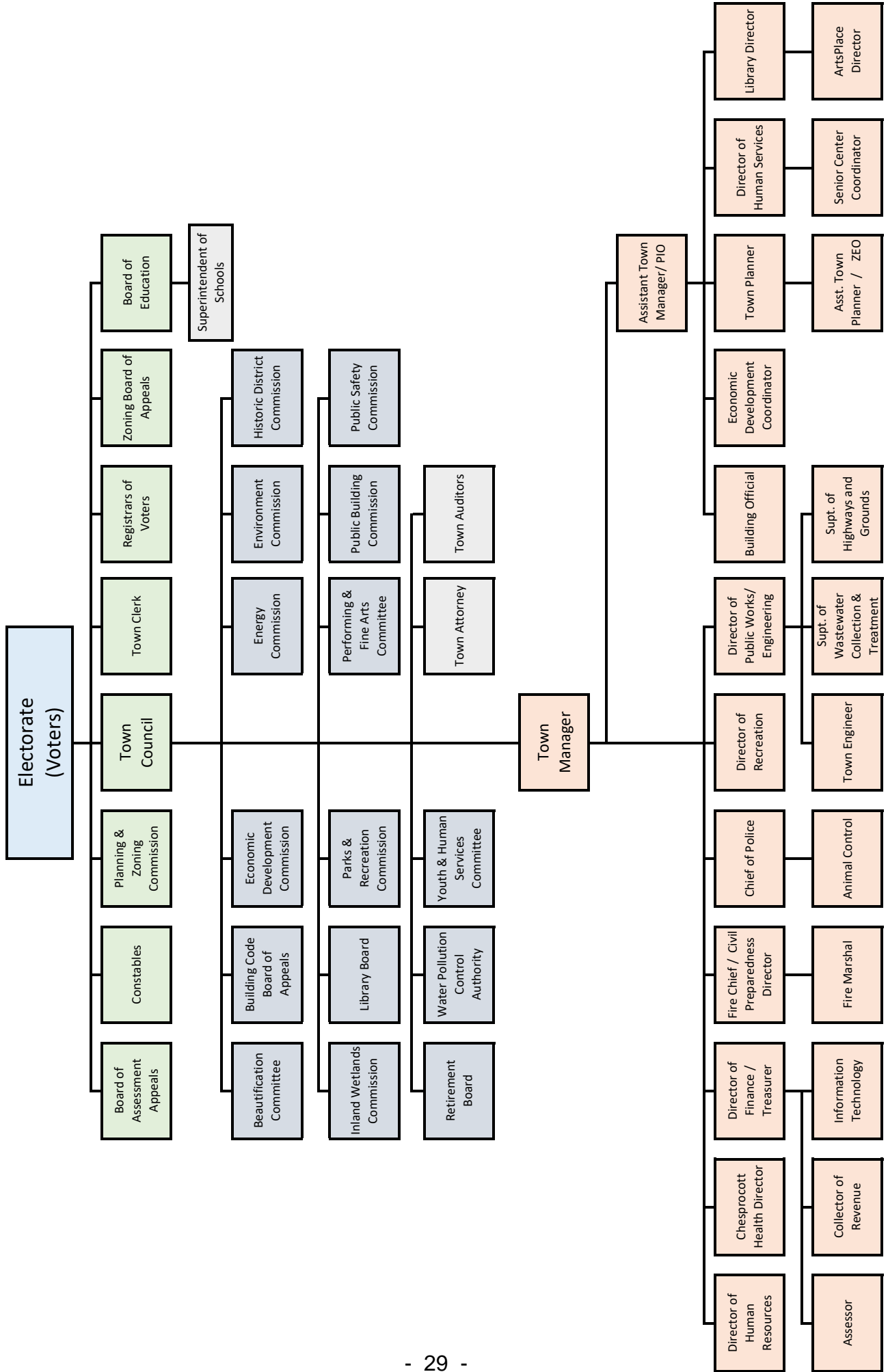
**Note:** *Additional meetings for CEP may be scheduled in May.*

TOWN OF CHESHIRE  
LISTING OF ADMINISTRATORS

<u>Department/Division</u>	<u>Dept./Div. Head</u>	<u>Phone</u>
Animal Control	April Leiler	203 271-5590
Assessor	Christine McCardle	203 271-6620
Assistant Town Manager	Arnett Talbot	203 271-6660
Building Inspection	Thomas Lozier	203 271-6640
Cheshire Public Schools	Dr. Jeffrey Solan	203 250-2420
Community Pool	Sheila Adams	203 271-3208
Economic Development	Andrew Martelli	203 271-6670
Elections Department	Sue Pappas Tom Smith	203 271-6680 203 271-6680
Finance Department	James J. Jaskot	203 271-6610
Fire Department	Jack Casner	203 272-1828
Human Resources Director	Louis Zullo	203 271-6660
Human Services Department	Michelle Piccerillo	203 271-6690
Library	Beth Crowley	203 272-2247
Recreation Department	John Gawlak	203 272-2743
Performing & Fine Arts	Joan Pilarczyk	203 272-2787
Planning Department	Michael Glidden	203 271-6670
Police Department	Neil Dryfe	203 271-5500
Public Works & Engineering	George Noewatne	203 271-6650
Tax Collector	William Donlin	203 271-6630
Town Attorney	Jeffrey Donofrio	203 239-9828
Town Clerk	Laura Brennan	203 271-6601
Town Manager	Sean M. Kimball	203 271-6660
Water Pollution Control Department	John Cronin (Acting)	203 271-6650

*As of April 26, 2022*

**Town of Cheshire Organizational Chart (As of March 10, 2022)**



# TOWN OF CHESHIRE FINANCIAL POLICIES

The Town of Cheshire has developed and implemented several policies that establish parameters and offer guidance for financial procedures and documentation. Each of these policies is incorporated into the section of the document to which it pertains, and they are presented together in this section as well.

The following policies are included in this section:

- ☞ General Fund Balance Policy/Procedure
- ☞ Debt Policy
- ☞ Capital Expenditure Plan Policy

**TOWN OF CHESHIRE**  
**GENERAL FUND BALANCE POLICY**

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The objectives of this policy are to preserve the credit worthiness of the Town; provide working capital for the Town to meet cash flow needs during the year; funding of reserves; to ensure a stable tax rate; and to fund one-time, emergency, unanticipated expenditure requirements or revenue shortfalls.

In order to achieve the objectives of this policy, the following guidelines shall be adhered to:

1. Maintain minimum General Fund Balance on a budgetary basis<sup>1</sup> of 9.25% of the previous year's budgetary expenditures.
2. As part of the annual budget process, the Finance Director will estimate the surplus or deficit for the current year for all funds and prepare a projection of the year-end General Fund Balance. This analysis coupled with an estimate of long-term liabilities will be studied in conjunction with the annual audit to understand the full state of the Town. Any anticipated balance in excess of the minimum General Fund Balance may be allocated/budgeted to accomplish the following goals:
  - a. Fund reserves
  - b. Avoid future debt
  - c. Reduce debt service
  - d. Provide direct mill rate relief
3. Withdrawal of any amount of General Fund Balance in excess of the targeted minimum of the amount budgeted under (2) above, for the sole purpose of reducing the ensuing year's property tax levy, may be made only upon a specific vote of the Town Council.
4. The Town Council, by vote, can declare a fiscal emergency and withdraw any amount of General Fund balance for purposes of addressing the fiscal emergency. Any such action must also provide a plan to restore General Fund Balance to the minimum balance within a five-year period.
5. This policy will be reviewed by the Budget Committee every two (2) years following adoption or sooner at the direction of the Town Council.

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<sup>1</sup> *General Fund Balance on a budgetary basis* is defined as the general fund balance net of amounts assigned for the subsequent year's budget.

6. For financial reporting in accordance with Generally Accepted Accounting Principles (GAAP), fund balance will be reported in governmental funds under the following categories:

**Non-Spendable fund balance** – Amounts which cannot be spent either because they are not in spendable form or because they are legally or contractually required to be maintained intact.

**Restricted fund balance** – These amounts are restricted to specific purposes when constraints placed on the use of resources are either (a) externally imposed by creditors (such as debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislations.

**Committed fund balance** – This represents amounts constrained prior to year-end for specific purpose by a government using its highest level of decision-making authority (Town of Cheshire Town Council).

**Assigned fund balance** – Amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. The Town Council delegates the Town Manager / Finance Director the authority to assign amounts to be used for specific purposes as per the Town Charter.

**Unassigned fund balance** – The residual amount not allocated to any other fund balance category in the General Fund and any residual deficit balance of any other governmental funds.

7. When both restricted and unrestricted amounts are available for use, it is the Town of Cheshire's policy to use restricted resources first. Additionally, the Town of Cheshire would first use committed, then assigned, and lastly unassigned fund balances.

(Update - Adopted January 15, 2019)



# TOWN OF CHESHIRE

## DEBT POLICY

The purpose of a debt policy is to establish parameters and guidance for the Town to make decisions on capital spending needs and issuance of debt as a means to fund them. This Debt Policy will be used as established guidelines only. The Town will use reasonable judgment in analyzing debt capacity and the needs of the Town. In addition this plan will identify long-range financial planning objectives and assist the Town to identify priority capital needs of the Town in a financially prudent manner. The Town will adhere to the following guidelines/objectives with respect to the issuance of debt:

- Not fund current operating expenditures through the issuance of debt.
- Strive to reduce the limit of total debt service, including debt exclusions and self-supporting debt, to ten percent of gross expenditures.
- Only issue debt to finance projects that have been identified in the Town's Five Year Capital Expenditure Plan (CEP) or to fund emergency projects.
- Ensure that amortization of capital projects funded through the issuance of general obligation bonds will not exceed the useful life of the asset.
- Evaluate debt funding scenarios as part of its five year CEP process in order to prioritize projects; attempt to maintain stability in the planning and execution of the capital planning process; attempt to minimize overall tax increases in the early years and maintain level principal payments where practical.
- Adhere to Connecticut General Statutes limiting the amount of indebtedness the Town may have outstanding to seven times the total annual tax collections including interest and lien fees plus the reimbursement for revenue loss on tax relief programs.
- Ensure to the extent practicable that user fees will be set to cover the capital costs of special revenue/enterprise fund services or activities - whether on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.
- Comply with the requirements of Rule 15c2-12(b)(5) promulgated by the Securities and Exchange Commission to provide annual financial information and operating data and notices of material events with respect to the Bonds pursuant to Continuing Disclosure Agreements executed at the time of issuing bonds.
- Maintain frequent communications about its financial condition with the credit rating agencies.

As part of the Capital Expenditure Plan process, the Town will evaluate the financial impact of the CEP including but not limited to:

- Debt funding scenarios in order to prioritize future financing needs
- Mill rate impact studies so as to minimize the overall tax increases
- Maintaining level annual debt service payments where practical
- Evaluating CEP effect on debt capacity and debt ratios in comparison to those used by investors and financial analysts.

# TOWN OF CHESHIRE

## CAPITAL EXPENDITURE PLAN POLICY

In accordance with Section 7-2 of the Town Charter, the Town Council shall annually adopt a five year Omnibus Capital Expenditure Plan (CEP).

Annually each department, office, board, or commission of the Town shall prepare a Capital Expenditure Plan in a form and manner prescribed by the Town Manager. The Plan shall consist of capital expenditures proposed by said department, office, board, or commission over a five (5) year term and projected for eventual inclusion in the proposed Annual Capital Expenditure Budget.

Capital items for the purpose of inclusion in the Capital Improvement Plan shall be defined as follows:

- Projects requiring construction, purchase of equipment, or acquisition of land that have a cost of \$110,000 or more, an expected life of five years or more and be of a non-recurring nature.
- A study or design project, which has a cost in excess of \$110,000, which is prepared in conjunction with a future capital expenditure project, may also be included in the Capital Expenditure Plan.
- Major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
- Requests by Town departments will propose operating budgets that provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.
- All equipment replacement needs for the coming five years will be projected and the projection will be updated each year.
- Future operating and maintenance costs for all new capital facilities will be fully identified.

As part of the Capital Expenditure Plan process, the Town will evaluate the financial impact of the CEP including but not limited to:

- Debt funding scenarios in order to prioritize future financing needs
- Mill rate impact studies so as to minimize the overall tax increases
- Maintaining level annual debt service payments where practical
- Evaluating CEP effect on debt capacity and debt ratios in comparison to those used by investors and financial analysts.

## BUDGETARY FUNDS OVERVIEW

### Fund Structure

The accounts of the Town of Cheshire (Town) are organized in groups of funds. Each fund is considered a separate accounting entity and its operations are accounted for with a separate set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

### Budgetary Funds

The Town maintains legally adopted operating budgets for its General Fund and two special revenue funds, Water Pollution Control and Cheshire Community Pool. Other special revenue funds are not controlled by legally adopted budgets, but by specific ordinances, statutes or other requirements. Also, the Town Council annually adopts a five-year Omnibus Capital Expenditure Plan. Appropriations are made on a project-life basis by the Town Council and citizen referendum pursuant to the Town Charter.

General Fund - The General Fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund.

Water Pollution Control Fund - The Water Pollution Control Fund is used to account for the collection of user charges to support the cost of operating the Town's sewer system.

Cheshire Community Pool Fund - The Cheshire Community Pool Fund is used to account for the collection of user charges to support the cost of operating the Town pool.

The 2021-2023 Summary of Financial Sources and Uses that follows provides an overview of Cheshire's budgetary funds, including actual results for the fiscal year ended June 30, 2021, estimated results for the year ending June 30, 2022 and budgetary appropriations for the year ending June 30, 2023.

### Basis of Budgeting / Accounting

The basis of budgeting for the General, Water Pollution Control and Cheshire Community Pool funds is the same one used for accounting. Except for encumbrance accounting, budgets are prepared using the modified accrual basis of accounting. Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in financial statements.

Under the modified accrual basis of accounting, revenues are recorded when measurable and available to finance current operations. Revenues susceptible to accrual must be collected within 60 days following the end of the fiscal year. They generally would include property taxes, expenditure-reimbursement type grants, certain intergovernmental revenues and operating transfers, and exclude licenses and permits, charges for services, assessments and miscellaneous revenues that are generally not measurable until actually received.

Expenditures are generally recognized when the related fund liability is incurred. The exceptions to this general rule are principal and interest on general long-term debt and compensated absences, which are recognized when due.

Under encumbrance accounting, purchase orders, contracts or other commitments are recorded as expenditures in order to reserve a portion of the applicable appropriation. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order, contract or other commitment is issued and, accordingly, encumbrances outstanding at the end of the year are reported as current year expenditures in budgetary reports.

Generally, all unencumbered appropriations lapse at year-end except those for capital projects funds. Appropriations for capital projects are continued until completion of applicable projects even when projects extend more than one fiscal year. Encumbered appropriations in the Town's budgetary funds are not reappropriated in the ensuing year but are carried forward.

**TOWN OF CHESHIRE, CONNECTICUT  
2021-2023 SUMMARY OF FINANCIAL SOURCES AND USES AND FUND BALANCES**

	GENERAL FUND			SPECIAL REVENUE FUND WATER POLLUTION CONTROL FUND			SPECIAL REVENUE FUND CHESHIRE COMMUNITY POOL FUND			TOTAL		
	2021 ACTUAL	2022 ESTIMATED	2023 BUDGET	2021 ACTUAL	2022 ESTIMATED	2023 BUDGET	2021 ACTUAL	2022 ESTIMATED	2023 BUDGET	2021 ACTUAL	2022 ESTIMATED	2023 BUDGET
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FINANCIAL SOURCES:</b>												
Property Taxes.....	94,603,233	97,625,916	101,703,521	-	-	-	-	-	-	94,603,233	97,625,916	101,703,521
Payments in Lieu of Taxes.....	4,330,280	5,147,244	5,130,328	-	-	-	-	-	-	4,330,280	5,147,244	5,130,328
Town Departments.....	2,093,834	2,096,792	2,257,480	-	-	-	-	-	-	2,093,834	2,096,792	2,257,480
Grants - Town.....	1,891,284	5,504,687	2,102,687	-	-	-	-	-	-	1,891,284	5,504,687	2,102,687
Miscellaneous - Town.....	1,712,219	1,407,000	2,090,086	-	-	-	-	-	-	1,712,219	1,407,000	2,090,086
Grants - Education.....	9,848,512	10,052,224	9,976,815	-	-	-	-	-	-	9,848,512	10,052,224	9,976,815
Miscellaneous - Education.....	487,253	540,000	590,000	-	-	-	-	-	-	487,253	540,000	590,000
Fund Equity / Fund Equity												
Transfer.....	1,088,482	(1,044,447)	1,700,000	(60,135)	307,216	9,942	(21,809)	(42,935)	36,513	1,006,538	(780,166)	1,746,455
Sewer Use Interest/Liens.....				25,980	28,577	24,800				25,980	28,577	24,800
Sewer Use.....				3,918,405	3,995,897	4,047,987				3,918,405	3,995,897	4,047,987
Connection Fees.....				110,249	60,000	55,000				110,249	60,000	55,000
Plan Review Application Fees.....				400	100	100				400	100	100
Ground Dewatering Fees.....				-	2,000	3,000				-	2,000	3,000
Discharge Fees.....				-	-	-				-	-	-
Nitrogen Credits.....				8,298	-	-				8,298	-	-
Septic Waste Dump Permits.....				103,575	85,000	85,000				103,575	85,000	85,000
Miscellaneous.....				-	-	-	6,000	-	-	6,000	-	-
Pool Fees.....				-	-	-	377,352	537,000	550,000	377,352	537,000	550,000
General Fund Subsidy.....				576,411	486,860	487,000	576,411	486,860	487,000	576,411	486,860	487,000
Total Financial Sources.....	\$ 116,055,097	\$ 121,329,416	\$ 125,550,917	\$ 4,106,772	\$ 4,478,790	\$ 4,225,829	\$ 937,954	\$ 980,925	\$ 1,073,513	\$ 121,099,823	\$ 126,789,131	\$ 130,850,259
<b>FINANCIAL USES:</b>												
Administrative & Finance.....	13,391,442	14,123,748	14,624,905	-	-	-	-	-	-	13,391,442	14,123,748	14,624,905
Planning & Development.....	581,593	514,543	440,011	-	-	-	-	-	-	581,593	514,543	440,011
Public Safety.....	7,854,649	7,947,141	8,556,670	-	-	-	-	-	-	7,854,649	7,947,141	8,556,670
Public Works.....	6,751,227	6,825,852	7,221,732	4,106,772	4,478,790	4,225,829	-	-	-	10,857,999	11,304,642	11,447,561
Public Health.....	522,637	645,173	721,744	-	-	-	-	-	-	522,637	645,173	721,744
Social Services.....	941,023	1,001,221	1,065,653	-	-	-	-	-	-	941,023	1,001,221	1,065,653
Cultural Services.....	1,902,923	1,886,290	2,005,984	-	-	-	-	-	-	1,902,923	1,886,290	2,005,984
Leisure Services.....	938,263	1,075,319	1,221,476	-	-	-	937,954	980,925	1,073,513	1,876,217	2,056,244	2,294,989
Contingency.....				-	-	-	-	-	-	-	-	125,000
Debt Service.....	7,581,981	7,809,077	7,403,322	-	-	-	-	-	-	7,581,981	7,809,077	7,403,322
Education.....	74,589,359	78,501,052	80,664,420	-	-	-	-	-	-	74,589,359	78,501,052	80,664,420
Capital Non-Recurring.....	1,000,000	1,000,000	1,500,000	-	-	-	-	-	-	1,000,000	1,000,000	1,500,000
Total Financial Uses.....	\$ 116,055,097	\$ 121,329,416	\$ 125,550,917	\$ 4,106,772	\$ 4,478,790	\$ 4,225,829	\$ 937,954	\$ 980,925	\$ 1,073,513	\$ 121,099,823	\$ 126,789,131	\$ 130,850,259
<b>FUND BALANCES:</b>												
Fund Balance at Beginning of Year	\$ 14,389,509	\$ 13,301,027	\$ 14,345,474	\$ 1,500,620	\$ 1,560,755	\$ 1,253,539	\$ (2,808)	\$ 19,001	\$ 61,936	\$ 15,887,321	\$ 14,880,783	\$ 15,660,949
Fund Balance at End of Year	\$ 13,301,027	\$ 14,345,474	\$ 12,645,474	\$ 1,560,755	\$ 1,253,539	\$ 1,243,597	\$ 19,001	\$ 61,936	\$ 25,423	\$ 14,880,783	\$ 15,660,949	\$ 13,914,494

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**GENERAL FUND**

**EXPENDITURE ANALYSIS**

**TREND INFORMATION**

**EXPENDITURE BUDGET ANALYSIS**  
**TREND INFORMATION**

**I. Expenditure Categorization**

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

**Administration and Finance** - Town Council, Town Manager, Human Resources, Town Attorney, Town Clerk, Elections, Probate Court, Finance Department, Board of Assessment Appeals, General Services, Public Property, Employee Benefits.

**Planning and Development** - Planning Department, Planning and Zoning Commission, Zoning Board of Appeals, Economic Development Commission, Town Beautification Committee, Public Building Commission, Inland Wetland and Watercourses Commission, Environment Commission, Historic District Commission, Energy Commission.

**Public Safety** - Police Department, Animal Control, Prison Advisory Committee, Civil Preparedness, Public Safety Commission, Fire Department, Inspection Department.

**Public Works** - Public Works Department, W.P.C.A.

**Public Health** - Public Health.

**Social Services** - Human Services Department, Youth and Human Services Committee.

**Cultural Services** - Library, Library Board, Fine Arts Commission.

**Leisure Services** - Recreation Department, Parks and Recreation Commission.

**Contingency** - Funding for unanticipated obligations.

**Debt Service** - Funding for principal and interest payments.

**Education** - Department of Education.

**Capital and Non-Recurring** - Funding for capital projects.

The chart below reports the actual expenditures from FY 17 to FY 21, appropriated expenditures for FY 22 and FY 23.



**EXPENDITURES BY FUNCTION**  
**For the Years Ending June 30, 2017 through 2023**

FUNCTION	FY 17 ACTUAL		FY 18 ACTUAL		FY 19 ACTUAL		FY 20 ACTUAL		FY 21 ACTUAL		FY 22 APPROP		FY 23 APPROP.	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
General Government:														
Administration and Finance	\$ 12,293,013	11.54%	\$ 12,384,425	11.58%	\$ 12,825,776	11.58%	\$ 13,270,618	11.87%	\$ 13,391,442	11.54%	\$ 14,296,192	11.71%	\$ 14,624,905	11.65%
Planning and Development	521,533	0.49%	526,193	0.49%	538,656	0.49%	535,327	0.49%	581,593	0.50%	527,944	0.43%	440,011	0.35%
Public Safety	6,786,042	6.37%	6,841,416	6.40%	7,193,710	6.50%	7,450,068	6.67%	7,854,649	6.77%	7,930,143	6.49%	8,556,670	6.82%
Public Works	5,450,502	5.12%	6,026,294	5.63%	6,603,385	5.96%	6,200,218	5.55%	6,751,227	5.82%	7,222,744	5.92%	7,221,732	5.75%
Public Health	476,844	0.45%	477,503	0.45%	510,448	0.46%	508,249	0.45%	522,638	0.45%	612,387	0.50%	721,744	0.57%
Social Services	853,499	0.80%	859,470	0.80%	908,751	0.82%	935,764	0.84%	941,023	0.81%	1,020,697	0.84%	1,065,653	0.85%
Cultural Services	1,961,147	1.84%	1,900,494	1.78%	1,882,867	1.70%	1,955,035	1.75%	1,902,923	1.64%	1,958,671	1.61%	2,005,984	1.60%
Leisure Services	1,590,429	1.49%	945,712	0.88%	971,306	0.88%	1,077,238	0.96%	938,263	0.81%	1,113,919	0.91%	1,221,476	0.97%
<b>Total General Government</b>	<b>29,933,009</b>	<b>28.10%</b>	<b>29,961,507</b>	<b>28.01%</b>	<b>31,434,899</b>	<b>28.39%</b>	<b>31,932,717</b>	<b>28.58%</b>	<b>32,883,737</b>	<b>28.34%</b>	<b>34,682,697</b>	<b>28.41%</b>	<b>35,858,175</b>	<b>28.56%</b>
Contingency (0)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	125,000	0.10%	125,000	0.10%
Debt Service	6,727,183	6.31%	6,591,782	6.16%	6,574,924	5.94%	6,640,186	5.94%	7,581,981	6.53%	7,809,077	6.39%	7,403,322	5.90%
Education	69,016,100	64.79%	69,642,073	65.11%	71,642,731	64.69%	72,308,858	64.69%	74,589,359	64.27%	78,501,052	64.28%	80,664,420	64.25%
Capital Non-recurring	850,000	0.80%	765,000	0.72%	1,100,000	0.98%	831,461	0.74%	1,000,000	0.86%	1,000,000	0.82%	1,500,000	1.19%
Debt Service Reserve	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Debt Service Fund Trns	-	0.00%	-	0.00%	-	0.00%	58,541	0.05%	-	0.00%	-	-	-	0.00%
<b>Total General Fund</b>	<b>\$ 106,526,292</b>	<b>100.00%</b>	<b>\$ 106,960,362</b>	<b>100.00%</b>	<b>\$ 110,752,554</b>	<b>100.00%</b>	<b>\$ 111,771,763</b>	<b>100.00%</b>	<b>\$ 116,055,097</b>	<b>100.00%</b>	<b>\$ 122,117,826</b>	<b>100.00%</b>	<b>\$ 125,550,917</b>	<b>100.00%</b>

(1) During Fiscal Years 2017 through 2021, contingency funds were transferred to other accounts and, as a result, the actual year-end balance does not reflect the utilization of these funds.

### III. Expenditure Overview

**General Government** This category includes the following basic government functions: administration and finance, planning and development, public safety, public works, public health, social services, cultural services and leisure services. The funding allocated to this portion of the budget has increased from \$29.93M in FY 17 to \$35.86M in FY 23. In addition to inflation, factors contributing to this increase include higher costs for medical benefits and pension contributions. Also, beginning in FY18, park maintenance was consolidated into the Public Works department, resulting in an overall decrease in Leisure Services expenditures and corresponding increase in Public Works expenditures.

**Contingency** funds are appropriated in this account to meet any unanticipated obligations that occur during the fiscal year. This is being funded at \$125,000 in FY 23, the same as in FY 17.

**Debt Service** funds are appropriated in this account to meet annual principal and interest payments on long term borrowings (bonds), and if applicable, interest payments on short-term borrowings (bond anticipation notes). Debt service represents 5.90% of the FY 23 budget, a decline since FY 17 which was 6.31% of actual budget expenditures. The continued reduction in debt service has been, in part, the result of a well-managed capital program and Town commitments to funding capital projects with Capital Non-Recurring funds, grants, Connecticut Clean Water funds, and WPCA user fees. In addition, beginning in FY 18, various reserve and other funding resources were used to mitigate increases in General Fund debt as a result of the financing of the Water Pollution Control plant upgrade.

**Education** has consistently been the single largest portion of the General Fund budget. It is 64.25% of the FY 23 budget.

**Capital and Non-Recurring** funds are appropriated in this account to support the annual Capital Expenditure Budget. This funding was initiated in FY 95 to mitigate the growing debt service pressures on current and future taxpayers. It is intended to provide for “pay-as-you-go” funding for smaller capital projects and eliminate the need to bond for them. Since its inception in FY 95 it has grown from an appropriation of \$.30M, or .6% of the operating budget, to \$1.50M or 1.19% of the FY 23 budget. With this appropriation of \$1.50M, the Town will have contributed a total of \$24.89M since FY 95, defraying a significant amount of debt issuance and interest costs.

**TOWN OF CHESHIRE  
FIVE YEAR BUDGET PROJECTIONS  
FISCAL YEARS 2024 THROUGH 2028**

	FY22 ADOPTED	FY23 ADOPTED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED	FY27 PROJECTED	FY28 PROJECTED
<b>I. EXPENDITURES</b>							
A. EDUCATION	78,501,052	80,664,420	82,963,356	85,327,812	87,759,654	90,260,804	92,833,237
B. GENERAL GOVERNMENT	34,682,697	35,858,175	36,998,465	38,175,016	39,388,982	40,641,551	41,933,953
C. DEBT SERVICE	7,809,077	7,403,322	7,959,812	9,063,787	9,429,236	10,664,087	11,098,485
D. CAPITAL & NON RECURRING	1,000,000	1,500,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
E. CONTINGENCY	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 122,117,826</b>	<b>\$ 125,550,917</b>	<b>\$ 129,146,633</b>	<b>\$ 133,791,615</b>	<b>\$ 137,802,872</b>	<b>\$ 142,791,443</b>	<b>\$ 147,090,675</b>
<b>II. REVENUES</b>							
A. REVENUES OTHER THAN CURRENT TAX LEVY	26,540,156	25,294,276	25,294,276	25,294,276	25,294,276	25,294,276	25,294,276
B. ESTIMATED CURRENT TAX LEVY	95,577,670	100,256,641	103,852,357	108,497,339	112,508,596	117,497,167	121,796,399
<b>TOTAL REVENUES</b>	<b>\$ 122,117,826</b>	<b>\$ 125,550,917</b>	<b>\$ 129,146,633</b>	<b>\$ 133,791,615</b>	<b>\$ 137,802,872</b>	<b>\$ 142,791,443</b>	<b>\$ 147,090,675</b>
<b>III. MILL RATE/TAX IMPACT</b>							
A. VALUE OF 1 MILL	\$ 2,834,450	\$ 2,921,231	\$ 2,950,443	\$ 2,979,948	\$ 3,009,747	\$ 3,039,845	\$ 3,070,243
B. ESTIMATED MILL RATE	33.72	34.32	35.20	36.41	37.38	38.65	39.67
C. PROJECTED MILL RATE INCREASE	-	0.60	0.88	1.21	0.97	1.27	1.02
D. MILL RATE PERCENTAGE INCREASE	-	1.78%	2.56%	3.44%	2.67%	3.40%	2.63%

**ASSUMPTIONS USED IN EXPENDITURE PROJECTIONS FOR FY 2024-2028:**

- A. EDUCATION**  
Annual increase of 2.85% (5 year historical average)
- B. GENERAL GOVERNMENT**  
Annual increase of 3.18% (5 year historical average)
- C. DEBT SERVICE**  
Updated in accordance with FY 2023 Approved Capital Expenditure Plan and projected use of reserve funds to mitigate increases.  
No projections for potential School Modernization debt service included in this analysis.
- D. CAPITAL AND NONRECURRING**  
Updated in accordance with FY 2023 Approved Capital Expenditure Plan.
- E. CONTINGENCY**  
Held constant for five years

**ASSUMPTIONS USED IN REVENUE PROJECTIONS FOR FY 2024-2028:**

- Tax revenue increased to support projected expenditures
- FY 2024 - FY 2028 non-tax revenues are held constant
- FY 2024 - FY 2028 value of 1 mill increased by 1% based on assumed Grand List growth.

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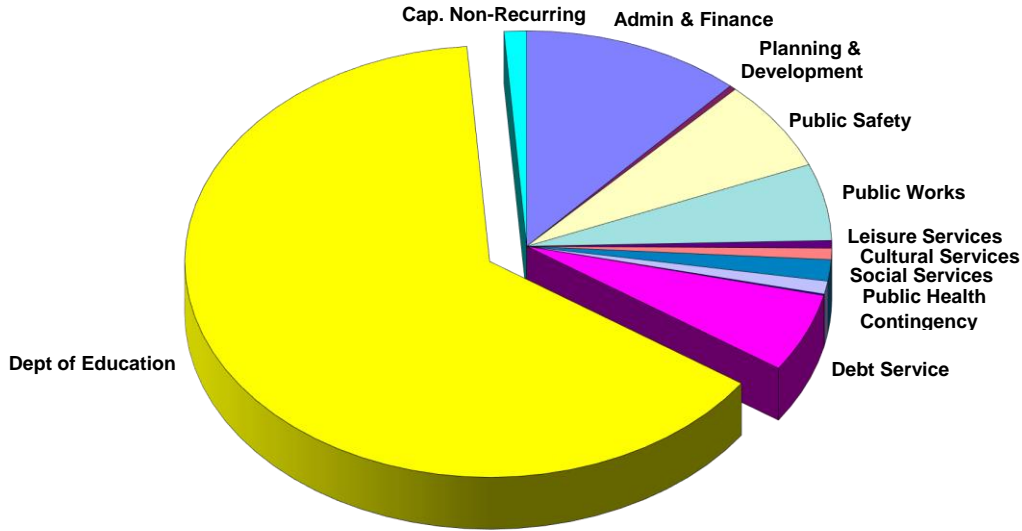
**GENERAL FUND**

**EXPENDITURE**

**SUMMARY INFORMATION**

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**GENERAL FUND EXPENDITURES  
BY MAJOR GOVERNMENT CATEGORY  
JULY 1, 2022 THROUGH JUNE 30, 2023**



<u>Expenditures</u>	<u>Budget</u>	<u>Percentage</u>
General Government:		
Admin & Finance	\$ 14,624,905	11.65%
Planning & Development	440,011	0.35%
Public Safety	8,556,670	6.82%
Public Works	7,221,732	5.75%
Public Health	721,744	0.57%
Social Services	1,065,653	0.85%
Cultural Services	2,005,984	1.60%
Leisure Services	1,221,476	0.97%
Contingency	125,000	0.10%
Debt Service	7,403,322	5.90%
Dept of Education	80,664,420	64.25%
Cap. Non-Recurring	1,500,000	1.19%
Total	<u>\$ 125,550,917</u>	<u>100.00%</u>

**Town of Cheshire  
Operating Budget Summary  
Fiscal Year 2022-2023**

	FY 2021			FY 2022			FY 2023			\$ Variance Divided by FY 22 Appropriation % Variance
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance			
Town Council	\$31,003	\$42,400	\$34,855	\$40,255	\$40,255	\$40,255	(\$2,145)		-5.06%	
Town Manager	\$505,896	\$396,515	\$381,996	\$402,476	\$402,176	\$402,176	\$5,661		1.43%	
Human Resources	\$0	\$149,812	\$148,397	\$151,250	\$150,100	\$150,100	\$288		0.19%	
Town Attorney	\$270,824	\$216,422	\$253,376	\$220,000	\$220,000	\$220,000	\$3,578		1.65%	
Town Clerk	\$270,841	\$262,393	\$266,865	\$281,502	\$274,302	\$259,802	(\$2,591)		-0.99%	
Elections	\$127,078	\$122,881	\$118,124	\$143,826	\$140,876	\$140,876	\$17,995		14.64%	
Probate Court	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$0		0.00%	
Finance	\$2,129,011	\$2,298,323	\$2,313,136	\$2,439,023	\$2,390,973	\$2,390,973	\$92,650		4.03%	
Board of Assessment Appeals	\$2,028	\$2,055	\$2,055	\$2,055	\$2,055	\$2,055	\$0		0.00%	
General Services	\$299,758	\$270,333	\$251,873	\$297,925	\$297,925	\$297,925	\$27,592		10.21%	
Public Property	\$1,210,297	\$1,226,799	\$1,275,536	\$1,323,840	\$1,311,840	\$1,311,840	\$85,041		6.93%	
Employee Benefits	\$8,544,707	\$9,306,259	\$9,075,535	\$9,860,403	\$9,634,403	\$9,406,903	\$100,644		1.08%	
<b>TOTAL ADMINISTRATION &amp; FINANCE</b>	<b>\$13,391,442</b>	<b>\$14,296,192</b>	<b>\$14,123,748</b>	<b>\$15,164,555</b>	<b>\$14,866,905</b>	<b>\$14,624,905</b>	<b>\$328,713</b>		<b>2.30%</b>	
<b>PLANNING &amp; DEVELOPMENT</b>										
Planning Department	\$383,065	\$371,304	\$356,629	\$277,233	\$277,233	\$277,233	(\$94,071)		-25.34%	
Planning & Zoning Commission	\$7,954	\$6,760	\$9,230	\$8,330	\$8,330	\$8,330	\$1,570		23.22%	
Zoning Board of Appeals	\$2,019	\$2,560	\$2,925	\$2,900	\$2,900	\$2,900	\$340		13.28%	
Economic Development	\$163,844	\$119,755	\$120,904	\$123,443	\$122,743	\$122,743	\$2,988		2.50%	
Beautification Committee	\$9,757	\$13,175	\$12,975	\$15,875	\$14,875	\$14,875	\$1,700		12.90%	
Public Building Commission	\$713	\$2,100	\$1,675	\$2,100	\$2,100	\$2,100	\$0		0.00%	
Inland Wetlands Commission	\$10,232	\$6,850	\$6,360	\$6,360	\$6,110	\$6,110	(\$740)		-10.80%	
Environment Commission	\$0	\$840	\$545	\$2,800	\$1,220	\$1,220	\$380		45.24%	
Historic District Commission	\$2,399	\$2,275	\$1,425	\$2,475	\$2,175	\$2,175	(\$100)		-4.40%	
Energy Commission	\$1,610	\$2,325	\$1,875	\$2,325	\$2,325	\$2,325	\$0		0.00%	
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$581,593</b>	<b>\$527,944</b>	<b>\$514,543</b>	<b>\$443,841</b>	<b>\$440,011</b>	<b>\$440,011</b>	<b>(\$87,933)</b>		<b>-16.66%</b>	
<b>PUBLIC SAFETY</b>										
Police Department	\$5,815,771	\$6,218,448	\$6,185,257	\$6,852,182	\$6,713,682	\$6,713,682	\$495,234		7.96%	
Animal Control	\$100,378	\$113,907	\$116,627	\$120,414	\$120,114	\$120,114	\$6,207		5.45%	
Prison Advisory Commission	\$0	\$300	\$0	\$0	\$0	\$0	(\$300)		-100.00%	
Civil Preparedness	\$449,529	\$32,655	\$46,655	\$73,100	\$38,755	\$38,755	\$6,100		18.68%	
Public Safety Commission	\$1,618	\$1,950	\$2,350	\$6,850	\$6,850	\$6,850	\$4,900		251.28%	
Fire Department	\$1,188,640	\$1,245,336	\$1,244,792	\$1,333,088	\$1,303,636	\$1,303,636	\$58,300		4.68%	
Inspection Department	\$298,713	\$317,547	\$351,460	\$377,193	\$373,633	\$373,633	\$56,086		17.66%	
<b>TOTAL PUBLIC SAFETY</b>	<b>\$7,854,649</b>	<b>\$7,930,143</b>	<b>\$7,947,141</b>	<b>\$8,762,817</b>	<b>\$8,556,670</b>	<b>\$8,556,670</b>	<b>\$626,527</b>		<b>7.90%</b>	

**TOTAL ADMINISTRATION & FINANCE**

**PLANNING & DEVELOPMENT**

- Planning Department
- Planning & Zoning Commission
- Zoning Board of Appeals
- Economic Development
- Beautification Committee
- Public Building Commission
- Inland Wetlands Commission
- Environment Commission
- Historic District Commission
- Energy Commission

**TOTAL PLANNING & DEVELOPMENT**

**PUBLIC SAFETY**

- Police Department
- Animal Control
- Prison Advisory Commission
- Civil Preparedness
- Public Safety Commission
- Fire Department
- Inspection Department

**TOTAL PUBLIC SAFETY**



**Town of Cheshire  
Operating Budget Summary  
Fiscal Year 2022-2023**

	FY 2021		FY 2022			FY 2023			
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance	FY 23 Council Approved Minus FY 22 Appropriation \$ Variance	\$ Variance Divided by FY 22 Appropriation % Variance
<b>PUBLIC WORKS</b>									
Public Works Department	\$6,749,403	\$7,219,494	\$6,822,652	\$7,395,634	\$7,180,755	\$7,218,132	(\$1,362)		-0.02%
Water Pollution Control Authority	\$1,825	\$3,250	\$3,200	\$3,600	\$3,600	\$3,600	\$350		10.77%
<b>TOTAL PUBLIC WORKS</b>	\$6,751,227	\$7,222,744	\$6,825,852	\$7,399,234	\$7,184,355	\$7,221,732	(\$1,012)		-0.01%
<b>SOCIAL SERVICES</b>									
Human Services	\$940,504	\$1,019,197	\$999,721	\$1,078,003	\$1,064,153	\$1,064,153	\$44,956		4.41%
Youth & Human Services Committee	\$518	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$0		0.00%
<b>TOTAL SOCIAL SERVICES</b>	\$941,023	\$1,020,697	\$1,001,221	\$1,079,503	\$1,065,653	\$1,065,653	\$44,956		4.40%
<b>CULTURAL SERVICES</b>									
Library	\$1,739,046	\$1,722,277	\$1,655,274	\$1,778,963	\$1,768,963	\$1,760,963	\$38,686		2.25%
Library Board	\$795	\$1,250	\$850	\$1,250	\$1,250	\$1,250	\$0		0.00%
Fine Arts Committee	\$163,082	\$235,144	\$230,166	\$254,671	\$243,771	\$243,771	\$8,627		3.67%
<b>TOTAL CULTURAL SERVICES</b>	\$1,902,923	\$1,958,671	\$1,886,290	\$2,034,884	\$2,013,984	\$2,005,984	\$47,313		2.42%
<b>LEISURE SERVICES</b>									
Recreation Department	\$936,823	\$1,111,639	\$1,073,519	\$1,255,957	\$1,219,276	\$1,219,676	\$108,037		9.72%
Parks & Rec Commission	\$1,441	\$2,280	\$1,800	\$2,280	\$1,800	\$1,800	(\$480)		-21.05%
<b>TOTAL LEISURE SERVICES</b>	\$938,263	\$1,113,919	\$1,075,319	\$1,258,237	\$1,221,076	\$1,221,476	\$107,557		9.66%
<b>MISCELLANEOUS</b>									
Public Health	\$522,638	\$612,387	\$645,173	\$721,744	\$701,744	\$721,744	\$109,357		17.86%
Contingency	\$0	\$125,000	\$0	\$125,000	\$125,000	\$125,000	\$0		0.00%
Capital Non-Recurring	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000	\$1,000,000	\$1,500,000	\$500,000		50.00%
<b>TOTAL MISCELLANEOUS</b>	\$1,522,638	\$1,737,387	\$1,645,173	\$1,946,744	\$1,826,744	\$2,346,744	\$609,357		35.07%
<b>DEPT OF EDUCATION</b>									
	\$74,589,359	\$78,501,052	\$78,501,052	\$81,114,420	\$81,114,420	\$80,664,420	\$2,163,368		2.76%
<b>DEBT SERVICE</b>									
Debt Service	\$6,965,981	\$6,809,077	\$6,809,077	\$7,403,322	\$7,403,322	\$7,403,322	\$594,245		8.73%
Debt Service Reserve Transfer	\$616,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0	(\$1,000,000)		-100.00%
<b>TOTAL DEBT SERVICE</b>	\$7,581,981	\$7,809,077	\$7,809,077	\$7,403,322	\$7,403,322	\$7,403,322	(\$405,755)		-5.20%
<b>GRAND TOTAL - GENERAL FUND</b>	<b>\$116,055,097</b>	<b>\$122,117,826</b>	<b>\$121,329,416</b>	<b>\$126,607,557</b>	<b>\$125,693,140</b>	<b>\$125,550,917</b>	<b>\$3,433,091</b>		<b>2.81%</b>

**TOWN OF CHESHIRE GENERAL FUND**  
**MAJOR OBJECTS OF EXPENDITURES**  
**2022-2023 COUNCIL APPROVED**

Department	100 Personnel Services	200 Supplies & Services	300 Utilities	400 Contractual Services	500 Professional Expenses	600 Equipment	700 Miscellaneous	Totals
10 TOWN COUNCIL		15,255		25,000				40,255
20 TOWN MANAGER	386,726	3,650			10,800	1,000		402,176
25 HUMAN RESOURCES	149,295	500			305			150,100
30 TOWN ATTORNEY				220,000				220,000
40 TOWN CLERK	198,102	16,950		41,850	2,900			259,802
50 ELECTIONS	110,516	16,700		12,000	1,660			140,876
60 PROBATE COURT							2,000	2,000
70 FINANCE DEPARTMENT	1,153,270	32,801		606,245	7,740	20,500	570,417	2,390,973
80 BD OF ASSESSMENT APPEALS	1,800	255						2,055
90 GENERAL SERVICES	42,553	73,525	41,200	139,897		750		297,925
100 PUBLIC PROPERTY	177,390	86,000	551,900	495,050		1,500		1,311,840
110 EMPLOYEE BENEFITS		16,775					9,390,128	9,406,903
120 PLANNING DEPARTMENT	257,533	10,700	1,800		7,200			277,233
130 PLANNING & ZONING COMM.				7,500	830			8,330
140 ZONING BRD. OF APPEALS		1,100		1,000	800			2,900
150 ECONOMIC DEV. COMM.	104,583	9,650	540	4,000	3,470	500		122,743
155 BEAUTIFICATION COMMITTEE		4,300		10,500	75			14,875
160 PUBLIC BLDG. COMM.		350		1,750				2,100
170 INLAND WETLANDS COMM.		1,750		4,000	360			6,110
180 ENVIRONMENT COMMISSION		500		500	220			1,220
185 HISTORIC DISTRICT COMMISSION		1,050		1,000	125			2,175
190 ENERGY COMMISSION		475		1,750	100			2,325
200 POLICE DEPARTMENT	5,874,641	285,300	72,000	343,900	8,800	129,041		6,713,682
210 ANIMAL CONTROL	111,439	4,775		3,300	150	450		120,114
220 CIVIL PREPAREDNESS	10,000	11,700	1,200	14,155	500	200	1,000	38,755
225 PUBLIC SAFETY COMMISSION	500	5,050		1,300				6,850
230 FIRE DEPARTMENT	553,615	156,848	45,000	127,700	93,000	10,200	317,273	1,303,636
250 INSPECTION DEPARTMENT	347,433	6,800	3,000	14,350	1,450	600		373,633
260 PUBLIC WORKS DEPARTMENT	2,743,940	756,060	107,770	3,594,252	7,210	8,900		7,218,132
280 W.P.C.A.		850		2,750				3,600
290 PUBLIC HEALTH				721,744				721,744
300 HUMAN SERVICES	961,546	32,770	4,740	50,369	7,329	175	7,224	1,064,153
336 YOUTH & HUMAN SVCS COMM.				1,500				1,500
340 LIBRARY	1,475,553	215,910	1,800	60,400	7,300			1,760,963
350 LIBRARY BOARD				750	500			1,250
355 FINE ARTS COMMITTEE	153,981	17,000		71,590	1,200			243,771
360 RECREATION DEPT.	591,006	54,876	4,340	79,899	2,555		487,000	1,219,676
370 PARK & RECREATION COMM.		300		1,500				1,800
380 CONTINGENCY							125,000	125,000
390 DEBT SERVICE							7,403,322	7,403,322
410 CAPITAL NON-RECURRING							1,500,000	1,500,000
<b>Town Total</b>	<b>15,405,422</b>	<b>1,840,525</b>	<b>835,290</b>	<b>6,661,501</b>	<b>166,579</b>	<b>173,816</b>	<b>19,803,364</b>	<b>44,886,497</b>
DEPT. OF EDUCATION (1)	50,149,570	4,097,206	1,677,311	6,991,472	1,408,247	1,112,990	15,227,624	80,664,420
<b>Dept of Education Total</b>	<b>50,149,570</b>	<b>4,097,206</b>	<b>1,677,311</b>	<b>6,991,472</b>	<b>1,408,247</b>	<b>1,112,990</b>	<b>15,227,624</b>	<b>80,664,420</b>
<b>Grand Totals</b>	<b>65,554,992</b>	<b>5,937,731</b>	<b>2,512,601</b>	<b>13,652,973</b>	<b>1,674,826</b>	<b>1,286,806</b>	<b>35,030,988</b>	<b>125,550,917</b>

(1) Distributions provided by Board of Education

**DEPARTMENT**

**ADMINISTRATIVE INFORMATION,**

**BUDGET, AND PERFORMANCE**

**OBJECTIVES AND MEASURES**

## PERFORMANCE BASED BUDGETING AND PERFORMANCE MEASURES

This section of the General Operating Budget includes narrative information and Performance Measures for Town departments and divisions.

The Town of Cheshire instituted performance based budgeting in 1998, enhancing our budget document and assimilating the proven business practice of performance management. While the objective for performance management in business is to maximize profits, the objective for a government organization is to provide the highest quality services that a community needs (or demands) for the lowest possible cost; and Performance Measures are a means to that end.

One of the key elements in performance management, performance measurement is a systemized process of data collection that enables an organization to set goals, assess success, and budget for results in a rational and consistent manner. This strategy enables a government, supported by tax dollars, to fund according to outcomes.

Performance measurement is simple yet powerful. The process is cyclical and begins with management and staff identifying true service needs and demands. Goals and objectives are set based on these service needs. Next, since “what gets measured gets done<sup>1</sup>,” outcomes and efficiencies that will be measured are identified, and collection methods that ensure accurate and consistent data for each of these measures are instituted. Measures are then analyzed to determine to what extent goals have been achieved. Success, or failure, is then documented. When identified, success can be duplicated, enhanced, and rewarded; failure can be corrected. Service needs can be re-evaluated, and goals revised accordingly. The cycle revolves; constant evaluation and realignments ensure the sustainability, efficiency and fiscal prudence of an organization that is always scrutinizing how successfully it is fulfilling its mission.

One of the many benefits of this cycle is the creation of a factual environment that fosters informed, evidence-based decision making, which is critical to successful management. But arguably the most significant benefit to performance measurement is accountability. Accountability is vital for effective management of the organization, but more importantly, it delivers the transparency that is an essential obligation to the public whom we serve.

<sup>1</sup> *Reinventing Government*, David Osborne and Ted Gaebler

**Town Manager 2021 Goals and Objectives**

**COVID-19 PANDEMIC**

**Goal #1** – *Manage the Town of Cheshire’s response to the COVID-19 pandemic in order to protect the health and safety of our residents and businesses while maintaining a full complement of municipal services and best positioning the Town for a strong post-pandemic local economy.*

**Key Objectives:**

- Provide leadership to the Town’s local pandemic response through our Emergency Management Team including planning and coordination with key local and state partners.
- Support the COVID-19 vaccine rollout by the Chesprocott Health District through logistical coordination, resource and facility availability and Town public safety and staff support to vaccinate as many eligible individuals locally as possible.
- Provide ongoing support for residents and businesses as they recover from a challenging 2020 through initiatives coordinated by our Human Services and Economic Development departments.
- Continue to expand availability and access to all town buildings, facilities, parks and open spaces with all appropriate and necessary safety protocols in place.
- Carefully track eligible pandemic-related Town expenditures and continue to pursue FEMA reimbursement and State grant funding.

**FINANCE**

**Goal #2** - *Ensure the continued strength and stability of Town finances through disciplined fiscal management and conservative budgeting practices.*

**Objectives:**

- Hold a successful bond sale in late March 2021 and present a strong case for reaffirming the Town’s AAA bond rating from both Standard & Poor’s and Fitch.
- Develop a fiscally responsible FY22 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible.
- Ensure Town Operating Budget and Audit Report documents meet GFOA award certification standards.
- Seek out creative solutions to reduce expenditures and increase revenues while continuing to support high-quality municipal services.

## **ECONOMIC DEVELOPMENT**

**Goal #3:** *Support strategic and targeted efforts to grow the Town's grand list to lessen the tax burden on residents and existing businesses, while maintaining the Town's quality of life, identity and sense of place.*

### **Key Objectives:**

- Pursue North-End utilities expansion and State DOT parcel conveyance to the Town for the purpose of marketing the property for economic development purposes.
- Hire a Coordinator for Economic Development and Grant Writing and facilitate transition from the retiring long-standing Economic Development Director.
- Increase publicity and visibility of the Town Council's adopted Tax Increment Financing District and Master Plan.
- Implement additional recommendations from the 2017 Arnett Muldrow Market Assessment and Marketing Plan for the Town of Cheshire.

## **MAJOR PROJECTS**

**Goal #4:** *Advance key capital projects and major initiatives as approved and prioritized by the Town Council.*

### **Key Objectives:**

- Work to identify Town Council priorities to guide goal-setting, planning and resource allocation decisions.
- Provide staff support including financial planning and analysis for the School Modernization Committee.
- Pursue successor municipal solid waste disposal location solution and long-term contractual arrangement following the unavailability of the former Wallingford Transfer Station/Covanta location.
- Coordinate final phase of the acquisition of 257 Fenn Rd through OSWLA grant acceptance and related easements.
- Complete a Facility Assessment and Master Capital Plan for the Cheshire Community Pool.
- Finalize activation of the Town's upgraded Public Safety Radio System including final installation/construction and acceptance testing.
- Complete the development of the Chapman/Bartlem Park South Master Plan Project and work with Town Council to identify funding for Phase 1 capital projects.
- Initiate Mixville Park operations and future capital master planning process.

## **TOWN OPERATIONS/CUSTOMER SERVICE/COMMUNICATIONS**

**Goal #5:** *Improve the effectiveness, efficiency and quality of Town services with a focus on enhancing the user experience of residents, businesses and visitors. Support efforts to improve town-wide communications to provide reliable and consistent information and enhance citizen engagement, awareness and participation.*

### Key Objectives:

- Complete upgrades to Town website.
- Initiate operational staff reorganization of Town Manager's Office, Human Resources and Economic Development Office.
- Complete Legal Services RFP for Municipal, Bond and Labor Counsel Services and successfully manage Town Attorney transition.
- Complete collective bargaining negotiations with the Town's five unions.
- Improve capital project management and oversight including formalizing a process for legal contract review.
- Continue efforts to increase employee morale, engagement and wellness strategies
- Improve the Town's Online Permitting System.
- Identify and Implement an Online Job Application System.

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## **ANIMAL CONTROL**

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### **MISSION STATEMENT**

The mission of the Animal Control Department is to ensure public safety through the enforcement of state statutes relating to animals and the disposal of sick or injured wildlife, and to care for and place unclaimed impounded animals.

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### **ADMINISTRATIVE OVERVIEW**

The Animal Control Department, staffed by one Animal Control Officer (ACO) and one Assistant ACO, falls under the supervision of the Chief of Police.

The ACOs maintain the kennel facility, enforce local and state regulations in relation to animals including dog licensing and rabies prevention, investigate complaints relating to domestic and wild animals, return dogs and/or cats to their owners or place the animals for adoption, work with volunteers to enhance staff department efforts.

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### **BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$96,981	\$105,207	\$107,927	\$111,439	\$111,439	\$111,439
SUPPLIES & SERVICES	2,967	4,800	4,800	5,075	4,775	4,775
CONTRACTED SERVICES	430	3,300	3,300	3,300	3,300	3,300
PROFESSIONAL SERVICES	0	150	150	150	150	150
EQUIPMENT	<u>0</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>450</u>
<b>TOTAL EXPENDITURES</b>	<b>\$100,378</b>	<b>\$113,907</b>	<b>\$116,627</b>	<b>\$120,414</b>	<b>\$120,114</b>	<b>\$120,114</b>

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### **OTHER FUNDS MANAGED**

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$7,500	None (balance 7/1/21- \$194)	None	None

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### **ACCOMPLISHMENTS 2021-2022**

- ◆ Continued ongoing professional training to maintain ACO state licensing and provide gained information to the public.
- ◆ Assisted neighboring communities, providing mutual aid as needed.
- ◆ Pursued and received donations of food and supplies from outside sources to decrease use of operating budget.
- ◆ Placed or returned most impounded animals.
- ◆ Temporarily provided housing for pets of transported residents having medical emergencies/untimely deaths/arrests or experiencing homelessness.
- ◆ Hired and trained new Assistant Animal Control Officer
- ◆ New Assistant Animal Control Officer successfully completed the Animal Control Academy.



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**OBJECTIVES 2022-2023**

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- ◆ Continue to place nearly 100% of animals impounded into adoptive homes, as tracked below.
- ◆ Increase high visibility patrol of public parks and linear trail to ensure leash laws are being followed.
- ◆ Increase percentage of dogs that are licensed.
- ◆ Replace outdated equipment including snare pole, snappy snare and stretcher.
- ◆ Continue professional training of Animal Control Officers to broaden base of knowledge and increase service to community through free or inexpensive ongoing training.
- ◆ Continue to pursue outside funding sources to relieve pressure on operating budget.
- ◆ Increase enforcement of dog licensing and vaccination laws to protect the health and safety of residents and to increase revenue, as represented by Licensed Dogs in the Performance Measures below.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Licensed Dogs	Output	2,228	2,200	2,200
Total Complaints	Outcome	675	750	800
Warnings Issued	Output	8	10	20
Arrests	Output	2	5	10
Animals taken into MACO system	Output	14	20	30
Animals redeemed (return to owner)	Output	9	10	27
Animals Placed	Outcome	12	10	3
% of Animals Placed and/or returned	Efficiency	100%	100%	100%
Cost per capita*	Efficiency	\$2.78	\$3.20	\$3.34

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

# CHESHIRE PUBLIC SCHOOLS

29 Main Street  
Cheshire, Connecticut 06410

## ***SUPERINTENDENT'S BUDGET MESSAGE 2022-2023 (Updated 5-19-2022)***

### **MISSION STATEMENT**

*The Cheshire Public Schools, in partnership with families and the community, will prepare all students to meet the challenges of an ever-changing global society by providing high-quality educational opportunities that inspire lifelong learning and service to others.*

### **INTRODUCTION**

The past two years have challenged education in every way imaginable. Yet, the experience has also served as an affirmation of the direction of the Cheshire Public Schools. Six years ago, we established goals to provide our students the tools to navigate times like these. We are committed to educating our students to possess strong social-emotional and complex thinking skills. At no time have these skills been more relevant than the present. Those who struggle with these skills have been exposed by the unique problems and pace of change the pandemic has presented.

Our budget is designed to balance our historical standard of service, our district goals, and fiscal prudence. Cheshire currently ranks 123rd out of 166 Connecticut school districts in expenditures per student, yet we consistently rank among the best school systems in Connecticut in various measures of student success. The Cheshire Public Schools serve as a model for both educational quality and operational efficiency and can be proud of its strong return on investment. **To put things in perspective, Cheshire's education budget would have needed to be \$10,401,581 higher last year, if we were to have spent the average amount per student that other Connecticut districts do!** Nevertheless, when the State released Smarter Balanced Assessment scores of students in grades 3-8 combined for reading and math, we finished 5<sup>th</sup> in Connecticut. The Cheshire Public Schools represents a tremendous value for the community.

The Board of Education approved 2022-2023 operating budget proposal is driven by two primary factors: medical benefits and growing student enrollment. With respect to benefits, \$735,633, or 34.0% of the \$2,163,368 approved increase is allocated to our employee medical benefits accounts. The need for this increase is primarily due to the reliance on drawing from the large balance in the medical benefits reserve fund to supplement the operating budget in recent years exacerbated by an increase in the medical claims rate.

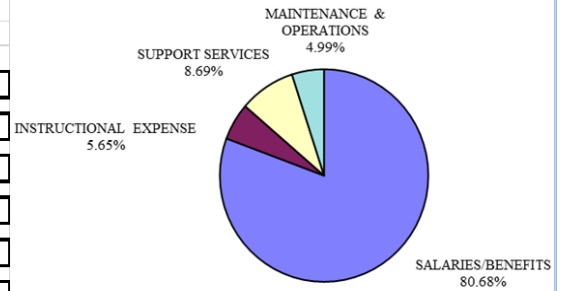
Cheshire has seen student population growth beyond even the highest projections from only two years ago. New England School Development Council provided a 2021-2022 K-12 enrollment projection of 4,052 students. Our current enrollment is 4,113, which is a figure we were not expected to reach until the 2025-2026 school year. This population growth has necessitated the addition of staff to address the academic and special education needs of our students. Most notably, the budget proposal includes 5.0 new teacher positions as illustrated on the chart below. We also included in our 22-23 budget eight instructional assistant positions that were added during 21-22 to address the growth in the number of students with specific academic and behavioral needs outlined in Individualized Education Plans.

