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Connecticut**

July 1, 2019

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has once again recognized the Town of Cheshire with its Distinguished Budget Presentation Award for the budget documents for the fiscal year beginning July 1, 2019.

This annual award represents a significant achievement. A published budget document must meet the criteria for the highest principles of governmental budgeting as a policy document, as an operations guide, as a financial plan and as a communication device to receive this recognition.

The Town of Cheshire is committed to continually improving our budget documents, and will be submitting this budget once adopted for consideration for this award.

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

***List of Principal Officials***  
***March 10, 2021***

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## **TOWN COUNCIL**

Robert J. Oris, Jr., Chairman  
Tim Slocum, Vice Chairman  
David Borowy  
Jim Jinks  
Sylvia Nichols  
Sandy Pavano  
Peter Talbot  
David Veleber  
Don Walsh

## **TOWN MANAGER**

Sean M. Kimball

## **FINANCE DIRECTOR/TREASURER**

James J. Jaskot

**TOWN OF CHESHIRE**  
**PROPOSED FINANCIAL PLAN FOR COMMUNITY SERVICES**  
**PROPOSED FIVE YEAR CAPITAL EXPENDITURE PLAN AND ANNUAL CAPITAL BUDGET**  
**July 1, 2021 – June 30, 2022**

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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 2021-2022**  
**TOWN MANAGER PROPOSED**  
**OPERATING BUDGET;**  
**FIVE YEAR CAPITAL EXPENDITURE PLAN; AND**  
**FY 2022 ANNUAL CAPITAL BUDGET**

**Dear Members of the Cheshire Town Council,**

In accordance with Sections 7-1 and 7-2 of the Cheshire Town Charter, I am hereby submitting the Town Manager's Proposed Operating Budget for Fiscal Year 2021-2022 (FY 22) along with a proposed Five-Year Capital Expenditure Plan and Fiscal Year 2021-2022 (FY 22) Annual Capital Budget for your consideration.

The Town Charter requires submittal of the Operating Budget to the Town Council no later than March 10<sup>th</sup> annually and submittal of the Five-Year Capital Expenditure Plan and Annual Capital Budget no later than July 15<sup>th</sup>. Both proposed operating and capital budgets for FY 22 are hereby submitted together for consideration and adoption by the Town Council.

**FY 2021-2022 Proposed Operating Budget**

In developing this recommended budget, I sought to achieve the following primary objectives:

- Maintaining the delivery of Town services at the levels historically expected by residents and businesses of our community, including restoration of services either deferred or eliminated last year from the current budget in anticipation of the significant impact of 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. Improving the maintenance and user group service levels for our parks and recreational assets
  - d. Reorganizing staffing and departmental operations for the administrative and human resources function areas

## PROPOSED BUDGET AND ESTIMATED TAX IMPACT

It was incredibly challenging to develop this year's proposed budget due to the ongoing uncertainty created by the COVID-19 pandemic. Last year, the pandemic arrived just as the Town Manager's proposed FY21 budget was submitted to the Town Council for review and adoption. 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 proposed FY22 budget restores services levels and unfreezes some full-time positions as we plan for a fiscal year after July 1<sup>st</sup> that is operationally more in line with prior years, including summer camps and concerts, athletic events, expanded programing and the continued full availability of all Town facilities.

The Town's Grand List as filed in January for values as of October 1, 2020 grew by 1.21% or \$34,380,260 in assessed value. This marks the second straight year of above average grand list growth following last year's increase of 1.52%. This two-year stretch, totaling an increase of over 2.73%, is higher than any two consecutive years for non-revaluation grand lists in over 15 years. Real Estate increased by \$16,261,896 or 0.67%, Personal Property increased by \$3,492,059 or 2.08%, and Motor Vehicles increased by \$14,626,305 or 5.83%. These numbers are as filed but subject to change based upon the outcome of assessment appeals.

Department revenues for the current year have remained flat over all, although expectedly, some more pandemic-impacted departments have collected far less revenue than budgeted (Recreation, Pool, Artsplace, Library and Senior Center) while others have far exceeded expectations (Building, Town Clerk, Police). 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. For FY22, expected department revenues are projected to increase over the FY21 budgeted amounts by \$146,060.

Below is the proposed FY 22 Operating Budget with the separate General Fund budgetary components identified:

	<b>FY 21</b>	<b>FY 22</b>	<b>\$ INCR.</b>	<b>% INCR.</b>
<b>GENERAL GOVERNMENT</b>	32,962,510	\$34,659,714	1,697,204	5.15%
<b>EDUCATION</b>	74,593,926	78,487,052	3,893,126	5.22%
<b>DEBT</b>	7,581,981	7,305,651	(276,330)	-3.64%
<b>CAPITAL NON-RECURRING</b>	1,000,000	1,000,000	-	0.00%
<b>CONTINGENCY</b>	125,000	125,000	-	0.00%
<b>TOTAL</b>	<b>\$116,263,417</b>	<b>\$121,577,417</b>	<b>\$5,314,000</b>	<b>4.57%</b>

The proposed operating budget including general government, education, debt service, cash contribution for capital/non-recurring items and contingency totals \$121,577,417, an increase of \$5,314,000 or 4.57%. The largest component of this increase (73%) is a result of increases to the education budget, which the Board of Education approved at a proposed increase of \$3,893,126. Based on revenue projections for the following

fiscal year, a mill rate of 35.12 would be needed to fund the proposed budget. This would represent a 1.90 mill (5.72%) increase over the mill rate adopted for the current fiscal year, 33.22.

The table below shows an estimated tax impact for an average residential property owner with two vehicles. If a taxpayer made improvements during the past two 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> (Values From Most Recent Revaluation – October 1, 2018)		
	<u>Appraised (Market) Value</u>	<u>Assessed (70% of 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 33.22 mills:	\$7,677	
Proposed Taxes at 35.12 mills:	\$8,116	
<b>Total Proposed Annual Tax Increase:</b>	<b>\$439</b>	<b>(\$36.58 per month)</b>

## OPERATING BUDGET HIGHLIGHTS

The major drivers for this budget include debt service increases, contractual salary and benefit obligations, the restoration of positions frozen in the FY21 budget, required actuarial adjustments for the Town pension plans, volunteer fire pension changes, residential solid waste tonnage increases, and health department budget increases.

Non-Education department budget requests<sup>1</sup> totaled \$44,587,228 or a 7.00% increase over the prior year adopted budget. Following careful review and analysis, reductions were made totaling \$1,496,863 to reduce the non-education budget increase to 3.41% in the Town Manager's Recommended Budget.

### Debt Service

Over the course of the past ten 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 144). 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 WPCD rate increases and a nearly \$1.5M settlement with the Connecticut Department of Corrections.

<sup>1</sup> Excluding appropriations for the Board of Education budget

Four 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 131). The vast majority of these offsetting resources were only planned to be used for 3-4 years as the full cost of debt service was incrementally absorbed into the operating budget. Today, as we plan the FY22 budget, the Town's projected gross debt service is \$9,116,147, which is \$1,050,204 less than the debt service totals four 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 \$7,518,317 which is \$713,868 more than FY18. This represents an 11% increase, despite a 10% decrease in total underlying debt service.

This budgetary issue is projected to continue for the following two years as well, where despite the full use of remaining Debt Service Reserve funds, next year's debt service budget is projected to increase by an additional \$554,154 in FY23 and an additional \$795,994 in FY24. This assumes that the Town Council chooses to keep the \$616,000 that was deposited into the Debt Service reserve fund this year from the FY20 surplus. This appropriation is combined with the FY21 debt service budget for purposes of budget-to-budget presentation, which accounts to the total budget line appearing to decrease by \$276,330, when in fact the amount this budget must include for actual debt service has increased by \$339,670.

#### Contractual Salary and Wage Increases

The proposed budget includes contractual salary and wage increases totaling \$558,316, or 37.3% of the total non-education budget increase. This increase effectively covers two fiscal years, as the Town Council's adopted FY21 budget included an assumption that all union and non-union employees would have their pay held flat at 0% for the current year. As the union collective bargaining process has continued, the first year wage adjustments have settled closer to 2%, meaning that the following budget year (FY22) must include this unbudgeted amount in addition to the wages agreed upon for the next year. Combined, this results in a \$558,316 increase, which is about a 3.9% higher than the total salaries from two years prior in FY20, or approximately a 1.95% increase per year.

#### Medical Insurance

The Town and Board of Education's self-insured medical insurance program experienced a higher than usual claim year in FY20 and in the early months of FY21. 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 allocations to fund insurance claims. Unfortunately, the unfavorable claims experienced 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 budget increase, at \$1,877,509 or 48.2% of their requested increase. On the Town side, the budget increase for medical benefits totals \$240,659, or 14.2% of the requested increase.

#### Required Actuarial Pension Obligations and Volunteer Firefighter Pension Changes

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. Last year, 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 budget fully funds the required amounts.

This budget includes an increase of \$246,736 for contributions to these legacy, defined benefit pension plans which were closed to new hires between 2006 and 2012. The increase is for the Town, Police, and Fire pension plans, exclusive of contributions attributable to the Board of Education and the Pool and Water Pollution Control funds. 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 \$50,702 as new hires replace employees who were participating in the legacy, defined benefit plans.

The Cheshire Volunteer Fire Association has requested enhancements to the volunteer pension program in order to improve recruitment and retention. The Association has proposed changes that would increase the monthly benefit amount per year of service from the current \$30 level annually per the Consumer Price Index. The Town's actuaries estimate this would cost the Town approximately \$140,000 more for FY22. There are additional options the Town Council may wish to consider to limit or smooth this increase and I have included \$100,000 in the proposed budget as a placeholder for a resolution to this request.

#### Restoration of Frozen/Unfunded Positions Previously Funded

Last year, during the adoption of the FY21 budget, the Town Council froze vacant positions and eliminated certain temporary positions that were anticipated to be significantly affected by reduced pandemic-impacted operations. These included the following: Town Assessor, Patrol Officer, Summer Maintenance Workers, Recreation Camp and Program Staff and Library Pages. This proposed budget restores these previously authorized positions with the exception of the Library Pages which are not recommended to be funded. The total cost of restoring these positions to their previous service levels is \$212,822.

Additionally, this budget recommends hiring a fifth Park Grounds Maintainer with a budgetary impact of \$61,992. This position was effectively eliminated in FY18 when the Parks Maintenance Division was transferred to Public Works. Previously, the Parks Maintenance crew totaled five staff including a Parks/Grounds Foreman. This proposal is necessary due to the increasing service level demands of residents, parks users and athletic groups in addition to maintenance of the now fully completed linear trail covering 7.75 miles. This crew of five groundskeepers would also be responsible for five major parks/athletic complexes, 24 Town buildings, and over 1,550 acres of open space.

#### Residential Solid Waste Tonnage Increases

The COVID-19 pandemic has resulted in many residents working from home for the past twelve months as businesses and industries that could do so were encouraged to shift their operations remotely. Additionally, many restaurants either eliminated or reduced in-person dining. As a result of both of these factors,

residential solid waste tonnage amounts increased by over 20% during the first 6 months of the pandemic. One significant reason appears to be additional home cooking or take out waste versus trash and food waste that would normally be disposed of at a restaurant, and the day-to-day trash generated at home with individuals occupying their home for many more hours than normal. In recent months the tonnage reports have reduced slightly and are now tracking closer to an estimated 8,200 tons compared with the 7,100 tons averaged in prior years. The Town budget covers the cost of collecting and disposing of waste on a per ton basis, resulting in a budgetary impact on the Town's Solid Waste budget of an increase of \$137,443.

#### Health Department Funding Requests

The Chesprocott Health Department has increased their per capita fee to \$13.15 due to pandemic-related "increased clinical public health needs resulting in expanded staff, increased medical equipment supplies and the increased need of relocating our physical location." The increase to the per capita fee for regional health department services results in a total requested budget of \$380,522, which represents an increase of \$87,862. The Town is continuing to closely monitor federal and state COVID aid proposals and estimates and the possibility may exist to apply some of these funds to offset this significant increase in addition to the Town's costs for hosting Chesprocott vaccination clinics at the Community Pool.

#### Town Manager's Office/Human Resources/Economic Development Department Reorganization

The proposed budget includes the creation of a new Town department, Human Resources, which will be separated both physically and budgetarily from the Town Manager's Office. This is part of an ongoing strategy of reorganization to gain efficiencies and improve services to both residents and employees. The upcoming retirement of the Town's Economic Development Coordinator presents an opportunity to relocate this position to the Town Manager's office area, thereby increasing the visibility of the position and increasing the connection between the local business and prospective businesses and the Town Manager's Office. Additionally, the separation of the Human Resources function is designed to improve services for employees who presently are required to visit the shared office space of the Town Manager's office for potentially sensitive or confidential personal HR matters.

Due to the elimination of the Clerk/Typist position from General Services and the savings from the retirement of the Economic Development Coordinator, the total cost of the reorganization nets out to approximately an \$11,000 increase in the budget.

#### Board of Education Budget

The Board of Education requested budget totaled \$78,487,052, representing a \$3,893,126 increase or 5.22% over the FY 21 adopted budget. According to the BOE budget documents, \$1,877,509 or 48.2% of their budget increase is derived from medical benefit increases alone as referenced previously. Also included is a \$828,337 increase for certified salaries, a \$289,335 increase for non-certified salaries, \$171,526 for non-medical insurance employee benefit increases, a \$74,320 increase for instructional expenses, a \$282,063 increase for support services and a \$370,036 increase for maintenance and operations.



## 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. For the FY 22 budget, the calendar requires that we budget a 1-day budgeted payroll accrual which totals \$54,412. When the FY 23 budget is developed, the carefully calculated payroll accruals combined over the prior decade will avoid a one-time budget spike of over \$600,000 for the extra payday.

## Summary of Major Drivers

The overall recommended budget represents a 4.57% increase as shown in the chart at the beginning of this transmittal document. The following table demonstrates 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	\$3,893,126	3.35%
Debt Service (not including FY21 \$616,000 reserve transfer)	\$339,670	0.29%
General Government Budget Drivers:		
Contractual Salaries & Wages	\$558,316	0.48%
Town Retirement/Pension Expenses	\$359,670	0.34%
Restored Positions (Assessor, Officer, Maint. Workers)	\$274,814	0.24%
Medical Insurance	\$240,659	0.21%
Residential Solid Waste Tonnage Increases	\$137,443	0.12%
Community Pool Subsidy	\$87,442	0.08%
Social Security	\$84,155	0.07%
<i>All Other Changes (including FY21 -\$616,000 reserve transfer)</i>	<i>-\$694,037</i>	<i>-0.60%</i>
<b>Total</b>	<b>\$5,314,000</b>	<b>4.57%</b>

## **SPECIAL REVENUE FUNDS**

### Water Pollution Control Department

The WPCD Special Revenue Fund budget decreased by \$56,379 or -1.36%. This was largely due to a one-time transfer to the Debt Reserve Fund that was appropriated last year for \$100,000. On the revenue side, the proposed five dollar WPCD sewer rate increase would generate approximately \$46,370 in revenue. Meanwhile, WPCD fund balance is projected to increase by \$65,276.

## Community Pool

The Community Pool Special Revenue fund has been heavily impacted by the COVID-19 pandemic. 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 have significantly lowered revenue estimates for the current fiscal year. Current projections indicate an unfavorable deficit at year end of \$250,381, which would require an increase to the amount contributed by the Town's general fund budget in this amount.

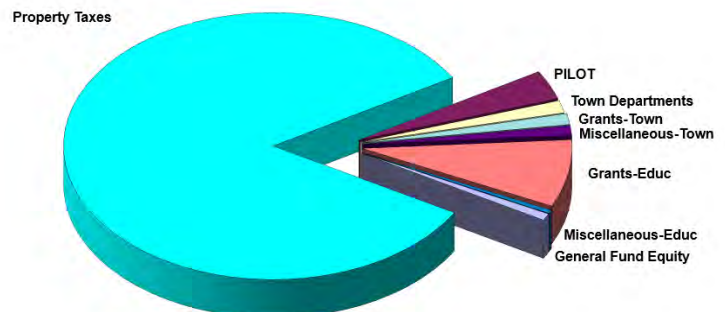
Beyond the pandemic, the Community Pool has continued to face challenges due to unanticipated equipment failures. Over the past two years, several maintenance issues (a failed fan system on the air-handling unit, a broken chlorinator, a failed water feature in the kiddie pool, a failed pump impeller 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.

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 closer to "normal" fiscal year after July 1<sup>st</sup>, although we are anticipating revenue will be more on par with 3-4 years ago as we encourage patrons to return to this great town asset.

## **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 assumes the state aid proposed in the Governor's recommended budget which is nearly flat compared with FY21 for Cheshire. There is a proposed PILOT increase bill that has been moving through the legislature which would increase Cheshire's PILOT revenues by \$759,282 if included in the final adopted budget.

<b><u>Revenues</u></b>	<b><u>Budget</u></b>	<b><u>Percentage</u></b>
Property Taxes	\$ 101,019,122	83.09%
PILOT	4,302,195	3.54%
Town Departments	1,818,500	1.50%
Grants-Town	1,610,883	1.32%
Miscellaneous-Town	1,430,000	1.18%
Grants-Educ	9,886,717	8.13%
Miscellaneous-Educ	510,000	0.42%
General Fund Equity	1,000,000	0.82%
<b>Total</b>	<b>\$ 121,577,417</b>	<b>100.00%</b>



The following significant revenue increases are presented on a budget-to-budget basis comparing FY 21 to the proposed FY 22 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
Current Tax Levy	\$6,520,008	7.0%
Building Permit Fees	\$100,000	20.0%
Town Clerk Conveyance/Recording Fees	\$56,560	9.53%
Telecommunications Property Tax	\$38,000	26.8%
Regional Water Authority PILOT	\$36,362	5.6%

The following significant revenue decreases are presented on a budget-to-budget basis comparing FY 21 to the proposed FY 22 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
General Fund Equity (Reserves)	-\$1,180,000	-54.1%
Prior Year Tax Levies	-\$175,000	-70.0%
Investment Income	-85,000	-28.3%
Fine Arts/ArtsPlace	-\$80,000	-64.0%

### **Proposed Five-Year Capital Expenditure Plan and FY 21 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 February 2019, 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 will likely be added throughout the Town Council's deliberations and ultimately included in the final adopted capital plan. We invite and encourage residents to participate in these discussions as we work to identify those capital projects that will 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 proposed Five-Year Capital Expenditure Plan (CEP) totals \$83,418,000, an increase of \$15,959,000 over last year's adopted five year plan. Capital requests from Town departments and the Board of Education totaled \$92,233,000 for the Five-Year CEP and I have reduced this amount by \$8,815,000 in developing my recommended capital plan. The recommended Annual Capital Expenditure Budget consisting of FY 22 projects totaling \$15,170,000, an increase of \$9,060,000 over last year's adopted budget.

In recent years, the Town Council and Board of Education have been discussing the feasibility of a long-term plan to address aging school buildings. The \$37,729,000 of submitted Board of Education capital projects are almost exclusively renovation and repair projects that are typical of older facilities and are necessary to prolong their future use. The BOE submitted requests do not include any new construction projects for replacement facilities, but the ongoing discussion and evaluation by the School Modernization Committee in conjunction with the Town Council and Board of Education is absolutely a critical consideration as we determine the fiscal impact of the recommended projects contained in this CEP along with the Town's existing bonded debt obligations.

While the proposed five-year gross CEP totals \$83,418,000, it is important to note that offsetting grants and available funds will reduce this total by \$10,676,000 for a net five-year proposed CEP total of \$72,742,000. This proposal is a blueprint for the long-term capital needs of the Town, although years FY23 through FY26 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 \$1,865,000 in Finance Department projects. Most notable is the \$1,190,000 for the technology replacement fund consisting of \$350,000 in for FY 22 and four additional annual appropriations of \$210,000. Additionally, \$675,000 is recommended to fund the state-mandated Property Revaluation, including \$550,000 to pay for the October 2023 physical property revaluation and \$125,000 for subsequent legal costs for assessment appeals.

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 is \$1,527,000 recommended 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 \$200,000 to replenish the Capital Planning Account.

The final recommendations in this program function are in the Public Property budget totaling \$2,800,000 and consist of:

- ▶ Boiler Replacement at the Police Station, \$150,000;
- ▶ Various Town Building Improvements, \$385,000;
- ▶ Repaving of Various Parking Lots, \$770,000;
- ▶ Roof Replacements at the Police Station, \$335,000;
- ▶ Additional Salt Shed at the DPW Garage, \$550,000;
- ▶ Improvements to the Youth Center, \$180,000;
- ▶ Storage Building at Public Works Garage, \$250,000;
- ▶ Various Roof Replacements (Firehouse #2 and Town Hall), \$180,000.

## **II. Planning and Development**

The recommendations within this function consists of \$110,000 for Land Acquisition in the Planning Department.

## **III. Public Safety**

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

The Fire Department requests include:

- ▶ \$445,000 for the continuing acquisition of replacement firefighting gear;
- ▶ \$3,925,000 for four pieces of rolling stock:
  - Two pumper trucks for \$1,575,000;
  - A rescue truck for \$900,000;
  - An aerial apparatus truck for \$1,450,000.

Civil Preparedness Department requests include:

- ▶ \$190,000 for an emergency portable generator.

It should also be noted that the Police Department has vehicle replacement requests (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 \$20,739,000 or 24.8% of the five-year plan. The ongoing and very important road repavement program represents \$10,200,000 or 49.2% of the total recommendation in this section. The remaining projects in this category are:

- ▶ Bridge replacement: South Brooksvale Rd. over Willow Brook; \$800,000;
- ▶ Industrial Avenue Culvert/Bridge Replacement, \$860,000;
- ▶ Tree removals, \$475,000;
- ▶ Light pole maintenance and replacement, \$220,000;
- ▶ Acquisition of dump trucks and plows totaling \$1,233,000;
- ▶ Other pieces of heavy rolling stock and equipment for \$1,021,000;
- ▶ Sidewalk program, \$1,250,000;
- ▶ Sidewalks on Cheshire Street to Quinnpiac Park, \$170,000;
- ▶ Road Drainage Improvements, \$465,000;
- ▶ Weeks Pond Dam Improvements, \$140,000;
- ▶ Storm Water Drainage Disconnects, \$220,000;
- ▶ Paving of park parking lots and driveways, \$880,000;
- ▶ Road Reconstruction Projects (Scenic Ct., Industrial Ave.), \$2,505,000;
- ▶ Various Parks Improvements, \$300,000.

The department has also requested funding 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 \$6,675,000:

- ▶ 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, \$425,000;
- ▶ Engineering and Design for the Moss Farms Pump Station, \$125,000;
- ▶ Moss Farms Pump Station Reconstruction, \$1,025,000;
- ▶ Denitrification upgrade, \$500,000.

#### **V. Leisure Services**

The recommendations in Leisure Services consist of four projects for the Recreation Department totaling \$7,213,000, which include:

- ▶ Interior Space at the Mixville Pavilion, \$295,000;
- ▶ Development of the Chapman property/Bartlem Park South, \$5,945,000;
- ▶ Quinnpiac Park Multi-Purpose Court, \$158,000;
- ▶ Cheshire Park Tennis/Pickleball Court Lights, \$155,000;
- ▶ Tennis court renovations at Rolling Acres, \$195,000;

- ▶ Park shade and seating upgrades, \$150,000;
- ▶ Community Pool mushroom feature, \$105,000;
- ▶ Mixville Park basketball court, \$50,000;
- ▶ Full Scale Mobile Performance System, \$160,000.

## **VI. Education**

The 38 Education projects total \$37,729,000 or 45.2% of this recommended capital budget.

Code Compliance – Two projects were proposed in this section; Phase IV of the Humiston/Central Office Code project for \$2,000,000, and Civil Rights Compliance Deficiencies at the High School which is to remedy exterior building deficiencies for \$438,000.

Roof Replacement – There are seven projects in this category totaling \$6,845,000, which are: \$250,000 for district-wide roof repairs and replacements; \$3,050,000 for a roof replacement at Doolittle School; \$750,000 to replace roofing at Norton School and \$1,750,000 for a roof replacement at Dodd Middle School; \$45,000 to replace roofing at Highland School; and \$100,000 to replace roofing at Cheshire High School. Also included in the fourth year is \$900,000 for a replacement of the slate roof at Humiston, although this project is likely more contingent than others on the outcome of the School Modernization Committee's deliberations on the future of that building.

Renovations – This section consists of 29 projects totaling \$28,446,000 and covers a wide range and variety of projects from interior and exterior school improvements to technology and rolling stock:

- ▶ \$5,395,000 for Cafeteria Renovations at a number of schools;
- ▶ \$175,000 for Replacement of a Walk-In Freezer at CHS;
- ▶ \$650,000 for Loading Dock, Drainage and Refrigeration projects at CHS;
- ▶ \$8,216,000 for Window Replacements at Chapman, Darcey, Highland, Dodd and Doolittle Schools;
- ▶ \$2,500,000 for Window Replacements at CHS;
- ▶ \$450,000 for Window Replacements at Humiston/Central Office;
- ▶ \$680,000 for District Interior Lighting Upgrades;
- ▶ \$1,000,000 for District Lavatory Improvements;
- ▶ \$650,000 for Paving of Driveways and Parking Lots District-wide;
- ▶ \$375,000 for District Wide Sidewalk and Masonry Repairs;
- ▶ \$300,000 for District Masonry Restoration;
- ▶ \$250,000 for Stage Improvements at Dodd Middle School;
- ▶ \$150,000 for HVAC Improvements, Dodd Middle School Stage Area;
- ▶ \$420,000 for HVAC Improvements, Dodd Middle School;
- ▶ \$825,000 for HVAC Improvements – CHS;
- ▶ \$175,000 for Replacement of Heating Oil Underground Storage Tank – CHS;
- ▶ \$150,000 for UST Modification at Norton;
- ▶ \$175,000 for Regenerator ERV Installation at CHS;
- ▶ \$1,320,000 for Unit Ventilator Replacements – CHS, Dodd, Doolittle;
- ▶ \$200,000 for Mechanical Tunnel Improvements – CHS;
- ▶ \$750,000 for Highland Building Improvements/Additions;
- ▶ \$400,000 for Acoustic Ceiling Tile Replacement District-wide;
- ▶ \$400,000 for Flooring Replacement District-wide;

- ▶ \$120,000 for School Office reconfiguration – CHS;
- ▶ \$350,000 for Athletic Complex Improvements – CHS;
- ▶ \$75,000 for School Gym Egress Solution – Chapman;
- ▶ \$500,000 for District Interior Door Replacements;
- ▶ \$70,000 for Fire Proofing at Norton;
- ▶ \$1,725,000 for Fire Alarm Control System – Norton.

## **CONCLUSION**

The total of this recommended CEP is about \$27.1 million more than the average of the last five adopted five-year Capital Improvement Plans, and we will work very deliberately with the Town Council to continue to reduce the gross budget amount where possible.

Substantial work remains to be done before a final CEP is developed for the Town of Cheshire for FY 22. However, through a thorough review, meaningful communication among all parties involved in the process, and some prudent decisions, I am confident that we will have a final CEP, which will best meet our challenging financial pressures and our capital needs, while continuing to control our debt burden and sustain our financial viability.

## **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 proposed 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; along with the proposed Five-Year Capital Expenditure Plan and Annual Capital Budget. 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, Melanie Roberts, 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		
							CURRENT LEVY	GRAND LIST GROWTH	ALL OTHER REVENUE SOURCES
							MILL RATE ADJUST. (3)		
2021-2022 (1)	121,577,417	5,314,000	4.57%	35.12	1.9	5.72%	5,339,652	1,180,356	-1,206,008
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% (2)	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% (2)	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
2011-2012	97,723,450	1,900,810	1.98%	26.85	0.35	1.32%	890,765	372,632	637,413
TEN-YEAR AVERAGE F.Y. 2012 - F.Y. 2021		2,044,078	1.95%	30.48	0.67	2.32%	1,254,763	701,253	88,062

(1) FY 22 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.

**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 2021-2022**

December 1, 2020	Budget Entry Begins
December 18, 2020	Building Maintenance Requests Due to Public Works Director
January 15, 2021	Budget Submission Due to Town Manager (Charter deadline is February 15)
January 22, 2021	Capital Budgets Due to Town Manager
January 25, 2021 through February 5, 2021	Budget Meetings: Town Manager and Department Heads
February 8, 2021 through February 12, 2021	Budget Review by Town Manager and Finance Department and Other Departments as Needed
February 15, 2021*	Board of Education Budget Due to Town Manager
February 16, 2021 through March 4, 2021	Final Review between Town Manager and Department Heads and Proposed Budget Completion
March 5, 2021 through March 10, 2021	Budget Documents Production
March 10, 2021*	Budget Due to Council
March 12, 2021 through April 23, 2021	Budget Committee Review
March 24, 2021*	Public Hearing Deadline
April 13, 2021	Proposed Public Information Session
April 27, 2021	Proposed Operating Budget Adoption
April 30, 2021*	Operating Budget Adoption Deadline
May 20, 2021*	Operating Budget Petition Deadline
June 20, 2021*	Operating Budget Referendum Deadline
June 27, 2021*	Final Operating Budget Adoption Deadline
September 1, 2021	Deadline for Referendum Capital Projects Approval
November 20, 2021*	Deadline for Capital Budget Approval

***\*Charter imposed deadlines***



**FY 20-21 Operating and Capital Budget Schedule**  
**As of March 5, 2021**  
**(subject to amendments)**

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

**Tuesday, March 16, 6:30 p.m.**

**Town Manager's General Overview:** Summary of expenditures, revenue projections, mill rate review, debt service, CNR, and Capital Expenditure Plan

**Budget presentations:** Employee Benefits, General Services, Administration and Finance  
(Town Council, Town Manager, Human Resources, Finance Dept.)

**Tuesday, March 23, 6:30 p.m.**

**Public Hearing**

**Budget presentations:** Town Clerk, Registrars, Town Attorney, Public Health

**Thursday, March 25, 6:30 p.m.**

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

**Tuesday, March 30, 6:30 p.m.**

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

**Thursday, April 1, 6:30 p.m.**

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

**Tuesday, April 6, 6:30 p.m.**

**Budget presentations:** Education

**Thursday, April 8, 6:00 p.m.**

**Proposed Public Information Session** and Recreation, Pool

**Tuesday, April 20, 6:30 p.m. –** Budget Review as needed

**Tuesday, April 27, 7:00 p.m.**

**Proposed Town Council Meeting for Adoption**

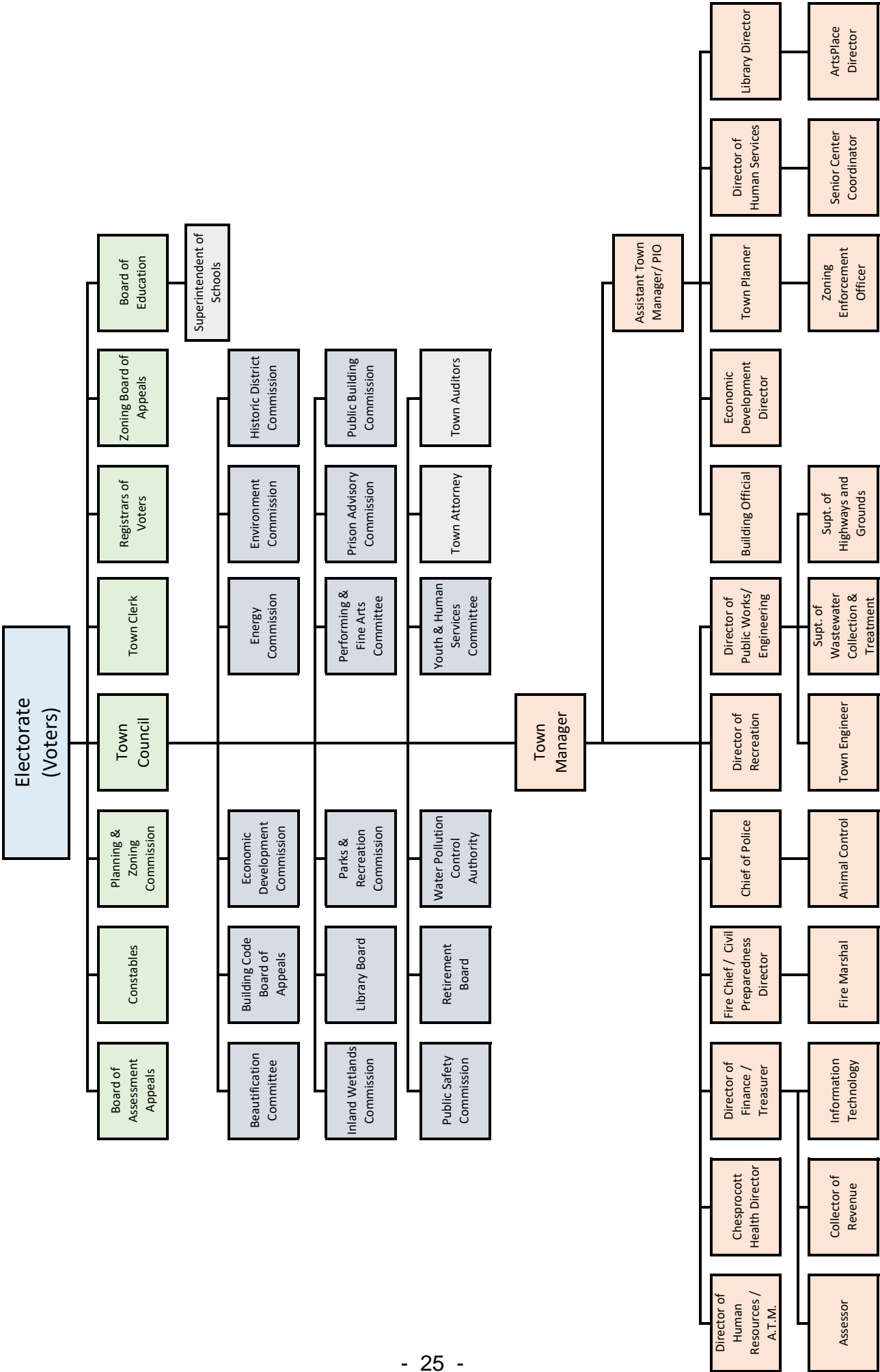
**Note:** Additional meetings for CEP may be scheduled in May.

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 (Interim)	203 271-6620
Building Inspection	Keith Darin	203 271-6640
Cheshire Public Schools	Jeff Solan	203 250-2420
Community Pool	Sheila Adams	203 271-3208
Economic Development	Gerald Sitko	203 271-6670
Elections Department	Sue Pappas	203 271-6680
	Tom Smith	203 271-6680
Finance Department	James J. Jaskot	203 271-6610
Fire Department	Jack Casner	203 272-1828
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
Human Resources Director	Louis Zullo	203 271-6660
Planning Department	William Voelker	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	Alfred E. Smith, Jr.	860 240-6000
Town Clerk	Laura Brennan	203 271-6601
Town Manager	Sean M. Kimball	203 271-6660
Water Pollution Control Department	Scott Hallier	203 271-6650

*As of March 10, 2021*

Town of Cheshire Organizational Chart (May 28, 2020)



# **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 2020-2022 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, 2020, estimated results for the year ending June 30, 2021 and budgetary appropriations for the year ending June 30, 2022.

### **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**  
**2020-2022 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		
	2020 ACTUAL	2021 ESTIMATED	2022 BUDGET	2020 ACTUAL	2021 ESTIMATED	2022 BUDGET	2020 ACTUAL	2021 ESTIMATED	2022 BUDGET	2020 ACTUAL	2021 ESTIMATED	2022 BUDGET
<b>FINANCIAL SOURCES:</b>												
Property Taxes.....	\$ 93,328,221	\$ 94,904,134	\$ 101,019,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,328,221	\$ 94,904,134	\$ 101,019,122
Payments in Lieu of Taxes.....	4,269,393	4,326,665	4,302,195	-	-	-	-	-	-	4,269,393	4,326,665	4,302,195
Town Departments.....	1,691,382	1,671,945	1,818,500	-	-	-	-	-	-	1,691,382	1,671,945	1,818,500
Grants - Town.....	1,614,957	1,744,883	1,610,883	-	-	-	-	-	-	1,614,957	1,744,883	1,610,883
Miscellaneous - Town.....	2,125,650	1,665,000	1,430,000	-	-	-	-	-	-	2,125,650	1,665,000	1,430,000
Grants - Education.....	9,973,725	9,837,977	9,886,717	-	-	-	-	-	-	9,973,725	9,837,977	9,886,717
Miscellaneous - Education....	498,552	499,386	510,000	-	-	-	-	-	-	498,552	499,386	510,000
Fund Equity / Fund Equity Transfer.....	(1,730,117)	1,616,561	1,000,000	266,662	20,621	(65,276)	44,269	(5,000)	-	(1,419,186)	1,632,182	934,724
Sewer Use Interest/Liens.....				22,619	21,000	24,800				22,619	21,000	24,800
Sewer Use.....				3,953,188	3,929,938	3,987,783				3,953,188	3,929,938	3,987,783
Connection Fees.....				29,600	50,000	50,000				29,600	50,000	50,000
Plan Review Application Fees...				350	-	-				350	-	-
Ground Dewatering Fees.....				-	-	-				-	-	-
Discharge Fees.....				2,662	-	-				2,662	-	-
Nitrogen Credits.....				14,318	-	-				14,318	-	-
Septic Waste Dump Permits.....				91,125	85,000	85,000				91,125	85,000	85,000
Miscellaneous.....				-	-	-	85	-	-	85	-	-
Pool Fees.....				-	-	-	410,016	270,000	537,000	410,016	270,000	-
General Fund Subsidy.....				-	-	-	471,305	646,792	483,853	471,305	646,792	483,853
Total Financial Sources.....	\$ 111,771,763	\$ 116,266,551	\$ 121,577,417	\$ 4,380,524	\$ 4,106,559	\$ 4,082,307	\$ 925,675	\$ 911,792	\$ 1,020,853	\$ 117,077,962	\$ 121,284,902	\$ 126,143,577
<b>FINANCIAL USES:</b>												
Administrative & Finance.....	\$ 13,270,618	\$ 13,450,078	\$ 14,386,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,270,618	\$ 13,450,078	\$ 14,386,510
Planning & Development.....	535,527	591,165	527,944	-	-	-	-	-	-	535,527	591,165	527,944
Public Safety (1).....	7,450,068	7,694,818	8,051,906	-	-	-	-	-	-	7,450,068	7,694,818	8,051,906
Public Works (2).....	6,200,218	6,750,504	6,927,744	4,380,524	4,106,559	4,082,307				10,580,742	10,857,063	11,010,051
Public Health.....	508,249	524,645	612,387	-	-	-	-	-	-	508,249	524,645	612,387
Social Services.....	935,764	973,095	1,020,697	-	-	-	-	-	-	935,764	973,095	1,020,697
Cultural Services.....	1,955,035	1,933,243	2,021,614	-	-	-	-	-	-	1,955,035	1,933,243	2,021,614
Leisure Services.....	1,077,238	1,048,096	1,110,912	-	-	-	-	-	-	2,002,913	1,959,888	2,131,765
Contingency.....		125,000	125,000	-	-	-	-	-	-	-	125,000	125,000
Debt Service.....	6,640,186	7,581,981	7,305,651	-	-	-	-	-	-	6,640,186	7,581,981	7,305,651
Education.....	72,308,858	74,593,926	78,487,052	-	-	-	-	-	-	72,308,858	74,593,926	78,487,052
Capital Non-Recurring.....	831,461	1,000,000	1,000,000	-	-	-	-	-	-	831,461	1,000,000	1,000,000
Debt Service Reserve.....	58,541	-	-	-	-	-	-	-	-	58,541	-	-
Total Financial Uses.....	\$ 111,771,763	\$ 116,266,551	\$ 121,577,417	\$ 4,380,524	\$ 4,106,559	\$ 4,082,307	\$ 925,675	\$ 911,792	\$ 1,020,853	\$ 117,077,962	\$ 121,284,902	\$ 126,680,577
<b>FUND BALANCES:</b>												
Fund Balance at Beginning of Year	\$ 12,659,392	\$ 14,389,509	\$ 12,772,948	\$ 1,767,282	\$ 1,500,620	\$ 1,479,999	\$ 41,461	\$ (2,808)	\$ 2,192	\$ 14,468,135	\$ 15,887,321	\$ 14,255,139
Fund Balance at End of Year	\$ 14,389,509	\$ 12,772,948	\$ 11,772,948	\$ 1,500,620	\$ 1,479,999	\$ 1,543,275	\$ (2,808)	\$ 2,192	\$ 2,192	\$ 15,887,321	\$ 14,255,139	\$ 13,320,415

(1) FY 2021 Estimated expenditures in the General Fund were reduced by \$130,000 in Civil Preparedness and \$104,298 in the Police due to anticipated reimbursement by COVID-19 Grant.

