

***Cheshire, Connecticut  
Settled 1694***

# **TOWN OF CHESHIRE**

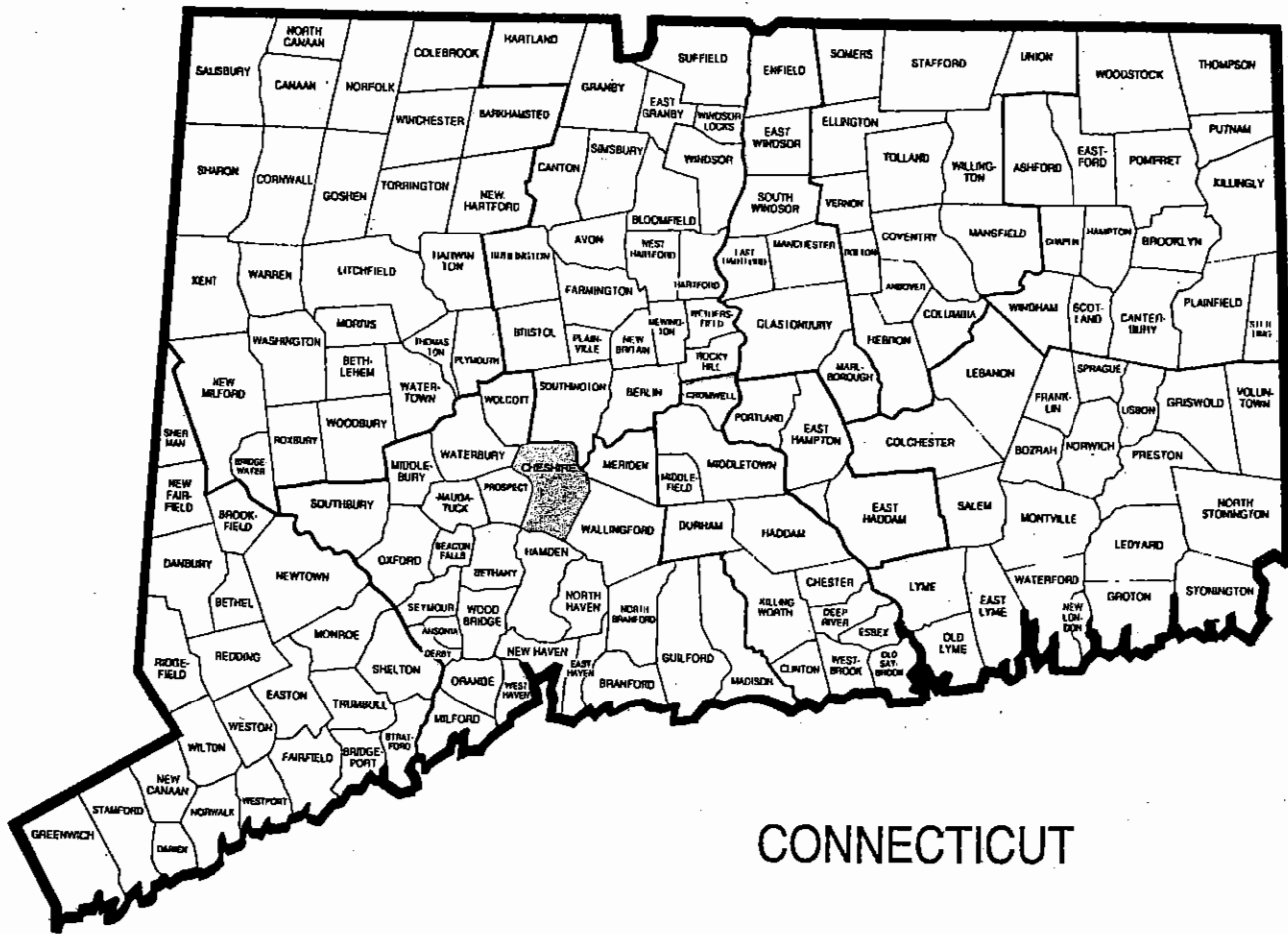
***PROPOSED  
FY 2024-2025***

**FINANCIAL PLAN FOR COMMUNITY  
SERVICES**

**&**

**FIVE YEAR CAPITAL  
EXPENDITURE PLAN AND  
ANNUAL CAPITAL BUDGET**

***March 10, 2024***



## CONNECTICUT

### DESCRIPTION OF THE MUNICIPALITY

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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Cheshire  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2023**

*Christopher P. Morill*

Executive Director

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

*List of Principal Officials*  
*March 10, 2024*

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## **TOWN COUNCIL**

Peter Talbot, Chairman  
Jim Jinks, Vice Chairman  
Deena Allard  
Patricia Cramer  
John Milone  
A. Fiona Pearson  
David Veleber  
Don Walsh  
Greg Wolff

## **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, 2024 – June 30, 2025**

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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)

## **TOWN MANAGER PROPOSED**

### **FY 25 ANNUAL OPERATING BUDGET;**

### **FY 25 ANNUAL CAPITAL BUDGET; AND**

### **FIVE YEAR CAPITAL EXPENDITURE PLAN**

**Dear Cheshire Town Councilors and Citizens,**

In accordance with Section 7-1 of the Cheshire Town Charter, I am hereby submitting the Town Manager's Proposed General Fund Operating Budget for Fiscal Year 2024-2025 (FY 25) along with proposed annual special revenue fund operating budgets for Water Pollution Control and the Cheshire Community Pool; as well as a proposed Five-Year Capital Expenditure Plan and Fiscal Year 2024-2025 (FY 25) 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 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 25 are hereby submitted together for consideration, revision, and subsequent adoption by the Cheshire Town Council.

### **FY 2025 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 expected by residents and businesses of our community.
- Funding targeted staffing increases in support of growing service demands for building and fire inspections, human services case management, parks/grounds maintenance, and a relocated Artsplace.
- Advancing key Town Council goals and objectives including but not limited to:
  - a. Developing a fiscally responsible FY25 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible;
  - b. Ensuring Town Operating Budget and Audit Report documents meet GFOA award certification standards and implement Town Auditor recommendations;

- c. Continue supporting expanded cybersecurity efforts including firewall and offsite server backup enhancements and robust employee training to best position the Town to avoid/respond to cyber threats and phishing attempts;
- d. Prioritizing economic development and growth in the Town's Grand List;
- e. Exploring opportunities to address emerging social service issues in Town including expanded case management support;
- f. Overseeing the successful relocation of Artsplace to the Ball & Socket property and transition the reporting relationship from the Library to the Recreation Department;
- g. Upgrading and improve Town website [www.cheshirect.org](http://www.cheshirect.org);
- h. Consider funding a Town staff resource for sustainability initiatives/reporting.

### **RECENT BUDGET HISTORY**

As I worked with Town staff to develop this year's proposed budget, I took time to appreciate how successfully and creatively the Town of Cheshire and the Cheshire Public Schools navigated and overcame challenges brought on by the COVID-19 pandemic beginning four years ago.

In March, 2020, the pandemic arrived just as the Town Manager's proposed FY21 budget was submitted to the Town Council for review and adoption. For that budget year, through careful review and deliberation, the Town Council made additional expenditure reductions totaling \$1,526,674 through position freezes, reducing service level expectations for pandemic-impacted events and programs and zero percent wage increase assumptions. Additionally, FY20 surplus funds were applied to the following year's revenues to bring the total amount of general fund equity used to \$2,000,000 in order to meet the Council's goal of a flat mill rate.