School/Dept.	Position	2022-23 Requested Changes - Teachers - Account 113	Change
Chapman	Elementary Teacher	Increase from 19 to 20 Teachers (Avg. class size = 18.3 students/teacher)	1.0
Highland	Elementary Teacher	Increase from 41 to 42 Teachers (Avg. class size = 19.1 students/teacher)	1.0
Norton	Elementary Teacher	Increase from 24 to 25 Teachers (Avg. class size = 18.3 students/teacher)	1.0
Elementary	Music Teacher	Needed to teach additional sessions created by enrollment growth	0.5
Darcey	Birth to 3 Teacher	Due to growth in children needing services (Will be offset by additional revenue)	0.5
Secondary	Coordinator/Evaluator	This is for the Transistion Program which now includes 14-22 year old children	1.0
<b>Total Net Increase</b>			<b>5.0</b>

I mentioned our budget being considerate of our historical level of service, our goals, and fiscal prudence. In spite of the soaring demands presented by the pandemic, we recognize that the community does not possess unlimited resources. As such, this recommendation places a freeze on almost all non-payroll expenditures in order to meet the aforementioned needs.

**The 2022/23 Board of Education approved budget is \$80,664,420, a 2.76% increase over the current adjusted budget for 2021-22.** As the charts below illustrates, \$678,056, or 31.3% of the \$2,163,368 approved increase is allocated to our employee benefits accounts.

	EXPENDED 2020/21	BUDGET 2021/22	PROJECTED 2021/22	APPROVED 2022/23	CHANGE (From BGT)	% inc/ % dec
CERTIFIED SALARIES	\$ 38,292,939	\$ 38,663,832	\$ 38,663,832	\$ 39,580,691	\$ 916,859	2.37%
NON-CERTIFIED SALARIES	\$ 9,534,061	\$ 10,306,599	\$ 10,306,599	\$ 10,568,879	\$ 262,280	2.54%
EMPLOYEE BENEFITS	\$ 11,484,196	\$ 14,249,135	\$ 14,249,135	\$ 14,927,191	\$ 678,056	4.76%
INSTRUCTIONAL EXPENSE	\$ 4,648,979	\$ 4,516,318	\$ 4,516,318	\$ 4,559,034	\$ 42,716	0.95%
SUPPORT SERVICES	\$ 6,293,197	\$ 6,924,352	\$ 6,924,352	\$ 7,007,288	\$ 82,936	1.20%
MAINTENANCE & OPERATIONS	\$ 4,340,554	\$ 3,840,816	\$ 3,840,816	\$ 4,021,337	\$ 180,521	4.70%
<b>TOTAL</b>	<b>\$ 74,593,926</b>	<b>\$ 78,501,052</b>	<b>\$ 78,501,052</b>	<b>\$ 80,664,420</b>	<b>\$ 2,163,368</b>	<b>2.76%</b>



We believe that this budget responds to the realistic needs of a school system that wishes to maintain a competitive edge for its students and community. Moreover, this budget will, when coupled with the Bounce Forward plan, address the unique needs of our students and community exiting this extended pandemic. We ask that you take time to consider the value and importance of our public schools as an anchor of our community and more importantly, in preparing our children to be successful, contributing members of our global society.

Vincent Masciana (COO), his Operations Supervisor, Heather Santi, and our Director of Fiscal Services, Greg Gibbons have been critical in the development of this budget. Moreover, the hundreds of teachers, administrators, and support staff who have worked tirelessly over the past year to ensure that the students and families in Cheshire receive an excellent educational experience deserve our thanks! They have ensured that our students experience the best of times even during these sophisticated and trying challenges. Thank you for your ongoing support.

Jeffrey F. Solan, Ed.D.  
Superintendent of Schools

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## ***BUILDING INSPECTION***

### **MISSION STATEMENT**

To safeguard the health, safety and welfare of the community through communication, education and enforcement of the CT State Building Codes.

### **ADMINISTRATIVE OVERVIEW**

The Building Inspection Department has four full-time employees: The Building Official, two Assistant Building Officials, and an Administrative Assistant II. We are responsible for reviewing all permit applications and building plans to construct, add, or alter buildings/structures in the town. The department also issues demolition, building, plumbing, electrical, HVAC and sewer permits. The Building Inspections Department collects all associated permit and zoning fees. Professional staff performs inspections on all issued permits and responds to complaints reported by the public. Staff also responds to reported emergency situations such as fires, structure involved motor vehicle accidents and storm damage.

### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2023</b>	<b>FY 2023</b>
	<b>Actual</b>	<b>Approp.</b>	<b>Estimated</b>	<b>Dept.</b>	<b>Manager</b>	<b>Council</b>
			<b>Expend.</b>	<b>Request</b>	<b>Recomm.</b>	<b>Approval</b>
PERSONNEL SERVICES	\$291,545	\$304,157	\$305,340	\$347,433	\$347,433	\$347,433
SUPPLIES & SERVICES	3,037	4,650	8,020	10,100	6,800	6,800
UTILITIES	3,417	3,240	1,500	3,000	3,000	3,000
CONTRACTED SERVICES	101	4,200	35,000	14,600	14,350	14,350
PROFESSIONAL EXPENSE	430	750	1,000	1,450	1,450	1,450
EQUIPMENT	<u>183</u>	<u>550</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>
<b>TOTAL EXPENDITURES</b>	<b>\$298,713</b>	<b>\$317,547</b>	<b>\$351,460</b>	<b>\$377,183</b>	<b>\$373,633</b>	<b>\$373,633</b>

### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED</b>	<b>FY 20-21 GRANTS, GIFTS &amp;</b>	<b>CAPITAL FUNDING</b>	<b>FY 21-22 CAPITAL BUDGET</b>
<b>GENERAL FUND REVENUE</b>	<b>OTHER FUNDING SOURCES</b>	<b>AVAILABLE AS OF 7/1/21</b>	<b>APPROPRIATION</b>
\$625,000	None	None	None

### **ACCOMPLISHMENTS 2021-2022**

- ◆ Transitioned back from working remotely due to the pandemic. During the transition we maintained a full level of service to the public.
- ◆ Continue to offer virtual inspections to serve the public if requested during the pandemic.
- ◆ Managed permits for the increased number of non-residential projects. Projects included a medical office building, a medical urgent care building, a residential elder care building, restaurants, breweries, conversion of old factories and office construction projects.
- ◆ Continued to handle a large volume of residential and commercial solar system projects, standby whole house generator systems, and swimming pool permits.
- ◆ Managed an increase in the number of retroactive permits to resolve unpermitted work discovered during real estate transactions.
- ◆ Processed a high volume of new Residential Single-Family Dwelling permits.

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***BUILDING INSPECTION***

- ◆ Processed a high volume of permits for residential interior alterations such as kitchen, bathroom, and basement remodels.
- ◆ Streamlined daily scheduling process by eliminating paper schedules and implementing an Outlook calendar.

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**OBJECTIVES 2022-2023**

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- ◆ Improve the efficiency of service by utilizing technological advancements such as our online permit system, our cell phones, and our laptops. Also, expand our online permitting system to simplify permit coordination with other department's allowing better recordkeeping and expedition of FOIA information request.
- ◆ Promote awareness and educate to applicants about the upcoming 2022 State Building Code and applicable ICC/NFPA code books.
- ◆ Continue to promote building safety through education, informational brochures and field inspections.
- ◆ Maintain career development for staff by promoting educational training hours to ensure board certification and a high level of staff knowledge.
- ◆ Continue to work to digitize all non-residential construction documents in accordance with state mandated document retention schedule.
- ◆ Identify the most productive performance measures to promote our current core services in this fluctuating economic environment.
- ◆ Continue to maintain our relationships with other departments to maintain a high level of productivity.
- ◆ Add a new inspection vehicle for staff utilization. A third vehicle will allow us to expand our inspection capabilities in town. We will also be able to work on the inspection back log created by the pandemic.
- ◆ Inventory and digitize existing paper permits to expedite responses to information requests from residents as well as Freedom of Information Act fulfillment.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Number of permits issued (voluntary compliance)	Output	2,525	2,710	3,000
Number of inspections performed	Output	2,880	3,200	3,300
% of inspections performed within 24 hrs of request	Outcome	80%	82%	95%
Average # of days for initial review for new construction	Output/Outcome	21	17	14
# of days between a complaint and the first inspection	Output	3	2	1
Cost per capita*	Efficiency	\$8.27	\$9.63	\$10.38

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## ***ECONOMIC DEVELOPMENT***

### **MISSION STATEMENT**

The mission of the Economic Development Department is to expand and enhance the Town's Grand List, economic base and quality of life by attracting new business development compatible with the planning and zoning and environmental regulations, and to provide customer service and programs of high quality to address the concerns and expansion plans of prospective employers and the business community.

### **ADMINISTRATIVE OVERVIEW**

The department is staffed by a full-time economic development and grant writing coordinator who is responsible for promoting and developing the Town's economic resources by recruiting new businesses and assisting existing companies with concerns and expansion plans. The coordinator identifies and seeks grant opportunities for a wide range of community initiatives. The department works with the Economic Development Commission (EDC), Town and state agencies, realtors, developers and Cheshire Chamber of Commerce. The coordinator also manages the activities of the Town Beautification Committee (TBC), the Historic District Commission (HDC) and other relevant committees and projects.

### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021 Actual</b>	<b>FY 2022 Approp.</b>	<b>FY 2022 Estimated Expend.</b>	<b>FY 2023 Dept. Request</b>	<b>FY 2023 Manager Recomm.</b>	<b>FY 2023 Council Approval</b>
PERSONNEL SERVICES	\$144,183	\$100,885	\$108,079	\$104,583	\$104,583	\$104,583
SUPPLIES & SERVICES	5,124	7,200	5,550	9,850	9,650	9,650
UTILITIES	0	0	405	540	540	540
CONTRACTED SERVICES	7,448	7,300	2,600	4,500	4,000	4,000
PROFESSIONAL EXPENSE	4,089	3,170	3,270	3,470	3,470	3,470
EQUIPMENT	<u>3,000</u>	<u>1,200</u>	<u>1,000</u>	<u>500</u>	<u>500</u>	<u>500</u>
<b>TOTAL EXPENDITURES</b>	<b>\$163,844</b>	<b>\$119,755</b>	<b>\$120,904</b>	<b>\$123,443</b>	<b>\$122,743</b>	<b>\$122,743</b>

### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 20-21 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/21</b>	<b>FY 21-22 CAPITAL BUDGET APPROPRIATION</b>
None	\$10,155 (balance on 7/1/21 - \$5,416)	\$390,000	None

### **ACCOMPLISHMENTS 2021-2022**

- ◆ Finalized Credit Enhancement Agreement (CEA) for commercial development in the TIF district.
- ◆ CEA adoption by Town has resulted in the beginning of infrastructure development to North End special development district.
- ◆ Provided information about pandemic-related state and federal assistance programs to Cheshire businesses.
- ◆ Coordinated activities of the HDC to preserve and promote the town's historic character and resources including review of Certificates of Appropriateness and exemption requests in historic districts.
- ◆ Continued collaboration with the EDC, Planning and Zoning Commission (P&ZC) and Town Planner and staff to develop prime properties in the industrial area and underdeveloped or underperforming properties in the town center and commercial areas to foster Grand List growth.
- ◆ Coordinated TBC's activities, including Adopt-A-Spot Program, beautification awards, and review of site plans and applications for a sign permit by the TBC sign subcommittee to enhance the town's appearance.
- ◆ Worked to recruit and retain companies and assist the growth plans of existing and new businesses, including among others: Ball & Socket Arts, Counterweight and Cheshire Craft Brewing, Cheshire Surgery Center, Rebel Marketing, and All Season Landscaping to further expand the town's Grand List and economic diversity.
- ◆ Continued collaboration with Cheshire Chamber of Commerce through chamber's participation in meetings of the EDC. Provided chamber with information on new companies to assist in their membership efforts.

- ◆ Applied for and received Brownfield remediation funding for Ball & Socket Arts Project.
- ◆ Sought a variety of grant opportunities for Bartlem Park South Project, Linear Trail Enhancement and other community initiatives.
- ◆ Worked with DOT and Town personnel on conveyance of State land in the Interchange Zone to the Town.
- ◆ Participated in meetings of the Naugatuck Valley Council of Governments.
- ◆ With Town Assessor, continued to manage the incentive program to increase the Grand List and support the growth of Cheshire businesses, and worked with EDC and Town Council to continue the program for three more years.
- ◆ Successfully and seamlessly transitioned to a new Coordinator upon the retirement of the former Coordinator.

**OBJECTIVES 2022-2023**

- ◆ Continue to build relationship with the Cheshire Chamber of Commerce to foster continued strong communication between the business community and the town. Participate in or host program(s) for business community with the Chamber.
- ◆ Organize and host Business Appreciation Day after a two-year hiatus.
- ◆ Dedicate Phase I of Ball & Socket Arts Project and continue to support efforts to remediate and rehabilitate the site.
- ◆ Develop a “Starting a Business in Cheshire” guide to assist new business with locating to Town of Cheshire
- ◆ Coordinate and host quarterly meetings of Industrial entities within the Town to facilitate business growth and pairing of likeminded companies.
- ◆ Overhaul Economic Development portion of Town Website with interactive links and helpful guides for the business community and interested developers.
- ◆ Support efforts of a Coalition for a Sustainable Cheshire
- ◆ Continue retention efforts, including company visits and meetings with the EDC, to address concerns of Cheshire businesses and expand economic base and Grand List.
- ◆ Continue to pursue and manage grants to support quality of life and other initiatives to lessen burden on the Town’s budget.
- ◆ Support historic preservation initiatives to further educate Cheshire residents about the town’s heritage and historic properties.
- ◆ With TBC, continue work to enhance the Town’s residential and commercial attractiveness.
- ◆ Continue work with the Town Planner and staff to bring compatible development to properties in the Town’s north end to increase growth of Grand List and maintain the character of the community.
- ◆ Work to bring redevelopment to prime and underperforming properties.
- ◆ Continue to address community concerns regarding commercial and industrial operations and development.
- ◆ Continue to address unsightly properties in the commercial and industrial areas.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to manage the incentive and Tax Increment Financing programs.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 20-21	Estimated 21-22	Projected 22-23
Revenue from commercial/industrial Grand List	Output	\$18,319,700	\$18,754,170	\$19,642,354
Net Assessed value of real/personal commercial property	Outcome	\$551,466,000	\$564,544,578	\$574,002,166
Business Appreciation Day participants	Outcome	N/A	100	115
Cost per capita*	Efficiency	\$4.54	\$3.31	\$3.41

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## ***ELECTIONS***

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### **MISSION STATEMENT**

The mission of the Elections Department is to safeguard the integrity of the electoral process, maintain public confidence in the election process, and execute the Town's obligations under election laws.

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### **ADMINISTRATIVE OVERVIEW**

Staff includes two elected Registrars and two appointed Deputy Registrars, each of whom work 18 hours per week. The department services a voter registry of over 20,400 active and 900 inactive electors; conducts state-mandated canvass of electors; tests and maintains voting equipment; prepares and implements all federal, state and municipal general elections, party primary elections, and referenda; and appoints, trains, and supervises elections officials.

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### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021 Actual</b>	<b>FY 2022 Approp.</b>	<b>FY 2022 Estimated Expend.</b>	<b>FY 2023 Dept. Request</b>	<b>FY 2023 Manager Recomm.</b>	<b>FY 2023 Council Approval</b>
PERSONNEL SERVICES	\$111,825	\$96,021	\$93,024	\$110,516	\$110,516	\$110,516
SUPPLIES & SERVICES	6,378	6,600	10,400	19,450	16,700	16,700
CONTRACTED SERVICES	8,735	12,000	8,700	12,000	12,000	12,000
PROFESSIONAL EXPENSE	140	2,660	400	1,860	1,660	1,660
EQUIPMENT	0	5,600	5,600	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$127,078</b>	<b>\$122,881</b>	<b>\$118,124</b>	<b>\$143,826</b>	<b>\$140,876</b>	<b>\$140,876</b>

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### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 20-21 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/21</b>	<b>FY 21-22 CAPITAL BUDGET APPROPRIATION</b>
None	None	None	None

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### **ACCOMPLISHMENTS 2021-2022**

- ◆ Complied with COVID-19 protocols to ensure elections were conducted as safely as possible.
- ◆ Conducted November 2021 municipal election.
- ◆ Conducted a randomly selected state-mandated audit of District 3 municipal election ballots.
- ◆ Worked with local nursing homes to ensure that elderly and disabled residents could vote.
- ◆ Hired and trained Moderators and poll workers, overcoming the challenges of COVID-19.
- ◆ Conducted annual state-mandated town-wide canvass and canvass of over 1,700 voters whose status was flagged as having possibly moved within or out of Cheshire to improve the accuracy of voter rolls.
- ◆ Investigated hundreds of voter status changes provided by the Electronic Registration Information Center and processed over 3,600 changes of voter status (as of March 2022).
- ◆ Conducted state-mandated testing of all voting districts' tabulators, prepared moderators' materials, and tested ballot-marking technology and equipment for use by disabled voters at all polling places.
- ◆ Attended Registrars of Voters Association of Connecticut (ROVAC) conferences and meetings online to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Attended conference calls with Secretary of the State's office for guidance relating to legal and technological requirements of conducting elections during pandemic.
- ◆ Consulted with DMV regarding problems and improvements to DMV processing of voter information.
- ◆ Promoted online registration opportunities and provided assistance to student groups to make up for inability to conduct the normal registration session at Cheshire High School.
- ◆ Provided updated voter information upon request.
- ◆ Registrars and Deputy Registrars maintained full certifications with the State of Connecticut.



**OBJECTIVES 2022-2023**

- ◆ Complete the redistricting process according to U. S. Census Bureau redistricting data, assign new polling locations as necessary, and conduct a major public relations campaign to inform all voters of their correct voting sites.
- ◆ Conduct 2022 gubernatorial election and any related primary elections.
- ◆ Process primary petitions from candidates not belonging to the major parties.
- ◆ Provide all of the office’s mandated functions, in compliance with any remaining COVID-19 safety measures.
- ◆ Conduct safe and fair federal, municipal and state primaries, elections, audits, or referenda as required.
- ◆ Attend ROVAC conferences and meetings to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments, particularly the Town Clerk.
- ◆ Provide opportunities for all eligible residents to register by keeping regular office hours, offering online registration sessions throughout the year, and providing information on how to register remotely through the town website.
- ◆ Anticipate and quickly address the increasing technological and legal demands placed on the Town by COVID-related safety measures and new State and Federal election laws.
- ◆ Maintain an accurate, up-to-date voting list as required by Connecticut State Election Laws.
- ◆ Resume state-mandated registration day at Cheshire High School and, where possible, a safe means of supervised absentee voting in congregate and senior housing facilities.
- ◆ Continue to conduct annual state-mandated town-wide canvass, review death notices, and evaluate ERIC data to maintain the accuracy of voter rolls.
- ◆ Recruit and retain as many veteran poll workers from previous elections as possible. Improve training process for poll workers to increase customer service to voters and conduct efficient, accurate elections.
- ◆ Resume an equitable raise schedule for registrars in the interest of retaining qualified staff long term.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
# of changes per year via voter canvass	Output	4,000	2,500	2,500
# of registration sessions held	Output	1	1	2
# of new voters registered	Output / Outcome	2,100	1,000	1,000
% of residents registered to vote	Outcome	70%	66%	70%
Cost per capita*	Efficiency	\$3.52	\$3.24	\$3.91

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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**EMPLOYEE BENEFITS**

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**MISSION STATEMENT**

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The mission of the Employee Benefits Division is to ensure the effective administration and prudent fiscal management of the Town's employee benefit programs, to provide an environment and opportunities that enable employees to succeed, and to provide quality customer service to our employees for all benefit programs.

**ADMINISTRATIVE OVERVIEW**

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This Department is supported by both Human Resources and the Finance Department, and is responsible for administering all employee benefit programs including pension, medical benefits, unemployment, education assistance, retirement incentive, and workers' compensation. Staff also provides employee orientations, exit interviews, benefits counseling, and professional development and training.

**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
SUPPLIES & SERVICES	\$7,492	\$16,775	\$18,740	\$16,775	\$16,775	\$16,775
EQUIPMENT	3,659	0	1,879	0	0	0
MISCELLANEOUS	<u>8,533,556</u>	<u>9,289,484</u>	<u>9,054,916</u>	<u>9,843,628</u>	<u>9,617,628</u>	<u>9,390,128</u>
<b>TOTAL EXPENDITURES</b>	<b>\$8,544,707</b>	<b>\$9,306,259</b>	<b>\$9,075,535</b>	<b>\$9,860,403</b>	<b>\$9,634,403</b>	<b>\$9,406,903</b>

**OTHER FUNDS MANAGED**

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FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
None	None	None	None

**ACCOMPLISHMENTS 2021-2022**

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- ◆ Continued making actuarially recommended contributions for the Police and Volunteer Firefighters pension plans and completed two-year actuarially recommended contribution phase-in on Town plan after reducing rate-of-return assumption from 7.5% to 7% on all plans and using more conservative mortality tables.
- ◆ Continued cyber security training.
- ◆ Continued to increase employee migration into Health Savings Account (HSA) medical benefits coverage, without diminishing benefits.
- ◆ Continued effective workplace safety initiatives to ensure a safe workplace for our employees, minimize lost time, and minimize increases in Town and Board of Education Workers' Compensation insurance premiums.
- ◆ Continued to provide in-service professional development and enrichment programs, as possible during a pandemic, to broaden employees' skills, support morale, and improve productivity and work/life balance.
- ◆ Achieved successful employee recruitment in filling a number of key positions, including three department heads.
- ◆ Employee Wellness has continued efforts to promote a healthy lifestyle among our employees by transmitting more frequent and relevant wellness information to them and providing program offerings/information on efficient and cost-effective benefit utilization.
- ◆ Shared Cigna provided health coach with school district 2 days per week.
- ◆ Implemented 2% premium reduction wellness incentive for qualified employees.
- ◆ Updated Personnel Rules and Regulations to more accurately reflect annual revisions and current state and federal regulatory requirements.

**OBJECTIVES 2022-2023**

- ◆ Continue aggressive and extensive recruitment to fill vacant positions and anticipated retirements to ensure the appointment of highly qualified candidates and minimize service disruption.
- ◆ Continue to enhance professional development and personal enrichment programs to enhance work skills and productivity and to foster positive morale and work/life balance.
- ◆ Continue to promote healthy lifestyles through expansion of employee wellness programs and opportunities advanced by our Employee Wellness Committee in conjunction with health coach.
- ◆ Continue effective and successful safety initiatives to ensure a safe workplace, minimize employee lost time and contain Workers' Compensation costs.
- ◆ Negotiate changes to Police postretirement medical benefit plan to reduce Town's long-term liabilities.
- ◆ Update pension plan documents and employee booklets for regulatory and contractual changes.
- ◆ Continue to work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination, cooperation, and support with other departments.
- ◆ Implement additional wellness incentives to reduce premium share contribution.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 20-21	Estimated 21-22	Projected 22-23
New Hires	Output	12	15	8
Job Postings	Output	6	21	12
Avg. # of Applicants per Posting**	Efficiency	12	17	20
HSA Enrollees as % of Total Medical Insurance Enrollees	Outcome	67%	63%	67%
Employee days lost due to work-related injury	Efficiency / Outcome	144	75	140
Average # of days to fill a vacancy	Efficiency / Outcome	80	88	80
# of in-service training hours conducted	Output/Outcome	50	450	200
Cost per capita*	Efficiency	\$236.58	\$248.79	\$261.42

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

\*\*Does not include Police Officers.

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**FINANCE**

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**MISSION STATEMENT**

The mission of the Finance Department is to maintain the fiscal stability of the Town through prudent management of fiscal resources. This is accomplished by the ongoing assessment of controls and procedures, billing and collecting all Town revenues, monitoring activity in accordance with statutes and policies, safeguarding assets and protecting the integrity of all financial data.

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**ADMINISTRATIVE OVERVIEW**

The Director of Finance reports directly to the Town Manager. The Finance Department includes six divisions: Accounting & Treasury, Collector of Revenue, Tax Assessor, Audit, General Insurance and Information Technology (IT). There are a total of 14 full and part-time employees in the Finance Department broken out as follows: eight in Accounting & Treasury, four in Collector of Revenue and three in Tax Assessor; IT is outsourced.

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**BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021 Actual</b>	<b>FY 2022 Approp.</b>	<b>FY 2022 Estimated Expend.</b>	<b>FY 2023 Dept. Request</b>	<b>FY 2023 Manager Recomm.</b>	<b>FY 2023 Council Approval</b>
PERSONNEL SERVICES	\$1,079,138	\$1,131,146	\$1,133,190	\$1,160,270	\$1,153,270	\$1,153,270
SUPPLIES & SERVICES	19,488	31,013	30,825	33,151	32,801	32,801
CONTRACTED SERVICES	542,514	595,073	639,358	606,245	606,245	606,245
PROFESSIONAL EXPENSE	4,210	7,695	7,260	7,740	7,740	7,740
EQUIPMENT	12,314	10,000	7,967	61,200	20,500	20,500
MISCELLANEOUS	<u>471,347</u>	<u>523,396</u>	<u>494,536</u>	<u>570,417</u>	<u>570,417</u>	<u>570,417</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,129,011</b>	<b>\$2,298,323</b>	<b>\$2,313,136</b>	<b>\$2,439,023</b>	<b>\$2,390,973</b>	<b>\$2,390,973</b>

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**OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 20-21 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/21</b>	<b>FY 21-22 CAPITAL BUDGET APPROPRIATION</b>
None	None	\$640,654	\$801,000

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**ACCOMPLISHMENTS 2021-2022**

- ◆ Completed the FY 2021 Comprehensive Annual Financial Report (CAFR), with no significant deficiencies or material weaknesses in internal control over financial reporting, or over compliance with grant programs.
- ◆ Received the Government Finance Officer's Association's (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" for June 30, 2020 financial statements and "Distinguished Budget Presentation Award" for the fiscal year beginning July 1, 2021 operating budget is pending.
- ◆ Filed new State Fiscal Health Monitoring System – Annual Financial Data Report.
- ◆ Completed RFP for bond counsel services.
- ◆ Achieved a tax collection rate of 99.70% for fiscal year 2021 generating approximately \$485,000 in additional tax revenue over what was budgeted at the projected collection rate of 99.2%.
- ◆ Reviewed approximately 1,100 personal property declarations.
- ◆ Continued to manage court appeals for October 1, 2018 Grand List real property revaluation.
- ◆ Filed 2020 Grand List with 1.20% overall increase.
- ◆ Continued processing FEMA grant application for August 4, 2020 Storm Isaias.
- ◆ Applied for grant reimbursement for COVID-19 expenses to State Office of Policy and Management.
- ◆ Provided support to School Modernization Committee on debt projections.
- ◆ Completed MUNIS system required forms conversion.

**OBJECTIVES 2022-2023**

- ◆ To continue to strive for excellence in the department’s core services as indicated in the Performance Measures below.
- ◆ Maintain excellence in financial reporting by ensuring the accuracy and improving the content and presentation of published documents.
- ◆ Continue to implement the Town’s Strategic Technology Plan, maintain the Town’s technology infrastructure and provide technical support to enhance operational efficiency and services internally and to the public.
- ◆ Continue to proactively invest available Town funds for maximum safety, liquidity and yield; see Performance Measure below referencing average return on investment.
- ◆ Study Town financial processes to ensure continuing improvements in efficiencies, and internal controls.
- ◆ Continue to promote electronic payment option for Town vendors to minimize check processing and facilitate bank reconciliations and maintenance.
- ◆ Sustain a superior tax collection rate as detailed below, and pro-actively collect delinquent taxes to maximize revenue potential.
- ◆ Continue to discover, value, and list taxpayer properties in a fair and equitable manner.
- ◆ Plan for tax lien assignment on various delinquent real estate taxes.
- ◆ Continue to file State Fiscal Health Monitoring System – Annual Financial Data Report.
- ◆ Continue to manage court appeals for October 1, 2018 Grand List real property revaluation.
- ◆ Prepare Request for Proposal for 2023 Grand List full revaluation.
- ◆ Continue to provide support and projections for school modernization effort.
- ◆ Prepare official statement and initiate General Obligation bond sale.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Plan for and implement a MUNIS upgrade from version 11.3 to 2021.3, a substantial project involving new in-house quarterly upgrades henceforth and a new user interface that will require training for all Town staff.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to ensure sustainability of core services to the community.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Consecutive GFOA Award – Excellence in Financial Reporting	Outcome	28	29	30
Consecutive GFOA Award - Distinguished Budget Presentation	Outcome	22	23	24
Average Return on Investments	Outcome	.47%	.39%	.50%
Revenue/Amounts Billed (Police Extra Duty)	Outcome	99%	99%	99%
Average Month End Closing in Days	Efficiency	5.0	5.0	5.0
# of Purchase Orders Processed	Efficiency/ Output	2,751	2,750	2,750
Tax Exemption Applications Processed/# of Assessor Staff	Efficiency	815	815	840
# of Tax Accounts/# of Assessor Staff	Efficiency	18,400	18,700	19,000
Grand List Adjustments/Tax Levy	Outcome	.288%	.097%	.097%
Actual Tax Collection Rate as a % Budgeted Tax Collection Rate	Efficiency/ Outcome	100.51%	100.50%	100.50%
# of Tax Receipts processed/# of Collector Staff	Efficiency	11,101	11,191	11,191
Taxes Outstanding	Outcome	.35%	.30%	.30%
Cost per capita*	Efficiency	\$58.95	\$63.41	\$66.45

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## ***FIRE DEPARTMENT***

### **MISSION STATEMENT**

The mission of the Cheshire Fire Department is to safeguard the lives, property and environment for the residents and businesses of Cheshire, to maintain their safety and quality of life, and to provide vast range of emergency services and fire safety education. The Department also endeavors to protect and preserve the health and safety of our members as a main goal and part of its core values and mission.

### **ADMINISTRATIVE OVERVIEW**

The Chief of the Department reports directly to the Town Manager. Paid staff includes an Administrative Assistant, a Fire Marshal and two Deputy Fire Marshals and a part-time Fire Inspector. The command team of the volunteer fire department consists of the Fire Chief, a Deputy Chief, two Assistant Chiefs, three Captains, one for each station, and 12 Lieutenants, one for each piece of apparatus. The Department's most valuable asset is its 58 plus active volunteers. The Department is responsible for providing a variety of emergency and non-emergency services to meet the demands of the residents, businesses and motoring public in Cheshire, and the Chief is also responsible for Emergency Management and Disaster Preparedness in Cheshire.

### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021 Actual</b>	<b>FY 2022 Approp.</b>	<b>FY 2022 Estimated Expend.</b>	<b>FY 2023 Dept. Request</b>	<b>FY 2023 Manager Recomm.</b>	<b>FY 2023 Council Approval</b>
PERSONNEL SERVICES	\$472,548	\$512,991	\$511,215	\$553,615	\$532,663	\$553,615
SUPPLIES & SERVICES	130,942	139,800	146,910	174,300	165,800	156,848
UTILITIES	36,319	45,000	45,000	45,000	45,000	45,000
CONTRACTED SERVICES	107,382	124,700	124,700	129,700	129,700	127,700
PROFESSIONAL EXPENSE	102,646	90,500	90,500	93,000	93,000	93,000
EQUIPMENT	13,950	18,000	20,000	20,200	20,200	10,200
MISCELLANEOUS	<u>324,853</u>	<u>314,345</u>	<u>306,467</u>	<u>317,273</u>	<u>317,273</u>	<u>317,273</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,188,640</b>	<b>\$1,245,336</b>	<b>\$1,244,792</b>	<b>\$1,333,088</b>	<b>\$1,303,636</b>	<b>\$1,303,636</b>

### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 20-21 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/21</b>	<b>FY 21-22 CAPITAL BUDGET APPROPRIATION</b>
None	\$210,000 (balance on 7/1/21 - \$332,521)	\$161,799	\$145,000

### **ACCOMPLISHMENTS 2021-2022**

- ◆ Expect to respond to approximately 950 calls for service, a slight increase in total call volume from the previous year; the total expected dollar loss caused by fire is approximately \$574,852 and no deaths from fire/smoke are expected as well as fewer than four injuries.
- ◆ Added five Juniors, 12 Recruits and seven Regular firefighters to attempt to maintain adequate staffing levels.
- ◆ Certified six Level 1 Firefighters and two new engine operators through our professional development program.
- ◆ 38 physical examinations were conducted to monitor and ensure the health of our firefighters.
- ◆ Participated in monthly drills at each school every month to monitor and record results and ensure student safety (approximately 40 events in-person and remote).
- ◆ Fire Marshal assumed additional responsibility of Unsafe Premises Enforcement Officer, which has expanded our public safety enforcement capabilities.
- ◆ Received and placed into service the following equipment, funded by the gift account and the capital budget appropriation, which has improved the safety and quality of our firefighting equipment:
  - More than 20 complete sets of firefighting gear keeping our members in the safest gear possible
  - Target Solutions on-line training software offering an at-home option to keep members safe and healthy during the pandemic
  - Upgraded some of our Hurst Tools to electric
  - Launched digital dashboards across all three fire stations to disseminate information in real time
  - Replacement of rescue struts

**OBJECTIVES 2022-2023**

- ◆ Continue to meet with Town administration, volunteer staff and career staff to address staffing concerns and develop a comprehensive plan to ensure necessary level of staffing.
- ◆ Continue to work with Town administration and the police administration to address the deficiencies in the fire dispatch procedures.
- ◆ Respond to building fires and be on scene safely within four minutes 90% of the time as detailed below to ensure highest level of fire suppression and safety.
- ◆ Implement a stipend program to assist recruiting and retaining qualified and competent officers.
- ◆ Maintain the necessary number of trained, qualified personnel to respond with the required level of service.
- ◆ Respond to all emergency situations and be on scene within eight minutes to ensure the highest level of emergency services.
- ◆ Increase and encourage volunteer and career staff development opportunities to help maintain the highest level of professionalism possible.
- ◆ Continue to maintain and build on relationships with local businesses to explore the use of employees to provide staffing.
- ◆ Continue to work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination and cooperation with other town departments.
- ◆ Update and re-issue the staffing survey to the Town Manager and the Town Council.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 20-21	Estimated 21-22	Projected 22-23
Number of Responses	Output	950	950	950
Number of Full-time Paid Staff Members	Output	5	5	5
Number of Active Volunteer Staff Members	Output	50	50	60
Average Number of FF's per call 7:00am to 3:00pm	Output	10	10	10
Average Number of FF's per call 3:00pm to 11:00pm	Output	10	10	10
Average Number of FF's per call 11:00pm to 7:00am	Output	10	10	10
Average Response Time to Building Fires (minutes)	Efficiency / Outcome	8.0 Minutes	8.0 Minutes	4.0 Minutes
Average dollar loss per incident	Efficiency / Outcome	\$86.00	\$86.00	\$600.00
Average Amount of time spent per incident (minutes)	Efficiency	32	32	32
Customer satisfaction rating (at or above 90%) **	Outcome	0	0	0
Have an effective firefighting force on scene within 15 minutes of dispatch 90% of the time**	Outcome	100%	100%	100%
Strive for 100% compliance of applicable regulations**	Outcome	100% completion	100% completion	100% completion
Number of staff development/training hours	Output	100	100	100
Cost per capita*	Efficiency	\$32.91	\$34.12	\$36.23

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

\*\*This is a new performance measure and the Department will be developing the metrics to capture this data.

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## **GENERAL SERVICES**

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### **MISSION STATEMENT**

The mission of the General Services Department is to provide various centralized supplies and shared services necessary for the operation of Town Departments. Expenditures benefit multiple departments and the general public.

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### **ADMINISTRATIVE OVERVIEW**

General Services includes: copier equipment and supplies, postage machine, postage costs, and mail management; telephone/Zoom services; water coolers; centralized payment of dues/memberships for participation in professional and purchasing organizations that benefit all departments. Administration is generally provided by Finance Department staff and a mail clerk at approximately 7.5 hours per week.

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### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021 Actual</b>	<b>FY 2022 Approp.</b>	<b>FY 2022 Estimated Expend.</b>	<b>FY 2023 Dept. Request</b>	<b>FY 2023 Manager Recomm.</b>	<b>FY 2023 Council Approval</b>
PERSONNEL SERVICES	\$44,884	\$5,631	\$6,098	\$42,553	\$42,553	\$42,553
SUPPLIES & SERVICES	74,726	68,775	71,512	73,525	73,525	73,525
UTILITIES	36,544	51,000	40,000	41,200	41,200	41,200
CONTRACTED SERVICES	139,983	144,177	133,513	139,897	139,897	139,897
EQUIPMENT	<u>3,621</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>750</u>
<b>TOTAL EXPENDITURES</b>	<b>\$299,758</b>	<b>\$270,333</b>	<b>\$251,873</b>	<b>\$297,925</b>	<b>\$297,925</b>	<b>\$297,925</b>

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### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 20-21 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/21</b>	<b>FY 21-22 CAPITAL BUDGET APPROPRIATION</b>
None	None	\$365,802	\$252,000

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### **ACCOMPLISHMENTS 2021-2022**

- ◆ Maintained various multiple support services for Town departments to ensure efficient operations.
- ◆ Managed the capital fund for the integration of purchases of passenger cars and trucks throughout the organization to facilitate the scheduled replacement of our fleet of rolling stock.
- ◆ Continued to administer copier contract maintenance and service.
- ◆ Procured new mailing machine contract for July 1, 2021.



**OBJECTIVES 2022-2023**

- ◆ Continue to strive for efficiencies in the department's core services as indicated in the Cost per Capita Performance Measure below.
- ◆ Continue to provide support services for departments to enhance operational efficiency.
- ◆ Review the cost of General Services expenditures to ensure that the Town continues to receive competitive pricing and quality products.
- ◆ Monitor printer/copier usage and promote electronic imaging alternatives.
- ◆ Continue work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Number of copiers in service	Output	30	30	30
Number of departments served	Output	41	40	40
Number of mailings completed	Output	45,579	38,000	38,000
Averaged cost per departments/divisions (23)	Efficiency	\$13,033	\$10,578	\$10,968
Cost per capita*	Efficiency	\$8.30	\$6.90	\$8.28

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## HUMAN SERVICES

### MISSION STATEMENT

The mission of the Cheshire Human Services Department is to provide programs, resources, and services to help support the social and emotional health and physical well-being of Cheshire residents across the life span.

### ADMINISTRATIVE OVERVIEW

The Department is supervised by the Director of Human Services who oversees the six divisions: **Youth Services Programs; Youth & Family Counseling; Crisis Intervention; Social Services; Senior Services; and Transportation Services.** The staff includes a Human Services Administrative Assistant, the Town Social Worker, two Youth & Family Counselors, one of whom serves as the Crisis Intervention Worker, a Youth Program Supervisor, a Youth Program Coordinator, four to six Program Assistants, two Teen Helpers, two to three Graduate Level Social Work or Marriage and Family Therapy Interns, the Senior Services Coordinator, a Senior Services Administrative Assistant, a Senior Services Program Supervisor, a Transportation Services Manager/Programming Assistant, three full-time and five part-time Van Drivers, and two part-time Building Supervisors. Responsibilities include the development, promotion, and implementation of a variety of youth, senior, counseling and social services programs for the residents of Cheshire to help meet their developmental, psychological, nutritional, social, recreational, and physical needs.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$856,593	\$912,893	\$899,194	\$961,546	\$961,546	\$961,546
SUPPLIES & SERVICES	23,146	36,520	31,099	36,620	32,770	32,770
UTILITIES	4,622	4,740	4,740	4,740	4,740	4,740
CONTRACTED SERVICES	43,356	50,364	50,369	55,369	50,369	50,369
PROFESSIONAL EXPENSE	5,437	7,299	6,920	7,329	7,329	7,329
EQUIPMENT	81	175	175	5,175	175	175
MISCELLANEOUS EXPENSE	<u>7,269</u>	<u>7,206</u>	<u>7,224</u>	<u>7,224</u>	<u>7,224</u>	<u>7,224</u>
<b>TOTAL EXPENDITURES</b>	<b>\$940,504</b>	<b>1,019,197</b>	<b>\$999,721</b>	<b>\$1,078,003</b>	<b>\$1,064,153</b>	<b>\$1,064,153</b>

### OTHER FUNDS MANAGED

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$46,684	\$125,925 (balance on 7/1/21 - \$70,188)	None	None

### ACCOMPLISHMENTS 2021-2022

- ◆ Served as an integral part of the Town's Emergency Management Team responding to a variety of community crises and emergencies including several mental health or substance abuse related crises and pandemic related issues.
- ◆ Researched and successfully secured private community financial support, grant funding and revenue generating opportunities across divisions to support general fund expense while meeting expanding service needs.
- ◆ The Youth & Human Services Committee is up and running and has begun to implement the five-year strategic plan.
- ◆ Launched a free Youth Literacy Program for K to third graders, designed to explore the topics of Culture, Compassion, Kindness & Courage, with an array of carefully selected books, crafts and activities that spark meaningful conversations relating to diversity, inclusivity, historical figures & icons of change, people with different abilities, challenging gender stereotypes, and recognizing familial differences.
- ◆ Senior Center has new partnership with UR Community Cares to provide volunteer services to help fill the gaps in services for older adults within the community while creating intergenerational experiences.
- ◆ Senior Center has continued a partnership with Cheshire High School Senior 4 Seniors program to create intergenerational programming.
- ◆ Senior Center has continued collaboration with Chesprocott for health and wellness programs, including year-long diabetes prevention program, vaccination clinics, and coordination of homebound vaccinations.
- ◆ Senior Center has partnership with LiveWell providing expansive community Dementia education and outreach including the Dementia Friends initiative; onsite office hours for caregiver support and memory screenings.
- ◆ Senior Center acted as a primary resource for older population for Covid vaccination information, appointments and coordination of homebound vaccinations.
- ◆ Continued to work to ensure sustainability of core services to the community.

**OBJECTIVES 2022-2023**

- ◆ To collaborate with Cheshire Public Schools to offer Teen Mental Health First Aid.
- ◆ Continue to seek out and secure grant funding and revenue generating opportunities across divisions to reduce general fund expense while allowing for expanded services.
- ◆ Work in collaboration with other community agencies and organizations to develop a community inclusion plan.
- ◆ Develop a community response plan for mental health crisis and suicide prevention in anticipation of a rise in community mental health needs.
- ◆ Implement a coordinated community response to the opioid crisis and youth vaping.
- ◆ Exploration of membership into the AARP Network of Age-Friendly Communities as part of the AARP Livable Communities initiative.
- ◆ Continue to explore virtual options for youth and senior programs and activities while working during a pandemic to keep youth and seniors connected and engaged.
- ◆ Collaborate with our Youth Advisory Board to introduce several youth-created and led programs for younger children in kindergarten through sixth grade to our current program offerings.
- ◆ Establish a scholarship program for the Cheshire Youth Make an Impact Project.
- ◆ Establish several mini grants to be distributed by Human Services under the Cheshire Youth Make an Impact Project to be awarded to local youth who are currently working towards bettering the community or quality of life for others.
- ◆ Clinical staff will continue to pursue on-going education with respect to evidence-based interventions, including trauma informed care, cultural competency, mindfulness, and other areas of community needs for youth.
- ◆ Clinical staff will continue to participate as part of a multi-disciplinarian team with Cheshire school systems, medical personnel, the police department, emergency psychiatric services, DCF and local clinical agencies as needed to support Cheshire youth.
- ◆ Human Services will continue to provide internship opportunities for graduate level Social Work and Marriage and Family Therapy students from local universities.
- ◆ Facilitate the R.E.A.C.H after-school adventure enrichment program during the Fall of 2021 for grades 6-8 to intentionally build internal youth assets, such as positive identity, social competencies, and positive values while also addressing external assets including support and constructive use of time and provides mentoring opportunities for youth.
- ◆ Continue to look for innovative ways to merge technology with programming to improve our offerings and outreach to youth and seniors in the community and to stay current with the particular needs of the time.
- ◆ Senior Center Staff will continue to pursue ongoing education on Alzheimer's Disease and Related Dementias in addition to annual mandated Elderly Protective Services training.
- ◆ Senior Center Staff in partnership with the Connecticut Healthy Living Collective continues to host the Aging Mastery Program and other evidenced based programs.
- ◆ Continue to address food insecurity in the older population through ongoing relationships with various agencies to provide farmers market vouchers, meals, and fresh produce free of charge.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Number of clinical contact hours provided	Outcome	3,000	3500	4000
Number of participants in Positive Youth Development Programs	Outcome	2,000	1500	2000
Number of food vouchers & holiday gift cards distributed	Output	1,000	700	700
Number of Energy Assistance and Renters Rebate Applications Processed	Output	400	500	500
Total number of Senior Center Social Services Provided to Clients	Output	5,000	6,500	6,000
Number of Crisis Intervention Referrals	Output	250	400	450
Cost per capita*	Efficiency	\$26.04	\$27.41	\$29.57

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## LIBRARY

### MISSION STATEMENT

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The mission of the Cheshire Public Library is to *Transform Lives and Strengthen the Community* by serving as a cultural center, inspiring reading, providing information, and offering professional library services and lifelong learning opportunities.

### ADMINISTRATIVE OVERVIEW

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The Library is managed by the Library Director who reports to the Town Manager, with 21.11 Full-Time Equivalent staff who select, purchase and hold in-common for the citizens of Cheshire books and other media of expression; circulate these items and maintain inventory; catalog and organize them for free, easy and equal access; assist residents in their use; and promote their use through programming and public awareness.

### BUDGET SUMMARY BY MAJOR OBJECT

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	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$1,456,227	\$1,445,152	\$1,383,047	\$1,483,553	\$1,483,553	\$1,475,553
SUPPLIES & SERVICES	221,554	204,725	205,057	225,910	215,910	215,910
UTILITIES	1,800	1,800	1,800	1,800	1,800	1,800
CONTRACTED SERVICES	55,671	63,300	58,870	60,400	60,400	60,400
PROFESSIONAL EXPENSE	<u>3,794</u>	<u>7,300</u>	<u>6,500</u>	<u>7,300</u>	<u>7,300</u>	<u>7,300</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,739,046</b>	<b>\$1,722,277</b>	<b>\$1,655,274</b>	<b>\$1,778,963</b>	<b>\$1,768,963</b>	<b>\$1,760,963</b>

### OTHER FUNDS MANAGED

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FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$6,500	\$14,923 (balance on 7/1/21 - \$124,491)	None	None

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### ACCOMPLISHMENTS 2021-2022

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- ◆ Expanded back to regular operating hours in July while maintaining safety protocols for both staff and patrons.
- ◆ Made 458 visits to homebound patrons delivering 1,161 items. Projected to make over 900 homebound visits delivering approximately 2,325 items by June of 2022.
- ◆ Created a popular summer reading program for all ages with 676 residents participating; a 48% increase over pre-pandemic participation numbers in 2019.
- ◆ Coordinated with Parks and Recreation to hold Covid-safe, in-person outdoor programs including children's storytimes in Bartlem Park, an adult trivia night and acrobat performance at Cheshire Park, and family concerts and a movie at Mixville Park. These events brought in 764 attendees.
- ◆ Using American Rescue Plan funds, extended our Wi-Fi network to be accessible to patrons outside the building; installed two new outdoor benches and solar-powered smart-device charging stations; and purchased mobile, easy-to-clean furniture for the Teen Room.
- ◆ Reopened study rooms for single-use occupancy as per the recommendation of the Health District. Created an online registration portal so patrons can easily reserve study space through the Library website.
- ◆ Acquired funding from the Friends of the Cheshire Library to purchase a collection development software package that will allow better assessment of the performance of library materials in order to maximize the budget and best meet the borrowing demands of patrons.
- ◆ Instituted the ability for patrons to renew library cards over the phone in response to requests from residents who were still uncomfortable returning in person.
- ◆ Established an Art Selection Committee with volunteers from the Cheshire Performing and Fine Arts Commission to solicit and schedule art shows at the Library.

**OBJECTIVES 2022-2023**

- ◆ Plan and implement new “makerspace” programming utilizing both traditional handicrafts and modern technologies.
- ◆ Create a new patron media lab including a slide converter and digital editing stations.
- ◆ Develop and hold community engagement programs on topics of interest to Cheshire residents.
- ◆ Increase promotion of the summer reading program to further drive participation particularly by school-aged children.
- ◆ Plan and promote a wider variety of programs for adults.
- ◆ Maximize use of public meeting rooms by developing a system to meet and balance the needs of Library staff and Cheshire community groups.
- ◆ Create collection development policies to standardize purchasing and weeding practices across divisions.
- ◆ Continue to increase and retain Cheshire library card holders through targeted marketing efforts.
- ◆ Reorganize the layout of the Children’s Services area to maximize the space, increase sight lines for staff and parents, and increase access to materials based on age groups.
- ◆ Redesign the Library website to make it more user friendly.
- ◆ Continue to collaborate with Artsplace and the Parks and Recreation departments to enhance programming for our residents.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual* 20-21	Estimated* 21-22	Projected* 22-23
Library visits	Output	56,017	100,400	161,000
Library visits per capita	Output	1.9	3.4	5.5
Visits to Library website	Output	140,331	128,402	135,000
Number of Cheshire library card holders	Output	13,584	13,990	14,000
Borrows of physical materials	Output	211,489	270,000	290,000
Borrows of electronic/downloadable materials	Output	41,766	38,000	40,000
Number of library programs held	Output	299	330	650
Program attendance	Output	5,563	6,625	16,000
Study Room bookings	Output	0	360	1,400
Public Computer sessions logged	Output	1,161	5,440	10,000
Reference/research questions received	Output	4,261	8,600	12,000
Number of students participating in summer reading	Output	113	676	700
Early literacy outreach (# of preschool children visited)	Output	0	0	500
Library cost per use (visits, program attendance, items borrowed, computer sessions, study room use, reference questions asked.)	Efficiency	\$5.43	\$4.01	\$3.41
Cost per capita**	Efficiency	\$48.15	\$45.38	\$48.94

\* 20-21, and 21-22 use figures have/will be impacted by COVID-19

\*\* Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

0 = not able to offer during COVID-19 pandemic

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## **PERFORMING AND FINE ARTS COMMITTEE**

### **MISSION STATEMENT**

The mission of the Cheshire Performing and Fine Arts (CPFA) Committee is to facilitate, encourage and promote arts activities in the Town of Cheshire and to provide opportunities for residents to participate in all areas of the fine and performing arts and thus build community through the arts.

### **ADMINISTRATIVE OVERVIEW**

Artsplace, the only town-owned art school in Connecticut, is managed by a Director and supported by a Secretary, three part-time Clerks, two building supervisors and 12+ professional art teachers with additional guest instructors. Art classes, workshops, events, summer camps and outreach programs are offered for most ages year-round. CPFA is an 11-member volunteer committee providing support of major programs such as ARTSDAY and Art Market. Friends of CPFA/Artsplace, Inc, is a 501.c3 support organization providing funding beyond tax dollars. Artsplace programs support economic development in Cheshire by attracting both residents and non-residents to its high caliber, well respected art programs.

### **BUDGET SUMMARY BY MAJOR OBJECT**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2023</b>	<b>FY 2023</b>
	<b>Actual</b>	<b>Approp.</b>	<b>Estimated</b>	<b>Dept.</b>	<b>Manager</b>	<b>Council</b>
			<b>Expend.</b>	<b>Request</b>	<b>Recomm.</b>	<b>Approval</b>
PERSONNEL SERVICES	\$124,123	\$144,954	\$141,116	\$153,981	\$153,981	\$153,981
SUPPLIES & SERVICES	11,441	17,400	17,000	17,400	17,000	17,000
CONTRACTED SERVICES	26,700	71,590	71,000	82,090	71,590	71,590
PROFESSIONAL EXPENSE	<u>818</u>	<u>1,200</u>	<u>1,050</u>	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>
<b>TOTAL EXPENDITURES</b>	<b>\$163,082</b>	<b>\$235,144</b>	<b>\$230,166</b>	<b>\$254,671</b>	<b>\$243,771</b>	<b>\$243,771</b>

### **OTHER FUNDS MANAGED**

<b>FY 21-22 APPROPRIATED</b>	<b>FY 20-21 GRANTS, GIFTS &amp;</b>	<b>CAPITAL FUNDING</b>	<b>FY 21-22 CAPITAL BUDGET</b>
<b>GENERAL FUND REVENUE</b>	<b>OTHER FUNDING SOURCES</b>	<b>AVAILABLE AS OF 7/1/21</b>	<b>APPROPRIATION</b>
\$100,000	\$1,589 (balance on 7/1/21 - \$9,805)	None	None

### **ACCOMPLISHMENTS 2021-2022**

- ◆ Reopened downstairs classroom and resumed children's classes and art camps in July until present.
- ◆ Participated in "Summer of Sunflowers" and offered sunflower themed workshops in watercolor, oil, acrylic, pastel, and stained glass which were shown in Sunflower Art Exhibit at the Library.
- ◆ Stocked Pina's Giving Garden containers with tomatoes, squash, beans, peppers, and herbs - free to all. Planted a "pollinator garden" with help from library.
- ◆ Continued the 2<sup>nd</sup> Annual "The Scarecrows Are Coming to Cheshire" community art program with 99 registered participants. Funds split between Cheshire Human Services and Ball & Socket Arts.
- ◆ Began abbreviated onsite classes in September for children and adults, meeting all COVID protocols. Artsplace was referred to by one grateful student as a "haven of peace and joy."
- ◆ Held online Author Event, sponsored by Friends of CPFA/Artsplace and Cheshire Public Library.
- ◆ Teamed with Library at the "Halloween Bash" at Mixville park with teachers, CPFA board members and teen volunteers running pumpkin carving and painting projects for 125 participants.
- ◆ Held Artsplace Art Market in November, raising funds for CPFA Scholarships and Friends.
- ◆ Sponsored the Pajama Program, collecting over 272 new pajamas and 227 new books for Connecticut children, the largest amount ever collected at Artsplace by our generous community.
- ◆ Continued offering Art Heals to Cheshire homebound residents using Zoom classes for safety.

**OBJECTIVES 2022-2023**

- ◆ Sponsor the 3rd Annual “The Scarecrows are Coming to Town” contest in October 2022.
- ◆ Host the 32<sup>nd</sup> Annual ARTSDAY in March at the Cheshire Academy.
- ◆ Continue to collaborate with peers in the Arts and Culture Collaborative and New Haven Arts Council to build relationships throughout Connecticut.
- ◆ Continue student and teacher art exhibits at the Cheshire Public Library.
- ◆ When safe, reopen entire Artsplace building for all ages with onsite art classes at affordable prices and increase revenue from non-residents and generate visitors to fuel local economy.
- ◆ Continue search for accomplished well-regarded artists to offer master classes/workshops at Artsplace maintaining a high level of interest and satisfaction which will increase revenue.
- ◆ Survey students to assess effectiveness of existing programs and to anticipate interest and demand for new offerings, particularly with online programs.
- ◆ Publicize and expand Artsplace scholarships available to deserving residents and continue to help those in need by cultivating interest in our programs.
- ◆ Increase public relations activities to help achieve visibility and interest through website enhancements and videos, magazine articles, new signs on building and social media.
- ◆ Collaborate with the Library to promote cultural offerings beyond the fine arts to include other arts such as culinary, performing and more for artistic expansion in Town. Support and assist in Library events such as “Art in the Afternoon” in all ways possible.
- ◆ Provide support and planning for our Linear Trail Mural project to enhance the aesthetics of the Trail, with the help of the Friends of CPFA/Artsplace, Inc.
- ◆ Promote annual Pajama Program and Book Drive and support of Cheshire Food Pantry during December.
- ◆ Assist in the expansion of *Art Heals* program by introducing surrounding interested towns to the concept through informational meetings as soon as safely possible.
- ◆ Continue project to enhance the Council Chambers with canvases showcasing local businesses once safe to resume after pandemic.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Number of art students	Output	302	1,061	1,300
Number of art classes	Output	61 (3 wks)	103	110
Number of art workshops	Output	20	23	47
Artsday attendance	Output	N/A	N/A	598
Art Show Attendance	Output	N/A	450	700
Author Event Attendance	Output	N/A	38	90
Number of events participants	Output	396	2,407	3,603
Total Artsplace class participants	Output	790	N/A	N/A
Revenue	Output	\$30,000	\$100,000	\$109,000
Cost per capita*	Efficiency	\$4.52	\$6.31	\$6.77

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## PLANNING AND DEVELOPMENT

### MISSION STATEMENT

To provide technical assistance and customer service on land use matters to the general public and Town to facilitate the orderly development of Cheshire, and to monitor, interpret and enforce our planning and zoning regulations to protect the quality of life of our residents.

### ADMINISTRATIVE OVERVIEW

Staff: Town Planner, Environmental Planner, Zoning Enforcement and Wetland Officer, Administrative Assistant, Secretary and Clerk/Typist. The department is professional staff to the Planning and Zoning Commission, Aquifer Protection Agency, Zoning Board of Appeals, Environment Commission and Inland Wetlands and Watercourses Commission, and provides technical assistance to other governmental agencies. The department administers land use controls; coordinates development activities; reviews and updates Plan of Conservation and Development, Zoning Regulations, Subdivision Regulations, Aquifer Protection Agency and Wetlands Regulations.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$354,782	\$350,804	\$336,604	\$257,533	\$257,533	\$257,533
SUPPLIES & SERVICES	13,765	7,900	12,625	10,700	10,700	10,700
UTILITIES	1,958	1,800	1,200	1,800	1,800	1,800
CONTRACTUAL SERVICES	5,075	2,600	0	0	0	0
PROFESSIONAL EXPENSE	7,408	8,200	6,200	7,200	7,200	7,200
EQUIPMENT	77	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$383,065</b>	<b>\$371,304</b>	<b>\$356,629</b>	<b>\$277,233</b>	<b>\$277,233</b>	<b>\$277,233</b>

### OTHER FUNDS MANAGED

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$40,000	\$81 (balance on 7/1/21 - \$26,783)	\$340,831	None

### ACCOMPLISHMENTS 2021-2022

- ◆ Implemented the Highland Avenue Design District Zoning Regulations to foster growth in the commercial sector of our economic base.
- ◆ Engaged with stakeholders on potential development proposals in the Highland Avenue Corridor and I-691/Route 10 Interchange areas.
- ◆ Worked with the Cheshire Housing Authority in amending the Affordable Housing Regulations as recommended by the 2016 Plan of Conservation and Development.
- ◆ Amended the Accessory Apartment Regulations to increase the square footage of individual units, encourage barrier free design, and to streamline the renewal process.
- ◆ Organized large volunteer event for maintenance of several open space properties.
- ◆ Updated and expanded open space property kiosk displays.
- ◆ Secured a CT DEEP OSWA grant for purchase of open space within the Mill River Watershed.
- ◆ Worked with the Sustainable CT Cheshire Team.



***PLANNING AND DEVELOPMENT***

- ◆ Proposed a reorganization of the Planning Department staffing to improve efficiency and reduce personnel costs.
- ◆ Successfully transitioned to a new Town Planner upon the retirement of the previous Planner.