(2) FY 2021 Estimated expenditures in the Water Pollution Control Fund were increased by a \$100,000 transfer to the Debt Reserve Fund involved in the FY 20-21 adopted budget.

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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 16 to FY 20, appropriated expenditures for FY 21 and proposed expenditures for FY 22.

# EXPENDITURES BY FUNCTION

For the Years Ending June 30, 2016 through 2022

FUNCTION	FY16 ACTUAL \$	FY16 ACTUAL %	FY17 ACTUAL \$	FY17 ACTUAL %	FY18 ACTUAL \$	FY18 ACTUAL %	FY19 ACTUAL \$	FY19 ACTUAL %	FY 20 ACTUAL \$	FY 20 ACTUAL %	FY 21 APPROP. \$	FY 21 APPROP. %	FY 22 RECOMM \$	FY 22 RECOMM %
General Government:														
Administration and Finance	\$ 11,687,049	11.12%	\$ 12,293,013	11.54%	\$ 12,384,425	11.58%	\$ 12,825,776	11.58%	\$ 13,270,618	11.87%	\$ 13,649,270	11.74%	\$ 14,386,510	11.84%
Planning and Development	534,301	0.51%	521,533	0.49%	526,193	0.49%	538,656	0.49%	535,527	0.49%	539,329	0.46%	527,944	0.44%
Public Safety	6,647,156	6.32%	6,786,042	6.37%	6,841,416	6.40%	7,193,710	6.50%	7,450,068	6.67%	7,721,140	6.64%	8,051,906	6.62%
Public Works	5,258,115	5.00%	5,450,502	5.12%	6,026,294	5.63%	6,603,385	5.96%	6,200,218	5.55%	6,659,822	5.73%	6,927,744	5.70%
Public Health	451,549	0.43%	476,844	0.45%	477,503	0.45%	510,448	0.46%	508,249	0.45%	524,525	0.45%	612,387	0.50%
Social Services	816,099	0.78%	853,499	0.80%	859,470	0.80%	908,751	0.82%	935,764	0.84%	989,581	0.85%	1,020,697	0.84%
Cultural Services	1,892,716	1.80%	1,961,147	1.84%	1,900,494	1.78%	1,882,867	1.70%	1,955,035	1.75%	1,994,028	1.72%	2,021,614	1.66%
Leisure Services	1,550,408	1.47%	1,590,429	1.49%	945,712	0.88%	971,306	0.88%	1,077,238	0.96%	884,815	0.76%	1,110,912	0.91%
<b>Total General Government</b>	<b>28,837,392</b>	<b>27.43%</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>32,962,510</b>	<b>28.35%</b>	<b>34,659,714</b>	<b>28.51%</b>
Contingency (1)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	125,000	0.11%	125,000	0.10%
Debt Service	6,828,743	6.49%	6,727,183	6.31%	6,591,782	6.16%	6,574,924	5.94%	6,640,186	5.94%	7,581,981	6.52%	7,305,651	6.01%
Education	68,310,983	64.96%	69,016,100	64.79%	69,642,073	65.11%	71,642,731	64.69%	72,308,858	64.69%	74,593,926	64.16%	78,487,052	64.56%
Capital Non-recurring	835,000	0.79%	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%
Debt Service Reserve	350,000	0.33%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Debt Service Fund Trns	-	0.00%	-	0.00%	-	0.00%	-	0.00%	58,541	0.05%	-	0.00%	-	0.00%
<b>Total General Fund</b>	<b>\$ 105,162,119</b>	<b>100.00%</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>\$ 116,263,417</b>	<b>100.00%</b>	<b>\$ 121,577,417</b>	<b>100.00%</b>

(1) During Fiscal Years 2016 through 2020, 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 \$28.84M in FY 16 to \$34.66M in FY 22. 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 22, the same as in FY 16.

**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 6.01% of the FY 22 budget, a decline since FY 16, which was 6.49% 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 64.56% of the FY 22 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 \$1.00M or .82% of the FY 22 budget. With this appropriation of \$1.00M, the Town will have contributed a total of \$23.39M since FY 95, defraying a significant amount of debt issuance and interest costs.



**TOWN OF CHESHIRE**  
**FIVE YEAR BUDGET PROJECTIONS**  
**FISCAL YEARS 2023 THROUGH 2027**

	FY21 ADOPTED	FY22 RECOMMENDED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED	FY27 PROJECTED
<b>I. EXPENDITURES</b>							
A. EDUCATION	\$ 74,593,926	78,487,052 \$	80,880,907 \$	83,347,775 \$	85,889,882 \$	88,509,523 \$	91,209,064
B. GENERAL GOVERNMENT	32,962,510	34,659,714	35,598,992	36,563,725	37,554,602	38,572,332	39,617,642
C. DEBT SERVICE	7,581,981	7,305,651	7,859,804	8,655,798	9,833,997	10,403,721	11,867,298
D. CAPITAL & NON RECURRING	1,000,000	1,000,000	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>\$ 116,263,417</b>	<b>\$ 121,577,417</b>	<b>\$ 125,564,703</b>	<b>\$ 129,792,298</b>	<b>\$ 134,503,481</b>	<b>\$ 138,710,576</b>	<b>\$ 143,919,004</b>
<b>II. REVENUES</b>							
A. REVENUES OTHER THAN CURRENT TAX LEVY	\$ 23,230,139	22,024,131 \$	22,024,131 \$	22,024,131 \$	22,024,131 \$	22,024,131 \$	22,024,131
B. ESTIMATED CURRENT TAX LEVY	93,033,278	99,553,286	103,540,572	107,768,167	112,479,350	116,686,445	121,894,873
<b>TOTAL REVENUES</b>	<b>\$ 116,263,417</b>	<b>\$ 121,577,417</b>	<b>\$ 125,564,703</b>	<b>\$ 129,792,298</b>	<b>\$ 134,503,481</b>	<b>\$ 138,710,576</b>	<b>\$ 143,919,004</b>
<b>III. MILL RATE/TAX IMPACT</b>							
A. VALUE OF 1 MILL	\$ 2,800,520	2,834,661 \$	2,819,283 \$	2,838,173 \$	2,857,188 \$	2,876,332 \$	2,895,603
B. ESTIMATED MILL RATE	33.22	35.12	36.73	37.97	39.37	40.57	42.10
C. PROJECTED MILL RATE INCREASE		1.90	3.51	1.25	1.40	1.20	1.53
D. MILL RATE PERCENTAGE INCREASE		5.72%	10.55%	3.39%	3.68%	3.05%	3.77%

**ASSUMPTIONS USED IN EXPENDITURE PROJECTIONS FOR FY 2023-2027:**

- A. EDUCATION**  
Annual increase of 3.05% (5 year historical average)
- B. GENERAL GOVERNMENT**  
Annual increase of 2.71% (5 year historical average)
- C. DEBT SERVICE**  
Updated in accordance with FY 2022 Recommended Capital Expenditure Plan and projected use of reserve funds to mitigate increases.
- D. CAPITAL AND NONRECURRING**  
Updated in accordance with FY 2022 Recommended Capital Expenditure Plan.
- E. CONTINGENCY**  
Held constant for five years

**ASSUMPTIONS USED IN REVENUE PROJECTIONS FOR FY 2023-2027:**

- Tax revenue increased to support projected expenditures
- FY 2023 - FY 2027 non-tax revenues are held constant
- FY 2023 - FY 2027 value of 1 mill increased by .067% based on assumed Grand List growth.

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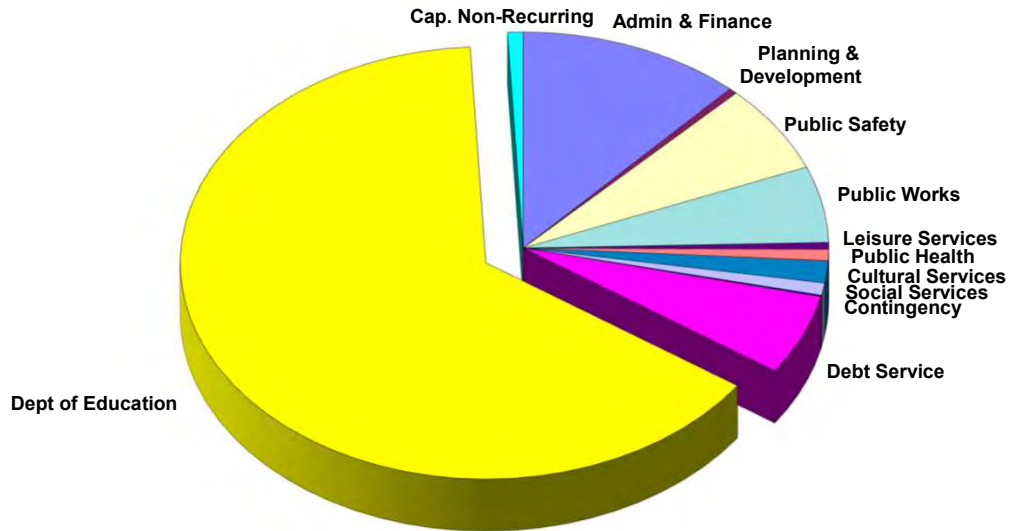
**GENERAL FUND**

**EXPENDITURE**

**SUMMARY INFORMATION**

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**GENERAL FUND EXPENDITURES  
BY MAJOR GOVERNMENT CATEGORY  
JULY 1, 2021 THROUGH JUNE 30, 2022**



<u>Expenditures</u>	<u>Budget</u>	<u>Percentage</u>
General Government:		
Admin & Finance	\$ 14,386,510	11.84%
Planning & Development	527,944	0.44%
Public Safety	8,051,906	6.62%
Public Works	6,927,744	5.70%
Public Health	612,387	0.50%
Social Services	1,020,697	0.84%
Cultural Services	2,021,614	1.66%
Leisure Services	1,110,912	0.91%
Contingency	125,000	0.10%
Debt Service	7,305,651	6.01%
Dept of Education	78,487,052	64.56%
Cap. Non-Recurring	1,000,000	0.82%
Total	<u>\$ 121,577,417</u>	<u>100.00%</u>

**Town of Cheshire**  
**Operating Budget Summary**  
**Fiscal Year 2021-2022**

	FY 2020		FY 2021		FY 2022			
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	FY 22	
							Manager Recommended FY 21 Appropriation	\$ Variance Divided by FY 21 Appropriation % Variance
Town Council	\$39,239	\$47,600	\$40,334	\$50,400	\$42,400	\$0	(\$5,200)	-10.92%
Town Manager	\$482,074	\$497,053	\$499,063	\$373,915	\$371,515	\$0	(\$125,538)	-25.26%
Human Resources	\$0	\$0	\$0	\$205,650	\$205,650	\$0	\$205,650	0.00%
Town Attorney	\$279,011	\$340,000	\$248,400	\$216,422	\$216,422	\$0	(\$123,578)	-36.35%
Town Clerk	\$233,577	\$249,463	\$270,209	\$307,681	\$262,393	\$0	\$12,930	5.18%
Elections	\$103,471	\$123,595	\$128,423	\$124,661	\$122,881	\$0	(\$714)	-0.58%
Probate Court	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$0	0.00%
Finance	\$2,151,790	\$2,202,771	\$2,164,101	\$2,466,537	\$2,347,142	\$0	\$144,371	6.55%
Board of Assessment Appeals	\$2,017	\$1,975	\$2,035	\$2,055	\$2,055	\$0	\$80	4.05%
General Services	\$271,918	\$295,068	\$295,137	\$306,288	\$270,333	\$0	(\$24,735)	-8.38%
Public Property	\$1,140,414	\$1,235,011	\$1,182,370	\$1,259,499	\$1,226,799	\$0	(\$8,212)	-0.66%
Employee Benefits	\$8,567,107	\$8,654,734	\$8,618,006	\$9,548,550	\$9,316,920	\$0	\$662,186	7.65%
<b>TOTAL ADMINISTRATION &amp; FINANCE</b>	<b>\$13,270,618</b>	<b>\$13,649,270</b>	<b>\$13,450,078</b>	<b>\$14,863,658</b>	<b>\$14,386,510</b>	<b>\$0</b>	<b>\$737,240</b>	<b>5.40%</b>
<b>PLANNING &amp; DEVELOPMENT</b>								
Planning Department	\$373,434	\$369,388	\$374,897	\$371,304	\$371,304	\$0	\$1,916	0.52%
Planning & Zoning Commission	\$6,300	\$6,760	\$6,860	\$6,760	\$6,760	\$0	\$0	0.00%
Zoning Board of Appeals	\$1,116	\$2,635	\$2,060	\$2,560	\$2,560	\$0	(\$75)	-2.85%
Economic Development	\$134,291	\$133,381	\$184,918	\$119,755	\$119,755	\$0	(\$13,626)	-10.22%
Beautification Committee	\$10,814	\$13,225	\$9,855	\$13,175	\$13,175	\$0	(\$50)	-0.38%
Public Building Commission	\$1,086	\$2,100	\$1,400	\$2,100	\$2,100	\$0	\$0	0.00%
Inland Wetlands Commission	\$6,067	\$6,350	\$7,675	\$6,850	\$6,850	\$0	\$500	7.87%
Environment Commission	\$163	\$890	\$450	\$840	\$840	\$0	(\$50)	-5.62%
Historic District Commission	\$1,501	\$2,275	\$1,975	\$2,275	\$2,275	\$0	\$0	0.00%
Energy Commission	\$755	\$2,325	\$1,075	\$2,325	\$2,325	\$0	\$0	0.00%
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$535,527</b>	<b>\$539,329</b>	<b>\$591,165</b>	<b>\$527,944</b>	<b>\$527,944</b>	<b>\$0</b>	<b>(\$11,385)</b>	<b>-2.11%</b>
<b>PUBLIC SAFETY</b>								
Police Department (1)	\$5,749,802	\$5,892,567	\$5,880,320	\$6,477,311	\$6,228,209	\$0	\$335,642	5.70%
Animal Control	\$109,592	\$110,677	\$100,524	\$113,907	\$113,907	\$0	\$3,230	2.92%
Prison Advisory Commission	\$120	\$300	\$300	\$300	\$300	\$0	\$0	0.00%
Civil Preparedness (1)	\$170,040	\$220,700	\$219,700	\$40,700	\$32,655	\$0	(\$188,045)	-85.20%
Public Safety Commission	\$1,344	\$1,950	\$1,950	\$1,950	\$1,950	\$0	\$0	0.00%
Fire Department	\$1,124,652	\$1,192,707	\$1,186,790	\$1,396,588	\$1,357,338	\$0	\$164,631	13.80%
Inspection Department	\$294,518	\$302,239	\$305,234	\$318,547	\$317,547	\$0	\$15,308	5.06%
<b>TOTAL PUBLIC SAFETY</b>	<b>\$7,450,068</b>	<b>\$7,721,140</b>	<b>\$7,694,818</b>	<b>\$8,349,303</b>	<b>\$8,051,906</b>	<b>\$0</b>	<b>\$330,766</b>	<b>4.28%</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 (1)  
Animal Control  
Prison Advisory Commission  
Civil Preparedness (1)  
Public Safety Commission  
Fire Department  
Inspection Department

**TOTAL PUBLIC SAFETY**

**Town of Cheshire**  
**Operating Budget Summary**  
**Fiscal Year 2021-2022**

	FY 2020		FY 2021		FY 2022			
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	FY 22	
							Manager Recommended FY 21 Appropriation	\$ Variance Divided by FY 21 Appropriation % Variance
<b>PUBLIC WORKS</b>								
Public Works Department	\$6,198,515	\$6,656,572	\$6,748,474	\$7,250,032	\$6,924,494	\$0	\$267,922	4.02%
Water Pollution Control Authority	\$1,703	\$3,250	\$2,030	\$3,250	\$3,250	\$0	\$0	0.00%
<b>TOTAL PUBLIC WORKS</b>	<b>\$6,200,218</b>	<b>\$6,659,822</b>	<b>\$6,750,504</b>	<b>\$7,253,282</b>	<b>\$6,927,744</b>	<b>\$0</b>	<b>\$267,922</b>	<b>4.02%</b>
<b>SOCIAL SERVICES</b>								
Human Services	\$935,521	\$988,081	\$971,595	\$1,019,197	\$1,019,197	\$0	\$31,116	3.15%
Youth & Human Services Committee	\$243	\$1,500	\$1,500	\$1,500	\$1,500	\$0	\$0	0.00%
<b>TOTAL SOCIAL SERVICES</b>	<b>\$935,764</b>	<b>\$989,581</b>	<b>\$973,095</b>	<b>\$1,020,697</b>	<b>\$1,020,697</b>	<b>\$0</b>	<b>\$31,116</b>	<b>3.14%</b>
<b>CULTURAL SERVICES</b>								
Library	\$1,758,997	\$1,764,688	\$1,754,766	\$1,828,028	\$1,785,220	\$0	\$20,532	1.16%
Library Board	\$570	\$1,250	\$950	\$1,250	\$1,250	\$0	\$0	0.00%
Fine Arts Committee	\$195,468	\$228,090	\$177,527	\$237,644	\$235,144	\$0	\$7,054	3.09%
<b>TOTAL CULTURAL SERVICES</b>	<b>\$1,955,035</b>	<b>\$1,994,028</b>	<b>\$1,933,243</b>	<b>\$2,066,922</b>	<b>\$2,021,614</b>	<b>\$0</b>	<b>\$27,586</b>	<b>1.38%</b>
<b>LEISURE SERVICES</b>								
Recreation Department	\$1,076,178	\$882,315	\$1,046,296	\$1,147,438	\$1,108,632	\$0	\$226,317	25.65%
Parks & Rec Commission	\$1,060	\$2,500	\$1,800	\$2,280	\$2,280	\$0	(\$220)	-8.80%
<b>TOTAL LEISURE SERVICES</b>	<b>\$1,077,238</b>	<b>\$884,815</b>	<b>\$1,048,096</b>	<b>\$1,149,718</b>	<b>\$1,110,912</b>	<b>\$0</b>	<b>\$226,097</b>	<b>25.55%</b>
<b>MISCELLANEOUS</b>								
Public Health	\$508,249	\$524,525	\$524,645	\$612,387	\$612,387	\$0	\$87,862	16.75%
Contingency	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$0	\$0	0.00%
Capital Non-Recurring	\$831,461	\$1,000,000	\$1,000,000	\$1,100,000	\$1,000,000	\$0	\$0	0.00%
Debt Service Reserve	\$58,541	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
<b>TOTAL MISCELLANEOUS</b>	<b>\$1,398,251</b>	<b>\$1,649,525</b>	<b>\$1,649,645</b>	<b>\$1,837,387</b>	<b>\$1,737,387</b>	<b>\$0</b>	<b>\$87,862</b>	<b>5.33%</b>
<b>DEPT OF EDUCATION</b>	<b>\$72,308,858</b>	<b>\$74,593,926</b>	<b>\$74,593,926</b>	<b>\$78,487,052</b>	<b>\$78,487,052</b>	<b>\$0</b>	<b>\$3,893,126</b>	<b>5.22%</b>
<b>DEBT SERVICE</b>	<b>\$6,640,186</b>	<b>\$7,581,981</b>	<b>\$7,581,981</b>	<b>\$7,518,317</b>	<b>\$7,305,651</b>	<b>\$0</b>	<b>(\$276,330)</b>	<b>-3.64%</b>
<b>GRAND TOTAL - GENERAL FUND</b>	<b>\$111,771,763</b>	<b>\$116,263,417</b>	<b>\$116,266,551</b>	<b>\$123,074,280</b>	<b>\$121,577,417</b>	<b>\$0</b>	<b>\$5,314,000</b>	<b>4.57%</b>

(1) FY 2021 Projected expenditures were reduced by \$130,000 in Civil Preparedness and \$104,298 in the Police due to anticipated reimbursement by COVID-19 Grant.

TOWN OF CHESHIRE GENERAL FUND  
MAJOR OBJECTS OF EXPENDITURES  
2021-2022 MANAGER RECOMMENDED

Department	100 Personnel Services	200 Supplies & Services	300 Utilities	400 Contractual Services	500 Professional Expenses	600 Equipment	700 Miscellaneous	Totals
10 TOWN COUNCIL		14,400		28,000				42,400
20 TOWN MANAGER	355,850	4,240			9,925	1,500		371,515
25 HUMAN RESOURCES	205,095	250			305			205,650
30 TOWN ATTORNEY				216,422				216,422
40 TOWN CLERK	204,243	16,850		38,700	2,600			262,393
50 ELECTIONS	96,021	6,600		12,000	2,660	5,600		122,881
60 PROBATE COURT							2,000	2,000
70 FINANCE DEPARTMENT	1,179,965	31,013		595,073	7,695	10,000	523,396	2,347,142
80 BD OF ASSESSMENT APPEALS	1,800	255						2,055
90 GENERAL SERVICES	5,631	68,775	51,000	144,177		750		270,333
100 PUBLIC PROPERTY	172,422	86,000	492,539	474,338		1,500		1,226,799
110 EMPLOYEE BENEFITS		16,775					9,300,145	9,316,920
120 PLANNING DEPARTMENT	350,804	7,900	1,800	2,600	8,200			371,304
130 PLANNING & ZONING COMM.				6,500	260			6,760
140 ZONING BRD. OF APPEALS		1,000		1,000	560			2,560
150 ECONOMIC DEV. COMM.	100,885	7,200		7,300	3,170	1,200		119,755
155 BEAUTIFICATION COMMITTEE		4,300		8,800	75			13,175
160 PUBLIC BLDG. COMM.		350		1,750				2,100
170 INLAND WETLANDS COMM.		2,500		4,000	350			6,850
180 ENVIRONMENT COMMISSION				650	190			840
185 HISTORIC DISTRICT COMMISSION		850		1,300	125			2,275
190 ENERGY COMMISSION		475		1,750	100			2,325
200 POLICE DEPARTMENT	5,709,863	253,306	70,000	144,758	9,300	40,982		6,228,209
210 ANIMAL CONTROL	105,207	4,800		3,300	150	450		113,907
215 PRISON ADVISORY COMM.				300			300	300
220 CIVIL PREPAREDNESS	10,000	7,300	500	12,655	500	700	1,000	32,655
225 PUBLIC SAFETY COMMISSION	500	550		900				1,950
230 FIRE DEPARTMENT	512,991	139,800	45,000	124,700	90,500	18,000	426,347	1,357,338
250 INSPECTION DEPARTMENT	304,157	4,650	3,240	4,200	750	550		317,547
260 PUBLIC WORKS DEPARTMENT	2,652,121	706,695	97,508	3,453,310	5,960	8,900		6,924,494
280 W.P.C.A.		500		2,750				3,250
290 PUBLIC HEALTH				612,387				612,387
300 HUMAN SERVICES	912,893	36,520	4,740	50,364	7,299	175	7,206	1,019,197
336 YOUTH & HUMAN SVCS COMM.				1,500				1,500
340 LIBRARY	1,508,095	204,725	1,800	63,300	7,300			1,785,220
350 LIBRARY BOARD				750	500			1,250
355 FINE ARTS COMMITTEE	144,954	17,400		71,590	1,200			235,144
360 RECREATION DEPT.	507,719	46,325	3,795	63,675	3,265		483,853	1,108,632
370 PARK & RECREATION COMM.		300		1,980				2,280
380 CONTINGENCY							125,000	125,000
390 DEBT SERVICE							7,305,651	7,305,651
410 CAPITAL NON-RECURRING							1,000,000	1,000,000
Town Total	15,041,216	1,692,604	771,922	6,156,779	162,939	90,307	19,174,598	43,090,365
DEPT. OF EDUCATION (1)	49,250,431	4,153,064	1,589,690	6,965,311	1,409,104	1,173,930	13,945,522	78,487,052
Dept of Education Total	49,250,431	4,153,064	1,589,690	6,965,311	1,409,104	1,173,930	13,945,522	78,487,052
Grand Totals	64,291,647	5,845,668	2,361,612	13,122,090	1,572,043	1,264,237	33,120,120	121,577,417

(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 (Proposed)**

**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 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$101,462	\$101,977	\$93,474	\$105,207	\$105,207	\$0
SUPPLIES & SERVICES	2,504	4,800	4,300	4,800	4,800	0
CONTRACTED SERVICES	5,626	3,300	2,300	3,300	3,300	0
PROFESSIONAL SERVICES	0	150	150	150	150	0
EQUIPMENT	<u>0</u>	<u>450</u>	<u>300</u>	<u>450</u>	<u>450</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$109,592</b>	<b>\$110,677</b>	<b>\$100,524</b>	<b>\$113,907</b>	<b>\$113,907</b>	<b>\$0</b>

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### **OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$5,000	None (balance 7/1/20- \$194)	None	None

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### **ACCOMPLISHMENTS 2020-2021**

- ◆ 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.

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**OBJECTIVES 2021-2022**

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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.
- ◆ Train new Assistant Animal Control Officer .
- ◆ 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 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Licensed Dogs	Output	2,200	2,200	2,200
Total Complaints	Outcome	800	800	800
Warnings Issued	Output	25	25	30
Arrests	Output	10	10	10
Animals taken into MACO system	Output	40	40	30
Animals redeemed (return to owner)	Output	25	25	20
Animals Placed	Outcome	15	15	10
% of Animals Placed and/or returned	Efficiency	100%	100%	100%
Cost per capita*	Efficiency	\$3.05	\$2.79	\$3.24

\*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***  
**2021-2022**

**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.*

*"It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of light, it was the season of darkness, it was the spring of hope, it was the winter of despair."*

— Charles Dickens, A Tale of Two Cities

The challenges presented by the global pandemic this past year have been monumental, but so has been the success of the Cheshire Public Schools. We received the National Blue Ribbon School designation, garnered positive national press for innovation, had our students perform at record high levels, and provided in-person access to schooling at a level far superior to our peers. However, we find our resources depleted and hold genuine concerns about maintaining our lofty status.

All who work in the CPS take great pride in providing our students and families with an outstanding educational experience. This experience is enhanced by partnering with parents and the entire Cheshire community and is grounded in our shared commitment to providing our children with the tools they need to be productive and happy in a society that they will help create. As a community, we have identified two priorities in that effort: coaching our students to be complex thinkers and supporting our students to become strong social-emotional learners. These goals have never been more important and we continue to use these beliefs as a filter through which we prioritize our budget decisions.

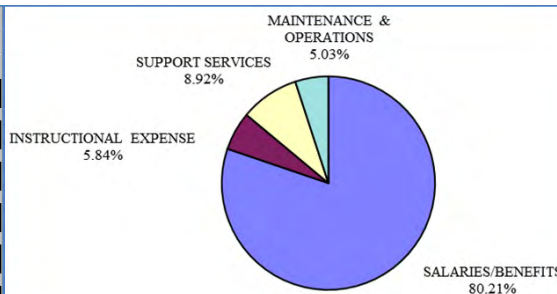
Cheshire currently ranks 119th of 166 Connecticut school districts in expenditures/student, yet we consistently stand at the front of the class in various measures of student success. Our math and reading/writing performance is the 5th highest in the CT and two of our schools recently received prestigious national honors. Norton was named a National Blue Ribbon School and Highland is the first Connecticut elementary school to be named a Special Olympics Champion School. CPS serves as a model for educational quality and operational efficiency and can be proud of its strong return on investment. **To put things in perspective, Cheshire's 2019-2020 education budget would have had to have been \$9,400,128 (13%) higher to equal just the average amount per student that other Connecticut districts spend.**

The Board of Education's recommended budget deeply considers the economic stressors that the pandemic has applied at the state and local level. In a typical year, we would seek to innovate our programs or facilities through budget investments that further advance our services. Unfortunately, this year's request is limited to maintaining our current resources and restoring our shrinking medical benefits account. The Board of Education's recommendation for the 2021/22 budget is \$78,487,052 or a 5.22% increase over the current budget. The chart below illustrates the dramatic increase in the employee benefits line.



Superintendent's Budget Message  
2021/2022 Board of Education Budget

	BUDGET	REQUESTED	CHANGE	% inc/ % dec
	2020/21	2021/22	(From BGT)	
CERTIFIED SALARIES	\$ 38,115,495	\$ 38,943,832	\$ 828,337	2.17%
NON-CERTIFIED SALARIES	\$ 10,017,264	\$ 10,306,599	\$ 289,335	2.89%
EMPLOYEE BENEFITS	\$ 11,657,093	\$ 13,706,128	\$ 2,049,035	17.58%
INSTRUCTIONAL EXPENSE	\$ 4,510,164	\$ 4,584,484	\$ 74,320	1.65%
SUPPORT SERVICES	\$ 6,715,684	\$ 6,997,747	\$ 282,063	4.20%
MAINTENANCE & OPERATIONS	\$ 3,578,226	\$ 3,948,262	\$ 370,036	10.34%
<b>TOTAL</b>	<b>\$ 74,593,926</b>	<b>\$ 78,487,052</b>	<b>\$ 3,893,126</b>	<b>5.22%</b>



The 2021-22 BOE recommended budget includes **no staffing or programs which advance our services**. Instead, the **priority is maintaining the staffing ratios that our community holds sacred**. This budget proposal excludes any funding related to costs that may be incurred in 2021-2022 as a result of residual COVID-19 impact. A supplemental budget should be considered at some time in the future.

The decision to withhold the request for additional positions is exclusively economic and not reflective of the reality that we aspire to do more for our students and community with additional resources. Positions such as an Elementary Technology Coach and District Security Manager that have been included in previous budgets, but were not ultimately funded are amongst future key priorities. Yet, those positions represent the tip of the iceberg of enhancements and needs which were articulated in budget presentations and deliberation.

While the Board did not feel it practical to include staffing requests in this budget, it is compelled to seek additional resources for facilities, which average 70 years in age. We have curtailed this area over the past 5 years hopeful that a Facility Plan would ultimately allow us to avoid such costs. However, the confluence of a global pandemic and aging facilities have elevated the need. The Board is requesting an increase of \$295,013 (.39% of our overall budget) in Building Maintenance and Operations over last year's budget.

The average Cheshire Public Schools budget increase over the last five years (2016-2020) is 1.17%, which makes it the lowest five-year period in at least the last 45 years. In order to meet these fiscal constraints, maintenance reductions ensured necessary staffing for our students. This incremental increase will help support maintenance as the community closes in a more comprehensive facilities solution.

The Board of Education has reviewed and discussed this budget at great length. Ultimately, 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. 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.

I know that we do our very best to effectively utilize the resources that our community provides to help our children flourish. On behalf of the Cheshire Board of Education, I humbly ask you to support the enclosed 2021/22 Board of Education Budget.

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 State Building Safety Codes.

### **ADMINISTRATIVE OVERVIEW**

The Building Inspection Department has four full-time employees: Building Official, two Assistant Building Officials, and a Secretary; and is responsible for the review of all applications and building plans to construct, add or alter all buildings and structures in the town. The department issues building, plumbing, electrical, heating and sewer permits and collects the associated permit and zoning fees. Professional staff makes inspections on all issued permits and respond to building complaints and concerns as well as emergency situations such as fires and weather-related events/storms.

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

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$281,560	\$286,389	\$292,534	\$304,157	\$304,157	\$0
SUPPLIES & SERVICES	3,293	6,560	4,375	5,650	4,650	0
UTILITIES	2,960	2,900	3,240	3,240	3,240	0
CONTRACTED SERVICES	5,865	4,390	4,200	4,200	4,200	0
PROFESSIONAL EXPENSE	840	1,450	610	750	750	0
EQUIPMENT	0	550	275	550	550	0
<b>TOTAL EXPENDITURES</b>	<b>\$294,518</b>	<b>\$302,239</b>	<b>\$305,234</b>	<b>\$318,547</b>	<b>\$317,547</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$500,000	None	None	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Worked remotely due to the pandemic and resulting government restrictions, while maintaining full level of service to the public.
- ◆ Initiated remote/virtual inspections to continue to serve the public.
- ◆ Manager permits for increased number of larger non-residential projects including medical office, medical urgent care, elder care, restaurant, breweries, and office construction projects.
- ◆ Continued to handle a large volume of residential, commercial solar system project installations, standby whole house generator systems, and swimming pool permits.
- ◆ Managed an increase in the number of unpermitted work discovered during real estate transactions.
- ◆ Processed a high volume of new Residential Single-Family Dwelling permits.
- ◆ Processed a high volume of residential interior alterations and kitchen remodeling permits.
- ◆ Processed a high volume of demolition of unsightly structures along the South Main Street corridor to make room for new commercial/residential development.

## OBJECTIVES 2021-2022

- ◆ Utilize technology advancements to improve online permitting process to improve efficiency of service and satisfaction with service delivery, to better coordinate with other departments, to simplify recordkeeping, and to expedite retrieval of information.
- ◆ Promote awareness and educate applicants on the 2018 State Building Code, 2015 ICC residential, building, energy efficiency, 2017 electrical and 2009 accessibility codes, to ensure compliance and enhance building safety.
- ◆ Continue to promote building safety through education, informational handouts, and field inspections.
- ◆ Maintain career development educational training hours to ensure a high level of staff professionalism.
- ◆ Continue to work to digitize all non-residential construction documents in accordance with state mandated document retention schedule.
- ◆ Identify most effective 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

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Number of permits issued (voluntary compliance)	Output	1,800	2,525	2,200
Number of inspections performed	Output	2,400	2,880	2,500
% of inspections performed within 24 hrs of request	Outcome	90%	80%	90%
Average # of days for initial review for new construction	Output/Outcome	21	21	21
# of days between a complaint and the first inspection	Output	3	3	3
Cost per capita*	Efficiency	\$8.21	\$8.47	\$9.02

\*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 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 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 2020 Actual</b>	<b>FY 2021 Approp.</b>	<b>FY 2021 Estimated Expend.</b>	<b>FY 2022 Dept. Request</b>	<b>FY 2022 Manager Recomm.</b>	<b>FY 2022 Council Approval</b>
PERSONNEL SERVICES	\$119,372	\$119,521	\$170,448	\$100,885	\$100,885	\$0
SUPPLIES & SERVICES	6,044	6,600	4,350	7,200	7,200	0
CONTRACTED SERVICES	4,313	2,400	7,050	7,300	7,300	0
PROFESSIONAL EXPENSE	4,562	4,860	3,070	3,170	3,170	0
EQUIPMENT	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,200</u>	<u>1,200</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$134,291</b>	<b>\$133,381</b>	<b>\$184,918</b>	<b>\$119,755</b>	<b>\$119,755</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 20-21 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 19-20 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/20</b>	<b>FY 20-21 CAPITAL BUDGET APPROPRIATION</b>
None	\$692,071 (balance on 7/1/20 - \$5,416)	\$400,000	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ 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 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.
- ◆ Continued to manage and pursue grants for town projects, including remediation of the Ball & Socket property.
- ◆ Worked with Town staff and the Regional Water Authority to bring water service to the Interchange Zone.
- ◆ Worked with DOT and Town personnel on conveyance of State-owned land in the Interchange Zone to the Town.

- ◆ As Town representative, 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.

#### **OBJECTIVES 2021-2022**

- ◆ 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.
- ◆ Commence planning for Business Appreciation Day-type program, which may be virtual.
- ◆ Continue to support efforts to remediate and rehabilitate the Ball & Socket property.
- ◆ 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.
- ◆ Continue to provide assistance and information to the business community and prospective companies.
- ◆ 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.
- ◆ Work with assistant manager/public information officer to continue to develop the new website pages to promote the town and assist the business community.
- ◆ Continue to manage the incentive and Tax Increment Financing programs.

#### **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Company visits – number	Output	50+	50+	50+
Absorption of vacant commercial & industrial SF	Output	100,000	100,000	100,000
Revenue from commercial/industrial Grand List	Output	\$17,386,168	\$18,319,700	\$19,210,000
Net Assessed value of real/personal commercial property	Outcome	\$532,991,018	\$551,466,000	\$565,000,000
Business Appreciation Day participants	Outcome	N/A	N/A	150+
Cost per capita*	Efficiency	\$3.74	\$5.13	\$3.40

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

## **ELECTIONS**

### **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.

### **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.

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

	<b>FY 2020 Actual</b>	<b>FY 2021 Approp.</b>	<b>FY 2021 Estimated Expend.</b>	<b>FY 2022 Dept. Request</b>	<b>FY 2022 Manager Recomm.</b>	<b>FY 2022 Council Approval</b>
PERSONNEL SERVICES	\$91,448	\$98,395	\$111,243	\$97,801	\$96,021	\$0
SUPPLIES & SERVICES	3,675	9,550	6,400	6,600	6,600	0
CONTRACTED SERVICES	7,596	13,000	0	12,000	12,000	0
PROFESSIONAL EXPENSE	752	2,650	0	2,660	2,660	0
EQUIPMENT	0	0	0	5,600	5,600	0
<b>TOTAL EXPENDITURES</b>	<b>\$103,471</b>	<b>\$123,595</b>	<b>\$117,643</b>	<b>\$124,661</b>	<b>\$122,881</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 20-21 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 19-20 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/20</b>	<b>FY 20-21 CAPITAL BUDGET APPROPRIATION</b>
None	None	None	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Complied with COVID-19 protocols to ensure elections were conducted as safely as possible.
- ◆ Conducted August 2020 presidential primary elections, and conducted an unprecedented November 2020 presidential election with a voter turnout of 86.21%, including over 7,000 absentee ballots.
- ◆ Conducted a recount for the 90<sup>th</sup> Assembly District and a state-mandated audit of District 4 presidential election ballots.
- ◆ Worked with local nursing homes to ensure that elderly and disabled residents could vote safely.
- ◆ Hired and trained Moderators and nearly 100 poll workers, overcoming the challenges of COVID-19.
- ◆ 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.
- ◆ Investigated over 1,100 possible voter status changes provided by the Electronic Registration Information Center and processed over 4,000 mailed, online, and in-person changes of voter status.
- ◆ Attended Registrars of Voters Association of Connecticut (ROVAC) conferences and meetings online to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Attended weekly online conference calls with Secretary of the State's office for guidance relating to legal and technological requirements of conducting elections during pandemic.
- ◆ Conducted annual state-mandated town-wide canvass and canvass of voters whose status was flagged by USPS as having possibly moved within or out of Cheshire to improve the accuracy of voter rolls.
- ◆ 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.

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**OBJECTIVES 2021-2022**

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- ◆ Provide all of the office's mandated functions, in compliance with all 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.
- ◆ Improve training process for poll workers to increase customer service to voters and conduct efficient, accurate elections.
- ◆ 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.
- ◆ Devise safe substitute for normal state-mandated registration day at Cheshire High School and a safe means of supervised absentee voting in congregate and senior housing facilities.
- ◆ Conduct annual state-mandated town-wide canvass to improve the accuracy of voter rolls.
- ◆ Retain as many veteran poll workers from the November 2020 election as possible.
- ◆ Begin the redistricting process when the necessary U. S. Census Bureau redistricting data becomes available.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
# of changes per year via voter canvass	Output	1,261	4,000	1,100
# of registration sessions held	Output	3	1	2
# of new voters registered	Output / Outcome	1,324	2,100	1,200
% of residents registered to vote	Outcome	66%	70%	69%
Cost per capita*	Efficiency	\$2.88	\$3.56	\$3.49

\*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

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.