The following year, in March 2021, the FY 22 budget was developed and approved with an eye toward restoring service levels and unfreezing some full-time positions as we planned for a fiscal year that was operationally more in line with prior years, including summer camps and concerts, athletic events, expanded programming and the continued full availability of all Town facilities. During the process, the federal government approved direct municipal COVID-19 relief funding through the American Rescue Plan Act (ARPA), which helped to mitigate some of the budgetary impact of restoring services and replacing lost revenues. Specifically, the Town Council approved using \$1.4 million of ARPA funds as one-time general fund revenue and planned for an additional \$1.5 million transfer, officially appropriated mid-year, to offset high claims in their Medical Trust Fund.

The FY 23 budget needed to fill these one-time revenue gaps and fund contractual obligations including employee salaries and benefits, maintenance agreements, as well as fuel and utility cost increases and the reality of budgetary pressures caused by a newly inflationary economic environment.

Last budget year, FY 24, the Town Council utilized available ARPA funds and robust projections for operating surplus to fund a \$7.4 million budget increase (5.9%) which included several one-time expenditures including funding a townwide bulky waste collection and two property purchases, while keeping the mill rate increase to only 2.24%.

## PROPOSED BUDGET AND ESTIMATED TAX IMPACT

The proposed FY 25 budget responds to growing service demands in our community and continued inflationary cost pressures from utilities, parts, supplies, contracted labor fees and vehicle expenses. While recent residential and commercial growth and development in Town has led to increased Grand List growth, many Town departments are experiencing increased activity and demands for service.

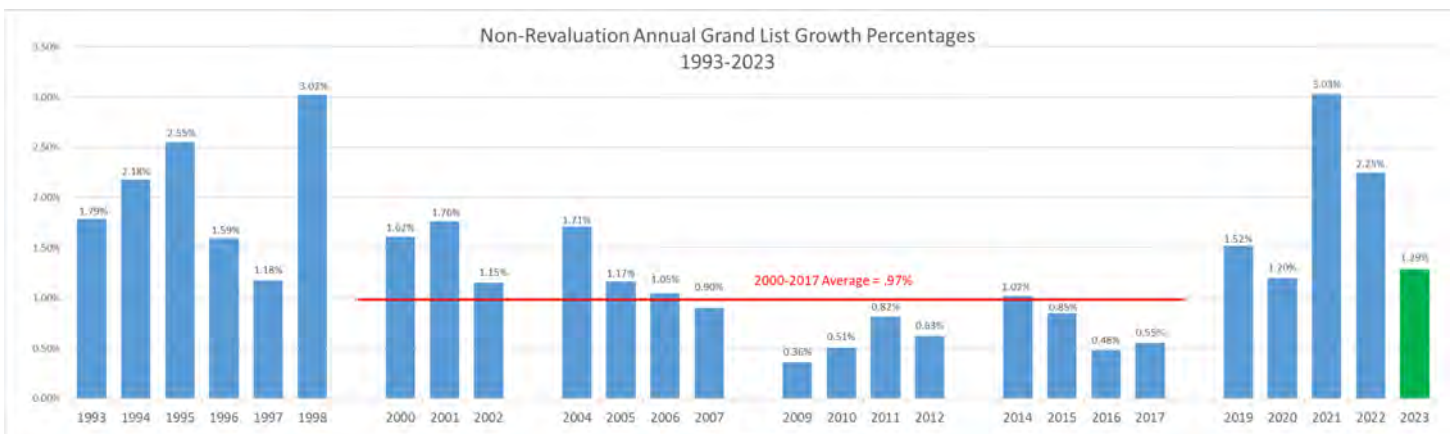
When considering the FY 25 Proposed Operating Budget, it is important to begin by reviewing non-tax revenue assumptions and to note that this budget has been carefully crafted to reduce our reliance on one-time funding sources including ARPA and prior year operating surpluses. This budget reduces the recommended use of ARPA funds (the balance of which must be committed to by December 2024) from \$800,000 to \$500,000 and further reduces the use of general fund surplus (equity) from \$2 million to \$1 million for FY 25.

Estimating the tax impact resulting from this proposed FY 25 operating budget is complicated by the fact that it will be derived from the October 1, 2023 Grand List of Taxable Properties, which was developed through the process of revaluation as required by state statute every five years. The revaluation process reflected significant increases in property values (on average 37.3% for residential properties) when compared to values from the last townwide revaluation in 2018. This document will use average property values to estimate the tax impact for Cheshire residents, but ultimately individual taxpayer’s bills will be determined by the extent of the change in their property values following revaluation.

Revaluation itself is a “revenue-neutral” process, meaning that its sole purpose is to rebalance property values on the Grand List to ensure equity and that all taxpayers are paying their “fair share” of the collective tax burden in support of local municipal and educational services. As in any other year, the amount of property tax revenue needed to fund the operating budget is simply a function of the total expenditure budget less any non-tax revenues that the Town expects to receive.

The October 1, 2023 Grand List grew by nearly \$1 billion (\$965,940,569) in assessed values over the prior year. Real Estate increased by \$963,003,069 or 38.8%, Personal Property increased by \$19,138,141 or 9.9%, and Motor Vehicles *decreased* by \$16,200,641 or -4.5%. These numbers are as filed but subject to change based upon the outcome of assessment appeals.

Absent the impact of revaluation, the real estate portion of the grand list grew by 1.45% which represents \$51.8 million in full market value (\$36.2 million assessed value) over the course of a year. Net of the reduction in motor vehicle values (-\$16.2 million) and the increase to personal property (\$19.1 million), the Grand List would have grown 1.29% if this was a non-revaluation year. This marks the fifth consecutive year of above average grand list growth following increases of 1.52%, 1.20%, 3.03% and 2.25% in the past four years:



The following chart shows the proposed FY 25 Operating Budget with the separate General Fund budgetary components identified:

	<u>FY 24 ADOPTED BUDGET</u>	<u>FY 25 MANAGER PROPOSED BUDGET</u>	<u>\$ CHANGE</u>	<u>% CHANGE</u>
<b>GENERAL GOVERNMENT</b>	\$38,348,241	\$40,166,456	\$1,818,215	4.74%
<b>EDUCATION</b>	84,993,429	90,067,609	5,074,180	5.97%
<b>DEBT SERVICE</b>	7,634,493	9,484,766	1,850,273	24.24%
<b>CAPITAL NON-RECURRING</b>	1,900,000	1,100,000	(800,000)	-42.11%
<b>CONTINGENCY</b>	125,000	125,000	-	0.00%
<b>TOTAL</b>	<b>\$133,001,163</b>	<b>\$140,943,831</b>	<b>\$7,942,668</b>	<b>5.97%</b>

The proposed operating budget including general government, education, debt service, cash contribution for capital/non-recurring items and contingency totals \$140,943,831, an increase of \$7,942,668 or 5.97% over the current year adopted budget. The largest component of this increase (64%) is a result of increases to the education budget, which the Board of Education approved at a proposed increase of \$5,074,180. Based on revenue projections for the following fiscal year, a mill rate of **28.38** would be needed to fund the entire proposed budget. This would represent a 6.71 mill (-19.1%) decrease compared with the mill rate adopted for the current fiscal year, 35.09.