**OBJECTIVES 2022-2023**

- ◆ Work with the Park and Recreation Commission and Council on a Master Plan for Bartlem Park.
- ◆ Collaborate on the provision of water and sewer utilities at the I-691/Route 10 Interchange area.
- ◆ Work collaboratively on using the Tax Increment Financing program in appropriate areas.
- ◆ Continue implementation of the 2016 Plan of Conservation and Development in support of expanding Cheshire’s economic base.
- ◆ Continue to pursue open space grants to support acquisitions that preserve community character and satisfy various passive and active recreational needs discussed in the Community Facilities section of the Plan of Conservation and Development.
- ◆ Continue coordination and support for an Earth Day event for public enjoyment and environmental awareness.
- ◆ Promote enrichment of staff including professional certifications.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to engage the community in environmental stewardship efforts.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
# of applications reviewed	Output	53	72	65
# of Zoning Enforcement Cases	Output	65-75	65-75	75-100
Processing Individual Planning & Zoning Applications	Outcome/Efficiency	45 days	30 days	30 days
Average length of approval process	Outcome/Efficiency	45 days	30 days	30 days
Processing Individual Zoning Permits	Outcome/Efficiency	<2	<2	<2
Response to Individual Zoning Complaints	Outcome/Efficiency	2-4 days	1-3 days	1-3 days
Total hours of pre-application review	Output	250 hours	250 hours	300 hours
Open Space/Land Management planning	Output	325 hours	325 hours	325 hours
Cost per capita*	Efficiency	\$10.61	\$9.78	\$7.70

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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**POLICE DEPARTMENT****MISSION STATEMENT**

The mission of the Cheshire Police Department is to ensure and protect the safety and welfare of all Cheshire residents and those visiting Cheshire in order to maintain and enhance the quality of life.

**ADMINISTRATIVE OVERVIEW**

The Chief of Police is appointed by and reports to the Town Manager. The Chief oversees the Police Department and the Animal Control Department personnel and budget along with the Public Safety Commission budget. The Police Department has an Administrative Division with five sworn officers and thirteen civilians, a Patrol Division with thirty-two sworn officers and a Support Services Division with eleven sworn officers. Nine civilian school crossing guards are also supervised by the Police Department.

**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$5,348,062	\$5,700,102	\$5,628,882	\$5,944,641	\$5,874,641	\$5,874,641
SUPPLIES & SERVICES	240,464	253,306	270,300	289,800	285,300	285,300
UTILITIES	63,550	70,000	85,000	72,000	72,000	72,000
CONTRACTED SERVICES	135,702	144,758	151,293	392,900	343,900	343,900
PROFESSIONAL EXPENSE	3,900	9,300	8,800	8,800	8,800	8,800
EQUIPMENT	<u>24,093</u>	<u>40,982</u>	<u>40,982</u>	<u>144,041</u>	<u>129,041</u>	<u>129,041</u>
<b>TOTAL EXPENDITURES</b>	<b>\$5,815,771</b>	<b>\$6,218,448</b>	<b>\$6,185,257</b>	<b>\$6,852,182</b>	<b>\$6,713,682</b>	<b>\$6,713,682</b>

**OTHER FUNDS MANAGED**

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$175,000	\$198,290 (balance on 7/1/21 - \$261,850)	\$399,472	None

**ACCOMPLISHMENTS 2021-2022**

- ◆ Hired three officers to fill vacancies created by resignations and retirements.
- ◆ Hired Dispatcher to fill vacancy created by resignation.
- ◆ Hired Public Safety Network Administrator to enhance IT services to police and fire departments.
- ◆ Hired Records Secretary to fill vacancy created by retirement.
- ◆ Completed promotional process for position of Sergeant to fill vacancy created by retirement.
- ◆ Worked with other Town departments to address COVID protocols at parks and other town facilities.
- ◆ Continued to provide child safety seat installations as a service to the community.
- ◆ Continued work on the new Public Safety Radio System which will greatly enhance communication between and among departments, particularly Cheshire Public Schools.
- ◆ Worked with other town departments and selected contractor to complete the locker room, gym, and HVAC upgrade project at police headquarters.
- ◆ Continued to update department policies and training to comply with provisions of the police accountability act passed by the Connecticut legislature.
- ◆ Assigned personnel to the Southington/Cheshire Auto Theft Task Force. Combined the informational campaign of securing valuables and locking vehicles with assignment of one officer and one detective to task force.
- ◆ Redesigned the lower level training room, upgraded electronic capabilities for presentations and instruction, as well as aesthetic upgrade of furniture and decor to reflect the history of the police department.
- ◆ Redesigned the Detective Bureau for more ergonomic and efficient production.

**OBJECTIVES 2022-2023**

- ◆ Continue to work with the Town’s elected and appointed officials to manage the department’s budget within the context of the town and state’s fiscal challenges.
- ◆ Initiate and complete hiring, training and promotional processes, as needed, to maintain the department at budgeted personnel levels.
- ◆ Continue to strive for excellence in the department’s core services as indicated in the Performance Measures below.
- ◆ When feasible under COVID protocols, reengage Cheshire’s stakeholders through popular and effective community-based initiatives such as the Citizen’s Police Academy and Rape Aggression Defense (RAD) training.
- ◆ Continue to improve traffic safety through proactive traffic enforcement, analysis of accident data and continued maintenance and upgrading of signs, signals and markings to the standards established in the Manual of Uniform Traffic Control Devices.
- ◆ Complete the town wide radio communications upgrade, which will greatly enhance communication between and among departments, particularly Cheshire Public Schools.
- ◆ Continue to adapt policies and procedures to comply with the provisions of the police accountability bill, including drug testing and mental health evaluations for some department members.
- ◆ Maintain the assignment of CPD personnel to the Southington/Cheshire Auto Theft Task Force.
- ◆ Provide a training curriculum of leadership and coaching to our CPD sergeants via *The Leadership Doc*, Howard Fero, Ph. D (Director of Graduate Leadership Programs at Albertus Magnus College).

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 20-21	Estimated 21-22	Projected 22-23
Violent Crime***	Output	4	5	5
Property Crimes***	Output	205	220	215
Criminal Arrests	Output	324	300	300
Motor Vehicle Arrests	Output	597	600	700
Accidents	Output	503	650	575
Total Incidents	Output	33,551	36,000	34,000
Avg. Incidents per Officer****	Output	680	750	708
Avg. Hours of Training per Officer per Year**	Efficiency	100	100	100
Cost per capita*	Efficiency	\$161.02	\$169.56	\$186.57

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

\*\*This average refers to in-service and additional training for police officers only. It does not include basic recruit training for entry-level police officers at a police academy.

\*\*\*The crime statistics for violent crime and property crime have been changed to reflect the industry standard, which is based on the FBI’s Uniform Crime Report. Violent crimes are murder, rape, robbery and aggravated assault. Property crimes include burglary, larceny and auto theft.

\*\*\*\*This average equals the number of incidents divided by 48, the CPD’s funded strength. In FY21, a position was frozen so the number of officers was 47. The number of officers who actually respond to “incidents” is significantly lower than 48 and oftentimes, the department does not have all 48 officers on staff.

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**PUBLIC PROPERTY**

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**MISSION STATEMENT**

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The mission of the Public Properties Department is to manage the development, maintenance and improvements to the Town Government Buildings. These services are essential to provide the public with safe, efficient, and attractive buildings in which to conduct their business and utilize Town services, and to provide a suitable environment for Town employees to carry out their work productively and safely, and to extend the useful life of Town facilities.

**ADMINISTRATIVE OVERVIEW**

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The Public Property Department maintains the following buildings: Town Hall, Police Headquarters, Fire Headquarters, Fire Houses #2 and #3, Fire HQ Annex, Public Library, Senior Center, Harmon J. Leonard Youth Center, The Yellow House Teen Center, Performing & Fine Arts Building and Garage, Animal Control Building, Grounds Garage, Public Works Garage, Hitchcock-Phillips House, Lock 12 House, and numerous unoccupied Town buildings. The department conducts or manages all maintenance and improvements, utility costs, custodial services, HVAC systems, plumbing, electrical, lighting, flooring, windows, roofing improvements, and painting. Some buildings include specialty items such as vehicle exhaust systems, elevators, automatic doors, alarm systems, sprinkler systems, generators, closed circuit cameras, gas pumps, and key entry systems. The Cheshire Public Schools, Water Pollution Control Department and the Community Pool maintain their own buildings through their budgets.

**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$158,645	\$172,422	\$170,898	\$177,390	\$177,390	\$177,390
SUPPLIES & SERVICES	47,016	86,000	85,700	88,000	86,000	86,000
UTILITIES	455,963	492,539	518,500	551,900	551,900	551,900
CONTRACTED SERVICES	547,988	474,338	498,938	505,050	495,050	495,050
EQUIPMENT	685	1,500	1,500	1,500	1,500	1,500
<b>TOTAL EXPENDITURES</b>	<b>\$1,210,297</b>	<b>\$1,226,799</b>	<b>\$1,275,536</b>	<b>\$1,323,840</b>	<b>\$1,311,840</b>	<b>\$1,311,840</b>

**OTHER FUNDS MANAGED**

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FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
None	None	\$2,559,129	\$600,000

**ACCOMPLISHMENTS 2021-2022**

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- ◆ Completed all operating budget projects planned for the fiscal year, improving the overall condition and safety of our Town buildings.
- ◆ Responded to over 500 work requests by public property users and continued to refine operational procedures to respond to work orders more effectively and efficiently. This number was lower than previous years due to COVID.
- ◆ Monitored the air quality of the Library and Police HQ to ensure a healthy work environment.
- ◆ Performed a comprehensive preventative maintenance assessment of the HVAC systems at the major Town buildings to optimize controls and prevent costly failures. Continued operation of automated HVAC systems to provide more efficient control of the equipment and a better environment for building users.
- ◆ Designed and bid a new shingle roof for the Town Hall to eliminate water intrusion and avoid costly repairs.
- ◆ Coordinated improvements in the Town Manager's office to improve flow and provide additional office space.
- ◆ Paved the parking lot at the Library and adjacent church pending execution of a new lease agreement.
- ◆ Upgraded building management system computer interface to better optimize building operation and remove obsolete software.

- ◆ Utilized consortiums/consultants for purchasing initiatives including electricity, natural gas, heating oil, diesel and gasoline to secure extremely competitive pricing resulting in Town wide savings.
- ◆ Completed roof upgrades at Fire House #3 to eliminate water intrusion and prevent costly repairs.
- ◆ Supervised upgrade of locker rooms and HVAC system at the Police Station to modernize the space and improve air quality.

**OBJECTIVES 2022-2023**

- ◆ Continue the very efficient winter redeployment of Public Works and Public Property Maintainers to address Town building maintenance needs and minimize repair costs.
- ◆ Continue comprehensive preventative maintenance program implementation at various Town buildings to avoid costly future repairs and track work at the Town buildings to establish a historical file for reference purposes.
- ◆ Pave the Parking lot at the Senior Center to promote vehicular access and prevent possible pedestrian injuries.
- ◆ Continue to monitor air quality at various buildings to insure there are no recurring issues.
- ◆ Continue to upgrade the fire alarm systems at various Town buildings to safeguard life and property.
- ◆ Continue to refine operational procedures and staffing to respond to work requests more effectively and efficiently.
- ◆ Solicit RFP/bids for building related services: cleaning service, elevator maintenance, generator maintenance, fire protection maintenance, electrical, mechanical and plumbing work to ensure cost effective services.
- ◆ Continue operation of HVAC control systems at major Town buildings and supervise implementation of energy protocols as part of the performance contract to better control the interior air quality and continue to reduce operational costs through improved energy efficiency.
- ◆ Complete all outstanding capital and operating budget projects to improve the maintenance and working conditions at the various buildings.
- ◆ Begin roof replacements at the Police Station to eliminate water intrusion and avoid costly repairs.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to serve as staff liaison to the Public Building Commission and enable them to execute assigned projects.
- ◆ Install new roof on the Town Hall to eliminate water intrusion and prevent costly repairs.
- ◆ Continue maintenance of Town buildings to support a safe environment during the remainder of the pandemic.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Square Feet of Facilities Maintained	Output	205,000	205,000	205,000
# of Facilities Maintained	Output	21	21	21
# Work orders received	Output	544	575	575
# Repeat work orders	Efficiency/Outcome	2%	2%	2%
Work order addressed/day	Output	2.2	2.3	2.3
Man-hours/occupied building	Efficiency/Outcome	219	219	219
Cost per capita*	Efficiency	\$33.51	\$34.97	\$36.46

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## PUBLIC WORKS

### MISSION STATEMENT

The Public Works Department manages the development, maintenance and improvements for the Town's infrastructure network and public assets including roads, parks and open space, sidewalks, drainage and all public facilities which are essential to the community and which provide a safe, efficient, and attractive system to enhance the quality of life for residents and the economic needs of businesses. The Department also provides for residential solid waste disposal and recycling needs of the community.

### ADMINISTRATIVE OVERVIEW

This department consists of: **Administration** which oversees all of the department's divisions and the Public Property Department, Water Pollution Control Department, Water Pollution Control Authority, Public Building Commission, and Energy Commission; **Engineering**, which designs Public Works projects, reviews Planning & Zoning and Inland Wetlands Applications, provides in-kind services to other Town Departments, is liaison to the State and community organizations, inspects new subdivision roads and issues permits for utility construction; **Highway Operations** which maintains all Town roads, sidewalks, storm drainage, bridges, culverts, and right-of-ways, and also the fleet of all Town vehicles; **Snow and Ice** which provides for safe roadways throughout the winter season; **Solid Waste** which provides curbside collection of refuse and recycling via contracted services, hazardous waste/electronics/ mattress collection events, and curbside leaf collection, and performs environmental monitoring at two closed landfills; **Trees Division** which removes and trims trees deemed to be potential hazards, and **Grounds Division** which maintains the Town parks, open spaces and other public grounds.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$2,541,677	\$2,652,121	\$2,447,129	\$2,789,177	\$2,706,563	\$2,743,940
SUPPLIES & SERVICES	684,807	676,695	720,088	815,125	756,060	756,060
UTILITIES	89,264	97,508	103,000	107,770	107,770	107,770
CONTRACTED SERVICES	3,426,350	3,778,310	3,541,285	3,667,452	3,594,252	3,594,252
PROFESSIONAL EXPENSE	1,876	5,960	3,450	7,210	7,210	7,210
EQUIPMENT	<u>5,429</u>	<u>8,900</u>	<u>7,700</u>	<u>8,900</u>	<u>8,900</u>	<u>8,900</u>
<b>TOTAL EXPENDITURES</b>	<b>\$6,749,403</b>	<b>\$7,219,494</b>	<b>\$6,822,652</b>	<b>\$7,395,634</b>	<b>\$7,180,755</b>	<b>\$7,218,132</b>

### OTHER FUNDS MANAGED

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$603,865	\$73,762 (balance on 7/1/21 - \$155,823)	\$4,418,351	\$3,488,000

### ACCOMPLISHMENTS 2021-2022

- ◆ In FY 2022, milled and overlaid asphalt on 5.6 miles of roads; crack-sealed 9.2 miles; chip sealed 3.3 miles; and patched numerous pavement defects, thereby replacing and/or extending the usable life of 12% of the road network greatly enhancing the safety and comfort of the motoring public.
- ◆ Successfully managed the solid waste and recycling collection program, as well as the 2021 bulky waste collection to ensure excellent service for our residents and remove excessive tonnage from the waste stream.
- ◆ Responded to several large summer storms and performed timely and proficient plowing operations to maintain the integrity of the Town's infrastructure.
- ◆ Designed and installed a new 16 space parking lot off Railroad Avenue to promote use of the linear trail.
- ◆ Operated most of the year without any staff in the Engineering Division due to retirements and long-term absences yet maintained core services to the residents and other departments. Hired a new Town Engineer to remedy this situation.
- ◆ Removed and trimmed hundreds of defective public trees in Town rights-of-way, parks, and open space for public safety and to minimize power outages.
- ◆ Performed street sweeping and leaf collection on 304 lane miles of Town roads to remove debris and ensure the safety of road users.
- ◆ Inspected and cleaned over 800 catch basins and performed maintenance on over 50% of them in preparation for our annual paving program. This maintains the integrity of the road surface, ensures the safety of the road users, and complies with our MS4 requirements.
- ◆ Supervised pole and LED streetlight fixture maintenance and replacements throughout Town.
- ◆ Served as public liaison for Eversource Energy's tree-removal and pruning operations on 95 miles of road to increase resilience to storm damage and power outages.

- ◆ Utilized tablet technology and developed new GIS layers for better asset management and continued MS-4 compliance.
- ◆ Served as liaison and staff support to the Public Building Commission and the Energy Commission.
- ◆ Continued to provide full level of service to the community during the challenges of the COVID pandemic.
- ◆ Finalized design of sidewalks and ramps at Curve Hill Road at Highland Avenue, funded with a \$128,205 matching fund STEAP grant.

## OBJECTIVES 2022-2023

- ◆ Mill and pave, crack, micro, and chip seal Town roads to enhance the safety and comfort of the traveling public. Our goal is to perform various preservation and replacement treatments on 10-12 miles of pavement each year to maintain a stable budget and an excellent roads network.
- ◆ Continue to implement comprehensive storm water system monitoring, cleaning, water testing, and documentation program to comply with the new DEEP statutory requirements which will continue to improve water quality.
- ◆ Implement additional storm system disconnections within impaired watersheds to comply with our MS4 requirements.
- ◆ Continue to effectively administer and coordinate proactive hazard tree mitigation.
- ◆ Continue to improve town parks, playing fields and open space to a high standard for the benefit of our residents.
- ◆ Respond to winter storm events and provide safe roads, sidewalks and parking lots for our residents and building users.
- ◆ Renovate the bathroom at Quinnipiac Park as part of the Public Building Commission project. Make needed upgrades in the parks using existing capital appropriations to better serve our residents and sports programs.
- ◆ Install new drainage at Cheshire Park to preserve existing infrastructure and make park more accessible for our residents.
- ◆ Continue to monitor and maintain Town Open Space and trails to ensure public safety.
- ◆ Accomplish all the above goals during some challenging budget years and focused on grant opportunities and sponsorships to take the pressure off the operating and capital budgets.
- ◆ Continue to support the Economic Development Director with technical aspects related to the acquisition of a 50 ac+/- parcel of land on Highland Avenue from the State of Connecticut.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments and commissions.
- ◆ Explore options to maintain grounds at Cheshire Public Schools facilities.
- ◆ Finish construction of a parking area serving a Yankee Expressway Highlands open space.
- ◆ Construct sidewalk segments to link existing sidewalks along Cheshire Street to provide safe pedestrian access to Quinnipiac Park.
- ◆ Install a box culvert under Industrial Avenue to replace an existing culvert that is failing and allow passage of 100 year storm events.
- ◆ Reconstruct Industrial Avenue to upgrade the roads future performance and promote safe access to and from the businesses in that area.
- ◆ Construct sidewalks and ramps at Curve Hill Road and Highland Avenue.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 20-21	Estimated 21-22	Projected 22-23
Engineering review of Planning & Zoning & Inland Wetlands	Output	36	45	45
Work Orders Generated from Public	Output/Outcome	759	700	750
In-Service Training Hours per employee	Output	32	32	32
Mean Pavement Quality Rating	Outcome	86%	85%	85%
Miles of Pavement Overlaid/Reconstructed	Output	5.6	5	6
Paving Tests of 92% Compaction	Outcome	100	100	100
Miles of Sidewalk Constructed	Output	.2	.2	.5
Number of Hazardous Trees Removed	Output	160	120	200
% of Trees Addressed Within 60 Days	Outcome	95%	95%	95%
Tons of Residential Solid Waste Collected	Output	8,055	8,200	8,300
Number of Vehicle/Equipment Serviced	Output/Outcome	775	775	775
Number of Vehicles Maintained	Output	180	180	180
Miles of New Town Roads Accepted	Output	0.0	0.65	0.2
Playing Fields Maintained and Lined	Output	1,100	1,500	1,500
Cost per capita*	Efficiency	\$186.87	\$187.03	\$200.59

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## RECREATION

### MISSION STATEMENT

The mission of the Recreation Department is to provide a wide range of recreational and leisure opportunities to enhance the quality of life for all Cheshire residents and promote positive physical, social and emotional experiences. This is achieved through our core values of community enrichment, leadership, collaboration, park stewardship, health and wellness, inclusiveness and lifelong learning.

### ADMINISTRATIVE OVERVIEW

The Recreation Department is responsible for planning and implementing hundreds of recreational programs, services and events throughout the year for all ages. Department staff coordinates use of all town fields, parks and facilities including pavilions and the Youth Center rentals. The department provides administrative oversight and stewardship to town parks and open space. The department supports the Parks and Recreation Commission (P&RC).

The Recreation Department is staffed with a full time Director, Program Supervisor, Assistant to the Director, Program Coordinator, part time Therapeutic Coordinator and hundreds of seasonal and temporary part time employees. The Community Pool is a division of the Recreation Department but operates under a separate special revenue budget.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2023
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$326,861	\$507,719	\$496,355	\$600,806	\$579,985	\$591,006
SUPPLIES & SERVICES	16,525	46,325	40,297	75,257	65,257	54,876
UTILITIES	2,030	3,795	4,083	4,340	4,340	4,340
CONTRACTED SERVICES	14,034	63,675	43,947	85,639	80,139	79,899
PROFESSIONAL EXPENSE	962	3,265	1,977	3,055	2,555	2,555
MISCELLANEOUS	<u>576,411</u>	<u>486,860</u>	<u>486,860</u>	<u>486,860</u>	<u>487,000</u>	<u>487,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$936,823</b>	<b>\$1,111,639</b>	<b>\$1,073,519</b>	<b>\$1,255,957</b>	<b>\$1,219,276</b>	<b>\$1,219,676</b>

### OTHER FUNDS MANAGED

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$300,000	\$20,220 (balance on 7/1/21 - \$19,691)	\$479,516	\$8,195,000

### ACCOMPLISHMENTS 2021-2022

- ◆ The Chapman/Bartlem South Master Plan with multiple public engagements and planning sessions in 2020 was accepted and approved by the Town Council; Phase 1 for \$7.9M was approved by the voters at referendum.
- ◆ Continued adult and youth field distribution open forums to advocate for improved facilities and relationships in developing master field schedules for practices, games and special events.
- ◆ Served the residents of Cheshire through primarily electronic communications to ensure the safety of our community and staff during the COVID-19 pandemic.
- ◆ Mixville Park received multiple upgrades, including the beach, the volleyball court, the main park sign, a new gate house, basketball court; and a grant award from the John G. Martin Foundation will be used to build an outdoor Education building.
- ◆ MacNamara Legion Park Fields 1-4 were renovated, and Field 4 received a new temporary outfield fence system.
- ◆ Cheshire Park Playground received a new tot and ADA swing. The Cheshire Park Pavilion was rededicated to Mark Jardim.
- ◆ Bartlem Park Fields 2 and 3 received new temporary fencing.
- ◆ Ice cream vending in the parks went out to bid, netting \$,6100 annually.
- ◆ Bartlem Beats sponsorship brought in \$15,000 with the help of the banner system.
- ◆ Dog Park Committee raised funds to replace and install a storm-damaged shelter at the Dog Park.
- ◆ Community Pool overgrown landscaping will be replaced in cooperation with Town Beautification Committee.
- ◆ Hosted the Board of Education's Community Life Skills Program at the Youth Center for the 2021-2022 school year.



- ◆ Assisted Artsplace, Cheshire Public Library and Chamber of Commerce with establishing the Second Annual Scarecrow Event.
- ◆ Created new community special events including Lucky Leprechauns, The Turkey Hunt, and Nights of Lights and Sights.
- ◆ With the support of Public Works, relocated the annual Tree Lighting to Bartlem Park. Tree lighting event was expanded working with the Chamber of Commerce, Jr. Women’s and Lions Clubs and attracted large participation from residents.
- ◆ Continue to provide recreational opportunities both in person and virtually to the entire Cheshire community.

**OBJECTIVES 2022-2023**

- ◆ Survey the community to ensure relevant quality programs and experiences as we rebuild community engagement once the pandemic ends and continue to monitor the COVID-19 pandemic and offer appropriate programming.
- ◆ Implement approved Bartlem South Plan Phase I parking, town green and two lighted synthetic fields.
- ◆ Oversee construction of the John G. Martin Outdoor Education Center at Mixville Park.
- ◆ Consider a Parks Advocacy or Friends group to help fundraise, advocate, and promote department offerings.
- ◆ Continue to work with Public Works to update parks facilities and fields as necessary.
- ◆ Continue to audit parks, fields, playgrounds and courts for risk management.
- ◆ Continue to seek collaboration and partnership opportunities with other Town Departments and community organizations to improve program offerings and minimize potential for overlap and duplication.
- ◆ Continue to expand revenue generation opportunities and sponsorships wherever viable to enhance cost recovery.
- ◆ Continue to conduct Adult and Youth League field distribution open forums to advocate for better facilities and relationships in developing Master Field Schedules for practice, games and special events.
- ◆ Consider creation of Public Celebrations Committee for all major Town Wide Special Events.
- ◆ Create a Public Gathering Permit System that will focus on public health and safety, operational rules, insurance indemnity agreement, contractual obligations, general legal compliance and best practices.
- ◆ Investigate additional upgrades at Mixville Park such as an 18-hole disc golf course or low ropes adventure course.
- ◆ Make necessary repairs to the Community Pool permanent roof.
- ◆ Investigate a single source mechanical maintenance provider at the Pool to produce maintenance efficiencies and savings, and to make the mechanical operations consistent with other town facilities.
- ◆ Implement the technology to monitor capacity at the Pool to provide occupant load in real time.
- ◆ Work with local baseball organizations develop dual batting cages at MacNamara Legion Park and to provide materials for roofs over the eight dugouts.
- ◆ Professionally power clean the Youth Center tennis courts and address shifting net posts.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
# of recreation programs offered	Output	210	275	575
# of recreation program participants	Output	1,085	2,100	3,500
# of therapeutic programs offered	Output	17	18	20
# of therapeutic program participants	Output	47	165	200
# of community & special events	Output	17	13	17
# of community & special event attendees	Output	471	5,500	7,500
# of rentals (Pavilions & Youth Center)	Output	348	400	450
# of passes sold (Mixville Day & Season)	Output	3,181	459	500
# of hours of school gym use coordinated	Output	0	1,500	2,880
Annual Revenue Generated	Output	\$161,034	\$241,272	\$294,980
Cost Per Capita*	Efficiency	\$25.94	\$29.43	\$33.89

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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**TOWN CLERK**

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**MISSION STATEMENT**

The mission of the Town Clerk's office is to maintain and safeguard the integrity of Town and State statutory records and to aid the public in retrieval and reviewing of these public records; to issue licenses in compliance with State statutes; and to protect the voting rights of citizens through support for the voting process.

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**ADMINISTRATIVE OVERVIEW**

The Town Clerk/Registrar of Vital Statistics is an elected official with a two-year term. The department staff includes the Town Clerk, Deputy Town Clerk and an Assistant Town Clerk. Responsibilities include preserving and facilitating access to all public records; recording, maintaining and managing land records, vital records, maps, public meeting agendas/minutes and any other documents as required. Additionally, the Town Clerk is responsible for the issuance of licenses in compliance with State statutes such as marriage and dog licenses, and processes Liquor Permits and Trade Name Certificates. The office also issues absentee ballots and aids in the electoral process.

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**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$195,411	\$204,243	\$199,815	\$212,602	\$212,602	\$198,102
SUPPLIES & SERVICES	27,302	16,850	17,300	19,150	16,950	16,950
CONTRACTED SERVICES	47,238	38,700	46,850	46,850	41,850	41,850
PROFESSIONAL EXPENSE	<u>890</u>	<u>2,600</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>
<b>TOTAL EXPENDITURES</b>	<b>\$270,841</b>	<b>\$262,393</b>	<b>\$266,865</b>	<b>\$281,502</b>	<b>\$274,302</b>	<b>\$259,802</b>

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**OTHER FUNDS MANAGED**

FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$700,000	\$30,180 (balance on 7/1/21 - \$96,249)	None	None

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**ACCOMPLISHMENTS 2021-2022**

- ◆ Completed the vault renovation project begun in February 2020. Upgrades include fire-resistant flooring, additional locking cabinets, replacement of a large center island counter top, a new map cabinet, nine rolling shelving units and new tables and chairs. This created ample space for future records and brings the vault into compliance with State regulations. Fully funded by Special Town Clerk Funds at a cost of \$35,000.
- ◆ Secured a \$7,500 State Historic Preservation Grant for digitizing land record images.
- ◆ Digitized and uploaded over 125,000 images of land records to our system, dating back to 1979, helping to increase online copy revenue and provide greater access to the public during the pandemic. Funded by Special Town Clerk Funds.
- ◆ With the Elections Department, co-administered the 2021 November Municipal Election issuing 780 absentee ballots.
- ◆ Completed the republishing of the Code of Ordinances book.
- ◆ Electronically recorded over 722 land record documents from July 2021 to January 2022.
- ◆ Implemented the new State Department of Health Death Registry System.
- ◆ Used Special Town Clerk Funds to refurbish a glass and wood display table that was donated to the Town many years ago.

- ◆ Reorganized permanent records stored in the vault (other than land records): Commission Minute/Agenda Books, Sextons Reports, Burial Records and Union/Town Contracts.
- ◆ Continued to maintain commission lists both in hard copy and computerized formats and have commission agendas and minutes filmed.
- ◆ Continued the indexing of military discharges and maintaining a master index.
- ◆ Maintained and updated vital statistics master index.

**OBJECTIVES 2022-2023**

- ◆ Continue digitizing land records for increased public access to records online.
- ◆ Administer the 2022 election, primaries and referendum in conjunction with the Elections Department.
- ◆ Continue to promote the implementation of a phone tree at Town Hall for easier and more streamlined access to Town Departments. Special Town Clerk funds have been utilized towards a portion of the final cost of this project. (Project is in testing phase)
- ◆ Continue the preservation and recreation of vital statistics volumes by replacing worn out binders.
- ◆ Continue organization of records stored in the old vault.
- ◆ Continue to use best practices to provide services to the community.
- ◆ Continue training toward advanced certifications to ensure professionalism and the capabilities required for continually changing technology.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
# of land records documents recorded	Output	6,290	5,500	6,000
\$ of Conveyance Taxes collected	Outcome	\$595,034	\$580,000	\$545,000
Total licenses issued ( <i>dog, marriage</i> )	Output	2,350	2,400	2,400
# of Absentee Ballots issued	Output	10,620	780	2,000
Cost per capita*	Efficiency	\$7.50	\$7.32	\$7.22

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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## TOWN MANAGER

### MISSION STATEMENT

To responsibly administer and support the finances, regulations and services of the departments and officials of the municipality of Cheshire to insure that all municipal functions are as efficient as possible and that these functions maintain the fiscal stability of the Town, best serve the community, its residents and businesses, and perform at the highest level of professionalism and integrity.

### ADMINISTRATIVE OVERVIEW

The Town Manager is the Chief Executive Officer, and is appointed by the Town Council. Department staff includes the Town Manager, the Assistant Town Manager/Public Information Officer, and a Management Specialist. Responsibilities include managing all Town departments and supervising staff according to the Town Charter and Ordinances; preparing and administering the operating and capital expenditure budgets; preparing all agendas, reports, documents, plans and studies as needed; negotiating and executing contracts and agreements; and overseeing personnel functions, and managing internal and public communications.

### BUDGET SUMMARY BY MAJOR OBJECT

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	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2023
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$489,167	\$380,850	\$368,280	\$386,726	\$386,726	\$386,726
SUPPLIES & SERVICES	4,878	4,240	2,557	3,950	3,650	3,650
PROFESSIONAL EXPENSE	8,851	9,925	10,239	10,800	10,800	10,800
EQUIPMENT	<u>3,000</u>	<u>1,500</u>	<u>920</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$505,896</b>	<b>\$396,515</b>	<b>\$381,996</b>	<b>\$402,476</b>	<b>\$402,176</b>	<b>\$402,176</b>

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### OTHER FUNDS MANAGED

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FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
None	\$60,730	None	None

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### ACCOMPLISHMENTS 2021-2022

- ◆ Continued to effectively manage the Town's response to the COVID-19 pandemic to protect the health and safety of our residents and businesses while maintaining a full complement of municipal services. Provided leadership through our Emergency Management Team including planning and coordination with Chesprocott and key local and state partners. Continued to support successful vaccination efforts, and distributed masks and at-home test kits. Positioned the Town for a resilient post-pandemic local economy and strong financial position.
- ◆ Continued to preserve a strong fiscal foundation with a healthy surplus, a strong fund equity position, affordable debt obligation, prudent use of various reserve fund accounts, a AAA crediting rating, and controlled fringe benefit obligations, with the overall goal of preserving the Town's fiscal sustainability.
- ◆ Continued to support economic development initiatives and alternatives which are enhancing Cheshire's commercial base, including the implementation of a TIF District project.
- ◆ Expanded use of technology to better inform and engage our residents, promote transparency, and expand access.
- ◆ Continued to offer low cost professional and personal enrichment and health programs to maximize work skills, foster employee morale and good health, and to ensure quality customer service.
- ◆ Continued to advance and/or complete key Town projects.
- ◆ Successfully achieving approval at referendum for Phase 1 of the Master Plan for the Bartlem South.
- ◆ With the Council and the Board of Education, continued to support an ambitious School Modernization planning effort.
- ◆ Continued to be responsive to stakeholders while successfully managing the critical daily operations, ensuring that core and necessary services and programs are sustained.
- ◆ Filled key vacant senior level positions including Coordinator of Economic Development and Grant Writing, Town Planner, and Building Official, with high quality professionals to ensure continuity of effective leadership.
- ◆ Continued to pursue enhancement of shared services with the Board of Education to improve efficiencies and reduce costs.

- ◆ Continue to maintain a high level of coordination and cooperation with other departments and the Town Council.
- ◆ Secured fiscally responsible and sustainable collective bargaining agreements with remaining Town unions.
- ◆ Secured successor municipal solid waste disposal location solution and long-term contractual arrangement.
- ◆ Completed operational staff reorganization of Town Manager's Office, Human Resources and Economic Development Office.

## **OBJECTIVES 2022-2023**

- ◆ Continue to successfully meet the challenges of the changing epidemic to ensure public safety, a resilient community, and strong municipal operations and financials.
- ◆ Continue to preserve a strong fiscal foundation for Town operations by producing a healthy surplus, maintaining a strong fund equity position, ensuring affordable debt obligation, exercising prudent use of various reserve fund accounts, maintaining our AAA crediting rating, and protecting fringe benefit obligations with the overall goal of preserving the Town's fiscal sustainability.
- ◆ Continue to support economic development initiatives and alternatives to enhance Cheshire's commercial base.
- ◆ Continue expansion of applied technology to better inform and engage our residents.
- ◆ Continue to identify and offer, low cost professional and personal enrichment and health programs to maximize work skills, foster employee morale, ensure the highest level of customer service.
- ◆ Continue to support and pursue North-End utilities expansion and State DOT parcel conveyance to the Town to expand positive economic development.
- ◆ Continue to advance and/or complete key Town projects and improve tracking and monitoring of projects.
- ◆ Begin implementation of Phase 1 of the Chapman/Bartlem Park South Master Plan Project.
- ◆ Continue to be responsive to stakeholders while successfully managing the critical daily operations to ensure that core and necessary services and programs are sustained.
- ◆ Fill key positions in a timely manner and through a comprehensive recruitment search to ensure continuity of effective professional staff.
- ◆ Continue to promote shared services with the Board of Education to improve efficiencies and reduce costs.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments and the Town Council.
- ◆ Complete a Facility Assessment and Master Capital Plan for the Cheshire Community Pool.
- ◆ Initiate Mixville Park operations and future capital master planning process.
- ◆ Identify and Implement an Online Job Application System to facilitate recruitment of high quality candidates.
- ◆ Work with the Town Council to identify priorities to guide goal-setting, planning and resource allocation decisions.

## **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Unassigned fund balance as a % of budget	Outcome	10.45%	11.00%	10.00%
Debt as a % of budget	Outcome	6.53%	6.49%	5.89%
Principal amount of debt outstanding	Outcome	\$93M	\$86M	\$96M
Number of Town Council and Committee meetings and public hearings supported	Output	80	76	75
Cost per capita*	Efficiency	\$14.01	\$10.47	\$11.18

\*Per capita cost represents the cost in property tax dollars to a resident for the annual expenditure for this department.

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**COUNCIL, BOARDS**  
**COMMISSIONS AND COMMITTEE**  
**BUDGET APPROPRIATIONS**

## **Council, Boards, Commissions and Committees**

### **010 - Town Council - \$40,255**

The Town Council is the Legislative body of the Town of Cheshire consisting of nine members who are elected biennially. The Town Council adopts the annual operating and capital expenditure budgets; appoints the Town Manager, Town Attorney and members of all appointed boards and commissions; enacts Town ordinances; conducts other duties and has additional powers as conferred by Chapter 3 of the Town Charter.

### **080 - Board of Assessment Appeals - \$2,055**

The Board of Assessment Appeals exists under the Connecticut General Statutes and consists of three elected members. The Board of Assessment Appeals is the first level of appeal that taxpayers can use if they are aggrieved regarding the ad valorem assessments of their real and personal property.

### **130 - Planning and Zoning Commission - \$8,330**

The Planning and Zoning Commission is a nine-member elected body responsible for the preparation of the Town's zoning and subdivision regulations as well as the Plan of Development and Conservation.

### **140 - Zoning Board of Appeals - \$2,900**

The Zoning Board of Appeals (ZBA) is composed of eight elected members - five regular members and three alternate members. In accordance with the Connecticut General Statutes, this Board conducts public hearings and renders decisions on the following items: variances of the Zoning Regulations, appeals of an order issued by the Zoning Enforcement Officer, and approval of the location for motor vehicle repair and/or dealer licenses.

### **155 - Town Beautification Committee - \$14,875**

The Town Beautification Committee consists of nine appointed members. The Town Beautification Committee focuses on six broad areas of concern: reviews sign and site plan applications before the Planning and Zoning Commission; coordinates and implements landscaping projects, tree planting and special effects plantings; participates in special projects such as the Fall Festival, Spring Planting Week, and Town Center improvement; works to implement and enhance municipal forestry management programs; disseminates information and promotes beautification through awards, space ads and speaking engagements; pursues funding for tree planting grants from state and federal sources.

### **160 - Public Building Commission - \$2,100**

The Public Building Commission (PBC) consists of nine appointed members. The purpose of the PBC is to consolidate the design and construction of all public buildings and building projects under one commission in order to assure the Town of the best possible facility at the lowest possible cost through the cooperative efforts of various Town officers, boards, commissions, and agencies.



**170 - Inland Wetland and Watercourses Commission - \$6,110**

The Inland Wetlands and Watercourses Commission is comprised of seven appointed members whose responsibility is regulating the activities in or near designated wetlands and/or watercourses.

**180 - Environment Commission - \$1,220**

The Environment Commission is a seven-member appointed commission that interacts with the Planning and Zoning Commission, Inland Wetlands and Watercourses Commission, Parks and Recreation Department, and the Cheshire Land Trust. The Environment Commission is advisory to the Town Council concerning problems and solutions affecting the environment. The Commission also recommends parcels to be considered for land acquisition.

**185 – Historic District Commission - \$2,175**

The Historic District Commission consists of five regular members and a panel of three alternates. The Town has established two historic districts pursuant to Connecticut General Statutes, “Cornwall Avenue – Town Center Historic District” and the “South Brooksvale Historic District”. At least one regular member or alternate who resides in the District, or who owns a building or has stewardship responsibility to a building in the District shall represent each Historic District on the Commission. In accordance with Connecticut General Statutes and Town ordinance, this Commission sets forth relevant design criteria of the District and the information to be included with an application filed with the Commission.

**190 - Energy Commission - \$2,325**

The Energy Commission is comprised of seven appointed members who serve as an advisory commission to the Town Council on matters relating to energy.

**225 - Public Safety Commission - \$6,850**

The Public Safety Commission consists of five appointed members to perform the following: research and evaluate all public safety issues referred to them by the Town Council, the Town Manager, or from other municipal officials, such as the Police Chief, the Fire Marshal, and specific requests from the public; research and evaluate future and current public safety needs; define and report on policies which establish a standard to be used in addressing and remedying public safety hazards; make recommendations to the Town Council regarding measures to be taken to address identified hazards in the community; support, supplement and conduct public safety education programs; support, stimulate and assist citizen groups in understanding and cooperating with municipal programs on safety and accident prevention.

**280 - Water Pollution Control Authority - \$3,600**

The Water Pollution Control Authority (WPCA) consists of seven appointed members. The responsibility of the WPCA is to oversee the Cheshire Water Pollution Control System, adopt an annual sewer use fee, levy sewer and water assessments, and plan for future updating of the Water Pollution Control Collection System and Water Pollution Control Treatment Plant.

### **336 – Youth and Human Services Committee - \$1,500**

The Youth and Human Services Committee is comprised of seven appointed members and five youth members. The committee was created to address the provision of human services in the areas of youth services, senior services, housing, health, transportation, disabilities, family support, disadvantaged and other social service purposes for the residents of Town.

### **350 - Library Board - \$1,250**

The Library Board is a seven member appointed Board that meets regularly with the Library Director to advise on library services, policies and procedures. The Board is also advisory to the Town Council. It keeps abreast of the local and State political environments in which the library operates, conducts surveys, engages in fact finding, studies other Connecticut library services, and recommends action to the Council and the Library Director.

### **370 - Parks and Recreation Commission - \$1,800**

The Parks and Recreation Commission is a seven member appointed body that performs the following functions: serves as an advisory group to the Town Council; studies and makes recommendations as to the physical facilities, programs and budgets; and interacts, as necessary, with other Town Boards and Commissions.

**OTHER**

**BUDGET APPROPRIATIONS**

## Other Budget Appropriations

Listed in this section are fiscal obligations of the Town, which are separate appropriations but are not part of a specific Town Department budget or Board, Commission or Committee budget.

### 025 - Human Resources - \$150,100

This is a new budgeted department for FY22 and provides funding for the Human Resources Director. This position was formerly funded through the Town Manager's Office. A new physical office was created in Town Hall to more clearly separate the functions and provide a location for employees and prospective employees to receive necessary services. The Human Resources Department is responsible for all manner of employment and benefits related functions for the organization including but not limited to recruitment, retention, separations, training, risk management, employee relations, collective bargaining, personnel policies and procedures, compliance, medical and life insurance, wellness and enrichment.

### 030 - Town Attorney - \$220,000

This budget provides funding for the Town Attorney. The Town Council appoints an attorney to serve as the Town's chief legal officer under a retainer agreement. The Town Attorney coordinates all legal services provided to the Town and appoints, supervises, and directs all Special Council to perform selected services. Other services include preparation of written opinions for Town officers and agencies, review and approval of explanatory texts, preparation or approval of contracts, and representation for all actions, suits, or proceedings brought by or against the Town.

### 060 - Probate Court - \$2,000

This budget provides funding for the Town's share of the operations of the Probate Court, in addition to providing a facility and equipment for the Court. The Probate Court for the District of Cheshire, comprising the Towns of Cheshire and Southington, has exclusive jurisdiction over ordinary process and settlement of decedent estates. It appoints conservators of the person and the estate of incapable persons, guardians of the person and estate of minors and adults with intellectual and psychiatric disabilities and supervises the activities of such fiduciaries. It terminates parental rights and processes adoptions and acts on applications for temporary guardians and removal of guardian, change of name, and marriages of youth less than sixteen years of age. The Court also processes commitment applications.

### 220 - Office of Civil Preparedness - \$38,755

This budget provides funding for the Office of Civil Preparedness. Since January of 2006, the Fire Chief serves as the Emergency Preparedness Director and manages this budget. The Fire Chief maintains and directs full control of emergency operations in accordance with federal and state statutes, and the Town Charter, and as such receives the stipend associated with this responsibility.

### 290 - Public Health - \$721,744

This budget funds the Town's share of the Chesprocott Health District that provides public health services for the Towns of Cheshire, Prospect and Wolcott. It also funds a dedicated paramedic service, community health program, and an assessment for Cheshire's participation in the Northwest Connecticut Public Safety Communication Center, Inc., which operates a communication system linking area hospitals and ambulance services.

### 380 - Contingency - \$125,000

Funds are appropriated in this account to meet any unanticipated obligations that occur during the fiscal year. These funds can be transferred to a department, commission, board or office at any time during the fiscal year but only by a resolution of the Town Council.

**390 - Debt Service - \$7,403,322**

Funds are appropriated in this account to meet annual principal and interest payments on long term borrowings (bonds), and if applicable, interest payments on short-term borrowings (bond anticipation notes). The debt service appropriation is comprised of the following:

<u>CATEGORY</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
GENERAL PURPOSE BONDS.....	\$3,823,000	\$1,450,844	\$5,273,844
SEWER BONDS.....	537,000	163,215	700,215
WWTP STATION/PLANT NOTES (2%).....	1,592,603	378,286	1,970,889
EDUCATION BONDS.....	1,235,000	458,934	1,693,934
<b>TOTAL DEBT SERVICE</b>	<b>7,187,603</b>	<b>2,451,279</b>	<b>9,638,882</b>
PAYMENTS FROM WATER POLLUTION CONTROL FUND.....	(560,546)	(89,873)	(650,419)
ADDITIONAL PAYMENTS FROM WPC FUND:			
RATE REVISION.....	(324,549)	-	(324,549)
FY23 BUDGET INCREASE.....	(46,632)	-	(46,632)
PAYMENTS FROM DEBT RESERVE FUND.....	(1,079,610)	-	(1,079,610)
ADDITIONAL PAYMENTS FROM DEBT RESERVE FUND:			
UTILIZATION OF 2021 BOND ISSUE			
PREMIUMS.....	(134,350)	-	(134,350)
<b>TOTAL GENERAL FUND DEBT SERVICE</b>	<b>\$5,041,916</b>	<b>\$2,361,406</b>	<b>\$7,403,322</b>

Below is an analysis of the Debt Reserve Fund for both current and projected debt based on the adopted FY 2023 Capital Budget:

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
TOTAL DEBT SERVICE	\$9,886,111	\$10,125,590	\$10,452,703	\$9,638,882
LESS: WPCD DEBT SERVICE	(1,672,859)	(1,195,634)	(1,182,679)	(1,021,600)
GROSS GENERAL SERVICE DEBT	8,929,956	8,929,956	9,270,024	8,617,282
USE OF DEBT RESERVE FUNDS	(1,582,696)	(1,347,975)	(1,460,947)	(1,213,960)
BUDGETED DEBT	<u>\$6,574,924</u>	<u>\$7,581,981</u>	<u>\$7,809,077</u>	<u>\$7,403,322</u>
RESERVE BEGINNING OF F.Y.	\$4,459,661	\$3,308,988	\$3,687,695	\$3,236,748
INVESTMENT INCOME	56,122	15,844	10,000	10,000
BOND PREMIUM	-	994,838	-	-
GENERAL FUND TRANSFER	-	616,000	1,000,000	-
WPCD FUND TRANSFER	-	100,000	-	-
USE OF DEBT RESERVE FUND	(1,265,336)	(1,347,975)	(1,460,947)	(1,213,960)
RESERVE END OF F.Y.	<u>\$3,308,988</u>	<u>\$3,687,695</u>	<u>\$3,236,748</u>	<u>\$2,032,788</u>

**410 - Capital Non Recurring - \$1,500,000**

Funds are appropriated in this account to support the annual Capital Expenditure Budget. These monies provide “pay-as-you-go” financing for some portion of these capital needs thereby reducing the amount that must be borrowed through debt obligations.

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**GENERAL FUND**

**REVENUE ANALYSIS**

**TREND INFORMATION**

# REVENUE BUDGET ANALYSIS & TREND INFORMATION

## I. Summary

The Town's General Fund revenues are derived from the following sources:

- A. Property Taxes levied on real and personal property represents 81.0% of the Town adopted FY 23 budget.
- B. Revenue from State Aid is 13.0% of the adopted budget.
- C. Revenue from non-State Payments In Lieu of Taxes (PILOT) and other sources is 4.6% of the adopted budget.
- D. Use of General Fund Equity represents 1.4% of the adopted budget.

The total adopted General Fund revenues for FY 23 are \$125,550,917, an increase of \$3,433,091 or 2.8% over FY 22 budgeted revenues. The principal components for the revenue increases follow:

### Current Tax Levy:

Grand List Growth	\$ 2,973,229
Mill Rate Increase	1,711,964
Local Tax Relief	<u>(6,222)</u>
Total Current Tax Levy Increase	4,678,971
All Other Revenue Sources	<u>(\$1,245,880)</u>
<b>Total Increase in Revenue</b>	<b><u>\$3,433,091</u></b>

The chart below is a revenue summary comparing actual revenues from FY 18 to FY 21 and appropriated revenues for FY 22 and FY 23.

## II. Comparison

### III.

REVENUE	FY 18 ACTUAL		FY 19 ACTUAL		FY 20 ACTUAL		FY 21 ACTUALS		FY 22 ADOPTED		FY 23 ADOPTED	
TAXES	88,581,905	81.4%	91,184,536	81.0%	93,328,221	81.5%	94,603,233	80.7%	96,996,214	79.4%	101,703,521	81.0%
STATE AID	13,986,854	12.9%	15,009,702	13.3%	14,982,018	13.1%	15,132,816	12.9%	19,058,708	15.6%	16,366,517	13.0%
OTHER	5,430,959	5.0%	5,286,875	4.7%	5,191,641	4.5%	5,230,566	4.5%	4,887,904	4.0%	5,780,879	4.6%
FUND EQUITY	800,000	0.7%	1,090,000	1.0%	1,062,918	0.9%	2,180,000	1.9%	1,175,000	1.0%	1,700,000	1.4%
<b>TOTAL</b>	<b>108,799,718</b>	<b>100.0%</b>	<b>112,571,113</b>	<b>100.0%</b>	<b>114,564,798</b>	<b>100.0%</b>	<b>117,146,615</b>	<b>100.0%</b>	<b>122,117,826</b>	<b>100.0%</b>	<b>125,550,917</b>	<b>100.0%</b>
REV. GROWTH	1,026,292	1.0%	3,771,395	3.5%	1,993,685	1.8%	2,581,817	2.3%	4,971,211	4.2%	3,433,091	2.8%

## III. Revenue Overview

### A. Property Taxes:

Connecticut State Statutes limit municipal taxes to property taxes on real estate, motor vehicles and business personal property. Local income taxes, commuter taxes and sales taxes cannot be levied by municipalities; and, unlike other states, there are no countywide or regional property taxes available to support local government activities. Therefore, the Town derives most of its property tax revenues from residential and commercial property owners within the Town. In the FY 23 Town Council recommended budget, this will account for \$101.704 Million (M) or 81.0% of all budgeted revenues.



The 2021 Grand List, upon which the FY23 budget is based, is comprised of approximately 10,778 real property accounts, 25,823 motor vehicle accounts and 1,038 business personal property accounts which represent 28.64%, 68.60% and 2.76% of the total number of Grand List accounts respectively.

Although the growth in the Grand List is clearly an important component of revenue from property taxes, the ability to collect those taxes is of equal importance. Through timely and frequent reminder notices, utilization of tax warrants for delinquent taxes receivable, contracting out for most delinquent motor vehicle taxes receivable, and tax lien assignments of delinquent real properties, the Town has achieved a consistently high rate of tax collections ranging from 99.70% to 99.78% for the five fiscal years ending June 30, 2021. This consistently high rate of collection has been a major contributing factor in the operating budget surpluses in each of the past five fiscal years. The Town used an estimated tax collection rate of 99.2% for FY 23 recommended budget.

**B. State Aid:**

State grant revenue of \$16.367M, or 13.0% of the budget, is appropriated in FY 23. State budget cuts have precipitated a decline in grant revenue as a percentage of the overall budget from a high of 15.6% to 12.9% during this period. State grant programs can be categorized as follows:

- 1. State Payments in Lieu of Taxes (PILOT)** - This category of revenue totals \$4.287M, net of \$.843M of non state PILOT programs, and includes State owned properties, colleges, various tax relief programs for certain disabled residents and veterans. The State makes PILOTs to municipalities to compensate for tax-exempt properties/programs, but funds these payments at less than 100%, sometimes significantly less. This category also consists of gaming revenue distributions from the Mashantucket Pequot and Mohegan Tribe casinos.
- 2. Grants-Education** - These grant programs total \$9.977M mostly from the Education Cost Sharing (ECS) and Special Education-Excess Cost grants.
- 3. Other Miscellaneous Grants** - These grant programs amount to \$2.103M in FY 23 and consist primarily of the Town Aid Road Grant of \$.403M, a Municipal Revenue Sharing Bond Distribution grant of \$.737M, a Municipal Stabilization Grant of \$.241M, a Local Capital Improvement Grant (LOCIP) of \$.181M and a \$.500M American Rescue Plan Act 2021. Various youth, police and other grants are also included in this category.

**C. Other Non-Tax Revenue and Fund Equity:**

The remaining \$7.481M in FY 23 budgeted revenue includes Other Revenues of \$5.781M coming from a variety of non-tax revenue sources, and Fund Equity of \$1.700M.

**D. Additional Funding Sources to Support Departmental Operations other than General Fund Revenues:**

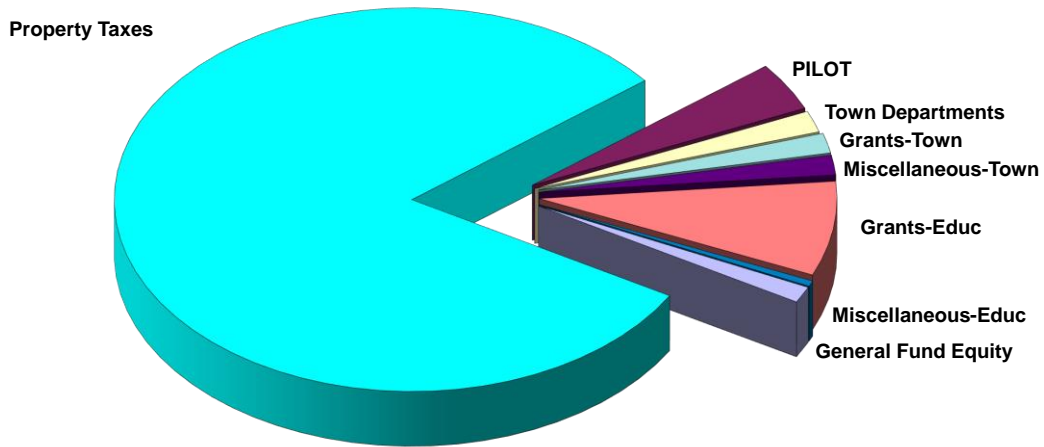
Each year, various gifts, grants and endowment funds support departmental operations in addition to the General Fund revenues detailed above. During FY 21, the Town realized gift, grant and endowment fund revenue totaling \$745,856 in support of operations in the Economic Development, Fire, Human Services, Library, Recreation, Fine Arts, Planning and Development, Police, Public Works, Town Clerk and Town Manager departments.

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**SUMMARY AND  
DESCRIPTION OF  
GENERAL FUND  
REVENUE**

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**GENERAL FUND REVENUES  
BY CATEGORY  
JULY 1, 2022 THROUGH JUNE 30, 2023**



<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 101,703,521	81.01%
PILOT	5,130,328	4.09%
Town Departments	2,257,480	1.80%
Grants-Town	2,102,687	1.67%
Miscellaneous-Town	2,090,086	1.66%
Grants-Educ	9,976,815	7.95%
Miscellaneous-Educ	590,000	0.47%
General Fund Equity	1,700,000	1.35%
<b>Total</b>	<b>\$ 125,550,917</b>	<b>100.00%</b>

**SUMMARY OF GENERAL FUND REVENUES**  
**2022-2023 BUDGET**

**05 Property Taxes**

Property taxes are the Town's largest source of General Fund Revenue, comprising 81.01% of the General Fund Budget.

**Current Tax Levy**

The property tax is levied on July 1 of each fiscal year and payable in semiannual installments on July 1 and January 1. Motor vehicle and personal property taxes (on business equipment) are levied and payable in one installment on July 1. All property is assessed on October 1 of the previous fiscal year at 70% of market value.

The FY 22-23 budget for real estate, personal property taxes and motor vehicle taxes is based on the October 1, 2021 Net Grand List of \$2,965,614,025 reduced by \$2,000,000 for court appeals from the October 1, 2018 Grand List revaluation. Tax revenue appropriations are net of projected local elderly tax credit and freeze programs totaling \$454,000 and volunteer firefighter tax abatements of \$43,000.

In computing the amount of budgeted current taxes to be collected in FY 22-23, a collection rate of 99.2% and a mill rate of 34.32 mills was applied. The value of one mill is \$2,921,231. The collection rate was established based on prior year collection trends.

**Certificate of Occupancy**

New construction is assessed when the certificate of occupancy is issued, and the added value is pro-rated to the next assessment date. The certificate of occupancy taxes become due at the same time as normal real estate taxes unless billed after the July installment; then they are due within 30 days. The amount of taxes to be collected is based on the same collection rate and mill rate used in the collection of the Current Tax Levy identified in the paragraph above.

**Supplemental Motor Vehicle Taxes**

Supplemental Motor Vehicle Taxes are budgeted separately from the regular July 1 tax levy. These taxes are levied on January 1 for motor vehicles acquired after the October 1 assessment date. The assessed value is prorated based on 70% of market value as of the previous October 1. For FY 22-23, the budget assumes that the Supplemental Motor Vehicle assessed value will be approximately \$34.0 million with a collection rate of 96.35%, which is based on collection trends of prior fiscal years.

**Prior Year Levies**

Pursuant to State Statutes, property taxes are subject to a fifteen-year statute of limitations. All taxes collected for Grand Lists 2006 to 2020 are budgeted in Prior Year Levies. Collection of these taxes is enforced through liens, foreclosures, alias tax warrants, tax sales, sale of tax liens and other legal procedures established by Statute. The amount of taxes to be collected is based on collection trends of prior fiscal years with consideration given to individual accounts and projected receivables at the start of the fiscal year.

**Interest and Lien Fees**

Pursuant to State Statutes, delinquent taxes are assessed an interest charge of 1 1/2% per month. Further, once the delinquency goes beyond April 1, Real Estate properties are also charged a lien fee of \$24.00. Interest and lien fees are projected, based on collection trends of prior fiscal years with some consideration given to individual accounts.

Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021			FY 2022			FY 2023		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance	FY 23 Council Approved Minus FY 22 Appropriation \$ Variance	\$ Variance Divided by FY 22 Appropriation % Variance	
<b>05 PROPERTY TAXES</b>										
10 4101	CURRENT TAX LEVY	\$93,244,645	\$95,577,670	\$96,085,517	\$102,268,371	\$100,256,641	\$4,678,971	\$4,678,971	4.90%	
10 4102	CERTIFICATE OF OCCUPANCY	\$0	\$66,900	\$0	\$69,440	\$68,091	\$1,191	\$1,191	1.78%	
10 4103	CERTIFICATE EXEMPTION	\$0	\$4,500	\$0	\$4,500	\$4,500	\$0	\$0	0.00%	
10 4104	SUPPLEMENTAL M V TAX	\$995,321	\$1,072,144	\$1,315,399	\$1,146,565	\$1,124,289	\$52,145	\$52,145	4.86%	
10 4111	PRIOR YEAR LEVIES	\$43,016	\$75,000	\$25,000	\$50,000	\$50,000	(\$25,000)	(\$25,000)	-33.33%	
10 4112	INTEREST & LIEN FEES	\$320,251	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0	0.00%	
<b>TOTAL 05 PROPERTY TAXES</b>		<b>\$94,603,233</b>	<b>\$96,996,214</b>	<b>\$97,625,916</b>	<b>\$103,738,876</b>	<b>\$101,703,521</b>	<b>\$4,707,307</b>	<b>\$4,707,307</b>	<b>4.85%</b>	

## **10 PILOT (Payments-in-Lieu-of-Taxes)**

The Town receives Payments-in-Lieu-of-Taxes (PILOT) as reimbursement for the tax loss on property exempt from the property tax levy. This category of revenue comprises 4.09% of the General Fund budget and is determined by statutory formulas and requirements.