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### ADMINISTRATIVE OVERVIEW

This Department is supported by staff from both the Town Manager's Office 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. The department also provides employee orientations, exit interviews, benefits counseling and professional development and training opportunities.

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### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
SUPPLIES & SERVICES	\$14,668	\$17,775	\$13,100	\$18,775	\$16,775	\$0
EQUIPMENT	4,044	0	0	0	0	0
MISCELLANEOUS	<u>8,548,394</u>	<u>8,636,959</u>	<u>8,604,906</u>	<u>9,529,775</u>	<u>9,300,145</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$8,567,106</b>	<b>\$8,654,734</b>	<b>\$8,618,006</b>	<b>\$9,548,550</b>	<b>\$9,316,920</b>	<b>\$0</b>

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### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
None	None	None	None

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### ACCOMPLISHMENTS 2020-2021

- ◆ Continued making actuarially recommended contributions for the Police and Volunteer Firefighters pension plans and implemented 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 to broaden employees' skills, support morale, and improve productivity and work/life balance.
- ◆ Continued e-Learning for employee training.
- ◆ Achieved successful employee recruitment in filling a number of positions.
- ◆ 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.
- ◆ Continued transition of coverage from Anthem to Cigna and Optum to Cigna pharmacy coverage.
- ◆ Shared Cigna provided health coach with school district 2 days per week.



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**OBJECTIVES 2021-2022**

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- ◆ Continue aggressive and extensive recruitment efforts in filling vacant positions and anticipated retirements to ensure the appointment of the highest qualified candidates and minimize service disruption.
- ◆ Continue to enhance professional development and personal enrichment programs and opportunities 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.
- ◆ Update Personnel Rules and Regulations to more accurately reflect annual revisions and create more cohesion and clarity.
- ◆ 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.
- ◆ Implementation of wellness incentives to reduce premium share contribution.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
New Hires	Output	10	12	6
Job Postings	Output	16	22	15
Avg. # of Applicants per Posting	Efficiency	7	9	20
HSA Enrollees as % of Total Medical Insurance Enrollees	Outcome	67%	70%	72%
Employee days lost due to work-related injury	Efficiency / Outcome	150	200	150
Average # of days to fill a vacancy	Efficiency / Outcome	43	63	60
# of in-service training hours conducted	Output/Outcome	30	50	100
Cost per capita*	Efficiency	\$238.67	\$239.21	\$264.66

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

## FINANCE

### 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.

### 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 two in Tax Assessor; IT is outsourced.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$1,134,357	\$1,051,114	\$1,084,067	\$1,179,965	\$1,179,965	\$0
SUPPLIES & SERVICES	19,360	32,485	30,698	31,263	31,013	0
CONTRACTED SERVICES	490,459	609,604	570,345	657,718	595,073	0
PROFESSIONAL EXPENSE	4,552	9,395	6,365	9,195	7,695	0
EQUIPMENT	17,956	10,000	14,286	65,000	10,000	0
MISCELLANEOUS	<u>485,106</u>	<u>490,173</u>	<u>458,340</u>	<u>523,396</u>	<u>523,396</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,151,790</b>	<b>\$2,202,771</b>	<b>\$2,164,101</b>	<b>\$2,466,537</b>	<b>\$2,347,142</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
None	None	\$553,937	\$310,000

### ACCOMPLISHMENTS 2020-2021

- ◆ Completed the FY 2020 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, 2019 financial statements and "Distinguished Budget Presentation Award" for the fiscal year beginning July 1, 2020 operating budget is pending.
- ◆ Completed RPF process for auditing services.
- ◆ Initiated RFP for bond counsel services.
- ◆ Achieved a tax collection rate of 99.65% for fiscal year 2020 generating approximately \$425,000 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 2019 Grand List with 1.52% overall increase.
- ◆ Continued to explore potential efficiencies by implementing a time and attendance software system.
- ◆ Initiated FEMA grant application for August 4, 2020 Storm Isaias.
- ◆ Applied for grant reimbursement for COVID-19 expenses to FEMA and State Office of Policy and Management.
- ◆ Provided support to School Modernization Committee on debt projections.
- ◆ Preparing Official Statement for \$14 million General Obligation bond sale.
- ◆ Initiated MUNIS system required forms conversion.
- ◆ Completed MUNIS system cloud-based migration.

## **OBJECTIVES 2021-2022**

- ◆ 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.
- ◆ File annual update of State-mandated Uniform Chart of Accounts.
- ◆ Continue to manage court appeals for October 1, 2018 Grand List real property revaluation.
- ◆ Continue 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.
- ◆ Plan for and implement a MUNIS upgrade from version 11.3 to 2019.1.

## **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Consecutive GFOA Award – Excellence in Financial Reporting	Outcome	27	28	29
Consecutive GFOA Award - Distinguished Budget Presentation	Outcome	21	22	23
Average Return on Investments	Outcome	1.55%	.45%	.25%
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	2,921	3,100	3,100
Tax Exemption Applications Processed/# of Assessor Staff	Efficiency	883	900	910
# of Tax Accounts/# of Assessor Staff	Efficiency	18,972	18,972	19,000
Grand List Adjustments/Tax Levy	Outcome	.189%	.200%	.200%
Actual Tax Collection Rate as a % Budgeted Tax Collection Rate	Efficiency/ Outcome	100.45%	100.45%	100.45%
# of Tax Receipts processed/# of Collector Staff	Efficiency	11,134	11,064	11,064
Taxes Outstanding	Outcome	.35%	.35%	.35%
Cost per capita*	Efficiency	\$59.95	\$60.07	\$66.67

\*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 2020 Actual</b>	<b>FY 2021 Approp.</b>	<b>FY 2021 Estimated Expend.</b>	<b>FY 2022 Dept. Request</b>	<b>FY 2022 Manager Recomm.</b>	<b>FY 2022 Council Approval</b>
PERSONNEL SERVICES	\$483,747	\$500,038	\$479,937	\$512,991	\$512,991	\$0
SUPPLIES & SERVICES	101,570	132,800	148,300	149,800	139,800	0
UTILITIES	37,101	45,000	45,000	45,000	45,000	0
CONTRACTED SERVICES	78,118	82,700	84,700	113,950	124,700	0
PROFESSIONAL EXPENSE	96,607	90,500	90,500	90,500	90,500	0
EQUIPMENT	8,584	13,500	13,500	18,000	18,000	0
MISCELLANEOUS	<u>318,925</u>	<u>328,169</u>	<u>324,853</u>	<u>466,347</u>	<u>426,347</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,124,652</b>	<b>\$1,192,707</b>	<b>\$1,186,790</b>	<b>\$1,396,588</b>	<b>\$1,357,338</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 20-21 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 19-20 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/20</b>	<b>FY 20-21 CAPITAL BUDGET APPROPRIATION</b>
None	\$196,000 (balance on 7/1/20 - \$276,628)	\$276,172	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ 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 has 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 2021-2022**

- ◆ 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 19-20	Estimated 20-21	Projected 21-22
Number of Responses	Output	884	950	950
Number of Full-time Paid Staff Members	Output	5	5	5
Number of Active Volunteer Staff Members	Output	55	50	60
Average Number of FF's per call 7:00am to 3:00pm	Output	13	10	10
Average Number of FF's per call 3:00pm to 11:00pm	Output	17	10	10
Average Number of FF's per call 11:00pm to 7:00am	Output	14	10	10
Average Response Time to Building Fires (minutes)	Efficiency / Outcome	6.0 Minutes	8.0 Minutes	4.0 Minutes
Average dollar loss per incident	Efficiency / Outcome	\$724.78	\$947.00	\$600.00
Average Amount of time spent per incident (minutes)	Efficiency	34	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	98%	100%	100%
Strive for 100% compliance of applicable regulations**	Outcome	96% completion	100% completion	100% completion
Number of staff development/training hours	Output	100	100	0
Cost per capita*	Efficiency	\$31.33	\$32.94	\$38.56

\*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 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

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$38,188	\$37,353	\$38,099	\$38,836	\$5,631	\$0
SUPPLIES & SERVICES	61,330	68,675	67,275	68,775	68,775	0
UTILITIES	44,972	49,500	49,500	51,000	51,000	0
CONTRACTED SERVICES	126,835	139,270	136,642	144,177	144,177	0
PROFESSIONAL SERVICES	143	270	0	0	0	0
EQUIPMENT	<u>450</u>	<u>0</u>	<u>3,621</u>	<u>3,500</u>	<u>750</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$271,918</b>	<b>\$295,068</b>	<b>\$295,137</b>	<b>\$306,288</b>	<b>\$270,333</b>	<b>\$0</b>

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### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
None	None	\$143,571	\$505,000

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### ACCOMPLISHMENTS 2020-2021

- ◆ 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.
- ◆ Administered copier contract maintenance and service.
- ◆ Performed a telecommunications audit to ensure Town is getting the best pricing available and charges are appropriate based on usage.
- ◆ Planning for the procurement of new mailing machine contract for July 1, 2021.

**OBJECTIVES 2021-2022**

- ◆ 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 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Number of copiers in service	Output	30	30	30
Number of departments served	Output	41	41	41
Number of mailings completed	Output	37,706	42,000	42,000
Averaged cost per departments/divisions (23)	Efficiency	\$11,823	\$12,832	\$13,320
Cost per capita*	Efficiency	\$7.58	\$8.19	\$7.68

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

## 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 Dispatcher, 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 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$864,865	\$884,379	\$881,759	\$912,893	\$912,893	\$0
SUPPLIES & SERVICES	21,910	36,315	27,324	36,520	36,520	0
UTILITIES	3,895	4,100	4,740	4,740	4,740	0
CONTRACTED SERVICES	31,992	48,774	42,992	50,364	50,364	0
PROFESSIONAL EXPENSE	5,445	7,099	7,285	7,299	7,299	0
EQUIPMENT	0	0	81	175	175	0
MISCELLANEOUS EXPENSE	<u>7,414</u>	<u>7,414</u>	<u>7,414</u>	<u>7,206</u>	<u>7,206</u>	0
<b>TOTAL EXPENDITURES</b>	<b>\$935,521</b>	<b>\$988,081</b>	<b>\$971,595</b>	<b>\$1,019,197</b>	<b>\$1,019,197</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$51,495	\$222,732 (balance on 7/1/20 - \$61,999)	None	None

### ACCOMPLISHMENTS 2020-2021

- ◆ Served as an integral part of the Town's Emergency Management Team responding to a variety of community crises and emergencies including a mass power outage, two house fires, and several mental health or substance abuse related crises and pandemic related issues.
- ◆ Provided assistance to over 300 households facing pandemic related challenges for utilities, shelter and food, the delivery of medication and groceries to the ill. Connected our residents with local, state, and federal stabilization programs.
- ◆ 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. Developed a virtual option for some existing programs including Youth Literacy Program, offering the program free during the Spring and Summer of 2020 to keep kids engaged and to encourage continued literacy during the pandemic.
- ◆ Launched the Cheshire Youth Make an Impact Project, to introduce the community to the Search Institute's 40 Developmental Assets. Distributed over 150 free calendars that highlighted Cheshire youth each month to community members, schools, local businesses, restaurants, health care offices, places of worship, recreational centers etc.
- ◆ Held our first ever student run girls coding program over the summer; Project CSGirls.
- ◆ Developed an innovative book club experience offered to small groups in a safe and socially distant model.
- ◆ 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.
- ◆ Created the VolunTEEN Tutors 4 Kids free online tutoring program assisting close to 80 students who were struggling with the new remote learning platforms due to the pandemic.



- ◆ Secured grant from Connecticut Community Foundation allowing senior center staff and community members to become certified in Mental Health First Aid.
- ◆ Secured Grant from Department of Aging and Disability Services to upgrade technology at the Senior Center to keep the older community socially connected during the pandemic and prevent social isolation.
- ◆ Distributed masks and food to older community members; implemented both online and outdoor programming, and one on one trainings to meet the physical, social, and emotional needs of our aging population during the pandemic.
- ◆ Created a scholarship program with the Senior Center Membership Association and Cheshire High School for two high school seniors going into the fields of social work and/or recreational therapy with a demonstrated interest in gerontology.
- ◆ Continued to work to ensure sustainability of core services to the community.

## OBJECTIVES 2021-2022

- ◆ 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 programs and activities while working during a pandemic to keep youth 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.
- ◆ Look for innovative ways to merge technology with programming to improve our offerings and outreach to youth in the community and to stay current with the particular needs of the time.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Number of clinical contact hours provided	Outcome	1,000	3,000	4,000
Number of participants in Positive Youth Development Programs	Outcome	3,300	2,000	2,000
Number of food vouchers & holiday gift cards distributed	Output	648	1,000	700
Number of Energy Assistance and Renters Rebate Applications Processed	Output	300	400	400
Total number of Senior Center Social Services Provided to Clients	Output	5,000	5,000	5,000
Number of rides provided by Senior/Transportation Services	Output	8,187	3,000	9,000
Cost per capita*	Efficiency	\$26.06	\$26.97	\$28.95

\*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**

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**

The Library is managed by the Library Director who reports to the Town Manager, with 24 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**

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$1,474,203	\$1,465,463	\$1,465,880	\$1,529,403	\$1,508,095	\$0
SUPPLIES & SERVICES	220,997	225,225	224,213	224,725	204,725	0
UTILITIES	1,800	2,000	1,800	1,800	1,800	0
CONTRACTED SERVICES	57,561	62,900	57,973	63,300	63,300	0
PROFESSIONAL EXPENSE	4,436	9,100	4,900	8,800	7,300	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,758,997</b>	<b>\$1,764,688</b>	<b>\$1,754,766</b>	<b>\$1,828,028</b>	<b>\$1,785,220</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$10,000	\$16,451 (balance on 7/1/20 - \$120,157)	None	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Established and implemented safety protocols and procedures based on the State Reopening Sector Guidelines for Libraries.
- ◆ Learned, planned and held a wide-variety of online virtual programming to replace in-person offerings during the COVID-19 pandemic and to engage residents of all ages as they sheltered in their homes.
- ◆ Developed and launched curbside pickup service of library materials, craft projects, and print jobs.
- ◆ Instituted a remote access “Match Book” reader’s advisory service to help patrons browse the collection without entering the Library.
- ◆ Increased and improved access to electronic and downloadable items to meet demand for reading and entertainment materials during the COVID-19 closure.
- ◆ Created virtual public meeting rooms by working with Cheshire community groups to allow them use of the Library’s Zoom account for their meetings.
- ◆ Increased the number of Cheshire library card holders by allowing online registration during the COVID-19 closure.
- ◆ Assisted Cheshire senior citizens with accessing and navigating the State Vaccination Administration Management System.
- ◆ Improved flexibility in sharing with LCI partner libraries to maximize the efficiencies of belonging to a consortium.
- ◆ Eliminated fines for overdue materials to comply with the recommendation of the American Library Association, to increase accessibility to Library resources and to reinstate cardholders who are currently blocked due to fines from materials returned late.

## OBJECTIVES 2021-2022

- ◆ Plan and implement new “makerspace” programming utilizing both traditional handicrafts and modern technologies.
- ◆ Develop and hold Community Engagement programs on topics of interest to Cheshire residents.
- ◆ Increase promotion of the summer reading program to further increase participation particularly by school-aged children.
- ◆ Plan and promote summer reading for adults to serve as models to their children and increase adult leisure reading during the summer months.
- ◆ 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.
- ◆ Permanently eliminate fines for overdue materials.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual* 19-20	Estimated* 20-21	Projected* 21-22
Library visits per capita	Output	5.3	1.8	6.5
Number of Cheshire library card holders	Output	13,533	13,977	14,421
Total circulation of all items/formats	Output	298,411	201,494	300,000
Number of library programs held	Output	560	250	500
Program attendance	Output	14,258	3,600	12,200
Study Room use	Output	2,162	0	2,200
Public Computer sessions logged	Output	12,285	6,381	28,000
Reference/research questions received	Output	14,065	5,100	19,800
Number of students participating in summer reading	Output	77	100	400
Early literacy outreach (# of preschool children visited)	Output	431	0	600
Marketing reach (social media followers and newsletter subscribers)	Output	25,920	28,866	32,082
Library cost per use (visits, program attendance, items borrowed, computer sessions, study room use, reference questions asked.)	Efficiency	\$3.36	\$6.42	\$3.30
Cost per capita**	Efficiency	\$49.00	\$48.71	\$50.71

\* 19-20, 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 22 + 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**

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$121,392	\$136,625	\$ 132,277	\$144,954	\$144,954	\$0
SUPPLIES & SERVICES	6,851	16,400	13,500	17,400	17,400	0
CONTRACTED SERVICES	66,258	73,865	30,900	74,090	71,590	0
PROFESSIONAL EXPENSE	967	1,200	850	1,200	1,200	0
EQUIPMENT	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$195,468</b>	<b>\$228,090</b>	<b>\$177,527</b>	<b>\$237,644</b>	<b>\$235,144</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$125,000	\$2,542 (balance on 7/1/20 - \$10,216)	None	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Filmed 15 workshops for online classes with a professional videographer using Artsplace instructors in July for a February 2021 rollout.
- ◆ Created the Artful Attire Design Challenge in cooperation with Cheshire Public Library, encouraging creativity in sewing and design. Participants of all ages were captivated.
- ◆ Revamped Pina's Giving Garden containers to feature mostly vegetables including tomatoes, squash, beans, peppers and one container herbs - free to all. Raised bins were popular all summer.
- ◆ Established "The Scarecrows Are Coming to Cheshire" community art program in cooperation with Cheshire Public Library, the Chamber of Commerce and the Recreation Department with assistance from Public Works and the Congregational Church with over 50 participants. Funds raised were split equally between Cheshire Human Services and Chamber.
- ◆ Began onsite art classes early September with colored pencil, pastel, oil painting, stained glass and watercolor, meeting all COVID protocols.
- ◆ Board members judged the first Dodd Jr. High Pumpkin Painting contest for students and staff.
- ◆ Sponsored The Pajama Program, collecting over 400 new pajamas and books for Connecticut children.
- ◆ Continued offering Art Heals to Cheshire homebound residents using Zoom classes for safety.

**OBJECTIVES 2021-2022**

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- ◆ Develop art on large canvases for display in the Council Chambers showcasing local businesses.
- ◆ Offer the Artful Design Challenge II with new challenges July and August 2021.
- ◆ Sponsor the 2<sup>nd</sup> Annual “The Scarecrows and Coming to Town” contest October 2021.
- ◆ Host the 32<sup>nd</sup> Annual ARTSDAY on Sunday, March 13, 2022, 1-4pm 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.
- ◆ When safe, resume 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.
- ◆ Celebrate Artsplace 30<sup>th</sup> year anniversary Fall of 2021. Honor past and present staff of highly successful, professional artists and plan a celebration with an Open House of students’ artwork.
- ◆ Continue search for world-renowned artists to offer master classes and workshops at Artsplace to maintain a high level of interest and satisfaction in our programs and increase revenue.
- ◆ Survey students to assess effectiveness of existing programs and to anticipate interest and demand for new offerings, particularly with online programs.
- ◆ Consider filming additional offerings for summer 2021.
- ◆ 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, Giving Tree for art supplies for Social Services 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.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Number of art students	Output	1,320	302	1,000
Number of art classes	Output	110 (7 wks)	61 (3 wks)	80
Number of art workshops	Output	85	20	35
Artsday attendance	Output	540	N/A	500
Art Show Attendance	Output	700	N/A	N/A
Author Event Attendance	Output	95	N/A	85
Number of events participants	Output	1,628	396	900
Total Artsplace class participants	Output	2,060	790	550
Revenue	Output	\$126,000	\$30,000	\$75,000
Cost per capita*	Efficiency	\$5.45	\$4.93	\$6.68

\*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**

	<b>FY 2020 Actual</b>	<b>FY 2021 Approp.</b>	<b>FY 2021 Estimated Expend.</b>	<b>FY 2022 Dept. Request</b>	<b>FY 2022 Manager Recomm.</b>	<b>FY 2022 Council Approval</b>
PERSONNEL SERVICES	\$353,293	\$351,888	\$352,437	\$350,804	\$350,804	\$0
SUPPLIES & SERVICES	11,046	7,500	10,150	7,900	7,900	0
UTILITIES	1,200	1,800	1,820	1,800	1,800	0
CONTRACTUAL SERVICES	0	0	2,600	2,600	2,600	0
PROFESSIONAL EXPENSE	7,547	8,200	7,890	8,200	8,200	0
EQUIPMENT	348	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$373,434</b>	<b>\$369,388</b>	<b>\$374,897</b>	<b>\$371,304</b>	<b>\$371,304</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 20-21 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 19-20 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/20</b>	<b>FY 20-21 CAPITAL BUDGET APPROPRIATION</b>
\$20,000	\$51 (balance on 7/1/20 - \$26,706)	\$593,972	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ 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 OWA grant for purchase of open space within the Mill River Watershed.
- ◆ Worked with the Sustainable CT Cheshire Team.

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**OBJECTIVES 2021-2022**

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- ◆ 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**

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
# of applications reviewed	Output	38	53	42
# of Zoning Enforcement Cases	Output	65-75	65-75	65-75
Processing Individual Planning & Zoning Applications	Outcome/Efficiency	45 days	45 days	45 days
Average length of approval process	Outcome/Efficiency	45 days	45 days	45 days
Processing Individual Zoning Permits	Outcome/Efficiency	<2	<2	<2
Response to Individual Zoning Complaints	Outcome/Efficiency	2-4 days	2-4 days	2-4 days
Total hours of pre-application review	Output	250 hours	250 hours	250 hours
Open Space/Land Management planning	Output	325 hours	325 hours	325 hours
Cost per capita*	Efficiency	\$10.40	\$10.41	\$10.55

\*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 and the Prison Advisory Commission budgets. 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. Seven civilian school crossing guards are also supervised by the Police Department.

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

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$5,332,135	\$5,397,495	\$5,346,850	\$5,729,863	\$5,709,863	\$0
SUPPLIES & SERVICES	238,221	251,580	266,200	271,306	253,306	0
UTILITIES	55,397	60,002	70,000	70,000	70,000	0
CONTRACTED SERVICES	99,144	145,750	159,330	331,758	144,758	0
PROFESSIONAL EXPENSE	4,025	8,300	8,500	9,300	9,300	0
EQUIPMENT	<u>20,880</u>	<u>29,440</u>	<u>29,440</u>	<u>65,084</u>	<u>40,982</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$5,749,802</b>	<b>\$5,892,567</b>	<b>\$5,880,320</b>	<b>\$6,477,311</b>	<b>\$6,228,209</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$125,000	\$211,885 (balance on 7/1/20 - \$210,246)	\$446,822	None

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Hired four officers to fill vacancies created by resignations and retirements.
- ◆ Hired Assistant Animal Control Officer to fill vacancy created by resignation.
- ◆ Initiated hiring process for Dispatcher vacancy created by resignation.
- ◆ Completed promotional process for positions of Deputy Chief, Lieutenant and Sergeant to fill vacancies created by retirement.
- ◆ Scheduled one lieutenant for command level training at the Southern Police Institute Administrative Officers Course.
- ◆ 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 town officials to address needed building improvements at police headquarters resulting in approval of funding at referendum.
- ◆ Purchased a portable surveillance camera to be used in response to citizen complaints of criminal activity.
- ◆ Completed biometric project at police headquarters to allow for keyless, secure access to the facility.
- ◆ Updated department policies and training to comply with provisions of the police accountability act passed by the Connecticut legislature.



## OBJECTIVES 2021-2022

- ◆ 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.
- ◆ Reimagine the Technology Coordinator position to a Public Safety position encompassing both the police and fire departments.
- ◆ Explore designating a detective to the FBI Safe Street Task Force to enhance intelligence gathering and regional investigations of car thefts and other organized property crimes.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Violent Crime***	Output	11	8	10
Property Crimes***	Output	232	225	220
Criminal Arrests	Output	385	310	390
Motor Vehicle Arrests	Output	821	500	900
Accidents	Output	538	550	620
Total Incidents	Output	32,770	32,000	32,000
Avg. Incidents per Officer****	Output	682	680	666
Avg. Hours of Training per Officer per Year**	Efficiency	100	100	100
Cost per capita*	Efficiency	\$160.19	\$166.11	\$176.92

\*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**

### **MISSION STATEMENT**

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**

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**

	<b>FY 2020 Actual</b>	<b>FY 2021 Approp.</b>	<b>FY 2021 Estimated Expend.</b>	<b>FY 2022 Dept. Request</b>	<b>FY 2022 Manager Recomm.</b>	<b>FY 2022 Council Approval</b>
PERSONNEL SERVICES	\$162,693	\$166,591	\$161,838	\$172,922	\$172,422	\$0
SUPPLIES & SERVICES	67,646	93,500	93,200	93,500	86,000	0
UTILITIES	401,405	507,670	457,500	507,539	492,539	0
CONTRACTED SERVICES	507,667	465,750	468,332	484,038	474,338	0
EQUIPMENT	1,003	1,500	1,500	1,500	1,500	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,140,414</b>	<b>\$1,235,011</b>	<b>\$1,182,370</b>	<b>\$1,259,499</b>	<b>\$1,226,799</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 20-21 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 19-20 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/20</b>	<b>FY 20-21 CAPITAL BUDGET APPROPRIATION</b>
None	None	\$1,250,590	\$1,510,000

### **ACCOMPLISHMENTS 2020-2021**

- ◆ Completed all operating budget projects planned for the fiscal year, improving the overall condition and safety of our Town buildings.
- ◆ Performed interior and exterior work at Town buildings as part of the “winter blitz” to improve the work environment and professional appearance of the buildings.
- ◆ Responded to over 600 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.
- ◆ Installed a new boiler at the Fire Headquarters Annex to insure the building is reliably heated in the winter and to prevent costly repairs from freezing pipes.
- ◆ Designed and bid a new shingle roof for the Town Hall to eliminate water intrusion and avoid costly repairs.
- ◆ Completed conversion of exiting fluorescent lighting in Town buildings to LED fixtures to improve the overall lighting quality and provide a significant cost savings in electricity.
- ◆ Installed new windows on the east exposure of the Library to eliminate water intrusion and prevent costly repairs.

- ◆ Installed a new generator tank at Town Hall, and oil tanks at ArtsPlace and Fire House #2 to reliably store oil.
- ◆ 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.
- ◆ Performed routine and emergency cleaning of buildings during COVID pandemic to ensure the building users had a safe environment. Installed shields and modified work stations to promote a healthy and safe workplace.
- ◆ Installed a new roof at Fire House #2 to eliminate water intrusion and prevent costly repairs.
- ◆ Participated in design of PBC project to upgrade the locker rooms and HVAC capabilities at the Police Station.

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**OBJECTIVES 2021-2022**

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- ◆ 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.
- ◆ Participate in construction of PBC project to upgrade the locker rooms and HVAC capabilities at the Police Station.
- ◆ 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.

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**PERFORMANCE MEASURES**

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<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Square Feet of Facilities Maintained	Output	205,000	205,000	205,000
# of Facilities Maintained	Output	21	21	21
# Work orders received	Output	584	600	700
# Repeat work orders	Efficiency/Outcome	2%	2%	2%
Work order addressed/day	Output	2.37	2.44	2.85
Man-hours/occupied building	Efficiency/Outcome	219	219	219
Cost per capita*	Efficiency	\$31.77	\$32.82	\$34.85

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

## 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 (WPCA), Public Building Commission (PBC), 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 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$2,480,937	\$2,501,628	\$2,511,968	\$2,699,159	\$2,652,121	\$0
SUPPLIES & SERVICES	489,122	722,799	667,960	754,695	706,695	0
UTILITIES	80,551	98,393	89,000	97,508	97,508	0
CONTRACTED SERVICES	3,136,975	3,319,092	3,468,886	3,683,810	3,453,310	0
PROFESSIONAL EXPENSE	1,893	6,260	2,860	5,960	5,960	0
EQUIPMENT	<u>9,037</u>	<u>8,400</u>	<u>7,800</u>	<u>8,900</u>	<u>8,900</u>	0
TOTAL EXPENDITURES	\$6,198,515	\$6,656,572	\$6,748,474	\$7,250,032	\$6,924,494	\$0

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$596,758	\$10,200 (balance on 7/1/20 - \$167,173)	\$3,330,952	\$3,015,000

### ACCOMPLISHMENTS 2020-2021

- ◆ In calendar 2020, 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 to ensure excellent service for our residents.
- ◆ Responded to Storm Isaias emergency conditions and impassable roads and performed Town-wide brush collection to assist residents with storm clean-up.
- ◆ With 50% state funding, completed superstructure replacement of the West Johnson Avenue bridge over the Ten Mile river.
- ◆ Completed construction of a half-mile long sidewalk on Jarvis St. for improved pedestrian safety and connectivity to the Linear Trail with a \$381K grant obtained from the Connecticut D.O.T.
- ◆ 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 related to millions of dollars' worth of power system upgrades made to the South and North Brooksville Road circuits 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.
- ◆ Provided full level of service to the community during the challenges of the COVID pandemic.
- ◆ Secured a \$128,205 matching fund STEAP grant to replace sidewalks and ramps at Curve Hill Road at Highland Avenue.

## OBJECTIVES 2021-2022

- ◆ 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.
- ◆ Design new box culvert and intersection realignment improvements at the South Brooksville Road/Mount Sanford Road intersection to reduce flooding and increase public safety.
- ◆ Continue to effectively administer proactive hazard tree mitigation.
- ◆ Continue to improve town parks, playing fields and open space. Consider alternate funding sources for turf management.
- ◆ Respond to winter storm events and provide safe roads, sidewalks and parking lots for our residents and building users.
- ◆ Install a new 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 a new north parking lot at Cheshire Park to promote safe vehicle and pedestrian access.
- ◆ 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.
- ◆ Constructed a parking area serving a Yankee Expressway Highlands open space.
- ◆ Link existing sidewalks along Cheshire Street to provide safe pedestrian access to Quinnipiac Park.
- ◆ Reconstruct Industrial Avenue to upgrade the roads future performance and promote safe access to and from the businesses in that area.
- ◆ Finalize design, obtain state permits and construct sidewalks and ramps at Curve Hill Road and Highland Avenue.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Engineering review of Planning & Zoning & Inland Wetlands	Output	36	55	45
Work Orders Generated from Public	Output/Outcome	584	850	800
In-Service Training Hours per employee	Output	32	32	32
Mean Pavement Quality Rating	Outcome	84%	86%	86%
Miles of Pavement Overlaid/Reconstructed	Output	5.6	4	4
Paving Tests of 92% Compaction	Outcome	100%	100%	100%
Miles of Sidewalk Constructed	Output	0.5	0.5	0.5
Number of Hazardous Trees Removed	Output	182	190	185
% of Trees Addressed Within 60 Days	Outcome	95%	95%	95%
Tons of Residential Solid Waste Collected	Output	6,260	8,500	8,500
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	1,920
Cost per capita*	Efficiency	\$172.69	\$187.32	\$196.70

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

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## 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 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$510,115	\$424,039	\$342,296	\$513,211	\$507,719	\$0
SUPPLIES & SERVICES	34,557	39,605	30,305	55,675	46,325	0
UTILITIES	2,511	1,980	2,771	3,795	3,795	0
CONTRACTED SERVICES	55,404	18,575	22,925	63,675	63,675	0
PROFESSIONAL EXPENSE	2,286	1,705	1,207	3,265	3,265	0
EQUIPMENT	0	0	0	0	0	0
MISCELLANEOUS	<u>471,305</u>	<u>396,411</u>	<u>646,792</u>	<u>507,817</u>	<u>483,853</u>	<u>0</u>
TOTAL EXPENDITURES	\$1,076,178	\$882,315	\$1,046,296	\$1,147,438	\$1,108,632	\$0

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$250,000	\$12,607 (balance on 7/1/20 - \$10,687)	\$477,086	None

### ACCOMPLISHMENTS 2020-2021

- ◆ Developed the Chapman/Bartlem South Master Plan with multiple public engagements and planning sessions.
- ◆ 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.
- ◆ From August 1 through Labor Day, we staffed Mixville with Park Rangers and offered both in person and online daily parking permit reservations to ensure capacity limits were followed.
- ◆ Staff created new recreational opportunities in response to pandemic restrictions including a variety of virtual programs, Rec Kits, and one-day, outdoor STEM workshops, to enable safe recreational engagement.
- ◆ With the Friends of the Cheshire Public Library, created a successful Story Walk within Bartlem South. Staff also created a Silly Walk along the same trail, providing another opportunity for families to get out and play together.
- ◆ Worked closely with local youth and adult sport organizations to ensure self-certification, and awareness of and compliance with the restrictions of Chesprocott, State of CT, CDC, CRPA, CIAC and other organizations.
- ◆ Streamlined office procedures due to the COVID-19 pandemic and recent staffing cuts and changes.
- ◆ Completed the total reconstruction of basketball courts at the Youth Center, MacNamara Legion Fields, and Cheshire Park, as well as Cheshire Park Field #2 lighting upgrade and enhancements to all three fields.
- ◆ Completed the total reconstruction of three Cheshire Park tennis courts and six dedicated pickleball courts.
- ◆ Completed the renovation of the Kids in Motion (K.I.M.) Playground in Bartlem Park.

- ◆ Completed the American Ramp Company warranty inspection of the Skate Park at Bartlem Park, updating ramps and replacing platform panes with new guardrails.
- ◆ With the PR&C, reviewed Park and Recreation Ordinances, forwarded recommendations to the Town Council.
- ◆ Bartlem Park Concession stand ownership was transferred to the Town of Cheshire from CYB/CYS.
- ◆ Weston & Sampson Aquatics Division provided evaluation assessments on the Pool, pumps and HVAC system to support informed Capital Planning.
- ◆ Community Pool experienced many maintenance upgrades: main pool liner, chlorinator, UV system and new pump.
- ◆ Park Facility Fees were reviewed, with new fees adopted for for-profit, non-resident groups to raise facility revenues.
- ◆ Hosted the Board of Education's Community Life Skills Program at the Youth Center for the 2020-2021 school year.
- ◆ Assisted Artsplace, Cheshire Public Library and Chamber of Commerce with establishing the first 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 and live-streamed the event. A special refurbished "Santa's Chair" was left in the park for the month of December to provide a photo opportunity when traditional pictures with Santa were not possible.
- ◆ Continue to provide recreational opportunities both in person and virtually to the entire Cheshire community.

## OBJECTIVES 2021-2022

- ◆ 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, including Phase I parking, town green and two lighted synthetic fields.
- ◆ 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 with HD Segur Risk Management Division.
- ◆ 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.
- ◆ Rebrand the summer concert series to Bartlem Beats.
- ◆ 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.
- ◆ Upgrade Mixville Park (Pavilion building, guard house, beach sand, an 18-hole disc golf course, low ropes adventure course).

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
# of recreation programs offered	Output	543	210	575
# of recreation program participants	Output	2,491	1,085	3,500
# of therapeutic programs offered	Output	29	10	20
# of therapeutic program participants	Output	202	25	175
# of community & special events	Output	12	9	15
# of community & special event attendees	Output	11,000	380	7,500
# of rentals (Pavilions & Youth Center)	Output	128	110	132
# of hours of field use coordinated	Output	4,369 (entered)	2,058 (entered)	18,000
# of passes sold (Bartlem Parking & Mixville)	Output	1,700	2,800 (only day passes)	1,750 (reinstitute season pass)
# of hours of school gym use coordinated	Output	2,775	0	2,800
Annual Revenue Generated	Output	\$173,068	\$54,975	\$265,550
Cost Per Capita*	Efficiency	\$29.98	\$29.04	\$31.49

\*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****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.

**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 serving the general public by preserving and facilitating access to all public records. The Town Clerk's office records, maintains and manages land records, vital statistics, maps, public meeting agendas and minutes and any other documents required by Town ordinance or State statute. Additionally, the Town Clerk is responsible for the issuance of licenses in compliance with State statutes such as marriage, sporting and dog licenses, as well as issuing absentee ballots and aiding in the electoral process.

**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 202 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$188,309	\$194,628	\$196,409	\$249,031	\$204,243	\$0
SUPPLIES & SERVICES	10,998	19,650	31,000	16,850	16,850	0
CONTRACTED SERVICES	32,172	32,085	41,400	38,700	38,700	0
PROFESSIONAL EXPENSE	2,098	3,100	1,400	3,100	2,600	0
<b>TOTAL EXPENDITURES</b>	<b>\$233,577</b>	<b>\$249,463</b>	<b>\$270,209</b>	<b>\$307,681</b>	<b>\$262,393</b>	<b>\$</b>

**OTHER FUNDS MANAGED**

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$593,440	\$23,203 (balance on 7/1/20 - \$94,191)	None	None

**ACCOMPLISHMENTS 2020-2021**

- ◆ Town Clerk achieved Master Connecticut Town Clerk (MCTC) designation.
- ◆ Completed the installation of fire-resistive flooring, new tables and chairs for the vault, which is now in compliance with state guidelines.
- ◆ Improved vault layout by repurposing the center island with a new countertop and additional locking cabinets to protect sensitive files.
- ◆ Secured a \$7,500 State Historic Preservation Grant for digitizing land record images.
- ◆ Digitized and uploaded over 40,000 images of land records to our system, dating back to 1987, to increase online copy revenue and provide greater access to the public during the pandemic.
- ◆ Installed a new copier system so 100% of copy revenue now goes to the Town.
- ◆ Processed and administered the oath of office to 52 Justices of the Peace.
- ◆ With the Registrar of Voters office co-administered the 2020 August Primary and November Presidential Election issuing 11,143 absentee ballots and associated recounts.
- ◆ Received a \$10,744 Absentee Ballot Support Grant from State to augment the costs associated with processing an unprecedented number of absentee ballots for the Presidential election.
- ◆ Used Special Town Clerks Funds for three temporary employees to assist with absentee ballots.
- ◆ Continued to accept land records electronically submitted by three separate companies. Electronically recording over 800 documents from July 2020 to January 2021.



- ◆ Continued to maintain commission lists both in hard copy and computerized formats and to have commission agendas and minutes filmed.
- ◆ Continued training for the roll-out of the new Death Registry System.
- ◆ Initiated implementation of a phone tree at Town Hall to accommodate and direct general calls, taking the burden off the Town Clerks office; Special Town Clerk funds will be utilized for half of the final cost of this project.

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**OBJECTIVES 2021-2022**

- ◆ Continue upgrading the vault with the installation of three additional rolling shelves for commission books, which must be kept indefinitely.
- ◆ Continue the preservation and recreation of vital statistics volumes by replacing worn out binders.
- ◆ Administer the 2021 Municipal election and primaries in conjunction with the Registrars of Voters.
- ◆ Request the appropriation of \$20,000.00 from Special Town Clerk Funds for digitization of land records back to 1980 for increased public access.
- ◆ Continue organization of the old vault.
- ◆ Continue to use best practices to provide services to the community.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments and the Town Manager.

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**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
# of land records documents recorded	Output	4,671	4,700	4,500
\$ of Conveyance Taxes collected	Outcome	\$460,891	\$450,000	\$400,000
Total licenses issued ( <i>dog, marriage, sports</i> )	Output	1,775	1,720	1,720
# of Absentee Ballots issued	Output	389	11,143	400
Cost per capita*	Efficiency	\$6.51	\$7.50	\$7.45

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

## 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 for Administration/Public Information Officer, the Director of Human Resources/Assistant Town Manager for Human Resources, and an Administrative Assistant.