The table below shows an estimated tax impact for an average residential property owner with two vehicles:

<b>Mill Rate Increase Impact on Average Residential Taxpayer</b> (Includes Value Changes From Most Recent Revaluation – October 1, 2023)			
	<u>Appraised (Market) Value</u>	<u>Assessed (70%) Value</u>	<u>Taxes</u>
Avg. Residential Property (FY24)	\$ 309,654	\$ 216,758	
Current Taxes at 35.09 mills:			\$ 7,606
Avg. Residential Property (FY25)	\$ 425,303	\$ 297,712	
Proposed Taxes at 28.38 mills:			\$ 8,449
Avg. Vehicle Value (FY 24)	\$ 19,214	\$ 13,450	
Avg. Vehicle Value (FY 25)	\$ 18,216	\$ 12,751	
Current Car Taxes for 2 Average Vehicles (Capped at 32.46 mills by the state):			\$ 873
Proposed Car Taxes at 28.38 mills:			\$ 724
<b>Current Average Total Tax Bill:</b>			<b>\$ 8,479</b>
<b>Proposed Average Total Tax Bill:</b>			<b>\$ 9,173</b>
<b>Total Proposed Annual Tax Increase:</b>			<b>\$ 694</b>

## OPERATING BUDGET HIGHLIGHTS

The major drivers for this budget include Board of Education staffing and medical trust funding; debt service increases; contractual salary and pension obligations; new staff positions to respond to growing demands for service; and liability and workers compensation insurance cost increases.

General Government department budget requests<sup>1</sup> totaled \$40,166,456 or a 6.91% increase over the prior year adopted budget. Following careful review and analysis, net reductions were made totaling \$831,957 to reduce the General Government budget increase to 4.74% in the Town Manager’s Recommended Budget.

<b><u>Major Budget Drivers</u></b>	<b><u>\$ Change</u></b>	<b><u>%</u></b>
Board of Education Budget	\$5,074,180	3.82%
Debt Service	\$1,850,273	1.39%
Capital/Non-Recurring	(\$800,000)	-0.60%
General Government Budget Drivers:		
Contractual Salary Increases	\$524,978	0.39%
FY25 New Positions/Changes	\$270,238	0.20%
Pension & 457/401a Expenses	\$269,988	0.20%
Positions Approved in FY24	\$239,305	0.18%
Liability & Workers Comp Ins.	\$128,574	0.10%
Social Security Expenses	\$120,000	0.09%
<i>All Other Budget Changes Net</i>	\$265,132	0.20%
<b>Total</b>	<b>\$7,942,668</b>	<b>5.97%</b>

### Board of Education Budget

The Board of Education requested budget totals \$90,067,609, representing a \$5,074,180 increase or 5.97% over the FY 24 adopted budget. According to the BOE budget documents, major drivers of their requested increase include medical benefit cost increases and growing student enrollment. Their requested budget includes a \$1,059,418 (7.95%) increase in funding to the medical benefits trust in order to meet anticipated claims. The enrollment projection for the 24-25 school year estimates an increase of 30 additional K-6 students, which coupled with other growing needs, leads to a request for a net increase of 6 additional staffing positions, including 3 current positions that have been funded by ESSER funds expiring June 30, 2024.

### Debt Service

The combined Debt Service budgetary lines total a \$1,850,273 increase in the FY25 recommended budget. This increase is due to a reduction in available offsetting Debt Service reserve usage over recent years and growing debt service on borrowings being made to fund various capital projects including the construction of the two new elementary schools as part of the Next Generation School Modernization plan. Going forward, the Town’s Debt Service budget is set to more than double by FY 27 as the debt service projected to fund this effort moves forward.

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

### Capital and Non-Recurring

Last year's budget included \$1,900,000 for the Capital and Non-Recurring fund supported in part by available ARPA funds to make two property purchases. This brought the line up about \$800,000 over historical funding in an effort to build in a sustained increase to this method of cash-funding for capital needs and reducing the added cost of interest when the Town borrows for capital projects. Unfortunately, due to the budget pressures impacting this budget, the recommendation is to return to the prior level of funding, representing an \$800,000 budget reduction.

### Contractual Salary Increases, Social Security and 27<sup>th</sup> Payroll Accrual

The proposed budget includes contractual salary and wage increase assumptions totaling \$524,978 or 29% of the total General Government budget increase. Actual wage increases for the fiscal year will not be known until all five Town union contracts are settled.

As a standard practice, Cheshire has historically budgeted a payroll accrual amount determined by the number of working days in a given fiscal year, in order to prevent a significant budget impact when a 27<sup>th</sup> payday occurs every 10-11 years. The carefully calculated payroll accruals combined over the prior decade will avoid a one-time budget spike of over \$750,000 for the extra payroll day that will occur in FY 2034. For the current fiscal year, the 27<sup>th</sup> payroll accrual amount totals \$58,031.

### New Positions/Changes from FY24 and Proposed in FY25

This budget assumes continued funding for three positions added by the Town Council mid-year during the FY 24 in response to growing demands for service: an Assistant Building Official, a Deputy Fire Marshall and an HR Generalist. The full impact of adding these positions occurs in the recommended FY 25 budget and totals \$239,305. Additionally, the FY 25 budget includes funding for a Deputy Director of Public Works (replacing the Capital Projects Manager position previously 50% funded by the BOE) which will have expanded responsibilities for sustainability coordination, facilities management and capital project oversight. This budget also includes an additional Parks Maintainer and an additional Administrative Assistant II for Artsplace as part of their expanded program offerings in their new location at the Ball and Socket property on West Main Street. Finally, a part-time Senior Services Social Worker is proposed primarily to reorient the existing full-time Human Services Social Worker position toward increased case management support for the growing homelessness challenges in town over the past few years.

### Pension and 457/401a Retirement Expenses

Over the past ten years, pension/retirement expenditures have increased significantly due to a combination of factors; the lingering impact of the large asset loss incurred by the pension assets due to the precipitous drop in the stock market in 2008; a reduction in the rate of return assumption for plan assets from 8.5% to 7.5%, followed by a further reduction four 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 Determined Contribution to the pension plans for the first time in many years. In FY 21, the Town was faced with additional increases due to new

standard mortality tables required by our actuaries. The Town Council decided to phase in the increase due to these mortality tables over two years, and the FY22 and FY23 budgets fully funded the required amounts.

Last year, the Town's actuaries again advised that a further reduction in the Town's investment return assumption from 7.0% to 6.75% was strongly recommended as a best practice, which resulted in further cost increases for the annual contributions required to fund our legacy pension plans. For FY 25, required funding increases to the legacy defined benefit pension plans totals \$131,884.

In addition, defined contribution plan costs for Town and Police employees, exclusive of contributions attributable to employees of the Board of Education and the Pool and Water Pollution Control funds, are projected to increase by \$139,000 as new hires replace employees who were participating in the closed defined benefit plans.

### General Liability and Workers Compensation Insurance

This recommended FY 25 budget includes increases for both general liability insurance and worker's compensation insurance premium increases totaling \$128,574. The Town pays for fully insured general liability and worker's compensation insurance policies and the premium increases reflect recent claims, national trends and the costs associated with rising salaries overtime.