The largest source of PILOT revenue, Tiered State PILOT, is for State and college property located in Town. The reimbursement rate is 100% for State prison facilities used for incarceration in the prior fiscal year, 45% for other State property, and 77% for colleges. If the State does not fully fund these PILOTs, which it consistently has not, municipalities are then reimbursed based on a tiered system. Cheshire is in Tier 2 for municipalities with an Equalized Net Grand List Per Capita (ENGLPC) between \$100,000 and \$200,000 and is reimbursed at 40% of the formulas listed above. Municipalities with a lower (Tier 1) or higher (Tier 2) ENGLPC are reimbursed at 50% and 30% respectively. The FY 22-23 reimbursement is based on the October 1, 2020 Grand List and FY 21-22 mill rate.

The Mashantucket Pequot and Mohegan grant distributes a portion of the Mashantucket Pequot and the Mohegan Indians gambling revenue to municipalities based on a combination of PILOT formulas and the Property Tax Relief formula.

The revenue category for PILOT includes reimbursements for other State-mandated property tax credit/exemption programs for individuals, such as the Disabled Persons Exemption and the Veterans Exemption. The PILOT revenue generated from these programs is a function of the number of qualified applicants and the Town's mill rate.

- Also, the Town collects some PILOTs directly from property owners. The "Telecommunications Property Tax Grant" is based on telecommunication companies assessed personal property values located in each municipality, multiplied by a State established uniform mill rate of 47.0 mills. American Telephone and Telegraph (AT&T) and Southern New England Telephone (SNET) are telecommunications companies that participate in this program. This PILOT is not affected by the Town's revaluation or mill rate changes.

In the case of the "South Central Regional Water Authority", the State requires that the Authority make a PILOT based on the assessed value of its properties. The amount of this PILOT payment is influenced by the change in the Town's mill rate.



Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021			FY 2022			FY 2023		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance	FY 23 Council Approved Minus FY 22 Appropriation \$ Variance	\$ Variance Divided by FY 22 Appropriation % Variance	
10 P I L O T										
10 4201	STATE OF CONNECTICUT	\$1,317,410	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4202	CHESHIRE ACADEMY	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	0.00%
10 4203	CHESHIRE HSG AUTHORITY	\$44,616	\$40,000	\$45,000	\$45,000	\$25,000	(\$15,000)	(\$15,000)	(\$15,000)	-37.50%
10 4204	SO CNTRL REG WATER AUTH	\$652,503	\$661,404	\$661,404	\$690,733	\$677,313	\$15,909	\$15,909	\$15,909	2.41%
10 4205	COLLEGES - PILOT	\$100,980	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4208	DISABLED PERSONS EXEMPT	\$1,825	\$1,800	\$1,916	\$1,780	\$1,780	(\$20)	(\$20)	(\$20)	-1.11%
10 4210	ADDITIONAL VETERANS EXEMPT	\$10,365	\$9,700	\$9,511	\$8,155	\$8,155	(\$1,545)	(\$1,545)	(\$1,545)	-15.93%
10 4212	MASHANTUCKET PEQUOT/MOHEGAN GRANT	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$0	\$0	\$0	0.00%
10 4213	TELECOMM PROPERTY TAX	\$240,142	\$180,000	\$185,655	\$140,000	\$140,000	(\$40,000)	(\$40,000)	(\$40,000)	-22.22%
10 4214	NEW TIERED REIMBURSEMENT-PILOT	\$0	\$2,280,318	\$2,280,318	\$2,314,640	\$2,314,640	\$34,322	\$34,322	\$34,322	1.51%
<b>TOTAL 10 P I L O T</b>		<b>\$4,330,280</b>	<b>\$5,136,662</b>	<b>\$5,147,244</b>	<b>\$5,163,748</b>	<b>\$5,130,328</b>	<b>(\$6,334)</b>	<b>(\$6,334)</b>	<b>(\$6,334)</b>	<b>-0.12%</b>

## 15 Town Departments

This revenue category encompasses a broad range of user charges that are established through Town Ordinances, Resolutions, or Connecticut General Statutes. It comprises 1.80% of the General Fund budget and includes: payment for participation in certain Town sponsored programs and activities, fees for the recording or copying of various Town documents and for certain Town services, fines for failing to comply with certain Town regulations, and licenses and permits that regulate certain activities.

Budgeted amounts are determined by prior year trends and projected levels of activity for each of these items. The three major sources of revenue generated in this category come from the Building Department through the issuance of building permits, the Parks and Recreation Department through fees for participation in programs sponsored by the Town, and the Town Clerk through fees for recording and copying Town documents and through conveyance tax charges.

Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021		FY 2022		FY 2023		Counsel Approved	Manager Recommended	Estimated Revenues	FY 23		\$ Variance Divided by FY 22 Appropriation % Variance
		Actual	Appropriation	Appropriation	Estimated Revenues	Council Approved Minus FY 22 Appropriation	\$ Variance						
<b>15 TOWN DEPARTMENTS</b>													
10 4301	BUILDING OFFICIAL	\$670,579	\$625,000	\$650,000	\$625,000	\$700,000	\$75,000	\$700,000	\$625,000	\$650,000	\$75,000	\$75,000	12.00%
10 4302	TOWN CLERK	\$911,490	\$700,000	\$863,520	\$700,000	\$875,000	\$175,000	\$875,000	\$815,450	\$863,520	\$175,000	\$175,000	25.00%
10 4303	PARKS & RECREATION	\$161,034	\$300,000	\$241,272	\$300,000	\$294,980	(\$5,020)	\$294,980	\$294,980	\$241,272	(\$5,020)	(\$5,020)	-1.67%
10 4304	POLICE DEPT	\$183,712	\$175,000	\$175,000	\$175,000	\$190,000	\$15,000	\$190,000	\$175,000	\$175,000	\$15,000	\$15,000	8.57%
10 4306	PUBLIC LIBRARY	\$2,338	\$6,500	\$8,500	\$6,500	\$10,000	\$3,500	\$10,000	\$10,000	\$8,500	\$3,500	\$3,500	53.85%
10 4307	ANIMAL CONTROL	\$6,501	\$7,500	\$6,000	\$7,500	\$6,000	(\$1,500)	\$6,000	\$6,000	\$6,000	(\$1,500)	(\$1,500)	-20.00%
10 4310	SOLID WASTE	\$1,092	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$2,000	\$2,000	\$2,000	\$0	\$0	0.00%
10 4311	PUBLIC WORKS	\$35,715	\$15,000	\$9,000	\$15,000	\$15,000	\$0	\$15,000	\$9,000	\$9,000	\$0	\$0	0.00%
10 4312	PLANNING	\$60,718	\$40,000	\$35,000	\$40,000	\$35,000	(\$5,000)	\$35,000	\$30,000	\$35,000	(\$5,000)	(\$5,000)	-12.50%
10 4313	SENIOR SERVICES	\$6,473	\$25,000	\$12,000	\$25,000	\$15,000	(\$10,000)	\$15,000	\$15,000	\$12,000	(\$10,000)	(\$10,000)	-40.00%
10 4314	YOUTH ACTIVITIES	\$1,369	\$4,500	\$4,500	\$4,500	\$4,500	\$0	\$4,500	\$4,500	\$4,500	\$0	\$0	0.00%
10 4315	FINE ARTS	\$52,813	\$100,000	\$90,000	\$100,000	\$110,000	\$10,000	\$110,000	\$110,000	\$90,000	\$10,000	\$10,000	10.00%
<b>TOTAL 15 TOWN DEPARTMENTS</b>		<b>\$2,093,834</b>	<b>\$2,000,500</b>	<b>\$2,096,792</b>	<b>\$2,096,792</b>	<b>\$2,257,480</b>	<b>\$256,980</b>	<b>\$2,257,480</b>	<b>\$2,096,930</b>	<b>\$2,096,792</b>	<b>\$256,980</b>	<b>\$256,980</b>	<b>12.85%</b>

## 20 Grants - Town

This category consists of the various state grants received by the Town for other than Payments-in-Lieu-of-Taxes or Education grants. These grants are mostly based on statutory formulas and comprise 1.67% of the General Fund budget. The Town Aid Road grant is calculated based upon mileage of improved roads and population. The Municipal Revenue Sharing-Bonded Distribution grant can be used for all broad purposes outlined in CGS 13a-175a (Town Aid Road), or other capital project purposes approved by the Secretary of the State Office of Policy and Management (OPM). Local Capital Improvement Program (LOCIP) funds can only be used for municipal capital expenditure projects pursuant to CGS 7-535 to 7-538. The American Rescue Plan Act 2021 is in response to the COVID-19 pandemic.

## 25 Miscellaneous - Town

A variety of revenues not otherwise categorized is budgeted as Miscellaneous and comprise 1.66% of the General Fund budget. Investment Income, derived from the investment of available funds in accordance with State statutes, is budgeted in this category. Sewer and Water Assessments are payments from property owners for a portion of annual debt payments made on sewer and water line extensions. The WPCD-Administrative/Debt Reimbursement consists of a reimbursement from the Water Pollution Control Fund for the administrative expenses incurred by the General Fund for the operation of the Treatment Plant, as well as a portion of the annual debt payments paid by the General Fund. The Wallingford Solid Waste Distribution is a transfer from a special revenue fund that was established in FY 21-22 from a Wallingford Solid Waste Project reserve fund distribution that was initially funded by five participating towns. The funds are to be used to mitigate subsequent increases in solid waste disposal costs.

Other miscellaneous revenues include: police special duty fees, excavation fees, insurance reimbursements, rentals from Town-owned property, sales of Town-owned surplus property, cell tower revenue, property tax suspense list collections, and cancellation of prior year encumbrances.

The revenues in this category are estimated in a variety of ways using prior year trends, projected activity, grant formulas or transfers of a portion of available fund balances from special revenue funds.

Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021			FY 2022			FY 2023		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance	FY 23 Council Approved Minus FY 22 Appropriation \$ Variance	\$ Variance Divided by FY 22 Appropriation % Variance	
<b>20 GRANTS - TOWN</b>										
10 4408	YOUTH SERVICES GRANT	\$17,184	\$17,184	\$17,184	\$17,184	\$17,184	\$17,184	\$0	0.00%	
10 4410	GRANTS - TOWN	\$311,087	\$29,000	\$701,000	\$24,000	\$24,000	(\$5,000)	(\$5,000)	-17.24%	
10 4412	TOWN AID ROADS	\$404,302	\$404,302	\$402,791	\$402,791	\$402,791	(\$1,511)	(\$1,511)	-0.37%	
10 4416	MUNICIPAL REVENUE SHARING BOND DISTR	\$736,700	\$736,700	\$736,700	\$736,700	\$736,700	\$0	\$0	0.00%	
10 4418	LOCIP	\$180,878	\$182,563	\$180,878	\$180,878	\$180,878	(\$1,685)	(\$1,685)	-0.92%	
10 4419	MUNICIPAL STABILIZATION GRANT	\$241,134	\$241,134	\$241,134	\$241,134	\$241,134	\$0	\$0	0.00%	
10 4420	AMERICAN RESCUE PLAN ACT 2021	\$0	\$3,225,000	\$3,225,000	\$0	\$500,000	(\$2,725,000)	(\$2,725,000)	-84.50%	
	<b>TOTAL 20 GRANTS - TOWN</b>	<b>\$1,891,284</b>	<b>\$4,835,883</b>	<b>\$5,504,687</b>	<b>\$1,602,687</b>	<b>\$2,102,687</b>	<b>(\$2,733,196)</b>	<b>(\$2,733,196)</b>	<b>-56.52%</b>	
<b>MISCELLANEOUS-TOWN</b>										
10 4501	INVESTMENT INCOME	\$194,830	\$215,000	\$207,000	\$250,000	\$750,000	\$535,000	\$535,000	248.84%	
10 4503	SEWER ASSESSMENTS	\$45,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	0.00%	
10 4505	MISCELLANEOUS REVENUES	\$696,965	\$465,000	\$395,000	\$395,000	\$431,002	(\$33,998)	(\$33,998)	-7.31%	
10 4506	POLICE SPECIAL DUTY	\$100,423	\$120,000	\$120,000	\$115,000	\$115,000	(\$5,000)	(\$5,000)	-4.17%	
10 4507	WPCD ADMIN/DEBT REIMB.	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$0	\$0	0.00%	
10 4514	EXCAVATION FEES	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	0.00%	
10 4517	WALLINGFORD SOLID WASTE DIST	\$0	\$0	\$0	\$109,084	\$109,084	\$109,084	\$109,084	0.00%	
	<b>TOTAL 25 MISCELLANEOUS - TOWN</b>	<b>\$1,712,219</b>	<b>\$1,485,000</b>	<b>\$1,407,000</b>	<b>\$1,554,084</b>	<b>\$2,090,086</b>	<b>\$605,086</b>	<b>\$605,086</b>	<b>40.75%</b>	

### **30 Grants - Education**

This category consists of Education Grants and comprises 7.95% of the General Fund budget. All of the items in this category are based on statutory formulas.

The largest single form of State aid to the Town is the Education Cost Sharing (ECS) Grant program. This program provides aid to towns based on town wealth, a State foundation level, pupils in need who are below a certain poverty level, and mastery test standards.

The Special Education - Excess Cost Grant partially reimburses the Town for special education costs that exceed established State limits for students placed in a special education program by the school district or by a state agency.

Building Grants and Interest Subsidy are grants associated with school construction projects. The State was reimbursing local governments for a percentage of the principal and interest paid on debt associated with school and administration facility construction projects. The last reimbursements were recorded as revenue in FY 21-22. A program that reimburses local governments directly for project costs, versus debt service expenditures, has replaced this program.

State grants for Magnet School Transportation, Adult Education, and Non-Public School Health compensate the Town for services it provides to those other educational organizations/operations.

Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021			FY 2022			FY 2023		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation	FY 23 Appropriation	FY 22 Appropriation	\$ Variance
<b>30 GRANTS - EDUCATION</b>										
10 4602	MAGNET SCHOOL TRANSPORTATION	\$15,600	\$15,600	\$13,000	\$15,600	\$15,600	\$15,600	\$0	\$0	0.00%
10 4606	ADULT EDUCATION	\$29,310	\$26,632	\$26,346	\$26,493	\$26,493	\$26,493	(\$139)	(\$139)	-0.52%
10 4607	BUILDING GRANTS	\$7,026	\$7,026	\$7,026	\$0	\$0	\$0	(\$7,026)	(\$7,026)	-100.00%
10 4608	INTEREST SUBSIDY	\$386	\$130	\$130	\$0	\$0	\$0	(\$130)	(\$130)	-100.00%
10 4614	EDUCATION COST SHARING	\$9,291,120	\$9,420,222	\$9,404,669	\$9,420,222	\$9,420,222	\$9,420,222	\$0	\$0	0.00%
10 4615	SPECIAL ED-EXCESS COST	\$485,113	\$479,000	\$587,000	\$500,000	\$500,000	\$500,000	\$21,000	\$21,000	4.38%
10 4616	NON-PUBLIC HEALTH	\$19,957	\$19,957	\$14,053	\$14,500	\$14,500	\$14,500	(\$5,457)	(\$5,457)	-27.34%
<b>TOTAL 30 GRANTS - EDUCATION</b>		<b>\$9,848,512</b>	<b>\$9,968,567</b>	<b>\$10,052,224</b>	<b>\$9,976,815</b>	<b>\$9,976,815</b>	<b>\$9,976,815</b>	<b>\$8,248</b>	<b>\$8,248</b>	<b>0.08%</b>

**35 Miscellaneous - Education**

This category comprises .47% of the General Fund budget and is derived through prior year trends and projected enrollments and activity.

Tuition revenue is generated primarily from the charges assessed against non-resident students who are attending the Darcey School special education pre-school program. Rentals and Miscellaneous revenues are generated from public use of various school facilities. Birth To Three Services is the Darcey School Early Intervention Program for which the State Department of Developmental Services pays the Town 100% of the cost of educational services that are provided to enrolled children.

**45 Fund Equity**

A portion of the Town's General Fund Equity is used as taxpayer relief each year. The FY 22-23 budget includes \$1,700,000 in fund equity, or 1.35% of the General Fund Budget.



Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2022-2023

Account	Description	FY 2021			FY 2022			FY 2023		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Council Approved Minus FY 22 Appropriation \$ Variance	FY 23 Council Approved Minus FY 22 Appropriation \$ Variance	\$ Variance Divided by FY 22 Appropriation % Variance	
<b>35 MISC - EDUCATION</b>										
10 4701	TUITION	\$215,541	\$150,000	\$175,000	\$150,000	\$180,000	\$30,000	\$30,000	20.00%	
10 4702	RENTALS & MISCELLANEOUS	\$5,140	\$10,000	\$5,000	\$10,000	\$10,000	\$0	\$0	0.00%	
10 4703	BIRTH TO THREE SERVICES	\$266,572	\$360,000	\$360,000	\$400,000	\$400,000	\$40,000	\$40,000	11.11%	
	<b>TOTAL 35 MISC - EDUCATION</b>	<b>\$487,253</b>	<b>\$520,000</b>	<b>\$540,000</b>	<b>\$560,000</b>	<b>\$590,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>13.46%</b>	
<b>45 GENERAL EQUITY</b>										
10 4901	GENERAL FUND EQUITY	\$2,180,000	\$1,175,000	\$1,175,000	\$1,000,000	\$1,700,000	\$525,000	\$525,000	44.68%	
	<b>TOTAL 45 GENERAL EQUITY</b>	<b>\$2,180,000</b>	<b>\$1,175,000</b>	<b>\$1,175,000</b>	<b>\$1,000,000</b>	<b>\$1,700,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>44.68%</b>	
	<b>GENERAL FUND GRAND TOTAL</b>	<b>\$117,146,615</b>	<b>\$122,117,826</b>	<b>\$123,548,863</b>	<b>\$125,693,140</b>	<b>\$125,550,917</b>	<b>\$3,433,091</b>	<b>\$3,433,091</b>	<b>2.81%</b>	

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**WATER POLLUTION  
CONTROL FUND**

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**WATER POLLUTION CONTROL DEPARTMENT (WPCD)**

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**MISSION STATEMENT**

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Protect general public health and the environment by providing the sanitary sewer needs for residential, commercial, and industrial properties in Cheshire.

**ADMINISTRATIVE OVERVIEW**

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Seven full-time staff and one part-time electrician operate and maintain the Waste-Water Treatment Plant; nine pump stations and 120 miles of collection system piping, and also control and operate sludge handling and disposal equipment. Staff works in conjunction with Water Pollution Control Authority (WPCA) to best serve the Town' resident's and maintain environmentally friendly operations.

**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$708,972	\$705,577	\$681,705	\$830,631	\$830,631	\$828,200
SUPPLIES & SERVICES	282,693	318,835	345,625	351,775	351,775	351,775
UTILITIES	526,132	511,000	544,000	585,000	585,000	585,000
CONTRACTED SERVICES	210,372	311,350	624,100	319,100	319,100	319,100
PROFESSIONAL EXPENSE	1,980	8,230	4,700	8,000	8,000	8,000
EQUIPMENT	0	500	500	500	500	500
MISCELLANEOUS	<u>2,376,623</u>	<u>2,294,156</u>	<u>2,278,160</u>	<u>2,133,254</u>	<u>2,133,254</u>	<u>2,133,254</u>
<b>TOTAL EXPENDITURES</b>	<b>\$4,106,772</b>	<b>\$4,149,648</b>	<b>\$4,478,790</b>	<b>\$4,228,260</b>	<b>\$4,228,260</b>	<b>\$4,225,829</b>

**OTHER FUNDS MANAGED**

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FY 21-22 APPROPRIATED REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$4,149,648	None (balance on 7/1/21 - \$4,150)	\$1,544,997	\$150,000

**ACCOMPLISHMENTS 2021-2022**

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- ◆ The Waste Water Treatment Plant staff continues to monitor and adjust all plant equipment in a cost effective and efficient manner.
- ◆ The sixth season of operation for the new phosphorus removal process was successful under the NPDES permit criteria, reducing the levels well below the permitted concentration. The UV disinfection system has also been successful in meeting permit requirements for disinfection.
- ◆ The Treatment Plant continues to achieve effluent nitrogen in a manner which will generate a nitrogen credit payment from the Department of Energy and Environmental Protection (DEEP) while also enhancing water quality.
- ◆ Removed excess primary sludge to allow the plant to comply with our DEEP permit and remedy a Notice of Violation.
- ◆ Continued bidding various chemicals to reduce operating costs.
- ◆ Continued the joint monthly bidding process with Southington and Meriden for the purchase of methanol, which has resulted in considerable cost savings by achieving economies of scale.

**OBJECTIVES 2022-2023**

- ◆ Restart our Inflow and Infiltration Program to find possible outside sources of inflow and mitigate to reduce plant flow.
- ◆ The new Jet Truck will continue to be utilized for our sewer line maintenance program.
- ◆ Continue to adjust and fine tune equipment and plant processes to operate in cost effective manner maintaining plant effluent within permit criteria.
- ◆ Continue to explore new and innovative ways to save costs on plant operation and maintenance, including energy efficient replacement equipment and alternative methods of fuel.
- ◆ Investigate other new carbon sources to replace methanol to reduce cost and increase efficiency of denitrification process.
- ◆ Continue to monitor and refine biological anoxic filter operation and disc filter operation for optimum performance to save on chemical consumption. Continue to adjust process parameters to lower total nitrogen concentration which will increase credit payments from DEEP.
- ◆ Maintain plant effluent quality within State and Federal permit requirement to protect the environment and avoid potential fines.
- ◆ Continue to work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Commission new privately funded and installed pump station on Dickerman Road.
- ◆ Design improvements for Moss Farms Pump Station.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Methanol usage / price per gallon	Efficiency	72,000 gal \$1.69 /gal	72,000gal \$2.2 /gal	72,000gal \$3.0 /gal
Resident complaints / sewer back-up	Outcome	3	2	2
Average monthly nitrogen permitted quantity verses output (pounds)	Efficiency	103 lbs. 75 lbs.	103 lbs. 75 lbs.	103 lbs. 75 lbs.
Average daily flow as a percentage of design flow (design flow=4 million gallons/day)	Output	65.00%	68.00%	65.00%
Prison daily flow as a percentage of actual flow	Output	15.00%	15.00%	15.00%

**CHESHIRE WATER POLLUTION CONTROL FUND  
REVENUE BUDGET REPORT**

Account #	Account	FY 2021 Actual	FY 2022 Appropriation	FY 2022 Estimated	FY 2023 Manager Recommended	FY 2023 Council Approved
60-4112	SEWER USE INT/LIEN	\$ 25,980	\$ 24,800	\$ 28,577	\$ 24,800	\$ 24,800
60-4308	SEWER USE	3,918,405	3,987,783	3,995,897	4,047,987	4,047,987
60-4309	CONNECTION FEES	110,249	50,000	60,000	55,000	55,000
60-4316	PLAN REVIEW APPLICATION FEES	400	-	100	100	100
60-4317	GROUND DEWATERING FEES	-	-	2,000	3,000	3,000
60-4502	NITROGEN CREDITS	8,298	-	-	-	-
60-4505	SEPTIC WASTE DUMP PERMITS	103,575	85,000	85,000	85,000	85,000
60-4901	W.P.C.D. FUND EQUITY	(60,135)	2,065	307,216	12,373	9,942
	<b>TOTAL REVENUES</b>	\$ 4,106,772	\$ 4,149,648	\$ 4,478,790	\$ 4,228,260	\$ 4,225,829
	<b>TOTAL EXPENDITURES</b>	\$ 4,106,772	\$ 4,149,648	\$ 4,478,790	\$ 4,228,260	\$ 4,225,829

The FY 23 Department Request was \$ 4,228,260

Year Ending June 30	Restricted Fund Balance	User Fee
2014	664,878	370
2015	669,405	380
2016	803,817	383
2017	1,088,544	400
2018	2,314,451	405
2019	1,767,282	415
2020	1,500,620	425
2021	1,560,755	425
2022	1,253,539 (1)	435
2023	1,243,597 (2)	440 (2)

- (1) Projected
- (2) Town Council Approved

**COMMUNITY POOL  
FUND**

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## COMMUNITY POOL

### MISSION STATEMENT

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The mission of the Community Pool is to offer an exciting and safe environment for all levels of swimmers to enjoy. The goal is to both enhance the health and well being of our citizens as well as offer them a high quality recreational and athletic facility in which to enjoy this lifelong activity. The pool provides an opportunity for thousands of residents to be physically active. It also provides an outlet for elderly and therapeutic users to be active, socially engaged, and cognitively stimulated.

### ADMINISTRATIVE OVERVIEW

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The Community Pool is managed by the Aquatics Director and an additional full-time staff of four, with over forty part-time and seasonal employees.

The Community Pool is an Olympic size facility, 50 meters long and 25 yards wide. There are two diving boards, a leisure pool, separate “kiddie” pool at the facility and an extensive deck area for patrons and swim events. The pool hosts both the boys and girls Cheshire High School swim teams as well as the local YMCA swim team. The Cheshire Community Pool is a year-round facility; during warmer months, the sides are raised to allow an “open feel” to the building and access to the Pool lawn area.

### BUDGET SUMMARY BY MAJOR OBJECT

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	FY 2021 Actual	FY 2022 Approp.	FY 2022 Estimated Expend.	FY 2023 Dept. Request	FY 2023 Manager Recomm.	FY 2023 Council Approval
PERSONNEL SERVICES	\$449,921	\$551,169	\$522,690	\$591,757	591,757	\$591,757
SUPPLIES & SERVICES	41,181	51,600	50,475	57,200	57,200	57,200
UTILITIES	214,319	176,628	176,628	176,628	176,628	176,628
CONTRACTED SERVICES	67,953	58,426	58,307	62,876	62,876	62,876
PROFESSIONAL EXPENSE	0	100	100	100	100	100
EQUIPMENT	1,402	2,000	2,000	2,000	2,000	2,000
MISCELLANEOUS EXPENSE	<u>163,178</u>	<u>183,937</u>	<u>170,725</u>	<u>182,952</u>	<u>182,952</u>	<u>182,952</u>
<b>TOTAL EXPENDITURES</b>	<b>\$937,954</b>	<b>\$1,023,860</b>	<b>\$980,925</b>	<b>\$1,073,513</b>	<b>\$1,073,513</b>	<b>\$1,073,513</b>

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### OTHER FUNDS MANAGED

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FY 21-22 APPROPRIATED GENERAL FUND REVENUE	FY 20-21 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/21	FY 21-22 CAPITAL BUDGET APPROPRIATION
\$1,023,860	None (balance on 7/1/21 - \$500)	\$21,577	None

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### ACCOMPLISHMENTS 2021-2022

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- ◆ Continue to serve the public during the pandemic, with safety protocols established to protect patrons and staff.
- ◆ Re-started swim lessons on a normal schedule as soon as was possible.
- ◆ Swim teams continue to practice on a normal schedule, big meets have resumed.
- ◆ Family open swim and lap swim has resumed as normal, no longer need reservations.
- ◆ Achieved an increase in annual and seasonal memberships.



**OBJECTIVES 2022-2023**

- ◆ Expand the revenue base by continuing to increase the number of annual and seasonal pass holders as well as the number of programs offered.
- ◆ Pursue new amenities to the facility including a smaller slide for the younger non-swimming patrons, a bocce court, and an obstacle course, to create a family destination and increase usage of the facility.
- ◆ Develop new programs, such as Water Polo, Deep Water Fitness Training, to broaden facility interest.
- ◆ Bring the Adult Masters Swim program back after COVID and explore the possibility of hosting Masters Swim meets.
- ◆ Continue to pursue community and business sponsorships to help enhance the facility.
- ◆ Continue to implement popular programs including adaptive lessons, senior exercise, lap swimming, public lessons (both group and private), birthday parties, team rentals, summer family swim times, and camp experiences at the pool.
- ◆ Seek new avenues and opportunities to market the community pool, its programs and events.
- ◆ Support staff involvement in the Statewide Aquatics Section of Connecticut Recreation and Parks Association and other opportunities in order to learn about trends, best practices and expand our network of potential pool users.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 20-21</b>	<b>Estimated 21-22</b>	<b>Projected 22-23</b>
Number of Community Pool members	Outcome	1,824	1,900	1,900
Number of day passes sold	Outcome	9,970	10,000	11,000
Number of aquatic programs offered	Output	175	200	200
Number of aquatics programs participants	Output	550	600	630
% of participants satisfied with aquatic programs	Outcome	90%	90%	90%
Number of special events at community pool	Output	2	0	5
Number of attendees at special events	Output	350	0	500
Number of rentals (Birthday parties, swim meets)	Output	120	25	125
Annual Revenue Generated	Output	\$377,351	\$500,000	\$600,000

## CHESHIRE COMMUNITY POOL FUND REVENUE BUDGET REPORT

Account #	Account	FY 2021 Actual	FY 2022 Appropriation	FY 2022 Estimated	FY 2023 Manager Recommended	FY 2023 Council Approved
30-4375	POOL FEES	\$ 377,352	\$ 537,000	\$ 537,000	\$ 550,000	\$ 550,000
30-4505	MISC REVENUES	6,000	-	-	-	-
30-4900	GENERAL FUND SUBSIDY	576,411	486,860	486,860	487,000	487,000
30-4901	POOL FUND EQUITY	(21,809)	-	(42,935)	36,513	36,513
	<b>TOTAL REVENUES</b>	<b>\$ 937,954</b>	<b>\$ 1,023,860</b>	<b>\$ 980,925</b>	<b>\$ 1,073,513</b>	<b>\$ 1,073,513</b>
	<b>TOTAL EXPENDITURES</b>	<b>\$ 937,954</b>	<b>\$ 1,023,860</b>	<b>\$ 980,925</b>	<b>\$ 1,073,513</b>	<b>\$ 1,073,513</b>

The FY 23 Department Request was \$ 1,073,513

Year Ending June 30	Unassigned Fund Balance
2014	19,345
2015	52,199
2016	87,864
2017	45,260
2018	7,596
2019	41,461
2020	(2,808)
2021	19,001
2022	61,936 (1)
2023	25,423 (2)

(1) Projected  
(2) Town Council Approved

# **DEBT AND FINANCIAL ANALYSES**

## TOWN OF CHESHIRE DEBT/FINANCIAL ANALYSIS

The financial impact of project appropriations, including FY 23-27 Capital Expenditure Plan (CEP) projects totaling \$239,841,000 is shown on the following schedules, a brief description of which is provided below:

**FIVE YEAR CAPITAL EXPENDITURE PLAN - APPROVED FUNDING:** This schedule shows the sources of funding for the projects approved in the FY 23-27 Capital Expenditure Plan including amounts projected to be financed with the proceeds from long-term bonds.

**DEBT SERVICE PAYMENT FOR EXISTING CEP/UNISSUED DEBT/PROJECTED DEBT:** This schedule projects the gross General Fund debt service requirements of the Town, including principal and interest for existing bonded debt as well as projected debt attributable to projects previously approved with authorized, unissued debt outstanding, projects in the 5-Year Plan, and projects projected for subsequent FY 28-32 based on the average annual borrowing requirements from the 5-Year Plan. The projected Use of Reserve Funds is also reported on this schedule.

**DEBT SERVICE ANALYSIS - USE OF DEBT RESERVE AND OTHER POTENTIAL RESOURCES:** This schedule provides details on the projected uses of various reserves and other resources to mitigate gross General Fund debt.

**SCHEDULE OF DEBT LIMITATION:** This exhibit depicts the Town's legal debt limitation as defined by Connecticut General Statutes, Section 7-347(b).

### **FUND BALANCE ANALYSIS**

**SUMMARY OF CAPITAL PROJECTS APPROVED FOR BONDING:** See page 171. This exhibit depicts bonding for projects as approved in the FY 2023 Capital Expenditure Plan.

**SUMMARY OF CAPITAL NONRECURRING FUNDS:** See page 172. This exhibit depicts planned use of capital non-recurring funds for projects as approved in the FY 2023 Capital Expenditure Plan.

**SUMMARY OF GRANTS, AND OTHER FUNDING SOURCES:** See page 173. This exhibit depicts anticipated funding sources other than bonding and capital non-recurring funds for projects approved in the FY 2023 Capital Expenditure Plan.

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023 TO 2027  
TOWN COUNCIL APPROVED AUGUST 23, 2022, SUBJECT TO REFERENDUM  
NOVEMBER 8, 2022**

FISCAL YEAR ENDING	(1) PROJECTED CAPITAL NONRECURRING FUNDS APPROPRIATION	(2) TOTAL CAPITAL BUDGET	LESS:		NET LONG TERM BONDING REQUIREMENTS
			CAPITAL / NONRECURRING FUNDS APPLIED	GRANTS, CWF LOANS, & OTHER FUNDING SOURCES	
2023	1,500	174,656	1,566	72,709	100,381
2024	1,100	17,087	893	1,445	14,749
2025	1,100	19,331	1,047	1,080	17,204
2026	1,100	14,359	1,491	1,065	11,803
2027	1,100	14,408	1,002	788	12,618
<b>TOTALS</b>	<b>5,900</b>	<b>239,841</b>	<b>5,999</b>	<b>77,087</b>	<b>156,755</b>

(1) Capital / Nonrecurring (CNR) funds are generated through the mill rate.

(2) Town Council Approved August 23, 2022.

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023 TO 2027  
PROJECTED DEBT ANALYSIS - GENERAL FUND  
TOWN COUNCIL APPROVED AUGUST 23, 2022**

FISCAL YEAR	ANNUAL DEBT SERVICE ON							NET GENERAL FUND DEBT SERVICE	OVER PRIOR YEAR	INCREASE/ (DECREASE) CUMULATIVE OVER FY 2022 BASE YEAR
	(1) EXISTING BONDED DEBT	(2) UNISSUED DEBT FOR EXISTING CEP	(3) PROJECTED NEW CEP DEBT		(4) PROJECTED NEW CEP DEBT FOR TWO NEW SCHOOLS	GENERAL FUND DEBT SERVICE BEFORE USE OF RESERVES	(5) LESS USE OF VARIOUS RESERVE FUNDS			
			EXCLUDING TWO NEW SCHOOLS	NEW SCHOOLS						
2023	8,988,463	-	-	-	-	8,988,463	7,403,322	-	-	
2024	8,256,892	452,625	86,604	77,380	8,873,501	(836,309)	8,037,192	633,870	633,870	
2025	8,072,486	1,292,924	247,386	1,521,982	11,134,778	(549,009)	10,585,769	2,548,577	3,182,447	
2026	7,566,258	1,266,952	1,145,035	5,415,347	15,393,592	(549,009)	14,844,583	4,258,814	7,441,261	
2027	7,368,824	1,240,979	2,603,292	8,031,378	19,244,474	(549,009)	18,695,465	3,850,882	11,292,143	
2028	6,906,445	1,215,007	3,526,042	7,859,006	19,506,500	(549,009)	18,957,491	262,026	11,554,169	
2029	6,731,816	1,189,035	4,963,482	7,686,633	20,570,966	(521,883)	20,049,083	1,091,591	12,645,761	
2030	6,258,200	1,163,062	5,534,580	7,514,261	20,470,103	(414,659)	20,055,444	6,362	12,652,122	
2031	6,099,095	1,137,090	6,465,125	7,341,888	21,043,198	(414,659)	20,628,539	573,095	13,225,217	
2032	5,551,648	1,111,117	7,224,993	7,169,516	21,057,274	(414,659)	20,642,615	14,076	13,239,293	
2033	5,424,244	1,085,145	8,464,123	6,997,143	21,970,655	(414,659)	21,555,996	913,381	14,152,674	
	<b>68,235,908</b>	<b>11,153,936</b>	<b>40,260,664</b>	<b>59,614,534</b>	<b>179,265,042</b>	<b>(5,212,864)</b>	<b>174,052,178</b>			

- (1) Based on actual debt service at June 30, 2022, General Fund only - excludes Clean Water Fund notes and some sewer bond debt paid directly from the WPCD Fund.
- (2) Unissued debt relates to capital projects already authorized, but bonds/notes have not yet been issued - excludes authorized and unissued debt to be paid by the WPCD. Interest rates were projected at 3.25% for bonds issued in 2023.
- (3) Projected CEP debt resulting from FY 23 to FY 27. 5 - Year Capital Expenditure Plan (CEP) as approved by the Town Council June 21, 2022. Excluding debt for two new schools. For subsequent years 6 - 10, the 5-Year CEP average annual projected borrowing requirement was used. Projected interest rates ranged from 3.25% for bonds issued in 2023 to 4.0% for bonds issued in 2033.
- (4) Projected CEP debt for two new schools. Interest projected as indicated in 4 above.
- (5) Based on the proposed use of reserve funds, updated based on FY 2023 operating budget workshops.

**DEBT SERVICE ANALYSIS**  
**USE OF DEBT RESERVE AND OTHER RESOURCES**

FISCAL YEAR	GROSS GENERAL FUND DEBT (1)	DEBT RESERVE FUND (2)	WPCD FUND (3)	TOTAL OFFSETTING RESOURCES	REVISED NET DEBT (4)	INC / (DEC) FROM PREVIOUS YEAR
2023	\$ 8,988,463	\$ 1,213,960	\$ 371,181	\$ 1,585,141	\$ 7,403,322	\$ (405,755)
2024	8,873,501	465,128	371,181	836,309	8,037,192	633,870
2025	11,134,778	177,828	371,181	549,009	10,585,769	2,548,577
2026	15,393,592	177,828	371,181	549,009	14,844,583	4,258,814
2027	19,244,474	177,828	371,181	549,009	18,695,465	3,850,882
2028	19,506,500	177,828	371,181	549,009	18,957,491	262,026
2029	20,570,966	150,702	371,181	521,883	20,049,083	1,091,592
2030	20,470,103	43,478	371,181	414,659	20,055,444	6,361
2031	21,043,198	43,478	371,181	414,659	20,628,539	573,095
2032	21,057,274	43,478	371,181	414,659	20,642,615	14,076
2033	21,970,655	43,478	371,181	414,659	21,555,996	913,381
TOTAL		<u>\$ 2,671,534</u>	<u>\$ 3,711,810</u>	<u>\$ 6,383,344</u>		

(1) Actual debt service as of FY 2023 plus projected debt service for FY 2024 to 2033 based on Town Council Five Year Expenditure Plan for FY 2023 to 2027, approved August 23, 2022, subject to referendum November 8, 2022.

(2) Includes FY 2022 \$1.0 million budget tranfer amortized over 23 year at \$43,478, from 2024 to 2046 coinciding with projected debt service associated with School Modernization. Also includes an alllocation of FY 21 net bond premium of \$994,838 through FY 2029.

(3) Debt service paid by WPCD fund, in addition to certain Clean Water Fund Notes and sewer debt paid directly by that fund, based on a prior year rate revision of \$324,549 and fund balance allocation of \$46,632.

(4) Net debt after use of potential resources.

**Schedule of Debt Limitation**  
**June 30, 2021**  
**(Unaudited)**

Total tax collections (including interest and lien fees) for year ended June 30, 2020	\$ 93,288,654
Reimbursement for revenue loss on: Tax relief for the elderly freeze	<u>-</u>
Base for debt limitation computation	<u>\$ 93,288,654</u>

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation: <sup>(1)</sup>					
2-1/4 times base	\$ 209,899,472	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	419,798,943	-	-	-
3-3/4 times base	-	-	349,832,453	-	-
3-1/4 times base	-	-	-	303,188,126	-
3 times base	-	-	-	-	279,865,962
<b>Total debt limitation</b>	<u>209,899,472</u>	<u>419,798,943</u>	<u>349,832,453</u>	<u>303,188,126</u>	<u>279,865,962</u>
Indebtedness: <sup>(2)</sup>					
Bonds and notes	50,312,503	15,852,782	26,916,912	-	-
Bonds authorized but unissued	2,739,816	3,399,486	585,000	-	-
School building grants	-	(7,026)	-	-	-
<b>Total net indebtedness</b>	<u>53,052,319</u>	<u>19,245,242</u>	<u>27,501,912</u>	<u>-</u>	<u>-</u>
<b>Debt limitation in excess of outstanding and authorized debt</b>	<u>\$ 156,847,153</u>	<u>\$ 400,553,701</u>	<u>\$ 322,330,541</u>	<u>\$ 303,188,126</u>	<u>\$ 279,865,962</u>

The total net indebtedness above amounts to: \$ 99,799,473

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 653,020,578

<sup>(1)</sup> Per Connecticut General Statutes, Section 7-347(b).

<sup>(2)</sup> There is no overlapping debt.

Source: Schedule w as taken from footnote 6 in the financial statements.



**GENERAL FUND  
FUND BALANCE ANALYSIS**

Available fund balance, July 1, 2021	\$ 13,301,026			
Fund balance appropriated to 2021-2022 budget	(1,175,000)			% of Actual FY21 GF Expenditures
Unassigned fund balance, July 1, 2021	12,126,026	or		10.45%
<b><i>Fiscal Year 2022 Estimated Activity:</i></b>				
	<b>Budget</b>	<b>Estimated</b>	<b>Budget Comparison</b>	
Revenues and other financing sources	\$ 122,117,826	\$ 123,548,863	\$ 1,431,037	
Expenditures and other financing uses	122,117,826	121,329,416	788,410	
Results from Fiscal Year 2022 estimated activity			<u>2,219,447</u>	
Projected available fund balance, June 30, 2022			14,345,473	
Fund balance appropriation to 2022-2023 budget			<u>(1,700,000)</u>	% of Estimated FY22 GF Expenditures
Projected unassigned fund balance, July 1, 2022			12,645,473	10.42%
			<u>(11,222,971)</u>	or 9.25% of GF Expenditures
			<u>\$ 1,422,502</u>	Over/(Under)

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**CAPITAL EXPENDITURE  
PLAN/BUDGET  
AND INFORMATION**

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TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2022-23 TO 2026-27 PROGRAM ELEMENT SUMMARY							
SUMMARY							
PROGRAM ELEMENT		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
ADMINISTRATION & FINANCE - FINANCE	DR	210	335	210	210	510	1,475
	TM	210	210	210	210	510	1,350
	TC	210	210	210	210	510	1,350
- GENERAL SERVICES	DR	538	358	424	356	382	2,058
	TM	513	383	424	356	382	2,058
	TC	513	383	424	356	382	2,058
- PUBLIC PROPERTY	DR	380	590	920	560	120	2,570
	TM	220	620	520	560	120	2,040
	TC	220	620	520	560	120	2,040
PLANNING & DEVELOPMENT - PLANNING - LAND ACQUISITION	DR	660	150	180	0	0	990
	TM	550	150	180	0	0	880
	TC	550	150	180	0	0	880
PUBLIC SAFETY - FIRE	DR	0	2,750	7,775	1,450	1,500	13,475
	TM	0	1,550	1,200	1,275	1,275	5,300
	TC	0	1,550	1,200	1,275	1,275	5,300
PUBLIC WORKS - PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS	DR	4,790	3,860	4,360	3,768	4,398	21,176
	TM	3,385	4,435	4,210	3,918	4,223	20,171
	TC	3,385	4,435	4,210	3,918	4,223	20,171
PUBLIC WORKS - SEWER & WATER	DR	620	1,390	4,500	1,110	810	8,430
	TM	420	1,390	4,500	1,110	810	8,230
	TC	420	1,390	4,500	1,110	810	8,230
LEISURE SERVICES - RECREATION	DR	315	334	192	55	0	896
	TM	315	334	192	55	0	896
	TC	248	334	192	55	0	829
EDUCATION	DR	169,210	8,065	7,895	6,875	7,088	199,133
	TM	169,110	8,015	7,895	6,875	7,088	198,983
	TC	169,110	8,015	7,895	6,875	7,088	198,983
<b>TOTAL</b>	DR	176,723	17,832	26,456	14,384	14,808	250,203
	TM	174,723	17,087	19,331	14,359	14,408	239,908
	TC	174,656	17,087	19,331	14,359	14,408	239,841

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL &amp; NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

1,566	893	1,047	1,491	1,002	5,999
72,709	1,445	1,080	1,065	788	77,087
74,275	2,338	2,127	2,556	1,790	83,086
100,381	14,749	17,204	11,803	12,618	156,755

**ADOPTED FY 22-23 ANNUAL CAPITAL BUDGET RESOLUTION #062122-1  
ITEMS 1 THROUGH 26**

**RESOLUTION FY 2022-2023 CEB # 1**

**RESOLUTION ALLOCATING \$210,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES TO THE TECHNOLOGY RESERVE FUND - REPLACEMENT EQUIPMENT**

RESOLVED, That the Town of Cheshire allocate TWO HUNDRED TEN THOUSAND DOLLARS (\$210,000) from the Reserve Fund for Capital and Non-Recurring Expenditures to the Technology Reserve Fund - Replacement Equipment as set forth in the Town's 2022-2023 Capital Expenditure Plan, with approximately: \$60,000 to replace Town Edge network switches; \$90,000 for wireless network infrastructure replacement; \$60,000 for CCTV video storage replacement, and additional technology upgrades. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

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**RESOLUTION FY 2022-2023 CEB # 2**

**RESOLUTION ALLOCATING \$413,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES TO THE VEHICLE/EQUIPMENT REPLACEMENT FUND**

RESOLVED, That the Town of Cheshire allocate FOUR HUNDRED THIRTEEN THOUSAND DOLLARS (\$413,000) from the Reserve Fund for Capital and Non-Recurring Expenditures to the Vehicle/Equipment Replacement Fund for the replacement of vehicles and equipment as set forth in the Town's 2022-2023 Capital Expenditure Plan. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope.

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**RESOLUTION FY 2022-2023 CEB # 3**

**RESOLUTION ALLOCATING \$100,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES TO THE CAPITAL PLANNING ACCOUNT FOR COSTS IN CONNECTION WITH BUILDING ASSESSMENT/DESIGN - TOWN**

RESOLVED, That the Town of Cheshire allocate ONE HUNDRED THOUSAND DOLLARS (\$100,000) from the Reserve Fund for Capital and Non-Recurring Expenditures to the Capital Planning Account and Building Assessment/Design - Town.

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**RESOLUTION FY 2022-2023 CEB # 4**

**RESOLUTION ALLOCATING \$220,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES FOR COSTS IN CONNECTION WITH VARIOUS TOWN BUILDING IMPROVEMENTS**

RESOLVED, That the Town of Cheshire allocate TWO HUNDRED TWENTY THOUSAND DOLLARS (\$220,000) from the Reserve Fund for Capital and Non-Recurring Expenditures for costs in connection with various Town building improvements Town, as set forth in the Town's 2022-2023 Capital Expenditure Plan.

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**RESOLUTION FY 2022-2023 CEB # 5**

**RESOLUTION ALLOCATING \$150,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES FOR COSTS IN CONNECTION WITH VARIOUS IMPROVEMENTS TO TOWN PARKS AND OPEN SPACES**

RESOLVED, That the Town of Cheshire allocate ONE HUNDRED FIFTY THOUSAND DOLLARS (\$150,000) from the Reserve Fund for Capital and Non-Recurring Expenditures for costs in connection with various improvements to parks and open spaces, as set forth in the Town's 2022-2023 Capital Expenditure Plan.

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**RESOLUTION FY 2022-2023 CEB # 6**

**RESOLUTION ALLOCATING \$98,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES FOR COSTS IN CONNECTION WITH CHESHIRE PARK PICKLEBALL LIGHTS**

RESOLVED, That the Town of Cheshire allocate NINETY-EIGHT THOUSAND DOLLARS (\$98,000) from the Reserve Fund for Capital and Non-Recurring Expenditures for the costs in connection with installation of lights at the Cheshire Park Pickleball Courts. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope.

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**RESOLUTION FY 2022-2023 CEB # 7**

**RESOLUTION ALLOCATING \$150,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES FOR COSTS IN CONNECTION WITH MIXVILLE PARK, TRAIL AND OPEN SPACE IMPROVEMENTS**

RESOLVED, That the Town of Cheshire allocate ONE HUNDRED FIFTY THOUSAND DOLLARS (\$150,000) from the Reserve Fund for Capital and Non-Recurring Expenditures for the costs in connection with Mixville Park, trail and open space improvements, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope.

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**RESOLUTION FY 2022-2023 CEB # 8**

**RESOLUTION ALLOCATING \$125,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES TO THE CAPITAL PLANNING ACCOUNT FOR COSTS IN CONNECTION WITH SCHOOL DISTRICT-WIDE ROOF REPAIRS AND REPLACEMENTS**

RESOLVED, That the Town of Cheshire allocate ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000) from the Reserve Fund for Capital and Non-Recurring Expenditures for school district-wide roof repairs and replacements.

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**RESOLUTION FY 2022-2023 CEB # 9**

**RESOLUTION ALLOCATING \$100,000 FROM THE RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES TO THE CAPITAL PLANNING ACCOUNT FOR COSTS IN CONNECTION WITH BUILDING ASSESSMENT/DESIGN - BOE**

RESOLVED, That the Town of Cheshire allocate ONE HUNDRED THOUSAND DOLLARS (\$100,000) from the Reserve Fund for Capital and Non-Recurring Expenditures to the Capital Planning Account and Building Assessment/Design – Board of Education.

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**RESOLUTION FY 2022-2023 CEB # 10**

**RESOLUTION APPROPRIATING \$200,000 FOR VETERANS MEMORIALS UPGRADES; AND AUTHORIZING THE ISSUE OF \$200,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

- (a) That the Town of Cheshire appropriate TWO HUNDRED THOUSAND DOLLARS (\$200,000) for improvements to the Veterans Memorials at Town Hall and Bartlem Park, and Bartlem Park South, and the Paradox Monument, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for equipment and materials, construction, site improvements, design, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.
- (b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED THOUSAND DOLLARS (\$200,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.
- (c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED THOUSAND DOLLARS (\$200,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.
- (d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.
- (e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.



(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 11  
RESOLUTION APPROPRIATING \$350,000 FOR WEST MAIN STREET PARKING,  
STREETSCAPE AND TRAIL ACCESS IMPROVEMENTS; AND AUTHORIZING THE  
ISSUE OF \$350,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate THREE HUNDRED FIFTY THOUSAND DOLLARS (\$350,000) for costs related to West Main Street parking, streetscape and trail access improvements, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for equipment and materials, construction, site improvements, design, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified. This project will proceed subject to negotiation, execution and approval by the Town Council of a satisfactory ground lease for the property.

(b) That the Town issue its bonds or notes in an amount not to exceed THREE HUNDRED FIFTY THOUSAND DOLLARS (\$350,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed THREE HUNDRED FIFTY THOUSAND DOLLARS (\$350,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 12**

**RESOLUTION APPROPRIATING \$245,000 FOR THE ACQUISITION OF PUBLIC WORKS DUMP TRUCK AND PLOW; AND AUTHORIZING THE ISSUE OF \$245,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO HUNDRED FORTY-FIVE THOUSAND DOLLARS (\$245,000) for costs related to the acquisition of a Public Works dump truck and plow, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for acquisition, equipment and materials, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED FORTY-FIVE THOUSAND DOLLARS (\$245,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED FORTY-FIVE THOUSAND DOLLARS (\$245,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are

authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 13**

**RESOLUTION APPROPRIATING \$230,000 FOR ACQUISITION OF A PUBLIC WORKS LOADER; AND AUTHORIZING THE ISSUE OF \$230,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO HUNDRED THIRTY THOUSAND DOLLARS (\$230,000) for costs related to the acquisition of a Public Works loader. The appropriation may be spent for acquisition, equipment and materials, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED THIRTY THOUSAND DOLLARS (\$230,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED THIRTY THOUSAND DOLLARS (\$230,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall

comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 14**

**RESOLUTION APPROPRIATING \$110,000 FOR COSTS RELATED TO STORM WATER DRAINAGE DISCONNECTS (MS4)/SEDIMENT DISPOSAL; AND AUTHORIZING THE ISSUE OF \$110,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED TEN THOUSAND DOLLARS (\$110,000) for costs related of storm water drainage disconnects (MS4)/sediment disposal, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for equipment and materials, construction, site improvements, design, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED TEN THOUSAND DOLLARS (\$110,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated

to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED TEN THOUSAND DOLLARS (\$110,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 15**

**RESOLUTION APPROPRIATING \$250,000 FOR COSTS RELATED TO THE PAVING OF THE NORTH PARKING LOT AND ACCESS DRIVE AT CHESHIRE PARK; AND AUTHORIZING THE ISSUE OF \$250,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO HUNDRED FIFTY THOUSAND DOLLARS (\$250,000) for costs related to the paving of the north parking lot and access drive at Cheshire Park, and related improvements, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for equipment and materials, construction, site improvements, design, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on

borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED FIFTY THOUSAND DOLLARS (\$250,000) to finance the portion of the appropriation for the project not funded by grants. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED FIFTY THOUSAND DOLLARS (\$250,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 16**

**RESOLUTION APPROPRIATING \$125,000 FOR THE DESIGN OF THE MOSS FARMS PUMP STATION UPGRADE; AND AUTHORIZING THE ISSUE OF \$125,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000) for costs related to the design of the Moss Farms Pump Station upgrade. The appropriation may be spent for design, engineering, consultant and legal fees, net interest on borrowings and other financing costs, and other expenses related to the project.

(b) That the Town issue its bonds, notes or obligations in an amount not to exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000) to finance the appropriation for the project. The bonds, notes or obligations shall be issued pursuant to Section 7-369 and 7-234 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds, notes or obligations shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew temporary notes or interim funding obligations from time to time in anticipation of the receipt of the proceeds from the sale of the bonds, notes or obligations for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000). The notes or obligations shall be issued pursuant to Section 7-378 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes or obligations shall be general obligations of the Town and shall be secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes with respect to any notes or obligations that do not mature within the time permitted by said Section 7-378, and the Town shall comply with the provisions of Section 22a-479(c) with respect to any interim funding obligations.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager and other proper officers and officials of the Town, on behalf of the Town, are authorized to apply for and accept state grants to finance the project and state loans to finance the project, and to enter into any grant or loan agreement prescribed by the State, and that the Town Manager and other proper officers and officials of the Town are authorized to take any other

actions necessary to obtain such grants or loans pursuant to Section 22a-479 of the Connecticut General Statutes, Revision of 1958, as amended, or to any other present or future legislation, or to implement such grant or loan agreements.

(h) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 17**

**RESOLUTION APPROPRIATING \$170,000 FOR THE WATER POLLUTION CONTROL TREATMENT PLANT EQUIPMENT REPLACEMENT; AND AUTHORIZING THE ISSUE OF \$170,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED SEVENTY THOUSAND DOLLARS (\$170,000) for costs related to the Water Pollution Control Treatment Plant equipment replacement, as set forth in the Town's 2022-2023 Capital Expenditure Plan . The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds, notes or obligations in an amount not to exceed ONE HUNDRED SEVENTY THOUSAND DOLLARS (\$170,000) to finance the appropriation for the project. The bonds, notes or obligations shall be issued pursuant to Section 7-369 and 7-234 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds, notes or obligations shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew temporary notes or interim funding obligations from time to time in anticipation of the receipt of the proceeds from the sale of the bonds, notes or obligations for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED SEVENTY THOUSAND DOLLARS (\$170,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes or obligations shall be issued pursuant to Section 7-378 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes or obligations shall be general obligations of the Town and shall be secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes with respect to any notes or obligations that do not mature within the time permitted by said Section 7-378, and the Town shall comply with the provisions of Section 22a-479(c) with respect to any interim funding obligations.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale



of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager and other proper officers and officials of the Town, on behalf of the Town, are authorized to apply for and accept state grants to finance the project and state loans to finance the project, and to enter into any grant or loan agreement prescribed by the State, and that the Town Manager and other proper officers and officials of the Town are authorized to take any other actions necessary to obtain such grants or loans pursuant to Section 22a-479 of the Connecticut General Statutes, Revision of 1958, as amended, or to any other present or future legislation, or to implement such grant or loan agreements.

(h) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 18**

**RESOLUTION APPROPRIATING \$125,000 FOR THE WATER POLLUTION CONTROL TREATMENT PLANT UPGRADE OF WASTE THICKENING CONTROL PANELS; AND AUTHORIZING THE ISSUE OF \$125,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000) for costs related to the Water Pollution Control Treatment Plant upgrade of waste thickening control panels. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds, notes or obligations in an amount not to exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000) to finance the project. The bonds, notes or obligations shall be issued pursuant to Section 7-369 and 7-234 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds, notes or obligations shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew temporary notes or interim funding obligations from time to time in anticipation of the receipt of the proceeds from the sale of the bonds, notes or obligations for the project or the receipt of grants for the project. The amount of the notes outstanding at any time allocable to the appropriation shall not exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$125,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes or obligations shall be issued pursuant to Section 7-378 or Sections 22a-475 to 22a-483 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes or obligations shall be general obligations of the Town and shall be secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes with respect to any notes or obligations that do not mature within the time permitted by said Section 7-378, and the Town shall comply with the provisions of Section 22a-479(c) with respect to any interim funding obligations.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager and other proper officers and officials of the Town, on behalf of the Town, are authorized to apply for and accept state grants to finance the project and state loans to finance the project, and to enter into any grant or loan agreement prescribed by the State, and that the Town Manager and other proper officers and officials of the Town are authorized to take any other actions necessary to obtain such grants or loans pursuant to Section 22a-479 of the Connecticut General Statutes, Revision of 1958, as amended, or to any other present or future legislation, or to implement such grant or loan agreements.

(h) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

**RESOLUTION FY 2022-2023 CEB # 19**

**RESOLUTION APPROPRIATING \$280,000 FOR GENERATOR UPGRADES AT CHESHIRE HIGH SCHOOL AND HIGHLAND ELEMENTARY SCHOOL; AND AUTHORIZING THE ISSUE OF \$280,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

- (a) That the Town of Cheshire appropriate TWO HUNDRED EIGHTY THOUSAND DOLLARS (\$280,000) for costs related to generator upgrades at Cheshire High School and Highland Elementary School. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.
- (b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED EIGHTY THOUSAND DOLLARS (\$280,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.
- (c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed FOUR HUNDRED SEVENTY-FIVE THOUSAND DOLLARS (\$280,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.
- (d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.
- (e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.
- (f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 20**

**RESOLUTION APPROPRIATING \$310,000 FOR LIGHTING UPGRADES AT HIGHLAND ELEMENTARY SCHOOL; AND AUTHORIZING THE ISSUE OF \$310,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate THREE HUNDRED TEN THOUSAND DOLLARS (\$310,000) for costs related to lighting upgrades at Highland Elementary School. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to THREE HUNDRED TEN THOUSAND DOLLARS (\$310,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed THREE HUNDRED TEN THOUSAND DOLLARS (\$310,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income

taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 21**

**RESOLUTION APPROPRIATING \$100,000 FOR SCHOOL DISTRICT-WIDE REPAVING;  
AND AUTHORIZING THE ISSUE OF \$100,000 BONDS AND NOTES TO FINANCE THE  
APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED THOUSAND DOLLARS (\$100,000) for costs related to school district-wide repaving of driveways and parking lots. The appropriation may be spent for design, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED THOUSAND DOLLARS (\$100,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED THOUSAND DOLLARS (\$100,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 22**

**RESOLUTION APPROPRIATING \$120,000 FOR HVAC IMPROVEMENTS AT DODD MIDDLE SCHOOL; AND AUTHORIZING THE ISSUE OF \$120,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED TWENTY THOUSAND DOLLARS (\$120,000) for costs related to HVAC improvements at Dodd Middle School, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED TWENTY THOUSAND DOLLARS (\$120,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED TWENTY THOUSAND DOLLARS (\$120,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond

counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 23**

**RESOLUTION APPROPRIATING \$225,000 FOR HVAC IMPROVEMENTS TO CHESHIRE HIGH SCHOOL; AND AUTHORIZING THE ISSUE OF \$225,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$225,000) for costs related to HVAC improvements to Cheshire High School, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$225,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the

project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$225,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 24**

**RESOLUTION APPROPRIATING \$300,000 FOR UNIT VENTILATOR REPLACEMENTS AT DODD MIDDLE SCHOOL AND DOOLITTLE ELEMENTARY SCHOOL; AND AUTHORIZING THE ISSUE OF \$300,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate THREE HUNDRED THOUSAND DOLLARS (\$300,000) for costs related to unit ventilator replacements at Dodd Middle School and Doolittle Elementary School, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.