A staff reorganization is proposed for FY22 which would physically relocate the Human Resources function to separate offices in Town Hall. The new office would be staffed with a Director of Human Resources and an Administrative Assistant. The Coordinator for Economic Development and Grant Writing would be relocated into the Town Manager's Office but remain a separate budgetary function. The Town Manager's Office will be staffed with the Town Manager, the Assistant Town Manager for Administration, 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 managing personnel functions, including hiring, training, professional development, employee safety and union negotiations, and managing internal and public communications.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$467,015	\$480,763	\$485,811	\$355,850	\$355,850	\$0
SUPPLIES & SERVICES	3,185	4,450	3,490	5,140	4,240	0
CONTRACTUAL SERVICES	0	0	0	0	0	0
PROFESSIONAL EXPENSE	11,303	11,340	8,962	10,925	9,925	0
EQUIPMENT	<u>571</u>	<u>500</u>	<u>800</u>	<u>2,000</u>	<u>1,500</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$482,074</b>	<b>\$497,053</b>	<b>\$499,063</b>	<b>\$373,915</b>	<b>\$371,515</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
None	\$2,079	None	None

### ACCOMPLISHMENTS 2020-2021

- ◆ Effectively managed the Town'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.
- ◆ 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 Master Plan.
- ◆ Expanded use of technology to better inform and engage our residents and promote transparency.
- ◆ 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.
- ◆ With the Town Council support, improved the management of capital projects through improved processes and the creation of a Capital Projects Manager position jointly funded with the Board of Education.
- ◆ Continued to advance and/or complete key Town projects.
- ◆ Completed a proposed Master Plan for the Bartlem South (former Chapman) property.
- ◆ With the Council and the Board of Education, supported 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 in a timely manner and through a comprehensive recruitment search to ensure continuity of effective professional 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.
- ◆ Negotiated fiscally responsible and sustainable collective bargaining agreements with three Town unions to date.

## **OBJECTIVES 2021-2022**

- ◆ Provide leadership to the Town's local COVID-19 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.
- ◆ 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.
- ◆ Pursue North-End utilities expansion and State DOT parcel conveyance to the Town for the purpose marketing the property for economic development purposes.
- ◆ Pursue successor municipal solid waste disposal location solution and long-term contractual arrangement following the unavailability of the former of the Wallingford Transfer Station/Covanta location.
- ◆ Continue to advance and/or complete key Town projects and improve tracking and monitoring of projects.
- ◆ 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.
- ◆ 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.
- ◆ Complete operational staff reorganization of Town Manager's Office, Human Resources and Economic Development Office.
- ◆ 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.
- ◆ Initiate Mixville Park operations and future capital master planning process.
- ◆ Identify and Implement an Online Job Application System.

## **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Unassigned fund balance as a % of budget	Outcome	10.91%	10.130%	10.13%
Debt as a % of budget	Outcome	5.81%	6.25%	6.01%
Principal amount of debt outstanding	Outcome	\$86.6M	\$93.6M	\$86.8M
Number of Town Council and Committee meetings and public hearings supported	Output	108	96	90
Average number of applicants per job posting	Efficiency	7	9	20
# of program hours conducted for in-service training/ professional development/personal enrichment	Output/Outcome	30	50	100
Cost per capita*	Efficiency	\$13.43	\$13.85	\$10.55

\*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 - \$42,400**

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 - \$6,760**

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 - \$2,560**

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 - \$13,175**

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 - \$6,850**

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 - \$840**

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 - \$2,275**

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 Brooksville 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.

### **215 - Prison Advisory Commission - \$300**

The Prison Advisory Commission consists of five appointed members who advise the Town Council on matters relating to the relations between the community and the four correctional facilities located in Cheshire.

### **225 - Public Safety Commission - \$1,950**

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 - \$3,250**

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 - \$2,280**

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 - \$205,650**

This is a new budgeted department for FY22 and provides funding for the Human Resources Director and an Administrative Assistant. These positions were formerly funded through the Town Manager's Office. A new physical office is being 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 - \$216,422**

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. 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 - \$32,655**

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 - \$612,387**

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 - \$7,305,651**

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.....	\$3,620,000	\$1,297,789	\$4,917,789
SEWER BONDS.....	539,000	172,295	711,295
WWTP STATION/PLANT NOTES (2%).....	1,585,260	410,059	1,995,319
EDUCATION BONDS.....	1,216,000	423,908	1,639,908
ESTIMATED INTEREST ON FY 2021 BOND ISSUE.....	-	513,334	513,334
TOTAL DEBT SERVICE	6,960,260	2,817,385	9,777,645
PAYMENTS FROM WATER POLLUTION CONTROL FUND.....	(558,203)	(103,295)	(661,498)
ADDITIONAL PAYMENTS FROM WPC FUND:			
RATE REVISION.....	(324,549)	-	(324,549)
FUND BALANCE (CCI SETTLEMENT).....	(150,000)	-	(150,000)
PAYMENTS FROM DEBT RESERVE FUND.....	(1,335,947)	-	(1,335,947)
TOTAL GENERAL FUND DEBT SERVICE	\$4,591,561	\$2,714,090	\$7,305,651

Below is an analysis of the Debt Reserve Fund for both current and projected debt based on the recommended FY 2022 Capital Budget:

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
TOTAL DEBT SERVICE	\$9,886,111	\$9,886,111	\$9,509,590	\$9,777,645
LESS: WPCD DEBT SERVICE	(1,728,491)	(1,672,859)	(1,195,634)	(1,136,047)
GROSS GENERAL SERVICE DEBT	8,157,620	8,157,620	8,313,956	8,641,598
USE OF RESERVE FUNDS	(1,582,696)	(1,582,696)	(1,347,975)	(1,335,947)
BUDGETED DEBT	<u>\$6,574,924</u>	<u>\$6,574,924</u>	<u>\$6,965,981</u>	<u>\$7,305,651</u>
RESERVE BEGINNING OF F.Y.	\$4,721,261	\$4,459,661	\$3,308,988	\$2,695,013
INVESTMENT INCOME	73,802	56,122	18,000	10,000
BOND PREMIUM	847,294	-	-	-
FEMA GRANT	-	58,541	-	-
GENERAL FUND TRANSFER	-	-	616,000	-
WPCD FUND TRANSFER	-	-	100,000	-
USE OF DEBT RESERVE FUND	(1,182,696)	(1,265,336)	(1,347,975)	(1,335,947)
RESERVE END OF F.Y.	<u>\$4,459,661</u>	<u>\$3,308,988</u>	<u>\$2,695,013</u>	<u>\$1,369,066</u>

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

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 83.1% of the Town Manager recommended FY 22 budget.
- B. Revenue from State Aid is 12.2% of the recommended budget.
- C. Revenue from non-State Payments In Lieu of Taxes (PILOT) and other sources is 3.9% of the recommended budget.
- D. Use of General Fund Equity represents 0.8% of the recommended budget.

The total recommended General Fund revenues for FY 22 are \$121,577,417, an increase of \$5,314,000 or 4.6% over FY 21 budgeted revenues. The principal components for the revenue increases follow:

#### Current Tax Levy:

Grand List Growth	\$ 1,180,356
Mill Rate Increase	5,356,833
Local Tax Relief	<u>(17,181)</u>
 Total Current Tax Levy Increase	 6,520,008
 All Other Revenue Sources	 <u>(\$1,206,008)</u>
 Total Increase in Revenue	 <u><b>\$5,314,000</b></u>

The chart below is a revenue summary comparing actual revenues from FY 17 to FY 20 and appropriated revenues for FY 21 and FY 22.

### II. Comparison

REVENUE	FY 17 ACTUAL		FY 18 ACTUAL		FY 19 ACTUAL		FY 20 ACTUAL		FY 21 ADOPTED		FY 22 RECOMMENDED	
TAXES	86,169,771	80.0%	88,581,905	81.4%	91,184,536	81.0%	93,328,221	81.5%	94,634,933	81.4%	101,019,122	83.1%
STATE AID	16,308,647	15.1%	13,986,854	12.9%	15,009,702	13.3%	14,982,018	13.1%	14,910,771	12.8%	14,889,930	12.2%
OTHER	4,595,008	4.3%	5,430,959	5.0%	5,286,875	4.7%	5,191,641	4.5%	4,537,713	3.9%	4,668,365	3.9%
FUND EQUITY	700,000	0.7%	800,000	0.7%	1,090,000	1.0%	1,062,918	0.9%	2,180,000	1.9%	1,000,000	0.8%
TOTAL	107,773,426	100.0%	108,799,718	100.0%	112,571,113	100.0%	114,564,798	100.0%	116,263,417	100.0%	121,577,417	100.0%
REV. GROWTH	1,496,470	1.4%	1,026,292	1.0%	3,771,395	3.5%	1,993,685	1.8%	1,698,619	1.5%	5,314,000	4.6%

### 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 22 Town Council recommended budget, this will account for \$101.019 Million (M) or 83.1% of all budgeted revenues.

The 2020 Grand List, upon which the FY22 budget is based, is comprised of approximately 10,726 real property accounts, 25,658 motor vehicle accounts and 1,073 business personal property accounts which represent 28.64%, 68.50% and 2.86% 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 99.65% to 99.78% for the five fiscal years ending June 30, 2020. 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 22 recommended budget.

**B. State Aid:**

State grant revenue of \$14.890M, or 12.2% of the budget, is appropriated in FY 22. State budget cuts have precipitated a decline in grant revenue as a percentage of the overall budget from a high of 15.1% to 12.2% during this period. State grant programs can be categorized as follows:

1. **State Payments in Lieu of Taxes (PILOT)** - This category of revenue totals \$3.392M, net of \$.910M 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 \$9.887M mostly from the Education Cost Sharing (ECS) and Special Education-Excess Cost grants.
3. **Other Miscellaneous Grants** - These grant programs amount to \$1.611M in FY 22 and consist primarily of the Town Aid Road Grant of \$.404M, a Municipal Revenue Sharing Bond Distribution grant of \$.737M, a Municipal Stabilization Grant of \$.241M and a Local Capital Improvement Grant (LOCIP) of \$.183M. Various youth, police and other grants are also included in this category.

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

The remaining \$5.668M in FY 22 budgeted revenue includes Other Revenues of \$4.668M coming from a variety of non-tax revenue sources, and Fund Equity of \$1.000M.

**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 20, the Town realized gift, grant and endowment fund revenue totaling \$1,389,820 in support of operations in the Economic Development, Fire, Human Services, Library, Recreation, Fine Arts, Planning and Development, Police, Public Works and Town Clerk departments.

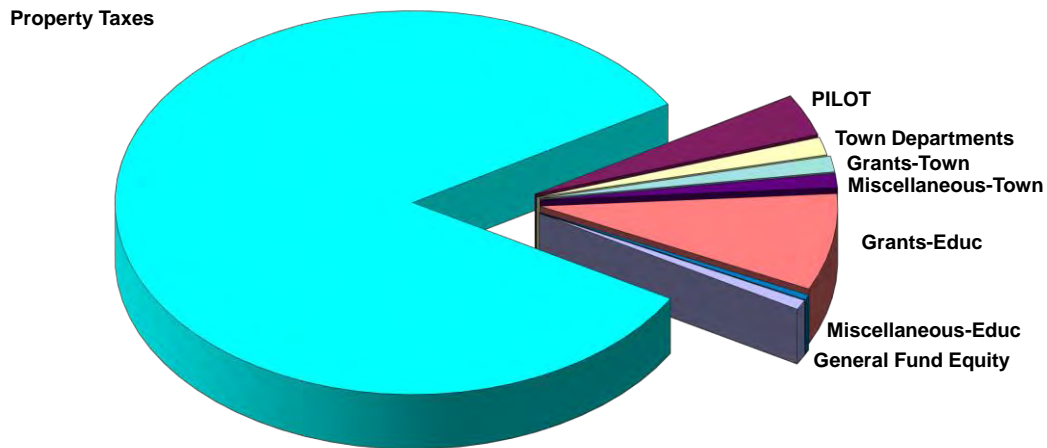
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**SUMMARY AND  
DESCRIPTION OF  
GENERAL FUND  
REVENUE**

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**GENERAL FUND REVENUES  
BY CATEGORY  
JULY 1, 2021 THROUGH JUNE 30, 2022**



<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 101,019,122	83.09%
PILOT	4,302,195	3.54%
Town Departments	1,818,500	1.50%
Grants-Town	1,610,883	1.32%
Miscellaneous-Town	1,430,000	1.18%
Grants-Educ	9,886,717	8.13%
Miscellaneous-Educ	510,000	0.42%
General Fund Equity	1,000,000	0.82%
Total	<u>\$ 121,577,417</u>	<u>100.00%</u>

**SUMMARY OF GENERAL FUND REVENUES**  
**2021-2022 BUDGET**

**05 Property Taxes**

Property taxes are the Town's largest source of General Fund Revenue, comprising 83.09% 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 21-22 budget for real estate, personal property taxes and motor vehicle taxes is based on the October 1, 2020 Net Grand List of \$2,878,502,827 reduced by \$2,000,000 for court appeals from the October 1, 2018 Grand List revaluation and \$500,000 for Board of Assessment appeals. Tax revenue appropriations are net of projected local elderly tax credit and freeze programs totaling \$468,000 and volunteer firefighter tax abatements of \$35,000.

In computing the amount of budgeted current taxes to be collected in FY 21-22, a collection rate of 99.2% and a mill rate of 35.12 mills was applied. The value of one mill is \$2,834,661. 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 21-22, the budget assumes that the Supplemental Motor Vehicle assessed value will be approximately \$33.0 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 2005 to 2019 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 2021-2022

Account	Description	FY 2020		FY 2021		FY 2022		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 22 Manager Recommended Minus FY 21 Appropriation \$ Variance	
							\$ Variance Divided by FY 21 Appropriation % Variance	
05 PROPERTY TAXES								
10 4101	CURRENT TAX LEVY	\$92,010,476	\$93,033,278	\$93,528,555	\$99,553,286	\$0	\$6,520,008	7.01%
10 4102	CERTIFICATE OF OCCUPANCY	\$0	\$65,908	\$0	\$69,678	\$0	\$3,770	5.72%
10 4103	CERTIFICATE EXEMPTION	\$0	\$4,500	\$0	\$4,500	\$0	\$0	0.00%
10 4104	SUPPLEMENTAL M V TAX	\$1,090,835	\$1,056,247	\$1,010,579	\$1,116,658	\$0	\$60,411	5.72%
10 4111	PRIOR YEAR LEVIES	\$22,280	\$250,000	\$125,000	\$75,000	\$0	(\$175,000)	-70.00%
10 4112	INTEREST & LIEN FEES	\$204,630	\$225,000	\$240,000	\$200,000	\$0	(\$25,000)	-11.11%
TOTAL 05 PROPERTY TAXES								
		\$93,328,221	\$94,634,933	\$94,904,134	\$101,019,122	\$0	\$6,384,189	6.75%

## **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 3.54% of the General Fund budget and is determined by statutory formulas and requirements.

The largest source of PILOT revenue is the grant for State property located in Town. This PILOT was intended to provide the Town with a reimbursement of up to 45% of exempt taxes on state owned real property and 100% on prisons or jails, reduced proportionately to the amount of the General Assembly appropriation (FY 20-21 actual reimbursement 12.15% for state owned real property and 27.06% for prisons and jails). The amount of this PILOT payment is influenced by the change in the Town's mill rate. For FY 21-22, the payment will be based on the 10/1/2019 Grand List assessment and mill rate.

The Town receives a PILOT for the Legionaries of Christ Seminary. This grant reimburses the Town up to 77% of exempt taxes on colleges, reduced proportionately to the amount of the General Assembly appropriation (FY 20-21 actual reimbursement 26.62%). The amount of this PILOT payment is influenced by the change in the Town's mill rate. For FY 21-22, the payment will be based on the 10/1/2019 Grand List assessment and 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 2021-2022

Account	Description	FY 2020	FY 2021		FY 2022				
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 22		
							Manager Recommended Minus FY 21	Appropriation FY 21	\$ Variance
10 4201	STATE OF CONNECTICUT	\$1,317,410	\$1,317,410	\$1,317,410	\$1,317,410	\$0	\$0	\$0	0.00%
10 4202	CHESHIRE ACADEMY	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0	0.00%
10 4203	CHESHIRE HSG AUTHORITY	\$39,758	\$33,820	\$40,000	\$40,000	\$0	\$6,180	\$6,180	18.27%
10 4204	SO CNTRL REG WATER AUTH	\$646,036	\$652,503	\$652,503	\$688,865	\$0	\$36,362	\$36,362	5.57%
10 4205	COLLEGES - PILOT	\$100,980	\$100,980	\$100,980	\$100,980	\$0	\$0	\$0	0.00%
10 4208	DISABLED PERSONS EXEMPT	\$1,768	\$1,744	\$1,825	\$1,800	\$0	\$56	\$56	3.21%
10 4210	ADDITIONAL VETERANS EXEMPT	\$10,739	\$9,879	\$10,365	\$9,700	\$0	(\$179)	(\$179)	-1.81%
10 4212	IMASHANTUCKET PEQUOT/MOHEGAN GRANT	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$0	\$0	\$0	0.00%
10 4213	TELECOMM PROPERTY TAX	\$189,262	\$142,000	\$240,142	\$180,000	\$0	\$38,000	\$38,000	26.76%
TOTAL 10 P I L O T		\$4,269,393	\$4,221,776	\$4,326,665	\$4,302,195	\$0	\$80,419	\$80,419	1.90%

## **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 1.50% 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 2021-2022

Account	Description	FY 2020		FY 2021		FY 2022		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 22	
							Manager Recommended Minus FY 21 Appropriation	\$ Variance
<b>15 TOWN DEPARTMENTS</b>								
10 4301	BUILDING OFFICIAL	\$545,930	\$500,000	\$650,000	\$600,000	\$0	\$100,000	20.00%
10 4302	TOWN CLERK	\$664,647	\$593,440	\$702,670	\$650,000	\$0	\$56,560	9.53%
10 4303	PARKS & RECREATION	\$173,068	\$250,000	\$54,975	\$280,000	\$0	\$30,000	12.00%
10 4304	POLICE DEPT	\$133,677	\$125,000	\$180,000	\$160,000	\$0	\$35,000	28.00%
10 4306	PUBLIC LIBRARY	\$12,869	\$10,000	\$2,800	\$6,500	\$0	(\$3,500)	-35.00%
10 4307	ANIMAL CONTROL	\$8,589	\$5,000	\$4,000	\$5,500	\$0	\$500	10.00%
10 4310	SOLID WASTE	\$656	\$2,000	\$3,000	\$2,000	\$0	\$0	0.00%
10 4311	PUBLIC WORKS	\$12,196	\$7,500	\$10,000	\$10,000	\$0	\$2,500	33.33%
10 4312	PLANNING	\$40,390	\$20,000	\$30,000	\$30,000	\$0	\$10,000	50.00%
10 4313	SENIOR SERVICES	\$21,082	\$30,000	\$3,000	\$25,000	\$0	(\$5,000)	-16.67%
10 4314	YOUTH ACTIVITIES	\$3,071	\$4,500	\$1,500	\$4,500	\$0	\$0	0.00%
10 4315	FINE ARTS	\$75,207	\$125,000	\$30,000	\$45,000	\$0	(\$80,000)	-64.00%
<b>TOTAL 15 TOWN DEPARTMENTS</b>		<b>\$1,691,382</b>	<b>\$1,672,440</b>	<b>\$1,671,945</b>	<b>\$1,818,500</b>	<b>\$0</b>	<b>\$146,060</b>	<b>8.73%</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 1.32% 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.

## **25 Miscellaneous - Town**

A variety of revenues not otherwise categorized is budgeted as Miscellaneous and comprise 1.18% 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.

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 2021-2022

Account	Description	FY 2020	FY 2021		FY 2022				\$ Variance FY 21 Appropriation	% Variance	
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 22				
							Manager Recommended Minus FY 21 Appropriation \$ Variance				
20 GRANTS - TOWN											
10 4408	YOUTH SERVICES GRANT	\$16,995	\$16,995	\$17,184	\$17,184	\$0	\$189		\$189	1.11%	
10 4410	GRANTS - TOWN	\$33,069	\$48,000	\$163,000	\$29,000	\$0	(\$19,000)		(\$19,000)	-39.58%	
10 4412	TOWN AID ROADS	\$404,496	\$404,496	\$404,302	\$404,302	\$0	(\$194)		(\$194)	-0.05%	
10 4416	MUNICIPAL REVENUE SHARING BOND DISTR	\$736,700	\$736,700	\$736,700	\$736,700	\$0	\$0		\$0	0.00%	
10 4418	LOCIP	\$182,563	\$182,762	\$182,563	\$182,563	\$0	(\$199)		(\$199)	-0.11%	
10 4419	MUNICIPAL STABILIZATION GRANT	\$241,134	\$241,134	\$241,134	\$241,134	\$0	\$0		\$0	0.00%	
TOTAL 20 GRANTS - TOWN		\$1,614,957	\$1,630,087	\$1,744,883	\$1,610,883	\$0	(\$19,204)		(\$19,204)	-1.18%	
MISCELLANEOUS-TOWN											
10 4501	INVESTMENT INCOME	\$743,847	\$300,000	\$200,000	\$215,000	\$0	(\$85,000)		(\$85,000)	-28.33%	
10 4503	SEWER ASSESSMENTS	\$50,000	\$50,000	\$40,000	\$10,000	\$0	(\$40,000)		(\$40,000)	-80.00%	
10 4505	MISCELLANEOUS REVENUES	\$527,706	\$395,950	\$625,000	\$415,000	\$0	\$19,050		\$19,050	4.81%	
10 4506	POLICE SPECIAL DUTY	\$129,097	\$105,000	\$125,000	\$115,000	\$0	\$10,000		\$10,000	9.52%	
10 4507	WPCD ADMIN/DEBT REIMB.	\$650,000	\$650,000	\$650,000	\$650,000	\$0	\$0		\$0	0.00%	
10 4514	EXCAVATION FEES	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0		\$0	0.00%	
TOTAL 25 MISCELLANEOUS - TOWN		\$2,125,650	\$1,525,950	\$1,665,000	\$1,430,000	\$0	(\$95,950)		(\$95,950)	-6.29%	

### **30 Grants - Education**

This category consists of Education Grants and comprises 8.13% 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 has been reimbursing local governments for a percentage of the principal and interest paid on debt associated with school and administration facility construction projects. The State determined eligibility for reimbursement based on whether the projects met established eligibility criteria. 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 2021-2022

Account	Description	FY 2020		FY 2021		FY 2022				
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 22			
							Manager Recommended FY 21	Appropriation FY 21		
									\$ Variance FY 21 Appropriation	\$ Variance FY 21 Appropriation
30 GRANTS - EDUCATION										
10 4602	MAGNET SCHOOL TRANSPORTATION	\$16,900	\$15,600	\$15,600	\$15,600	\$0	\$0	\$0	0.00%	
10 4606	ADULT EDUCATION	\$29,272	\$28,807	\$28,139	\$25,592	\$0	\$0	(\$3,215)	-11.16%	
10 4607	BUILDING GRANTS	\$18,854	\$7,026	\$7,026	\$7,026	\$0	\$0	\$0	0.00%	
10 4608	INTEREST SUBSIDY	\$903	\$386	\$386	\$130	\$0	\$0	(\$256)	-66.32%	
10 4614	EDUCATION COST SHARING	\$9,294,007	\$9,339,412	\$9,288,423	\$9,339,412	\$0	\$0	\$0	0.00%	
10 4615	SPECIAL ED-EXCESS COST	\$596,050	\$479,000	\$478,446	\$479,000	\$0	\$0	\$0	0.00%	
10 4616	NON-PUBLIC HEALTH	\$17,739	\$18,000	\$19,957	\$19,957	\$0	\$0	\$1,957	10.87%	
TOTAL 30 GRANTS - EDUCATION										
		\$9,973,725	\$9,888,231	\$9,837,977	\$9,886,717	\$0	\$0	(\$1,514)	-0.02%	

### **35 Miscellaneous – Education**

This category comprises .42% 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 21-22 budget includes \$1,000,000 in fund equity, or .82% of the General Fund Budget.

Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2021-2022

Account	Description	FY 2020		FY 2021		FY 2022		
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	Manager Recommended Minus FY 21 Appropriation \$ Variance	\$ Variance Divided by FY 21 Appropriation % Variance
35 MISC - EDUCATION								
10 4701	TUITION	\$153,455	\$140,000	\$146,164	\$140,000	\$0	\$0	0.00%
10 4702	RENTALS & MISCELLANEOUS	\$8,626	\$10,000	\$10,000	\$10,000	\$0	\$0	0.00%
10 4703	BIRTH TO THREE SERVICES	\$336,471	\$360,000	\$343,222	\$360,000	\$0	\$0	0.00%
TOTAL 35 MISC - EDUCATION		\$498,552	\$510,000	\$499,386	\$510,000	\$0	\$0	0.00%
45 GENERAL EQUITY								
10 4901	GENERAL FUND EQUITY	\$1,062,918	\$2,180,000	\$2,180,000	\$1,000,000	\$0	(\$1,180,000)	-54.13%
TOTAL 45 GENERAL EQUITY		\$1,062,918	\$2,180,000	\$2,180,000	\$1,000,000	\$0	(\$1,180,000)	-54.13%
GENERAL FUND GRAND TOTAL								
		\$114,564,798	\$116,263,417	\$116,829,990	\$121,577,417	\$0	\$5,314,000	4.57%

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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, one part-time electrician and one part-time clerk typist operate and maintain the Wastewater Treatment Plant; nine pump stations and 120 miles of collection system piping, and also controls and operates sludge handling and disposal equipment. Staff works in conjunction with Water Pollution Control Authority (WPCA).

**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$710,257	\$692,769	\$705,755	\$705,577	\$705,577	\$0
SUPPLIES & SERVICES	259,273	252,485	252,485	318,835	318,835	0
UTILITIES	525,742	500,500	482,500	511,000	511,000	0
CONTRACTED SERVICES	163,144	301,450	278,950	288,850	288,850	0
PROFESSIONAL EXPENSE	1,657	8,230	8,230	8,230	8,230	0
EQUIPMENT	0	1,500	1,500	500	500	0
MISCELLANEOUS	<u>2,720,451</u>	<u>2,381,752</u>	<u>2,377,139</u>	<u>2,251,311</u>	<u>2,249,315</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$4,380,524</b>	<b>\$4,138,686</b>	<b>\$4,106,559</b>	<b>\$4,084,303</b>	<b>\$4,082,307</b>	<b>\$0</b>

**OTHER FUNDS MANAGED**

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FY 20-21 APPROPRIATED REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$4,138,686	None (balance on 7/1/20 - \$4,150)	\$1,459,126	\$395,000

**ACCOMPLISHMENTS 2020-2021**

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- ◆ The Waste Water Treatment Plant staff continues to monitor and adjust the all plant equipment in a cost effective and efficient manner.
- ◆ The fifth 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 levels below the permitted level, which will generate a nitrogen credit payment from the Department of Energy and Environmental Protection (DEEP) while also enhancing water quality.

- ◆ 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.
- ◆ Maintained effluent within State and Federal permit requirements thereby protecting the environment.

## **OBJECTIVES 2021-2022**

- ◆ Restart our I\I program to find possible outside sources of inflow and mitigate to reduce plant flow.
- ◆ With the addition of a new Jet Truck we will be able to restart 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.

## **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 19-20</b>	<b>Estimated 20-21</b>	<b>Projected 21-22</b>
Methanol usage / price per gallon	Efficiency	72,000 gal \$1.05 /gal	72,000gal \$1.05 /gal	72,000 gal \$1.10 /gal
Resident complaints / sewer back-up	Outcome	6	2	2
Total Nitrogen permit verses actual (milligrams per liter)	Efficiency	103 mg/l 75 mg/l	103 mg/l 75mg/l	103 mg/l 70 mg/l
Average daily flow as a percentage of design flow	Output	65.00%	65.00%	65.00%
Prison daily flow as a percentage of actual	Output	15.00%	15.00%	15.00%

# CHESHIRE WATER POLLUTION CONTROL FUND REVENUE BUDGET REPORT

Account #	Account	FY 2020 Actual	FY 2021 Appropriation	FY 2021 Estimated (3)	FY 2022 Manager Recommended	FY 2022 Council Approved
60-4112	SEWER USE INT/LIEN	\$ 22,619	\$ 26,200	\$ 21,000	\$ 24,800	\$ -
60-4308	SEWER USE	3,953,188	3,970,367	3,929,938	3,987,783	-
60-4309	CONNECTION FEES	29,600	60,000	50,000	50,000	-
60-4316	PLAN REVIEW APPLICATION FEES	350	-	-	-	-
60-4317	GROUND DEWATERING FEES	-	2,500	-	-	-
60-4318	DISCHARGE FEES	2,662	-	-	-	-
60-4502	NITROGEN CREDITS	14,318	-	-	-	-
60-4505	SEPTIC WASTE DUMP PERMITS	91,125	82,000	85,000	85,000	-
60-4535	MISC. REVENUE	-	1,000	-	-	-
60-4901	W.P.C.D. FUND EQUITY	266,662	(3,381)	20,621	(65,276)	-
TOTAL REVENUES		\$ 4,380,524	\$ 4,138,686	\$ 4,106,559	\$ 4,082,307	\$ -
TOTAL EXPENDITURES		\$ 4,380,524	\$ 4,138,686	\$ 4,106,559	\$ 4,082,307	\$ -

The FY 22 Department Request was \$ 4,084,303

Year Ending June 30	Restricted Fund Balance	User Fee
2013	673,016	355
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	1,479,999 (1)	425
2022	1,545,275 (2)	430 (2)

- (1) Projected
- (2) Town Manager Recommended
- (3) Projected expenditures were increased by a \$100,000 transfer to the Debt Reserve Fund included in the final FY 20-21 adopted budget

**COMMUNITY POOL  
FUND**

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## COMMUNITY POOL

### MISSION STATEMENT

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

The pool is managed by the Aquatics Director and an additional full-time staff of four, with over forty 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

	FY 2020 Actual	FY 2021 Approp.	FY 2021 Estimated Expend.	FY 2022 Dept. Request	FY 2022 Manager Recomm.	FY 2022 Council Approval
PERSONNEL SERVICES	\$460,094	\$485,553	\$456,293	\$551,169	\$551,169	\$0
SUPPLIES & SERVICES	45,084	47,100	37,950	52,600	51,600	0
UTILITIES	152,177	179,628	173,628	179,628	176,628	0
CONTRACTED SERVICES	93,443	43,819	66,532	59,926	58,426	0
PROFESSIONAL EXPENSE	91	500	0	500	100	0
EQUIPMENT	458	2,000	1,250	2,000	2,000	0
MISCELLANEOUS EXPENSE	<u>174,327</u>	<u>174,811</u>	<u>176,139</u>	<u>182,303</u>	<u>180,930</u>	<u>0</u>
TOTAL EXPENDITURES	<b>\$925,674</b>	<b>\$933,411</b>	<b>\$911,792</b>	<b>\$1,028,126</b>	<b>\$1,020,853</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 20-21 APPROPRIATED GENERAL FUND REVENUE	FY 19-20 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/20	FY 20-21 CAPITAL BUDGET APPROPRIATION
\$933,411	None (balance on 7/1/20 - \$500)	\$12,162	None

### ACCOMPLISHMENTS 2020-2021

- ◆ Replaced pool liner.
- ◆ Reopened to the public after COVID shut down late June.
- ◆ We were able to run a very small lesson program that was full each session.
- ◆ Swim teams were able to continue practicing and it was very successful.
- ◆ Very limited family swim, and lap swim, however patrons were very thankful for what they could do.

## OBJECTIVES 2021-2022

- ◆ Expand the revenue base by increasing the number of annual and seasonal pass holders as well as the number of programs offered.
- ◆ Pursue new amenities to the facility including , outdoor bocce and sand volleyball court, to create a family destination and increase usage of the facility.
- ◆ Develop new programs, such as Water Polo, Synchronized Swimming, Deep Water Fitness Training, and Rehab to broaden facility interest.
- ◆ Increase participation in the Adult Masters Swim program 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

Performance Measure	Type of Measure	Actual 19-20	Estimated 20-21	Projected 21-22
Number of Community Pool members	Outcome	1,600	1,824	1,900
Number of day passes sold	Outcome	11,000	6,900	12,000
Number of aquatic programs offered	Output	235	175	240
Number of aquatics programs participants	Output	1,400	550	1,500
% of participants satisfied with aquatic programs	Outcome	90%	90%	95%
Number of special events at community pool	Output	5	2	6
Number of attendees at special events	Output	300	350	350
Number of rentals (Birthday parties, swim meets)	Output	140	120	160
Annual Revenue Generated	Output	\$620,000	\$410,000	\$600,000

# CHESHIRE COMMUNITY POOL FUND REVENUE BUDGET REPORT

Account #	Account	FY 2020 Actual	FY 2021 Appropriation	FY 2021 Estimated	FY 2022 Manager Recommended	FY 2022 Council Approved
30-4375	POOL FEES	\$ 410,016	\$ 537,000	\$ 270,000	\$ 537,000	\$ -
30-4505	MISC REVENUES	85	-	-	-	-
30-4900	GENERAL FUND SUBSIDY	471,305	396,411	646,792	483,853	-
30-4901	POOL FUND EQUITY	44,269	-	(5,000)	-	-
	TOTAL REVENUES	\$ 925,675	\$ 933,411	\$ 911,792	\$ 1,020,853	\$ -
	TOTAL EXPENDITURES	\$ 925,675	\$ 933,411	\$ 911,792	\$ 1,020,853	\$ -

The FY 22 Department Request was \$ 1,028,126

Year Ending June 30	Unassigned Fund Balance
2013	(38,900)
2014	19,345
2015	52,199
2016	87,864
2017	45,260
2018	7,596
2019	41,461
2020	(2,808)
2021	2,192 (1)
2022	2,192 (2)

(1) Projected

(2) Town Council Manager Recommended



# **DEBT AND FINANCIAL ANALYSES**

## **TOWN OF CHESHIRE DEBT/FINANCIAL ANALYSIS**

The financial impact of project appropriations, including FY 22-26 Capital Expenditure Plan (CEP) projects totaling \$83,418,000 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 proposed sources of funding for the projects approved in the FY 22-26 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 27-31 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 PROPOSED FOR BONDING:** See page 140. This exhibit depicts proposed bonding for projects as proposed in the FY 2022 Capital Expenditure Plan.

**SUMMARY OF CAPITAL NONRECURRING FUNDS:** See page 142. This exhibit depicts planned use of capital non-recurring funds for projects as proposed in the FY 2022 Capital Expenditure Plan.

**SUMMARY OF GRANTS, AND OTHER FUNDING SOURCES:** See page 143. This exhibit depicts anticipated funding sources other than bonding and capital non-recurring funds for projects as proposed in the FY 2022 Capital Expenditure Plan.

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022 TO 2026  
TOWN MANAGER RECOMMENDED (MARCH 10, 2021)  
(000s OMITTED)**

FISCAL YEAR ENDING	(1) PROJECTED CAPITAL NONRECURRING FUNDS APPROPRIATION	(2) TOTAL CAPITAL BUDGET	LESS: CAPITAL / NONRECURRING FUNDS APPLIED	-	LESS GRANTS, CWF LOANS, & OTHER FUNDING SOURCES	=	NET LONG TERM BONDING REQUIREMENTS
2022	1,000	15,170	1,097		680		13,393
2023	1,100	14,770	1,145		500		13,125
2024	1,100	19,473	1,094		1,527		16,852
2025	1,100	16,048	1,213		796		14,039
2026	1,100	17,957	1,076		1,548		15,333
TOTALS	5,400	83,418	5,625		5,051		72,742

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

(2) Town Manager Recommended (March 10, 2021)

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2022 TO 2032  
PROJECTED DEBT ANALYSIS - GENERAL FUND  
TOWN MANAGER RECOMMENDED (MARCH 10, 2021)**

**GROSS DEBT**

FISCAL YEAR	(1) EXISTING BONDED DEBT	(2) UNISSUED DEBT FOR EXISTING CEP	(3) PROJECTED NEW CEP DEBT	GENERAL FUND DEBT BEFORE USE OF RESERVES	(4) LESS USE OF VARIOUS RESERVE FUNDS	GENERAL FUND DEBT TOTAL	INCREASE/ (DECREASE)	
							OVER PRIOR YEAR	OVER FY 2022 BASE YEAR
2022	8,602,813	513,333	-	9,116,146	(1,810,496)	7,305,650		
2023	7,967,563	1,296,400	-	9,263,963	(1,404,159)	7,859,804	554,154	554,154
2024	7,266,537	1,271,564	731,702	9,269,803	(614,005)	8,655,798	795,994	1,350,147
2025	7,061,511	1,249,156	1,847,879	10,158,546	(324,549)	9,833,997	1,178,199	2,528,347
2026	6,587,033	1,219,434	2,921,803	10,728,270	(324,549)	10,403,721	569,724	3,098,071
2027	6,420,048	1,189,713	4,582,086	12,191,847	(324,549)	11,867,298	1,463,577	4,561,648
2028	5,986,895	1,159,992	5,562,390	12,709,278	(324,549)	12,384,729	517,431	5,079,078
2029	5,845,166	1,130,271	7,113,509	14,088,946	(324,549)	13,764,397	1,379,669	6,458,747
2030	5,404,450	1,100,550	8,012,040	14,517,040	(324,549)	14,192,491	428,094	6,886,841
2031	5,265,995	1,070,829	9,471,171	15,807,995	(324,549)	15,483,446	1,290,955	8,177,796
2032	4,736,848	1,041,108	10,308,482	16,086,438	(324,549)	15,761,889	278,443	8,456,239
	62,542,046	11,729,018	50,551,063	124,822,126	(4,614,556)	120,207,570		

(1) Based on actual debt service at June 30, 2020, General Fund only - excludes debt being paid 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. An interest rate of 4.00% was used for all bonded debt projections.

(3) Projected CEP debt resulting from FY 22 to FY 26, 5 - Year Capital Expenditure Plan (CEP) as recommended by Town Manager March 10, 2021  
For subsequent years 6 - 10, the 5 - Year CEP average annual projected borrowing requirement was used. An interest rate of 4.0% was used for all bonded debt projections.

(4) Based on the proposed use of reserve funds, updated based on FY 2021 operating budget workshops as follows:  
Includes \$2,705,013 Debt Service Reserve Fund allocated from FY 22 to FY 24, \$150,000 Department of Corrections settlement allocated to FY 22, and  
assumes that the \$324,549 increase in revenue from the FY 2018 sewer use rate revision will continue to defray General Fund debt service subsequent to FY 2018.

**DEBT SERVICE ANALYSIS**  
**USE OF DEBT RESERVE AND OTHER POTENTIAL RESOURCES (1)**

FISCAL YEAR	GROSS GENERAL FUND DEBT (2)	RESERVE FUND (3)	ENERGY REBATE	WPCD FUND BALANCE	C.N.R	WPCD RATE REVISION	D.O.C. SETTLEMENT	TOTAL OFFSETTING RESOURCES	REVISED NET DEBT (4)	INC / (DEC) FROM PREVIOUS YEAR
2018	\$ 10,166,351	\$ 2,500,019	\$ 200,000	\$ 300,000	\$ 250,000	\$ 324,549	\$ -	\$ 3,574,568	\$ 6,591,783	\$ -
2019	9,207,169	1,182,696	200,000	200,000	200,000	324,549	525,000	2,632,245	6,574,924	(16,859)
2020	8,905,071	1,265,336		100,000		324,549	575,000	2,264,885	6,640,186	65,262
2021	8,842,112	1,347,975				324,549	203,607	1,876,131	6,965,981	325,795
2022	9,116,146	1,335,947				324,549	150,000	1,810,496	7,305,650	339,669
2023	9,263,963	1,079,610				324,549		1,404,159	7,859,804	554,154
2024	9,269,803	289,456				324,549		614,005	8,655,798	795,994
TOTAL		\$ 9,001,039	\$ 400,000	\$ 600,000	\$ 450,000	\$ 2,271,843	\$ 1,453,607	\$ 14,176,489		

(1) Includes Energy Rebate, WPCD Fund Balance, Capital Non-Recurring, WPCD Commercial Rate Revision, and Dept. of Corrections Settlement.