## **SPECIAL REVENUE FUNDS**

### Water Pollution Control Department

The Water Pollution Control Department Special Revenue Fund budget is recommended to decrease by \$119,433 (-2.30%) when compared with the FY 24 revised adopted budget. This is due to the \$475,000 mid-year increase to the WPCD operating budget; when compared with the original adopted FY 24 budget, the FY 25 WPCD budget represents an increase of \$269,523 or (7.52%). This proposed budget makes substantial improvements to funding levels needed to operate and maintain the aging components of the plant and collection system. This budget includes funding to switch to contracted transportation of sludge material, avoiding a significant capital expense of replacing the old sludge truck and reassigning associated WPCD staff resources to better use. The capital budget outlined below has been significantly expanded to continue to address a variety of deferred maintenance issues experienced in 2022 and to make investments in more efficient, modern technology.

The collection system experienced a significant force main break in January 2024 resulting in approximately \$475,000 in repair costs which were approved by the Town Council on an emergency basis and funded with available operating fund reserves. This has reduced the available WPCD fund balance for FY 24 year end to an estimated \$731,520 or 14.4% of the FY 25 expenditure budget.

On the revenue side, the proposed ten-dollar WPCD sewer rate increase would generate approximately \$113,868 in additional revenue.

### Community Pool

The Cheshire Community Pool Special Revenue fund has experienced positive revenue results consistently since FY 2022. With three full years of operations without COVID restrictions and an increased community demand for swim lessons, competitive meets and aquatic opportunities, the Community Pool increased its

fund balance to \$358,495 at the end of FY 2023 and is on pace to continue this revenue experience throughout FY 2024.

As a result of strong revenue results, we are budgeting pool fee revenue to increase in FY 2025 by an additional \$50,000 to a total of \$775,000. The recommended budget recognizes the use of fund equity in the amount of \$127,459 (lowering the projected fund balance to approximately \$203,000) which, when coupled with the expected revenue increases, keeps the Town’s annual General Fund contribution to the pool’s operations at \$304,794, down from \$487,000 just two years ago.

Unfortunately, on the expenditure side the pool continues to experience rising costs associated with aging and failing mechanical equipment, roof leaks and pool decking issues. Capital projects are proposed to address these issues, but a focus on preventative maintenance remains critical as the facility ages.

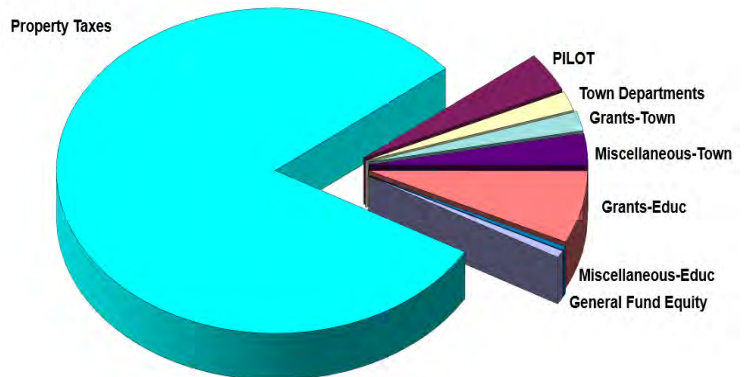
### GENERAL FUND REVENUES

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 slightly increased compared with FY24 for Cheshire. Following the implementation of a state-wide property tax cap on motor vehicles two years ago, the current proposed budget includes a further increase in state funding to offset the impact of the cap, bringing the total to \$1,046,915, an increase of \$356,034. However, this state reimbursement funding was inexplicably set up by the State to provide funding in an amount calculated a year after the applicable budget impacted by the cap. This means that as Cheshire’s mill rate falls below the 32.46 cap (this FY 25 budget recommends a 28.38 mill rate), we can expect to receive no reimbursement in next year’s (FY 26) budget.

Investment fee revenue projections resulting from a higher interest rate environment had a further positive effect in the proposed budget, generating an estimated \$345,000 in additional revenue, for a total of \$3,010,000.

Finally, for the past two years Cheshire has received Municipal Revenue Sharing funds from the state based on a formula that provides towns with a share of sales tax receipts. This funding is not expressly provided in the Governor’s budget and has generated some confusion from analysts at the Connecticut Conference of Municipalities as to whether towns should be counting on this funding. However, given that the Town received \$576,851 in FY23 and \$726,900 in FY24, this budget recommends a MRSA Sales Tax revenue assumption of \$500,000 for FY25.

<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 113,955,909	80.85%
PILOT	5,446,767	3.87%
Town Departments	2,719,720	1.93%
Grants-Town	2,701,385	1.92%
Miscellaneous-Town	4,414,542	3.13%
Grants-Educ	10,125,508	7.18%
Miscellaneous-Educ	580,000	0.41%
General Fund Equity	1,000,000	0.71%
<b>Total</b>	<b>\$ 140,943,831</b>	<b>100.00%</b>





The following significant revenue increases are presented on a budget-to-budget basis comparing FY 24 to the proposed FY 25 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
Current Tax Levy	\$7,695,720	7.42%
New State Sales Tax Revenue Sharing	\$500,000	n/a
MV Tax Cap Loss Reimbursement	\$356,034	51.5%
Investment Income	\$345,000	12.9%
Tiered PILOT Reimbursement	\$224,863	9.6%
Special Ed. Excess Cost - State	\$100,000	20.0%

The following significant revenue decreases are presented on a budget-to-budget basis comparing FY 24 to the proposed FY 25 budget:

<b>Revenue Item</b>	<b>Dollar Change</b>	<b>Percent</b>
General Fund Equity (Reserves)	-\$1,000,000	-50.0%
American Rescue Plan Act 2021	-\$300,000	-37.5%
Supplemental Motor Vehicle Taxes	-\$155,933	-12.7%

## **Proposed Five-Year Capital Expenditure Plan and FY 25 Annual Capital Budget**

The Town of Cheshire has a long-standing commitment to fiscal sustainability, which continues to be our primary goal as we carefully consider and evaluate our capital needs over the next five years. As previous adopted capital budget documents have noted, this success is illustrated by our AAA credit ratings from Standard and Poor's and Fitch Ratings, reaffirmed in March 2023, 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 \$149,998,000, an increase of \$44,628,000 over last year's adopted five-year plan. Capital requests from Town departments and the Board of Education totaled \$159,324,000 for the Five-Year CEP and I have reduced this amount by \$9,326,000 in developing my recommended capital plan. The recommended Annual Capital Expenditure Budget consisting of FY 25 projects totals \$15,509,000, an increase of \$1,821,000 over last year's adopted budget.

While the proposed five-year gross CEP totals \$149,998,000, it is important to note that offsetting grants and available funds will reduce this total by \$23,167,000 for a net five-year proposed CEP total of \$126,831,000. This proposal is a blueprint for the long-term capital needs of the Town, although years FY26 through FY29 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 \$2,225,000 in Finance Department projects. Most notable is the \$1,250,000 for the technology replacement fund consisting of \$250,000 in for FY 25 and four additional annual appropriations of \$250,000. Additionally, \$425,000 is recommended to fund the state-mandated Property Revaluation, including \$300,000 to pay for the October 2028 property revaluation and \$125,000 for legal costs for potential subsequent assessment appeals. Additionally, \$550,000 is requested for a Town/School Security Project to upgrade and replace video cameras and door access controls.