(b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$300,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$300,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB # 25**

**RESOLUTION APPROPRIATING \$100,000 FOR SCHOOL DISTRICT-WIDE CEILING TILE REPLACEMENT; AND AUTHORIZING THE ISSUE OF \$100,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

- (a) That the Town of Cheshire appropriate ONE HUNDRED THOUSAND DOLLARS (\$100,000) for costs related to school district-wide ceiling tile replacement, as set forth in the Town's 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.
- (b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED THOUSAND DOLLARS (\$100,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.
- (c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed ONE HUNDRED THOUSAND DOLLARS (\$100,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.
- (d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.
- (e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.
- (f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.
- (g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

**RESOLUTION FY 2022-2023 CEB # 26**

**RESOLUTION APPROPRIATING \$200,000 FOR SCHOOL DISTRICT-WIDE TILE FLOORING REPLACEMENT; AND AUTHORIZING THE ISSUE OF \$200,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO HUNDRED THOUSAND DOLLARS (\$200,000) for costs related to school district-wide tile flooring replacement. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO HUNDRED THOUSAND DOLLARS (\$200,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed TWO HUNDRED THOUSAND DOLLARS (\$200,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

**ADOPTED FY 22-23 ANNUAL CAPITAL BUDGET RESOLUTION #082322-1  
ITEMS 27 THROUGH 29**

**RESOLUTION FY 2022-2023 CEB # 27**

**RESOLUTION APPROPRIATING \$650,000 FOR DESIGN AND REPLACEMENT OF THE FIRE ALARM SYSTEM IN DODD MIDDLE SCHOOL; AND AUTHORIZING THE ISSUE OF \$450,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate SIX HUNDRED FIFTY THOUSAND DOLLARS (\$650,000) for costs related to the design and replacement of the fire alarm system at Dodd Middle School. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The appropriation shall be funded, in part, by anticipated grants in the amount of \$200,000. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed FOUR HUNDRED FIFTY THOUSAND DOLLARS (\$450,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time shall not exceed FOUR HUNDRED FIFTY THOUSAND DOLLARS (\$450,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town

reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

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**RESOLUTION FY 2022-2023 CEB #28**

**RESOLUTION APPROPRIATING \$2,400,000 FOR THE ROAD IMPROVEMENT PROGRAM; AND AUTHORIZING THE ISSUE OF \$2,400,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**

RESOLVED,

(a) That the Town of Cheshire appropriate TWO MILLION FOUR HUNDRED THOUSAND DOLLARS (\$2,400,000) for costs related to the road improvement program, including but not limited to road treatments such as restoration, milling and paving, chip seal, micro-seal, crack seal and other surface treatments, all as set forth in the 2022-2023 Capital Expenditure Plan. The appropriation may be spent for design, construction, equipment and materials, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed TWO MILLION FOUR HUNDRED THOUSAND DOLLARS (\$2,400,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Section 7-369 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts. The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time allocable to the appropriation shall not exceed TWO MILLION FOUR HUNDRED THOUSAND DOLLARS (\$2,400,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are

authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

(h) This resolution shall become effective upon its approval by the Town electors and persons qualified to vote at a duly warned referendum pursuant to Sections 7-3 and 7-4 of the Town Charter.

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**RESOLUTION FY 2022-2023 CEB #29**

**RESOLUTION APPROPRIATING \$166,600,000 FOR THE DESIGN AND CONSTRUCTION OF A NEW NORTH END ELEMENTARY SCHOOL AND A NEW NORTON ELEMENTARY SCHOOL; AND AUTHORIZING THE ISSUE OF \$166,600,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION, THE AMOUNT OF SUCH BONDS AND NOTES TO BE REDUCED BY THE AMOUNT OF PROJECT GRANTS RECEIVED**

RESOLVED,

(a) That the Town of Cheshire appropriate ONE HUNDRED SIXTY SIX MILLION SIX HUNDRED THOUSAND DOLLARS (\$166,600,000) for costs related to the design and construction of a new North End Elementary School to be situated on a parcel at Marion Road and Jarvis Street and a new Norton Elementary School to be situated on a parcel on which the existing Norton School is situated, substantially as described in the Next Generation, Phase 1 plan. The appropriation may be spent for the preparation of schematic drawings and outline specifications, design, construction, equipment and materials, architectural, engineering, consultant and legal fees, related improvements, repairs or renovations, net interest on borrowings and other financing costs, and other expenses related to the project. The Town Council shall determine the scope and particulars of the project and may reduce or modify the project scope; and the entire appropriation may be expended on the project as so reduced or modified.

(b) That the Town issue its bonds or notes in an amount not to exceed ONE HUNDRED SIXTY SIX MILLION SIX HUNDRED THOUSAND DOLLARS (\$166,600,000) to finance the appropriation for the project. The bonds or notes shall be issued pursuant to Sections 7-369 and 10-289 of the General Statutes of Connecticut, Revision of 1958, as amended, and any other enabling acts.

The amount of bonds or notes authorized to be issued shall be reduced by the amount of grants received by the Town for the project and not separately appropriated to pay additional project costs. The bonds or notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town.

(c) That the Town issue and renew its temporary notes from time to time in anticipation of the receipt of the proceeds from the sale of the bonds or notes for the project or the receipt of grants for the project. The amount of the notes outstanding at any time allocable to the appropriation shall not exceed ONE HUNDRED SIXTY SIX MILLION SIX HUNDRED THOUSAND DOLLARS (\$166,600,000). The notes shall be issued pursuant to Section 7-378 of the General Statutes of Connecticut, Revision of 1958, as amended. The notes shall be general obligations of the Town secured by the irrevocable pledge of the full faith and credit of the Town. The Town shall comply with the provisions of Section 7-378a of the General Statutes if the notes do not mature within the time permitted by said Section 7-378.

(d) The Town Manager and the Treasurer of the Town shall sign the bonds or notes by their manual or facsimile signatures. The law firm of Pullman & Comley, LLC is designated as bond counsel to approve the legality of the bonds or notes. The Town Manager and the Treasurer are authorized to determine the amount, dates, interest rates, maturities, redemption provisions, form and other details of the bonds or notes; to designate one or more bank or trust companies to be certifying bank, registrar, transfer agent and paying agent for the bonds or notes; to provide for the keeping of a record of the bonds or notes; to designate a municipal advisor to the Town in connection with the sale of the bonds or notes; to sell the bonds or notes at public or private sale; to deliver the bonds or notes; and to perform all other acts which are necessary or appropriate to issue the bonds or notes.

(e) That the Town hereby declares its official intent under Federal Income Tax Regulation Section 1.150-2 that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized above for the project. The Town Manager and the Treasurer are authorized to amend such declaration of official intent as they deem necessary or advisable and to bind the Town pursuant to such representations and covenants as they deem necessary or advisable in order to maintain the continued exemption from federal income taxation of interest on the bonds or notes authorized by this resolution if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

(f) That the Town Manager and the Treasurer are authorized to make representations and enter into written agreements for the benefit of holders of the bonds or notes to provide secondary market disclosure information, which agreements may include such terms as they deem advisable or appropriate in order to comply with applicable laws or rules pertaining to the sale or purchase of such bonds or notes.

(g) That the Cheshire Board of Education, the Superintendent of Schools and other proper officers of the Town are authorized to apply to the Commissioner of Administrative Services and to accept or reject a grant for the design and construction of a new North End Elementary School and a new Norton Elementary School.

(h) That the Town Manager, the Treasurer, the Town Council, the building committee or committees as established from time-to-time by the Town Council for the project, and other proper officers of the Town are authorized to take all other action which is necessary or desirable to complete the project, to apply for and accept grants for the project, and to issue bonds or notes to finance the aforesaid appropriation.

(i) This resolution shall become effective upon its approval by the Town electors and persons qualified to vote at a duly warned referendum pursuant to Sections 7-3 and 7-4 of the Town Charter.

(j) That the Town Council hereby accepts and approves the Next Generation, Phase 1 plan for the construction of a new North End elementary school and the replacement of Norton Elementary School, and hereby calls for a referendum after approval of the capital appropriation for said plan.

**CALL FOR REFERENDUM  
RESOLUTION #082322-04**

BE IT RESOLVED,

That the resolution entitled “**RESOLUTION APPROPRIATING \$2,400,000 FOR THE ROAD IMPROVEMENT PROGRAM; AND AUTHORIZING THE ISSUE OF \$2,400,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION**” adopted by the Town Council on August 23, 2022 and the resolution entitled “**RESOLUTION APPROPRIATING \$166,600,000 FOR THE DESIGN AND CONSTRUCTION OF A NEW NORTH END ELEMENTARY SCHOOL AND A NEW NORTON ELEMENTARY SCHOOL; AND AUTHORIZING THE ISSUE OF \$166,600,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION, THE AMOUNT OF SUCH BONDS AND NOTES TO BE REDUCED BY THE AMOUNT OF PROJECT GRANTS RECEIVED**” adopted by the Town Council on August 23, 2022, be submitted to the Town electors for approval or disapproval at a referendum on November 8, 2022 between the hours of 6:00 a.m. and 8:00 p.m. (E.T.), and that the warning of said referendum shall state the questions to be voted upon as follows:

1. “Shall the Town of Cheshire appropriate \$2,400,000 for the Road Improvement Program and authorize the issue of \$2,400,000 bonds and notes to finance the appropriation, the amount of such bonds and notes to be reduced by the amount of project grants received?”
  
2. “Shall the Town of Cheshire appropriate \$166,600,000 for the design and construction of a new North End Elementary School and a new Norton Elementary School and authorize the issue of \$166,600,000 bonds and notes to finance the appropriation, the amount of such bonds and notes to be reduced by the amount of project grants received?”

Voters approving said resolutions will vote “Yes” and voters opposing said resolutions will vote “No”. Absentee ballots will be available from the Town Clerk’s office.

The warning shall also state that the full text of the aforesaid bond resolution is on file, open to public inspection, in the office of the Town Clerk, that the vote on each of the aforesaid bond resolutions is taken under the authority of Sections 7-3 and 7-4 of the Charter of the Town of Cheshire, and that absentee ballots will be available in the office of the Town Clerk.

BE IT FURTHER RESOLVED,

That the Town Clerk is authorized and directed to prepare a concise explanatory text regarding said resolutions and the Town Manager is authorized to prepare additional explanatory materials regarding said resolutions, such texts and explanatory material to be subject to the approval of the Town Attorney and to be prepared and distributed in accordance with Section 9-369b of the Connecticut General Statutes.



**CAPITAL EXPENDITURE HISTORICAL SUMMARY  
1985 - 2022**

<u>PROGRAM</u>	MAJOR PROJECTS WITHIN <u>PROGRAM (1,2)</u>	<u>PROGRAM TOTAL (3)</u>
I. Administration and Finance	\$-	\$ 25,872,780
A. Town Hall Construction/Renovation	5,953,000	
B. Technology Reserve	3,718,494	
II. Planning and Development		24,248,123
A. Open Space/Land Acquisition	21,225,623	
III. Public Safety		22,137,767
A. Police Department Expansion	3,000,000	
B. Byam Road Fire Station Renovation	650,000	
C. Fire Station 3 Renovation	1,400,000	
D. Fire Rolling Stock	6,414,367	
E. Public Safety Radio Upgrade	4,476,000	
IV. Public Works		183,432,573
A. Water Pollution Control Facility / Pump Stations	59,590,000	
B. Denitrification Facility	7,450,000	
C. Sewer/Water/Drainage Projects+145000	26,976,900	
D. Road Reconstruction/Resurfacing	53,802,077	
E. Sidewalks	5,630,305	
F. Landfill Remediation	2,130,000	
G. Bridge Projects	6,980,000	
V. Social Services		3,016,051
A. Senior Center Renovation/Expansion	2,804,051	
VI. Cultural Services		4,130,000
A. Library Renovation/Expansion	4,000,000	
VII. Leisure Services		28,098,605
A. Swimming Pool	8,393,118	
B. Farmington Canal Linear Park	4,202,000	
C. Bartlem Park South	7,900,000	
VIII. Education		80,343,269
A. School Expansion/Renovation	46,484,440	
B. Code Compliance	4,554,000	
C. Roof Repairs/Replacement	7,607,120	
<b>TOTAL</b>	<b>\$ 295,341,495</b>	<b>\$ 371,279,168</b>

(1) Does not include all projects within Program Total.

(2) Amounts are based on Council appropriations through February 28, 2022.

(3) Bonded projects and projects funded directly by the Town are included.

**C.E.P HISTORICAL COMPARISON**  
*NUMBERS IN THOUSANDS*

<b>FISCAL YEAR</b>	<b>TOTAL GROSS 5 YEAR PLAN</b>	<b>TOTAL NET 5 YEAR PLAN</b>	<b>YEAR ONE GROSS BUDGET</b>	<b>YEAR ONE NET BUDGET</b>
<b>12-13</b>	79,567	36,900 <sup>1</sup>	39,310	4,198
<b>13-14</b>	51,216	39,021	11,900	9,206
<b>14-15</b>	55,741	42,243	9,664	6,578
<b>15-16</b>	54,257	41,672	10,606	6,382
<b>16-17</b>	56,809	46,414	14,868	11,449
<b>17-18</b>	47,821	41,080	6,465	5,872
<b>18-19</b>	50,682	42,625	7,999	6,622
<b>19-20</b>	58,641	50,170	11,512	9,380
<b>20-21</b>	67,459	59,731	6,110	5,135
<b>21-22</b>	70,063	58,436	15,846	11,753
<b>10 YEAR AVG.</b>	<b>\$59,226</b>	<b>\$45,829</b>	<b>\$13,428</b>	<b>\$7,658</b>
<b>5 YEAR AVG.</b>	<b>\$58,933</b>	<b>\$50,408</b>	<b>\$9,586</b>	<b>\$7,752</b>

<sup>1</sup> WPCD Plant approved at referendum (32.15M)

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL PROJECTS PROPOSED FOR BONDING**  
**TOWN COUNCIL APPROVED AUGUST 23, 2022**  
**2023-2027 CAPITAL EXPENDITURE PLAN (GROSS)**

FUNCTIONAL CATEGORY / PROJECT	2023	2024	2025	2026	2027	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Boiler Replacement at Police Station.....	-	-	150,000	-	-	150,000
Parking Lot Repavement at Senior Center.....	-	180,000	-	-	-	180,000
Roof Replacements - Police Station.....	-	110,000	-	-	-	110,000
Replace Storage Building at Public Works Garage.....	-	-	-	250,000	-	250,000
Improvements to Youth Center.....	-	20,000	180,000	-	-	200,000
Parking Lot Replacement at Police Station.....	-	200,000	-	-	-	200,000
Parking Lot Replacement at Public Works Garage.....	-	-	190,000	-	-	190,000
Roof and Siding Replacements at Public Works Outbuildings and Grounds Garage.....	-	-	-	-	120,000	120,000
Underground Fuel Tank Replacement at Fire Headquarters.....	-	110,000	-	-	-	110,000
<b>PLANNING &amp; DEVELOPMENT:</b>						
Plan of Conservation and Development Update.....	-	-	180,000	-	-	180,000
Veterans Memorial Upgrades.....	200,000	-	-	-	-	200,000
West Main Street Parking, Streetscape and Trail Access Improvements.....	350,000	-	-	-	-	350,000
West Main Street Canal Dredging.....	-	150,000	-	-	-	150,000
<b>PUBLIC SAFETY:</b>						
Replace 2000 Fire Truck Pumping Engine # 7.....	-	950,000	-	-	-	950,000
Replace 2001 Fire Truck Pumping Engine # 1.....	-	-	-	1,100,000	-	1,100,000
Replace 2003 Fire Truck (Heavy Duty) Rescue Unit # 1.....	-	-	1,200,000	-	-	1,200,000
Replace 2003 Fire Truck Pumping Engine # 5.....	-	-	-	-	1,275,000	1,275,000
Emergency Operations Center.....	-	450,000	-	-	-	450,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brooksville Bridge over Willow Brook.....	-	-	-	100,000	700,000	800,000
Public Works Dump Trucks and Plows.....	245,000	250,000	300,000	260,000	265,000	1,320,000
Public Works Vehicles (Non Dump Trucks) / Equipment.....	230,000	120,000	210,000	168,000	228,000	956,000
Road Improvement Program.....	2,400,000	2,200,000	2,250,000	2,250,000	2,250,000	11,350,000
Sidewalk Improvement Program.....	-	250,000	300,000	300,000	300,000	1,150,000
Cheshire Street Sidewalks to Quinpiac Park.....	-	425,000	-	-	-	425,000
Road Drainage Improvements to 1481 Marion Road.....	-	-	-	150,000	-	150,000
Storm Water Drainage Disconnects (MS4) / Sediment Disposal.....	110,000	-	110,000	-	110,000	330,000
Road Reconstruction - Scenic Court.....	-	790,000	-	-	-	790,000
Road Reconstruction - East Johnson Avenue - 2 Sections.....	-	-	680,000	-	-	680,000
Road Reconstruction - Cornwall Avenue Extension.....	-	-	250,000	-	-	250,000
Road Reconstruction - East Mitchell Avenue.....	-	-	-	-	260,000	260,000
Paving of Parking Lots and Access Drives - Bartlem Park.....	-	-	-	250,000	-	250,000
Paving of North Parking Lot and Access Drive - Cheshire Park.....	250,000	-	-	-	-	250,000
Expansion of South Parking Lot and Access Drive - Cheshire Park.....	-	250,000	-	-	-	250,000
<b>PUBLIC WORKS - SEWER &amp; WATER:</b>						
Elmwood Pump Station Upgrade.....	-	300,000	3,500,000	-	-	3,800,000
Heavy Duty Vehicles and Equipment - WPCD.....	-	290,000	-	-	-	290,000
Moss Farms Pump Station Upgrade.....	125,000	500,000	-	-	-	625,000
Inflow and Infiltration (I&I) Remediation.....	-	200,000	200,000	200,000	200,000	800,000
Denitification Upgrade.....	-	-	-	500,000	-	500,000
East Johnson Pump Station Upgrade - Construction.....	-	-	-	300,000	500,000	800,000
In-Kind Treatment Plant Equipment Replacement.....	170,000	-	-	-	-	170,000
Upgrade Waste -Thickening Control Panels.....	125,000	-	-	-	-	125,000
Upgrade Various Plant Components.....	-	100,000	800,000	-	-	900,000
SCADA Notification System Upgrade.....	-	-	-	110,000	110,000	220,000
<b>LEISURE SERVICES:</b>						
Tennis Court Renovations - Rolling Acres.....	-	231,000	-	-	-	231,000
Mixville Park Basketball Court Reconstruction.....	-	-	-	55,000	-	55,000
Various Pool Improvements.....	-	103,000	14,000	-	-	117,000
<b>EDUCATION:</b>						
Remedy Exterior Area Deficiencies Civil Rights 2009 Compliance Review - CHS.....	-	-	-	-	438,000	438,000
Roof Replacement - Doolittle Elementary.....	-	3,000,000	-	-	-	3,000,000
Roof Replacement - Dodd Middle School.....	-	500,000	500,000	-	-	1,000,000
Cafeteria Renovations - Highland and CHS.....	-	670,000	-	-	4,200,000	4,870,000
Replace Walk-in Freezer/Refrigerator - CHS.....	-	175,000	-	-	-	175,000
Loading Dock, Drainage and Refrigeration Improvements - CHS.....	-	600,000	-	-	-	600,000
Window Replacements - Highland, Dodd and Doolittle.....	-	-	2,500,000	3,250,000	1,250,000	7,000,000
Window Replacements - CHS.....	-	500,000	500,000	500,000	500,000	2,000,000
District Generator Upgrades.....	280,000	-	-	-	-	280,000
District Lighting Upgrades.....	310,000	-	-	-	-	310,000
District Scoreboard Upgrades.....	-	-	200,000	200,000	-	400,000
Lavatory Improvements - District Wide.....	-	250,000	250,000	250,000	500,000	1,250,000
Driveway and Parking Lot Repaving - District Wide.....	100,000	-	250,000	-	-	350,000
Sidewalk and Masonry Repairs - District Wide.....	-	125,000	-	125,000	-	250,000
Masonry Restoration - District Wide.....	-	100,000	-	100,000	-	200,000
Stage Improvements - Dodd Middle School.....	-	-	250,000	-	-	250,000
HVAC Improvements - Stage Area - Dodd Middle School.....	-	150,000	-	-	-	150,000
HVAC Improvements - RTU - Dodd Middle School.....	120,000	100,000	100,000	100,000	-	420,000
HVAC Improvements - Dodd Middle School.....	-	50,000	450,000	-	-	500,000
HVAC Improvements - CHS.....	225,000	200,000	200,000	200,000	200,000	1,025,000
Unit Ventilator Replacements CHS, Dodd and Doolittle.....	300,000	420,000	500,000	100,000	-	1,320,000
Mechanical Tunnel Improvements - CHS.....	-	100,000	-	-	-	100,000
Highland Elementary School Building Improvements / Additions.....	-	-	750,000	-	-	750,000
Acoustical Ceiling Tile Replacement - District Wide.....	100,000	100,000	100,000	-	-	300,000
Flooring Replacement - District Wide.....	200,000	-	-	-	-	200,000
School Offices Reconfiguration - CHS.....	-	25,000	120,000	-	-	145,000
Athletic Complex Improvements - CHS.....	-	150,000	150,000	-	-	300,000
Interior Door Replacement - DW.....	-	100,000	100,000	-	-	200,000
Fire Alarm Control System - Dodd, Doolittle, CHS.....	650,000	-	700,000	900,000	-	2,250,000
Maintenance Garage - CHS.....	-	50,000	150,000	-	-	200,000
Greenhouse Replacement - CHS.....	-	50,000	-	750,000	-	800,000
Expand Parking/General Paving - Highland School.....	-	250,000	-	400,000	-	650,000
Entrance Modification - Highland School.....	-	350,000	-	-	-	350,000
CPS Next Generation Schools - Phase One (New Norton and North End Elementary Schools)...	166,600,000	-	-	-	-	166,600,000
<b>TOTAL PROJECTS.....</b>	<b>173,090,000</b>	<b>16,194,000</b>	<b>18,284,000</b>	<b>12,868,000</b>	<b>13,406,000</b>	<b>233,842,000</b>
<b>AVAILABLE FUNDS:</b>						
<b>Grants:</b>						
State / Federal / Local.....	72,709,479	1,445,000	1,080,000	1,065,000	787,600	77,087,079
<b>NET BONDED PROJECTS.....</b>	<b>\$ 100,380,521</b>	<b>\$ 14,749,000</b>	<b>\$ 17,204,000</b>	<b>\$ 11,803,000</b>	<b>\$ 12,618,400</b>	<b>\$ 156,754,921</b>

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL NONRECURRING (CNR) FUNDS**  
**TOWN COUNCIL APPROVED AUGUST 23, 2022**  
**2023-2027 CAPITAL EXPENDITURE PLAN**

FUNCTIONAL CATEGORY / PROJECT	2023	2024	2025	2026	2027	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Revaluation.....	\$ -	\$ -	\$ -	\$ -	\$ 300,000	300,000
Technology Reserve Fund - Replacement Equipment.....	210,000	210,000	210,000	210,000	210,000	1,050,000
Vehicle/Equipment Replacement Fund.....	413,000	383,000	324,000	356,000	282,000	1,758,000
Capital Planning Account and Building Assessment/Design - Town.....	100,000	-	100,000	-	100,000	300,000
Various Town Building Improvements.....	220,000	-	-	200,000	-	420,000
Parking Lot at Fire House #2 - Byam Road.....	-	-	-	110,000	-	110,000
<b>PUBLIC SAFETY:</b>						
Firefighting Equipment and Protective Clothing.....	-	150,000	-	175,000	-	325,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE,</b>						
<b>TREES &amp; GROUNDS:</b>						
Tree Removals.....	-	150,000	-	150,000	-	300,000
Street Light Pole Replacement.....	-	-	110,000	-	110,000	220,000
Weeks Pond Dam Improvements.....	-	-	-	140,000	-	140,000
Various Improvements to Parks and Open Spaces.....	150,000	-	-	150,000	-	300,000
<b>LEISURE SERVICES:</b>						
Cheshire Park PickleBall Lights.....	98,000	-	-	-	-	98,000
Quinnipiac Multi-Purpose Court.....	-	-	178,000	-	-	178,000
Mixville Park, Trail and Open Space Improvements.....	150,000	-	-	-	-	150,000
<b>EDUCATION:</b>						
Districtwide Roof Repairs and Replacements.....	125,000	-	125,000	-	-	250,000
Capital Planning Account and Building Assessment/Design - BOE.....	100,000	-	-	-	-	100,000
<b>TOTAL PROJECTS.....</b>	<b>1,566,000</b>	<b>893,000</b>	<b>1,047,000</b>	<b>1,491,000</b>	<b>1,002,000</b>	<b>5,999,000</b>
<b>AVAILABLE FUNDS:</b>						
Projected Investment and Historic Preservation Fee Income.....	(1) 25,000	25,000	25,000	25,000	25,000	125,000
General fund CNR appropriation.....	(2) 1,500,000	1,100,000	1,100,000	1,100,000	1,100,000	5,900,000
Prior Year CNR unappropriated balance.....	(3) 235,479	194,479	426,479	504,479	138,479	235,479
<b>TOTAL AVAILABLE FUNDS.....</b>	<b>1,760,479</b>	<b>1,319,479</b>	<b>1,551,479</b>	<b>1,629,479</b>	<b>1,263,479</b>	<b>6,260,479</b>
<b>PROJECTED CNR APPROPRIATION BALANCE</b>	<b>\$ 194,479</b>	<b>\$ 426,479</b>	<b>\$ 504,479</b>	<b>\$ 138,479</b>	<b>\$ 261,479</b>	<b>\$ 261,479</b>

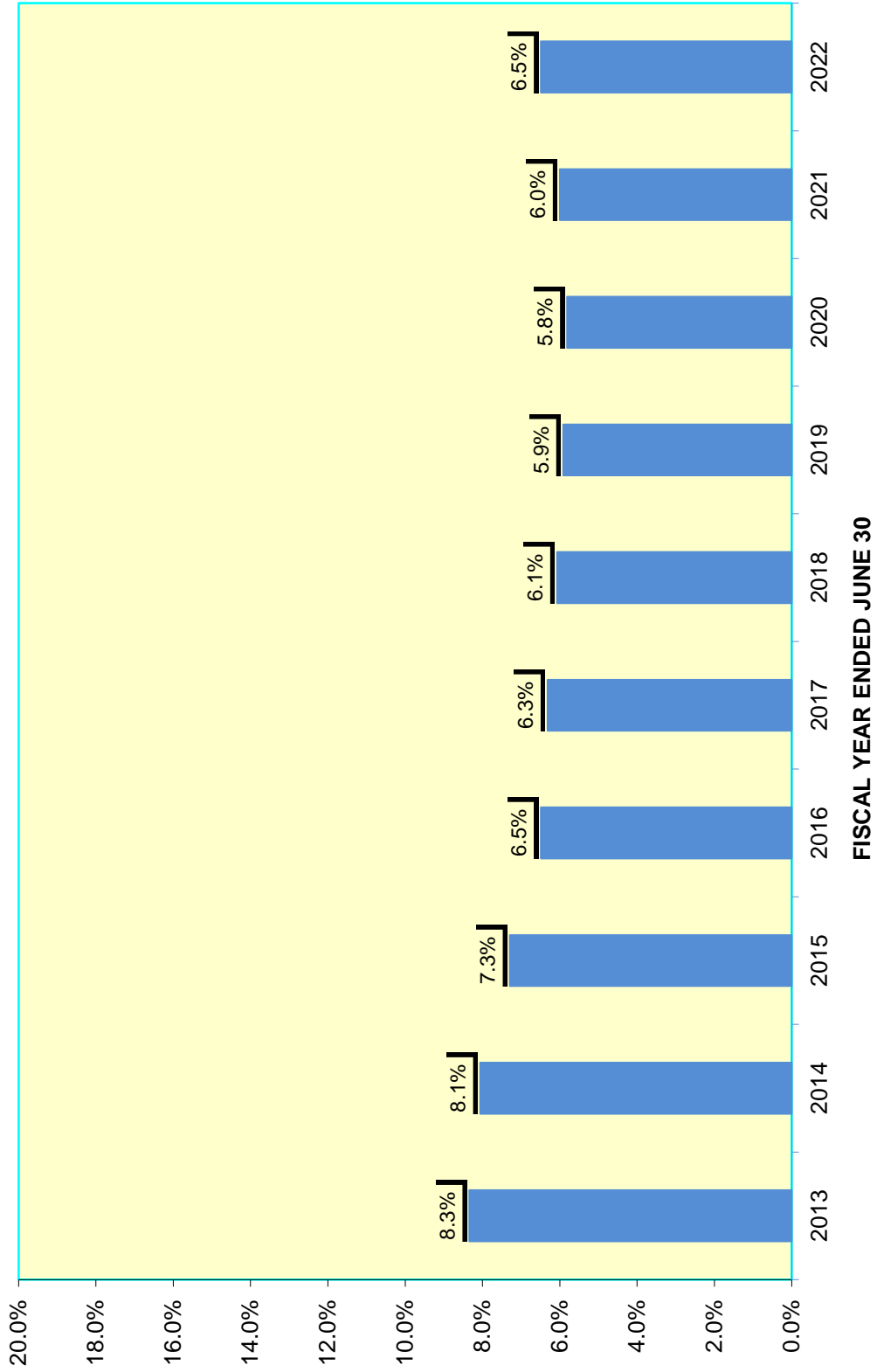
- (1) Investment income estimates are based on historical averages.
- (2) Operating budget appropriation for 2023 is for \$1,500,000. All subsequent year appropriations are estimates.
- (3) The Prior Year CNR unappropriated balance is based on a June 30, 2021 balance.

**TOWN OF CHESHIRE  
GRANTS AND OTHER FUNDING SOURCES  
TOWN COUNCIL APPROVED AUGUST 23, 2022  
FY 2023-2027 CAPITAL EXPENDITURE PLAN**

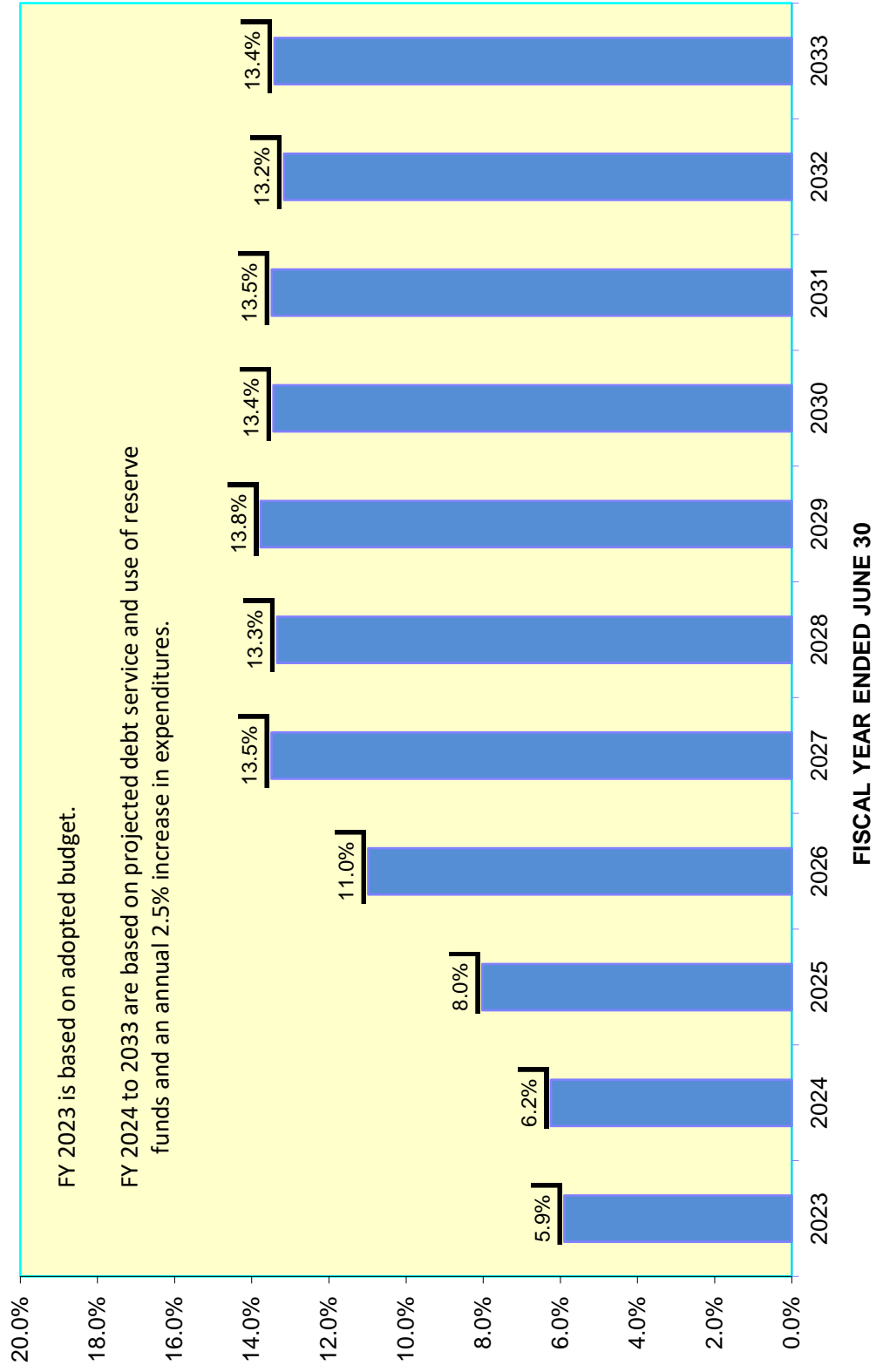
PROJECT	2023	2024	2025	2026	2027	TOTAL
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brooksvale Bridge over Willow Brook @ 50%.....	\$ -	\$ -		\$ 50,000	\$ 350,000	400,000
Public Works Vehicles (Non Dump Trucks) / Equipment - Capital Asset Sale Proceeds.....	25,000	-	-	-	-	25,000
Cheshire Street Sidewalks to Quinnipiac Park (STEAP).....	-	128,000	-	-	-	128,000
<b>PLANNING &amp; DEVELOPMENT:</b>						
Veterans Memorial Upgrades.....	200,000	-	-	-	-	200,000
West Main Street Parking, Streetscape and Trail Access Improvements.....	150,000	-	-	-	-	150,000
<b>PUBLIC SAFETY:</b>						
Emergency Operations Center.....	-	450,000	-	-	-	450,000
<b>EDUCATION:</b>						
Remedy Exterior Area Deficiencies Civil Rights 2009 Compliance Review - CHS @ 20%.....	-	-	-	-	87,600	87,600
Roof Replacement - Doolittle Elementary @ 20 %.....	-	600,000	-	-	-	600,000
Roof Replacement - Dodd Middle @ 20 %.....	-	100,000	100,000	-	-	200,000
Window Replacements - Highland, Dodd and Doolittle @ 20 %.....	-	-	500,000	650,000	250,000	1,400,000
Window Replacements - CHS @ 20%.....	-	100,000	100,000	100,000	100,000	400,000
District Generator Upgrades @ 10% Eversource.....	28,000	-	-	-	-	28,000
District Lighting Upgrades @ 10% Eversource.....	31,000	-	-	-	-	31,000
District Scoreboard Upgrades @ 10% Eversource.....	-	-	20,000	20,000	-	40,000
HVAC Improvements - RTU - Dodd Middle School @ 10% (Eversource).....	12,000	10,000	10,000	10,000	-	42,000
Unit Ventilator Replacements CHS, Dodd, Doolittle @ 10% (Eversource Rebate).....	30,000	42,000	50,000	10,000	-	132,000
Highland Elementary School Building Improvements / Additions @ 40%.....	-	-	300,000	-	-	300,000
Greenhouse Replacement - CHS @ 30%.....	-	15,000	-	225,000	-	240,000
Fire Alarm Control System - Dodd, Doolittle, CHS (estimate).....	200,000	-	-	-	-	200,000
CPS Next Generation Schools - Phase One (New Norton and North End Elementary Schools).....	72,033,479	-	-	-	-	72,033,479
<b>Total Grants and Other Funding Sources.....</b>	<b>\$ 72,709,479</b>	<b>\$ 1,445,000</b>	<b>\$ 1,080,000</b>	<b>\$ 1,065,000</b>	<b>\$ 787,600</b>	<b>\$ 77,087,079</b>

Note: subject to State bond authorization and funding at historical levels.

**TOWN OF CHESHIRE  
 GENERAL FUND LONG-TERM DEBT SERVICE  
 AS A PERCENTAGE OF  
 GENERAL FUND ACTUAL BUDGETARY EXPENDITURES  
 TEN YEAR HISTORY**



**TOWN OF CHESHIRE  
 PROJECTED GENERAL FUND LONG-TERM  
 DEBT SERVICE AS A PERCENTAGE OF PROJECTED  
 GENERAL FUND BUDGETARY EXPENDITURES  
 FISCAL YEARS 2022 TO 2032**



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: FINANCE**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
Revaluation	DR	0	125	0	0	300	425
	TM	0	0	0	0	300	300
	TC	0	0	0	0	300	300
Technology Reserve Fund - Replacement Equipment	DR	210	210	210	210	210	1,050
	TM	210	210	210	210	210	1,050
	TC	210	210	210	210	210	1,050
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	210	335	210	210	510	1,475
	TM	210	210	210	210	510	1,350
	TC	210	210	210	210	510	1,350

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

210	210	210	210	510	1,350
0	0	0	0	0	0
210	210	210	210	510	1,350
0	0	0	0	0	0

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Finance - Assessor Functional Area: Administration and Finance

Project Title: Revaluation

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Revaluation includes legal costs for the Grand List 2023 revaluation. Also requested are funds for the next scheduled State-mandated revaluation, Grand List 2028. This will be a statistical revaluation only. The request covers the cost of valuing all properties, commercial property consultant, and part-time help.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$125,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$300,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$425,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Legal Costs Court Appeals	\$125,000
Grand List Year 2028 Statistical Revaluation	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$425,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Finance Functional Area: Administration & Finance

Project Title: Technology Reserve Fund - Replacement Equipment

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Starting in FY '13, the Town Council and the voters approved \$2,078,000 for General Government and Education to rebuild our technology infrastructure which at that time was inadequate, unreliable and on the verge of failing. Through these appropriated funds, the guidance of the Technology Study Group and the planning, implementation and daily oversight of our technology consultant, we have developed a reliable, robust and near state-of-the-art technology foundation. It has enhanced employee productivity, improved efficiency and greatly expanded service delivery.

To prevent a near similar technology catastrophe and protect the organization from the growing threat of cyber-attacks, it is critical to continue replacing equipment as they become obsolete and unsupported. The Technology Reserve Fund provides the budget for annual replacement of critical network infrastructure in Cheshire. This year's funds will be used as follows: \$60,000 to replace Town network switches supporting communications infrastructure, \$90,000 on wireless network infrastructure replacement and improvements, and \$60,000 to replace CCTV video storage.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$210,000		
FY 23-24	\$210,000	GRANTS	\$
FY 24-25	\$210,000	FEES	\$
FY 25-26	\$210,000	OTHER	\$
FY 26-27	\$210,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,050,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: GENERAL SERVICES**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27		
Vehicle / Equipment Replacement Fund Total	DR	438	358	324	356	282	1,758
	TM	413	383	324	356	282	1,758
	TC	413	383	324	356	282	1,758
Police	DR	174	174	174	174	174	870
	TM	174	174	174	174	174	870
	TC	174	174	174	174	174	870
Public Works	DR	38	90	112	114	48	402
	TM	38	90	112	114	48	402
	TC	38	90	112	114	48	402
Public Works - Grounds	DR	100	94	38	68	60	360
	TM	75	119	38	68	60	360
	TC	75	119	38	68	60	360
Fire	DR	52	0	0	0	0	52
	TM	52	0	0	0	0	52
	TC	52	0	0	0	0	52
Building	DR	29	0	0	0	0	29
	TM	29	0	0	0	0	29
	TC	29	0	0	0	0	29
Animal Control	DR	45	0	0	0	0	45
	TM	45	0	0	0	0	45
	TC	45	0	0	0	0	45
Capital Planning Account and Building Assessment/Design - Town	DR	100	0	100	0	100	300
	TM	100	0	100	0	100	300
	TC	100	0	100	0	100	300
*	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	538	358	424	356	382	2,058
	TM	513	383	424	356	382	2,058
	TC	513	383	424	356	382	2,058

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

513	383	424	356	382	2,058
0	0	0	0	0	0
513	383	424	356	382	2,058
0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Police Functional Area: General Service/Public Safety

Project Title: Police Vehicle Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This funding is requested to replace vehicles in the police department fleet.

The goal of the program is to replace part of the police department fleet on a yearly basis, thereby increasing the reliability, availability and safety of the fleet while saving the costs associated with maintain older, higher mileage vehicles.

I am requesting the purchase of Chevrolet Tahoe police vehicles. Under state contract pricing, we paid \$39,692.00 for the vehicles last year. The price for 2023 model year vehicles has not been released yet. I anticipate that the price will increase due to ongoing supply chain and "chip" shortages. I have added \$2,000 to the price paid in 2021 for the vehicles, for an estimated cost of \$41,692. The labor cost associated with the installation of police radios, computers, consoles, gun locks and prisoner cages is \$1,650.00. The total cost for the vehicle is \$43,342.00 (rounded to \$43,500). Additional equipment needs are funded through the gift account.

The five-year plan requests the purchase of four vehicles per year. This year I anticipate purchasing one unmarked and three marked vehicles. Costs in future years may vary somewhat when a specialty vehicle, such as a pickup truck, needs to be replaced.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$174,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$174,000	GRANTS	\$
FY 24-25	\$174,000	FEES	\$675,000
FY 25-26	\$174,000	OTHER	\$
FY 26-27	\$174,000	TOTAL REVENUE	\$675,000
<b>TOTAL</b>	<b>\$870,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$191,840</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
14 marked police vehicles @ \$43,500	\$609,000
6 unmarked police vehicles @ \$43,500	\$261,000
	\$
	\$
<b>TOTAL</b>	<b>\$870,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

## **Project Description, continued**

In 2017 the Town Council approved a fee of \$25.00 per hour for the use of a police vehicle on police extra duty jobs. Already in FY22 (07/01/2021 - 01/15/2022) the fee has generated over \$92,000. I anticipate that the Town will earn approximately \$135,000 this fiscal year in vehicle fees. That revenue offsets a substantial amount of the cost of new vehicles.

### **Pandemic Considerations**

There have been disruptions to the availability of new vehicles during the pandemic. Police vehicles are no exception. It is possible that different police vehicles, other than the Chevrolet Tahoe, may be available in a timelier fashion. If necessary, we will evaluate the wisdom of purchasing other vehicles only if they are police fleet vehicles and if they are available at equal to or lesser cost than approved by Council for the Chevrolet Tahoe's.

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-23**

Department: General Services Functional Area: Administration & Finance

Project Title: Public Works - Vehicle Replacement Program

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Public Works Department (Highway, Sewer, Building, and Grounds divisions) utilizes pickup trucks to perform a variety of tasks: transporting personnel, transporting materials and supplies and performing plowing operations. Using pickup trucks saves wear and tear on the more expensive dump trucks; they are also better configured to carry the hand tools required for both routine and emergency assignments.

The estimated useful life of this equipment is generally 10+ years, depending on use.

Costs are based on current state bid pricing with a 2% escalation each year.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$38,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$90,000	GRANTS	\$
FY 24-25	\$112,000	FEES	\$
FY 25-26	\$114,000	OTHER	\$
FY 26-27	\$48,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$402,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$402,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Vehicles	\$402,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$402,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

Project Description, continued

	Existing Equipment	Proposed Replacement	Description	Cost
FY 22-23	Pickup Truck	2022 Van	Building Maintenance	\$38,000
			<b>FY 2022-23 Total</b>	<b>\$38,000</b>
FY 23-24	Pickup Truck	2023 4x4 pickup with utility body	Crew leader, snow plowing	\$60,000
	2012 Ford Escape	2023 SUV	Director's Vehicle	\$30,000
			<b>FY 2023-24 Total</b>	<b>\$90,000</b>
FY 24-25	Pickup Truck	2024 4x4 pickup with utility body	Crew leader, snow plowing	\$61,500
	Pickup Truck	2024 4x4 pickup with plow	Grounds maintenance & plowing	\$50,000
			<b>FY 2024-25 Total</b>	<b>\$111,500</b>
FY 25-26	Pickup Truck	2025 4x4 pickup with utility body	Crew leader, snow plowing	\$62,500
	Pickup Truck	2025 4x4 pickup	Grounds maintenance & plowing	\$51,000
			<b>FY 2025-26 Total</b>	<b>\$113,500</b>
FY 26-27	Pickup Truck	2026 Pickup Truck	WPCD maintenance	\$48,000
			<b>FY 2026-27 Total</b>	<b>\$48,000</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-23**

Department: General Services Functional Area: Administration & Finance

Project Title: Public Works/Grounds Equipment

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Grounds Division utilizes a number of pieces of specialized equipment for routine maintenance and snow removal operations. These require regular replacement to continue efficient operations.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$94,000	GRANTS	\$
FY 24-25	\$38,000	FEES	\$
FY 25-26	\$68,000	OTHER	\$
FY 26-27	\$60,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$360,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$360,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Equipment	\$360,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$360,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



Project Description, continued

	Description	Purpose	Cost
FY 22-23	Tractor	Field Maintenance	\$50,000
	Mower	Field and Grounds Maintenance	\$25,000
	Utility Vehicle	Open Space, Parks, Events	\$25,000
		<b>FY 22-23 Total</b>	<b>\$100,000</b>
FY 23-24	12-foot mower	Field maintenance	\$85,000
	Trailer	Equipment transport	\$8,500
		<b>FY 23-24 Total</b>	<b>\$93,500</b>
FY 24-25	Infield groomer	Ball field maintenance	\$38,000
		<b>FY 24-25 Total</b>	<b>\$38,000</b>
FY 25-26	Utility vehicle	Open space, parks, events	\$18,000
	Tractor	Field Maintenance	\$50,000
		<b>FY 25-26 Total</b>	<b>\$68,000</b>
FY 26-27	Articulating Utility Tractor	Sidewalk Snow Removal, Field Maintenance	\$60,000
		<b>FY 26-27 Total</b>	<b>\$60,000</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire Functional Area: Public Safety

Project Title: Replacement Vehicle - Public Safety/Emergency Response

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This vehicle will replace a 2007 vehicle that will need replacement as it will have reached the end of its useful life for public safety/emergency response. Most of our smaller vehicles have a 15-year life expectancy. Winter road treatments are wreaking havoc on our vehicles' undercarriage and components. After 15 years, it becomes more difficult to purchase parts which leads to maintenance problems and extended downtime. Cost estimate is based on current vehicle pricing. This purchase will allow us to continue with our replacement of vehicles and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$52,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$52,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$52,000</b>
--	-----------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
_____	\$0
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Building. Functional Area: General Services/Public Safety

Project Title: Building Department Public Safety Inspection Vehicle Request

**Project Description:** New Building Department Public Safety Inspection Vehicle

The building department is requesting a new motor vehicle to perform our statutorily mandated life safety building inspections. We currently have two vehicles for one building official and two inspectors. We need to share a vehicle or borrow a vehicle to perform our daily required inspections. We also have a back log of roughly 2,000 open interior permits that we were unable to inspect due to COVID-19 restrictions. By adding the third vehicle to our fleet our office will be able to catch up on the inspection back log, divide the inspection load by three; sending inspectors to one side of Town allowing us to run our operation more efficiently and cutting back on overtime. Ultimately, this new practice will give inspectors more time for other primary duties within the building department. The cost estimate is based on current bid pricing from Dowling Ford. We are requesting a 2022 Ford Escape to conform to the type of vehicles we have (2015 & 2017 Ford Escapes). This purchase will allow the building department to safely and reliably perform all requisite inspections at the multitude of residential and commercial installations throughout the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$29,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$29,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$28,401.00</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
VEHICLE	\$28,401.00
<b>TOTAL</b>	<b>\$28,401.00</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Municipal Animal Control     Functional Area:     General Service/Public Safety    

Project Title:     Animal Control Vehicle Replacement    

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Municipal Animal Control Officer (MACO) uses a cargo van to respond to calls for service and transport captured animals to and from the animal control facility, veterinarians' offices, and the state laboratory.

The current animal control vehicle is a 2007 Chevrolet cargo van with 87,000 miles. It is starting to show its age and needs more frequent repairs. Public works has recommended that we replace the vehicle.

I am requesting the purchase of 2022 Ford Transit Connect S7E XL for use by the animal control officers. The van is smaller than the current cargo-style van and should provide better gas mileage.

The current van lasted 15 years; I do not anticipate needing another vehicle in the next 5 years.

**Pandemic Considerations**

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$45,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$45,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):     \$</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
1 Ford Transit van	\$45,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$45,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

## Project Description, continued

There are delays and cost increases in the retail car market due to supply chain and pandemic-related issues like the “chip” shortage. Our longtime vehicle vendor says that Ford has not released pricing for current year vehicles yet and he indicated that demand may lead to Ford not offering government contract or fleet pricing this year. He recommended that I request \$45,000 for the vehicle and estimated that it could take as long as 18 months to deliver.

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Finance Functional Area: General Services

Project Title: Capital Planning Account and Building Assessment/Design - Town

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Capital Planning Account was established by Town Charter for the Council to conduct studies, cost analyses and design of projects associated with the Omnibus Capital Expenditure budget and the Annual Capital Expenditure Plan. The purpose of this fund is to maintain ongoing available funds for appropriate capital planning and is a resource for any project associated with this Capital Plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$100,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$100,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$300,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC PROPERTY**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
		DR	0	150	0	0	0
Boiler Replacement at Police Station	TM	0	0	150	0	0	150
	TC	0	0	150	0	0	150
	DR	200	0	0	200	0	400
Various Town Building Improvements	TM	220	0	0	200	0	420
	TC	220	0	0	200	0	420
	DR	180	0	0	0	0	180
Parking Lot Replacement at Senior Center	TM	0	180	0	0	0	180
	TC	0	180	0	0	0	180
	DR	0	110	0	0	0	110
Roof Replacements at Police Station	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
	DR	0	0	0	250	0	250
Replace Storage Building at Public Works Garage	TM	0	0	0	250	0	250
	TC	0	0	0	250	0	250
	DR	0	0	550	0	0	550
Additional Salt Shed	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	20	180	0	0	200
Improvements to Youth Center	TM	0	20	180	0	0	200
	TC	0	20	180	0	0	200
	DR	0	200	0	0	0	200
Parking Lot Replacement at Police Station	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
	DR	0	0	190	0	0	190
Parking Lot Replacement at Public Works Garage	TM	0	0	190	0	0	190
	TC	0	0	190	0	0	190
	DR	0	0	0	110	0	110
Parking Lot Replacement at Firehouse #2 (Byam Road)	TM	0	0	0	110	0	110
	TC	0	0	0	110	0	110
	DR	0	0	0	0	120	120
Roof & Siding Replacements at Public Works Outbuildings & Grounds Garage	TM	0	0	0	0	120	120
	TC	0	0	0	0	120	120
	DR	0	110	0	0	0	110
Underground Fuel Tank Replacement at Fire HQ	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
	DR	380	590	920	560	120	2,570
PROGRAM ELEMENT TOTAL	TM	220	620	520	560	120	2,040
	TC	220	620	520	560	120	2,040

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	220	0	0	310	0	530
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	220	0	0	310	0	530
NET TOTAL	0	620	520	250	120	1,510

New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Boiler Replacement at Police Station

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The boilers at the Police Station are nearing the end of their useful lives. They will require proactive replacement within the next several years to avoid an emergency condition and potential damage to the facility, should they unexpectedly fail and allow the building to freeze. They were identified as candidates for replacement during the performance contracting project but were not cost-effective for that program. The boilers were installed in 1992.

We will use the remainder of the 2021 Capital Boiler appropriation for design of the new boilers.

Boilers typically have a useful life of 25+ years.

This estimate was developed in consultation with designers and HVAC contractors. The boiler replacement should be eligible for incentives from Eversource.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$150,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$150,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 150,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Installation	\$150,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$ 150,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Various Town Building Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As the Town buildings age, various issues arise that require repair on relatively short notice. In the past, similar appropriations have been used for HVAC, electrical, window, roof, door, and interior finish replacements.

There is a backlog of outstanding requests from Town building users which have not received approval as part of the operating budget process. This appropriation would make it possible to address some of these needs as well as any code upgrades which become necessary as part of building improvements.

The objective is to meet the continuing maintenance needs of the Town's physical plant. Having funding available for these various repairs and improvements will prevent the larger expenses that may result if maintenance is continually deferred.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$200,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$400,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 400,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$25,000
Construction	\$375,000
	\$
	\$
<b>TOTAL</b>	<b>\$400,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Parking Lot Replacement at Senior Center

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The parking lot at the Senior Center is deteriorating and reaching the end of its useful lifespan.

Replacement is required to maintain safe pedestrian and vehicle access. The handicap parking area of the lot will require grading to meet current ADA regulations.

The age of the existing parking lot is 23 years (paved in 1999).

This request was developed using the Connecticut DAS bid pricing and in consultation with contractors.

The useful life of a new parking lot is 20+ years.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$180,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$180,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 180,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$180,000
	\$
	\$
<b>TOTAL</b>	<b>\$180,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Roof Replacements at Police Station

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Police Station roof will need to be replaced within the next few years to prevent water intrusion and damage to this vital Town facility. A portion of the roof over the administrative area was replaced in 2012. A \$225,000.00 capital appropriation was approved in fiscal year 2022 to replace a large section of the roof. This new request will replace the remainder of the roof.

The existing roof was installed in 1992 and is 30 years old.

Estimates were developed from discussions with consultants. Prevailing wage rates will be required for the replacement.

A new roof will provide 20+ years of service.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$110,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$110,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 110,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$10,000
Construction	\$100,000
	\$
	\$
<b>TOTAL</b>	<b>\$100,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Replace Storage Building at Public Works Garage

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The tin shed storage building at the Public Works Garage dates from 1973. It is showing its age; the wood framing is rotting and the exterior metal panels are degrading. The shed is unheated and houses vehicles and equipment which keeps them secure and out of the elements and ultimately prolongs their useful lives.

The estimate was developed using square footage costs for pre-engineered metal buildings.

The useful life of a metal building is 35+ years

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$250,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$25,000
Construction	\$225,000
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Additional Salt Shed

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The existing 48'x72' salt shed at the Public Works Garage was constructed in 1987. It holds approximately 300 tons of product, which is only sufficient for three routine winter storms. The wood superstructure is degrading from constant exposure to salt and moisture and will require repairs.

The requested funding will allow for the installation of a modern, pre-engineered salt shed that will provide a large increase in capacity. The building would also allow for stockpiling product in the spring and summer, when market prices are more favorable.

This estimate was developed in consultation with designers and other municipalities.

The useful life of a new salt shed is 30+ years

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$0		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$550,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$550,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 550,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$50,000
Construction	\$500,000
	\$
	\$
<b>TOTAL</b>	<b>\$550,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Improvements to the Harmon Leonard, Jr. Youth Center

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Recreation Department rents the Youth Center for numerous functions throughout the year. Improvements are needed to make the building viable for rentals in the warm weather months. These upgrades would make the facility more appealing as a rental and generate additional revenue for the Town. The building also serves as the Town's small-scale emergency shelter (less than 50 people).

These improvements would include:

- 1) installation of air conditioning in the main room.
- 2) interior improvements to update the bathrooms and other existing spaces.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$20,000	GRANTS	\$
FY 24-25	\$180,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$20,000
Construction	\$180,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Parking Lot Replacement at Police Station

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The parking lot at the Police Station is deteriorating and reaching the end of its useful lifespan.

Replacement is required to maintain safe pedestrian and vehicle access. The handicap parking area of the lot will require grading to meet current ADA regulations.

The age of the parking lot is 30 years (paved in 1992).

This request was developed using the Connecticut DAS bid pricing and in consultation with contractors.

The useful life of a new parking lot is 20+ years

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$200,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$ 200,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Parking Lot Replacement at Public Works Garage

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The parking lot at the Public Works Garage is deteriorating and reaching the end of its useful lifespan.

Replacement is required to maintain safe pedestrian and vehicle access.

The age of the parking lot is 23 years (paved in 1999).

This request was developed using the Connecticut DAS bid pricing and in consultation with contractors.

The useful life of a new parking lot is 20+ years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$190,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$190,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 190,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$190,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$190,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Parking Lot Replacement at Fire House #2 (Byam Road)

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The parking lot at Fire House #2 (Byam Road) is deteriorating and reaching the end of its useful life. Replacement will be required within the next five years to maintain safe pedestrian and vehicle access. This request was developed using the Connecticut DAS bid pricing and in consultation with contractors. The useful life of a new parking lot is 20+ years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$110,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$110,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$110,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$110,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$110,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Roof & Siding Replacements at Public Works Outbuildings & The Grounds Garage

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The roof and siding on the 5-Bay, Eight-Bay and the Grounds Garage were all installed in the mid 1990's. They are approaching the end of their useful lives within the next five (5) years.

Estimates were derived by calculating unit prices for roofing and siding work.

New roofs will provide thirty (30) years of service.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$120,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$120,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$120,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$120,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$120,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Property Functional Area: Administration & Finance

Project Title: Underground Fuel Tank Replacement at Fire HQ

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The underground storage tank for gasoline and diesel fuel at Fire HQ is reaching its thirty (30) year expiration in 2023. The tanks can be recertified for an additional ten (10) years, and Public Works is exploring if that option is fiscally viable.

This request assumes replacement of the current underground tank with an above ground tank, and a new fuel island with new pumps and other associated equipment.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$110,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$110,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			<b>\$110,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Fuel Tank Removal & Replacement	\$110,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$110,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY=====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PLANNING & DEVELOPMENT      PROGRAM ELEMENT: PLANNING & DEVELOPMENT**

PROJECT TITLE		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
		DR	110	0	0	0	0
Land Acquisition	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	180	0	0	180
Plan of Conservation and Development Update	TM	0	0	180	0	0	180
	TC	0	0	180	0	0	180
	DR	200	0	0	0	0	200
* Veterans Memorial Upgrades	TM	200	0	0	0	0	200
	TC	200	0	0	0	0	200
	DR	350	0	0	0	0	350
* West Main Street Parking, Streetscape & Trail Access Improvements	TM	350	0	0	0	0	350
	TC	350	0	0	0	0	350
	DR	0	150	0	0	0	150
West Main Street Canal Dredging	TM	0	150	0	0	0	150
	TC	0	150	0	0	0	150
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	TM	550	150	180	0	0	880
	TC	550	150	180	0	0	880

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

STATE / FEDERAL / LOCAL  
TOTAL REDUCTIONS:  
NET TOTAL

0	0	0	0	0	0
350	0	0	0	0	350
350	0	0	0	0	350
200	150	180	0	0	530

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Planning & Development     Functional Area:     Planning and Development    

Project Title:     Land Acquisition    

**Project Description:**

Land acquisition is an essential element of responsible public management and is a commitment to community sustainability. It is also an activity that is supported by the 2016 Plan of Conservation and Development. Since 1986 Cheshire has acquired more than 1500 acres of open space, not including public parks, municipal parks, municipal grounds, or sports fields. Purchasing undeveloped land protects environmentally significant areas thereby improving character and integrity. Continuing our commitment to purchase open space either alone or in partnership with other agencies including the Cheshire Land Trust, Regional Water Authority and State of Connecticut fulfills important public purposes including protection of our historic and rural character, preservation of significant environmental resources, linkage with other open space properties, and protection of ridge lines, especially around our western perimeter. Funds from this account can and have been used jointly with other public sources including the Connecticut DEEP to purchase properties. Planning Department staff participates in the evaluation of potential open space purchases on an as needed basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$110,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
_____	\$0
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Planning & Development     Functional Area:     Planning and Development    

Project Title:     Plan of Conservation and Development Update    

**Project Description:**

The Plan of Conservation and Development (POCD) is required to be updated every 10 years pursuant to CGS 8 23(a). The current plan was last updated on July 1, 2016, The intent of the plan is to provide guidance to the community as it relates to the following land use issues: economic development, environmental protection, affordable housing, infrastructure, transportation, overall development, historic preservation, climate resilience, and similar land use issues. The plan must be updated every 10 years, or the community will not be eligible for discretionary funding with the state of Connecticut.