(2) Actual debt service of FY 2018 to 2021. Projected debt service for FY 2022 to 2024 are based on Town Manager Recommended FY 20 Capital Expenditure Plan.

(3) Includes projected \$58,541 FEMA grant transfer in FY 2020 and projected interest earned on Debt Reserve fund through FY 2022. Also includes \$616,000 Council Approved FY 2021 General Fund debt reserve transfer (\$205,333 allocated to FY 2022 and FY 2023 and \$205,334 to FY 2024) and \$100,000 Council Approved FY 2021 Water Pollution Control Fund debt reserve transfer (\$100,000 allocated to FY 2024)

(4) Net debt after use of potential resources.

**Town of Cheshire, Connecticut**

**Schedule of Debt Limitation  
June 30, 2020  
(Unaudited)**

Total tax collections (including interest and lien fees) for year ended June 30, 2019	\$ 88,279,271
Reimbursement for revenue loss on: Tax relief for the elderly freeze	<u>-</u>
Base for debt limitation computation	<u><u>\$ 88,279,271</u></u>

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation: <sup>(1)</sup>					
2-1/4 times base	\$ 198,628,360	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	397,256,720	-	-	-
3-3/4 times base	-	-	331,047,266	-	-
3-1/4 times base	-	-	-	286,907,631	-
3 times base	-	-	-	-	264,837,813
<b>Total debt limitation</b>	<u>198,628,360</u>	<u>397,256,720</u>	<u>331,047,266</u>	<u>286,907,631</u>	<u>264,837,813</u>
Indebtedness: <sup>(2)</sup>					
Bonds and notes	43,588,472	14,405,917	28,623,002	-	-
Bonds authorized but unissued	9,014,816	5,884,486	640,000	-	-
School building grants	-	(14,051)	-	-	-
<b>Total net indebtedness</b>	<u>52,603,288</u>	<u>20,276,352</u>	<u>29,263,002</u>	<u>-</u>	<u>-</u>
<b>Debt limitation in excess of outstanding and authorized debt</b>	<u><u>\$ 146,025,072</u></u>	<u><u>\$ 376,980,368</u></u>	<u><u>\$ 301,784,264</u></u>	<u><u>\$ 286,907,631</u></u>	<u><u>\$ 264,837,813</u></u>

The total net indebtedness above amounts to: \$ 102,142,642

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 617,954,897

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

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

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

Available fund balance, July 1, 2020	\$	14,389,509			% of Actual FY20 GF Expenditures 10.92%
Fund balance appropriated to 2020-2021 budget		(2,180,000)			
Unassigned fund balance, July 1, 2020		12,209,509	or		
<b>Fiscal Year 2021 Estimated Activity:</b>					
Budget	Estimated (I)	Budget Comparison			
\$ 116,263,417	\$ 116,829,990	\$ 566,573			
Revenues and other financing sources		(3,134)			
Expenditures and other financing uses	116,266,551				
Results from Fiscal Year 2021 estimated activity		563,439			
Projected available fund balance, June 30, 2021		12,772,948			
Fund balance appropriation to 2021-2022 budget		(1,000,000)			% of Estimated FY21 GF Expenditures 10.13%
Projected unassigned fund balance, July 1, 2021		11,772,948	or		
		(10,754,656)	or		9.25% of GF Expenditu
	\$	1,018,292			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 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	0	0	0	0	0	0
	DR	323	424	301	398	281	1,727
	TM	252	495	301	398	281	1,727
	TC	0	0	0	0	0	0
	DR	805	750	740	450	660	3,405
	TM	600	680	960	450	110	2,800
	TC	0	0	0	0	0	0
PLANNING & DEVELOPMENT - PLANNING - LAND ACQUISITION	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
	DR	190	0	0	0	0	190
	TM	190	0	0	0	0	190
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
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	0	0	0	0	0	0
LEISURE SERVICES - RECREATION	DR	6,395	160	353	255	50	7,213
	TM	6,240	315	353	255	50	7,213
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
TOTAL	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	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

1,097	1,145	1,094	1,213	1,076	5,625
680	500	1,527	796	1,548	5,051
1,777	1,645	2,621	2,009	2,624	10,676
13,393	13,125	16,852	14,039	15,333	72,742

# CAPITAL EXPENDITURE HISTORICAL SUMMARY 1985 - 2021

		MAJOR PROJECTS WITHIN	
	<u>PROGRAM</u>	<u>PROGRAM (1,2)</u>	<u>PROGRAM TOTAL (3)</u>
I.	Administration and Finance	\$-	\$ 24,219,780
	A. Town Hall Construction/Renovation	5,953,000	
	B. Technology Reserve	3,368,494	
II.	Planning and Development		24,248,123
	A. Open Space/Land Acquisition	21,225,623	
III.	Public Safety		21,802,767
	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		179,794,573
	A. Water Pollution Control Facility / Pump Stations	59,590,000	
	B. Denitrification Facility	7,450,000	
	C. Sewer/Water/Drainage Projects	26,831,900	
	D. Road Reconstruction/Resurfacing	52,102,077	
	E. Sidewalks	5,330,305	
	F. Landfill Remediation	2,130,000	
	G. Bridge Projects	6,120,000	
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		19,903,605
	A. Swimming Pool	8,393,118	
	B. Farmington Canal Linear Park	4,202,000	
VIII.	Education		78,318,269
	A. School Expansion/Renovation	46,334,440	
	B. Code Compliance	4,554,000	
	C. Roof Repairs/Replacement	7,032,120	
TOTAL		\$ 283,361,495	\$ 355,433,168

(1) Does not include all projects within Program Total.

(2) Amounts are based on Council appropriations through February 28, 2021.

(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>11-12</b>	46,034	36,345	5,400	4,581
<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>10 YEAR AVG.</b>	<b>\$56,823</b>	<b>\$43,620</b>	<b>\$12,383</b>	<b>\$6,940</b>
<b>5 YEAR AVG.</b>	<b>\$56,282</b>	<b>\$48,004</b>	<b>\$9,391</b>	<b>\$7,692</b>

<sup>1</sup> WPCD Plant approved at referendum (32.15M)

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL PROJECTS PROPOSED FOR BONDING**  
**TOWN MANAGER RECOMMENDED (MARCH 10, 2021)**  
**2022-2026 CAPITAL EXPENDITURE PLAN**  
**(GROSS)**

FUNCTIONAL CATEGORY / PROJECT	2022	2023	2024	2025	2026	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Technology Reserve Fund - Replacement Equipment.....	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Boiler Replacement at Police Station.....	-	150,000	-	-	-	150,000
Various Town Building Improvements.....	75,000	-	110,000	200,000	-	385,000
Parking Lot Repavement at Senior Center.....	-	150,000	-	-	-	150,000
Roof Replacements - Police Station.....	225,000	-	110,000	-	-	335,000
Additional Salt Shed.....	-	-	550,000	-	-	550,000
Parking Lot Replacement at Police Station.....	-	200,000	-	-	-	200,000
Parking Lot Replacement at Public Works Garage.....	-	-	190,000	-	-	190,000
Various Roof Replacements at Fire House #3 and Town Hall.....	180,000	-	-	-	-	180,000
Pave Parking Lot at White Oak Baptist Church.....	120,000	-	-	-	-	120,000
<b>PLANNING &amp; DEVELOPMENT:</b>						
Land Acquisition.....	-	110,000	-	-	-	110,000
<b>PUBLIC SAFETY:</b>						
Replace 1994 Fire Truck (Heavy Duty) Rescue Unit # 2.....	-	900,000	-	-	-	900,000
Replace 2000 Fire Truck Pumping Engine # 7.....	-	-	775,000	-	-	775,000
Replace 1998 Fire Truck # 2 Aerial Apparatus.....	-	-	-	-	1,450,000	1,450,000
Replace 2001 Fire Truck Pumping Engine # 1.....	-	-	-	800,000	-	800,000
Emergency Portable Backup Generator.....	190,000	-	-	-	-	190,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brooksville Bridge over Willow Brook.....	-	-	-	100,000	700,000	800,000
Industrial Ave. Culvert / Bridge Replacement.....	860,000	-	-	-	-	860,000
Public Works Dump Trucks and Plows.....	263,000	224,000	229,000	279,000	238,000	1,233,000
Public Works Vehicles (Non Dump Trucks) / Equipment.....	205,000	311,000	175,000	140,000	190,000	1,021,000
Road Improvement Program.....	2,000,000	2,000,000	2,000,000	2,100,000	2,100,000	10,200,000
Sidewalk Improvement Program.....	250,000	250,000	250,000	250,000	250,000	1,250,000
Cheshire Street Sidewalks to Quinpiac Park.....	170,000	-	-	-	-	170,000
Road Drainage Improvements to 867 Farmington Drive and 15 Roslyn Drive.....	145,000	-	-	-	-	145,000
Road Drainage Improvements to 1481 Marion Road.....	-	-	320,000	-	-	320,000
Storm Water Drainage Disconnects (MS4) / Sediment Disposal.....	-	110,000	-	110,000	-	220,000
Road Reconstruction - Scenic Court.....	-	790,000	-	-	-	790,000
Road Reconstruction - East Johnson Avenue - 2 Sections.....	-	-	525,000	-	680,000	1,205,000
Road Reconstruction - Cornwall Ave 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 Drives - Cheshire Park.....	-	230,000	-	-	-	230,000
Expansion of South Parking Lot and Access Drive - Cheshire Park.....	-	-	400,000	-	-	400,000
<b>PUBLIC WORKS - SEWER &amp; WATER:</b>						
Elmwood Pump Station Upgrade - Engineering and Design.....	-	-	300,000	-	-	300,000
Elmwood Pump Station Upgrade - Construction.....	-	-	-	3,500,000	-	3,500,000
Heavy Duty Vehicles and Equipment - WPCD.....	150,000	275,000	-	-	-	425,000
Moss Farms Pump Station Upgrade - Engineering and Design.....	-	125,000	-	-	-	125,000
Moss Farms Pump Station Upgrade - Reconstruction.....	-	-	1,025,000	-	-	1,025,000
Inflow and Infiltration (I&I) Remediation.....	-	200,000	300,000	300,000	-	800,000
Denitification Upgrade.....	-	-	-	-	500,000	500,000
<b>LEISURE SERVICES:</b>						
Mixville Park Pavilion Indoor Section.....	295,000	-	-	-	-	295,000
Development Chapman Property / Bartlem Park South.....	5,945,000	-	-	-	-	5,945,000
Tennis Court Renovations at Rolling Acres.....	-	-	195,000	-	-	195,000
Park Shade and Seating Upgrades.....	-	-	-	150,000	-	150,000
Cheshire Park Tennis/PickleBall Lights.....	-	155,000	-	-	-	155,000
Mixville Park Basketball Court.....	-	-	-	-	50,000	50,000
Full Scale Mobile Performance System.....	-	160,000	-	-	-	160,000
<b>EDUCATION:</b>						
Humiston/BOE Code-Phase IV Code Compliance ADA Improvements.....	-	-	-	-	2,000,000	2,000,000
Remedy Exterior Area Deficiencies Civil Rights 2009 Compliance Review - CHS.....	-	-	-	-	438,000	438,000
Districtwide Roof Repairs and Replacements.....	-	125,000	-	125,000	-	250,000
Roof Replacement - Doolittle Elementary.....	-	50,000	3,000,000	-	-	3,050,000
Slate Tile Roof Replacement - Humiston.....	-	-	-	900,000	-	900,000
Roof Replacement - Norton Elementary - 2 Sections.....	-	750,000	-	-	-	750,000
Roof Replacement - Dodd Middle School.....	750,000	-	500,000	500,000	-	1,750,000
Roof Replacement - Highland School.....	-	-	45,000	-	-	45,000
Roof Replacement - CHS.....	100,000	-	-	-	-	100,000
Cafeteria Renovations - Highland, Chapman, Norton and CHS.....	175,000	670,000	350,000	-	4,200,000	5,395,000
Replace Walk-in Freezer/Fridge CHS.....	-	175,000	-	-	-	175,000
Loading Dock, Drainage and Refrigeration Improvements - CHS.....	50,000	600,000	-	-	-	650,000
Window Replacements - Chapman, Darcey, Highland, Dodd and Doolittle.....	-	750,000	3,435,000	1,531,000	2,500,000	8,216,000
Window Replacements - CHS.....	500,000	500,000	500,000	500,000	500,000	2,500,000
Window Replacements - Central Office/Humiston School.....	-	150,000	150,000	150,000	-	450,000
District Interior Lighting Improvements.....	-	480,000	-	200,000	-	680,000
Lavatory Improvements - District Wide.....	250,000	375,000	375,000	-	-	1,000,000
Driveway and Parking Lot Repaving - District Wide.....	-	400,000	-	250,000	-	650,000
Sidewalk and Masonry Repairs - District Wide.....	125,000	-	125,000	-	125,000	375,000
Masonry Restoration - District Wide.....	100,000	-	100,000	-	100,000	300,000
Stage Improvements Dodd Middle School.....	-	-	250,000	-	-	250,000
HVAC Improvements - Dodd Middle School Stage Area.....	-	-	150,000	-	-	150,000

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL PROJECTS PROPOSED FOR BONDING**  
**TOWN MANAGER RECOMMENDED (MARCH 10, 2021)**  
**2022-2026 CAPITAL EXPENDITURE PLAN**  
**(GROSS)**

FUNCTIONAL CATEGORY / PROJECT	2022	2023	2024	2025	2026	TOTAL
HVAC Improvements - Dodd.....	-	120,000	100,000	100,000	100,000	420,000
HVAC Improvements - CHS.....	-	225,000	200,000	200,000	200,000	825,000
Replace Heating Oil UST - CHS .....	175,000	-	-	-	-	175,000
UST Modifications - Norton .....	-	150,000	-	-	-	150,000
Regenerator ERV Installation - CHS .....	175,000	-	-	-	-	175,000
Unit Ventilator Replacements CHS, Dodd and Doolittle.....	-	420,000	400,000	400,000	100,000	1,320,000
Mechanical Tunnel Improvements - CHS.....	100,000	-	100,000	-	-	200,000
Highland Elementary School Building Improvements / Additions .....	-	-	-	750,000	-	750,000
Acoustical Ceiling Tile Replacement - District Wide.....	-	100,000	100,000	100,000	100,000	400,000
Flooring Replacement - District Wide.....	-	200,000	-	200,000	-	400,000
School Offices Reconfiguration - CHS.....	-	-	120,000	-	-	120,000
Athletic Complex Improvements - CHS.....	50,000	150,000	150,000	-	-	350,000
School Gym Egress Solution - Chapman Elementary.....	-	75,000	-	-	-	75,000
Interior Door Replacement - DW.....	100,000	100,000	100,000	100,000	100,000	500,000
Fire Proofing - Norton.....	-	70,000	-	-	-	70,000
Fire Alarm Control System - Dodd, Doolittle, Norton.....	-	650,000	425,000	650,000	-	1,725,000
<b>TOTAL PROJECTS.....</b>	<b>14,073,000</b>	<b>13,625,000</b>	<b>18,379,000</b>	<b>14,835,000</b>	<b>16,881,000</b>	<b>77,793,000</b>
<b>AVAILABLE FUNDS:</b>						
<b>Grants:</b>						
State / Federal / Local.....	680,000	500,000	1,527,000	796,200	1,547,600	5,050,800
<b>NET BONDED PROJECTS.....</b>	<b>\$ 13,393,000</b>	<b>\$ 13,125,000</b>	<b>\$ 16,852,000</b>	<b>\$ 14,038,800</b>	<b>\$ 15,333,400</b>	<b>\$ 72,742,200</b>

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL NONRECURRING (CNR) FUNDS**  
**TOWN COUNCIL RECOMMENDED (MARCH 10, 2021)**  
**2022-2026 CAPITAL EXPENDITURE PLAN**

FUNCTIONAL CATEGORY / PROJECT	2022	2023	2024	2025	2026	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Revaluation.....	\$ 550,000	\$ -	\$ 125,000	\$ -	\$ -	\$ 675,000
Technology Reserve Fund - Replacement Equipment.....	-	210,000	210,000	210,000	210,000	840,000
Vehicle/Equipment Replacement Fund.....	252,000	395,000	301,000	298,000	281,000	1,527,000
Capital Planning Account and Building Assessment/Design.....	-	100,000	-	100,000	-	200,000
Replace Storage Building at Public Works Garage.....	-	-	-	250,000	-	250,000
Improvements to Youth Center.....	-	180,000	-	-	-	180,000
Parking Lot at Fire House #2 - Byam Road.....	-	-	-	-	110,000	110,000
<b>PUBLIC SAFETY:</b>						
Firefighting Equipment and Protective Clothing.....	145,000	-	150,000	-	150,000	445,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS:</b>						
Tree Removals.....	150,000	-	150,000	-	175,000	475,000
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>						
Quinnipiac Multi-Purpose Court.....	-	-	158,000	-	-	158,000
Community Pool Mushroom Water Feature.....	-	-	-	105,000	-	105,000
<b>TOTAL PROJECTS.....</b>	<b>1,097,000</b>	<b>1,145,000</b>	<b>1,094,000</b>	<b>1,213,000</b>	<b>1,076,000</b>	<b>5,625,000</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)	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000	5,400,000
Prior Year CNR unappropriated balance..... (3)	150,359	78,359	58,359	89,359	1,359	150,359
<b>TOTAL AVAILABLE FUNDS.....</b>	<b>1,175,359</b>	<b>1,203,359</b>	<b>1,183,359</b>	<b>1,214,359</b>	<b>1,126,359</b>	<b>5,675,359</b>
<b>PROJECTED CNR APPROPRIATION BALANCE</b>	<b>\$ 78,359</b>	<b>\$ 58,359</b>	<b>\$ 89,359</b>	<b>\$ 1,359</b>	<b>\$ 50,359</b>	<b>\$ 50,359</b>

(1) Investment income estimates are based on historical averages.

(2) Operating budget appropriation for 2021 is for \$1,000,000. All subsequent year appropriations are estimates.

(3) The Prior Year CNR unappropriated balance is based on a June 30, 2020 balance.

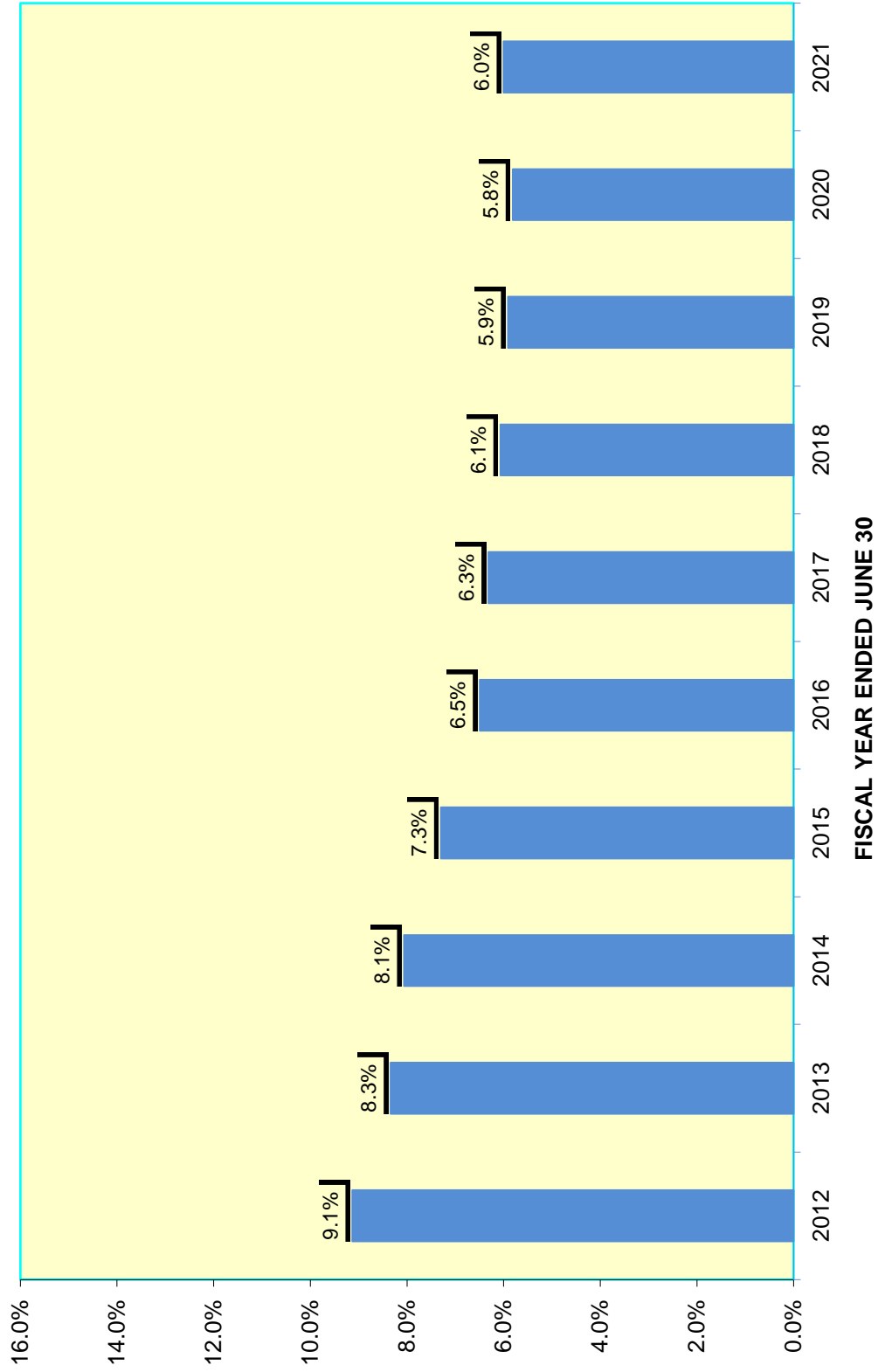


**TOWN OF CHESHIRE  
GRANTS AND OTHER FUNDING SOURCES  
TOWN MANAGER RECOMMENDED (MARCH 10, 2021)  
FY 2022-2026 CAPITAL EXPENDITURE PLAN**

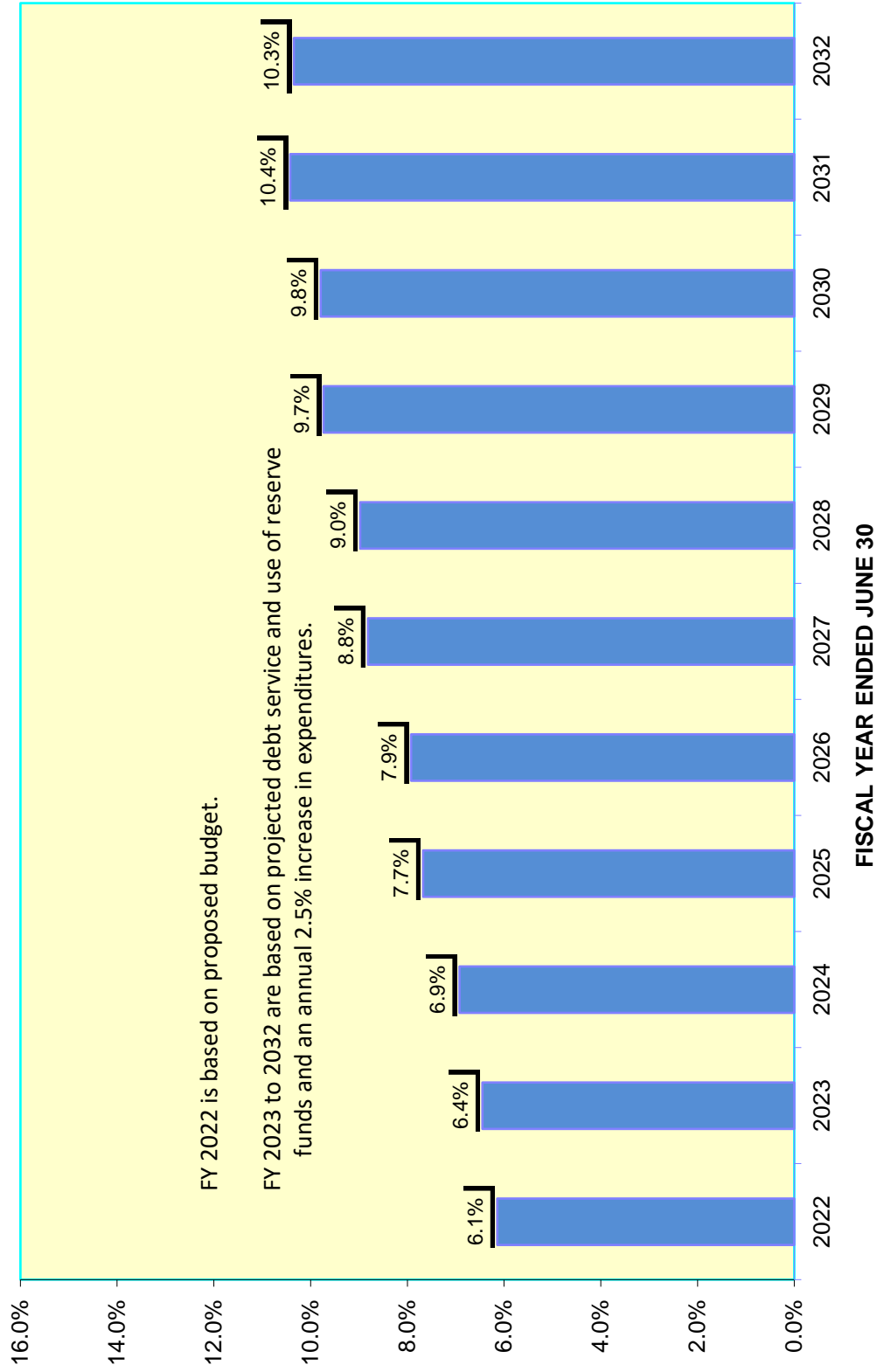
PROJECT	2022	2023	2024	2025	2026	TOTAL
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brooksville Bridge over Willow Brook @ 50%.....	\$ -	\$ -	\$ -	\$ 50,000	\$ 350,000	\$ 400,000
Industrial Avenue Culvert / Bridge Replacement @ 50%.....	430,000	-	-	-	-	430,000
<b>EDUCATION:</b>						
Humiston/BOE Code-Phase IV Code Compliance ADA Improvements @ 25%.....	-	-	-	-	500,000	500,000
Remedy Exterior Area Deficiencies - CHS @ 20%.....	-	-	-	-	87,600	87,600
Roof Replacement - Doolittle Elementary @ 20 %.....	-	10,000	600,000	-	-	610,000
Slate Tile Roof Replacement - Humiston @ 20%.....	-	-	-	180,000	-	180,000
Roof Replacement - Norton Elementary @ 20 %.....	-	150,000	-	-	-	150,000
Roof Replacement - Dodd Middle @ 20 %.....	150,000	-	100,000	100,000	-	350,000
District Interior Lighting Improvements @ 10% (Eversource).....	-	48,000	-	20,000	-	68,000
Window Replacements - Chapman, Darcey, Highland, Dodd and Doolittle @ 20%.....	-	150,000	687,000	306,200	500,000	1,643,200
Window Replacements - CHS @ 20%.....	100,000	100,000	100,000	100,000	100,000	500,000
Unit Ventilator Replacements CHS, Dodd, Doolittle @ 10% (Eversource Rebate).....	-	42,000	40,000	40,000	10,000	132,000
<b>Total Grants and Other Funding Sources.....</b>	<b>\$ 680,000</b>	<b>\$ 500,000</b>	<b>\$ 1,527,000</b>	<b>\$ 796,200</b>	<b>\$ 1,547,600</b>	<b>\$ 5,050,800</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**



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**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		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Revaluation	DR	550	0	125	0	0	675
	TM	550	0	125	0	0	675
	TC	0	0	0	0	0	0
Technology Reserve Fund - Replacement Equipment	DR	350	210	210	210	210	1,190
	TM	350	210	210	210	210	1,190
	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
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	900	210	335	210	210	1,865
	TM	900	210	335	210	210	1,865
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

550	210	335	210	210	1,515
0	0	0	0	0	0
550	210	335	210	210	1,515
350	0	0	0	0	350

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

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)*

The amount requested for FY 2021-2022 is for the next scheduled State-mandated revaluation, Grand List 2023, which includes physical inspections of all properties. The request covers the cost of valuing all properties, commercial property consultant, and part-time help. The amount requested for FY 2023-2024 are the legal costs for court appeals.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$550,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$125,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$675,000</b>		

**NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):** \$

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Legal Costs Court Appeals	\$125,000
Part time Help - 2023 GLReval	\$10,000
Commercial Appraisal Consultant - 2023 GLReval	\$45,000
\$45/parcel x 11,000 parcels - 2023 GL Reval	\$495,000
<b>TOTAL</b>	<b>\$675,000</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 2021-2022**

**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)*

Since 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: \$280,000 to replace remaining critical Board of Education network infrastructure supporting school safety (CCTV & Access Control), Radio Infrastructure, building management, and communications, \$70,000 to replace remaining network firewalls to improve cyber security posture.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$350,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$210,000	GRANTS	\$
FY 23-24	\$210,000	FEES	\$
FY 24-25	\$210,000	OTHER	\$
FY 25-26	\$210,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,190,000</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 2021-22 TO 2025-26 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: GENERAL SERVICES			PROGRAM ELEMENT: ADMINISTRATION & FINANCE				
PROJECT TITLE							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Vehicle / Equipment Replacement Fund Total	DR	323	324	301	298	281	1,527
	TM	252	395	301	298	281	1,527
	TC	0	0	0	0	0	0
Police	DR	153	153	153	153	153	765
	TM	153	153	153	153	153	765
	TC	0	0	0	0	0	0
Public Works	DR	46	105	59	109	65	384
	TM	0	151	59	109	65	384
	TC	0	0	0	0	0	0
Public Works - Grounds	DR	82	66	89	36	63	336
	TM	57	91	89	36	63	336
	TC	0	0	0	0	0	0
Fire	DR	42	0	0	0	0	42
	TM	42	0	0	0	0	42
	TC	0	0	0	0	0	0
Capital Planning Account and Building Assessment/Design	DR	0	100	0	100	0	200
	TM	0	100	0	100	0	200
	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	323	424	301	398	281	1,727
	TM	252	495	301	398	281	1,727
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

252	495	301	398	281	1,727
0	0	0	0	0	0
252	495	301	398	281	1,727
0	0	0	0	0	0

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**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.

This year, I am requesting the purchase of Chevrolet Tahoe police vehicles. The state contract price for the 2021 model is \$36,492.00. 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 \$38,142.00. 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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 20-21	\$152,568	<i>SOURCE</i>	<i>AMOUNT</i>
FY 21-22	\$152,568	GRANTS	\$
FY 22-23	\$152,568	FEES	\$650,000
FY 23-24	\$152,568	OTHER	\$
FY 24-25	\$152,568	TOTAL REVENUE	\$650,000
<b>TOTAL</b>	<b>\$762,840</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$112,840.00</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
12 marked police vehicles @ \$38,142.00	\$457,704
8 unmarked police vehicles @ \$38,142.00	\$305,136
	\$
	\$
<b>TOTAL</b>	<b>\$762,840</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 FY21 (07/01/2020 - 01/08/2021) the fee has generated over \$88,000. I anticipate that the Town will collect in excess of \$130,000 this fiscal year in vehicle fees. That revenue offsets a substantial amount of the cost of new vehicles.

### **Chevrolet Tahoe Police Vehicles**

Last year, I requested authorization to purchase a Chevrolet Tahoe police vehicle to add to the police department fleet. Ford had redesigned the Police Interceptor Utility that we have been purchasing for years. In addition to a significant increase in the price of the Fords, early reviews indicated that the new Interceptor Utility and its civilian counterpart, the Explorer, had mechanical and electrical problems.

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

**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 21-22	\$46,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$105,000	GRANTS	\$
FY 23-24	\$59,000	FEES	\$
FY 24-25	\$109,000	OTHER	\$
FY 25-26	\$65,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$384,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$384,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Vehicles	\$384,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$384,000</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**

	<b>Existing Equipment</b>	<b>Proposed Replacement</b>	<b>Description</b>	<b>Cost</b>
FY 21-22	2012 Ford Escape	2021 4x4 pickup with plow	Sewer maintenance	\$46,000
			FY 2021-22 Total	\$46,000
FY 22-23	Existing Pickup Truck	2022 4x4 pickup with utility body	Crew leader, snow plowing	\$57,500
	Existing Pickup Truck	2022 4x4 pickup with plow	Grounds maintenance & plowing	\$47,000
			FY 2022-23 Total	\$104,500
FY 23-24	Existing Pickup Truck	2023 4x4 pickup with utility body	Crew leader, snow plowing	\$58,500
			FY 2023-24 Total	\$58,500
FY 24-25	Existing Pickup Truck	2024 4x4 pickup with utility body	Crew leader, snow plowing	\$59,500
	Existing Pickup Truck	2024 4x4 pickup	Grounds maintenance & plowing	\$49,000
			FY 2024-25 Total	\$108,500
FY 25-26	Existing Pickup Truck	2025 Van	Building maintenance	\$35,000
	2012 Ford Escape	2025 SUV	Director's vehicle	\$30,000
			FY 2025-26 Total	\$65,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

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 21-22	\$82,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$66,000	GRANTS	\$
FY 23-24	\$89,000	FEES	\$
FY 24-25	\$36,000	OTHER	\$
FY 25-26	\$63,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$336,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$336,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Equipment	\$336,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$336,000</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**

	<b>Description</b>	<b>Purpose</b>	<b>Cost</b>
FY 21-22	Compact Articulating utility tractor	Sidewalks	\$50,000
	Gator	Open space, parks, events	\$25,000
	Trailer	Equipment transport	\$7,000
		FY 21-22 Total	\$82,000
FY 22-23	Tractor	Field maintenance	\$45,000
	Mower	Field and grounds maintenance	\$21,000
		FY 22-23 Total	\$66,000
FY 23-24	12-foot mower	Field maintenance	\$81,300
	Trailer	Equipment transport	\$7,300
		FY 23-24 Total	\$88,600
FY 24-25	Infield groomer	Ball field maintenance	\$36,000
		FY 24-25 Total	\$36,000
FY 25-26	4 x 4 All-terrain utility vehicle	Open space, parks, events	\$16,000
	Tractor	Field maintenance	\$47,000
		FY 25-26 Total	\$63,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** CER – 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 2006 or 2007 vehicle that will be in need of 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. 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 and comparison of recent purchases by the Police Department. 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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$42,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$42,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):      \$42,000</b>			

**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 2021-2022**

**Department:** Finance **Functional Area:** General Services

**Project Title:** Capital Planning Account and Building Assessment/Design

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$100,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$100,000	OTHER	\$
FY 25-26	\$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>			

**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 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	0	0	0	0	0
Various Town Building Improvements	DR	110	110	0	200	0	420
	TM	75	0	110	200	0	385
	TC	0	0	0	0	0	0
Parking Lot Replacement at Senior Center	DR	150	0	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	0	0	0	0	0
Roof Replacements at Police Station	DR	225	110	0	0	0	335
	TM	225	0	110	0	0	335
	TC	0	0	0	0	0	0
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	0	0	0	0	0
Parking Lot Replacement at Public Works Garage	DR	0	0	190	0	0	190
	TM	0	0	190	0	0	190
	TC	0	0	0	0	0	0
* Various Roof Replacements; Fire House #3 and Town Hall	DR	180	0	0	0	0	180
	TM	180	0	0	0	0	180
	TC	0	0	0	0	0	0
* 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	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: PUBLIC PROPERTY		PROGRAM ELEMENT: ADMINISTRATION & FINANCE					
PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Pave Parking Lot at White Oak Baptist Church	DR	120	0	0	0	0	120
	TM	120	0	0	0	0	120
	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
	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	805	750	740	450	660	3,405
	TM	600	680	960	450	110	2,800
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	180	0	250	110	540
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	0	180	0	250	110	540
NET TOTAL	600	500	960	200	0	2,260

New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$150,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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 2021-22**

**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 21-22	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$110,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$200,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$420,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$420,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering	\$20,000
Construction	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$420,000</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 2021-2022**

**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 22 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 21-22	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
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 2021-2022**

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. This request is for the roof on the remainder of the building.

The existing roof was installed in 1992 and is 29 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	
FY 21-22	\$225,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$110,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$335,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$335,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$35,000
Construction	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$335,000</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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$250,000	OTHER	\$
FY 25-26	\$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 2021-2022**

**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	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$550,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>	

**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 2021-2022**

**Department:** Public Property **Functional Area:** Administration & Finance

**Project Title:** Wash Bay at Public Works Garage

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The change to an all-salt treatment for winter road conditions necessitates the ability to desalinize Town vehicles after use. The construction of a vehicle wash bay at the Public Works Garage would allow the Town fleet to be thoroughly cleaned after each storm, according to current best practices. This would prolong the useful life of the fleet because the limiting factor in keeping equipment operational is the corrosion of frame components, which require costly repair or replacement.

The facility is anticipated to be a pre-engineered metal building with a spray bar on the floor to wash the underside of the vehicle as well as a system to spray the body of the vehicle.

The estimate is based on similar facilities constructed by other towns in the state.

The useful life of a wash facility is 25+ years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$550,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<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>
Engineering	\$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 2021-2022**

**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 21-22	\$20,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$180,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>			

**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 2021-2022**

**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 29 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$200,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>
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 2021-2022**

**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 22 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$190,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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 2021-2022**

**Department:** Public Property **Functional Area:** Administration & Finance

**Project Title:** Roof Replacements at Fire House #3 & Town Hall

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The South End Fire House roof has had a marked deterioration this past year. It is a series of EPDM roofs that serve the various bays and assembly areas. Replacement this year is necessary, estimated to cost \$120,000. This new EPDM roof will last 20+ years.

A capital appropriation was approved to replace the Town Hall roof in 2020. As part of that design, a lifetime shingle was identified that will last longer and resist hail damage. The premium to install this shingle is included in this request.

Estimates were developed from discussions with consultants. Prevailing wage rates will be required for these replacements.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$180,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<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>
Design	\$10,000
Construction	\$170,000
	\$
	\$
<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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$110,000	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 2021-2022**

**Department:** Public Property **Functional Area:** Administration & Finance

**Project Title:** Parking Lot Replacement at White Oak Baptist Church

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As part of a potential long-term parking lease agreement for overflow library parking, repaving of the lots and access drives at the White Oak Baptist Church is being considered.