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 a total of \$2,112,000 recommended collectively in this Vehicle/Equipment Replacement Fund for vehicles and light equipment for the Police, Fire, Recreation 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 \$5,485,000 and consist of:

- ▶ Boiler Replacement at the Police Station, \$250,000;
- ▶ Various Town Building Improvements, \$620,000;
- ▶ Repaving of Various Parking Lots, \$460,000;
- ▶ Roof Replacement at the Police Station, \$175,000;
- ▶ Additional Salt Shed at the DPW Garage, \$700,000;
- ▶ Improvements to the Youth Center, \$335,000;
- ▶ Public Works Garage Site Improvements, \$295,000;
- ▶ Storage Building at Public Works Garage, \$250,000;
- ▶ Roof and Siding Replacements – DPW/Grounds Garage, \$150,000;
- ▶ Wash Bay at DPW Garage, \$980,000;
- ▶ Town Hall Office Reconfiguration, \$490,000;
- ▶ Improvements/Preservation of Hitchcock Phillips House, \$470,000;
- ▶ Wood Guardrail Replacements at Town Parks, \$310,000.

### II. Planning and Development

The only recommendation within this function is \$150,000 budgeted for canal dredging at the West Main Steet trail crossing.

### III. Public Safety

The funds proposed within this program area are for Police and Fire Department projects.

The Police Department request includes:

- ▶ \$400,000 for upgrading and renovating prisoner cells at Cheshire Police HQ;

The Fire Department requests include:

- ▶ \$375,000 for the continuing acquisition of replacement firefighting gear;
- ▶ \$1,300,000 for SCBA compressors and equipment replacement;
- ▶ \$4,950,000 for potential construction of a North End Firehouse;
- ▶ \$4,100,000 for three pieces of rolling stock:
  - Two pumper trucks for \$2,400,000;
  - An aerial apparatus truck for \$1,700,000.

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 \$31,011,000 or 21% of the five-year plan. The ongoing and very important road repavement program represents \$10,300,000 or 33.2% of the total recommendation in this section. The remaining projects in this category are:

- ▶ Bridge replacement: South Brooksvale Rd. over Willow Brook; \$2,600,000;
- ▶ Light pole maintenance and replacement, \$330,000;
- ▶ Acquisition of dump trucks and plows totaling \$1,920,000;
- ▶ Other pieces of heavy rolling stock and equipment for \$1,703,000;
- ▶ Sidewalk Maintenance program, \$1,300,000;
- ▶ Sidewalk Extension Program, \$1,300,000;
- ▶ Sidewalk Extensions for Jarvis/Marion, \$300,000;
- ▶ Weeks Pond Dam Improvements, \$580,000;
- ▶ Notch Road Bridge Replacement, \$2,200,000;
- ▶ Storm Water Drainage Disconnects, \$330,000;
- ▶ Various Parks Improvements, \$300,000;
- ▶ Road Reconstruction Projects (Scenic Ct., E. Johnson, Cornwall Ext., E. Mitchell, Dickerman, Industrial Ave. \$5,221,000;
- ▶ Paving of park parking lots and driveways- Bartlem, \$385,000;
- ▶ Paving of park parking lots and driveways- Cheshire Park, \$439,000;
- ▶ Lakeview Culvert Improvements, \$340,000;
- ▶ Intersection Realignment or Weeks Rd., \$435,000;
- ▶ Farmington Dr. Culvert Improvements, \$500,000;
- ▶ DPW Gounds Division Equipment, \$528,000.

The department has also requested funding for vehicle replacement requests 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 nine projects totaling \$42,450,000:

- ▶ Elmwood Pump Station Upgrade, \$2,200,000;
- ▶ Moss Farms Pump Station Reconstruction, \$1,500,000;
- ▶ E. Johnson Pump Station Upgrade, \$900,000;
- ▶ Denitrification upgrade, \$2,000,000.
- ▶ In-Kind treatment Plant Equipment Replacement, \$1,500,000
- ▶ SCADA Notification System Upgrade, \$250,000;
- ▶ Inflow & Infiltration Remediation, \$2,000,000;
- ▶ Facilities Plant Upgrade, \$20,000,000;
- ▶ Belt Filter Press Replacement, \$3,000,000;
- ▶ HVAC Upgrade at WPCD, \$250,000;
- ▶ Heavy Duty Vehicles and Equipment, \$250,000;
- ▶ Force Main Rehabilitation, \$8,600,000.

## V. **Leisure Services - Recreation**

The recommendations in Leisure Services consist of five projects for the Recreation Department totaling \$645,000, which include:

- ▶ Bartlem Park Skate Park Upgrades, \$110,000;
- ▶ Community Pool Improvements, \$100,000;
- ▶ Park/Open Space Improvements, \$100,000;
- ▶ Pool Parking Lot Paving, \$155,000;
- ▶ Pool Boiler replacement, \$180,000.

## VI. **Education**

The 49 Education projects total \$54,795,000 or 36.5% of this recommended capital budget. They are divided into three major categories: Code Compliance, Roof Replacements & Renovations.

Code Compliance – Two projects were proposed in this section totaling \$2,050,000.

Roof Replacement – There are five projects in this category totaling \$5,725,000.

Renovations – This section consists of 42 projects totaling \$47,020,000 and covers a wide range and variety of projects from interior and exterior school improvements to technology and rolling stock.

## **CONCLUSION**

Substantial work remains to be done before a final CEP is developed for the Town of Cheshire for FY 25. 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 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. The Financial Plan for Community Services has become a comprehensive explanation of our government operations for the public, a means to measure the success of our plans, and 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. The General Fund Line-Item Detail provides the Council and the public with an itemized listing of operating accounts and explanation of appropriations and expenditures for all Town functions and is frequently utilized by management and staff throughout the year.

These documents continue to be produced and enhanced by the following staff; Sharon Churma, Gina DeFilio, James Jaskot, Hope Larson, Donna Ouellet, Noelle Shepard, Arnett Talbot, Christine McCardle, Anne Marie Burr and Jaime LaMere, and with the collaboration of Superintendent Jeff Solan and Chief Operating Officer Vincent Masciana on the Board of Education budget.

Town staff and I look forward to a thorough review of this budget, a constructive dialogue, 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	(2) MILL RATE	MILL RATE INCREASE	MILL RATE % INCREASE	BUDGET \$ INCREASE SUPPORTED BY		
							MILL RATE ADJUST. (4)	GRAND LIST GROWTH	ALL OTHER REVENUE SOURCES
2024-2025 (1)	140,943,831	7,942,668	5.97%	28.38	-6.71	-19.12% (3)	(19,125,992)	26,821,712	246,948
2023-2024	133,001,163	7,450,246	5.93%	35.09	0.77	2.24%	1,276,182	2,246,482	3,927,582
2022-2023	125,550,917	3,433,091	2.81%	34.32	0.6	1.78%	1,705,742	2,973,229	-1,245,880
2021-2022	122,117,826	5,854,409	5.04%	33.72	0.5	1.51%	1,401,723	1,142,669	3,310,017
2020-2021	116,263,417	2,042,622	1.79%	33.22	0	0.00%	15,658	1,337,543	689,421
2019-2020	114,220,795	3,005,492	2.70%	33.22	0.60	1.84% (3)	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 (5)	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 (5)	862,824	347,718
2014-2015	103,482,328	2,857,308	2.84%	30.25	2.65	9.60% (3)	1,131,799	930,770	794,739
<b>TEN-YEAR AVERAGE F.Y. 2015 - F.Y. 2024</b>		3,237,614	2.84%	32.63	0.75	2.46%	1,388,705	1,188,028	660,882