It has been a while since a consultant has been engaged to develop the plan and look at trends to help guide the community where it wants to be in ten years. Staff would like to engage the services of a consultant to assist both and the Planning and Zoning Commission to develop a comprehensive plan.

The plan would be to start work on engaging and hiring a consultant during FY 24-25. The estimated cost is based on staff's experience and consultation with peers on current costs for updating the POCD.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$180,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$180,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Planning & Development     Functional Area:     Planning and Development    

Project Title:     Veterans Memorial Upgrades    

**Project Description:**

This appropriation would fund plans that are being finalized to make general improvements to the Veteran’s monument at Cheshire Town Hall along Route 10 as well as the veterans monuments currently located at Bartlem Park including the planned monument to be added at Bartlem Park South in the future.

In 2022, the Town put out a call for additional names of Cheshire veterans to be added to the plaques adorning the Veteran’s Memorial in front of Town Hall. Plans are being developed to recast the names and more appropriately incorporate corrections that have been made over the years. General site modifications and beautification of the pavers and brick walkway areas surrounding the Paradox monument are also planned.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$200,000
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$0
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Planning & Development     Functional Area:     Planning and Development    

Project Title:     West Main Street Parking, Streetscape & Trail Access Improvements    

**Project Description:**

This request would be used to fund a public municipal parking area on the Ball & Socket property for motor vehicles and bicycles, as well as trail access improvements to the site and sidewalk connections along Willow Street.

A state grant of \$150,000 was secured as part of the FY23 state budget to support the parking lot project and additional funding would come from Ball & Socket Arts, Inc. through a public-private partnership to complete this capital project.

In April 2022, Town also submitted a \$1,350,000 request through the Congressionally Directed Spending program which, if received, would fund this parking area plus additional site improvements and would eliminate the need for any local funding of this capital request.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$350,000	<i>SOURCE</i>	
FY 23-24	\$0	GRANTS	\$150,000
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$350,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$0
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department:     Planning & Development     Functional Area:     Planning and Development    

Project Title:     West Main St. Canal Dredging    

**Project Description:**

Funds would be used for dredging, fencing and other embankment site work improvements at the West Main Street crossing of the Farmington Canal.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$150,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$150,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$0
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: FIRE/EMERGENCY MANAGEMENT      PROGRAM ELEMENT: PUBLIC SAFETY**

PROJECT TITLE							TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
Firefighting Equipment and Protective Clothing	DR	0	150	0	175	0	325
	TM	0	150	0	175	0	325
	TC	0	150	0	175	0	325
North End Fire Station - Building Construction Only	DR	0	0	5,000	0	0	5,000
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Replace 2000 Fire Pumping Engine #7	DR	0	950	0	0	0	950
	TM	0	950	0	0	0	950
	TC	0	950	0	0	0	950
Replace 2001 Fire Pumping Engine #1	DR	0	0	1,100	0	0	1,100
	TM	0	0	0	1,100	0	1,100
	TC	0	0	0	1,100	0	1,100
Replace 2003 Heavy Duty Rescue Unit #1	DR	0	1,200	0	0	0	1,200
	TM	0	0	1,200	0	0	1,200
	TC	0	0	1,200	0	0	1,200
Replace 2003 Fire Pumping Engine #5	DR	0	0	0	1,275	0	1,275
	TM	0	0	0	0	1,275	1,275
	TC	0	0	0	0	1,275	1,275
Replace 2009 Fire Pumping Engine #6	DR	0	0	0	0	1,500	1,500
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Replace 1998 Fire Truck #2 Aerial Apparatus	DR	0	0	1,675	0	0	1,675
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
* Emergency Operations Center	DR	0	450	0	0	0	450
	TM	0	450	0	0	0	450
	TC	0	450	0	0	0	450
PROGRAM ELEMENT TOTAL	DR	0	2,750	7,775	1,450	1,500	13,475
	TM	0	1,550	1,200	1,275	1,275	5,300
	TC	0	1,550	1,200	1,275	1,275	5,300

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	150	0	175	0	325
0	450	0	0	0	450
0	600	0	175	0	775
0	950	1,200	1,100	1,275	4,525

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Firefighting Equipment and Protective Clothing

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This project is a high priority project and of utmost importance to ensure the safety of our firefighters and to maintain the level of service/response that we currently provide. This project will allow us to keep up with the replacement of old equipment and supplies, such as firefighting gear, boots, turnout coats, helmets and breathing apparatus. The life expectancy of this equipment is usually 10-15 years for gear, depending on use and care of the gear. This project will allow us to stay current with all regulatory requirements and to make certain an adequate, ongoing equipment replacement program exists to ensure the safety of our firefighters. This reduces pressure on the Operating budget.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$150,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$175,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$325,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$325,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: North End Fire Station - Building Construction Only

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As development continues to take place in the North End of Cheshire a station will be needed. A North Cheshire Fire Station would reduce the response time of apparatus and equipment to businesses and residences in the North End of Town, as well as to the interstate highways. This station would be a primary response station to this area and the industrial parks. The current response from the Maple Avenue station would be reduced by several minutes, thereby enhancing public safety of property and the public. There is also a continuing increase in residential development in this area of Town, off of East and West Johnson Avenues, as well as Cheshire Street and the Birch Drive area. Additional development in this area may require this station being built sooner than requested. A North Cheshire station will improve fire suppression and rescue response, which could reduce the severity of future fires in this section of Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$5,000,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$5,000,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$5,000,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Engine #7 Replacement (2000 - 22 years old)

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This apparatus will replace a vehicle that was purchased in 2000 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 25-year life expectancy. After 25 years, it becomes more difficult to purchase parts for which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. Newest apparatus is stationed at fire headquarters and rotated to the outlying stations, as we do on a rotational basis to extend its life. Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$950,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$950,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$950,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Engine #1 Replacement (2001 - 21 years old)

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This vehicle will replace a vehicle that was purchased in 2001 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 25-year life expectancy. After 25 years, it becomes more difficult to purchase parts for which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. Newest apparatus is stationed at fire headquarters and rotated to the outlying stations, as we do on a rotational basis to extend its life. Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$1,100,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,100,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,100,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Heavy Duty Rescue #1 Replacement (2003 -18 years old, will be 20 in 2023)

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This vehicle will replace a vehicle that was purchased in 2003 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 20/25-year life expectancy. After 25 years, it becomes more difficult to purchase parts which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. The newest apparatus may be put at fire headquarters and rotated to the outlying stations, as we do on a rotational basis. Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and in dependable equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$1,200,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$1,200,000
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Engine #5 Replacement (2003 - 18 years old)

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This vehicle will replace a vehicle that was purchased in 2001 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 25-year life expectancy. After 25 years, becomes more difficult to purchase parts for which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. Newest apparatus is stationed at fire headquarters and rotated to the outlying stations, as we do on a rotational basis to extend its life.

Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$1,275,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,275,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,275,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Replace 2009 Fire Pumping Engine #6

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This vehicle will replace a vehicle that was purchased in 2009 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 25-year life expectancy. After 25 years, becomes more difficult to purchase parts for which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. Newest apparatus is stationed at fire headquarters and rotated to the outlying stations, as we do on a rotational basis to extend its life.

Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$0		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$1,500,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Truck #2 Replacement (1998 - 24 years old)

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As the two independent consultant reports recommend, as well as our current ISO rating states, there is a need for two aerial apparatus in Cheshire. This vehicle was bought in 1998 and will reach its useful life expectancy in 2018. Two aerials are needed in this town due to the heavy concentration of multi-story buildings and large square feet buildings that require multiple aerial devices in the event of a fire. This includes schools, factories, health care facilities. This vehicle was purchased in 1998 and currently is in service in Cheshire which means it will respond to most significant calls in Cheshire and to mutual aid calls. The cost is based on current industry pricing and the replacement would be expected to last 20-25 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$0		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$1,675,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,675,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$1,675,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Fire/Emergency Management Functional Area: Public Safety

Project Title: Emergency Operations Center

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Town of Cheshire does not presently have a physical location for convening the Emergency Management Team when local emergencies occur. Emergency Operations Centers are critical resources to support collecting, analyzing and sharing information from multiple sources to guide a municipal response. Historically, the roll call room in the lower level of the Police Department was identified as the de facto location for a makeshift EOC, however it lacks the video displays and communications technology to serve as an EOC effectively, particularly when an emergency situation occurs without warning. Additionally, it is not typically advisable to locate a municipal EOC in a public safety facility because these facilities become incredible busy and active during an emergency and the users of an EOC necessarily include civilian members of the Emergency Management Team and other local officials who may find themselves inadvertently interfering with emergency response operations.

The recommended location for an Emergency Operations Center is the basement of Town Hall. Staff has identified a current storage area of approximately 600SF (23'X23') that would work well for an EOC area. Existing records would be organized and relocated to other storage rooms utilizing space-saving shelving. The EOC room could also be used for non-emergency staff trainings. The Town will seek grant funding opportunities to support this project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$450,000	GRANTS	\$450,000
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$450,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
		South Brooksvale Bridge over Willow Brook	DR	0	0	0	100
	TM	0	0	0	100	700	800
	TC	0	0	0	100	700	800
Tree Removals	DR	150	0	150	0	175	475
	TM	0	150	0	150	0	300
	TC	0	150	0	150	0	300
Street Light Installation & Pole Replacement	DR	110	0	110	0	110	330
	TM	0	0	110	0	110	220
	TC	0	0	110	0	110	220
Public Works Dump Trucks and Plows	DR	245	250	300	260	265	1,320
	TM	245	250	300	260	265	1,320
	TC	245	250	300	260	265	1,320
Public Works Vehicles (Non Dump Trucks) and Equipment	DR	375	120	210	168	228	1,101
	TM	230	120	210	168	228	956
	TC	230	120	210	168	228	956
Road Improvement Program and East Johnson Road Reconstruction	DR	2,200	2,200	2,250	2,250	2,250	11,150
	TM	2,400	2,200	2,250	2,250	2,250	11,350
	TC	2,400	2,200	2,250	2,250	2,250	11,350
Sidewalk Maintenance Program	DR	250	250	300	300	300	1,400
	TM	0	250	300	300	300	1,150
	TC	0	250	300	300	300	1,150
Cheshire Street Sidewalks to Quinnipiac Park	DR	425	0	0	0	0	425
	TM	0	425	0	0	0	425
	TC	0	425	0	0	0	425
Road Drainage Improvements to 1481 Marion Road	DR	0	0	0	150	0	150
	TM	0	0	0	150	0	150
	TC	0	0	0	150	0	150
Weeks Pond Dam Improvements	DR	0	0	0	140	0	140
	TM	0	0	0	140	0	140
	TC	0	0	0	140	0	140
Storm Water Drainage Disconnects (MS4)/Sediment Disposal	DR	110	0	110	0	110	330
	TM	110	0	110	0	110	330
	TC	110	0	110	0	110	330

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: PUBLIC WORKS</b>		<b>PROGRAM ELEMENT: PUBLIC WORKS</b>					
<b>PROJECT TITLE</b>		<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>TOTAL</b>
Various Improvements to Parks and Open Spaces	DR	150	0	0	150	0	300
	TM	150	0	0	150	0	300
	TC	150	0	0	150	0	300
Road Reconstruction: Scenic Court	DR	0	790	0	0	0	790
	TM	0	790	0	0	0	790
	TC	0	790	0	0	0	790
Road Reconstruction: East Johnson Avenue, 2 Sections	DR	525	0	680	0	0	1,205
	TM	0	0	680	0	0	680
	TC	0	0	680	0	0	680
Road Reconstruction: Cornwall Avenue Extension	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
Road Reconstruction: East Mitchell Avenue	DR	0	0	0	0	260	260
	TM	0	0	0	0	260	260
	TC	0	0	0	0	260	260
Paving of Parking Lots and Access Drives - Bartlem Park	DR	0	0	0	250	0	250
	TM	0	0	0	250	0	250
	TC	0	0	0	250	0	250
Paving of North Parking Lot and Access Drive - Cheshire Park	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	250	0	0	0	0	250
Expansion of South Parking Lot and Access Drive - Cheshire Park	DR	0	250	0	0	0	250
	TM	0	250	0	0	0	250
	TC	0	250	0	0	0	250
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>4,790</b>	<b>3,860</b>	<b>4,360</b>	<b>3,768</b>	<b>4,398</b>	<b>21,176</b>
	TM	<b>3,385</b>	<b>4,435</b>	<b>4,210</b>	<b>3,918</b>	<b>4,223</b>	<b>20,171</b>
	TC	<b>3,385</b>	<b>4,435</b>	<b>4,210</b>	<b>3,918</b>	<b>4,223</b>	<b>20,171</b>

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	150	150	110	440	110	960
STATE / FEDERAL / LOCAL	25	128	0	50	350	553
TOTAL REDUCTIONS	175	278	110	490	460	1,513
NET TOTAL	3,210	4,157	4,100	3,428	3,763	18,658

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: South Brooksvale Bridge over Willow Brook

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The existing bridge located just east of the linear trail has been designated for planned replacement. This structure dates from 1960.

Replacement should occur within the next five years, and this project will be a candidate for partial state reimbursement funding.

The cost is based on recent proposals received for similar bridge replacement projects. The expected useful life of a new bridge is 50 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$100,000	OTHER	\$
FY 26-27	\$700,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$800,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$800,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$100,000
Construction	\$700,000
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Tree Removals

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The dramatic impact of the Emerald Ash Borer infestation within our rights-of-way has been manageable because of our proactive efforts and an infusion of capital funding, as well as the extensive pruning and removals by Eversource Energy. Gypsy moths have also killed a number of Oak trees, which are usually larger and are expensive to remove. We continue to experience typical tree losses within Town rights of way, and in our parks and open spaces. The grounds crews now perform perpetual maintenance along the new linear trail sections to ensure pedestrian safety.

Traffic control costs have risen due to the ordinance requiring uniformed private duty police traffic support rather than using PW crews on many miles of roads. In addition, we must rent a tub-grinder semi-annually to dispose of the wood collected after removals.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$150,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$175,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$475,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$475,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Tree removals, traffic control and wood disposal	\$475,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$475,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Street Light Installation & Pole Replacement

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As part of the streetlight pole purchase and LED relamping project in 2016, the town purchased 490 light poles throughout Town. The appropriation will continue to fund future pole maintenance and replacements as poles deteriorate past their serviceable life or become damaged by storms or accidents. Funding will support installation of new poles and fixtures as needed in order to ensure public safety.

Over the past 3 years, approximately 100 poles have been replaced. There is approximately \$17,099.28 remaining in the existing capital account.

The useful life of a new utility pole is approximately 35 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$110,000		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$110,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$110,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$330,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$330,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Pole Maintenance and Replacement	\$330,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$330,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-23**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Public Works Dump Trucks and Plows

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As our fleet of dump trucks ages and the Department's services demands expand, it is imperative to maintain a regular replacement schedule. Our replacement schedule, intended to maximize the useful lives of these capital-intensive vehicles, has been extended to replace most trucks in their 15<sup>th</sup>-16<sup>th</sup> year of service.

The five years of this request will provide funds for the acquisition of both two-wheel drive dump trucks and plows and four-wheel drive dump trucks and plows.

The estimated useful life of these vehicles is 15 years, depending on use. The cost estimate is based on the current State bid pricing with a 2% escalation.

A list of existing dump trucks with mileage and hours of use will be provided during the budget process.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$245,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$250,000	GRANTS	\$
FY 24-25	\$300,000	FEES	\$
FY 25-26	\$260,000	OTHER	\$
FY 26-27	\$265,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,320,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$1,320,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dump Trucks & Plows	\$1,320,000
	\$0
	\$
	\$
<b>TOTAL</b>	<b>\$1,320,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

	<b>Existing Vehicle</b>	<b>Proposed Replacement</b>	<b>Cost</b>
FY 22-23	4WD Dump Truck	2023 4WD Dump Truck with Plow	\$245,000
		<b>FY 2022-2023 Total</b>	<b>\$245,000</b>
FY 23-24	2WD Dump Truck	2024 2WD Dump Truck with Plow	\$250,000
		<b>FY 2023-2024 Total</b>	<b>\$250,000</b>
FY 24-25	4WD Dump Truck	4WD Dump Truck with Plow	\$300,000
		<b>FY 2024-2025 Total</b>	<b>\$300,000</b>
FY 25-26	2WD Dump Truck	2026 4WD Dump Truck with Plow	\$260,000
		<b>FY 2025-2026 Total</b>	<b>\$260,000</b>
FY 26-27	2WD Dump Truck	2027 2WD Dump Truck with Plow	\$265,000
		<b>FY 2026-2027 Total</b>	<b>\$265,000</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-23**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Public Works Vehicles and Equipment (Non-Dump Truck)

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As the Town fleet of vehicles and equipment ages and the Department's service demands expand, it has become increasingly important to maintain a regular replacement schedule for the rolling stock. The Department's focus continues to be general maintenance & repair and preservation of the Town's existing roads and infrastructure. These specialty vehicles and pieces of equipment allow the Department to perform many of the necessary functions with our own staff.

The estimated useful life of this equipment is generally 15-20 years. The cost estimate is based on the current State bid pricing with a 2 % escalation.

A list of existing equipment with mileage and hours of use will be provided during the budget process.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$375,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$120,000	GRANTS	\$
FY 24-25	\$210,000	FEES	\$
FY 25-26	\$168,000	OTHER	\$
FY 26-27	\$228,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,101,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,101,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Vehicles and Equipment	\$1,101,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,101,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

Project Description, continued

	Existing Equipment	Proposed Replacement	Cost
FY 22-23	1997 John Deere 644G Loader	2022 John Deere Loader	\$230,000
	N/A	2022 Bucket Truck	\$145,000
		<b>FY 2022-2023 Total</b>	<b>\$375,000</b>
FY 23-24	2000 John Deere 710 Backhoe	2023 John Deere Mini Excavator	\$85,000
	1987 Interstate Trailer	2023 Equipment Trailer	\$35,000
		<b>FY 2023-2024 Total</b>	<b>\$120,000</b>
FY 24-25	2006 Volvo Excavator	2024 Excavator	\$210,000
		<b>FY 2024-2025 Total</b>	<b>\$210,000</b>
FY 25-26	2007 John Deere 410 J Backhoe	2025 John Deere 410 Backhoe	\$168,000
		<b>FY 2025-2026 Total</b>	<b>\$168,000</b>
FY 26-27	Existing Mason Dump	2026 Mason Dump	\$126,000
	N/A	Compact Loader	\$102,000
		<b>FY 2026-2027 Total</b>	<b>\$228,000</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Road Improvement Program

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

To maintain Town roads at an acceptable level of service, the Town performed a Pavement Management Study of all Town roads in 2009, 2013, and 2019. These reports provide a Pavement Condition Index (PCI), which is a numerical rating of the current condition of each Town road. This information has allowed us to make informed decisions about road repair in the Town, ensuring the most efficient and effective use of our financial resources. The PCI is the basis for determining priorities for road repairs.

Per the Town's pavement management system, the annual expenditure required to improve the Town's pavement network level of service is currently estimated to be \$2,000,000, with an additional \$200,000 needed to hire uniformed extra duty traffic control, replace deficient sidewalks, ramps, drainage, and damaged curbing on the roads being improved.

Road treatments include restoration, milling and paving, chip seal, micro-seal, crack seal, and other surface treatments.

The useful life of a newly paved road is 10-15 years. The life of alternative surface treatments ranges from 5 to 10 years. Roads to receive paving or surface treatments are also evaluated for basin and curbing replacement. These related improvements are completed as necessary but can drastically increase the cost to improve each road.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$2,200,000		
FY 23-24	\$2,200,000	GRANTS	\$
FY 24-25	\$2,250,000	FEES	\$
FY 25-26	\$2,250,000	OTHER	\$
FY 26-27	\$2,250,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$11,150,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$11,150,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Construction	\$11,150,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$11,150,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Sidewalk Maintenance Program

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This funding will allow for replacement of deteriorated concrete and asphalt sidewalks and non-compliant sidewalk ramps within older neighborhoods and on all roads to be paved each year as required by the Dept. of Justice's "triggers" for compliance with the Americans with Disabilities Act (A.D.A.) standards. Our goal will be to reconstruct one-half mile of sidewalks per year, and to replace deficient ramps on a priority-basis around Town in accordance with an on-going inspection program. The program will emphasize areas in proximity to schools, parks, the Town Center, and areas of commercial development with pedestrian traffic.

There are roughly 114 miles of sidewalks in Cheshire, and the useful life of a concrete sidewalk varies between 25-40 years. Due to escalating costs and requirements by the State of Connecticut's Department of Justice we are seeking an increase in annual funding over past years.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$250,000	GRANTS	\$
FY 24-25	\$300,000	FEES	\$
FY 25-26	\$300,000	OTHER	\$
FY 26-27	\$300,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,400,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$1,400,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,400,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,400,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Cheshire Street Sidewalks to Quinnipiac Park

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This funding is proposed to establish roughly 1,700 lf. of new sidewalks along Cheshire St. from the Quinnipiac Park driveway entrance to North Pond Rd., and south to Sindall Road. This upgrade will improve pedestrian access to Quinnipiac Park from nearby neighborhoods.

The cost was developed in coordination with a consulting engineer using unit costs from similar sidewalk projects.

A new sidewalk should last 25-40 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$425,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$425,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$425,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$425,000
	\$
	\$
<b>TOTAL</b>	<b>\$425,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/ Grounds/Trees

Project Title: Road Drainage Improvements at 1481 Marion Road

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Replacement of an undersized (15" diameter) culvert beneath Marion Rd. with a 2' x 4' box culvert to mitigate periodic road flooding, and other impacts to private property including erosion.

Estimated Cost was developed using comparison pricing for similar culvert projects.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$150,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$150,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$150,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$150,000
	\$
	\$
<b>TOTAL</b>	<b>\$150,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highway/Sidewalk/Drainage/  
Grounds/Trees

Project Title: Weeks Pond Dam Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Weeks Pond has an existing capital appropriation with approximately \$23k remaining in account 22260-5800-01059. This funding was utilized for dredging and improvements to deter future siltation of the pond.

The Engineering Division has investigated the integrity of the existing dam. Preliminary findings indicate that complete reconstruction is necessary due to the advanced deterioration of the structure.

This spring we intend to apply the existing account balance towards hiring a consulting engineer to prepare a dam replacement plan or evaluate its possible removal. Costs for both avenues will be evaluated.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$140,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$140,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$140,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Structural Engineering, Design and Permitting	\$35,000
Demolition and Reconstruction	\$105,000
	\$
	\$
<b>TOTAL</b>	<b>\$140,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage  
Grounds/Trees

**Project Title:** Storm Water Drainage Disconnects (MS4)/Sediment Disposal

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

In compliance with the MS4 Storm Water Permit, disconnection of existing storm water systems will be accomplished. Dependent on location, storm water system size, receiving soils and geographic features these disconnects may include storm water separators, rain gardens, drainage swales, detention ponds and other designs necessary to comply with the permit.

This appropriation will also allow the Town to dispose of controlled materials from street sweeping and catch basin cleaning at a permitted facility.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$110,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$110,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$330,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$330,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Storm Water Drainage Disconnects	\$30,000
Construct Storm Water Drainage Disconnects	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$330,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Various Improvements to Parks and Open Spaces

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

During the spring/summer/fall, various unforeseen issues arise in parks and open space that require immediate attention. In the past, similar appropriations have been used to provide a new roof for a portion of the Mixville Pavilion, to replace failing equipment at Bartlem Park playground, to install lights for the tennis courts at Cheshire Park, and to fund more extensive field treatments.

There are outstanding requests from parks users, the general public, and the grounds crews which have not received approval as part of the operating budget process. This appropriation would make it possible to also address some of these requests.

The objective is to meet the continuing maintenance needs of the Town's grounds. Having funding available for these various repairs and improvements will prevent the larger expenses that may result if maintenance is continually deferred.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$150,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$300,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Rehabilitation of Infrastructure	\$300,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$300,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/ Grounds/Trees

Project Title: Road Reconstruction Scenic Court

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Scenic Court is a residential street, and the road base has settled excessively over time. The pavement has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction.

We propose 3,000 LF. of this road can be reclaimed, and reconstructed. It was originally constructed in 1988.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A newly reconstructed road with regular maintenance should last 15 to 20 years before requiring major improvements.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$790,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$790,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$790,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$80,000
Construction	\$710,000
	\$
	\$
<b>TOTAL</b>	<b>\$790,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Road Reconstruction East Johnson Avenue (2 sections)

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

East Johnson Avenue has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction. Two sections of this road are within Industrial Zones, subject to heavy truck traffic (East Johnson Ave from McCausland Ct to the Quinnipiac bridge and Route 10 to McCausland Court), causing the road to settle excessively over time.

We propose that these road segments be reclaimed and reconstructed:

- **East Johnson Ave** - 2,000 LF. (McCausland Ct to Quinnipiac bridge) - proposed for year 1
- **East Johnson Ave** - 3,500 LF. (Route 10 to McCausland CT) - proposed for year 3. Pavement is failing after only 8 years due to high truck traffic.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$525,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$680,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,205,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,205,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$120,000
Construction	\$1,085,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,205,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Road Reconstruction Cornwall Ave. Ext.

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Cornwall Avenue Extension has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction. A new subdivision with six (6) residential dwellings on the substandard dead-end portion of Cornwall Drive (west of Mountain Rd.) is under construction and we anticipate having to improve the line, grade, width, as well as the installation of storm drainage and a sidewalk for improved public convenience and safety. This subdivision is within walking distance to Doolittle Elementary School.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$250,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$25,000
Construction	\$225,000
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Road Reconstruction East Mitchell Avenue

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Based upon the recent sewer feasibility approval for a 56-unit affordable housing development, we believe that it is prudent to plan for the reconstruction of East Mitchell Avenue, which is a substandard road that lacks a storm drainage system and sidewalks.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$260,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$260,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$260,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$260,000
	\$
	\$
<b>TOTAL</b>	<b>\$260,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Paving of Parking Lots and Access Drives, Bartlem Park

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The paved area within Bartlem Park is reaching the end of its useful life.

The entry road from Route 10 to the pool turnaround and the large parking area is proposed to be paved. In addition, curbing and sidewalks will be replaced as necessary.

This request does not include the pool parking lot.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A newly paved access drive and parking lot should last 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$250,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$250,000</b>
---	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Paving	\$250,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Paving of North Parking Lot and Access Drive: Cheshire Park

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The north parking area within Cheshire Park is reaching the end of its useful life.

The north parking area and access drive is proposed to be repaved. Additionally, curbing and pedestrian access will be upgraded as necessary.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

Newly paved access drives and parking lots should last 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$250,000</b>
---	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Paving	\$250,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Expansion of South Parking Lot and Access Drive, Cheshire Park

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The south parking lot within Cheshire Park is reaching the end of its useful life. It is a low lying area and prone to flooding. An upgraded drainage system was funded to address this condition in 2020 and planned to be installed in 2022.

This proposal will raise the parking area and maintain the current number of spaces. That request is estimated to cost \$220,000.

This estimate was developed in consultation with designers and unit costs included in the Department of Administrative Services paving bid.

Newly paved access drives and parking lots should last 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$250,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$250,000</b>
---	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$250,000
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS - SEWER & WATER                      PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
Elmwood Pump Station Upgrade:	DR	0	300	3,500	0	0	3,800
	TM	0	300	3,500	0	0	3,800
	TC	0	300	3,500	0	0	3,800
Heavy Duty Vehicles, Equipment - WPCD	DR	0	290	0	0	0	290
	TM	0	290	0	0	0	290
	TC	0	290	0	0	0	290
Moss Farms Pump Station Upgrade:	DR	125	500	0	0	0	625
	TM	125	500	0	0	0	625
	TC	125	500	0	0	0	625
Inflow & Infiltration (I&I) Remediation	DR	200	200	200	200	200	1,000
	TM	0	200	200	200	200	800
	TC	0	200	200	200	200	800
Denitification Upgrade	DR	0	0	0	500	0	500
	TM	0	0	0	500	0	500
	TC	0	0	0	500	0	500
* East Johnson Pump Station Upgrade:	DR	0	0	0	300	500	800
	TM	0	0	0	300	500	800
	TC	0	0	0	300	500	800
* In-Kind Treatment Plant Equipment Replacement	DR	170	0	0	0	0	170
	TM	170	0	0	0	0	170
	TC	170	0	0	0	0	170
* Upgrade Waste-Thickening Control Panels	DR	125	0	0	0	0	125
	TM	125	0	0	0	0	125
	TC	125	0	0	0	0	125
* Upgrade Various Plant Components	DR	0	100	800	0	0	900
	TM	0	100	800	0	0	900
	TC	0	100	800	0	0	900
* SCADA Notification System Upgrade	DR	0	0	0	110	110	220
	TM	0	0	0	110	110	220
	TC	0	0	0	110	110	220
<b>PROGRAM ELEMENT TOTAL</b>	DR	620	1,390	4,500	1,110	810	8,430
	TM	420	1,390	4,500	1,110	810	8,230
	TC	420	1,390	4,500	1,110	810	8,230

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

0	0	0	0	0	0
0	0	0	0	0	0

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

0	0	0	0	0	0
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NET TOTAL

420	1,390	4,500	1,110	810	8,230
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\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Elmwood Pump Station Upgrade

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Engineering and design services to develop plans and specifications for the upgrade of the Elmwood pump station as well as cost estimates. The station, which was last upgraded in 1996 will be nearing the end of its 30 year life cycle. The pump station is the Town's largest and is critical to the sewer conveyance system. It needs to have the pumps, controls, generator and other equipment upgraded to ensure another 30 years of reliable service, as well as bringing it up to current building and electrical codes.

This engineering, design and construction estimate was determined based on costs for previous pump stations and in consultation with designers.

Life expectancy of a new pump station is thirty years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$300,000	GRANTS	\$
FY 24-25	\$3,500,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$3,800,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$3,800,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$300,000
Construction	\$3,500,000
	\$
	\$
<b>TOTAL</b>	<b>\$3,800,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Heavy Duty Vehicles and Equipment

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The following vehicles and equipment are proposed for replacement:

Dump truck - Ten wheel is used to haul sludge to Waterbury 4-5 times a week. Existing truck is 22 years old and was refurbished in 2017.

Skid steer loader with brush hog and forks to replace current Michigan Loader. Existing loader is from 1985.

Costs were developed from comparison pricing.

The life expectancy of new vehicles and equipment is 20+ years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$290,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$290,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$290,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dump Truck	\$200,000
Skid Steer Loader	\$90,000
	\$
	\$
<b>TOTAL</b>	<b>\$290,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Moss Farms Pump Station Upgrade

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Engineering and design services to develop plans, specifications and cost estimates for the upgrade to the moss farm pump station. The station was constructed in 1994 and has reached the end of its 30 year life cycle and should have the pumps, controls, generator and other equipment upgraded to ensure another 30 years of reliable service.

This estimate was determined based on the costs for previous pump station upgrades.

Life expectancy of a new pump station is thirty (30) years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$125,000		
FY 23-24	\$500,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$625,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$625,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Engineering & Design	\$125,000
Construction	\$500,000
	\$
	\$
<b>TOTAL</b>	<b>\$625,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Inflow and Infiltration (I&I) Remediation

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

It is in the Town's best interest to reduce the sources of I&I which contribute to excessive and extraneous flows to the Wastewater Treatment Plant. These sources of flows include sump pumps, down spouts, foundation drains, and leakage into sewers in areas with high ground water levels.

This funding will be used to study, identify and effect improvements to limit inflow & infiltration.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$200,000		
FY 23-24	\$200,000	GRANTS	\$
FY 24-25	\$200,000	FEES	\$
FY 25-26	\$200,000	OTHER	\$
FY 26-27	\$200,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,000,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,000,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and Implementation	\$1,000,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Denitrification Upgrade

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The denitrification system was installed in 2005 and is reaching the end of its 25 year life span. The upgrade would include replacing the computers, software, analyzers and other equipment to improve efficiency and keep the system running reliably for another 25 years.

This estimate was determined based on consultation with designers.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$500,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and Construction	\$500,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$500,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: East Johnson Pump Station Upgrade

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Engineering and design services to develop plans, specifications and cost estimates for the upgrade of the East Johnson pump station. The station was constructed in 1997 and has reached its 30 year life cycle. The pumps, controls, generator and other equipment should be upgraded to ensure another 30 years of reliable service. This work will also upgrade the station to current building, electrical, and fire codes.

This estimate was determined based on costs for previous pump stations and in consultation with designers.

Life expectancy of a new pump station is thirty (30) years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$300,000	OTHER	\$
FY 26-27	\$500,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$800,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$800,000</b>
---	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$300,000
Construction	\$500,000
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: In-Kind Treatment Plant Equipment Replacement

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The request aggregates equipment replacements that are necessary for a facility that operates continuously. The following equipment is programmed to be replaced:

Grinder pumps in digester at Mansion Road Pump Station	\$70,000.00
Heated sludge pump bucket	\$10,000.00
Ferric & Alum metering pumps	\$30,000.00
Rebuild (2) disc filters	\$50,000.00
Phosphorus sampling pump	\$5,000.00
Sump pump in operations building	\$5,000.00
<b>TOTAL</b>	<b>\$170,000.00</b>

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY	AMOUNT	SOURCE	AMOUNT
FY 22-23	\$170,000		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$170,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$170,000</b>
---	------------------

**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Equipment	\$170,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$170,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Upgrade Waste Thickening Control Panels

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This request will upgrade the panels of the sludge thickeners to a higher grade of equipment that is resistant to moisture and the caustic environment of the digester. It will also assist the Town in complying with the DEEP Notice of Violation (NOV). To minimize costs, WPCD staff will provide labor for the installation.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$125,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$125,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Equipment & Labor	\$125,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$125,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: Upgrade Various Plant Components

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This request will provide engineering, design and replacement of the following components at the Waste Water Treatment Plant:

UV gates & controls sequencing	\$25,000.00
Plant water system	\$300,000.00
Methanol pumps & piping	\$300,000.00
Return sludge isolation valves	\$50,000.00
Primary scum pumping & piping	\$50,000.00
Denite filter influent pumps (2)	\$75,000.00
<b>TOTAL</b>	<b>\$800,000.00</b>

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$800,000	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
FY 26-27	\$0		
<b>TOTAL</b>	<b>\$900,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$900,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$100,000
Replacement of components	\$800,000
	\$
	\$
<b>TOTAL</b>	<b>\$900,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: WPCD Functional Area: Sewer & Water

Project Title: SCADA Notification System Upgrade

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This request will modernize the existing SCADA System. This system monitors and notifies plant personnel of issues and is critical to the smooth operation of the plant and pump stations.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$110,000	OTHER	\$
FY 26-27	\$110,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$220,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$220,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$20,000
Upgrade	\$200,000
	\$
	\$
<b>TOTAL</b>	<b>\$220,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: RECREATION**

**PROGRAM ELEMENT: LEISURE SERVICES**

PROJECT TITLE							TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
Cheshire Park Tennis/Pickleball Lights	DR	165	0	0	0	0	165
	TM	165	0	0	0	0	165
	TC	98	0	0	0	0	98
Tennis Court Renovations at Rolling Acres	DR	0	231	0	0	0	231
	TM	0	231	0	0	0	231
	TC	0	231	0	0	0	231
Quinnipiac Multi-Purpose Roller Rink	DR	0	0	178	0	0	178
	TM	0	0	178	0	0	178
	TC	0	0	178	0	0	178
Mixville Park Basketball Court Reconstruction	DR	0	0	0	55	0	55
	TM	0	0	0	55	0	55
	TC	0	0	0	55	0	55
Various Pool Improvements	DR	0	103	14	0	0	117
	TM	0	103	14	0	0	117
	TC	0	103	14	0	0	117
* Mixville Park, Trail & Open Space Improvements	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	TC	150	0	0	0	0	150
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	315	334	192	55	0	896
	TM	315	334	192	55	0	896
	TC	248	334	192	55	0	829

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	248	0	178	0	0	426
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	248	0	178	0	0	426
NET TOTAL	0	334	14	55	0	403

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Cheshire Park Tennis/Pickleball Lights

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Cheshire Park Tennis and Pickleball courts continue to see consistent daily play all year round when it is not raining. The addition of lighting would provide more opportunities for pickleball and relieve some of the congestion. Lights would also provide the tennis community with some respite from the use at the lit Youth Center Courts.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 22-23	\$165,000		
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$165,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$</b>	

**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Installation and equipment	\$165,000
Power supply service	\$
	\$
	\$
<b>TOTAL</b>	<b>\$165,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**3TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Tennis Court Renovations at Rolling Acres

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The tennis courts at Rolling Acres (behind Dodd Middle School) have been patched and repaired prior to my arrival in 2019. The courts have not been playable for the last 2 years. The courts need to be reconstructed. The fence posts are in good condition and can be reused. The fence fabric would need to be replaced. There is an opportunity to leave 2 tennis courts and utilize the space of a third tennis court and create 2 pickleball courts. This mix would be a great addition to this neighborhood and the school. This can also go along way to alleviate some of the play volume at Cheshire Park.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$231,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$231,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and Docs	\$15,000
Construction	\$216,000
	\$
	\$
<b>TOTAL</b>	<b>\$231,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Quinnipiac Multi-Purpose Roller Rink

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The multi-purpose roller rink at Quinnipiac Park is utilized by rollerblading groups, dry land hockey teams as well as soccer teams for Futsal. The fenced in court was constructed 20+years ago. DPW crack repaired and sealed the court fall of 2020. The courts will ultimately need to be reconstructed soon.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$178,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$178,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$13,000
Reconstruction	\$165,000
	\$
	\$
<b>TOTAL</b>	<b>\$178,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Reconstruction of the Mixville Basketball Court

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The court at Mixville Park has been patched and repaired over the years. The current condition and wear suggest that in a few years the court will need reconstruction.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$55,000	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$55,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and consult	\$7,000
Reconstruction	\$48,000
<b>TOTAL</b>	<b>\$55,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Various Pool Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Community Pool Deck Repairs/Epoxy Floor (FY23-24 \$88,000)

Remove failed joints and install self-leveling joint sealant from west end of the pool and around kiddie pool. Resurface pool deck and diving board footings.

Community Pool Diving Boards Replacements (FY23-24 \$15,000)

Diving boards are close to their useful life of 7 to 10 years. Currently the boards are going on 8 years.

Community Pool Deck Picnic Tables (FY24-25 \$14,000)

The current inventory of wood tables are in need of replacement due to consistent maintenance to them. Preference would be to purchase all, or in phase, a non-wood table to withstand the pool climate with little to no maintenance.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$103,000	GRANTS	\$
FY 24-25	\$14,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$117,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$117,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Recreation Functional Area: Leisure Services

Project Title: Mixville Park, Trail and Open Space Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This request replaces the \$101,000 that was reallocated from the FY20 Park Improvements for Mixville, Open Space and Trails capital project account to fund construction of the John G. Martin Outdoor Education Center at Mixville Park. Additional funding is requested for a potential dedicated outdoor ice rink location at Mixville Park dedicated to Greg Schena to replace the temporary ice rink that has been set up at Bartlem Park over the past 5 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$150,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$165,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: SUMMARY**

PROJECT TITLE							TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
EDUCATION CODE COMPLIANCE	DR	0	0	0	0	438	438
	TM	0	0	0	0	438	438
	TC	0	0	0	0	438	438
EDUCATION ROOF REPLACEMENT	DR	175	3,500	625	0	0	4,300
	TM	125	3,500	625	0	0	4,250
	TC	125	3,500	625	0	0	4,250
EDUCATION RENOVATION	DR	2,435	4,565	7,270	6,875	6,650	27,795
	TM	2,385	4,515	7,270	6,875	6,650	27,695
	TC	2,385	4,515	7,270	6,875	6,650	27,695
EDUCATION NEW CONSTRUCTION	DR	166,600	0	0	0	0	166,600
	TM	166,600	0	0	0	0	166,600
	TC	166,600	0	0	0	0	166,600
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>169,210</b>	<b>8,065</b>	<b>7,895</b>	<b>6,875</b>	<b>7,088</b>	<b>199,133</b>
	TM	<b>169,110</b>	<b>8,015</b>	<b>7,895</b>	<b>6,875</b>	<b>7,088</b>	<b>198,983</b>
	TC	<b>169,110</b>	<b>8,015</b>	<b>7,895</b>	<b>6,875</b>	<b>7,088</b>	<b>198,983</b>

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

225	0	125	0	0	350
301	867	1,080	1,015	438	3,701
526	867	1,205	1,015	438	4,051
168,584	7,148	6,690	5,860	6,650	194,932

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: CODE COMPLIANCE**

PROJECT TITLE							TOTAL
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27		
Remedy Exterior Area Deficiencies	DR	0	0	0	0	438	438
Civil Rights Compliance Review 2009	TM	0	0	0	0	438	438
Cheshire High School	TC	0	0	0	0	438	438
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	0	0	0	0	438	438
	TM	0	0	0	0	438	438
	TC	0	0	0	0	438	438

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	0	0	0	0	0
0	0	0	0	88	88
0	0	0	0	88	88
0	0	0	0	350	350

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Code Compliance

Project Title: Cheshire High School - Remedy Exterior Civil Rights Deficiencies

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A Civil Rights Compliance Review was conducted by the State Department of Education at Cheshire High School in 2009 which resulted in an extensive list of noncompliance issues. The required initial Voluntary Corrective Action Plan was submitted to the Department of Education's Bureau of Accountability and Improvement and is updated annually as requested by the State. The noncompliance and corrective actions that need to be made are primarily to make all indoor and outdoor areas of Cheshire High School "readily accessible" for individuals with disabilities. The school district remains in a "monitoring phase" until all issues are resolved. The last report filed with the State was on 9/30/2021 which indicated that 86 of the 147 issues (59%) of the issues have been resolved. The Town Council previously appropriated \$1,383,000 to make the required interior improvements and \$251,000 to complete the exterior improvements. Silver Petrucelli completed design work for the initial phase of interior improvements to make all doors and doorways ADA compliant. An application was submitted to the State in December 2018 for a Construction Grant which was approved in February of 2020. The project was bid in March of 2020, but only two bids which were deemed unsatisfactory by the Cheshire Town Council were received. The project was deferred to the summer of 2021, rebid in January 2021 and awarded to Nosal Builders. This phase of the project was completed in September 2021.

This request for the 26-27 fiscal year is specifically to fund the last deficiency item, namely to make the press box at the athletic complex accessible or to implement a compliant alternative solution.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS (Estimated at 20%)	\$87,600
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$438,000	<b>TOTAL REVENUE</b>	<b>\$87,600</b>
<b>TOTAL</b>	<b>\$438,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$350,400</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Remedy Exterior Civil Rights Deficiencies	\$438,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$438,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: ROOF REPLACEMENT**

PROJECT TITLE							TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
District Roof Repairs and Replacements	DR	125	0	125	0	0	250
	TM	125	0	125	0	0	250
	TC	125	0	125	0	0	250
Roof Replacement - Doolittle Elementary	DR	50	3,000	0	0	0	3,050
	TM	0	3,000	0	0	0	3,000
	TC	0	3,000	0	0	0	3,000
Roof Replacement - Dodd Middle School	DR	0	500	500	0	0	1,000
	TM	0	500	500	0	0	1,000
	TC	0	500	500	0	0	1,000
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	175	3,500	625	0	0	4,300
	TM	125	3,500	625	0	0	4,250
	TC	125	3,500	625	0	0	4,250

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	125	0	125	0	0	250
STATE / FEDERAL / LOCAL	0	700	100	0	0	800
TOTAL REDUCTIONS:	125	700	225	0	0	1,050
NET TOTAL	0	2,800	400	0	0	3,200



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Roof Repairs & Replacements

Project Title: District Wide Roof Repairs, Maintenance and Replacements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2022-23 and 2024-2025 fiscal years, at total of \$250,000 is requested for the potential cost of repairs and preventive maintenance on roofs systems that are out-of-warranty in an effort to prolong roof life. Repairs and maintenance will be completed on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS (estimated at 20%)	\$
FY 24-25	\$125,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Roof repairs and replacements	\$250,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

Project Description, continued

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Roof Repairs & Replacements

Project Title: Doolittle Roof Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2022-23 fiscal year, \$50,000 is requested to design the full roof replacement for Doolittle School for which \$3,000,000.00 is requested in 2023-24. The \$3M cost estimate is a rough order of magnitude and the replacement roof design will better determine the replacement cost as the existing Hypalon roof material is no longer manufactured or used in the United States. One potential option that could be considered is recoating the Hypalon roof to extend the life for an approximate 10-year duration for a substantially lower investment. An engineering assessment would be required to confirm the existing roofing system has not exceeded its potential for Hypalon recoating. Due to capital deferral however, it is likely the opportunity for recoating has passed. The downside to recoating is that there is no substantive warranty available for this option and the roofing system toxicity would remain. The preferred material for a new roof system would be a 60 - 90 Mil EPDM which would include a 25- 30 year warranty.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$3,000,000	GRANTS (estimated at 20%)	\$610,000
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$610,000</b>
<b>TOTAL</b>	<b>\$3,050,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$2,440,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Doolittle Roof Replacement	\$3,050,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$3,050,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Roof Repairs & Replacements

Project Title: Dodd Middle School Roof Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$1,000,000 is requested to continue to replace various sections of the Dodd Roof in 23-24 and 24-25. The facility's roofing system is fully-adhered EPDM which is past its warranty period and intended life cycle. To control sporadic roof leaking, continuous repairs are required as a result of seam membrane splitting, target patch delamination and flashing failures due to weathering. The preventive approach to keeping the roof in good repair and chasing leaks has been ongoing for many years and we have reached a point where the main roof membrane fields are degrading beyond repair. For 2023-24, \$500,000 is requested for entire replacement at Lecture Hall, Computer Room & Music Room. For 2024-25, \$500,000 is requested for roof system replacements needed at the Gym, Cafeteria and Main Office area.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$500,000	GRANTS (estimated at 20%)	\$200,000
FY 24-25	\$500,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$200,000</b>
<b>TOTAL</b>	<b>\$1,000,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$800,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School Roof Replacement	\$1,000,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE	PROGRAM ELEMENT: RENOVATION						TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
Cafeteria Renovations - Highland and CHS	DR	0	670	0	0	4,200	4,870
	TM	0	670	0	0	4,200	4,870
	TC	0	670	0	0	4,200	4,870
* Replace Walk-in Freezer/Refrigerator - CHS	DR	0	175	0	0	0	175
	TM	0	175	0	0	0	175
	TC	0	175	0	0	0	175
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	0	600	0	0	0	600
	TM	0	600	0	0	0	600
	TC	0	600	0	0	0	600
Window Replacements - Highland, Dodd and Doolittle	DR	50	50	2,500	3,250	1,250	7,100
	TM	0	0	2,500	3,250	1,250	7,000
	TC	0	0	2,500	3,250	1,250	7,000
Window Replacements - Cheshire High School	DR	0	500	500	500	500	2,000
	TM	0	500	500	500	500	2,000
	TC	0	500	500	500	500	2,000
District Generator Upgrades	DR	280	0	0	0	0	280
	TM	280	0	0	0	0	280
	TC	280	0	0	0	0	280
District Lighting Upgrades	DR	310	0	0	0	0	310
	TM	310	0	0	0	0	310
	TC	310	0	0	0	0	310
District Scoreboard Upgrades	DR	0	0	200	200	0	400
	TM	0	0	200	200	0	400
	TC	0	0	200	200	0	400
District Lavatory Improvements	DR	0	250	250	250	500	1,250
	TM	0	250	250	250	500	1,250
	TC	0	250	250	250	500	1,250
District Driveway and Parking Lot Repaving	DR	100	0	250	0	0	350
	TM	100	0	250	0	0	350
	TC	100	0	250	0	0	350
District Sidewalk and Flatwork Repairs	DR	0	125	0	125	0	250
	TM	0	125	0	125	0	250
	TC	0	125	0	125	0	250
District Masonry Restoration	DR	0	100	0	100	0	200
	TM	0	100	0	100	0	200
	TC	0	100	0	100	0	200
* Stage Improvements Dodd Middle School	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
HVAC Improvements - Dodd Middle School Stage Area	DR	0	150	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	150	0	0	0	150

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE	PROGRAM ELEMENT: RENOVATION						TOTAL
		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
HVAC Replacement - RTU Dodd Middle School	DR	120	100	100	100	0	420
	TM	120	100	100	100	0	420
	TC	120	100	100	100	0	420
HVAC Heating Improvements - Dodd Middle School	DR	0	50	450	0	0	500
	TM	0	50	450	0	0	500
	TC	0	50	450	0	0	500
HVAC Improvements - CHS	DR	225	200	200	200	200	1,025
	TM	225	200	200	200	200	1,025
	TC	225	200	200	200	200	1,025
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	300	420	500	100	0	1,320
	TM	300	420	500	100	0	1,320
	TC	300	420	500	100	0	1,320
Mechanical Tunnel Improvements - Cheshire High School	DR	0	100	0	0	0	100
	TM	0	100	0	0	0	100
	TC	0	100	0	0	0	100
Highland Elementary School Building Improvements/Additions	DR	0	0	750	0	0	750
	TM	0	0	750	0	0	750
	TC	0	0	750	0	0	750
District Acoustical Ceiling Tile Replacement	DR	100	100	100	0	0	300
	TM	100	100	100	0	0	300
	TC	100	100	100	0	0	300
District Flooring Replacement	DR	200	0	0	0	0	200
	TM	200	0	0	0	0	200
	TC	200	0	0	0	0	200
School Offices Reconfiguration Cheshire High School	DR	0	25	120	0	0	145
	TM	0	25	120	0	0	145
	TC	0	25	120	0	0	145
Athletic Complex Improvements Cheshire High School	DR	0	150	150	0	0	300
	TM	0	150	150	0	0	300
	TC	0	150	150	0	0	300
District Interior Door Replacement	DR	0	100	100	0	0	200
	TM	0	100	100	0	0	200
	TC	0	100	100	0	0	200
Fire Alarm Control System - Dodd, Doolittle and CHS	DR	650	0	700	900	0	2,250
	TM	650	0	700	900	0	2,250
	TC	650	0	700	900	0	2,250

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
		CHS Maintenance Garage Improvements	DR	0	50	150	0
	TM	0	50	150	0	0	200
	TC	0	50	150	0	0	200
Greenhouse Replacement - CHS	DR	0	50	0	750	0	800
	TM	0	50	0	750	0	800
	TC	0	50	0	750	0	800
Expand Parking Including Sitework and Repaving - Highland	DR	50	250	0	400	0	700
	TM	0	250	0	400	0	650
	TC	0	250	0	400	0	650
Driveway Exit Modification - Highland	DR	50	350	0	0	0	400
	TM	0	350	0	0	0	350
	TC	0	350	0	0	0	350
Capital Planning Account and Building Assessment/Design - BOE	DR	0	0	0	0	0	0
	TM	100	0	0	0	0	100
	TC	100	0	0	0	0	100
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	2,435	4,565	7,270	6,875	6,650	27,795
	TM	2,385	4,515	7,270	6,875	6,650	27,695
	TC	2,385	4,515	7,270	6,875	6,650	27,695

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	100	0	0	0	0	100
STATE / FEDERAL / LOCAL	301	167	980	1,015	350	2,813
<b>TOTAL REDUCTIONS</b>	<b>401</b>	<b>167</b>	<b>980</b>	<b>1,015</b>	<b>350</b>	<b>2,913</b>
<b>NET TOTAL</b>	<b>1,984</b>	<b>4,348</b>	<b>6,290</b>	<b>5,860</b>	<b>6,300</b>	<b>24,782</b>

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District-Wide Cafeteria Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A previous review of the cafeterias across the school district clearly indicated that a long-term plan was necessary to upgrade the cafeterias in all our school buildings. In 2011, the Dodd Middle School cafeteria was renovated. In 2014, we added a new warming kitchen at Darcey to accommodate the full day kindergarten program. In 2018, we completed renovations at the Doolittle cafeteria. In 19-20, \$400k was approved to improve the Norton cafeteria which was designed and bid in 2020. Bid estimates came in higher than the \$400k capital budget allowance and an additional \$175,000 was requested in the 21-22 capital request. Due to the pending School Modernization Phase 1 activity, which includes replacement of Norton Elementary School, this project has been put on hold.

It is important to continue to make much needed upgrades to those schools that are not included in Phase I of the School Modernization plan. The renovations needed will vary by building but generally include replacement of freezers, refrigerators & kitchen equipment, storage enhancements & improving student serving areas. The budget requests are as follows by year and by building:

- 2023-24 - Highland Elementary School - \$670,000
- 2025-26 - Cheshire High School - \$4,200,000 (based on 2014 Fletcher Thompson recommendations)

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$670,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$4,200,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$4,870,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$4,870,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Elementary	\$670,000
Cheshire High School	\$4,200,000
<b>TOTAL</b>	<b>\$4,870,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
2019-20	01357	Bonds	\$400,000
			\$
			\$
<b>TOTAL:</b>			<b>\$400,000</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School - Replace Walk-In Freezer/Refrigerator

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

\$175,000 is requested to replace the Walk-In Freezer/Refrigerator at Cheshire High School in 2023-24. The current unit is beyond its intended life cycle and has suffered significant degradation of its insulating ability due to condensation within the insulated wall panels. In addition to the equipment replacement, this expenditure covers building structural modifications and demolition of abandoned HVAC equipment allowing for the installation of a much needed larger unit.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$175,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$175,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$175,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
<b>TOTAL</b>	<b>\$175,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovation

Project Title: CHS Loading Dock, Drainage and Refrigeration Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Currently the south end parking lot surfaces adjacent to the Boys Locker Room are beyond their intended life cycle and showing their age. In addition, current storm water catch basins dispatch storm water to constructed drywells which are considerably under-sized resulting in significant ponding and winter icing which contributes in constant deterioration and reduced longevity of the asphalt surface. Redesigning the lot will provide additional parking spaces. In the same area, the existing loading dock is currently in structural failure mode exhibited by the excessive spalling and flexing when under load and replacement is required. Related to this request is a requirement for additional freezer/refrigerated space, but interior space constraints prevent expansion inside the building. Reconfiguring the loading dock area in a manner that will allow for exterior refrigerator/freezer space is the most efficient method to satisfy both requirements.

To complete the project as explained above, it is estimated that \$600,000 is needed and requested for 2023-24.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$600,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$600,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$600,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Reconfigure South Parking Lot	\$225,000
Reconfigure Loading Doc	\$150,000
New Outdoor Freezer	\$225,000
<b>TOTAL</b>	<b>\$600,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Wide Energy Improvements - Window Replacements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The window systems in most of our buildings are original units that need to be replaced because they are either non-functioning, non-repairable, antiquated single pane glass units or insulated glass aged beyond its intended life cycle which is not as energy efficient as the state-of-the-art low-E, tinted, double pane insulated glass available today. It is important to note that that Energy Star estimates a 21% - 31% savings in energy costs by replacing single pane windows with double-pane insulated glass and frames. The estimates assume removal of the existing window structures as needed, LEP services, abatement and the installation of new windows and insulated spandrel panels as needed. The budget requests take into account the economies of scale of larger project sizes to help ensure the best possible pricing.

Funds requested are estimated to be used as follows:

- Doolittle Elementary - 2022-23 - \$50,000 for design work, then 2024-25 \$1,250,000 and 2025-26 \$1,250,000 to complete the project.
- Dodd Middle School - 2023-24 - \$50,000 for design work, then 2024-25 \$1,250,000, 2025-26 \$1,250,000 and 2026-27 \$1,250,000 to complete the project.
- Highland Elementary - replace windows in 2025-26 - \$750,000.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$50,000	GRANTS (Estimated at 20%)	\$1,420,000
FY 24-25	\$2,500,000	FEEES	\$
FY 25-26	\$3,250,000	OTHER	\$
FY 26-27	\$1,250,000	<b>TOTAL REVENUE</b>	<b>\$1,420,000</b>
<b>TOTAL</b>	<b>\$7,100,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$5,680,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Elementary	\$750,000
Doolittle Elementary	\$2,550,000
Dodd Middle School	\$3,800,000
	\$
<b>TOTAL</b>	<b>\$7,100,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: CHS Energy Improvements - Window Replacements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The window systems that need to be replaced at Cheshire High School are original units that are antiquated, non-functioning, single pane glass units in metal frames which are not as energy efficient as today's state-of-the-art low-E, tinted, double-pane insulated glass and frames available today. Over the past several years, \$250,000.00 per year was being requested, but due to the large number of windows that need to be replaced and taking into account the economies of scale that come with larger project size, we are increasing the annual request to \$500,000 per year for four years beginning in 2023-24 to make the needed replacements on a worst-first basis. Please note that Energy Star estimates a 21% - 31% savings in energy costs by replacing single pane windows with double-pane insulated glass and frames.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$500,000	GRANTS (Estimated at 20%)	\$400,000
FY 24-25	\$500,000	FEES	\$
FY 25-26	\$500,000	OTHER	\$
FY 26-27	\$500,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$2,000,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	\$1,600,000
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
<b>TOTAL</b>	<b>\$2,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Districtwide Generator Upgrades

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

2022-23 - \$60,000 is requested to install an emergency generator connection (cam-lock cabinet) at Cheshire High School so that the Town's portable generator can be connected at the rear service of the building which has no back-up power capability at this time. (CHS has two electrical mains that provide power to the front and rear sections of the building. The permanent emergency generator at CHS only provides power to cover the front sections of the building.) Adding this cam-lock is critical, especially for the winter, as the boilers heating the rear section of the school rely on power coming from the electrical service at the rear of the building. The cam-lock cabinet would provide protection from building damage should a long-term power failure event occur during winter freezing temperatures.

2022-23 - \$220,000 is requested to design and install a permanent emergency generator at Highland Elementary School. Highland is recommended because it can effectively serve as a secondary emergency shelter and heating and cooling center as it did in August of 2020 when we had a town-wide power failure from Tropical Storm Isaias. It also houses the Food and Nutrition Program's Government Commodities Freezer which typically has significant quantities of food stored for the school district. The generator design would replicate the generator at CHS which would include a self-contained fuel source, automatic transfer switch (ATS) and weather tight enclosure.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$280,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$28,000
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$28,000</b>
<b>TOTAL</b>	<b>\$280,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$252,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Emergency Generator Projects - Highland & CHS	\$280,000
	\$
	\$
<b>TOTAL</b>	<b>\$280,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Districtwide Lighting Upgrades

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

2022-23 - \$310,000 is requested to make needed improvements to the exterior at Highland School. The architectural design work has been completed. Request includes installing new pole lights, pole light bases, surface & wall mounted lighting, wiring, raceway & trenching, CA, OH&P, general conditions, bonds and 7% contingency.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$310,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$31,000
FY 24-25	\$0	FEEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$31,000</b>
<b>TOTAL</b>	<b>\$310,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$279,000
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Exterior Lighting Improvements - Highland	\$310,000
	\$
	\$
<b>TOTAL</b>	<b>\$310,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Districtwide Scoreboard Upgrades

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

2024-25 - \$200,000 is requested for Cheshire High School to fund Phase 1 Lighting/Scoreboard Upgrades with priorities to be determined to replace the practice field and band field lighting with LED fixtures as well as to add new lighting controls. A secondary priority will be to replace the aged athletic field scoreboards at Cheshire High School.