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 21-22	\$120,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$120,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$120,000</b>			

**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 FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2021-22 TO 2025-26 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PLANNING			PROGRAM ELEMENT: PLANNING & DEVELOPMENT				
PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Land Acquisition	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	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
	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	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	0	0	0	0	0

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	0	0
0	0	0	0	0	0
0	110	0	0	0	110

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

Department: Planning Functional Area: Planning and Development

Project Title: Land Acquisition

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>
	\$
	\$
	\$
	\$
<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>

<p style="text-align: center;"><b>TOWN OF CHESHIRE</b>  <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b>  <b>FISCAL YEARS 2021-22 TO 2025-26</b>  <b>PROGRAM ELEMENT SUMMARY</b></p>							
<b>DEPARTMENT: FIRE</b>		<b>PROGRAM ELEMENT: PUBLIC SAFETY</b>					
<b>PROJECT TITLE</b>		<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>TOTAL</b>
Firefighting Equipment and Protective Clothing	DR	145	0	150	0	150	445
	TM	145	0	150	0	150	445
	TC	0	0	0	0	0	0
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	0	0	0	0	0
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	0	0	0
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	0	0
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	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

145	0	150	0	150	445
0	0	0	0	0	0
145	0	150	0	150	445
0	900	775	800	1,450	3,925

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** CER - Fire **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	
FY 21-22	\$145,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$150,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$445,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$445,000</b>

**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 2021-2022**

**Department:** CER - Fire **Functional Area:** Public Safety

**Project Title:** Water Main Installation

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Provide water mains and hydrants to areas that don't have it for firefighting purposes where public water is not available for firefighting purposes more serious and significant damage occurs. This would greatly enhance the level of fire protection in these areas and hopefully minimize the damage to homes/businesses in the event of a fire. Future locations that need water main include Charter Oak Dr. and Marion Rd. south from Waterbury Rd. The estimated useful life of water main is 50-70 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$475,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$450,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$925,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$925,000</b>

**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 2021-2022**

**Department:** CER-Fire **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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$4,500,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$4,500,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
		<b>\$4,500,000</b>	

**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 2021-2022**

**Department:** CER - Fire **Functional Area:** Public Safety

**Project Title:** Heavy Duty Rescue #2 Replacement (1994 - 27 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 1994 and needs replacement as it has 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. 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$900,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<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>
	\$
	\$
	\$
	\$
<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 2021-2022**

**Department:** CER - Fire **Functional Area:** Public Safety

**Project Title:** Engine #7 Replacement (2000 - 21 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$775,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$775,000</b>		

<b>NET FIVE YEAR PROJECT COS- (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$775,000</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 2021-2022**

Department: CER - Fire Functional Area: Public Safety

Project Title: Truck #2 Replacement (1998 - 23 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	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	0	FEES	\$
FY 24-25	\$1,450,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,450,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,450,000</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 2021-2022**

**Department:** CER - Fire **Functional Area:** Public Safety

**Project Title:** Engine #1 Replacement (2001 - 20 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$800,000	OTHER	\$
FY 25-26	\$0	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>
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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 2021-2022**

**Department:** CER - Fire **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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$950,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$950,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<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 2021-2022**

**Department:** CER - Fire **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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$800,000	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>
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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 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: CIVIL PREPAREDNESS**

**PROGRAM ELEMENT: PUBLIC SAFETY**

PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
* Emergency Portable Generator	DR	190	0	0	0	0	190
	TM	190	0	0	0	0	190
	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
	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	190	0	0	0	0	190
	TM	190	0	0	0	0	190
	TC	0	0	0	0	0	0

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	0	0
0	0	0	0	0	0
190	0	0	0	0	190

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** CER - Civil Preparedness **Functional Area:** Public Safety

**Project Title:** Emergency Portable Back-up Generator

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The need for a new Generator was made very clear this past year. We have deployed our portable generators many times to many of the Town buildings that are not equipped with permanent generators. During one of the storms, we had all our generators deployed running Town buildings (PD and Highland School) and the generator at the Town Hall failed. Luckily, the BOE was able to help with a generator they had reserved from a contractor. We currently have two portable generators; one is a 2011 Cummins 300kw Onan and the older unit is a 1988 150kw Onan. The older unit is 33 years old and is reaching the end of its useful life. To keep the 33 year old unit as a frontline piece of emergency equipment is not an ideal situation. It will suffice as a spare, but my comfort level with this unit is not good. In the past 5 years we have installed hookups on almost all our school buildings to provide backup with these generators.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$190,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<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>

**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>

<p style="text-align: center;"><b>TOWN OF CHESHIRE</b>  <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b>  <b>FISCAL YEARS 2021-22 TO 2025-26</b>  <b>PROGRAM ELEMENT SUMMARY</b></p>							
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	0	0	0
* Industrial Avenue Culvert/ Bridge Replacement	DR	860	0	0	0	0	860
	TM	860	0	0	0	0	860
	TC	0	0	0	0	0	0
Tree Removals	DR	150	0	150	0	175	475
	TM	150	0	150	0	175	475
	TC	0	0	0	0	0	0
Street Light Pole Replacement	DR	0	110	0	110	0	220
	TM	0	110	0	110	0	220
	TC	0	0	0	0	0	0
Public Works Dump Trucks and Plows	DR	263	224	229	279	238	1,233
	TM	263	224	229	279	238	1,233
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
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	0	0	0	0	0	0
Sidewalk Maintenance Program	DR	250	250	300	300	300	1,400
	TM	250	250	250	250	250	1,250
	TC	0	0	0	0	0	0
Cheshire Street Sidewalks to Quinnipiac Park	DR	170	0	0	0	0	170
	TM	170	0	0	0	0	170
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
* Road Drainage Improvements to 1481 Marion Road	DR	0	0	320	0	0	320
	TM	0	0	320	0	0	320
	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: 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	0	0	0
Storm Water Drainage Disconnects (MS4)/Sediment Disposal	DR	0	110	0	110	0	220
	TM	0	110	0	110	0	220
	TC	0	0	0	0	0	0
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	0	0	0	0	0
Road Reconstruction: Scenic Court	DR	790	0	0	0	0	790
	TM	0	790	0	0	0	790
	TC	0	0	0	0	0	0
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	0	0	0	0
Road Reconstruction: Cornwall Avenue Extension	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	0	0	0	0
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	0	0	0
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	0	0	0	0	0
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	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	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	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

150	260	150	250	325	1,135
430	0	0	50	350	830
580	260	150	300	675	1,965
3,463	3,915	4,149	3,179	4,068	18,774

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$400,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$100,000	OTHER	\$
FY 25-26	\$700,000	<b>TOTAL REVENUE</b>	<b>\$400,000</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>			

**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 2021-2022**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Industrial Avenue Culvert/Bridge Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

An inspection of the bridge structure located 0.2 miles north of Sandbank Rd. revealed that its condition has deteriorated since the time of the last routine inspection performed by the Connecticut D.O.T., necessitating replacement.

The anticipated useful life of the new bridge is fifty (50 years).

The bridge replacement qualifies for 50% funding under the Local Bridge Program for which a preliminary application has been submitted.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$860,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$430,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-25	\$0	TOTAL REVENUE	\$430,000
<b>TOTAL</b>	<b>\$860,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$430,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and Construction	\$860,000
<b>TOTAL</b>	<b>\$860,000</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 2021-22**

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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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 2021-22**

Department: Public works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Street Light Pole Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As part of the street light 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.

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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$110,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$110,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$220,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$220,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Pole Maintenance and Replacement	\$220,000
	\$
	\$
	\$
<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 CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

**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 21-22	\$263,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$224,000	GRANTS	\$
FY 23-24	\$229,000	FEES	\$
FY 24-25	\$279,000	OTHER	\$
FY 25-26	\$238,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,233,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$1,233,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dump Trucks & Plows	\$1,233,000
	\$0
	\$
	\$
<b>TOTAL</b>	<b>\$1,233,000</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>Description</b>	<b>Proposed Replacement</b>	<b>Cost</b>
FY 21-22	Existing 4WD Dump Truck	2022 4WD Dump Truck with Plow	\$263,000
		FY 2021-2022 Total	\$263,000
FY 22-23	Existing 2WD Dump Truck	2023 2WD Dump Truck with Plow	\$224,000
		FY 2022-2023 Total	\$224,000
FY 23-24	Existing 2WD Dump Truck	2024 2WD Dump Truck with Plow	\$229,000
		FY 2023-2024 Total	\$229,000
FY 24-25	Existing 4WD Dump Truck	2025 4WD Dump Truck with Plow	\$279,000
		FY 2024-2025 Total	\$279,000
FY 25-26	Existing 2WD Dump Truck	2026 2WD Dump Truck with Plow	\$238,000
		FY 2025-2026 Total	\$238,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

**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 21-22	\$415,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$101,000	GRANTS	\$
FY 23-24	\$175,000	FEES	\$
FY 24-25	\$140,000	OTHER	\$
FY 25-26	\$190,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,021,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$1,021,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Vehicles and Equipment	\$1,021,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,021,000</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	Proposed Replacement	Cost
FY 21-22	1997 John Deere 644G Loader	2021 John Deere 624P Loader	\$210,000
	N/A	2021 Bucket Truck	135,000
	1993 Bandit Chipper	2021 Chipper	\$70,000
		FY 2021-2022 Total	\$415,000
FY 22-23	2000 John Deere 710 Backhoe	2022 John Deere Mini Excavator	\$75,000
	1987 Interstate Trailer	2022 Equipment Trailer	\$26,000
		FY 2022-2023 Total	\$101,000
FY 23-24	2006 Volvo Excavator	2023 Excavator	\$175,000
		FY 2023-2024 Total	\$175,000
FY 24-25	2007 John Deere 410 J Backhoe	2024 John Deere 410 Backhoe	\$140,000
		FY 2024-2025 Total	\$140,000
FY 25-26	Existing Mason Dump	2025 Mason Dump	\$105,000
	N/A	Compact Loader	\$85,000
		FY 2025-2026 Total	\$190,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-22**

**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 range 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	
FY 21-22	\$2,200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$2,200,000	GRANTS	\$
FY 23-24	\$2,250,000	FEES	\$
FY 24-25	\$2,250,000	OTHER	\$
FY 25-26	\$2,250,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$11,150,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):			
			<b>\$11,150,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$11,150,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$11,150,000</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 2021-22**

**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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$250,000	GRANTS	\$
FY 23-24	\$300,000	FEES	\$
FY 24-25	\$300,000	OTHER	\$
FY 25-26	\$300,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,400,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE): <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 2021-2022**

**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 l.f. of new sidewalks along Cheshire St. from the Quinnipiac Park driveway entrance to North Pond Rd., and south to Worden Circle. This upgrade will improve pedestrian access to Quinnipiac Park from nearby neighborhoods.

The cost was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid.

A new sidewalk should last 25-40 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$170,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<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>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$170,000
	\$
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$170,000</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 2021-2022**

**Department:** Public Works **Functional Area:** Highways/Sidewalks/Drainage/  
Grounds/Trees

**Project Title:** Road Drainage Improvements: 15 Roslyn Dr. & 867 Farmington Dr

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Several storm drainage system deficiencies have become known due to old and inadequate storm drains:

- **15 Roslyn Dr:** This project will correct the periodic street and private driveway flooding, which is due to an undersized storm drainage system. We will install a new storm drainage outlet pipe through the impacted property into a detention basin to be constructed on the adjoining Lock 12 open space. This project will have the added benefit of serving as a storm water disconnection that we will receive credit for by CT D.E.E.P.

Estimated Cost: \$85,000

- **Farmington Dr:** This project is for the enlargement of the culvert capacity beneath Farmington Drive and channel clearing at inlets and within drainage easement leading to the canal based upon complaints of periodic back yard inundation from Sharon Drive residents. Storm drainage from Dryden Drive is again being directed into this watercourse after a clogged outfall pipe was replaced in 2017.

Estimated Cost: \$60,000

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$145,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$145,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE): <b>\$145,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$145,000
	\$
	\$
	\$
<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 2021-2022**

**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: \$110,000

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$320,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$320,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$320,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$320,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$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 2021-2022**

Department: Public Works Functional Area: Highway/Sidewalk/Drainage/  
Grounds/Trees

Project Title: Weeks Pond Dam Replacement

**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.

Cost Estimate: \$140,000

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$140,000	OTHER	\$
FY 25-26	\$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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$110,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$110,000	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$220,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$220,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Storm Water Drainage Disconnects	\$20,000
Construct Storm Water Drainage Disconnects	\$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 CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** Public Works **Functional Area:** Grounds

**Project Title:** Parking Lot at 55 Railroad Avenue

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The recently acquired property at Railroad Avenue is planned for future trail access parking. The Public Works Department plans to create a temporary parking area with millings and signage in the near term.

In the long term, a proper parking area could be created with a paved asphalt surface.

This estimate was developed in consultation with contractors and unit costs included in the Department of Administrative Services paving bid. A paved parking lot should last 20 + years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$135,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$135,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
		<b>\$135,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$135,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$135,000</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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$150,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$150,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$300,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$300,000</b>

**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 2021-22**

Department: Public Works Functional Area: Highways/Sidewalks/Drainage/  
Grounds/Trees

Project Title: Road Reconstructions 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 l.f. 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 should last 15 to 20 years.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$790,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$790,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$790,000</b>

**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 2021-2022**

**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 Quinnpiac 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 l.f. (McCausland Ct to Quinnpiac bridge) - proposed for year 2
- **East Johnson Ave** - 3,500 l.f. (Route 10 to McCausland CT) - proposed for year 4. 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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$525,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$680,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,205,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$1,205,000</b>			

**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 2021-2022**

**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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$250,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$250,000</b>			

**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 2021-2022**

**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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$260,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$260,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):			
			\$260,000

**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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$250,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$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 2021-2022**

**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 21-22	\$230,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$230,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$230,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Paving	\$230,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$230,000</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 2021-2022**

**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 2021.

Under this request, the south parking area and access drive is proposed to be expanded and repaved. The parking lot will be raised to prevent flooding and expanded by 34 spaces. Pedestrian access will be upgraded as necessary.

An alternate option is to raise the parking area and maintain the current number of spaces. That request is estimated to cost \$220,000.

These estimates were 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$400,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<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>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$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  
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	0	0	0	0
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	0	0	0
Heavy Duty Vehicles, Equipment - WPCD	DR	425	0	0	0	0	425
	TM	150	275	0	0	0	425
	TC	0	0	0	0	0	0
Moss Farms Pump Station Upgrade: Engineering and Design	DR	0	125	0	0	0	125
	TM	0	125	0	0	0	125
	TC	0	0	0	0	0	0
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	0	0	0	0
Inflow & Infiltration (I&I) Remediation	DR	0	300	300	0	0	600
	TM	0	200	300	300	0	800
	TC	0	0	0	0	0	0
* Denitification Upgrade	DR	0	0	0	0	500	500
	TM	0	0	0	0	500	500
	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	425	425	1,625	3,500	500	6,475
	TM	150	600	1,625	3,800	500	6,675
	TC	0	0	0	0	0	0

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	0	0
0	0	0	0	0	0
150	600	1,625	3,800	500	6,675

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** WPCD **Functional Area:** Sewer & Water

**Project Title:** Elmwood pump station upgrade-Engineering and Design

**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 its 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 estimate was determined based on costs for previous pump stations and in consultation with designers.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$300,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
		<b>\$300,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$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 2021-2022**

Department: WPCD Functional Area: Sewer & Water

Project Title: Elmwood pump station upgrade: Construction

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

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 a critical link in the sewer conveyance system. It needs to have its pumps, controls, generator and other equipment to ensure another 30 years of reliable service as well as bringing it up to current building and electrical 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$3,500,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$3,500,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$3,500,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$3,500,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$3,500,000</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 2021-2022**

**Department:** WPCD **Functional Area:** Sewer & Water

**Project Title:** Heavy Duty Vehicles & 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 -10 wheel truck is used to haul dried sludge to Waterbury 4-5 times a week. Existing truck is 21 years old and was refurbished in 2017.
- 600kw emergency generator for influent pump station-new request.
- Skid steer loader with brush hog and forks to replace current 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	
FY 21-22	\$425,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	<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>\$425,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dump Truck	\$195,000
Generator	\$150,000
Skid steer loader	\$80,000
<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 2021-2022**

**Department:** WPCD **Functional Area:** Sewer & Water

**Project Title:** Moss Farm pump station upgrade: Engineering and Design

**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 Moss Farm pump station. The station has reached its 30 year life cycle and should have its pumps, controls, generator and other equipment 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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$125,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$125,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			
			<b>\$125,000</b>

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$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 2021-2022**

Department: WPCD Functional Area: Sewer & Water

Project Title: Moss Farm pump station upgrade: Reconstruction

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Station has reached its 30-year life cycle and should have its pumps, controls, generator and other equipment upgraded to ensure another 30 years of reliable service. This work will also upgrade the station to current building and electrical 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$1,025,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,025,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$1,025,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,025,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,025,000</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 2021-2022**

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 sources of I&I which contribute to excessive and extraneous flows to the Wastewater Treatment Plant. These sources of flows include sump pumps, downspouts, foundation drains and leakage from high ground water levels.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$300,000	GRANTS	\$
FY 23-24	\$300,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$600,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE): \$600,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Implementation	\$600,000
	\$
	\$
	\$
<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 2021-2022**

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 process was installed in 2005 and is reaching 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 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	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$500,000	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 & 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  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: RECREATION**

**PROGRAM ELEMENT: LEISURE SERVICES**

PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
Mixville Park Pavilion Indoor Section	DR	295	0	0	0	0	295
	TM	295	0	0	0	0	295
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
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	0	0	0	0
Cheshire Park Tennis/Pickleball Lights	DR	155	0	0	0	0	155
	TM	0	155	0	0	0	155
	TC	0	0	0	0	0	0
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	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	0	0	0	0	0	0

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	158	105	0	263
0	0	0	0	0	0
0	0	158	105	0	263
6,240	315	195	150	50	6,950

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** Recreation **Functional Area:** Leisure Services

**Project Title:** Mixville Park Pavilion (indoor section)

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A portion of the large pavilion at Mixville Park was deemed unsafe by the Dept. of Public Works and was razed during the summer of 2017. This portion of the pavilion had been used for storage or equipment for the summer camps and more importantly an area of refuge for the campers/staff to be in safely for inclement weather and storms.

Additionally, the Recreation department would like to utilize the indoor space for a multi-use programming space for out education which was #2 cited as a community request on the 2018 community wide survey.

The structure would be 40 ft.x 80 ft.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$295,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$295,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b> <b>\$</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$20,000
Construction	\$275,000
	\$
	\$
<b>TOTAL</b>	<b>\$295,000</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 2021-2022**

**Department:** Recreation **Functional Area:** Leisure Services

**Project Title:** Development of Chapman/Bartlem Park South

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The purchase of the Chapman Property added 10 acres to the south end of Bartlem Park. This project was reviewed several years ago by a design firm in attempt to gain resident conceptual ideas of what park elements could be the best fit for the space. In 2019, the Town engaged with Weston & Sampson to solicit community input, conduct a town wide field needs assessment and develop a Master Plan for improvements to the Chapman-Bartlem Park as a whole. Weston & Sampson has presented the final plan to the Town Council January of 2021.

Phase 1: Ultimately the decision on the direction of this project lies with the Town Council. Pending Town Council adoption of the full Master Plan, Phase 1 of the plan may include the following: site preparation, Town Green, Town Green and skatepark parking (+80 spaces), M4 Synthetic Field , D4/M4 Field Lighting, Memorial Walk (storm water Management).

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$5,945,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$5,945,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):      \$			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$5,945,000</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 2021-2022**

**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 Scholl) have been patched and repaired on many occasions. This court facility is currently unusable and is in need to be reconstructed. There is an opportunity to leave 2 of the 3 tennis courts tennis and utilize the space of one tennis court to create 2 pickleball courts. This mix would be a nice addition to this neighborhood and surrounding area. This may also alleviate some of the volume of pickleball at Cheshire Park.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$195,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$195,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b> <b>\$</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$14,000
Construction	\$181,000
	\$
	\$
<b>TOTAL</b>	<b>\$195,000</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 2021-2022**

Department: Recreation Functional Area: Leisure Services

Project Title: Park Shade & Seating Upgrades

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The 2018 Community Survey identified a need and request for more spectator /participant seating including shade structures at Cheshire, Bartlem and MacNamara Fields. Pricing on bleachers and shade structures can vary depending on quality and model.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$150,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$150,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE): \$			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
<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 2021-2022**

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 court in the 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$158,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$158,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE): \$			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$13,000
Reconstruction	\$145,000
	\$
	\$
<b>TOTAL</b>	<b>\$158,000</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 2021-2022**

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 have seen consistent daily play on the 2019 renovated courts. The addition of lighting would provide more opportunities for pickleball and relieve some of the congestion and also provide relief to the tennis community with the popular Youth Center courts that do have court lighting.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$155,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$155,000</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>
	\$155,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$155,000</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 2021-2022**

Department: Recreation Functional Area: Leisure Services

Project Title: Community Pool Mushroom Water Feature Kidde Pool

Project Description: *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Kidde pool located inside the community pool has a mushroom water feature that is no longer operational as is the pool itself. The mushroom feature as well as the Kidde pool have been in ill repair prior to my arrival in 2019. This department has explored replacing the Kidde pool with an indoor splash pad as an option to replace. Additionally, another option is to repair the pool/mushroom or eliminate all together.

The line that runs from the mechanical room to the Kidde pool is not connected in a number of areas under the pool deck after having a vendor scope the line because of continuous water loss.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$105,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$105,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$</b>
-------------------------------------------------------------------------------------------	-----------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$105,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$105,000</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 2021-2022**

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 has been patched and repaired over the years. The current condition and wear suggest that in a few years the court will need reconstruction to preserve safe use of the court.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$50,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$50,000</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>
Consult, design construction docs	\$7,000
Reconstruction	\$43,000
	\$
	\$
<b>TOTAL</b>	<b>\$50,000</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 2021-2022**

**Department:** Recreation **Functional Area:** Leisure Services

**Project Title:** Full Scale Mobile Performance System

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The showmobile is an all in one mobile performance system that creates a polished, high profile performances environment for events of all kinds. Set up and operation are simple and fast.

The showmobile can be rented out and used for many other civic events like Fall Festival, Memorial Day Parade, Veterans events, Tree lighting and school related events/ celebrations.

The Bartlem Beats summer concert series at Bartlem Park is one of the most popular events held by the Parks & Recreation Department drawing many participants each week. Most of the costs associated with producing the current 4-week series are high including rentals of staging, audio and light systems.

The department has averaged spending \$22,000 annually. Costs are expected to increase annually. By owning the equipment, the Town of Cheshire would eliminate the high annual costs of staging/light/audio and have a ready to go entertainment system that can be used virtually everywhere.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$160,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$160,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b> <b>\$</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$160,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$160,000</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 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: SUMMARY**

PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
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	0	0
EDUCATION ROOF REPLACEMENT	DR	850	925	3,545	1,525	0	6,845
	TM	850	925	3,545	1,525	0	6,845
	TC	0	0	0	0	0	0
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	0	0	0	0	0	0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
PROGRAM ELEMENT TOTAL	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	0	0	0	0	0	0

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
250	500	1,527	746	1,198	4,221
250	500	1,527	746	1,198	4,221
2,400	6,785	9,148	5,910	9,265	33,508

<p style="text-align: center;"><b>TOWN OF CHESHIRE</b>  <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b>  <b>FISCAL YEARS 2021-22 TO 2025-26</b>  <b>PROGRAM ELEMENT SUMMARY</b></p>							
<b>DEPARTMENT: EDUCATION</b>		<b>PROGRAM ELEMENT: CODE COMPLIANCE</b>					
<b>PROJECT TITLE</b>		<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>TOTAL</b>
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	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	0	0	0	0	2,438	2,438
	TM	0	0	0	0	2,438	2,438
	TC	0	0	0	0	0	0

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	588	588
0	0	0	0	588	588
0	0	0	0	1,850	1,850

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** Education **Functional Area:** Code Compliance

**Project Title:** Humiston Building ADA Code Compliance Upgrade

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The Humiston building currently houses the Central Office for the Board of Education and a School. In the 1980's the Town of Cheshire began the process of bringing all school facilities into compliance with applicable building, fire, life safety and accessibility codes. In 2010, the fire safety code improvements were completed at Humiston. While no additional funding is requested for the 2021-2022 fiscal year, the building needs to be improved to make it accessible for individuals with disabilities in accordance with the Americans with Disabilities Act (ADA) with an estimated cost of \$2,000,000. Alternatives for future use of the building continue to be explored and discussed in line with the School Modernization Committee's work but since no decision has been made as to whether to keep or close the building, the capital request is being budgeted for the 2025-26 fiscal year.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$500,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$2,000,000	TOTAL REVENUE	\$500,000
<b>TOTAL</b>	<b>\$2,000,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$2,000,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Humiston ADA Compliance Upgrade	\$2,000,000
	\$
	\$
	\$
<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 2021-2022**

**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 12/10/2020 which indicated that 85 of the 147 issues (58%) 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. Due to the pandemic, the work could not be completed as originally targeted in the Summer of 2021, however, the project is currently out to bid for completion in the Summer of 2022.

This request for the 25-26 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS (Estimated at 20%)	\$87,600
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$438,000	TOTAL REVENUE	\$87,600
<b>TOTAL</b>	<b>\$438,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):      \$350,400</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Remedy Exterior Civil Rights Deficiencies	\$438,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$437,500</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 2021-22 TO 2025-26  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: ROOF REPLACEMENT**

PROJECT TITLE		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
District Roof Repairs and Replacements	DR	0	125	0	125	0	250
	TM	0	125	0	125	0	250
	TC	0	0	0	0	0	0
Roof Replacement - Doolittle Elementary	DR	0	50	3,000	0	0	3,050
	TM	0	50	3,000	0	0	3,050
	TC	0	0	0	0	0	0
Slate Tile Roof Replacement - Humiston	DR	0	0	0	900	0	900
	TM	0	0	0	900	0	900
	TC	0	0	0	0	0	0
Roof Replacement - Norton 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	0	0	0	0	0	0
Roof Replacement - Highland School	DR	0	0	45	0	0	45
	TM	0	0	45	0	0	45
	TC	0	0	0	0	0	0
Roof Replacement - Cheshire High School	DR	100	0	0	0	0	100
	TM	100	0	0	0	0	100
	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	850	925	3,545	1,525	0	6,845
	TM	850	925	3,545	1,525	0	6,845
	TC	0	0	0	0	0	0

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
150	160	700	280	0	1,290
150	160	700	280	0	1,290
700	765	2,845	1,245	0	5,555

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**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 as planning funding for the potential cost of repairs and preventive maintenance on roofs systems that are out-of-warranty in an effort to prolong roof life.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$125,000	GRANTS (estimated at 20%)	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$125,000	OTHER	\$
FY 25-26	\$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>			

**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 2021-2022**

**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 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. The downside is that there is no substantive warranty available for the recoating option. The preferred material for a new roof system would be a 60 - 90 Mil EPDM currently offered which will include a 25 - 30 year warranty.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$50,000	GRANTS (estimated at 20%)	\$610,000
FY 23-24	\$3,000,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$610,000
<b>TOTAL</b>	<b>\$3,050,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):      \$2,440,000</b>			

**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 2021-2022**

**Department:** Education **Functional Area:** Roof Repairs & Replacements

**Project Title:** Humiston Slate Roof Replacments

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2024-25 fiscal year, \$900,000 is requested to replace the Humiston Building roofs. This is combination Mansard roof with an asphalt built-up deck protected by stone ballast surrounded with natural slate-covered 4-sided gambrel-style hip roof. This is a rough order of magnitude estimate that considers the extensive full-height scaffolding that will be required. Testing and abatement costs are not considered. The roofing system is likely not original, but is close to the end of its life expectancy (est.50-75 years) based on the considerable slate delamination and periodic detachment over the last few years. The assumption for capital replacement is based on "replacement-in-kind" using similar materials in consideration of the historical significance of the building and the potential requirements of the Town of Cheshire Historical Society.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS (estimated at 20%)	\$180,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$900,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$180,000
<b>TOTAL</b>	<b>\$900,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$720,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Humiston Slate Roof Replacement	\$900,000
	\$0
	\$0
	\$0
<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 2021-2022**

**Department:** Education **Functional Area:** Roof Repairs & Replacements

**Project Title:** Norton Roof Replacment

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2022-23 fiscal year, \$750,000 is requested to replace sections of the Norton roof. Roofing systems are beyond their warranty periods and at the end of their intended life cycle. Preventive maintenance have prolonged the roof's integrity, but mid-field degradation will ultimately require a full replacement. This is a rough order of magnitude replacement estimate for which final cost will be determined by the replacement design methodology. Not included in this estimate are the custom metal fascias surrounding the perimeter of the building which will need replacement concurrent with the roofing activity. If replaced with similar materials, manufacturer's warranty is offered at 20 years.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$750,000	GRANTS (estimated at 20%)	\$150,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$150,000
<b>TOTAL</b>	<b>\$750,000</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>
Norton Roof Replacements	\$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 2021-2022**

**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 \$1,750,000 is requested to replace sections of the Dodd Roof beginning in 2021-22. The facility's roofing system is entirely a fully-adhered EPDM which is past its warranty period and intended life cycle. Currently, continuous repairs are required for seam splitting, target patch delamination and flashing failure resulting in leaks throughout the facility. For 2021-22, \$750,000 is requested for parapet cap and mid-field replacement needed at the New Addition Science Wing. 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 replacements needed at the Gym, Cafeteria and Main Office area.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$750,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS (estimated at 20%)	\$350,000
FY 23-24	\$500,000	FEES	\$
FY 24-25	\$500,000	OTHER	\$
FY 25-26	\$0	<b>TOTAL REVENUE</b>	<b>\$350,000</b>
<b>TOTAL</b>	<b>\$1,750,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$1,400,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School Roof Replacement	\$1,750,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,750,000</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 2021-2022**

**Department:** Education **Functional Area:** Roof Repairs & Replacements

**Project Title:** Highland Elementary School Roof Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2023-24 fiscal year, \$45,000 is requested to replace the roof and roof decking on the government freezer building. During the installation of the new freezer unit in 2019-20, it was discovered that the metal decking is rusted through in several areas and needs to be replaced.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS (estimated at 20%)	\$
FY 23-24	\$45,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>		<b>\$45,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Government Freezer Roof Replacement	\$45,000
	\$0
	\$0
	\$0
<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>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**Department:** Education **Functional Area:** Roof Repairs & Replacements

**Project Title:** Cheshire High School Roof Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2021-22 fiscal year, \$100,000 is requested to replace approximately 4,500 ft<sup>2</sup> of an EPDM roofing system located over the CHS main office. The current membrane has failed causing the saturation of the roofing insulation underneath. The replacement is like-for-like utilizing a material product with at least a 20-year material warranty. This is a rough order of magnitude estimate that doesn't account for the removal and reinstallation of the existing roof top unit.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS (estimated at 20%)	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$100,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE): <b>\$100,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Cheshire High School Roof Replacement	\$100,000
	\$0
	\$0
	\$0
<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 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
Cafeteria Renovations - Highland, Chapman, Norton and CHS	DR	175	670	350	0	4,200	5,395
	TM	175	670	350	0	4,200	5,395
	TC	0	0	0	0	0	0
* Replace Walk-in Freezer/Refrigerator - CHS	DR	0	175	0	0	0	175
	TM	0	175	0	0	0	175
	TC	0	0	0	0	0	0
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	50	600	0	0	0	650
	TM	50	600	0	0	0	650
	TC	0	0	0	0	0	0
Window Replacements - Chapman, Darcey, 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	0	0	0	0	0
Window Replacements - Cheshire High School	DR	500	500	500	500	500	2,500
	TM	500	500	500	500	500	2,500
	TC	0	0	0	0	0	0
Window Replacements - Central Office/Humiston School	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	0	0	0	0	0
District Lavatory Improvements	DR	250	375	375	0	0	1,000
	TM	250	375	375	0	0	1,000
	TC	0	0	0	0	0	0
District Driveway and Parking Lot Repaving	DR	0	400	0	250	0	650
	TM	0	400	0	250	0	650
	TC	0	0	0	0	0	0
District Sidewalk and Masonry Repairs	DR	125	0	125	0	125	375
	TM	125	0	125	0	125	375
	TC	0	0	0	0	0	0
* District Masonry Restoration	DR	100	0	100	0	100	300
	TM	100	0	100	0	100	300
	TC	0	0	0	0	0	0
Stage Improvements Dodd Middle School	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	0	0	0	0
HVAC Improvements - Dodd Middle School Stage Area	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	TC	0	0	0	0	0	0
HVAC Improvements - Dodd	DR	0	120	100	100	100	420
	TM	0	120	100	100	100	420
	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							
		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
HVAC Improvements - CHS	DR	0	225	200	200	200	825
	TM	0	225	200	200	200	825
	TC	0	0	0	0	0	0
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 - Norton	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	0	0	0	0	0	0
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	0	0	0	0	0
Mechanical Tunnel Improvements - Cheshire High School	DR	100	0	100	0	0	200
	TM	100	0	100	0	0	200
	TC	0	0	0	0	0	0
Highland Elementary School Building Improvements/Additions	DR	0	0	0	750	0	750
	TM	0	0	0	750	0	750
	TC	0	0	0	0	0	0
District Acoustical Ceiling Tile Replacement	DR	0	100	100	100	100	400
	TM	0	100	100	100	100	400
	TC	0	0	0	0	0	0
District Flooring Replacement	DR	0	200	0	200	0	400
	TM	0	200	0	200	0	400
	TC	0	0	0	0	0	0
School Offices Reconfiguration Cheshire High School	DR	0	0	120	0	0	120
	TM	0	0	120	0	0	120
	TC	0	0	0	0	0	0
Athletic Complex Improvements Cheshire High School	DR	50	150	150	0	0	350
	TM	50	150	150	0	0	350
	TC	0	0	0	0	0	0
School Gym Egress Solution - Chapman Elementary School	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		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	TOTAL
* District Interior Door Replacement	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	0	0	0	0	0	0
* Fire Proofing - Norton	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 Norton	DR	0	650	425	650	0	1,725
	TM	0	650	425	650	0	1,725
	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
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	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	0	0	0	0	0	0

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
100	340	827	466	610	2,343
100	340	827	466	610	2,343
1,700	6,020	6,303	4,665	7,415	26,103

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2021-2022**

**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 the summer of 2018 we completed renovations at the Doolittle cafeteria and in 19-20, \$400k was approved to improve the Norton cafeteria which is currently under design. Formal budget estimates indicate that the Norton cafeteria renovation has a budget shortfall of \$175,000 which is requested below in the FY 21-22 capital request. If the additional funding request is approved, this project will most likely be fully completed in the summer of 2022.

It is important to continue to make much needed upgrades at our schools. 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:

- 2021-22 - Norton Elementary School \$175,000 additional appropriation
- 2022-23 - Highland Elementary School \$670,000
- 2023-24 - Chapman Elementary School - \$350,000
- 2025-26 - Cheshire High - \$4,200,000 (based on 2014 Fletcher Thompson recommendations)

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$175,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$670,000	GRANTS	\$
FY 23-24	\$350,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$4,200,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$5,395,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$5,395,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Norton Elementary	\$175,000
Highland Elementary	\$670,000
Chapman Elementary	\$350,000
Cheshire High School	\$4,200,000
<b>TOTAL</b>	<b>\$5,395,000</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 2021-2022**

**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)*

This replace Walk-In Freezer/Refrigerator at Cheshire High School in 2022-23. 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$175,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$175,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$175,000</b>			

**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 2021-2022**

**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 shortening the 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. A requirement for additional freezer/refrigerated space exists, but interior constraints prevent expansion inside the building. Reconfiguring the dock in a manner that will incorporate exterior refrigerator/freezer space is the most efficient method to satisfy both requirements.