- (1) FY 25 is not included in ten-year average.
- (2) For FY 2024 only, the motor vehicle mill rate is capped at 32.46 mills.
- (3) Represents implementation of property revaluation.
- (4) Includes adjustment for local tax relief.
- (5) 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 2024-2025**

December 1, 2023	Budget Entry Begins
December 21, 2023	Building Maintenance Requests Due to Public Works Director
January 19, 2024	Budget Submission Due to Town Manager (Charter deadline is February 15)
January 26, 2024	Capital Budgets Due to Town Manager
January 29, 2024 through February 9, 2024	Budget Meetings: Town Manager and Department Heads
February 9, 2024 through February 15, 2024	Budget Review by Town Manager and Finance Department and Other Departments as Needed
February 15, 2024*	Board of Education Budget Due to Town Manager
February 16, 2024 through March 6, 2024	Final Review between Town Manager and Department Heads and Proposed Budget Completion
March 7, 2024 through March 10, 2024	Budget Documents Production
March 10, 2024*	Budget Due to Council
March 13, 2024 through April 22, 2024	Budget Committee Review
March 19, 2024	Proposed Public Hearing
March 24, 2024*	Public Hearing Deadline
April 16, 2024	Proposed Public Information Session
April 24, 2024	Proposed Operating Budget Adoption
April 30, 2024*	Operating Budget Adoption Deadline
May 20, 2024*	Operating Budget Petition Deadline
June 20, 2024*	Operating Budget Referendum Deadline
June 27, 2024*	Final Operating Budget Adoption Deadline
September 6, 2024	Deadline for Referendum Capital Projects Approval
November 20, 2024*	Deadline for Capital Budget Approval

***\*Charter imposed deadlines***

**FY 24-25 Operating and Capital Budget Schedule**

**As of 3/1/24 (subject to amendments)**

*All Budget Committee meetings posted as Special Council meetings.*

**Tuesday, March 12, 7:00 p.m., Council Chambers (part of regular Council meeting)**

**Town Manager's General Overview**

**Tuesday, March 19, 6:30 p.m., Council Chambers**

**Public Hearing**

**Budget presentations:** Board of Education

**Thursday, March 21, 6:30 p.m., Room 207**

**Budget presentations:** Public Works (Public Property), Engineering, Water Pollution Control

**Saturday, March 23, 9:30 a.m., Council Chambers**

**Budget presentations:** Fire, Police (Animal Control), Library, Recreation (Pool, Artspace), Revenues

**Tuesday, March 26, 6:30 p.m., Council Chambers**

**Budget presentations:** Planning, Economic Development, Building, Town Clerk, Elections, Human Services, Public Health

**Thursday, March 28, 6:30 p.m., Room 207**

**Budget presentations:** Finance (Debt Service, CNR, Employee Benefits), Town Council, Town Manager, Town Attorney, Human Resources

**Monday, April 15, 7:00 p.m., Room 207**

**Review**

**Tuesday, April 16, 6:30 p.m., Council Chambers**

**Public Information Session**

**Review**

**Thursday, April 18, 6:30 p.m., Room 207**

**Final Budget Review**

**Wednesday, April 24, 7:00 p.m., Council Chambers**

**Town Council Meeting for Adoption**

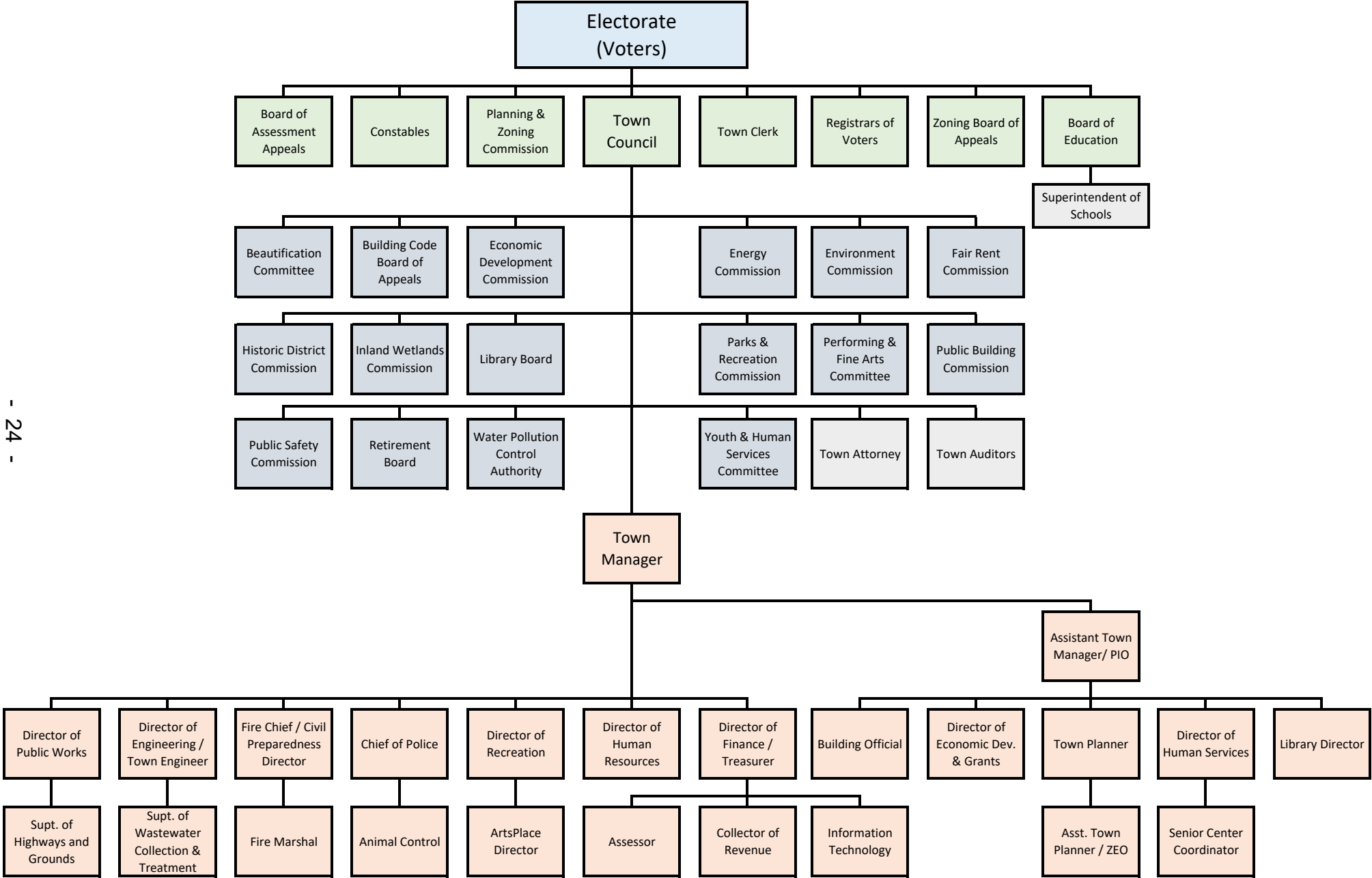
**Note:** Additional meetings for CEP may be scheduled in May.