2025-26 - \$200,000 - This will be used to fund Phase 2 of the Lighting/Scoreboard Upgrades described above.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$40,000
FY 24-25	\$200,000	FEES	\$
FY 25-26	\$200,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$40,000</b>
<b>TOTAL</b>	<b>\$400,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$360,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
LED Lighting and Scoreboard Projects - CHS	\$400,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$400,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Lavatory Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$1,250,000 is being requested to continue our initiative to renovate the aged lavatory facilities across the school district on a worst-first basis. A total of \$1,625,000 was previously appropriated by the Town Council for this initiative, as follows: 2014-15 (\$125,000), 2015-16 (\$125,000), 2016-17 (\$375,000), 2017-18 (\$250,000), 2018-19 (\$250,000), 2019-20 (\$250,000) and 2020-21 (\$250,000). The Norton bathroom upgrades were completed in the summer of 2018, the first phase of Doolittle bathroom upgrades were completed the summer of 2019 and the second Doolittle phase upgrades were completed in the summer of 2021. Phase 3 for Doolittle is currently in design. The remaining funding being requested is needed to continue to replace original bathroom installations at Doolittle followed by various needs at Cheshire High School and Dodd Middle School. It is important to note that the planned renovations will not only modernize the bathrooms but also bring them up to applicable ADA standards and building codes.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$250,000	GRANTS	\$
FY 24-25	\$250,000	FEES	\$
FY 25-26	\$250,000	OTHER	\$
FY 26-27	\$500,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,250,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$1,250,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Lavatory Improvements on a Worst-First Basis	\$1,250,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Wide Repaving - Driveways and Parking Lots

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2022-23 and 2024-25 fiscal years, a total of \$350,000 is requested to cover anticipated repaving needs to be completed on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$250,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$350,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$350,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Wide Repaving, Worst-First Basis	\$350,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$350,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Wide Sidewalk Replacements and Flatwork Repairs

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2023-24 and 2025-26 fiscal years, a total of \$250,000 is requested to replace deteriorated sidewalks/stairs and make masonry repairs/replacement (flatwork) with priorities to be determined on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$125,000	GRANTS	\$
FY 24-25	\$0	FEEES	\$
FY 25-26	\$125,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Sidewalk Replacements and Masonry Repairs	\$250,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Wide Masonry Restoration

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 23-24 and 25-26 fiscal years, a total of \$200,000 is requested for various masonry restoration projects including repointing, brick repair and building/control joint replacement and recaulking to be competed on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$100,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$100,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Sidewalk Replacements and Masonry Repairs	\$200,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$200,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Dodd Middle School - Stage Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2024-25 fiscal year, a \$250,000 appropriation is requested to make improvements to the stage area in the cafetorium including new stage curtains, flooring, staging, lights and sound system.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$250,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School Improvements	\$250,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$250,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: HVAC - Dodd Stage Area

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2023-24 fiscal year, \$150,000 is requested for the design engineering, demolition of two heating/air distribution units, one of which is currently inoperable and the other is well past its intended life cycle, that service the Dodd Stage area. The replacement will be a more modern centralized HVAC system.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$150,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$150,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$150,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
HVAC Replacement	\$150,000
	\$
	\$
<b>TOTAL</b>	<b>\$150,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements Dodd Middle School

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$420,000 is requested complete the design, review and systematic replacement of aging rooftop units (RTU) at Dodd, some of which are 35 years old. A MEP design will be required in order to determine current heat/cooling load. The design scope is to include new Direct Digital Control (DDC) in order to eliminate the existing aged pneumatic control system currently in use. A total of \$420,000 is requested for the replacements over 4 years beginning in 2022-23.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$120,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$100,000	GRANTS (Eversource - 10%)	\$42,000
FY 24-25	\$100,000	FEEES	\$
FY 25-26	\$100,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$420,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$378,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work (2022-23)	\$20,000
HVAC Improvements	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$420,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: HVAC - Heating System Improvements Dodd Middle School

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$500,000 is requested to begin the upgrade of the heating systems at Dodd Middle School including the replacement of the legacy building control system and controls. \$50k is requested in 23-24 for design work and \$450k is requested in 24-25 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$50,000	GRANTS	\$
FY 24-25	\$450,000	FEEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$500,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$50,000
HVAC Improvements	\$450,000
	\$
	\$
<b>TOTAL</b>	<b>\$500,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements - Cheshire High School

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Beginning with the 2022-23 fiscal year, a total of \$1,025,000 is requested to complete the review, design and systematic replacement and phase-in of air-conditioning at Cheshire High School. Over the years, many classrooms had window units or portable units installed which are old, noisy, cumbersome, and inefficient. The plan is to make needed improvements on a worst-first basis including the use of ductless mini-split units, classroom unit ventilators and/or centralized packaged rooftop units. The intent is to increase the economizer capability allowing for additional outside air plus adding the option of conditioned air. A total of \$1,025,000 is requested for replacements over 5 years beginning in 2022-23.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$225,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$200,000	GRANTS	\$
FY 24-25	\$200,000	FEES	\$
FY 25-26	\$200,000	OTHER	\$
FY 26-27	\$200,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,025,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$1,025,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work (2022-23)	\$25,000
HVAC Improvements	\$1,000,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,025,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Unit Ventilator Replacements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$1,320,000 is requested to review, design and systematically replace the aged unit ventilators on a worst-first basis at Cheshire High School, Dodd Middle School and Doolittle Elementary School. Our existing unit ventilators are heat only with limited outside air intake operating on stand-alone controls. The plan is to upgrade to newer energy-efficient units and/or centralized packaged roof-top units to include integration with direct digital controls (DDC) into the existing Tridium Building Management System (BMS) that was installed as part of the Energy Performance Contract with Ameresco. We are anticipating a rebate for these upgrades from Eversource of 10%. A total of \$1,320,000 is requested for the replacements beginning in fiscal year 2022-23 as follows:

- 2022-23 - \$200,000 for Dodd and \$100,000 for Doolittle
- 2023-24 - \$220,000 for CHS, \$100,000 for Dodd, and \$100,000 for Doolittle
- 2024-25 - \$200,000 for CHS, \$100,000 for Dodd, and \$200,000 for Doolittle
- 2025-26 - \$100,000 for Dodd

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$300,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$420,000	GRANTS (10% - Eversource)	\$132,000
FY 24-25	\$500,000	FEES	\$
FY 25-26	\$100,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$132,000</b>
<b>TOTAL</b>	<b>\$1,320,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$1,188,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$20,000
Unit Ventilator Replacements	\$1,300,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,320,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Mechanical Tunnel Improvements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$100,000 is requested for 2023-24 to keep the utility tunnel system beneath the original portion of the Cheshire High School building in good repair. This request will supplement the \$100,000 that was appropriated by the Town Council in 2020-21. The requested funds will be used to relocate the aged floor access hatch in north corridor near the Library, replacement/repair of steam piping and plumbing appurtenances, installation of non-permeable partitions with access doors and partial replacement of the exhaust system and to continue to provide funding for the annual inspections which are currently being performed by Geolnsight.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$100,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$100,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$100,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Mechanical Tunnel Improvements/Maintenance	\$100,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$100,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Highland Elementary School Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2024-25 Fiscal Year, a \$750,000 appropriation is requested for building improvements and additions needed at Highland Elementary School for the Special Education, Physical and Occupational Therapy, Music and Computer Lab areas.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS (Estimated at 40%)	\$300,000
FY 24-25	\$750,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$300,000</b>
<b>TOTAL</b>	<b>\$750,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$450,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Elementary School Improvements	\$750,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$750,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Ceiling Tile Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$300,000 is requested over a three-year period beginning in 2022-23 to replace existing Acoustical Ceiling Tile Systems (ACT) throughout the district on a worst-first basis. The existing tiles are vintage and have become distorted due to age, humidity and abuse. New ACT systems have impact-resistant features and stand up to humidity more readily which is important in schools buildings without air conditioning or where the ceiling plenum is being utilized for return air.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$100,000	GRANTS	\$
FY 24-25	\$100,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Ceiling Tile Replacement	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$300,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Flooring Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$200,000 is requested for the abatement and replacement of the aged and failing tile floors across the district, most of which are currently identified as Asbestos Containing Material (ACM) on a worst-first basis. The plan is to replace the aged floors with Vinyl Composition Tiles (VCT) or Vinyl Sheet Flooring where appropriate.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$0
FY 24-25	\$0	FEEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$200,000</b>
--	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Flooring Replacement	\$200,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School - Office Reconfiguration Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$145,000 is requested to reconfigure and make improvements in the main office, old main office and special education office areas to improve administrative office functions and workflow and visitor entry into the building. \$25,000 is requested in 2023-24 for design work and \$120,000 is requested in 2024-24 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$25,000	GRANTS	\$
FY 24-25	\$120,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$145,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	\$145,000
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$25,000
Office Reconfigurations	\$120,000
	\$
	\$
<b>TOTAL</b>	<b>\$145,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School - Athletic Complex Stadium and Seating Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2023-24 and 2024-25 fiscal years, a total of \$300,000 is requested to address needed improvements at the CHS athletic complex including adding additional ADA compliant stadium seating, renovating the existing press box, modification of the upper observation deck and removal of the secondary viewing tower which is antiquated and in disrepair.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$150,000	GRANTS	\$
FY 24-25	\$150,000	FEEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$300,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$300,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: District Interior Door Replacement

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$200,000 is requested to begin the systematic replacement in 2023-24 of interior fire doors and classroom doors plus new hardware on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$100,000	GRANTS	\$
FY 24-25	\$100,000	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$200,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Fire Alarm Control System - Dodd, Doolittle and Cheshire High School

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$2,250,000 is requested to design and begin replacing the antiquated, non-addressable fire alarm systems beginning with Dodd in 22-23, Doolittle in 24-25 and Cheshire High School in 25-26. While the current systems in those schools are still functional, they do not support any additional capacity to add output devices such as horns or strobes and more importantly, we are having increased difficulty in getting repair/replacement components to keep them running properly. Upgrading these systems will provide important additional features such as addressable supervisory points which decreases the alarm source identification time and remote annunciators that are placed in key areas of the building to further assist 1<sup>st</sup> responders and occupants during an emergency.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$650,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$700,000	FEES	\$
FY 25-26	\$900,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$2,250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$2,250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School	\$650,000
Doolittle Elementary School	\$650,000
Cheshire High School	\$950,000
	\$
<b>TOTAL</b>	<b>\$2,250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Maintenance Garage Improvements

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$200,000 is requested to design and renovate the existing Maintenance Garage to include site modifications to increase the working area, new weatherproof storage for seasonal equipment and the installation of a soils storage building to protect from weather and erosion as well as interior renovations for the office and bathroom areas.

\$50k is requested in 23-24 for design work and \$150k is requested in 24-25 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$50,000	GRANTS	\$
FY 24-25	\$150,000	FEEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$200,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Greenhouse Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$800,000 is requested to replace the greenhouse at Cheshire High School. The current greenhouse is no longer utilized for a number of reasons not the least of which is that the structure is failing and it is cost prohibitive to make it ADA compliant. If this project goes forward, it is possible that the recommendation will be to construct a larger greenhouse in another area on the school property.

\$50k is requested in 23-24 for design work and \$750k is requested in 25-26 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$50,000	GRANTS (estimated at 30%)	\$240,000
FY 24-25	\$0	FEEES	\$
FY 25-26	\$750,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$800,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$560,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$800,000
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Highland School - Expand Parking including Sitework and Repaving

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$700,000 is requested to expand vehicle parking by making site modifications at the Weeks Road Drive circle and also along the west property line between the Cheshire Police Department and Highland School. This requests considers a possible contingency needed for storm water modification, architect/engineering fees for design, CA and permit application. Tear out, pave and curb area composed of bus drop off circle, west and north lots.

\$50k is requested in 22-23 for design work with \$250k requested in 24-25 and \$400k requested in 25-26 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$250,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$400,000	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$700,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$700,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$700,000
	\$
	\$
<b>TOTAL</b>	<b>\$700,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Highland School Driveway Exit Modification

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$400,000 is requested for the installation of new right hand lane and main entrance leading out from the driveway at Highland Elementary School and onto RT 10. This project will require engineering and traffic design, storm water management improvements, DOT approvals, traffic signal modifications and new sidewalk. \$50k is request in 22-23 for design work and \$350k is requested in 23-24 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$350,000	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$400,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$400,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$400,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: Renovations

Project Title: Capital Planning Account and Building Assessment/Design - BOE

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Capital Planning Account was established by Town Charter for the Council to conduct studies, cost analyses and design of projects associated with the Omnibus Capital Expenditure budget and the Annual Capital Expenditure Plan. The purpose of this fund is to maintain ongoing available funds for appropriate capital planning and is a resource for any project associated with this Capital Plan.

New for FY23 a separate capital planning fund would be dedicated to cost analyses and project design for BOE-specific projects.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$100,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022-23 TO 2026-27  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: NEW CONSTRUCTION**

PROJECT TITLE		FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	TOTAL
		* CPS Next Generation - Phase One (New Norton and North End Elementary Schools)	DR	166,600	0	0	0
	TM	166,600	0	0	0	0	166,600
	TC	166,600	0	0	0	0	166,600
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	166,600	0	0	0	0	166,600
	TM	166,600	0	0	0	0	166,600
	TC	166,600	0	0	0	0	166,600

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	72,033	0	0	0	0	72,033
<b>TOTAL REDUCTIONS</b>	72,033	0	0	0	0	72,033
<b>NET TOTAL</b>	94,567	0	0	0	0	94,567

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2022-2023**

Department: Education Functional Area: New Construction

Project Title: CPS Next Generation - Phase One (New Norton & North End Elementary Schools)

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

This request is to fund the construction of two new Elementary Schools as recommended by the School Modernization Committee in their report issued on April 1, 2021. It is important to note that a key component of the modernization plan is that the two new schools will replace three aged buildings which will no longer be used; namely Norton Elementary, Chapman Elementary and Darcey School.

The School Modernization Committee's recommendation considered all relevant factors including the current and future use of our buildings, the enrollments projections across all grades over the next 8 years, as well as the current capacity, age and code compliance of our buildings. Following the release of the Committee's report, much work has been done by the Cheshire Board of Education and the Cheshire Town Council working with consultants from Colliers Project Leaders to implement the recommendations. The work including selecting the best locations to build new schools and taking the necessary initial steps to ensure new schools would fit and can be built at the selected locations, updating the enrollment projections which reflect a 25% elementary student growth over the next several years, developing Education Specifications for each of the two new schools. The work ultimately resulted in developing final budget estimates for each school building based on the approved Educational Specifications which were used to request the amounts below.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 22-23	\$166,600,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 23-24	\$0	GRANTS	\$72,033,479
FY 24-25	\$0	FEES	\$
FY 25-26	\$0	OTHER	\$
FY 26-27	\$0	<b>TOTAL REVENUE</b>	<b>\$72,033,479</b>
<b>TOTAL</b>	<b>\$166,600,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$94,566,521</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
New North End Elementary School	\$89,944,000
New Norton Elementary School	\$76,656,000
	\$
	\$
<b>TOTAL</b>	<b>\$166,600,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

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**TOWN OF CHESHIRE  
CAPITAL EXPENDITURE PLAN / BUDGET**

**OVERVIEW**

Under the Town's current policy, a proposed capital project must meet certain criteria to be given consideration in the Capital Expenditure Plan/Budget. A capital project, including construction, purchase of equipment, or acquisition of land, must have a cost of \$110,000 or more, an expected life of five years or more and be of a nonrecurring nature. A study or design project that has a cost in excess of \$110,000, which is prepared in conjunction with a future capital expenditure project, may also be included in the Capital Expenditure Plan. See the Town's Capital Expenditure Plan Policy and Debt Policy included herein.

**GOALS AND OBJECTIVES**

The Town plans to maintain its annual appropriations to the Capital and Nonrecurring Expenditures Fund (CNR) in an effort to reduce debt service. Due to the costs associated with borrowing, the Town is striving to finance projects on a "pay-as-you-go" basis. The Town plans to contribute at least \$1,000,000 to the CNR fund on an annual basis.

**2021-2022 CAPITAL EXPENDITURE BUDGET - APPROVED PROJECTS**

For the fiscal year ending June 30, 2022, the Town Council, and citizen referendum as required for project appropriations of \$500,000 or more, approved a Capital Expenditure Budget totaling \$15,846,000 including borrowing authorizations of \$14,728,000 and CNR appropriations of \$1,118,000. Grants totaling \$2,975,000 are projected to be available to reduce borrowing requirements for these projects. A description of the projects that were approved in the 2021-2022 Capital Expenditure Budget follows:

**ADMINISTRATION & FINANCE**

**Finance - \$801,000:** \$451,000 for Revaluation, \$350,000 for Technology Reserve Fund - Replacement Equipment.

**General Services - \$252,000:** for Vehicle/Equipment Replacement.

**Public Property - \$600,000:** \$75,000 for Various Town Building Improvements, \$225,000 for Roof Replacements at Police Station, \$180,000 for Various Roof Replacements; Fire House #3 and Town Hall, and \$120,000 for Additional Municipal Parking.

**PUBLIC SAFETY**

**Fire - \$145,000:** for Firefighting Equipment and Protective Clothing.

**Civil Preparedness - \$190,000:** for Emergency Portable Generator.

**PUBLIC WORKS**

**Road, Vehicles, Sidewalks, Drainage, Trees and Grounds - \$3,488,000:** \$860,000 for Industrial Avenue Culvert/Bridge Replacement, \$150,000 for Tree Removals, \$263,000 for Public Works Dump Trucks and Plows, \$70,000 for Public Works Vehicles (Non Dump Trucks) and Equipment, \$1,700,000 for Road Improvement Program, \$250,000 for Sidewalk Maintenance Program, \$50,000 for Cheshire Street Sidewalks to Quinnipiac Park, \$145,000 for Road Drainage Improvements to 15 Roslyn Drive and 867 Farmington Drive.

**Sewer and Water - \$150,000:** for Heavy Duty Vehicles, Equipment.

## LEISURE SERVICES

**Recreation - \$8,195,000:** \$295,000 for Mixville Park Pavilion Indoor Section and \$7,900,000 for Development of Chapman Property/Bartlem Park South.

## EDUCATION

**Roof Replacement - \$575,000:** \$475,000 for Dodd Middle School and \$100,000 for Cheshire High School.

**Renovation - \$1,450,000:** \$50,000 for Loading Dock, Drainage and Refrigeration Improvements - Cheshire High School, \$500,000 for Window Replacements - Cheshire High School, \$250,000 for District Lavatory Improvements, \$125,000 for District Sidewalk and Masonry Repairs, \$100,000 for District Masonry Restoration, \$175,000 for Regenerator ERV Installation - Cheshire High School, \$100,000 for Mechanical Tunnel Improvements - Cheshire High School, \$50,000 for Athletic Complex Improvements - Cheshire High School, \$100,000 for District Interior Door Replacement.

## FISCAL YEARS 2021-2022 TO 2025-2026

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2021-22 TO 2025-26 PROGRAM ELEMENT SUMMARY							
SUMMARY							
PROGRAM ELEMENT		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
ADMINISTRATION & FINANCE - FINANCE  - GENERAL SERVICES  - PUBLIC PROPERTY	DR	900	210	335	210	210	1,865
	TM	900	210	335	210	210	1,865
	TC	801	210	335	210	210	1,766
	DR	323	424	301	398	281	1,727
	TM	252	495	301	398	281	1,727
	TC	252	495	301	398	281	1,727
	DR	805	750	740	450	660	3,405
	TM	600	680	960	450	110	2,800
	TC	600	500	410	0	110	1,620
PLANNING & DEVELOPMENT - PLANNING - LAND ACQUISITION	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
PUBLIC SAFETY - FIRE  - CIVIL PREPAREDNESS	DR	145	1,375	5,425	2,700	1,900	11,545
	TM	145	900	925	800	1,600	4,370
	TC	145	900	150	775	950	2,920
	DR	190	0	0	0	0	190
	TM	190	0	0	0	0	190
	TC	190	0	0	0	0	190
PUBLIC WORKS - PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS	DR	5,473	4,070	3,674	4,509	4,248	21,974
	TM	4,043	4,175	4,299	3,479	4,743	20,739
	TC	3,488	4,535	3,919	3,279	4,133	19,354
PUBLIC WORKS - SEWER & WATER	DR	425	425	1,625	3,500	500	6,475
	TM	150	600	1,625	3,800	500	6,675
	TC	150	325	1,325	3,500	500	5,800
LEISURE SERVICES - RECREATION	DR	6,395	160	353	255	50	7,213
	TM	6,240	315	353	255	50	7,213
	TC	8,195	155	158	0	0	8,508
EDUCATION	DR	2,650	7,285	10,675	6,656	10,463	37,729
	TM	2,650	7,285	10,675	6,656	10,463	37,729
	TC	2,025	5,215	8,490	3,875	8,463	28,068
<b>TOTAL</b>	DR	17,416	14,699	23,128	18,678	18,312	92,233
	TM	15,170	14,770	19,473	16,048	17,957	83,418
	TC	15,846	12,445	15,088	12,037	14,647	70,063

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	1,118	1,120	1,094	1,108	926	5,366
STATE / FEDERAL / LOCAL	2,975	588	1,340	310	1,048	6,261
<b>TOTAL REDUCTIONS</b>	4,093	1,708	2,434	1,418	1,974	11,627
<b>NET TOTAL</b>	11,753	10,737	12,654	10,619	12,673	58,436

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: FINANCE**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Revaluation	DR	550	0	125	0	0	675
	TM	550	0	125	0	0	675
	TC	451	0	125	0	0	576
Technology Reserve Fund - Replacement Equipment	DR	350	210	210	210	210	1,190
	TM	350	210	210	210	210	1,190
	TC	350	210	210	210	210	1,190
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	900	210	335	210	210	1,865
	TM	900	210	335	210	210	1,865
	TC	801	210	335	210	210	1,766

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	451	210	335	210	210	1,416
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>451</b>	<b>210</b>	<b>335</b>	<b>210</b>	<b>210</b>	<b>1,416</b>
<b>NET TOTAL</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

\* New Projects



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC PROPERTY**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Boiler Replacement at Police Station	DR	0	150	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	150	0	0	0	150
Various Town Building Improvements	DR	110	110	0	200	0	420
	TM	75	0	110	200	0	385
	TC	75	0	110	0	0	185
Parking Lot Replacement at Senior Center	DR	150	0	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	150	0	0	0	150
Roof Replacements at Police Station	DR	225	110	0	0	0	335
	TM	225	0	110	0	0	335
	TC	225	0	110	0	0	335
Replace Storage Building at Public Works Garage	DR	0	0	0	250	0	250
	TM	0	0	0	250	0	250
	TC	0	0	0	0	0	0
Additional Salt Shed	DR	0	0	550	0	0	550
	TM	0	0	550	0	0	550
	TC	0	0	0	0	0	0
Wash Bay at PW Garage	DR	0	0	0	0	550	550
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Improvements to Youth Center	DR	20	180	0	0	0	200
	TM	0	180	0	0	0	180
	TC	0	0	0	0	0	0
Parking Lot Replacement at Police Station	DR	0	200	0	0	0	200
	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
Parking Lot Replacement at Public Works Garage	DR	0	0	190	0	0	190
	TM	0	0	190	0	0	190
	TC	0	0	190	0	0	190
* Various Roof Replacements; Fire House #3 and Town Hall	DR	180	0	0	0	0	180
	TM	180	0	0	0	0	180
	TC	180	0	0	0	0	180
* Parking Lot Replacement at Firehouse #2 (Byam Road)	DR	0	0	0	0	110	110
	TM	0	0	0	0	110	110
	TC	0	0	0	0	110	110

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC PROPERTY      PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Additional Municipal Parking	DR	120	0	0	0	0	120
	TM	120	0	0	0	0	120
	TC	120	0	0	0	0	120
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>805</b>	<b>750</b>	<b>740</b>	<b>450</b>	<b>660</b>	<b>3,405</b>
	TM	<b>600</b>	<b>680</b>	<b>960</b>	<b>450</b>	<b>110</b>	<b>2,800</b>
	TC	<b>600</b>	<b>500</b>	<b>410</b>	<b>0</b>	<b>110</b>	<b>1,620</b>

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	120	0	0	0	110	230
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>230</b>
<b>NET TOTAL</b>	<b>480</b>	<b>500</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>1,390</b>

New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PLANNING**

**PROGRAM ELEMENT: PLANNING & DEVELOPMENT**

PROJECT TITLE	PROGRAM ELEMENT: PLANNING & DEVELOPMENT						TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Land Acquisition	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET TOTAL</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>

\* New Projects



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: FIRE**

**PROGRAM ELEMENT: PUBLIC SAFETY**

PROJECT TITLE							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Firefighting Equipment and Protective Clothing	DR	145	0	150	0	150	445
	TM	145	0	150	0	150	445
	TC	145	0	150	0	150	445
Installation of Water Mains	DR	0	475	0	450	0	925
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
North End Fire Station Building Construction Only	DR	0	0	4,500	0	0	4,500
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Replace 1994 Heavy Duty Rescue Unit #2	DR	0	900	0	0	0	900
	TM	0	900	0	0	0	900
	TC	0	900	0	0	0	900
Replace 2000 Fire Truck Pumping Engine #7	DR	0	0	775	0	0	775
	TM	0	0	775	0	0	775
	TC	0	0	0	775	0	775
Replace 1998 Fire Truck #2 Aerial Apparatus	DR	0	0	0	1,450	0	1,450
	TM	0	0	0	0	1,450	1,450
	TC	0	0	0	0	0	0
Replace 2001 Fire Truck Pumping Engine #1	DR	0	0	0	800	0	800
	TM	0	0	0	800	0	800
	TC	0	0	0	0	800	800
Replace 2003 Heavy Duty Rescue Unit #1	DR	0	0	0	0	950	950
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Replace 2003 Fire Truck Pumping Engine #5	DR	0	0	0	0	800	800
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	145	1,375	5,425	2,700	1,900	11,545
	TM	145	900	925	800	1,600	4,370
	TC	145	900	150	775	950	2,920

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	145	0	150	0	150	445
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS:</b>	<b>145</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>445</b>
<b>NET TOTAL</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>775</b>	<b>800</b>	<b>2,475</b>

\* New Projects



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
South Brooksvale Bridge over Willow Brook	DR	0	0	0	100	700	800
	TM	0	0	0	100	700	800
	TC	0	0	0	100	700	800
* Industrial Avenue Culvert/ Bridge Replacement	DR	860	0	0	0	0	860
	TM	860	0	0	0	0	860
	TC	860	0	0	0	0	860
Tree Removals	DR	150	0	150	0	175	475
	TM	150	0	150	0	175	475
	TC	150	0	150	0	175	475
Street Light Pole Replacement	DR	0	110	0	110	0	220
	TM	0	110	0	110	0	220
	TC	0	110	0	110	0	220
Public Works Dump Trucks and Plows	DR	263	224	229	279	238	1,233
	TM	263	224	229	279	238	1,233
	TC	263	224	229	279	238	1,233
Public Works Vehicles (Non Dump Trucks) and Equipment	DR	415	101	175	140	190	1,021
	TM	205	311	175	140	190	1,021
	TC	70	446	175	140	190	1,021
Road Improvement Program	DR	2,200	2,200	2,250	2,250	2,250	11,150
	TM	2,000	2,000	2,000	2,100	2,100	10,200
	TC	1,700	1,800	1,800	1,900	1,900	9,100
Sidewalk Maintenance Program	DR	250	250	300	300	300	1,400
	TM	250	250	250	250	250	1,250
	TC	250	250	250	250	250	1,250
Cheshire Street Sidewalks to Quinnipiac Park	DR	170	0	0	0	0	170
	TM	170	0	0	0	0	170
	TC	50	425	0	0	0	475
Road Drainage Improvements to 15 Roslyn Drive and 867 Farmington Drive	DR	145	0	0	0	0	145
	TM	145	0	0	0	0	145
	TC	145	0	0	0	0	145
* Road Drainage Improvements to 1481 Marion Road	DR	0	0	320	0	0	320
	TM	0	0	320	0	0	320
	TC	0	0	320	0	0	320

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Weeks Pond Dam Improvements	DR	0	0	0	140	0	140
	TM	0	0	0	140	0	140
	TC	0	0	0	140	0	140
Storm Water Drainage Disconnects (MS4)/Sediment Disposal	DR	0	110	0	110	0	220
	TM	0	110	0	110	0	220
	TC	0	110	0	110	0	220
Parking Lot at 55 Railroad Avenue	DR	0	0	0	0	135	135
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Various Improvements to Parks and Open Spaces	DR	0	150	0	150	0	300
	TM	0	150	0	0	150	300
	TC	0	150	0	0	0	150
Road Reconstruction: Scenic Court	DR	790	0	0	0	0	790
	TM	0	790	0	0	0	790
	TC	0	790	0	0	0	790
Road Reconstruction: East Johnson Avenue, 2 Sections	DR	0	525	0	680	0	1,205
	TM	0	0	525	0	680	1,205
	TC	0	0	525	0	680	1,205
Road Reconstruction: Cornwall Avenue Extension	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
* Road Reconstruction: East Mitchell Avenue	DR	0	0	0	0	260	260
	TM	0	0	0	0	260	260
	TC	0	0	0	0	0	0
Paving of Parking Lots and Access Drives - Bartlem Park	DR	0	0	0	250	0	250
	TM	0	0	0	250	0	250
	TC	0	0	0	250	0	250
Paving of North Parking Lot and Access Drive - Cheshire Park	DR	230	0	0	0	0	230
	TM	0	230	0	0	0	230
	TC	0	230	0	0	0	230
* Expansion of South Parking Lot and Access Drive - Cheshire Park	DR	0	400	0	0	0	400
	TM	0	0	400	0	0	400
	TC	0	0	220	0	0	220
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	5,473	4,070	3,674	4,509	4,248	21,974
	TM	4,043	4,175	4,299	3,479	4,743	20,739
	TC	3,488	4,535	3,919	3,279	4,133	19,354

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	150	260	150	500	175	1,235
STATE / FEDERAL / LOCAL	480	238	0	50	350	1,118
<b>TOTAL REDUCTIONS</b>	<b>630</b>	<b>498</b>	<b>150</b>	<b>550</b>	<b>525</b>	<b>2,353</b>
<b>NET TOTAL</b>	<b>2,858</b>	<b>4,037</b>	<b>3,769</b>	<b>2,729</b>	<b>3,608</b>	<b>17,001</b>

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS - SEWER & WATER                      PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Elmwood Pump Station Upgrade: Engineering and Design	DR	0	0	300	0	0	300
	TM	0	0	300	0	0	300
	TC	0	0	300	0	0	300
Elmwood Pump Station Upgrade: Construction	DR	0	0	0	3,500	0	3,500
	TM	0	0	0	3,500	0	3,500
	TC	0	0	0	3,500	0	3,500
Heavy Duty Vehicles, Equipment - WPCD	DR	425	0	0	0	0	425
	TM	150	275	0	0	0	425
	TC	150	0	0	0	0	150
Moss Farms Pump Station Upgrade: Engineering and Design	DR	0	125	0	0	0	125
	TM	0	125	0	0	0	125
	TC	0	125	0	0	0	125
Moss Farms Pump Station: Reconstruction	DR	0	0	1,025	0	0	1,025
	TM	0	0	1,025	0	0	1,025
	TC	0	0	1,025	0	0	1,025
Inflow & Infiltration (I&I) Remediation	DR	0	300	300	0	0	600
	TM	0	200	300	300	0	800
	TC	0	200	0	0	0	200
* Denitification Upgrade	DR	0	0	0	0	500	500
	TM	0	0	0	0	500	500
	TC	0	0	0	0	500	500
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	425	425	1,625	3,500	500	6,475
	TM	150	600	1,625	3,800	500	6,675
	TC	150	325	1,325	3,500	500	5,800

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	150	0	0	0	0	150
<b>TOTAL REDUCTIONS:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
<b>NET TOTAL</b>	<b>0</b>	<b>325</b>	<b>1,325</b>	<b>3,500</b>	<b>500</b>	<b>5,650</b>

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: RECREATION**

**PROGRAM ELEMENT: LEISURE SERVICES**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
Mixville Park Pavilion Indoor Section	DR	295	0	0	0	0	295
	TM	295	0	0	0	0	295
	TC	295	0	0	0	0	295
Development of Chapman Property/ Bartlem Park South	DR	5,945	0	0	0	0	5,945
	TM	5,945	0	0	0	0	5,945
	TC	7,900	0	0	0	0	7,900
Tennis Court Renovations at Rolling Acres	DR	0	0	195	0	0	195
	TM	0	0	195	0	0	195
	TC	0	0	0	0	0	0
Park Shade and Seating Upgrades	DR	0	0	0	150	0	150
	TM	0	0	0	150	0	150
	TC	0	0	0	0	0	0
Quinnipiac Multi-Purpose Court	DR	0	0	158	0	0	158
	TM	0	0	158	0	0	158
	TC	0	0	158	0	0	158
Cheshire Park Tennis/Pickleball Lights	DR	155	0	0	0	0	155
	TM	0	155	0	0	0	155
	TC	0	155	0	0	0	155
Community Pool Mushroom Water Feature	DR	0	0	0	105	0	105
	TM	0	0	0	105	0	105
	TC	0	0	0	0	0	0
* Mixville Park Basketball Court	DR	0	0	0	0	50	50
	TM	0	0	0	0	50	50
	TC	0	0	0	0	0	0
* Full Scale Mobile Performance System	DR	0	160	0	0	0	160
	TM	0	160	0	0	0	160
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	6,395	160	353	255	50	7,213
	TM	6,240	315	353	255	50	7,213
	TC	8,195	155	158	0	0	8,508

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	155	158	0	0	313
STATE / FEDERAL / LOCAL	2,150	0	0	0	0	2,150
TOTAL REDUCTIONS	2,150	155	158	0	0	2,463
NET TOTAL	6,045	0	0	0	0	6,045

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: SUMMARY**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
EDUCATION CODE COMPLIANCE	DR	0	0	0	0	2,438	2,438
	TM	0	0	0	0	2,438	2,438
	TC	0	0	0	0	438	438
EDUCATION ROOF REPLACEMENT	DR	850	925	3,545	1,525	0	6,845
	TM	850	925	3,545	1,525	0	6,845
	TC	575	175	3,545	625	0	4,920
EDUCATION RENOVATION	DR	1,800	6,360	7,130	5,131	8,025	28,446
	TM	1,800	6,360	7,130	5,131	8,025	28,446
	TC	1,450	5,040	4,945	3,250	8,025	22,710
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
<b>PROGRAM ELEMENT TOTAL</b>	DR	2,650	7,285	10,675	6,656	10,463	37,729
	TM	2,650	7,285	10,675	6,656	10,463	37,729
	TC	2,025	5,215	8,490	3,875	8,463	28,068

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	195	350	1,340	260	698	2,843
<b>TOTAL REDUCTIONS:</b>	<b>195</b>	<b>350</b>	<b>1,340</b>	<b>260</b>	<b>698</b>	<b>2,843</b>
<b>NET TOTAL</b>	<b>1,830</b>	<b>4,865</b>	<b>7,150</b>	<b>3,615</b>	<b>7,765</b>	<b>25,225</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: CODE COMPLIANCE**

PROJECT TITLE							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Humiston/BOE Code-Phase IV	DR	0	0	0	0	2,000	2,000
Code Compliance	TM	0	0	0	0	2,000	2,000
ADA Improvements	TC	0	0	0	0	0	0
Remedy Exterior Area Deficiencies	DR	0	0	0	0	438	438
Civil Rights Compliance Review 2009	TM	0	0	0	0	438	438
Cheshire High School	TC	0	0	0	0	438	438
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	0	0	0	0	2,438	2,438
	TM	0	0	0	0	2,438	2,438
	TC	0	0	0	0	438	438

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	0	0	0	0	88	88
<b>TOTAL REDUCTIONS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>88</b>
<b>NET TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>350</b>



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: ROOF REPLACEMENT**

PROJECT TITLE							TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
District Roof Repairs and Replacements	DR	0	125	0	125	0	250
	TM	0	125	0	125	0	250
	TC	0	125	0	125	0	250
Roof Replacement - Doolittle Elementary	DR	0	50	3,000	0	0	3,050
	TM	0	50	3,000	0	0	3,050
	TC	0	50	3,000	0	0	3,050
Slate Tile Roof Replacement - <del>Humiston</del>	DR	0	0	0	900	0	900
	TM	0	0	0	900	0	900
	TC	0	0	0	0	0	0
Roof Replacement - <del>Norton</del> 2 Sections	DR	0	750	0	0	0	750
	TM	0	750	0	0	0	750
	TC	0	0	0	0	0	0
Roof Replacement - Dodd Middle School	DR	750	0	500	500	0	1,750
	TM	750	0	500	500	0	1,750
	TC	475	0	500	500	0	1,475
Roof Replacement - Highland School	DR	0	0	45	0	0	45
	TM	0	0	45	0	0	45
	TC	0	0	45	0	0	45
Roof Replacement - Cheshire High School	DR	100	0	0	0	0	100
	TM	100	0	0	0	0	100
	TC	100	0	0	0	0	100
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	850	925	3,545	1,525	0	6,845
	TM	850	925	3,545	1,525	0	6,845
	TC	575	175	3,545	625	0	4,920

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	95	10	700	100	0	905
<b>TOTAL REDUCTIONS:</b>	<b>95</b>	<b>10</b>	<b>700</b>	<b>100</b>	<b>0</b>	<b>905</b>
<b>NET TOTAL</b>	<b>480</b>	<b>165</b>	<b>2,845</b>	<b>525</b>	<b>0</b>	<b>4,015</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE	PROGRAM ELEMENT: RENOVATION						
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Cafeteria Renovations - Highland, <del>Chapman, Norton</del> and CHS	DR	175	670	350	0	4,200	5,395
	TM	175	670	350	0	4,200	5,395
	TC	0	670	0	0	4,200	4,870
* Replace Walk-in Freezer/Refrigerator - CHS	DR	0	175	0	0	0	175
	TM	0	175	0	0	0	175
	TC	0	175	0	0	0	175
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	50	600	0	0	0	650
	TM	50	600	0	0	0	650
	TC	50	600	0	0	0	650
Window Replacements - <del>Chapman,</del> <del>Dareey,</del> Highland, Dodd and Doolittle	DR	0	750	3,435	1,531	2,500	8,216
	TM	0	750	3,435	1,531	2,500	8,216
	TC	0	750	2,500	0	2,500	5,750
Window Replacements - Cheshire High School	DR	500	500	500	500	500	2,500
	TM	500	500	500	500	500	2,500
	TC	500	500	500	500	500	2,500
Window Replacements - Central <del>Office/Humiston School</del>	DR	0	150	150	150	0	450
	TM	0	150	150	150	0	450
	TC	0	0	0	0	0	0
District Interior Lighting Improvements	DR	0	480	0	200	0	680
	TM	0	480	0	200	0	680
	TC	0	480	0	200	0	680
District Lavatory Improvements	DR	250	375	375	0	0	1,000
	TM	250	375	375	0	0	1,000
	TC	250	0	250	0	0	500
District Driveway and Parking Lot Repaving	DR	0	400	0	250	0	650
	TM	0	400	0	250	0	650
	TC	0	100	0	250	0	350
District Sidewalk and Masonry Repairs	DR	125	0	125	0	125	375
	TM	125	0	125	0	125	375
	TC	125	0	125	0	125	375
* District Masonry Restoration	DR	100	0	100	0	100	300
	TM	100	0	100	0	100	300
	TC	100	0	100	0	100	300
Stage Improvements Dodd Middle School	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
HVAC Improvements - Dodd Middle School Stage Area	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	TC	0	0	150	0	0	150
HVAC Improvements - Dodd	DR	0	120	100	100	100	420
	TM	0	120	100	100	100	420
	TC	0	120	100	100	100	420

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
		HVAC Improvements - CHS	DR	0	225	200	200
	TM	0	225	200	200	200	825
	TC	0	225	200	200	200	825
* Replace Heating Oil UST - Cheshire High School	DR	175	0	0	0	0	175
	TM	175	0	0	0	0	175
	TC	0	0	0	0	0	0
* UST Modification - <del>Norton</del>	DR	0	150	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	0	0	0	0	0
* Regenerator ERV Installation - Cheshire High School	DR	175	0	0	0	0	175
	TM	175	0	0	0	0	175
	TC	175	0	0	0	0	175
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	0	420	400	400	100	1,320
	TM	0	420	400	400	100	1,320
	TC	0	420	400	400	100	1,320
* Mechanical Tunnel Improvements - Cheshire High School	DR	100	0	100	0	0	200
	TM	100	0	100	0	0	200
	TC	100	0	100	0	0	200
Highland Elementary School Building Improvements/Additions	DR	0	0	0	750	0	750
	TM	0	0	0	750	0	750
	TC	0	0	0	750	0	750
District Acoustical Ceiling Tile Replacement	DR	0	100	100	100	100	400
	TM	0	100	100	100	100	400
	TC	0	0	0	100	100	200
District Flooring Replacement	DR	0	200	0	200	0	400
	TM	0	200	0	200	0	400
	TC	0	200	0	0	0	200
School Offices Reconfiguration Cheshire High School	DR	0	0	120	0	0	120
	TM	0	0	120	0	0	120
	TC	0	0	120	0	0	120
Athletic Complex Improvements Cheshire High School	DR	50	150	150	0	0	350
	TM	50	150	150	0	0	350
	TC	50	150	150	0	0	350
School Gym Egress Solution - <del>Chapman Elementary School</del>	DR	0	75	0	0	0	75
	TM	0	75	0	0	0	75
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		PROGRAM ELEMENT: RENOVATION					TOTAL
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	
* District Interior Door Replacement	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	100	0	0	100	100	300
* Fire Proofing - <del>Norton</del>	DR	0	70	0	0	0	70
	TM	0	70	0	0	0	70
	TC	0	0	0	0	0	0
* Fire Alarm Control System - Dodd, Doolittle and <del>Norton</del>	DR	0	650	425	650	0	1,725
	TM	0	650	425	650	0	1,725
	TC	0	650	0	650	0	1,300
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>1,800</b>	<b>6,360</b>	<b>7,130</b>	<b>5,131</b>	<b>8,025</b>	<b>28,446</b>
	TM	<b>1,800</b>	<b>6,360</b>	<b>7,130</b>	<b>5,131</b>	<b>8,025</b>	<b>28,446</b>
	TC	<b>1,450</b>	<b>5,040</b>	<b>4,945</b>	<b>3,250</b>	<b>8,025</b>	<b>22,710</b>

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	100	340	640	160	610	1,850
<b>TOTAL REDUCTIONS</b>	<b>100</b>	<b>340</b>	<b>640</b>	<b>160</b>	<b>610</b>	<b>1,850</b>
<b>NET TOTAL</b>	<b>1,350</b>	<b>4,700</b>	<b>4,305</b>	<b>3,090</b>	<b>7,415</b>	<b>20,860</b>

\* New Projects

# **OTHER SIGNIFICANT DATA**

# OTHER SIGNIFICANT DATA INTRODUCTION

*The information and data in this section, while perhaps not direct elements of the General Operating Budget, provides background and summary information that is meaningful in developing the budget, and identifies emerging trends that have financial implications.*

## **Graphs of Significant Financial Trends:**

**General Fund Results from Operations – Surplus:** This graph reports results from operations – budgetary revenue / expenditure variances, the net result of which has been consistently favorable. These surpluses add to the Town’s general fund balance, a portion of which is generally appropriated to fund the subsequent year’s budget.

**General Fund Unassigned Fund Balance:** This graph reports General Fund Unassigned Fund Balance which is the cumulative results from annual operations less any amount appropriated to fund the subsequent year’s budget and less any additional appropriations approved after the original budget was adopted.

**General Fund Unassigned Fund Balance as a Percentage of Actual Budgetary Expenditures:** This graph reports General Fund Unassigned Fund Balance as a percentage of General Fund budgetary expenditures, including operating transfers out.

**Assessed Valuation of Taxable Property:** This graph reports the net grand list as of October 1 of each year, as subsequently adjusted by the Board of Assessment Appeals.

**Mill Rate History:** This graph reports the property tax mill rates approved by the Town Council to support the Town’s annual General Fund budget.

**Tax Collection Rate – Current Levy, Actual vs. Budget:** This graph reports the actual percentage of taxes collected on the current levy and the percentage used to estimate these revenues for budgeting purposes.

**Combined Town and Police Pension Plans Actuarial Values of Assets vs. Accrued Liabilities:** This graph compares the actuarial value of assets with corresponding accrued liabilities on a combined basis for both the Town and Police Pension Plans. Actuarial accrued liabilities consist of the portion of the actuarial present value of pension plan benefits and expenses that are not provided for by future normal costs. The actuarial value of assets consists of cash, investments and other property belonging to the pension plan, as used by the actuary for the purpose of an actuarial valuation.

The **Personnel Summary and Staffing Analysis** provides a consolidated summary of staffing information that is detailed by department throughout both this and the Detail budget documents.

The **Employee Bargaining Organizations** detail the organizations representing Cheshire, and their membership. The results of collective bargaining have a significant impact on salaries and benefits, which represent a significant portion of the operating budget.

The **Net Grand List** provides the total value of assessed property to which taxes are applied. The mill rate is determined by the value of the Grand List and the total tax revenue appropriated in a given fiscal year. The **Ten Highest Taxpayers** details the assessed value of the top ten taxpayers.

**Ratios of Outstanding Debt** illustrates the steady decline in the per capita obligation of the Town's outstanding debt, which represents a corollary reduction in debt service expenditures in the operating budget.

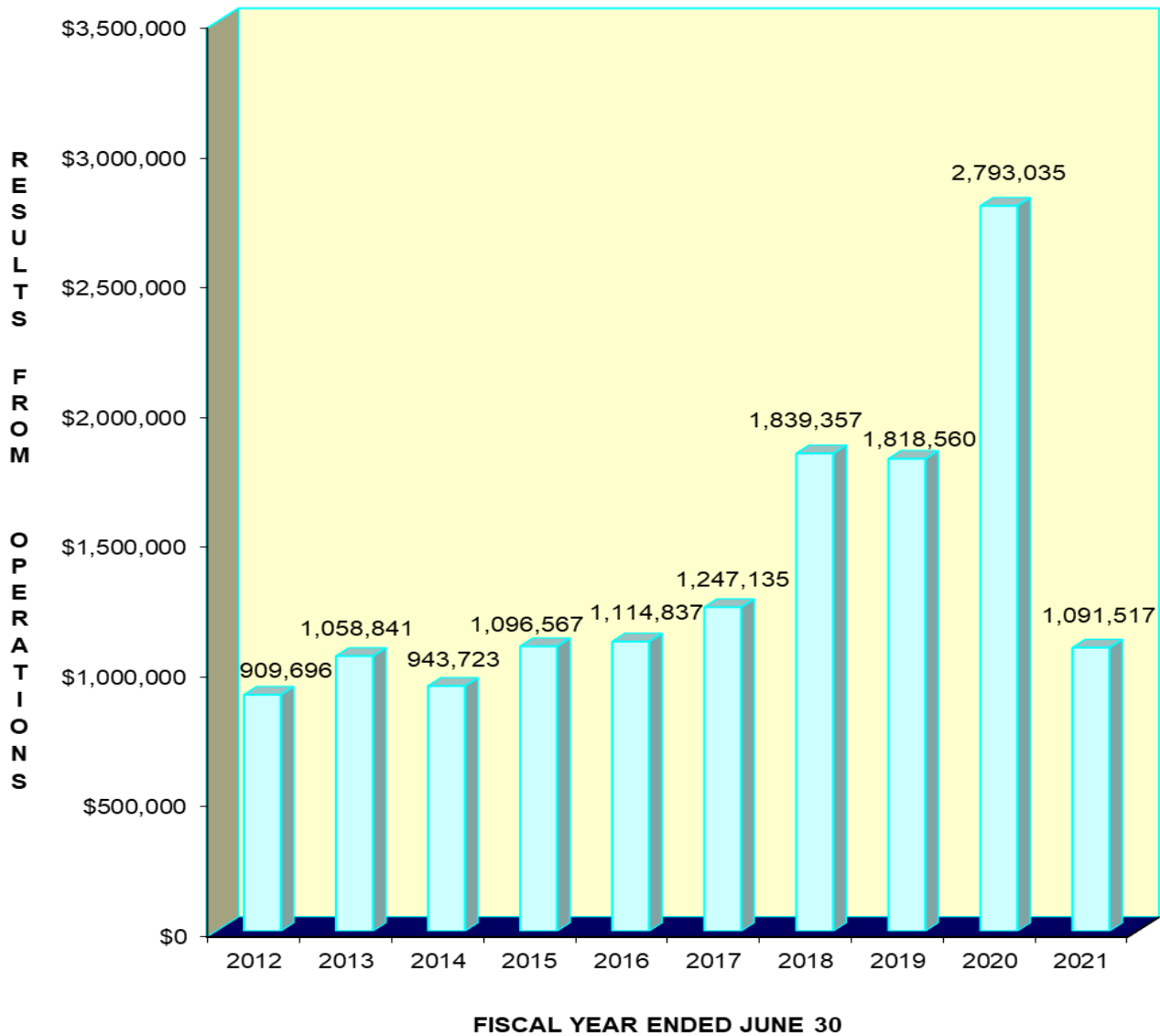
**Miscellaneous Statistics** offer data on facilities, property, and demographics on the Town which helps define our community's makeup and its program and service needs.

**Summary of Referenda Results** details all referenda questions and voting results from 1995 to present.

**Amortization Schedule for \$1 Million Bond Issue.**

**Comparative Towns Data** compares Cheshire statistics with those of other comparable municipalities.

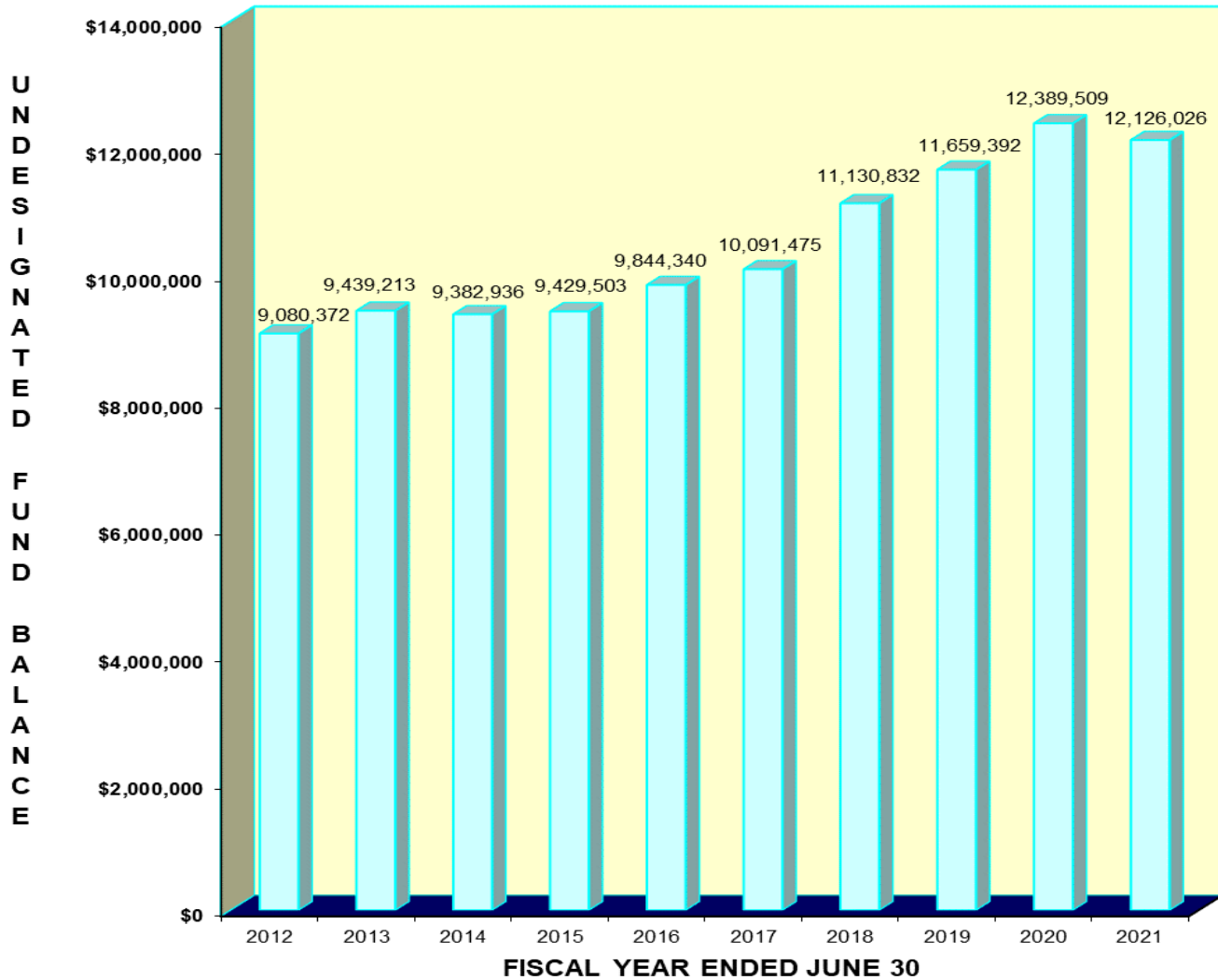
**TOWN OF CHESHIRE  
GENERAL FUND  
RESULTS FROM OPERATIONS - SURPLUS  
TEN YEAR HISTORY**



This graph identifies the amount of the Town’s operating budget surpluses, or combined budgetary revenue/expenditure variances, for each fiscal year. It indicates that the Town has achieved consistently favorable results from operations, the main contributing factor to the Town’s fund balance, or reserve, account (see next page).

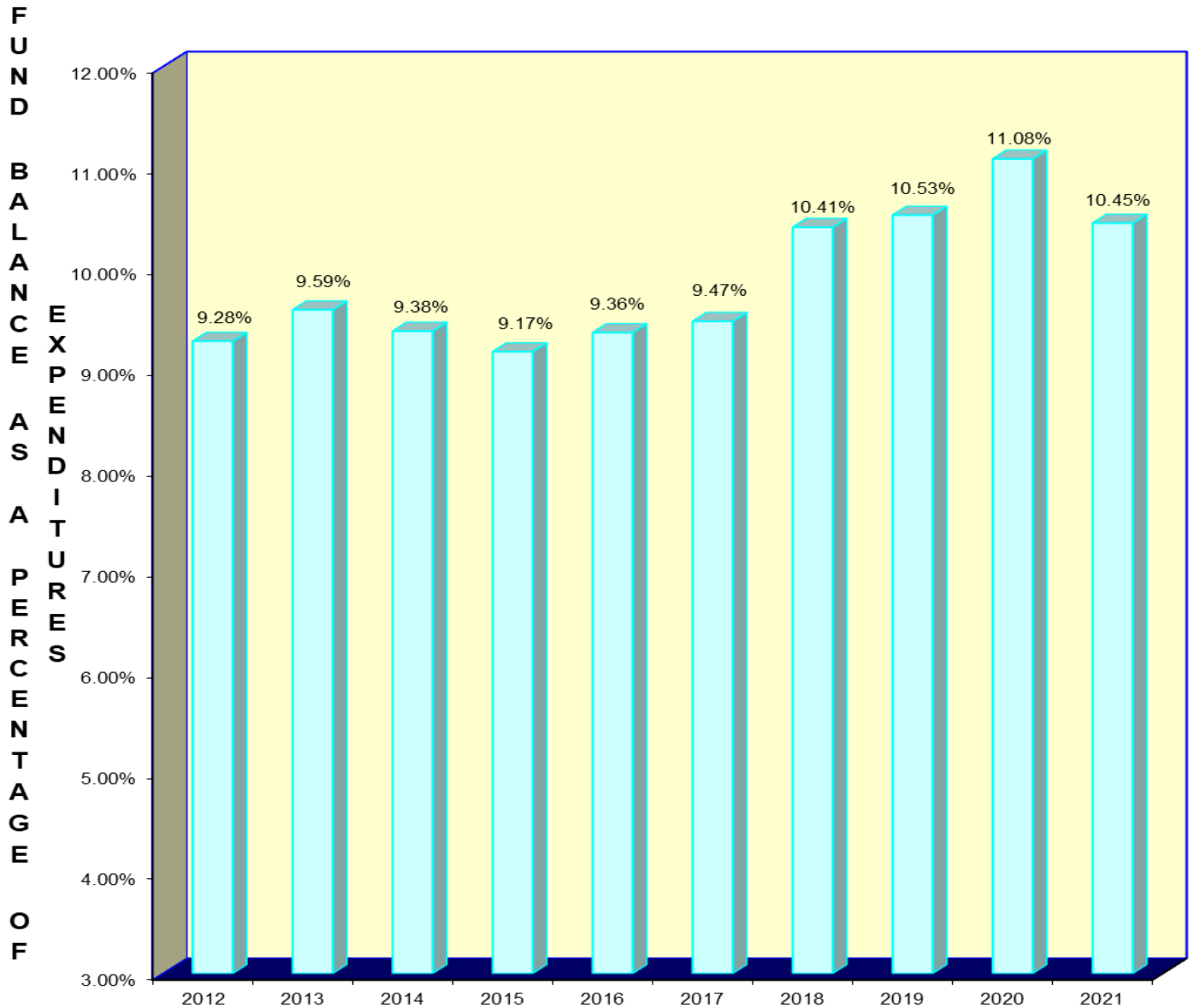


**TOWN OF CHESHIRE  
GENERAL FUND  
UNASSIGNED FUND BALANCE  
TEN YEAR HISTORY**



The previous page explains fund balance and provides the dollar amounts pertaining to this graph. While the total amount of fund balance is very important, the determining indicator as to its sufficiency is the percentage that the fund balance represents of the general fund budgetary expenditures. The Town's fund balance policy dictates that the Town should maintain an unassigned general fund balance of 9.25% of the previous fiscal year's budgetary operating expenditures, as recommended through best practices and credit rating agencies.