To complete the project as explained above, \$50,000 is requested in 2021-22 to complete design work and the estimated \$600,000 needed to fund the improvements requested for 2022-23.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$600,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$650,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>			
		<b>\$650,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Project Design	\$50,000
Reconfigure South Parking Lot	\$225,000
Reconfigure Loading Doc	\$150,000
New Outdoor Freezer	\$225,000
<b>TOTAL</b>	<b>\$650,000</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 2021-2022**

**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 are either old, single pane glass units or insulated glass aged beyond its intended life cycle which are not as energy efficient as the state-of-the-art low-E, double pane insulated glass available today and they need to be replaced. The rough order of magnitude estimates assume removal of the glass block headers, LEP services and abatement and new insulated spandrel panels. Funds are requested are as follows:

- Highland Elementary - replace windows in 2022-2023 - \$750,000
- Doolittle Elementary - replace windows in 2023-2024 - \$2,500,000
- Chapman Elementary - replace windows in 2023-2024 - \$935,000 and 2024-2025 - \$535,000
- Darcey Kindergarten Center - replace windows in 2024-2025 - \$996,000
- Dodd Middle School - replace windows in 2025-2026 - \$2,500,000

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 20-21	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 21-22	\$750,000	GRANTS (Estimated at 20%)	\$1,643,200
FY 22-23	\$3,435,000	FEES	\$
FY 23-24	\$1,531,000	OTHER	\$
FY 24-25	\$2,500,000	<b>TOTAL REVENUE</b>	<b>\$1,643,200</b>
<b>TOTAL</b>	<b>\$8,216,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$6,572,800</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Doolittle Elementary	\$2,500,000
Dodd Middle School	\$2,500,000
Chapman Elementary	\$1,470,000
Highland and Darcey	\$1,746,000
<b>TOTAL</b>	<b>\$8,216,000</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 2021-2022**

**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 old, failing, single pane glass units in metal frames which are not as energy efficient as today's state-of-the-art low-E, double-pane insulated glass and frames available today. Over the past several years, \$250,00 per year was being requested, but due to the large number of windows that need to be replaced, we are increasing the annual request to \$500,000 per year for the next five years beginning in 2021-22 to make the needed replacements on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$500,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$500,000	GRANTS (Estimated at 20%)	\$500,000
FY 23-24	\$500,000	FEES	\$
FY 24-25	\$500,000	OTHER	\$
FY 25-26	\$500,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$2,500,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$2,000,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
<b>TOTAL</b>	<b>\$2,500,000</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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** Central Office/Humiston Energy Improvements - Window Replacements

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

The windows that need to be replaced at Central Office and Humiston School are aluminum double hung replacement windows that were installed more than 20 years ago and many have failed weather seals and/or balances making them difficult and dangerous to open and close. \$150,000 is being requested per year for three years beginning in 2022-23 so that they can be replaced on a worst-first basis. Note window configuration will need to be reviewed by the Historical Society and may be required to be replacement-in-kind due to the historical significance of the building.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$150,000	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$150,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$450,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$450,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Central Office and Humiston School	\$450,000
<b>TOTAL</b>	<b>\$450,000</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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** District Interior Lighting Control Renovation

**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 \$680,000 is requested to replace existing interior LED lighting control systems with an up-to-date version. The current Enlighted LED lighting controller software has gone through a number of revisions including the discontinuing use of Adobe Flash products which currently drives the system headend. In order to update the system, next generation control modules will need to be installed. In addition to modifying the existing system, we'd look to expand control to LED fixtures installed in recent energy conservation projects. We are assuming energy incentives for this project from Eversource of 10%.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$480,000	GRANTS (Eversource - 10%)	\$68,000
FY 23-24	\$0	FEES	\$
FY 24-25	\$200,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$68,000
<b>TOTAL</b>	<b>\$680,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$612,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Interior Lighting Renovation	\$680,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$680,000</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 2021-2022**

**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 \$1,000,000 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 \$1,375,000 was previously appropriated by the Town Council for this initiative, as follows: 2014-15 (\$125,000), 2015-16 (\$125,000), 2016-17 (\$375,000) and 2017-18 (\$250,000) and 2018-19 (\$250,000) and 2019-20(\$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 are currently out to bid for completion in the summer of 2021. The remaining funding being requested is needed to continue to replace original bathroom installations at Doolittle followed by various needs at Cheshire High School, Dodd Middle School and Chapman 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 21-22	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$375,000	GRANTS	\$
FY 23-24	\$375,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	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>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Lavatory Improvements on a Worst-First Basis	\$1,000,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,000,000</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 2021-2022**

**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 \$650,000 is requested as planning funds to cover anticipated repaving needs.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$400,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$250,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$650,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$650,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Wide Repaving, Worst-First Basis	\$650,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$650,000</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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** District Wide Sidewalk Replacements and Masonry Repairs

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2021-22, 2023-24 and 2025-26 fiscal years, a total of \$375,000 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 21-22	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$125,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$125,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$375,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):      \$375,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Sidewalk Replacements and Masonry Repairs	\$375,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$375,000</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 2021-2022**

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 2021-22, 2023-24 and 2025-26 fiscal years, a total of \$300,00 is requested for various masonry restoration projects including building joint replacement, recaulking and repointing to be competed on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$100,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$300,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Sidewalk Replacements and Masonry Repairs	\$300,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$300,000</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 2021-2022**

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 2023-24 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$250,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):      \$250,000</b>			

**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>

=====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 2021-2022**

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 demolition and replacement of (2) heating/air distribution units, one of which is currently inoperable, and the other severely past its intended life cycle. In addition to outright replacement, assess the potential of adding DX cooling.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>
HVAC Replacement	\$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 2021-2022**

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 demolition and replacement of (2) heating/air distribution units, one of which is currently inoperable, and the other severely past its intended life cycle. In addition to outright replacement, assess the potential of adding DX cooling.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>
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 2021-2022**

**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)*

Beginning with the 2022-23 fiscal year, 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$120,000	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$100,000	OTHER	\$
FY 25-26	\$100,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$420,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$420,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** HVAC Improvements CHS

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

Beginning with the 2022-23 fiscal year, a total of \$825,000 is requested 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 \$825,000 is requested for replacements over 4 years beginning in 2022-23.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$225,000	GRANTS	\$
FY 23-24	\$200,000	FEES	\$
FY 24-25	\$200,000	OTHER	\$
FY 25-26	\$200,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$825,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE): <b>\$825,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$25,000
HVAC Improvements	\$800,000
	\$
	\$
<b>TOTAL</b>	<b>\$825,000</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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** Replace Heating Oil UST Cheshire High School

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

\$175,000 is requested to remove the oil UST (Underground Storage Tank) in 2021 at Cheshire High School in order to meet CT DEEP regulation compliancy regarding UST life expectancy. The high school building does have natural gas service and a determination needs to be made if we want or need to continue to have dual fuel capability due to the high school's utilization as an emergency shelter for the Town of Cheshire. The capital request assumes installing a smaller (4K - 6K gallon) UST/AST. Replacing the UST will require new fuel lines, overfill protection and leak detection per CT DEEP regulations.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$175,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$175,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>		<b>\$175,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
HVAC Improvements	\$175,000
	\$
	\$
	\$
<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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** UST Modification - Norton

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

\$150,000 is requested in 2022-23 to make modifications to the existing Underground Storage Tank system (UST) at Norton Elementary School. The current UST is made of fiberglass and was installed in 1995 and the life expectancy based, on CT DEEP standards would be 40 years, or 2035. Unfortunately, due to the use of the copper fuel lines originally installed to supply the burners, it limits the allowable UST lifetime to 30 years resulting in tank's removal required in 2025. The funds requested will be used to replace the fuel lines to a double-walled flex and allow for the appropriate CT DEEP submission, which if approved, will add the additional 10 years of life to 2035. Estimate includes installation of a monolithic concrete pad, new fill and piping sumps and the installation of an automatic fuel pump system.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$150,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
HVAC Improvements	\$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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** CHS Regenerator ERV Installation

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

As part of the 2015 Ameresco Energy Performance Contract, a decision was made to remove the existing non-functioning ERV (Energy Recovery Ventilator) and not replacing the unit. A new roof top unit was added to the auditorium and new packaged units added to serve the audio-visual workshops in the lower level in an effort to offset the ventilation requirements previously provided by the ERV. Although the new packaged units provided conditioned air to the areas served, unfortunately a ventilation deficit for approximately 10,000 ft<sup>2</sup> of interior building space remained. This new ERV installation will correct that deficit.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$175,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$175,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$175,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
HVAC Improvements	\$175,000
	\$
	\$
	\$
<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 2021-2022**

**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)*

Beginning in the 2022-23 fiscal year, 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 and 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 (BAS) 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 - \$420,000 planned for Cheshire High School, Dodd and Doolittle  
 2023-24 - \$400,000 planned for Cheshire High School, Dodd and Doolittle  
 2024-25 - \$400,000 planned for Cheshire High School, Dodd and Doolittle  
 2025-26 - \$100,000 planned for Dodd

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$420,000	GRANTS (10% - Eversource)	\$132,000
FY 23-24	\$400,000	FEES	\$
FY 24-25	\$400,000	OTHER	\$
FY 25-26	\$100,000	<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 2021-2022**

**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 \$200,000 is requested to keep the utility tunnel system beneath the original portion of the Cheshire High School building in good repair. 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 21-22	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<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>
Mechanical Tunnel Improvements/Maintenance	\$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 2021-2022**

**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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$750,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$750,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$750,000</b>			

**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 2021-2022**

**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 \$400,000 is requested over a four-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 abuse and humidity. 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$100,000	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$100,000	OTHER	\$
FY 25-26	\$100,000	TOTAL REVENUE	\$
<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>
District Ceiling Tile Replacement	\$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 2021-2022**

**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 \$400,000 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 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$200,000	GRANTS	\$0
FY 23-24	\$0	FEES	\$
FY 24-25	\$200,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$0
<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>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Flooring Replacement	\$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 2021-2022**

**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)*

The purpose of this request in 2023-24 is 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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$0	GRANTS	\$
FY 23-24	\$120,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$120,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$120,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$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 2021-2022**

**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 2021-22, 2022-23 and 2023-24 fiscal years, a total of \$350,000 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 21-22	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$150,000	GRANTS	\$
FY 23-24	\$150,000	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$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>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$350,000
	\$
	\$
	\$
<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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** Chapman Elementary School - School Gym Egress Solution

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

For the 2022-23 fiscal year, \$75,000 is requested to add a second egress from the gym at Chapman Elementary School. The need for a second egress was identified during the review process for the installation of a person-trap for the main entry of the school.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$75,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$75,000</b>		
NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE): <b>\$75,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$75,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$75,000</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 2021-2022**

**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 \$500,000 is requested to begin the systematic replacement in 2021-22 of interior fire doors, classroom doors plus hardware on a worst-first basis. The initial priorities in order of need are CHS, Chapman, Dodd & Doolittle.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$100,000	GRANTS	\$
FY 23-24	\$100,000	FEES	\$
FY 24-25	\$100,000	OTHER	\$
FY 25-26	\$100,000	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>
	\$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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** Norton Gym Ceiling Fire Proofing Replacement

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

\$70,000 is requested for the Norton Gym where the spray-on fire proofing that was used to coat the ceiling structure has been sporadically delaminating and needs to be removed and new product applied.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$70,000	GRANTS	\$
FY 23-24	\$0	FEES	\$
FY 24-25	\$0	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$70,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$70,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$70,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$70,000</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 2021-2022**

**Department:** Education **Functional Area:** Renovations

**Project Title:** Fire Alarm Control System - Dodd, Doolittle and Norton

**Project Description:** *(including justification, goals and objectives, how cost estimates were determined, useful life)*

A total of \$1,725,000 is requested to design and begin replacing the antiquated non-addressable fire alarm systems at Dodd, Doolittle and Norton in 2022-23. While the systems are still functional, we are having increased difficulty in getting repair components nor do they support any additional capacity to add output devices such as horns/strobes.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 21-22	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 22-23	\$650,000	GRANTS	\$
FY 23-24	\$425,000	FEES	\$
FY 24-25	\$650,000	OTHER	\$
FY 25-26	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,725,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b> <b>\$1,725,000</b>			

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School	\$650,000
Doolittle Elementary School	\$650,000
Norton Elementary School	\$425,000
	\$
<b>TOTAL</b>	<b>\$1,725,000</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>

# FISCAL YEARS 2020-2021 TO 2024-2025

<b>TOWN OF CHESHIRE</b> <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b> <b>FISCAL YEARS 2020-21 TO 2024-25</b> <b>PROGRAM ELEMENT SUMMARY</b>							
<b>SUMMARY</b>							
<b>PROGRAM ELEMENT</b>		<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>TOTAL</b>
<b>ADMINISTRATION &amp; FINANCE</b> <b>- FINANCE</b>  <b>- GENERAL SERVICES</b>  <b>- PUBLIC PROPERTY</b>	DR	210	695	210	335	210	1,660
	TM	310	695	210	335	210	1,760
	TC	310	695	210	335	210	1,760
	DR	390	304	466	293	440	1,893
	TM	505	304	416	293	390	1,908
	TC	505	304	416	293	390	1,908
	DR	2,025	645	320	1,000	550	4,540
	TM	1,510	765	445	1,170	0	3,890
	TC	1,510	765	445	1,170	0	3,890
<b>PLANNING &amp; DEVELOPMENT</b> <b>- PLANNING - LAND ACQUISITION</b>	DR	110	0	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
<b>PUBLIC SAFETY</b> <b>- FIRE</b>	DR	0	145	3,375	4,650	2,840	11,010
	TM	0	145	800	850	1,400	3,195
	TC	0	145	800	850	1,400	3,195
<b>PUBLIC WORKS</b> <b>- PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS</b>	DR	3,665	4,271	4,073	4,171	4,368	20,548
	TM	3,415	3,946	3,513	3,996	4,293	19,163
	TC	3,015	3,946	3,513	3,996	4,293	18,763
<b>PUBLIC WORKS</b> <b>- SEWER &amp; WATER</b>	DR	395	0	620	1,625	3,500	6,140
	TM	395	0	620	1,625	3,500	6,140
	TC	395	0	620	1,625	3,500	6,140
<b>LEISURE SERVICES</b> <b>- RECREATION</b>	DR	2,225	285	145	150	145	2,950
	TM	5,600	225	145	0	145	6,115
	TC	0	5,825	145	0	145	6,115
<b>EDUCATION</b>	DR	585	7,240	5,150	8,325	4,488	25,788
	TM	375	7,240	5,150	8,325	4,488	25,578
	TC	375	7,240	5,150	8,325	4,488	25,578
<b>TOTAL</b>	DR	9,605	13,585	14,359	20,549	16,541	74,639
	TM	12,110	13,430	11,299	16,594	14,426	67,859
	TC	6,110	19,030	11,299	16,594	14,426	67,459

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

## **TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	925	1,294	886	1,318	1,140	5,563
STATE / FEDERAL / LOCAL	50	657	30	370	1,058	2,165
<b>TOTAL REDUCTIONS</b>	<b>975</b>	<b>1,951</b>	<b>916</b>	<b>1,688</b>	<b>2,198</b>	<b>7,728</b>
<b>NET TOTAL</b>	<b>5,135</b>	<b>17,079</b>	<b>10,383</b>	<b>14,906</b>	<b>12,228</b>	<b>59,731</b>

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: FINANCE		PROGRAM ELEMENT: ADMINISTRATION & FINANCE					
PROJECT TITLE							
		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Revaluation	DR	0	485	0	125	0	610
	TM	0	485	0	125	0	610
	TC	0	485	0	125	0	610
Technology Reserve Fund - Replacement Equipment	DR	210	210	210	210	210	1,050
	TM	310	210	210	210	210	1,150
	TC	310	210	210	210	210	1,150
	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
PROGRAM ELEMENT TOTAL	DR	210	695	210	335	210	1,660
	TM	310	695	210	335	210	1,760
	TC	310	695	210	335	210	1,760

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND

310 695 210 335 210 1,760

STATE / FEDERAL / LOCAL

0 0 0 0 0 0

TOTAL REDUCTIONS

310 695 210 335 210 1,760

NET TOTAL

0 0 0 0 0 0

\* New Projects



TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: GENERAL SERVICES			PROGRAM ELEMENT: ADMINISTRATION & FINANCE				
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Vehicle / Equipment	DR	290	304	316	293	290	1,493
Replacement Fund Total	TM	290	304	316	293	290	1,493
	TC	290	304	316	293	290	1,493
Police	DR	145	145	145	145	145	725
	TM	145	145	145	145	145	725
	TC	145	145	145	145	145	725
Public Works	DR	100	102	105	59	109	475
	TM	100	102	105	59	109	475
	TC	100	102	105	59	109	475
Public Works - Grounds	DR	45	57	66	89	36	293
	TM	45	57	66	89	36	293
	TC	45	57	66	89	36	293
Capital Planning Account and Building Assessment/Design	DR	100	0	150	0	150	400
	TM	215	0	100	0	100	415
	TC	215	0	100	0	100	415
	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	390	304	466	293	440	1,893
	TM	505	304	416	293	390	1,908
	TC	505	304	416	293	390	1,908

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	505	304	416	293	390	1,908
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	505	304	416	293	390	1,908
NET TOTAL	0	0	0	0	0	0

\* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PUBLIC PROPERTY		PROGRAM ELEMENT: ADMINISTRATION & FINANCE					
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Boiler Replacement at Fire Station Annex and Police Station	DR	110	0	150	0	0	260
	TM	110	0	150	0	0	260
	TC	110	0	150	0	0	260
Various Town Building Improvements	DR	0	200	0	200	0	400
	TM	0	200	0	200	0	400
	TC	0	200	0	200	0	400
Parking Lot Repavement at Senior Center, Police Station and PW Garage	DR	140	185	170	0	0	495
	TM	0	140	185	170	0	495
	TC	0	140	185	170	0	495
Roof Replacements at Police Station	DR	225	110	0	0	0	335
	TM	0	225	110	0	0	335
	TC	0	225	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	250	0	250
Additional Salt Shed	DR	0	0	0	550	0	550
	TM	0	0	0	550	0	550
	TC	0	0	0	550	0	550
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
HVAC and Locker Improvements at Police Station	DR	1,500	0	0	0	0	1,500
	TM	1,400	0	0	0	0	1,400
	TC	1,400	0	0	0	0	1,400
Improvements to Youth Center		50	150	0	0	0	200
	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
	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	2,025	645	320	1,000	550	4,540
	TM	1,510	765	445	1,170	0	3,890
	TC	1,510	765	445	1,170	0	3,890

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	250	0	250
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	250	0	250
NET TOTAL	1,510	765	445	920	0	3,640

\* New Projects

<p style="text-align: center;"><b>TOWN OF CHESHIRE</b>  <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b>  <b>FISCAL YEARS 2020-21 TO 2024-25</b>  <b>PROGRAM ELEMENT SUMMARY</b></p>							
<b>DEPARTMENT: PLANNING</b>			<b>PROGRAM ELEMENT: PLANNING &amp; DEVELOPMENT</b>				
<b>PROJECT TITLE</b>		<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>TOTAL</b>
<b>Land Acquisition</b>	<b>DR</b>	110	0	0	0	0	110
	<b>TM</b>	0	110	0	0	0	110
	<b>TC</b>	0	110	0	0	0	110
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	<b>DR</b>	110	0	0	0	0	110
	<b>TM</b>	0	110	0	0	0	110
	<b>TC</b>	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>	0	0	0	0	0	0
<b>NET TOTAL</b>	0	110	0	0	0	110

<p style="text-align: center;"><b>TOWN OF CHESHIRE</b>  <b>FIVE YEAR CAPITAL EXPENDITURE PLAN</b>  <b>FISCAL YEARS 2020-21 TO 2024-25</b>  <b>PROGRAM ELEMENT SUMMARY</b></p>							
<b>DEPARTMENT: FIRE</b>		<b>PROGRAM ELEMENT: PUBLIC SAFETY</b>					
<b>PROJECT TITLE</b>		<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>TOTAL</b>
<b>Firefighting Equipment and Protective Clothing</b>	<b>DR</b>	0	145	0	150	0	295
	<b>TM</b>	0	145	0	150	0	295
	<b>TC</b>	0	145	0	150	0	295
<b>Installation of Water Mains</b>	<b>DR</b>	0		475	0	450	925
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>North End Fire Station Building Construction Only</b>	<b>DR</b>	0	0	0	4,500	0	4,500
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>Replace 1994 Heavy Duty Rescue Unit #2</b>	<b>DR</b>	0	0	800	0	0	800
	<b>TM</b>	0	0	800	0	0	800
	<b>TC</b>	0	0	800	0	0	800
<b>Replace 2000 Fire Truck Pumping Engine #7</b>	<b>DR</b>	0	0	700	0	0	700
	<b>TM</b>	0	0	0	700	0	700
	<b>TC</b>	0	0	0	700	0	700
<b>Replace 1998 Fire Truck #2 Aerial Apparatus</b>	<b>DR</b>	0	0	1,400	0	0	1,400
	<b>TM</b>	0	0	0	0	1,400	1,400
	<b>TC</b>	0	0	0	0	1,400	1,400
<b>Replace 2001 Fire Truck Pumping Engine #1</b>	<b>DR</b>	0	0		0	700	700
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>Replace 2003 Heavy Duty Rescue Unit #1</b>	<b>DR</b>	0	0	0		990	990
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>Replace 2003 Fire Truck Pumping Engine #5</b>	<b>DR</b>	0	0	0		700	700
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
	<b>DR</b>	0	0	0	0	0	0
	<b>TM</b>	0	0	0	0	0	0
	<b>TC</b>	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	<b>DR</b>	0	145	3,375	4,650	2,840	11,010
	<b>TM</b>	0	145	800	850	1,400	3,195
	<b>TC</b>	0	145	800	850	1,400	3,195

**DR=Department Request**

**TM=Town Manager Recommendation**

**TC=Town Council**

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	145	0	150	0	295
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS:</b>	<b>0</b>	<b>145</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>295</b>
<b>NET TOTAL</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>700</b>	<b>1,400</b>	<b>2,900</b>

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PUBLIC WORKS			PROGRAM ELEMENT: PUBLIC WORKS				
PROJECT TITLE							
		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
South Brooksville 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
Canal Dredging	DR	0	0	150	0	0	150
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Tree Removals	DR	0	150	0	150	0	300
	TM	0	150	0	150	0	300
	TC	0	150	0	150	0	300
Street Light Pole Replacement	DR	110	0	110	0	110	330
	TM	110	0	110	0	110	330
	TC	110	0	110	0	110	330
Public Works Dump Trucks and Plows	DR	215	220	263	226	273	1,197
	TM	215	220	263	226	273	1,197
	TC	215	220	263	226	273	1,197
Public Works Vehicles (Non Dump Trucks) and Equipment	DR	160	226	155	175	140	856
	TM	160	226	155	175	140	856
	TC	160	226	155	175	140	856
Road Improvement Program	DR	2,200	2,200	2,200	2,250	2,250	11,100
	TM	2,000	2,000	2,000	2,100	2,200	10,300
	TC	1,600	2,000	2,000	2,100	2,200	9,900
Sidewalk Improvement Program	DR	250	250	250	250	250	1,250
	TM	200	125	200	225	225	975
	TC	200	125	200	225	225	975
Cheshire Street Sidewalks to Quinnipiac Park	DR	0	125	0	0	0	125
	TM	0	125	0	0	0	125
	TC	0	125	0	0	0	125
Road Drainage Improvements to 867 Farmington Dr. & Roslyn Dr.	DR	0	110	0	0	0	110
	TM	0	110	0	0	0	110
	TC	0	110	0	0	0	110
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 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PUBLIC WORKS			PROGRAM ELEMENT: PUBLIC WORKS				
PROJECT TITLE							
		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Paving of Parking Lots and Access Drives; Cheshire & Bartlem Parks	DR	0	200	160	0	0	360
	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
Parking Lot at 55 Railroad Avenue	DR	0	0	0	0	135	135
	TM	0	0	0	0	135	135
	TC	0	0	0	0	135	135
Road Reconstruction: Industrial Ave.	DR	620	0	0	0	0	620
	TM	620	0	0	0	0	620
	TC	620	0	0	0	0	620
Road Reconstruction: Scenic Court, East Johnson Ave (2 sections), Cornwall Ave Ext.	DR	0	790	525	880	250	2,445
	TM	0	790	525	880	250	2,445
	TC	0	790	525	880	250	2,445
Various Improvements to Parks and Open Spaces	DR	0	0	150	0	150	300
	TM	0	0	150	0	150	300
	TC	0	0	150	0	150	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
PROGRAM ELEMENT TOTAL	DR	3,665	4,271	4,073	4,171	4,368	20,548
	TM	3,415	3,946	3,513	3,996	4,293	19,163
	TC	3,015	3,946	3,513	3,996	4,293	18,763

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	110	150	260	290	395	1,205
STATE / FEDERAL / LOCAL	0	0	0	50	350	400
TOTAL REDUCTIONS	110	150	260	340	745	1,605
NET TOTAL	2,905	3,796	3,253	3,656	3,548	17,158

\* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PUBLIC WORKS - SEWER & WATER				PROGRAM ELEMENT: PUBLIC WORKS			
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Elmwood Pump Station Upgrade: Engineering and Design	DR	0	0	0	300	0	300
	TM	0	0	0	300	0	300
	TC	0	0	0	300	0	300
* Elmwood Pump Station Upgrade: Construction	DR	0	0	0	0	3,500	3,500
	TM	0	0	0	0	3,500	3,500
	TC	0	0	0	0	3,500	3,500
Heavy Duty Vehicles, Equipment - WPCD	DR	395	0	195	0	0	590
	TM	395	0	195	0	0	590
	TC	395	0	195	0	0	590
* Moss Farms Pump Station Upgrade: Engineering and Design	DR	0	0	125	0	0	125
	TM	0	0	125	0	0	125
	TC	0	0	125	0	0	125
* Moss Farms Pump Station: Reconstruction	DR	0	0	0	1,025	0	1,025
	TM	0	0	0	1,025	0	1,025
	TC	0	0	0	1,025	0	1,025
Inflow & Infiltration (I&I) Remediation	DR	0	0	300	300	0	600
	TM	0	0	300	300	0	600
	TC	0	0	300	300	0	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
PROGRAM ELEMENT TOTAL	DR	395	0	620	1,625	3,500	6,140
	TM	395	0	620	1,625	3,500	6,140
	TC	395	0	620	1,625	3,500	6,140

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
TOTAL REDUCTIONS:	0	0	0	0	0	0
NET TOTAL	395	0	620	1,625	3,500	6,140

\* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: RECREATION			PROGRAM ELEMENT: LEISURE SERVICES				
PROJECT TITLE							
		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Mixville Park Pavilion Indoor Section	DR	225	0	0	0	0	225
	TM	0	225	0	0	0	225
	TC	0	225	0	0	0	225
Development of Chapman Property	DR	2,000	0	0	0	0	2,000
	TM	5,600	0	0	0	0	5,600
	TC	0	5,600	0	0	0	5,600
Tennis Court Renovations at Rolling Acres	DR	0	180	0	0	0	180
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Park Shade & Seating Upgrades	DR	0	0		150	0	150
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Quinnipiac Multi-Purpose court	DR	0	0	0	0	145	145
	TM	0	0	0	0	145	145
	TC	0	0	0	0	145	145
Cheshire Park Tennis/Pickleball Lights	DR	0		145	0	0	145
	TM	0	0	145	0	0	145
	TC	0	0	145	0	0	145
Community Pool Mushroom Water Feature	DR	0	105	0		0	105
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	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
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	2,225	285	145	150	145	2,950
	TM	5,600	225	145	0	145	6,115
	TC	0	5,825	145	0	145	6,115

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	145	145
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>145</b>	<b>145</b>
<b>NET TOTAL</b>	<b>0</b>	<b>5,825</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>5,970</b>

\* New Projects



TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: SUMMARY					
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
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	2,438	2,438
EDUCATION ROOF REPLACEMENT	DR	345	3,125	0	1,400	500	5,370
	TM	250	3,125	0	1,400	500	5,275
	TC	250	3,125	0	1,400	500	5,275
EDUCATION RENOVATION	DR	240	4,115	5,150	6,925	1,550	17,980
	TM	125	4,115	5,150	6,925	1,550	17,865
	TC	125	4,115	5,150	6,925	1,550	17,865
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
PROGRAM ELEMENT TOTAL	DR	585	7,240	5,150	8,325	4,488	25,788
	TM	375	7,240	5,150	8,325	4,488	25,578
	TC	375	7,240	5,150	8,325	4,488	25,578

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
50	600	0	280	688	1,618
50	657	30	320	708	1,765
325	6,583	5,120	8,005	3,780	23,813

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: CODE COMPLIANCE					
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	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	2,000	2,000
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
PROGRAM ELEMENT TOTAL	DR	0	0	0	0	2,438	2,438
	TM	0	0	0	0	2,438	2,438
	TC	0	0	0	0	2,438	2,438

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	588	588
0	0	0	0	588	588
0	0	0	0	1,850	1,850

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION			PROGRAM ELEMENT: ROOF REPLACEMENT				
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
District Roof Repairs and Replacements	DR	0	125	0	0	0	125
	TM	0	125	0	0	0	125
	TC	0	125	0	0	0	125
Roof Replacement - Doolittle Elementary	DR	50	2,000	0	0	0	2,050
	TM	0	2,000	0	0	0	2,000
	TC	0	2,000	0	0	0	2,000
Slate Tile Roof Replacement - Humiston	DR	0	0	0	900	0	900
	TM	0	0	0	900	0	900
	TC	0	0	0	900	0	900
Roof Replacement - Norton 2 Sections	DR	0	750	0	0	0	750
	TM	0	750	0	0	0	750
	TC	0	750	0	0	0	750
Roof Replacement - Dodd Middle School	DR	250	250	0	500	500	1,500
	TM	250	250	0	500	500	1,500
	TC	250	250	0	500	500	1,500
Roof Replacement - Highland School	DR	45	0	0	0	0	45
	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	345	3,125	0	1,400	500	5,370
	TM	250	3,125	0	1,400	500	5,275
	TC	250	3,125	0	1,400	500	5,275

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
50	600	0	280	100	1,030
50	600	0	280	100	1,030
200	2,525	0	1,120	400	4,245

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION			PROGRAM ELEMENT: RENOVATION				
PROJECT TITLE							
		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Cafeteria Renovations - Highland, Chapman and CHS	DR	0	670	350	4,200	0	5,220
	TM	0	670	350	4,200	0	5,220
	TC	0	670	350	4,200	0	5,220
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	0	650	0	0	0	650
	TM	0	650	0	0	0	650
	TC	0	650	0	0	0	650
Window Replacements - Chapman, Darcey, Highland, Dodd and Doolittle	DR	0	750	1,850	900	500	4,000
	TM	0	750	1,850	900	500	4,000
	TC	0	750	1,850	900	500	4,000
Window Replacements - Cheshire High School	DR	0	250	250	250	250	1,000
	TM	0	250	250	250	250	1,000
	TC	0	250	250	250	250	1,000
Window Replacements - Central Office/Humiston School	DR	0	150	150	150	0	450
	TM	0	150	150	150	0	450
	TC	0	150	150	150	0	450
District Interior Lighting Improvements	DR	0	175	0	0	0	175
	TM	0	175	0	0	0	175
	TC	0	175	0	0	0	175
District Lavatory Improvements	DR	0	250	375	375	0	1,000
	TM	0	250	375	375	0	1,000
	TC	0	250	375	375	0	1,000
District Driveway and Parking Lot Repaving	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
District Sidewalk and Masonry Repairs	DR	125	0	125	0	0	250
	TM	125	0	125	0	0	250
	TC	125	0	125	0	0	250
Stage Improvements Dodd Middle School	DR	0	0	0	250	0	250
	TM	0	0	0	250	0	250
	TC	0	0	0	250	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
HVAC Improvements - Dodd	DR	20	100	100	100	100	420
	TM	0	100	100	100	100	400
	TC	0	100	100	100	100	400
HVAC Improvements - CHS	DR	25	200	200	200	200	825
	TM	0	200	200	200	200	800
	TC	0	200	200	200	200	800
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	20	400	300	400	200	1,320
	TM	0	400	300	400	200	1,300
	TC	0	400	300	400	200	1,300

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2020-21 TO 2024-25 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: RENOVATION					
PROJECT TITLE		FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
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	0	100	100	100	100	400
	TM	0	100	100	100	100	400
	TC	0	100	100	100	100	400
* District Flooring Replacement	DR	0	0	200	0	200	400
	TM	0	0	200	0	200	400
	TC	0	0	200	0	200	400
School Offices Reconfiguration Cheshire High School	DR	0	120	0	0	0	120
	TM	0	120	0	0	0	120
	TC	0	120	0	0	0	120
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
School Gym Egress Solution - Chapman Elementary School	DR	50	0	0	0	0	50
	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	240	4,115	5,150	6,925	1,550	17,980
	TM	125	4,115	5,150	6,925	1,550	17,865
	TC	125	4,115	5,150	6,925	1,550	17,865

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	57	30	40	20	147
TOTAL REDUCTIONS:	0	57	30	40	20	147
NET TOTAL	125	4,058	5,120	6,885	1,530	17,718

\* New Projects

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## **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.

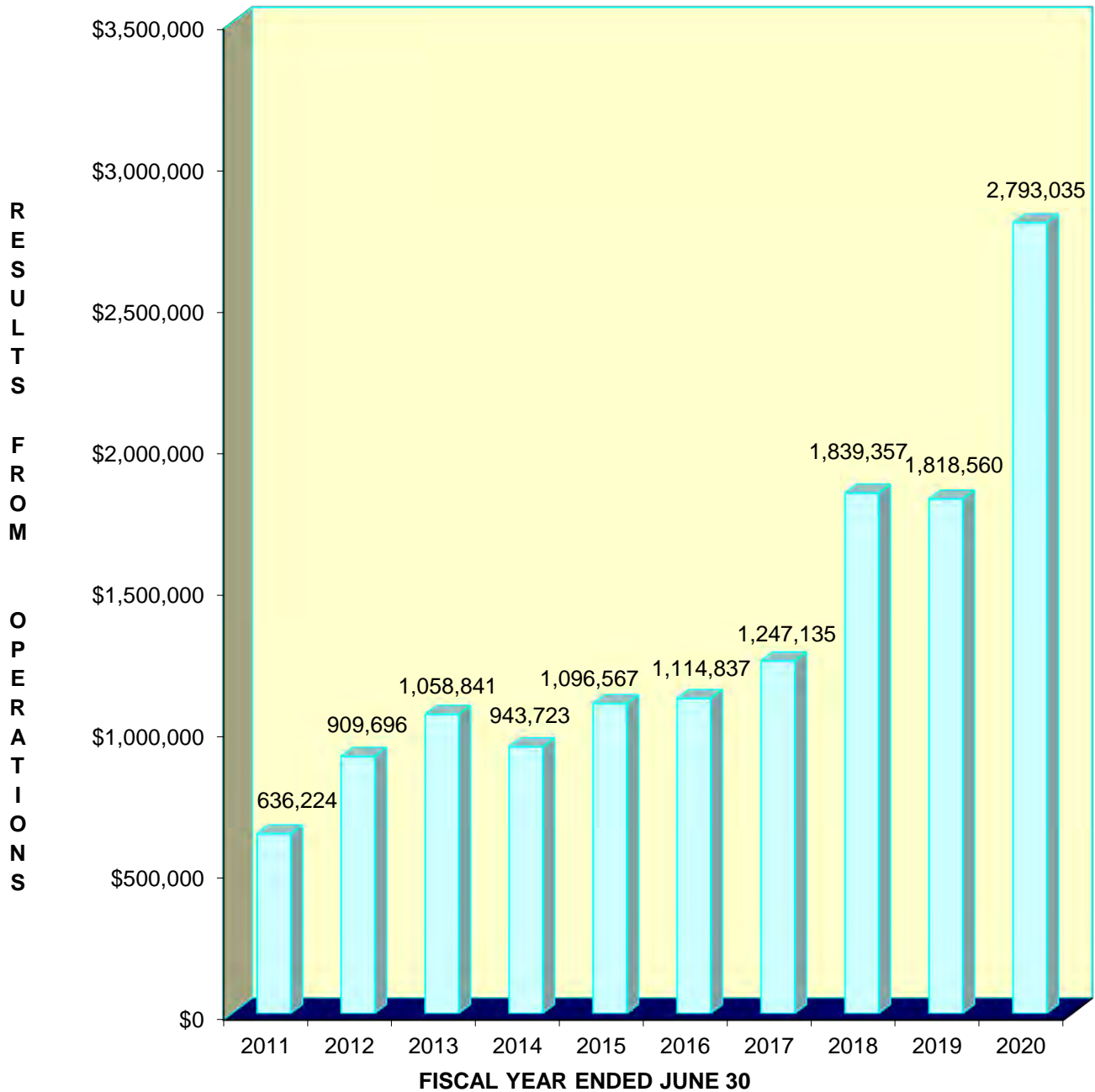
**Miscellaneous Statistics** offer data on facilities, property, and demographics on the Town which helps define our community's makeup and its program and service needs.

**Summary of Referenda Results** details all referenda questions and voting results from 1995 to present.

**Amortization Schedule for \$1 Million Bond Issue.**

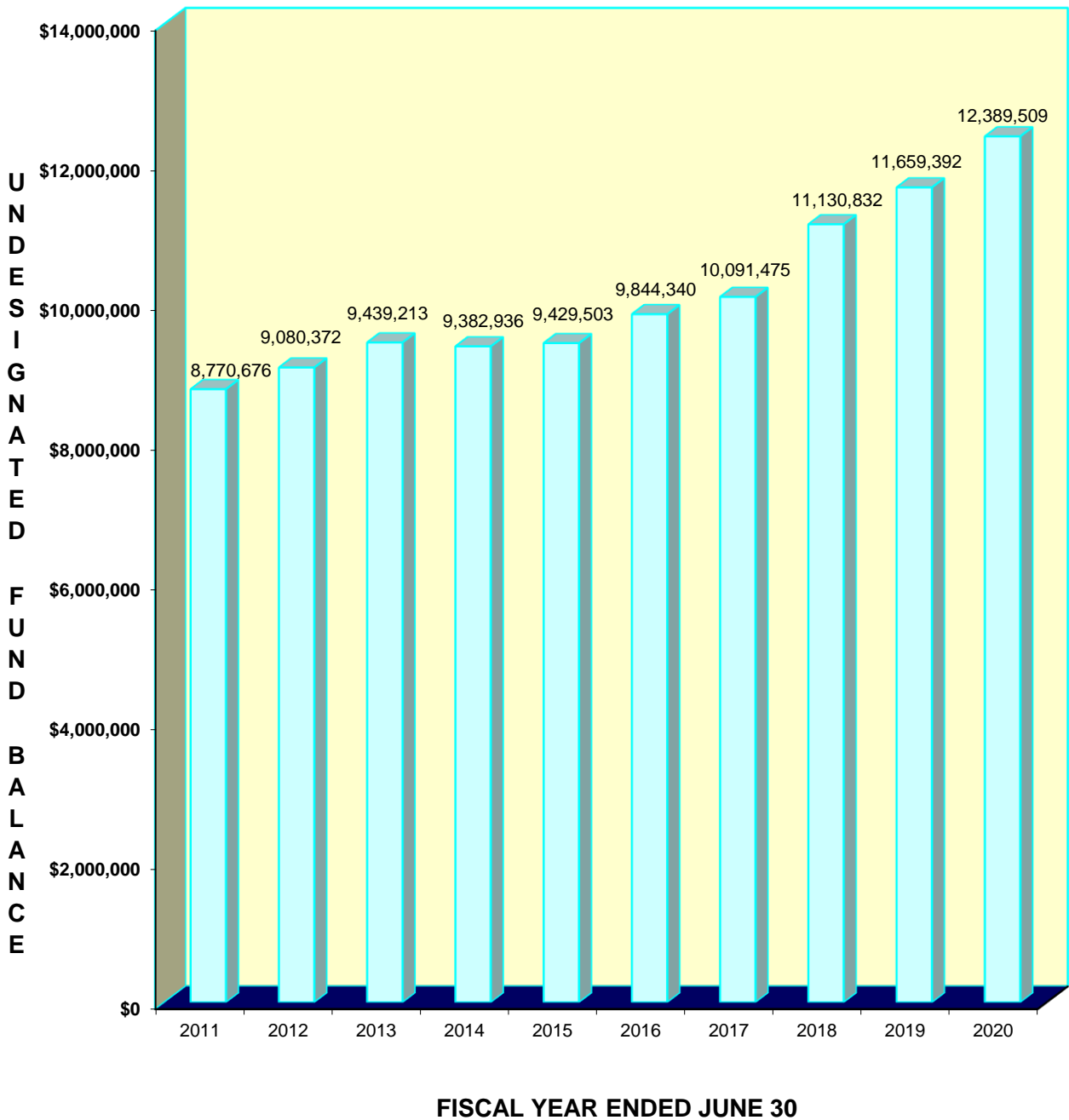
**Comparative Towns Data** compares Cheshire statistics with those of other comparable municipalities.

**TOWN OF CHESHIRE  
GENERAL FUND  
RESULTS FROM OPERATIONS - SURPLUS  
TEN YEAR HISTORY**



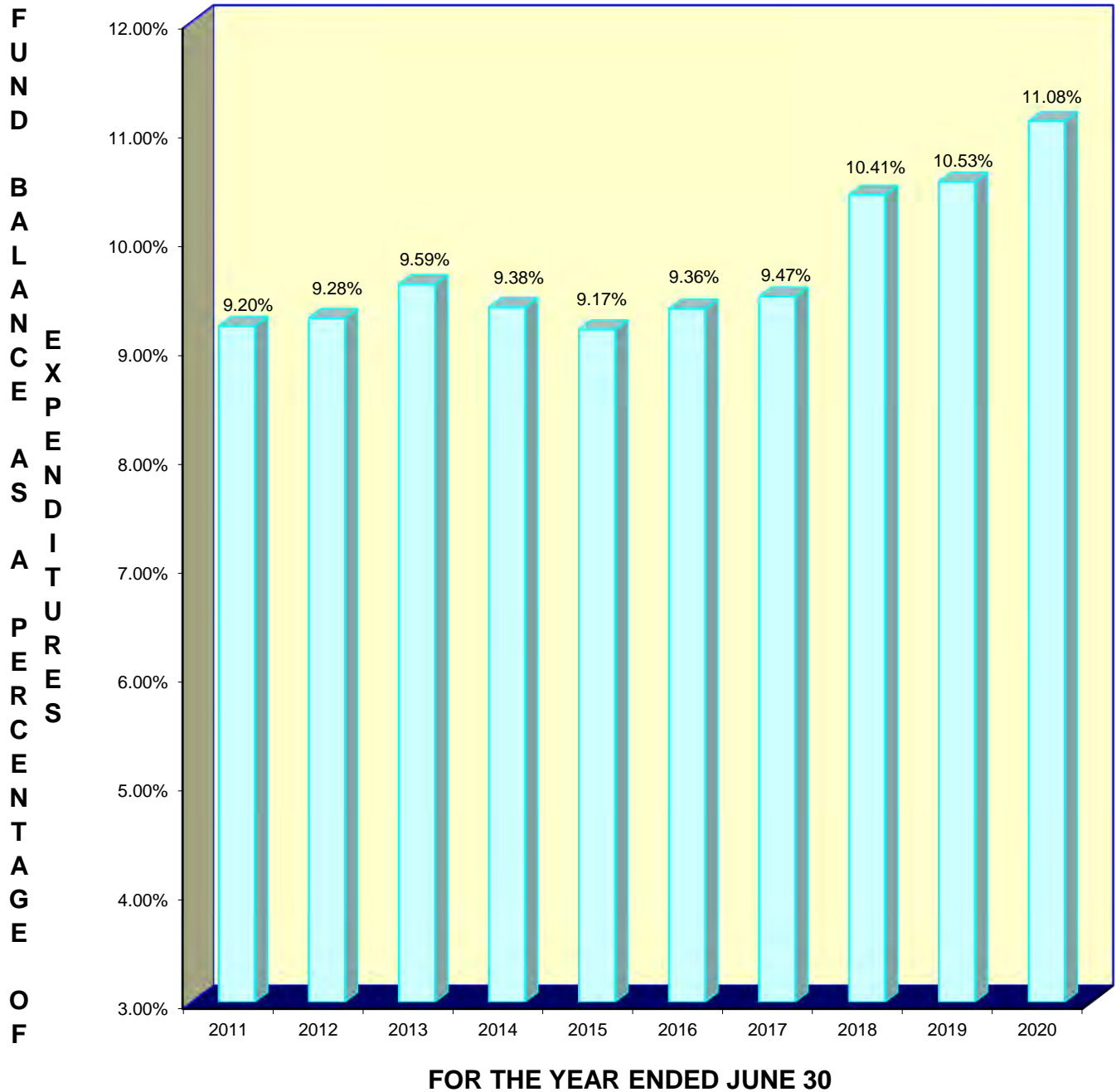
This graph identifies the amount of the Town's operating budget surpluses, or combined budgetary revenue/expenditure variances, for each fiscal year. It indicates that the Town has achieved consistently favorable results from operations, the main contributing factor to the Town's fund balance, or reserve, 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.