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
Artsplace	Joan Pilarczyk	203 272-2787
Assessor	Christine McCardle	203 271-6620
Assistant Town Manager	Arnett Talbot	203 271-6660
Building Inspection	Thomas Lozier	203 271-6640
Cheshire Public Schools	Dr. Jeffrey Solan	203 250-2420
Community Pool	Sheila Adams	203 271-3208
Economic Development	Andrew Martelli	203 271-6670
Elections Department	Sue Pappas (R) Tom Smith (D)	203 271-6680 203 271-6680
Engineering Department	Marek Kement	203 271-6650
Finance Department	James J. Jaskot	203 271-6610
Fire Department	Jack Casner	203 272-1828
Human Resources Director	Jaime LaMere	203 271-6660
Human Services Department	Michelle Piccerillo	203 271-6690
Library	Beth Piezzo	203 272-2247
Recreation Department	John Gawlak	203 272-2743
Planning Department	Michael Glidden	203 271-6670
Police Department	Neil Dryfe	203 271-5500
Public Works	Dan Bombero (Acting)	203 271-6650
Tax Collector	Anne Marie Burr	203 271-6630
Town Attorney	Jeffrey Donofrio	203 239-9828
Town Clerk	Patti King	203 271-6601
Town Manager	Sean M. Kimball	203 271-6660
Water Pollution Control Department	Dave Milano	203 271-6650

*As of March 10, 2024*

**Town of Cheshire Organizational Chart (As of March 10, 2024)**





# 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 10% 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.

Adopted April 26, 2023

# 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 2023-2025 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, 2023, estimated results for the year ending June 30, 2024 and budgetary appropriations for the year ending June 30, 2025.

### 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**  
**2023-2025 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		
	2023 ACTUAL	2024 ESTIMATED	2025 BUDGET	2023 ACTUAL	2024 ESTIMATED	2025 BUDGET	2023 ACTUAL	2024 ESTIMATED	2025 BUDGET	2023 ACTUAL	2024 ESTIMATED	2025 BUDGET
<b>FINANCIAL SOURCES:</b>												
Property Taxes.....	\$ 102,300,928	\$ 106,415,483	\$ 113,955,909	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,300,928	\$ 106,415,483	\$ 113,955,909
Payments in Lieu of Taxes.....	5,145,626	5,475,825	5,446,767							5,145,626	5,475,825	5,446,767
Town Departments.....	2,984,623	3,048,059	2,719,720							2,984,623	3,048,059	2,719,720
Grants - Town.....	2,680,599	3,263,285	2,701,385							2,680,599	3,263,285	2,701,385
Miscellaneous - Town.....	3,056,813	4,293,713	4,414,542							3,056,813	4,293,713	4,414,542
Grants - Education.....	10,215,544	10,353,946	10,125,508							10,215,544	10,353,946	10,125,508
Miscellaneous - Education.....	619,252	590,000	580,000							619,252	590,000	580,000
Fund Equity / Fund Equity .....										-	-	-
Transfer.....	(1,828,360)	(426,659)	1,000,000	177,866	426,680	132,365	(156,036)	27,850	127,459	(1,806,530)	27,871	1,259,824
Sewer Use Interest/Liens.....				39,080	30,000	32,900				39,080	30,000	32,900
Sewer Use.....				4,269,712	4,433,458	4,547,326				4,269,712	4,433,458	4,547,326
Connection Fees.....				52,400	280,280	252,300				52,400	280,280	252,300
Plan Review Application Fees...				400	250	1,800				400	250	1,800
Discharge Fees.....				-	2,500	-				-	2,500	-
Nitrogen Credits.....				2,188	14,000	15,000				2,188	14,000	15,000
Septic Waste Dump Permits.....				104,270	100,000	100,000				104,270	100,000	100,000
Miscellaneous.....				16,623	-	-	7,631	-	-	24,254	-	-
Pool Fees.....							793,174	775,000	775,000	793,174	775,000	775,000
General Fund Subsidy.....							487,000	304,794	304,794	487,000	304,794	304,794
<b>Total Financial Sources.....</b>	<b>\$ 125,175,025</b>	<b>\$ 133,013,652</b>	<b>\$ 140,943,831</b>	<b>\$ 4,662,539</b>	<b>\$ 5,287,168</b>	<b>\$ 5,081,691</b>	<b>\$ 1,131,769</b>	<b>\$ 1,107,644</b>	<b>\$ 1,207,253</b>	<b>\$ 130,969,333</b>	<b>\$ 139,408,464</b>	<b>\$ 147,232,775</b>
<b>FINANCIAL USES:</b>												
Administrative & Finance.....	\$ 14,714,483	\$ 16,026,149	\$ 16,796,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,714,483	\$ 16,026,149	\$ 16,796,510
Planning & Development.....	414,910	450,978	480,199							414,910	450,978	480,199
Public Safety.....	8,503,113	9,158,663	9,666,784							8,503,113	9,158,663	9,666,784
Public Works.....	7,062,958	7,840,019	7,922,759	4,662,539	5,287,168	5,081,691				11,725,497	13,127,187	13,004,450
Public Health.....	722,488	734,208	678,735							722,488	734,208	678,735
Social Services.....	1,072,766	1,144,829	1,215,715							1,072,766	1,144,829	1,215,715
Cultural Services.....	1,959,172	1,991,844	2,182,297							1,959,172	1,991,844	2,182,297
Leisure Services.....	1,162,559	1,139,040	1,223,457				1,131,769	1,107,644	1,207,253	2,294,328	2,246,684	2,430,710
Contingency .....	-	-	125,000							-	-	125,000
Debt Service.....	7,403,323	7,634,493	9,484,766							7,403,323	7,634,493	9,484,766
Education.....	80,659,253	84,993,429	90,067,609							80,659,253	84,993,429	90,067,609
Capital Non-Recurring.....	1,500,000	1,900,000	1,100,000							1,500,000	1,900,000	1,100,000
<b>Total Financial Uses.....</b>	<b>\$ 125,175,025</b>	<b>\$ 133,013,652</b>	<b>\$ 140,943,831</b>	<b>\$ 4,662,539</b>	<b>\$ 5,287,168</b>	<b>\$ 5,081,691</b>	<b>\$ 1,131,769</b>	<b>\$ 1,107,644</b>	<b>\$ 1,207,253</b>	<b>\$ 130,969,333</b>	<b>\$ 139,408,464</b>	<b>\$ 147,232,775</b>
<b>FUND BALANCES:</b>												
Fund Balance at Beginning of Year	\$ 15,901,969	\$ 17,730,329	\$ 18,156,988	\$ 1,336,066	\$ 1,158,200	\$ 731,520	\$ 202,459	\$ 358,495	\$ 330,645	\$ 17,440,494	\$ 19,247,024	\$ 19,219,153
Fund Balance at End of Year	\$ 17,730,329	\$ 18,156,988	\$ 17,156,988	\$ 1,158,200	\$ 731,520	\$ 599,155	\$ 358,495	\$ 330,645	\$ 203,186	\$ 19,247,024	\$ 19,219,153	\$ 17,959,329