**TOWN OF CHESHIRE  
GENERAL FUND  
UNASSIGNED FUND BALANCE AS A PERCENTAGE  
OF ACTUAL BUDGETARY EXPENDITURES  
TEN YEAR HISTORY**

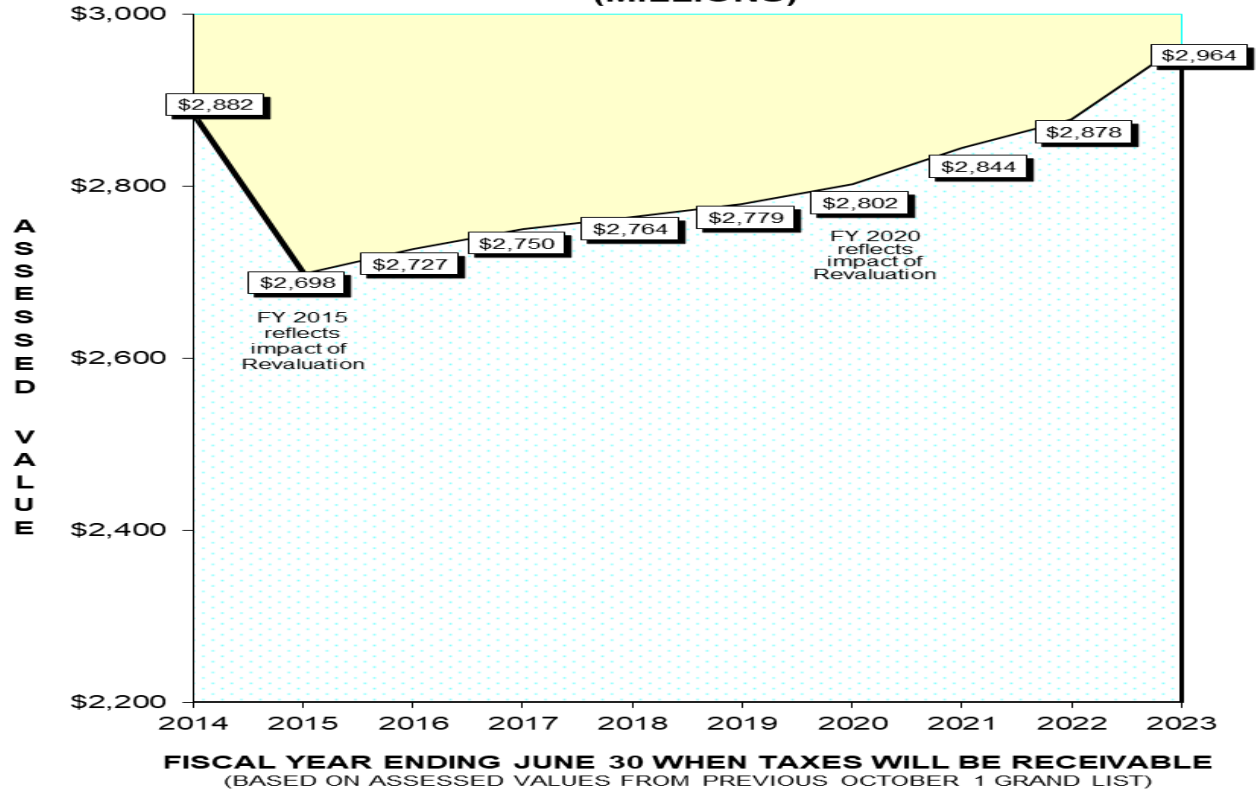


**FOR THE YEAR ENDED JUNE 30**

This graph identifies the amount of the Town's fund balance reserve, which is the cumulative results from operations (surplus or deficit) less any amount appropriated from this fund.

Since this represents the Town's reserve or savings fund, it is important that it at least stays relatively constant, or ideally increases each year as the Town's total budget increases.

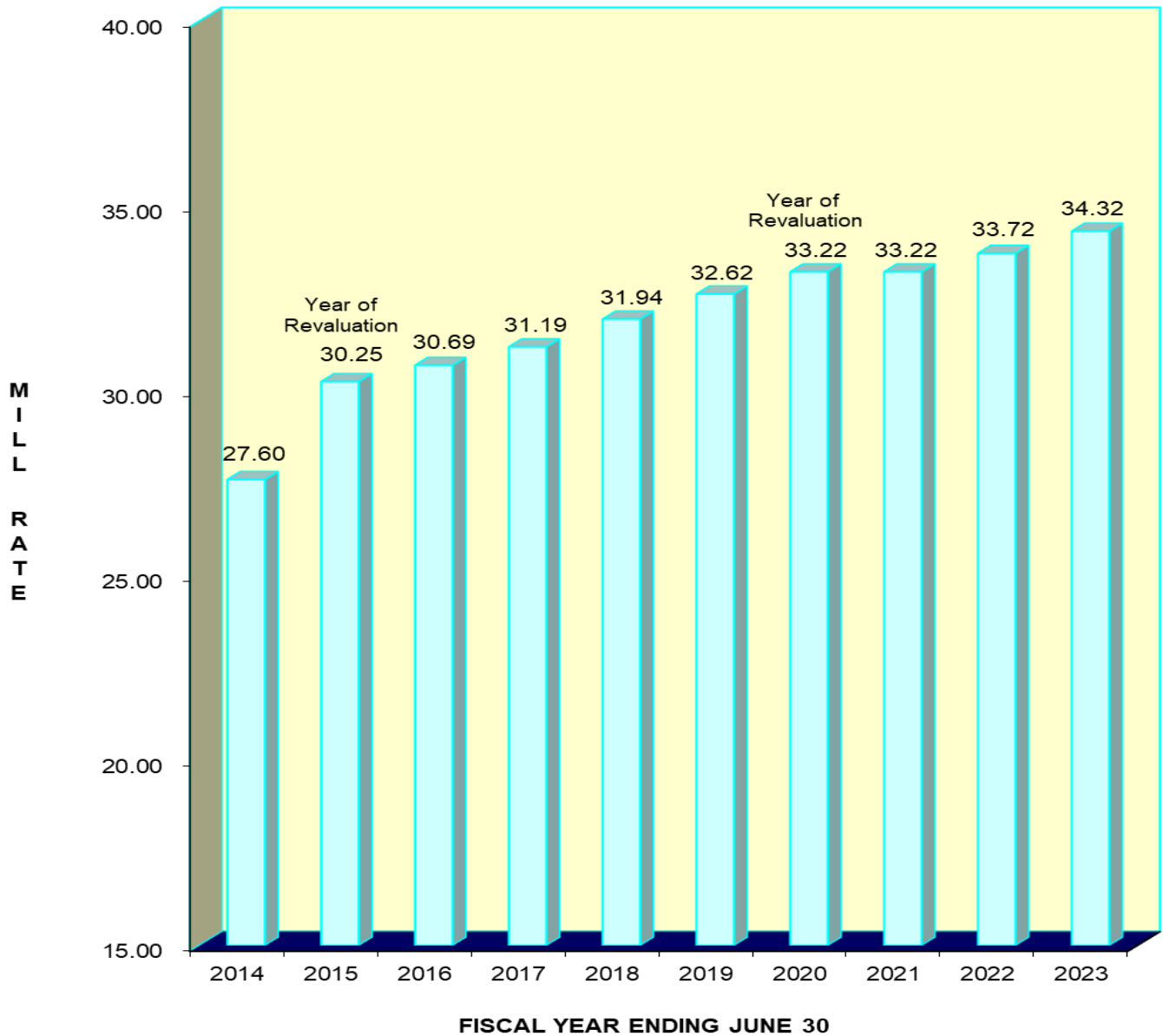
**TOWN OF CHESHIRE  
ASSESSED VALUATION OF TAXABLE PROPERTY  
TEN YEAR HISTORY  
(MILLIONS)**



PERCENTAGE OF ASSESSED PROPERTY BY TYPE					
GL Year	Residential Real Property	Commercial and Industrial Property	Other Real Property	Personal Property	Motor Vehicle
2021	68.8	13.4	0.7	6.0	11.1
2020	70.5	13.6	0.7	6.0	9.2
2019	71.1	13.4	0.8	5.9	8.8
2018	71.5	13.8	0.8	5.5	8.4
2017	71.4	14.1	0.7	5.3	8.5
2016	70.7	13.3	0.7	6.5	8.8
2015	70.3	13.3	0.7	7.2	8.5
2014	70.5	13.4	0.7	6.9	8.5
2013	71.1	13.4	0.7	6.5	8.3
2012	72.6	13.9	0.7	5.2	7.6
2011	72.7	14.0	0.7	4.8	7.8
2010	72.9	14.2	0.8	4.6	7.5

This graph identifies the aggregate value of all taxable property on the Grand List (real estate, motor vehicle and personal property), as of October 1 for the succeeding fiscal year. The State requires that property assessment represents 70% of the market value of the property. The anomaly on this graph in 2015 is associated with a State mandated property revaluation. The 2020 revaluation with a .83% increase is more in line with a typical non-reval year. The detail at the bottom of the graph illustrates the shift in percentages of each type of property. An increase in the value of taxable property reduces the tax burden and generates more revenue at the existing mill rate. The increase from one year to the next when multiplied by the existing mill rate indicates the amount of additional tax revenue available for the budget.

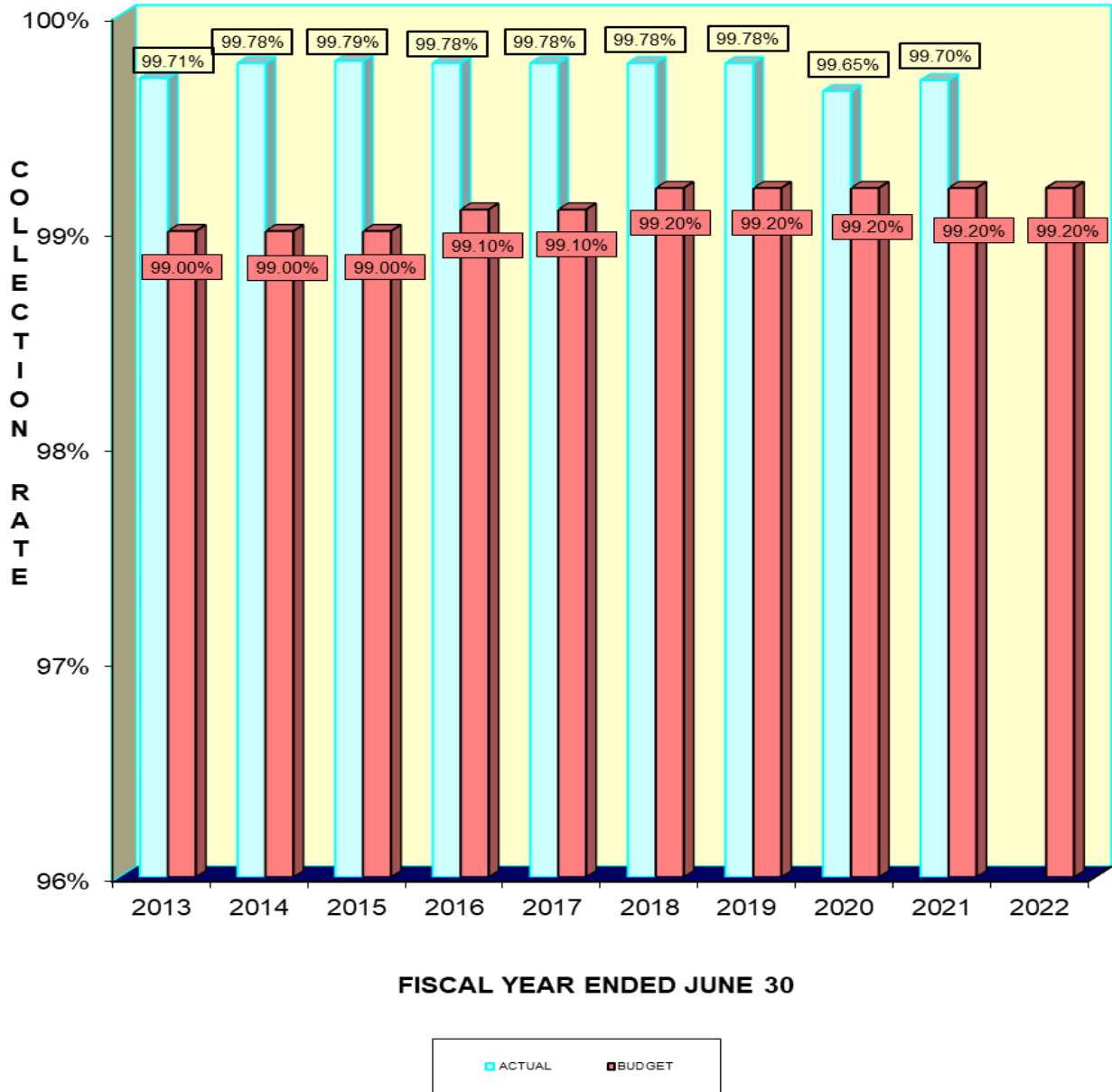
## TOWN OF CHESHIRE MILL RATE TEN YEAR HISTORY



A resident's or business's tax obligation is determined by multiplying the mill rate times their assessed value, and since the assessed value of a parcel of real estate stays relatively constant except for revaluation years, the mill rate is the critical variable impacting a property owner's taxes. A mill is the value in dollars that a homeowner pays per \$1,000 of assessed value.

As illustrated above, the mill rate follows a trend of moderate increases, except in fiscal year 2015 when fluctuations generated from property revaluations disrupted this trend.

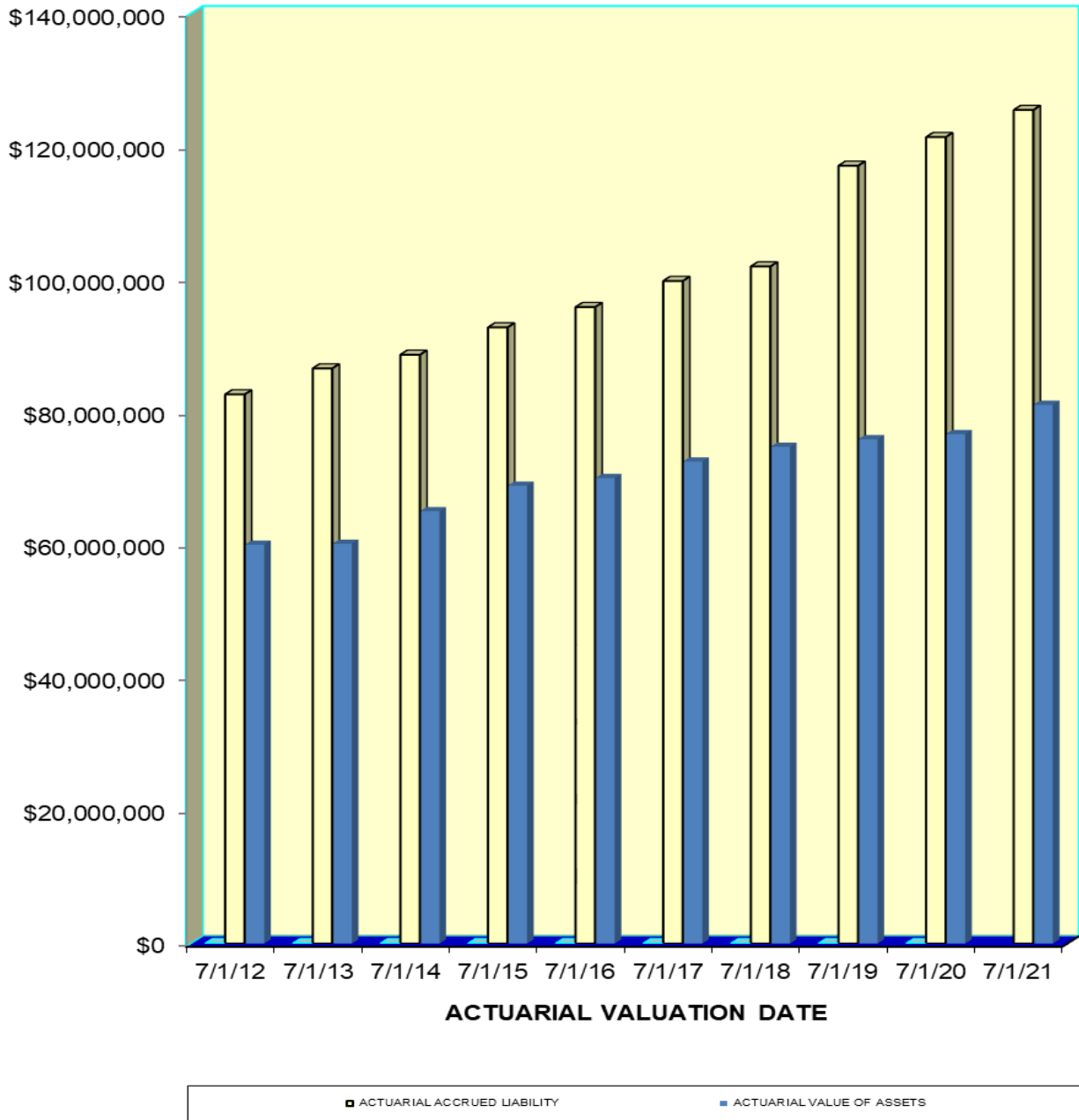
**TOWN OF CHESHIRE  
TAX COLLECTION RATE - CURRENT LEVY  
ACTUAL VS. BUDGET  
TEN YEAR HISTORY**



This graph compares the percentage of taxes estimated to be collected when the budget was developed to the actual percentage of taxes collected at the close of the fiscal year. The graph depicts some critical financial elements:

1. The continuing and extremely high percentage of tax collections.
2. The percentage difference between the estimated and actual collection rates has resulted in surplus revenue ranging from approximately \$445,000 to \$876,000 over the ten years depicted in this graph.

**TOWN OF CHESHIRE  
 COMBINED TOWN AND POLICE PENSION PLANS  
 ACTUARIAL VALUES OF ASSETS VS. ACCRUED LIABILITIES  
 TEN YEAR HISTORY**



The two pension plans represented in this graph, Town (General Government and non-certified Education employees) and Police Officers, have been closed out to new hires in the past few years. The Pension plans still represent a large potential future liability to the Town’s financial operations. The level of pension funding is also one of the critical factors considered in a credit rating review, therefore it is important to adequately fund these plans.

**TOWN OF CHESHIRE PROPOSED 2022-2023 BUDGET  
PERSONNEL SUMMARY - STAFFING ANALYSIS**

*Key: FTE = Full Time Equivalent*

DEPARTMENT	FY 2021 ACTUAL		FY 2022 APPROPRIATION		FY 2022 ACTUAL		FY 2023 DEPT. REQUEST		FY 2023 MGR. RECOMMENDED		FY 2023 COUNCIL APPROVED	
	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs
Town Manager	4	4.00	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00
Human Resources	0	0.00	1	1.00	1	1.00	1	1.00	1	1.00	1	1.00
Town Clerk	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00
Elections	4	2.00	4	2.00	4	2.00	4	2.00	4	2.00	4	2.00
Finance	14	13.14	15	13.71	15	13.71	15	14.14	15	14.14	15	14.14
General Services	2	0.85	1	0.14	1	0.14	2	1.14	2	1.14	2	1.14
Public Property	3	2.34	3	2.34	3	2.34	3	2.34	3	2.34	3	2.34
Planning	5	4.69	5	4.69	5	4.69	3	3.00	3	3.00	3	3.00
Economic Development	1	1.00	1	1.00	1	1.00	1	1.00	1	1.00	1	1.00
Police	68	62.00	68	62.00	70	62.00	70	62.00	70	62.00	70	62.00
Animal Control	2	1.75	2	1.75	2	1.75	2	1.75	2	1.75	2	1.75
Fire	6	5.28	6	5.28	6	5.28	7	5.82	6	5.28	7	5.82
Building Inspector	4	4.00	4	4.00	4	4.00	4	4.00	4	4.00	4	4.00
Public Works	31	31.00	32	32.00	32	32.00	33	33.00	32	32.00	33	33.00
Water Pollution Control	9	8.32	9	8.32	8	7.75	9	8.75	9	8.75	9	8.75
Human Services	27	15.97	27	15.97	27	15.97	28	16.11	28	16.11	28	16.11
Library	24	21.11	25	21.26	24	20.26	25	20.97	25	20.97	25	20.97
Performing and Fine Arts	7	2.96	7	2.96	7	2.96	7	3.04	7	3.04	7	3.04
Recreation	5	4.44	5	4.44	5	4.54	6	5.08	5	4.54	6	5.08
Community Pool	29	14.22	27	14.22	29	14.22	29	14.22	29	14.22	29	14.22
<b>TOTALS</b>	<b>248</b>	<b>202.07</b>	<b>248</b>	<b>203.08</b>	<b>250</b>	<b>201.61</b>	<b>255</b>	<b>205.36</b>	<b>252</b>	<b>203.28</b>	<b>255</b>	<b>205.36</b>

*NOTE: Board of Education staffing and FTEs are available in the Board of Education budget document.*

## Employees Bargaining Organizations

<i>Employee Group</i>	<i>Bargaining Organization</i>	<i># Member Employees</i>	<i>Contract Exp. Date</i>
<b>GENERAL GOVERNMENT</b>			
Dispatchers	UPSEU Local 424 Unit 101	8	June 30, 2024
Library	Local 1303-431 AFSCME	17	June 30, 2024
Police	Cheshire Police Union	46	June 30, 2024
Public Works	Local 1303-202 AFSCME, CT Council 4, AFL-CIO	33	June 30, 2024
Town Hall Employees	Local 1303-347 AFSCME, CT Council 4, AFL-CIO	<u>35</u>	June 30, 2024
<i>Total</i>		<i>139</i>	
<b>BOARD OF EDUCATION</b>			
Administrators	Cheshire Administrative Personnel	18	June 30, 2024
Teachers	Educational Association of Cheshire	388	June 30, 2025
Clerical	Cheshire Educational Secretaries and Technicians United	53	June 30, 2023
Custodial	Cheshire Custodians Local 424- Unit 19 of United Public Service Employees Union	24	June 30, 2023
Instructional and Teacher Assistants/Lunch Room and Playground Aides	Cheshire Instructional Assistants Association, CSEA Inc., SEIU, AFL-CIO, Local 2001 CTW	<u>210</u>	June 30, 2022
<i>Total</i>		<i>693</i>	

March 10, 2022



**NET GRAND LIST OF OCTOBER 1, 2021  
AFTER BOARD OF ASSESSMENT APPEALS**

	OCTOBER 1, 2020	OCTOBER 1, 2021	CHANGE	% INCREASE
REAL ESTATE	\$2,441,287,669	\$2,458,109,169	\$16,821,500	0.69%
PERS PROPERTY	171,668,788	178,122,006	6,453,218	3.76%
MOTOR VEHICLES	<u>265,326,370</u>	<u>329,382,850</u>	<u>64,056,480</u>	24.14%
TOTALS	<u>\$2,878,282,827</u>	<u>\$2,965,614,025</u>	<u>\$87,331,198</u>	3.03%

**TEN HIGHEST TAXPAYERS  
REAL ESTATE, MOTOR VEHICLE, AND PERSONAL PROPERTY**

	TAXPAYER	NATURE OF BUSINESS	TAXABLE VALUATION AS OF 10/1/2021	% OF NET TAXABLE GRAND LIST
1.	CONNECTICUT LIGHT & POWER	<i>Utility</i>	51,107,150	1.72%
2.	BOZZUTOS	<i>Wholesale Food Distribution</i>	48,608,160	1.64%
3.	INDUSTRIAL AVE LLC	<i>Wholesale Food Distribution</i>	39,620,260	1.34%
4.	YANKEE GAS SERVICE SVC	<i>Utility</i>	17,457,660	0.59%
5.	MACYS CORPORATE SERVICES	<i>Warehouse/Distribution</i>	16,936,028	0.57%
6.	G&I IX CHESHIRE LLC	<i>Office/Research/Development</i>	14,829,890	0.50%
7.	WFM PROPERTIES CHESHIRE LLC	<i>Wholesale Food Distribution</i>	14,592,630	0.49%
8.	CHESHIRE SURGERY CENTER	<i>Real Estate</i>	7,974,650	0.27%
9.	CHESHIRE ILR LLC	<i>Real Estate</i>	7,770,000	0.26%
10.	EDAC TECHNOLOGIES CORP	<i>Real Estate</i>	<u>7,578,150</u>	<u>0.26%</u>
	TOTAL		<u>226,474,578</u>	<u>7.64%</u>

**Town of Cheshire, Connecticut**

**Ratios of Net General Bonded Debt Outstanding  
Last Ten Fiscal Years  
(Unaudited)**

Fiscal Year	General Obligation Bonds <sup>(1)</sup>	Less: Amount Available in Debt Service Reserve <sup>(2)</sup>	Total	Percentage of Actual Taxable Value of Property <sup>(3)</sup>	Per Capita <sup>(4)</sup>
2012	\$ 51,852,672	\$ 117,420	\$ 51,735,252	1.78%	\$ 1,760
2013	58,250,772	149,098	58,101,674	1.99%	1,971
2014	52,153,739	143,576	52,010,163	1.77%	1,760
2015	61,840,929	137,875	61,703,054	2.23%	2,083
2016	56,739,246	169,825	56,569,421	2.02%	1,905
2017	69,314,732	204,218	69,110,514	2.44%	2,362
2018	63,930,680	643,248	63,287,432	2.22%	2,163
2019	73,120,624	597,509	72,523,115	2.52%	2,477
2020	67,393,592	659,648	66,733,944	2.32%	2,290
2021	76,977,021	555,160	76,421,861	2.62%	2,622

**Note:** Details regarding the Town's outstanding debt, including general obligation bonds and notes, may be found in the notes to the basic financial statements.

<sup>(1)</sup> This is the general bonded debt of governmental activities, net of original issuance discounts and premiums.

<sup>(2)</sup> This is the amount committed for debt service principal payments.

<sup>(3)</sup> See the Schedule of Assessed Value and Estimated Actual Value of Taxable Property for property value data.

<sup>(4)</sup> Population data can be found in the Schedule of Demographic and Economic Statistics.

**MISCELLANEOUS STATISTICS**

*(As of year-end 2021)*

**GENERAL**

◆ Date of Incorporation:	1780	◆ First Charter Adopted:	June 9, 1971
◆ Form of Government:	Council/Manager	◆ Present Charter Amended:	January 1, 2018

**FACILITIES AND INFRASTRUCTURE**

<b><i>Town Facilities</i></b>	<b>#</b>	<b><i>Town Infrastructure and property</i></b>	
Animal Control Facility	1	Miles of streets	153
Artsplace	1	Miles of sidewalks	115
Community Pool	1	Miles of sanitary sewers	120
Fire Stations and Annex	4	Acres of parks and recreation areas	335
Hitchcock-Phillips House	1	Acres of Land Acquisition/Open Space	1,576
Parks and Recreation Garage	1		
Police Station	1		
Public Library	1	<b><i>School Facilities</i></b>	<b>#</b>
Public Works Complex	1	Kindergartens	1
Pumping Stations	9	Elementary Schools	4
Senior Center	1	Middle Schools	1
Town Hall	1	High Schools	1
Waste Water Treatment Plant	1	Board of Education	1
Yellow House	1		
Youth Center	1	TOTAL ENROLLMENT	4,191
Residential property:			
Lassen Farm house	1		
Lock 12 house	1		

**TAX EXEMPT PROPERTY (as of October 1, 2021)**

<b><i>Private</i></b>	<b><i>Assessed Value</i></b>	<b><i>Public</i></b>	<b><i>Assessed Value</i></b>
Volunteer Fire	472,400	U.S. Government	0
Scientific	4,981,680	State of Connecticut	156,208,160
Educational	19,686,500	Town of Cheshire	113,135,520
Historical	247,670	City of Meriden	3,506,270
Charitable	3,686,330	South Central Connecticut/ Regional Water Authority	0
Cemeteries	1,132,320		19,735,218
Churches	20,582,700	<i>Subtotal Public</i>	<u>292,585,168</u>
Hospitals and Sanitariums	42,429,350		
Private Colleges	14,827,550	TOTAL EXEMPT	400,631,668
<i>Subtotal Private</i>	<u>108,046,500</u>	% OF NET TAXABLE GRAND LIST	13.51%

**Demographic and Economic Statistics  
Last Ten Fiscal Years  
(Unaudited)**

Fiscal Year Ended June 30	Population <sup>(1)</sup>	Per Capita Personal Income <sup>(1)</sup>	Personal Income <sup>(2)</sup>	Median Household Income <sup>(2)</sup>	Median Age <sup>(2)</sup>	School Enrollment <sup>(3)</sup>	Unemployment Rate <sup>(4)</sup>
2012	29,399	\$ 48,124	\$ 1,414,797,476	\$ 111,416	38.1	4,805	7.8%
2013	29,472	42,172	1,242,893,184	107,486	42.0	4,652	6.5%
2014	29,546	42,043	1,242,202,478	106,322	43.1	4,594	5.0%
2015	29,620	43,583	1,290,928,460	107,716	42.9	4,523	3.3%
2016	29,694	44,280	1,314,850,320	106,489	43.7	4,393	4.6%
2017	29,254	45,164	1,321,227,656	108,559	45.1	4,342	2.8%
2018	29,254	45,164	1,321,227,656	108,559	45.0	4,284	2.9%
2019	29,274	47,012	1,376,229,288	107,579	45.8	4,270	2.4%
2020	29,147	48,968	1,427,270,296	112,945	46.0	4,188	4.7%
2021	29,147	52,013	1,516,022,911	120,546	46.2	4,122	5.0%

(1) U.S. Census Bureau

(2) Connecticut Economic Resource Center Data Finder - Applied Geographic Solutions

(3) Cheshire Public Schools

(4) Connecticut Department of Labor

### Age Distribution of the Population

Age	Town of Cheshire		State of Connecticut	
	Number	Percent	Number	Percent
Under 5 years.....	1,071	3.7%	186,188	5.2%
5 to 9 years.....	1,367	4.7	206,536	5.7
10 to 14 years.....	1,843	6.3	225,831	6.3
15 to 19 years.....	2,053	7.0	249,777	6.9
20 to 24 years.....	1,664	5.7	245,849	6.8
25 to 34 years.....	2,619	8.9	439,239	12.2
35 to 44 years.....	3,534	12.1	433,401	12.1
45 to 54 years.....	5,306	18.1	535,611	14.9
55 to 59 years.....	2,410	8.2	266,501	7.4
60 to 64 years.....	2,332	8.0	229,788	6.4
65 to 74 years.....	2,872	9.8	318,515	8.9
75 to 84 years.....	1,417	4.8	167,133	4.6
85 years and over.....	786	2.7	90,109	2.5
<b>Total.....</b>	<b>29,274</b>	<b>100.0%</b>	<b>3,594,478</b>	<b>100.0%</b>

Source: American Community Survey, 2013-2017.

### Income Distribution

	Town of Cheshire		State of Connecticut	
	Families	Percent	Families	Percent
Less than \$10,000.....	-	0.0%	27,787	3.1%
\$10,000 to \$14,999.....	33	0.4	16,143	1.8
\$15,000 to \$24,999.....	90	1.2	41,072	4.6
\$25,000 to \$34,999.....	206	2.7	52,218	5.8
\$35,000 to \$49,999.....	262	3.4	82,371	9.2
\$50,000 to \$74,999.....	1,088	14.1	134,356	15.0
\$75,000 to \$99,999.....	1,015	13.2	122,244	13.6
\$100,000 to \$149,999.....	1,964	25.5	186,352	20.8
\$150,000 to \$199,999.....	1,455	18.9	100,359	11.2
\$200,000 or more.....	1,599	20.7	132,765	14.8
<b>Total.....</b>	<b>7,712</b>	<b>100.0%</b>	<b>895,667</b>	<b>100.0%</b>

Source: American Community Survey, 2013-2017.

### Educational Attainment

	Town of Cheshire	State of Connecticut
Percent High School Graduate or Higher	95.4%	90.2%
Percent Bachelor Degree or Higher	53.4%	38.4%

### Breakdown of Land Use

Land Use Category	Total Area		Residential		Commercial		Industrial	
	Acres	Percent	Acres	Percent	Acres	Percent	Acres	Percent
Developed .....	9,428.43	44.6%	7,659.80	41.9%	174.50	88.7%	1,862.47	70.0%
Undeveloped .....	11,699.57	55.4	10,611.50	58.1	22.20	11.3	797.52	30.0
<b>Total</b>	<b>21,128.00</b>	<b>100.0%</b>	<b>18,271.30</b>	<b>100.0%</b>	<b>196.70</b>	<b>100.0%</b>	<b>2,659.99</b>	<b>100.0%</b>

Source: Town Planner and Tax Assessor, Town of Cheshire, 2016.

**V. Debt Summary**  
**Long-Term Bonded Debt**  
**As of April 20, 2021**  
**(Pro Forma)**

<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Rate</b>	<b>Purpose</b>	<b>Original Issue Amount</b>	<b>Balance Outstanding</b> <sup>4</sup>
<b>General Purpose</b>					
05/07/14	08/01/21	2.00-5.00	General Purpose Refunding Bonds	\$ 6,252,000	\$ 288,000
02/26/15	07/15/34	2.00-5.00	General Purpose Bonds	12,044,268	8,873,000
03/13/15	01/15/29	2.00-5.00	General Purpose Refunding Bonds	2,977,000	1,919,000
03/31/16	07/15/30	2.00-4.00	General Purpose Refunding Bonds	3,226,000	2,573,000
03/06/17	07/15/36	2.00-5.00	General Purpose Bonds	12,015,000	10,116,000
03/06/19	07/15/38	3.00-5.00	General Purpose Bonds	10,016,472	9,495,000
<b>Sub-total General Purpose</b> .....				46,530,740	33,264,000
<b>Schools</b> <sup>1</sup>					
05/07/14	08/01/21	2.00-5.00	School Refunding Bonds	2,880,000	102,000
02/26/15	07/15/34	2.00-5.00	School Bonds	2,909,732	2,146,000
03/13/15	01/15/29	2.00-5.00	School Refunding Bonds	980,000	628,000
03/31/16	07/15/30	2.00-4.00	School Refunding Bonds	1,476,000	1,186,000
03/06/17	07/15/36	2.00-5.00	School Bonds	2,985,000	2,511,000
03/06/19	07/15/38	3.00-5.00	School Bonds	3,533,500	3,345,000
<b>Sub-total Schools</b> .....				14,764,232	9,918,000
<b>Sewers</b> <sup>2</sup>					
09/30/07	03/31/27	2.00	CWF 481-C / WWT Plant <sup>3,5</sup>	5,226,439	1,775,795
09/30/07	03/31/27	2.00	CWF 112-CSL / WWT Plant <sup>3,5</sup>	1,497,614	508,846
02/26/15	07/15/34	2.00-5.00	Sewer Bonds	46,000	31,000
03/13/15	01/15/29	2.00-5.00	Sewer Refunding Bonds	1,008,000	633,000
03/31/16	07/15/30	2.00-4.00	Sewer Refunding Bonds	1,238,000	991,000
03/06/17	07/15/36	2.00-5.00	Sewer Bonds	2,500,000	2,098,000
07/01/17	07/01/37	2.00	CWF 618-DC / WWT Plant <sup>3,5</sup>	24,428,785	19,237,667
03/06/19	07/15/38	3.00-5.00	Sewer Bonds	950,028	900,000
<b>Sub-total Sewers</b> .....				36,894,866	26,175,308
<b>Total Outstanding Long Term Debt</b> .....				98,189,838	69,357,308
<b>This Issue</b>					
<b>The Series A Bonds</b>					
04/20/21	07/15/40	2.00-4.00	General Purpose Bonds	10,690,000	10,690,000
04/20/21	07/15/40	2.00-4.00	School Bonds	2,860,000	2,860,000
04/20/21	07/15/40	2.00-4.00	Sewer Bonds	450,000	450,000
<b>Sub-total Series A Bonds</b> .....				14,000,000	14,000,000
<b>The Series B Bonds</b>					
04/20/21	07/15/32	2.00-4.00	General Purpose Refunding Bonds	6,200,000	6,200,000
04/20/21	07/15/32	2.00-4.00	School Refunding Bonds	2,940,000	2,940,000
04/20/21	07/15/32	2.00-4.00	Sewer Refunding Bonds	585,000	585,000
<b>Sub-total Series B Bonds</b> .....				9,725,000	9,725,000
<b>Grand-Total</b> .....				\$ 112,189,838	\$ 93,082,308

<sup>1</sup> The State of Connecticut Bureau of School Building Grants will reimburse the Town for the State's share of eligible principal and interest costs over the life of any bonds issued for projects authorized by the General Assembly prior to July 1, 1996.

<sup>2</sup> Does not include Cheshire's obligation to make annual payments to Waterbury to pay a portion of debt service for the Town's use of Waterbury's sewer treatment facilities by Cheshire. The remaining principal amount is \$6,185.

<sup>3</sup> Permanently financed under the State of Connecticut Clean Water Fund Program.

<sup>4</sup> Excludes Refunded Bonds.

<sup>5</sup> Debt service will be paid directly from the Water Pollution Control Fund with usage fees.

**Current Debt Ratios  
As of April 20, 2021  
(Pro Forma)**

Population (2019) <sup>2</sup> .....	29,147
Net Taxable Grand List (10/1/20) (70% of Estimated Full Value) ....	\$ 2,878,503,000
Estimated Full Value .....	\$ 4,112,147,143
Equalized Net Taxable Grand List (10/1/18) <sup>1</sup> .....	\$ 4,002,765,243
Income per Capita (2010) <sup>3</sup> .....	\$ 40,498
Income per Capita (2019) <sup>2</sup> .....	\$ 52,013

	<b>Total Direct Debt \$93,082,308</b>	<b>Total Net Direct Debt \$93,004,748</b>	<b>Total Overall Net Debt \$93,004,748</b>
Per Capita .....	\$3,193.55	\$3,190.89	\$3,190.89
Ratio to Net Taxable Grand List .....	3.23%	3.23%	3.23%
Ratio to Estimated Full Value .....	2.26%	2.26%	2.26%
Ratio to Equalized Net Taxable Grand List .....	2.33%	2.32%	2.32%
Debt per Capita to Income per Capita (2010) ...	7.89%	7.88%	7.88%
Debt per Capita to Income per Capita (2019) ...	6.14%	6.13%	6.13%

<sup>1</sup> Office of Policy and Management, State of Connecticut.

<sup>2</sup> American Community Survey, 2015-2019.

<sup>3</sup> U.S. Bureau of Census.

**Authorized but Unissued Debt  
As of April 20, 2021  
(Pro Forma)**

<b>Project</b>	<b>Amount Authorized</b>	<b>Amount Previously Financed <sup>2</sup></b>	<b>This Issue Series A Bonds</b>	<b>Authorized &amp; Unissued</b>	<b>Estimated Grants Receivable <sup>1</sup></b>
General Purpose .....	\$ 12,573,843	\$ -	\$ 10,690,000	\$ 1,883,843	\$ 2,235,352
Schools .....	3,445,455	-	2,860,000	585,455	1,014,400
Sewers .....	845,000	-	450,000	395,000	-
<b>Total .....</b>	<b>\$ 16,864,298</b>	<b>\$ -</b>	<b>\$ 14,000,000</b>	<b>\$ 2,864,298</b>	<b>\$ 3,249,752</b>

<sup>1</sup> Subject to audit.

<sup>2</sup> Includes the amount the Town has permanently financed and amounts received through grants and equity

**Principal Amount of Outstanding Debt  
Last Five Fiscal Years**

<b>Fiscal Year Ending 6/30</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Long-Term Debt .....	\$ 90,285,983	\$ 94,767,927	\$ 86,340,315	\$ 97,323,044	\$ 60,648,000
Short-Term Debt .....	-	-	-	-	-
<b>Total .....</b>	<b>\$ 90,285,983</b>	<b>\$ 94,767,927</b>	<b>\$ 86,340,315</b>	<b>\$ 97,323,044</b>	<b>\$ 60,648,000</b>

Source: Annual audited financial statements.

TOWN OF CHESHIRE SUMMARY OF REFERENDA RESULTS 1995 TO 2021

YEAR REFEREND A HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2021	2	2	\$9,600,000	\$1,700,000	Road Improvement Program	7,596	77%				
				\$7,900,000	Development of Chapman/Bartlem Park South						
2020	3	3	\$3,620,000	\$1,400,000	HVAC & Locker Room Improvements at Police Station	16,877	57%				
				\$1,600,000	Road Improvement Program						
				\$620,000	Road Reconstruction of Industrial Avenue						
2019	7	7	\$5,210,000	\$310,000	Technology - Town and School Security	7,202	76%				
				\$100,000	Land Acquisition						
				\$1,700,000	Road Improvement Program						
				\$1,800,000	West Johnson Ave. Bridge Repairs						
				\$250,000	Cheshire High School Window Replacements						
2018	6	6	\$4,070,000	\$640,000	Fire Truck Pumping Engine	13,345	66%				
				\$1,500,000	Road Improvement Program						
				\$250,000	Cheshire High School Window Replacements						
				\$250,000	District Lavatory Improvements Program						
				\$340,000	Removal/Replacement Underground Oil Storage Tanks @ Doolittle, Humiston, Chapman and Dodd						
2017	8	6	\$3,913,000	\$1,090,000	Districtwide School Security Improvements	13,400	73%				
				\$0	Town Charter						
								2	\$1,350,000		
					Cook Hill Pump Station Rehabilitation	6,158	66%				
					Norton & Doolittle Lavatory Improvments	6,249	71%				
					Public Safety Radio	6,182	55%				
					Road Repavement	6,620	71%				
					CHS Window Replacement	6,266	68%				

YEAR REFEREND A HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
Charter Revision Town Clerk to Appointed Position											
										\$0	Interchange Zone
										\$1,350,000	Infrastructure Improvements
2016	7	7	\$11,098,000	\$3,163,000	Public Safety Radio	14,967	55%	0			
				\$635,000	Fire Truck Pumping Engine	15,076	68%				
				\$1,650,000	Road Repavement Program	15,137	73%				
				\$3,500,000	West Johnson Pump Station	14,803	55%				
				\$375,000	School Lavatory Improvements	15,134	71%				
				\$275,000	CHS Window Replacement	15,114	65%				
*				\$1,500,000	Land Acquisition (Chapman)*	2,567	66%				
2015	6	6	\$7,208,000	\$500,000	Land Acquisition	6,507	64%	0			
				\$1,750,000	Road Repavement	6,516	75%				
				\$3,125,000	East Johnson Bridge at Quininiac River	6,460	57%				
				\$1,383,000	Interior Improvements to CHS	6,525	69%				
				\$200,000	CHS Science Classrooms and Lab Improvements	6,239	75%				
				\$250,000	CHS Window Replacement	6,218	73%				
2014	5	5	\$4,930,000	\$1,000,000	Land Acquisition	10,971	51%	0			
				\$1,080,000	Aerial Fire Truck	11,190	62%				
				\$850,000	Creamery Rd Bridge	11,014	63%				
				\$1,750,000	Road Repavement	11,135	76%				
				\$250,000	CHS Locker Room	11,163	62%				
2013	4	4	\$6,451,000	\$651,000	Technology Reserve Fund	7,739	63%	0			
				\$850,000	Blacks Rd Bridge	7,739	65%				
				\$1,750,000	Road Repavement	7,805	76%				
				\$3,200,000	Pool Membrane	7,916	56%				



YEAR REFEREND A HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2012	3	3	\$34,400,000					0			
				\$750,000	Technology Reserve Fund	13,750	56%				
				\$1,500,000	Road Repavement	13,908	68%				
				\$32,150,000	WWTP Upgrades	13,503	68%				
2011	2	1	\$1,500,000	\$1,500,000	Road Repavement	5,579	68%	1	\$30,000,000	\$30,000,000	
2010	6	4	\$3,175,000	\$425,000	CFD Breathing Apparatus	11,575	76%	2	\$7,393,000		WWTP Upgrades
				\$1,500,000	Road Repavement	11,517	62%				
				\$1,000,000	District Roof Updates	11,438	55%				
				\$250,000	Dodd Cafeteria Imp.	11,498	52%				
						11,504	39%			\$325,000	CHS Track
*						4,205	39%			\$7,068,000	Permanent Pool Enclosure*
2009	7	7	\$5,450,000	\$600,000	Country Club Rd Bridge	6,393	61%	0			
				\$1,000,000	Road Repavement	6,356	54%				
				\$1,150,000	Mixville Pump Station	6,377	60%				
				\$1,500,000	WWTP Upgrade Design	6,386	67%				
				\$450,000	Plant/Pump Stat. Impvmnts	6,189	64%				
				\$500,000	CHS Infrastructure	6,220	57%				
2008	6	5	\$2,600,000	\$250,000	BOE Energy/Windows	6,174	53%	1	\$1,000,000	\$1,000,000	
				\$1,000,000	Road Improvement	13,712	59%				
				\$500,000	Bridge/Culvert/Dam Impvmnts	13,958	59%				
				\$200,000	Sanitary Sewer Expansion	13,827	56%				
				\$400,000	CHS Infrastructure	14,047	57%				
				\$500,000	BOE Energy/Windows	13,512	58%				
2007	5	5	\$2,765,000	\$1,000,000	Mixville Pump Station	13,760	45%		\$1,000,000	\$1,000,000	
				\$1,000,000	Land Acquisition	6,268	61%	0			
				\$455,000	Replace Pump Engine	6,277	70%				
				\$210,000	Sanitary Sewer Expansion	6,258	68%				

YEAR REFEREND A HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
				\$500,000	WWTP Upgrade	6,255	74%				
				\$600,000	Humiston Fire Safety	6,180	58%				
2006	3	3	\$2,650,000					0			
				\$1,400,000	Fire Station #3 Renovation	9,267	64%				
				\$500,000	Norton School Energy	9,143	67%				
				\$750,000	Lilac Pump Station Rehab	9,020	58%				
2005	3	2	\$3,000,000					1	\$900,000	\$900,000	
				\$2,500,000	Roads and Sidewalks	6,642	67%				
				\$500,000	CHS Roof	6,647	72%				
						6,578	34%		\$900,000	\$900,000	Linear Trail
2004	3	3	\$3,905,000					0			
				\$375,000	Replace Pump Engine #2	12,264	71%				
				\$2,130,000	Landfill Remediation	12,059	61%				
				\$1,400,000	Mansion Rd Pump	11,967	60%				
2003	1	1	\$6,400,000	\$6,400,000	WWTP Denitrification	5,606	65%	0			
2002	3	3	\$5,350,000					0			
				\$3,000,000	Land Acquisition	9,600	63%				
				\$450,000	WWTP Denitrification	9,527	71%				
				\$1,900,000	Dodd MS Addition	9,501	51%				
2001	2	2	\$1,225,000					0			
				\$425,000	Replace Rescue Fire 1	5,892	70%				
				\$800,000	Mountain Rd Pump Station	5,715	58%				
2000	1	1	\$1,200,000	\$1,200,000	Glenbrook Dr Sewer	11,346	56%	0			
1999	4	4	\$5,900,000					0			
				\$1,450,000	Highland School Roof/Code	6,088	71%				
				\$500,000	Land Acquisition	6,073	65%				
				\$3,000,000	Rd Repave/Waterlines	6,082	66%				
*				\$950,000	Senior Center Renovation*	1,599	52%				
1998	4	3	\$10,650,000					1	\$600,000	\$600,000	Pool
				\$1,000,000	Land Acquisition	9,699	48%				
				\$650,000	Byam Rd Fire Station	9,589	60%				
				\$9,000,000	CHS Reno/Addition	9,529	62%				
						9,692	69%				
1997	3	3	\$5,500,000					0			

YEAR REFERENDUM HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
				\$1,000,000	Senior Ctr Additions	6,255	67%				
				\$1,000,000	Land Acquisition	6,182	64%				
				\$3,500,000	Road s and Watermains	6,218	71%				
1996	2	2	\$3,900,000					0			
				\$1,000,000	Land Acquisition	12,081	61%				
				\$2,900,000	Pool Construction	12,270	56%				
1995	7	7	\$7,931,029					0			
				\$0	Town Charter Amendment	5,734	67%				
				\$500,000	Land Acquisition	6,010	62%				
				\$700,000	Elmwood Dr Pump Station	5,918	67%				
				\$300,000	Water Line Extensions	5,891	66%				
				\$675,000	Fire Ladder Truck	5,979	61%				
				\$1,200,000	BOE Code and Energy	5,960	62%				
*				\$4,300,000	Roads and Watermains*	1,812	72%				
*				\$256,029	Darcey Birth-to-3*	1,808	70%				
TOTALS	<u>113</u>	<u>105</u>	<u>\$163,601,029</u>	<u>\$163,601,029</u>	(average % of yes votes)	<u>8</u>	63%	<u>8</u>	<u>\$43,143,000</u>	<u>\$43,143,000</u>	
PERCENTAGE			92.92%	79.13%					7.08%	20.87%	

\*Separate Referendum Election

**\$ 1 MILLION BOND ISSUE  
AMORTIZATION SCHEDULE  
4%**

YEAR	PRINCIPAL	INTEREST	TOTAL	Mill Rate Increase (4)
0	\$ -	\$ -	\$ -	\$ -
1	-	36,667	36,667	0.0129
2	52,600	40,000	92,600	0.0327
3	52,600	37,896	90,496	0.0319
4	52,600	35,792	88,392	0.0312
5	52,600	33,688	86,288	0.0304
6	52,600	31,584	84,184	0.0297
7	52,600	29,480	82,080	0.0290
8	52,600	27,376	79,976	0.0282
9	52,600	25,272	77,872	0.0275
10	52,600	23,168	75,768	0.0267
11	52,600	21,064	73,664	0.0260
12	52,600	18,960	71,560	0.0252
13	52,600	16,856	69,456	0.0245
14	52,600	14,752	67,352	0.0238
15	52,600	12,648	65,248	0.0230
16	52,600	10,544	63,144	0.0223
17	52,600	8,440	61,040	0.0215
18	52,600	6,336	58,936	0.0208
19	52,600	4,232	56,832	0.0201
20	53,200	2,104	55,304	0.0195
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 436,859</b>	<b>\$ 1,436,859</b>	<b>\$ 0.5069</b>

**ASSUMPTIONS**

Average \$ 0.0253

- 1) 4.00% interest rate
- 2) Straight-line principal amortization, 20 years.
- 3) First interest payment due 11 months after issue and delayed principal from one-year of first principal payment.
- 4) FY 2022 value of a mill - \$2,834,450 (based on 2020 Grand List)

COMPARATIVE TOWNS DATA

	BRANFORD	CHESHIRE	GLASTONBURY	NEW MILFORD	NEWINGTON	NEWTOWN	NORTH HAVEN	SOUTH WINDSOR	TRUMBULL	VERNON	WETHERSFIELD	WINDSOR
2019 Population	27,900	28,937	34,482	26,805	30,014	27,891	23,683	26,162	35,673	29,359	26,008	28,793
S & P Bond Rating	AAA	AAA	AAA	AA+	AA+	AAA	AAA	AA+	AA+	Aa2	AA+	AAA
19 per capita income	\$48,471	\$52,013	\$60,863	\$45,118	\$39,387	\$57,386	\$47,106	\$47,910	\$51,818	\$36,384	\$45,922	\$41,080
rank	5	3	1	9	11	2	7	6	4	12	8	10
FY20 equalized net grand list	\$5,424,165,983	\$4,002,765,243	\$6,164,889,918	\$4,521,426,196	\$3,992,003,012	\$4,813,620,373	\$4,390,105,930	\$4,276,879,349	\$7,073,070,227	\$2,855,984,613	\$3,317,732,536	\$4,440,713,889
rank	3	9	2	5	10	4	7	8	1	12	11	6
19 fund balance as % of budget	27.9%	12.5%	16.7%	21.7%	20.9%	11.9%	10.8%	18.4%	14.3%	23.7%	12.9%	25.4%
rank	1	10	7	4	5	11	12	6	8	3	9	2
19 per capita debt	\$3,469	\$5,937	\$3,665	\$2,018	\$2,658	\$3,484	\$8,682	\$3,769	\$5,197	\$3,796	\$4,139	\$4,162
rank	3	11	5	1	2	4	12	6	10	7	8	9
19 tax collection rate	95.7%	99.6%	99.2%	96.8%	98.7%	98.1%	96.8%	98.0%	98.0%	97.5%	97.9%	98.7%
rank	12	1	2	10 (T)	3 (T)	5	10 (T)	6 (T)	6 (T)	9	8	3 (T)
19 property tax as % of revenue	87.1%	78.0%	86.9%	72.8%	81.2%	81.5%	83.2%	82.7%	86.4%	70.7%	82.2%	79.8%
rank	1	10	2	11	8	7	4	5	3	12	6	9
19 per capita expenditures	\$3,941	\$3,960	\$4,768	\$4,042	\$3,950	\$4,580	\$4,544	\$4,510	\$5,071	\$3,318	\$4,087	\$3,851
rank	10	8	2	7	9	3	4	5	1	12	6	11
19 per capita taxes	\$3,685	\$3,145	\$4,375	\$3,040	\$3,386	\$3,842	\$3,730	\$3,966	\$4,435	\$2,478	\$3,518	\$3,422
rank	6	10	2	11	9	4	5	3	1	12	7	8

(rank is among listed towns only) Source: OPM Municipal Fiscal Indicators (April 2021)

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# **GLOSSARY OF TERMS**

## GLOSSARY OF TERMS

### [A]

**ACCRUAL BASIS** - Method of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

**ADOPTED BUDGET** - The official expenditure plan as authorized by the Town Council for a specified fiscal year.

**APPROPRIATION** - An authorization made by the Town Council permitting officials to incur obligations and make expenditures for specific purposes. Appropriations are usually for fixed amounts and are typically granted for a one-year period.

**ASSESS** - To establish an official property value for taxation.

**ASSESSED VALUATION** - A valuation set upon real estate or other property by a government as a basis for levying taxes.

**ASSET** - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

**AUDIT** - A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

**AUTHORIZED BONDS** - Bonds that are legally authorized to be sold which may or may not have been sold.

### [B]

**BALANCED BUDGET** - A budget is balanced when current expenditures are equal to revenues.

**BOND ANTICIPATION NOTES (BANs)** - Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**BOND (DEBT INSTRUMENT)** - A written promise to pay a specific sum of money, principal plus interest, within a specific period of time (maturity date). Bonds are typically used for long term debt to pay for specific capital expenditures.

**BONDS AUTHORIZED AND UNISSUED** - Bonds that have been authorized legally but not issued and that can be issued and sold without further authorization.

**BUDGET** - A financial plan containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.



## GLOSSARY OF TERMS, continued

**BUDGET MESSAGE** - A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

**BUDGET ORDINANCE** - Legal instrument used by the Town Council to establish spending authority for the Town.

### [C]

**CAPITAL ASSETS** - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

**CAPITAL EXPENDITURE BUDGET** - A financial plan for proposed capital expenditures and the means of financing them. The capital expenditure budget is the first year of the Capital Expenditure Plan and must be adopted by Ordinance.

**CAPITAL EXPENDITURE PLAN (CEP)** - A long-range plan covering 5 years which outlines proposed capital improvement projects, estimates their costs and identifies funding sources for those projects.

**CAPITAL NON RECURRING (CNR)** - An account established to pay for capital needs on a "cash" basis in lieu of borrowing funds through the issuance of debt financing.

**CAPITAL PROJECT** - A project which is expected to have a useful life of 5 years or more and which constitutes an expense in excess of \$110,000.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - The annual financial report of a government that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

### [D]

**DEBT SERVICE** - Payment of interest and repayment of principal to the holders of the Town's bonds.

**DEBT SERVICE FUND** - Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEFERRED COMPENSATION PLANS** - Retirement plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

## GLOSSARY OF TERMS, *continued*

**DEFINED BENEFIT PENSION PLAN** - A pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service and final average compensation.

**DELINQUENT TAXES** - Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached.

**DEPRECIATION** - In accounting, is the process of allocating in a systematic and rational manner the cost of a capital asset over the period of its useful life.

### [E]

**EFFICIENCY** - Indicator of how well an organization is using its resources, expressed as a ratio between input and outcome or output.

**ENCUMBRANCE** - A reserve of financial resources (i.e. purchase order) that will be used to pay for specified goods and services that have not yet been delivered.

**ENTERPRISE FUND** - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**EXPENDITURES** - The total amount of funds paid out by a government to acquire various goods and services.

**EQUALIZED MILL RATE** - The adjusted tax levy divided by the equalized net Grand List.

**EQUALIZED NET GRAND LIST** - The estimate of the market value of all taxable property in a municipality.

### [F]

**FIDUCIARY FUND** - Funds used to account for assets in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**FISCAL YEAR** - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FIXED COSTS** - Cost of providing goods or services that do not vary proportionately to the volume of goods or services provided (e.g., insurance and contributions to retirement systems).

**FORECLOSURE** - The seizure of property as payment for delinquent tax or special assessment obligations. Ordinarily, property foreclosed is resold to liquidate delinquent tax or special assessment obligations, but on occasion governments retain possession for their own needs.

**FTE** - Full Time Equivalent.

## GLOSSARY OF TERMS, continued

**FUNCTION** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**FUND** - A fiscal and accounting entity, with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** - The difference between fund assets and liabilities reported in a governmental fund.

**FUND TYPE** - Any one of eleven classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

### [G]

**GENERAL FUND** - The fund supported by taxes, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - GAAP refers to a set of accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

**GENERAL OBLIGATION BONDS** - Bonds issued by the government that are secured by the issuers full faith and credit.

**GFOA** - Government Finance Officers Association

**GRAND LIST** - Compilation of all taxable and non-taxable real estate, personal property, and motor vehicles within the boundaries of the Town of Cheshire. This list shows all gross assessments and exceptions and is filed in the Town Clerk's Office by the Assessor annually by January 31st, unless otherwise specifically provided by law.

**GRANT** - A contribution by a government or other organization to support a particular function or program (i.e. education).

**GROSS BONDED DEBT** - The total amount of direct debt of a government, represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

### [H]

**HSA** - Health Savings Account.

## GLOSSARY OF TERMS, continued

### [I]

**INPUT** - The amount of resources used to produce a program or provide a service, generally expressed in expenditure or labor units.

**INTERNAL SERVICE FUND** - Proprietary fund type that may be used to account for the financing of goods or services provided by one department to another on a cost-reimbursement basis.

### [J], [K], [L]

**LEVY** - (1) [Verb] To impose taxes, special assessments or service charges for the support of government activities. (2) [Noun] The total amount of taxes, special assessments or service charges imposed by a government.

### [M]

**MILL** - One one-thousandth of a dollar of assessed value.

**MILLAGE** - Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

**MODIFIED ACCRUAL** - A method of accounting for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

### [N]

**NET BONDED DEBT** - Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

### [O]

**OBJECT/OBJECT OF EXPENDITURE** - As used in expenditure classification, applies to the article purchased or the service obtained, rather than to the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

**OPERATING BUDGET** - Plans for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

**OPERATING RESULTS** - The amount by which actual revenues varied from budgeted revenues and actual expenditures varied from budgeted expenditures, aggregated in total, during a fiscal period.

## GLOSSARY OF TERMS, continued

**ORDINANCE** - A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

**OUTCOME** - Indicator of how well a program or service is accomplishing its mission.

**OUTPUT** - The amount of a service or program provided expressed in units of service delivered.

### [P]

**PERFORMANCE BUDGET** - A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classification, such as character and object class, but these are secondary to activity performance.

**PERFORMANCE MEASURE** - A systematic collection of data measuring an organization's effectiveness and efficiency in delivering a service.

**P.I.L.O.T.** - An acronym for payment in lieu of taxes.

**PROPERTY TAX** - A tax levied on the value of real property set annually by the Town Council to fund general government expenditures. The property tax is expressed as a dollar value per \$1,000 of assessed valuation.

### [Q], [R]

**REFUNDING BONDS** - Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

**RESOLUTION** - A special or temporary order of a legislative body; an order of legislative body requiring less legal formality than an ordinance or statute.

**REVALUATION** - Involves the reappraisal of all real estate in town in order to bring about uniformity in property valuations and to assure all property owners that they are paying only their fair share of taxes.

**REVENUES** - The gross income received by a government to be used for the provision of programs and services.

**GLOSSARY OF TERMS, continued**

**[S]**

**SPECIAL ASSESSMENT** - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** - Government fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purpose other than debt service or capital projects and exclusive of resources held in trust for individuals, private organization, or other governments.

**STATUTE** - A written law enacted by a duly organized and constituted legislative body.

**SURPLUS** - The amount by which revenues exceed expenditures during a fiscal period.

**[T]**

**TAXES** - Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

**TRANSFERS** - Movement of funds from one distinct accounting entity to another.

**[U]**

**UNASSIGNED FUND BALANCE** - The residual amount not allocated to any other fund balance category in the General Fund and any residual deficit balance of any other governmental funds.

**[V], [W], [X], [Y], [Z]**

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