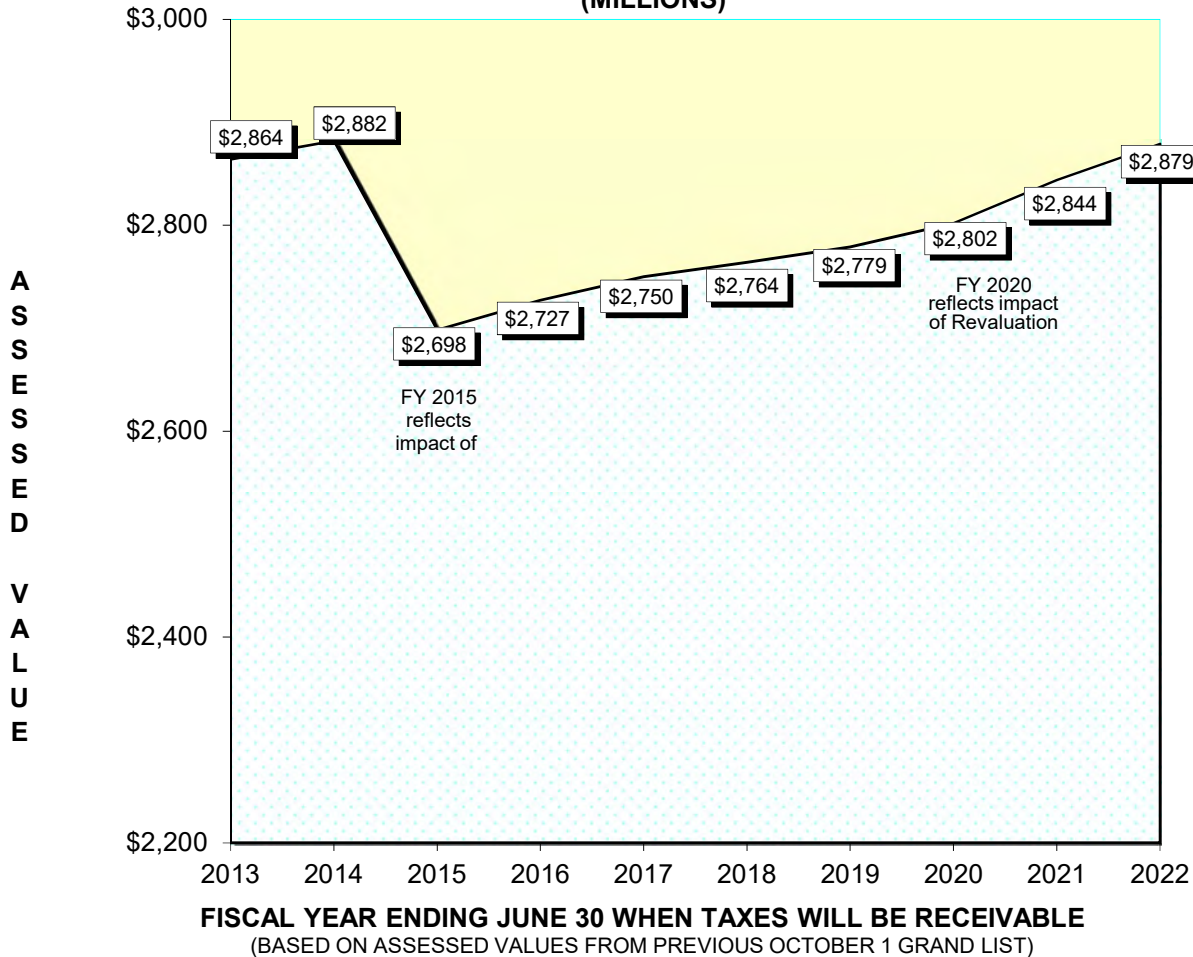
# **TOWN OF CHESHIRE GENERAL FUND UNASSIGNED FUND BALANCE AS A PERCENTAGE OF ACTUAL BUDGETARY EXPENDITURES TEN YEAR HISTORY**



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.

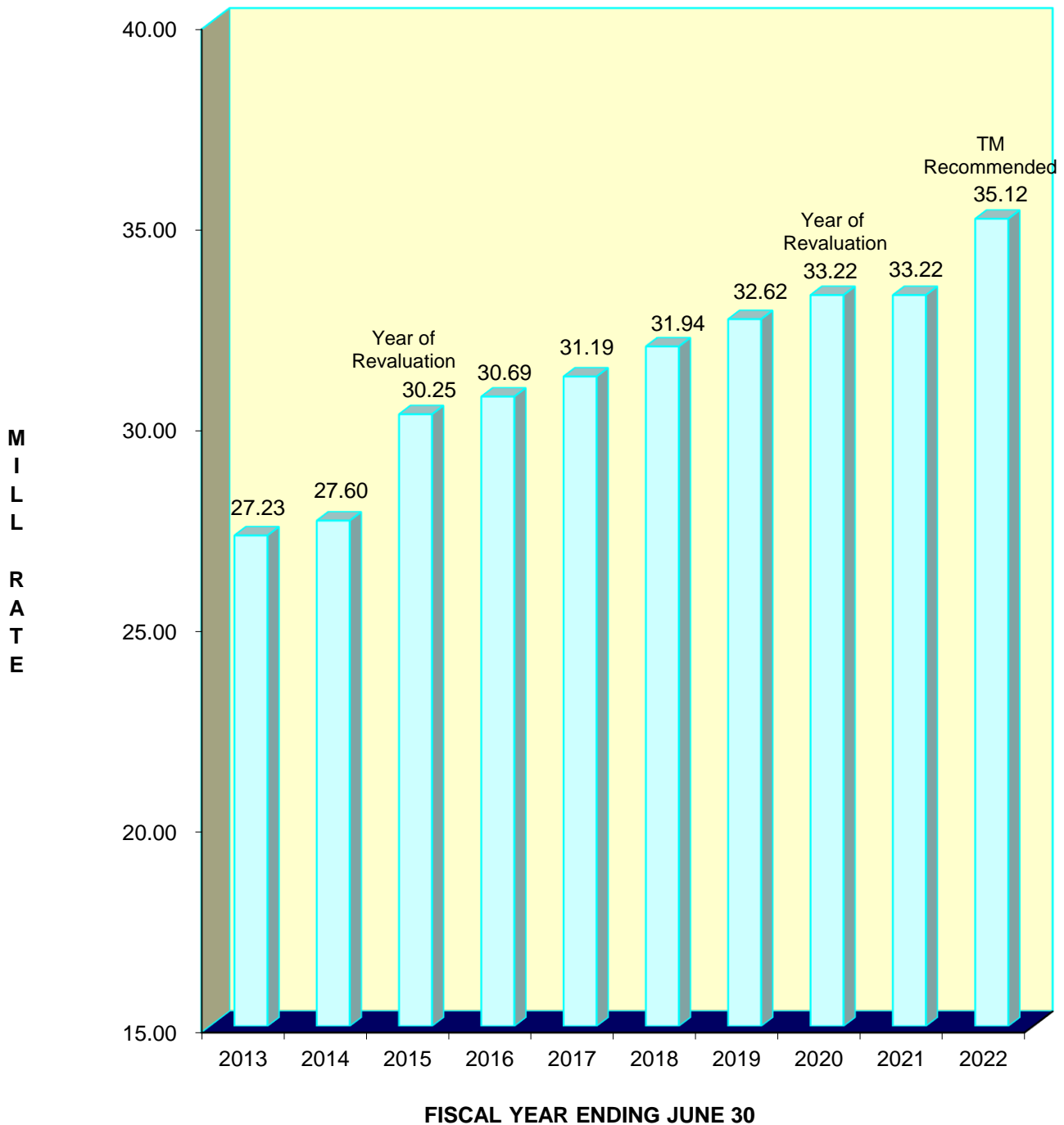
**TOWN OF CHESHIRE  
ASSESSED VALUATION OF TAXABLE PROPERTY  
TEN YEAR HISTORY  
(MILLIONS)**



PERCENTAGE OF ASSESSED PROPERTY BY TYPE					
GL Year	Residential Real Property	Commercial and Industrial Property	Other Real Property	Personal Property	Motor Vehicle
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
2009	72.9	14.3	0.9	4.7	7.2

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.

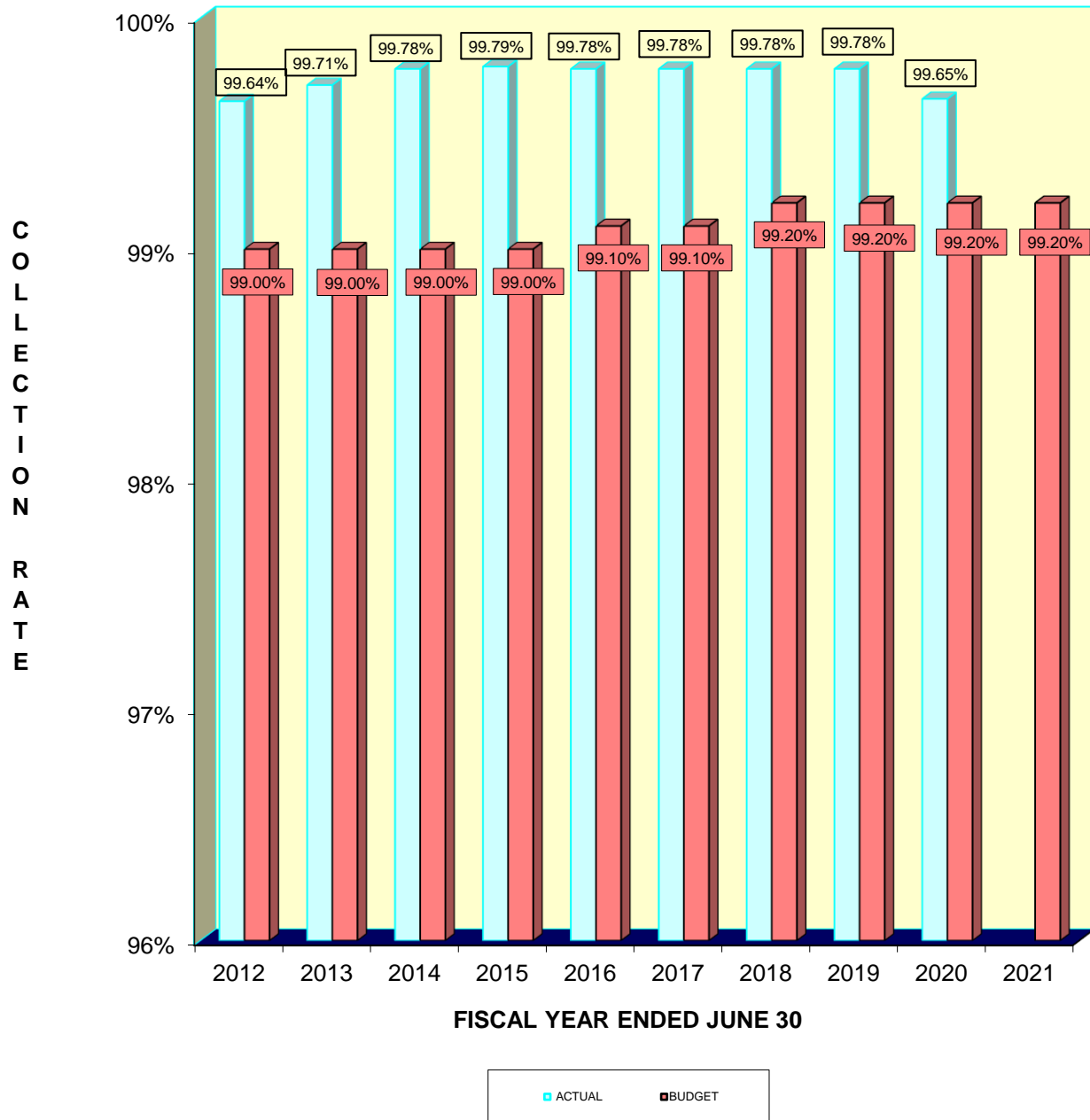
## TOWN OF CHESHIRE MILL RATE TEN YEAR HISTORY



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.

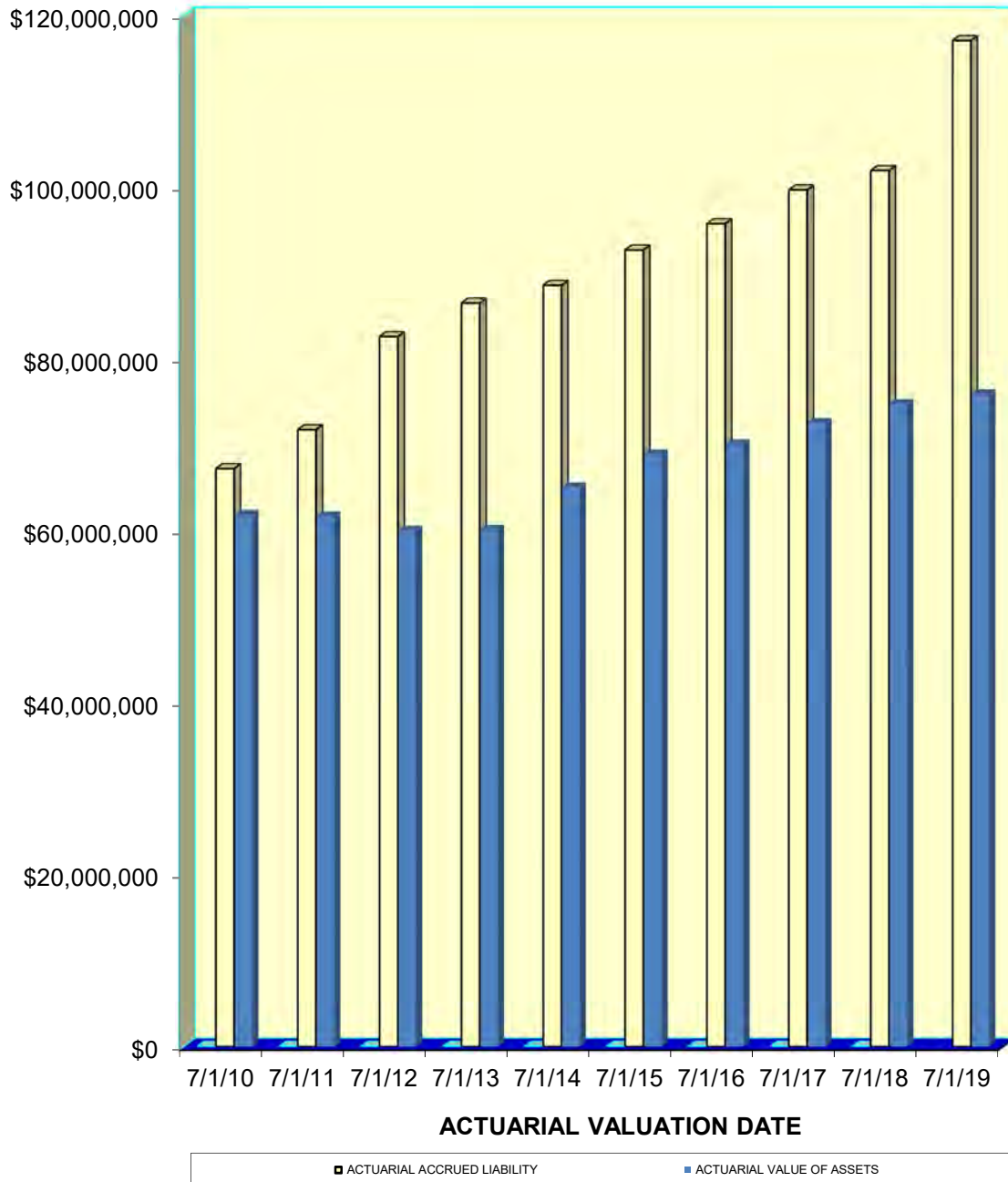
# **TOWN OF CHESHIRE TAX COLLECTION RATE - CURRENT LEVY ACTUAL VS. BUDGET TEN YEAR HISTORY**



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 2021-2022 BUDGET  
PERSONNEL SUMMARY - STAFFING ANALYSIS**

*Key: FTE = Full Time Equivalent*

DEPARTMENT	FY 2021 APPROPRIATION		FY 2021 ACTUAL		FY 2022 DEPT. REQUEST		FY 2022 MGR. RECOMMENDED		FY 2022 COUNCIL APPROVED	
	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs
Town Manager	4	4.00	4	4.00	3	3.00	3	3.00		
Human Resources	0	0.00	0	0.00	2	2.00	2	2.00		
Town Clerk	3	3.00	3	3.00	4	4.00	3	3.00		
Elections	4	2.00	4	2.00	4	2.00	4	2.00		
Finance	14	13.14	14	13.14	15	14.14	15	14.14		
General Services	2	0.85	2	0.85	2	0.85	1	0.14		
Public Property	3	2.34	3	2.34	3	2.34	3	2.34		
Planning	5	4.69	5	4.69	5	4.69	5	4.69		
Economic Development	1	1.00	1	1.00	1	1.00	1	1.00		
Police	68	62.00	68	62.00	69	63.00	69	63.00		
Animal Control	2	1.75	2	1.75	2	1.75	2	1.75		
Fire	6	5.28	6	5.28	6	5.28	6	5.28		
Building Inspector	4	4.00	4	4.00	4	4.00	4	4.00		
Public Works	31	31.00	31	31.00	32	32.00	32	32.00		
Water Pollution Control	9	8.32	9	8.32	9	8.32	9	8.32		
Human Services	27	15.97	27	15.97	27	15.97	27	15.97		
Library	24	21.11	24	21.11	24	21.11	24	21.11		
Performing and Fine Arts	7	2.96	7	2.96	7	2.96	7	2.96		
Recreation	5	4.44	5	4.44	5	4.54	5	4.44		
Community Pool	27	14.22	29	14.22	29	14.22	29	14.22		
<b>TOTALS</b>	<b>246</b>	<b>202.07</b>	<b>248</b>	<b>202.07</b>	<b>253</b>	<b>207.17</b>	<b>251</b>	<b>205.36</b>	<b>0</b>	<b>0.00</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	9	June 30, 2020
Library	Local 1303-431 AFSCME	17	June 30, 2020
Police	Cheshire Police Union	45	June 30, 2024
Public Works	Local 1303-202 AFSCME, CT Council 4, AFL-CIO	33	June 30, 2020
Town Hall Employees	Local 1303-347 AFSCME, CT Council 4, AFL-CIO	<u>37</u>	June 30, 2020
<i>Total</i>		<i>141</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 5, 2021

**TOWN OF CHESHIRE**  
**NET GRAND LIST OF OCTOBER 1, 2020**  
*(BEFORE BOARD OF ASSESSMENT APPEALS)*

	10/1/2019	10/1/2020	CHANGE	% INCREASE
REAL ESTATE	2,425,245,773	2,441,507,669	16,261,896	0.67%
PERSONAL PROPERTY	168,176,729	171,668,788	3,492,059	2.08%
MOTOR VEHICLES	250,700,065	265,326,370	14,626,305	5.83%
<b>TOTALS</b>	<b>2,844,122,567</b>	<b>2,878,502,827</b>	<b>34,380,260</b>	<b>1.21%</b>

**TEN HIGHEST TAXPAYERS**  
**REAL ESTATE, MOTOR VEHICLE, AND PERSONAL PROPERTY**

	TAXPAYER	NATURE OF BUSINESS	TAXABLE VALUATION AS OF 10/1/2020	% OF NET TAXABLE GL
1.	BOZZUTO'S INC	<i>Wholesale Food Distribution</i>	45,304,500	1.58%
2.	CONNECTICUT LIGHT & POWER	<i>Utility</i>	43,005,970	1.49%
3.	INDUSTRIAL AVE LLC	<i>Wholesale Food Distribution</i>	39,620,260	1.38%
4.	MACY'S CORP SERVICES INC	<i>Warehouse/Distribution</i>	17,738,640	0.62%
5.	YANKEE GAS SERVICE SVC	<i>Utility</i>	16,399,270	0.57%
6.	G&I IX CHESHIRE LLC	<i>Office/Research/Development</i>	14,829,890	0.52%
7.	WFM PROPERTIES CHESHIRE LLC	<i>Wholesale Food Distribution</i>	14,592,630	0.51%
8.	CONSOLIDATED INDUSTRIES	<i>Manufacturing/Real Estate</i>	9,054,840	0.31%
9.	CHESHIRE MEDICAL ASSOCIATES	<i>Real Estate</i>	9,034,220	0.31%
10.	CHESHIRE ILMR LLC	<i>Real Estate</i>	7,770,000	0.27%
	<b>TOTAL</b>		<b>217,350,220</b>	<b>7.55%</b>

**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>
2011	\$ 58,008,834	\$ 100,924	\$ 57,907,910	2.01%	\$ 1,975
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	2.29%	2,290

**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 2020)

## 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

<i>Town Facilities</i>	<i>#</i>	<i>Town Infrastructure and property</i>	
Animal Control Facility	1	Miles of streets	152
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		
Public Works Complex	1		
Pumping Stations	9		
Senior Center	1		
Town Hall	1		
Waste Water Treatment Plant	1		
Yellow House	1		
Youth Center	1		
Residential property:			
Lassen Farm house	1		
Lock 12 house	1		

<i>School Facilities</i>	<i>#</i>
Kindergartens	1
Elementary Schools	4
Middle Schools	1
High Schools	1
Board of Education	1
TOTAL ENROLLMENT	4,222

## TAX EXEMPT PROPERTY (as of October 1, 2020)

<i>Private</i>	<i>Assessed Value</i>	<i>Public</i>	<i>Assessed Value</i>
Volunteer Fire	427,400	U.S. Government	0
Scientific	4,981,680	State of Connecticut	156,208,160
Educational	19,555,320	Town of Cheshire	113,135,520
Historical	247,670	City of Meriden	3,506,270
Charitable	3,686,330	South Central Connecticut/	0
Cemeteries	1,132,320	Regional Water Authority	19,614,604
Churches	20,582,700	<i>Subtotal Public</i>	<i>292,464,554</i>
Hospitals and Sanitariums	42,294,630		
Private Colleges	14,827,550	TOTAL EXEMPT	400,200,154
<i>Subtotal Private</i>	<i>107,735,600</i>	% OF NET TAXABLE GRAND LIST	13.90

### Town of Cheshire, Connecticut

#### Demographic and Economic Statistics Last Ten Fiscal Years (Unaudited)

Fiscal Year Ended	Population <sup>(1)</sup>	Per Capita Personal Income <sup>(2) (4)</sup>	Personal Income <sup>(2) (4)</sup>	Median Household Income <sup>(2)</sup>	Median Age <sup>(2)</sup>	School Enrollment <sup>(3)</sup>	Unemployment Rate <sup>(2)</sup>
June 30							
2009	29,702	\$ 44,468	\$ 1,320,788,536	\$ 101,346	40.2	5,006	6.3%
2010	29,739	46,176	1,373,228,064	101,392	40.3	4,947	7.1%
2011	29,326	48,244	1,414,803,544	111,416	38.8	4,798	7.1%
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%

<sup>(1)</sup> Estimates based on U.S. Census Bureau data for fiscal years 2008 through 2016 and American Community Survey for 2017

<sup>(2)</sup> Connecticut Economic Resource Center (CERC) Datafinder - Applied Geographic Solutions (AGS)

<sup>(3)</sup> Town of Cheshire, Department of Education.

<sup>(4)</sup> 2018 data is not available, therefore 2017 data is carried forward.

### 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 March 6, 2019**  
**(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<sup>4</sup></b>
<b>General Purpose</b>					
06/15/10	08/01/22	3.00-5.00	Refunding Bonds - Series A	\$ 3,881,000	\$ 1,234,000
06/15/10	08/01/20	2.00-5.00	Refunding Bonds - Series B	1,560,000	342,000
07/16/12	08/01/26	0.20 - 4.00	General Purpose Refunding Bonds	3,676,000	2,298,000
02/28/13	07/15/32	3.00 - 4.00	General Purpose Bonds	6,688,197	4,920,000
05/07/14	08/01/21	2.00-5.00	General Purpose Refunding Bonds	6,252,000	1,191,000
02/26/15	07/15/34	2.00-5.00	General Purpose Bonds	12,044,268	10,141,000
03/13/15	01/15/29	2.00-5.00	General Purpose Refunding Bonds	2,977,000	2,387,000
03/31/16	07/15/30	2.00-4.00	General Purpose Refunding Bonds	3,226,000	3,101,000
03/06/17	07/15/36	2.00-5.00	General Purpose Bonds	12,015,000	11,382,000
<b>Sub-total General Purpose</b>				<b>\$ 52,319,465</b>	<b>\$ 36,996,000</b>
<b>Schools<sup>1</sup></b>					
06/15/10	08/01/22	3.00 - 5.00	Refunding Bonds - Series A	675,000	203,000
06/15/10	08/01/20	2.00 - 5.00	Refunding Bonds - Series B	1,085,000	238,000
07/16/12	08/01/26	0.20 - 4.00	School Refunding Bonds	1,411,000	982,000
02/28/13	07/15/32	3.00 - 4.00	School Bonds	3,546,803	2,609,000
05/07/14	08/01/21	2.00-5.00	School Refunding Bonds	2,880,000	625,000
02/26/15	07/15/34	2.00-5.00	School Bonds	2,909,732	2,452,000
03/13/15	01/15/29	2.00-5.00	School Refunding Bonds	980,000	784,000
03/31/16	07/15/30	2.00-4.00	School Refunding Bonds	1,476,000	1,418,000
03/06/17	07/15/36	2.00-5.00	School Bonds	2,985,000	2,827,000
<b>Sub-total Schools</b>				<b>\$ 17,948,535</b>	<b>\$ 12,138,000</b>
<b>Sewers<sup>2</sup></b>					
09/30/07	03/31/27	2.00	CWF 481-C / WWT Plant <sup>3,5</sup>	5,226,439	2,344,250
09/30/07	03/31/27	2.00	CWF 112-CSL / WWT Plant <sup>3,5</sup>	1,497,614	671,735
06/15/10	08/01/22	3.00 - 5.00	Refunding Bonds - Series A	1,459,000	463,000
07/16/12	08/01/26	0.20 - 4.00	Sewer Refunding Bonds	568,000	305,000
02/28/13	07/15/32	3.00 - 4.00	Sewer Bonds	265,000	196,000
05/07/14	08/01/21	2.00-5.00	Sewer Refunding Bonds	428,000	29,000
02/26/15	07/15/34	2.00-5.00	Sewer Bonds	46,000	37,000
03/13/15	01/15/29	2.00-5.00	Sewer Refunding Bonds	1,008,000	799,000
03/31/16	07/15/30	2.00-4.00	Sewer Refunding Bonds	1,238,000	1,191,000
03/06/17	07/15/36	2.00-5.00	Sewer Bonds	2,500,000	2,366,000
07/01/17	07/01/37	2.00	CWF 618-DC / WWT Plant <sup>3,5</sup>	24,428,785	21,782,332
<b>Sub-total Sewers</b>				<b>\$ 38,664,838</b>	<b>\$ 30,184,317</b>
<b>Total Outstanding Long Term Debt</b>				<b>\$ 108,932,838</b>	<b>\$ 79,318,317</b>
<b>This Issue</b>					
03/06/19	07/15/38	3.00-5.00	General Purpose Bonds	\$ 10,016,472	\$ 10,016,472
03/06/19	07/15/38	3.00-5.00	School Bonds	3,533,500	3,533,500
03/06/19	07/15/38	3.00-5.00	Sewer Bonds	950,028	950,028
<b>Total This Issue</b>				<b>\$ 14,500,000</b>	<b>\$ 14,500,000</b>
<b>Grand-Total</b>				<b>\$ 123,432,838</b>	<b>\$ 93,818,317</b>

<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 March 6, 2019  
(Pro Forma)**

Population (2017) <sup>2</sup>	29,274
Net Taxable Grand List (10/1/18) (70% of Estimated Full Value)	\$ 2,801,801,050
Estimated Full Value	\$ 4,002,572,929
Equalized Net Taxable Grand List (10/1/15) <sup>1</sup>	\$ 4,007,441,337
Income per Capita (2010) <sup>3</sup>	\$ 40,498
Income per Capita (2017) <sup>2</sup>	\$ 47,013

	<b>Total Direct Debt</b>	<b>Total Net Direct Debt</b>	<b>Total Overall Net Debt</b>
	<b>\$93,818,317</b>	<b>\$93,670,912</b>	<b>\$93,670,912</b>
Per Capita	\$3,204.83	\$3,199.80	\$3,199.80
Ratio to Net Taxable Grand List	3.35%	3.34%	3.34%
Ratio to Estimated Full Value	2.34%	2.34%	2.34%
Ratio to Equalized Net Taxable Grand List	2.34%	2.34%	2.34%
Debt per Capita to Income per Capita (2010)	7.91%	7.90%	7.90%
Debt per Capita to Income per Capita (2017)	6.82%	6.81%	6.81%

<sup>1</sup> Office of Policy and Management, State of Connecticut.

<sup>2</sup> American Community Survey, 2013-2017.

<sup>3</sup> U.S. Bureau of Census.

**Authorized but Unissued Debt  
As of March 6, 2019  
(Pro Forma)**

<i>Project</i>	<i>Amount Authorized</i>	<i>Amount Previously Financed <sup>2</sup></i>	<i>This Issue The Bonds</i>	<i>Authorized &amp; Unissued</i>	<i>Estimated Grants Receivable <sup>1</sup></i>
General Purpose	\$ 62,493,706	\$ 50,360,569	\$10,016,472	\$ 2,116,665	\$ 2,235,352
Schools	13,492,514	7,658,350	3,533,500	2,300,664	1,014,400
Sewers	36,835,000	35,244,972	950,028	640,000	-
<b>Total</b>	<b>\$ 112,821,220</b>	<b>\$ 93,263,891</b>	<b>\$14,500,000</b>	<b>\$ 5,057,329</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 contributions.

**Principal Amount of Outstanding Debt  
Last Five Fiscal Years**

<i>Fiscal Year Ending 6/30</i>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Long-Term Debt	\$ 86,340,315	\$ 97,323,044	\$ 60,648,000	\$ 62,576,466	\$ 53,987,792
Short-Term Debt	-	-	-	-	-
<b>Total</b>	<b>\$ 86,340,315</b>	<b>\$ 97,323,044</b>	<b>\$ 60,648,000</b>	<b>\$ 62,576,466</b>	<b>\$ 53,987,792</b>

Source: Annual audited financial statements.



**TOWN OF CHESHIRE SUMMARY OF REFERENDA RESULTS 1995 TO 2020**

YEAR REFERENDA 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
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	16,579	78%				
				\$620,000	Road Reconstruction of Industrial Avenue	16,623	61%				
2019	7	7	\$5,210,000	\$310,000	Technology - Town and School Security	7,202	76%				
				\$100,000	Land Acquisition	7,128	77%				
				\$1,700,000	Road Improvement Program	7,186	73%				
				\$1,800,000	West Johnson Ave. Bridge Repairs	7,120	56%				
				\$250,000	Cheshire High School Window Replacements	7,157	70%				
				\$600,000	Doolittle School Boiler Replacements	7,143	75%				
				\$450,000	Highland School HVAC Improvements	7,125	71%				
2018	6	6	\$4,070,000	\$640,000	Fire Truck Pumping Engine	13,345	66%				
				\$1,500,000	Road Improvement Program	13,354	75%				
				\$250,000	Cheshire High School Window Replacements	13,352	61%				
				\$250,000	District Lavatory Improvements Program	13,244	59%				
				\$340,000	Removal/Replacement Underground Oil Storage Tanks @ Doolittle, Humiston, Chapman and Dodd	13,318	71%				
				\$1,090,000	Districtwide School Security Improvements	13,400	73%				
2017	8	6	\$3,913,000	\$400,000	Cook Hill Pump Station Rehabilitation	6,158	66%	2	\$1,350,000		
				\$250,000	Norton & Doolittle Lavatory Improvements	6,249	71%				
				\$1,313,000	Public Safety Radio	6,182	55%				
				\$1,700,000	Road Repavement	6,620	71%				
				\$250,000	CHS Window Replacement	6,266	68%				
				\$0	Town Charter	5,768	62%				
						6,083	45%			\$0	Charter Revision Town Clerk to Appointed Position
						6,098	44%			\$1,350,000	Interchange Zone Infrastructure Improvements

YEAR REFERENDA 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
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%				
2016*				\$1,500,000	Land Acquisition (Chapman)*	2,567	66%				
2015	6	6	\$7,208,000					0			
				\$500,000	Land Acquisition	6,507	64%				
				\$1,750,000	Road Repavement	6,516	75%				
				\$3,125,000	East Johnson Bridge at Quinniapiac 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					0			
				\$1,000,000	Land Acquisition	10,971	51%				
				\$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					0			
				\$651,000	Technology Reserve Fund	7,739	63%				
				\$850,000	Blacks Rd Bridge	7,739	65%				
				\$1,750,000	Road Repavement	7,805	76%				
				\$3,200,000	Pool Membrane	7,916	56%				
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%				

YEAR REFERENDA 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
2011	2	1	\$1,500,000	\$1,500,000	Road Repavement	5,579	68%	1	\$30,000,000		
						5,575	49%			\$30,000,000	WWTP Upgrades
2010	6	4	\$3,175,000		CFD Breathing Apparatus	11,575	76%	2	\$7,393,000		
			\$425,000		Road Repavement	11,517	62%				
			\$1,500,000		District Roof Updates	11,438	55%				
			\$1,000,000		Dodd Cafeteria Imp.	11,498	52%				
			\$250,000			11,504	39%			\$325,000	CHS Track
*						4,205	39%			\$7,068,000	Permanent Pool Enclosure*
2009	7	7	\$5,450,000		Country Club Rd Bridge	6,393	61%	0			
			\$600,000		Road Repavement	6,356	54%				
			\$1,000,000		Mixville Pump Station	6,377	60%				
			\$1,150,000		WWTP Upgrade Design	6,386	67%				
			\$1,500,000		Plant/Pump Station Improvements	6,189	64%				
			\$450,000		CHS Infrastructure	6,220	57%				
			\$500,000		BOE Energy/Windows	6,174	53%				
2008	6	5	\$2,600,000		Road Improvement	13,712	59%	1	\$1,000,000	\$1,000,000	
			\$1,000,000		Bridge/Culvert/Dam Impvmnts	13,958	59%				
			\$500,000		Sanitary Sewer Expansion	13,827	56%				
			\$200,000		CHS Infrastructure	14,047	57%				
			\$400,000		BOE Energy/Windows	13,512	58%				
			\$500,000			13,760	45%		\$1,000,000	\$1,000,000	Mixville Pump Station
2007	5	5	\$2,765,000		Land Acquisition	6,268	61%	0			
			\$1,000,000		Replace Pump Engine	6,277	70%				
			\$455,000		Sanitary Sewer Expansion	6,258	68%				
			\$210,000		WWTP Upgrade	6,255	74%				
			\$500,000		Humiston Fire Safety	6,180	58%				
			\$600,000								

YEAR REFERENDA 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
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%				
2002				\$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%				

YEAR REFERENDA 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
1997	3	3	\$5,500,000					0			
				\$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%				
<b>TOTALS</b>	<u>111</u>	<u>103</u>	<u>\$154,001,029</u>	<u>\$154,001,029</u>	(average % of yes votes)		63%	<u>8</u>	<u>\$43,143,000</u>	<u>\$43,143,000</u>	
<b>PERCENTAGE</b>			92.79%	78.12%					7.21%	21.88%	

**\$ 1 MILLION BOND ISSUE  
AMORTIZATION SCHEDULE  
4%**

YEAR	PRINCIPAL	INTEREST	TOTAL	Mill Rate Increase (4)
0	\$ -	\$ -	\$ -	-
1	-	36,667	36,667	0.0134
2	52,600	40,000	92,600	0.0338
3	52,600	37,896	90,496	0.0330
4	52,600	35,792	88,392	0.0323
5	52,600	33,688	86,288	0.0315
6	52,600	31,584	84,184	0.0307
7	52,600	29,480	82,080	0.0300
8	52,600	27,376	79,976	0.0292
9	52,600	25,272	77,872	0.0284
10	52,600	23,168	75,768	0.0277
11	52,600	21,064	73,664	0.0269
12	52,600	18,960	71,560	0.0261
13	52,600	16,856	69,456	0.0253
14	52,600	14,752	67,352	0.0246
15	52,600	12,648	65,248	0.0238
16	52,600	10,544	63,144	0.0230
17	52,600	8,440	61,040	0.0223
18	52,600	6,336	58,936	0.0215
19	52,600	4,232	56,832	0.0207
20	53,200	2,104	55,304	0.0202
TOTAL	\$ 1,000,000	\$ 436,859	\$ 1,436,859	\$ 0.5244

**ASSUMPTIONS**

Average \$ 0.0262

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 2019 value of a mill - \$2,740,182 (based on 2017 Grand List)

COMPARATIVE TOWNS DATA												
	BRANFORD	CHESHIRE	GLASTONBURY	NEW MILFORD	NEWINGTON	NEWTOWN	NORTH HAVEN	SOUTH WINDSOR	TRUMBULL	VERNON	WETHERSFIELD	WINDSOR
2018 Population	28,005	29,179	34,491	26,974	30,112	27,724	23,691	26,054	35,802	29,303	26,082	28,760
S & P Bond Rating	AAA	AAA	AAA	AA+	AA+	AAA	AAA	AA+	AA+	Aa2	AA+	AAA
18 per capita income	\$49,036	\$48,968	\$60,080	\$42,708	\$39,117	\$55,985	\$47,629	\$47,189	\$51,194	\$35,873	\$43,950	\$39,725
rank	4	5	1	9	11	2	6	7	3	12	8	10
18 equalized net grand list	\$5,299,801,671	\$4,098,891,227	\$6,169,974,908	\$4,182,241,085	\$3,912,907,248	\$4,595,571,873	\$4,231,389,799	\$3,912,083,493	\$7,035,069,970	\$2,564,921,991	\$3,392,683,688	\$4,242,507,812
rank	3	7	2	6	9	4	8	10	1	12	11	5
18 fund balance as % of budget	26.6%	10.8%	14.7%	22.3%	17.5%	10.9%	11.5%	11.2%	12.7%	22.7%	11.3%	24.7%
rank	1	12	6	4	5	11	8	10	7	3	9	2
18 per capita debt	\$2,588	\$5,546	\$3,717	\$1,741	\$2,401	\$3,439	\$7,855	\$3,832	\$5,323	\$3,597	\$4,075	\$3,403
rank	3	11	7	1	2	5	12	8	10	6	9	4
18 tax collection rate	98.3%	99.8%	99.5%	98.5%	99.0%	99.4%	98.7%	98.9%	98.9%	98.6%	99.1%	99.0%
rank	12	1	2	11	5 (T)	3	9	7 (T)	7 (T)	10	4	5 (T)
18 property tax as % of revenue	72.6%	70.4%	70.4%	67.3%	60.7%	77.3%	60.8%	59.2%	67.3%	59.0%	75.7%	46.5%
rank	3	4 (T)	4 (T)	6 (T)	9	1	8	10	6 (T)	11	2	12
18 per capita expenditures	\$4,105	\$4,133	\$5,068	\$3,852	\$4,094	\$4,411	\$4,494	\$4,800	\$5,298	\$3,211	\$4,217	\$4,002
rank	8	7	2	11	9	5	4	3	1	12	6	10
18 per capita taxes	\$3,611	\$3,032	\$4,271	\$2,910	\$3,178	\$3,752	\$3,611	\$3,812	\$4,308	\$2,402	\$3,393	\$3,267
rank	5 (T)	10	2	11	9	4	5 (T)	3	1	12	7	8
(rank is among listed towns only)												
Source: OPM Municipal Fiscal Indicators January 2020 (most recent version available)												

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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.

<b>GLOSSARY OF TERMS, continued</b>
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**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.

<b>GLOSSARY OF TERMS, continued</b>
-------------------------------------

**[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.

<b>GLOSSARY OF TERMS, continued</b>
-------------------------------------

**[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]**

**#**