**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, Engineering Department, W.P.C.A.

**Public Health** - Public Health.

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

**Cultural Services** - Library, Library Board, Artsplace.

**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 19 to FY 23, appropriated expenditures for FY 24 and FY 25.

**EXPENDITURES BY FUNCTION**  
For the Years Ending June 30, 2019 through 2025

FUNCTION	FY 19 ACTUAL		FY 20 ACTUAL		FY 21 ACTUAL		FY 22 ACTUAL		FY 23 ACTUAL		FY 24 APPROP		FY 25 RECOMM	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
General Government:														
Administration and Finance	\$ 12,825,776	11.58%	\$ 13,270,618	11.87%	\$ 13,391,442	11.54%	\$ 13,958,059	11.54%	\$ 14,714,483	11.75%	\$ 16,033,102	12.06%	\$ 16,796,510	11.92%
Planning and Development	538,656	0.49%	535,527	0.49%	581,593	0.50%	503,298	0.42%	414,910	0.33%	457,091	0.34%	480,199	0.34%
Public Safety	7,193,710	6.50%	7,450,068	6.67%	7,854,649	6.77%	7,767,336	6.42%	8,503,113	6.79%	9,178,338	6.90%	9,666,784	6.86%
Public Works	6,603,385	5.96%	6,200,218	5.55%	6,751,227	5.82%	6,875,691	5.69%	7,062,958	5.64%	7,697,827	5.79%	7,922,759	5.62%
Public Health	510,448	0.46%	508,249	0.45%	522,638	0.45%	641,717	0.53%	722,488	0.58%	721,636	0.54%	678,735	0.48%
Social Services	908,751	0.82%	935,764	0.84%	941,023	0.81%	990,986	0.82%	1,072,766	0.86%	1,127,809	0.85%	1,215,715	0.86%
Cultural Services	1,882,867	1.70%	1,955,035	1.75%	1,902,923	1.64%	1,873,477	1.55%	1,959,172	1.57%	2,013,611	1.51%	2,182,297	1.55%
Leisure Services	971,306	0.88%	1,077,238	0.96%	938,263	0.81%	1,009,549	0.83%	1,162,559	0.93%	1,118,827	0.84%	1,223,457	0.87%
<b>Total General Government</b>	<b>31,434,899</b>	<b>28.39%</b>	<b>31,932,717</b>	<b>28.58%</b>	<b>32,883,757</b>	<b>28.34%</b>	<b>33,620,113</b>	<b>27.80%</b>	<b>35,612,449</b>	<b>28.45%</b>	<b>38,348,241</b>	<b>28.83%</b>	<b>40,166,456</b>	<b>28.50%</b>
Contingency (1)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	125,000	0.09%	125,000	0.09%
Debt Service	6,574,924	5.94%	6,640,186	5.94%	7,581,981	6.53%	7,809,077	6.46%	7,403,323	5.91%	7,634,493	5.74%	9,484,766	6.73%
Education	71,642,731	64.69%	72,308,858	64.69%	74,589,359	64.27%	78,501,052	64.91%	80,659,253	64.44%	84,993,429	63.91%	90,067,609	63.90%
Capital Non-recurring	1,100,000	0.98%	831,461	0.74%	1,000,000	0.86%	1,000,000	0.83%	1,500,000	1.20%	1,900,000	1.43%	1,100,000	0.78%
Debt Service Fund Trns	-	0.00%	58,541	0.05%	-	0.00%	-	0.00%	-	-	-	0.00%	-	0.00%
<b>Total General Fund</b>	<b>\$ 110,752,554</b>	<b>100.00%</b>	<b>\$ 111,771,763</b>	<b>100.00%</b>	<b>\$ 116,055,097</b>	<b>100.00%</b>	<b>\$ 120,930,242</b>	<b>100.00%</b>	<b>\$ 125,175,025</b>	<b>100.00%</b>	<b>\$ 133,001,163</b>	<b>100.00%</b>	<b>\$ 140,943,831</b>	<b>100.00%</b>

(1) During Fiscal Years 2019 through 2022, 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 \$31.43M in FY 19 to \$40.17M in FY 25. In addition to inflation, factors contributing to this increase include higher costs for medical benefits and pension contributions.

**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 25, the same as in FY 19.

**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 6.73% of the FY 25 budget, an increase since FY 19 which was 5.94% of actual budget expenditures. Although it is an increase, the overall 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, the Town has used various reserves 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 63.90% of the FY 25 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 \$1.10M or 0.78% of the FY 25 budget. With this appropriation of \$1.10M, the Town will have contributed a total of \$27.89M since FY 95, defraying a significant amount of debt issuance and interest costs.

**TOWN OF CHESHIRE  
FIVE YEAR BUDGET PROJECTIONS  
FISCAL YEARS 2026 THROUGH 2030**

	FY24 ADOPTED	FY25 RECOMMENDED	FY26 PROJECTED	FY27 PROJECTED	FY28 PROJECTED	FY29 PROJECTED	FY30 PROJECTED
<b>I. EXPENDITURES</b>							
A. EDUCATION	84,993,429	90,067,609	93,850,449	97,792,167	101,899,438	106,179,215	110,638,742
B. GENERAL GOVERNMENT	38,348,241	40,166,456	41,873,530	43,653,155	45,508,415	47,442,522	49,458,829
C. DEBT SERVICE	7,634,493	9,484,766	14,757,231	18,623,548	19,346,940	21,153,870	21,438,953
D. CAPITAL & NON RECURRING	1,900,000	1,100,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
E. CONTINGENCY	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 133,001,163</b>	<b>\$ 140,943,831</b>	<b>\$ 152,106,210</b>	<b>\$ 161,693,871</b>	<b>\$ 168,379,793</b>	<b>\$ 176,400,607</b>	<b>\$ 183,161,524</b>
<b>II. REVENUES</b>							
A. REVENUES OTHER THAN CURRENT TAX LEVY	29,221,858	29,468,806	29,468,806	29,468,806	29,468,806	29,468,806	29,468,806
B. ESTIMATED CURRENT TAX LEVY	103,779,305	111,475,025	122,637,404	132,225,065	138,910,987	146,931,801	153,692,718
<b>TOTAL REVENUES</b>	<b>\$ 133,001,163</b>	<b>\$ 140,943,831</b>	<b>\$ 152,106,210</b>	<b>\$ 161,693,871</b>	<b>\$ 168,379,793</b>	<b>\$ 176,400,607</b>	<b>\$ 183,161,524</b>
<b>III. MILL RATE/TAX IMPACT</b>							
A. VALUE OF 1 MILL	\$ 2,984,050	\$ 3,927,973	\$ 4,001,033	\$ 4,075,453	\$ 4,151,256	\$ 4,228,469	\$ 4,307,119
B. ESTIMATED MILL RATE	35.09	28.38	30.65	32.44	33.46	34.75	35.68
C. PROJECTED MILL RATE INCREASE (DECREASE)	-	(6.71)	2.27	1.79	1.02	1.29	0.94
D. MILL RATE PERCENTAGE INCREASE (DECREASE)	-	-19.12%	8.00%	5.85%	3.14%	3.84%	2.69%

**ASSUMPTIONS USED IN EXPENDITURE PROJECTIONS FOR FY 2026-2030:**

- A. EDUCATION**  
Annual increase of 4.20% (5 year historical average)
- B. GENERAL GOVERNMENT**  
Annual increase of 4.25% (5 year historical average)
- C. DEBT SERVICE**  
Updated in accordance with FY 2024 Approved Capital Expenditure Plan and projected use of reserve funds to mitigate increases.
- D. CAPITAL AND NONRECURRING**  
Updated in accordance with FY 2024 Approved Capital Expenditure Plan.
- E. CONTINGENCY**  
Held constant for five years

**ASSUMPTIONS USED IN REVENUE PROJECTIONS FOR FY 2026-2030:**

- Tax revenue increased to support projected expenditures
- FY 2026 - FY 2030 non-tax revenues are held constant
- FY 2026 - FY 2030 value of 1 mill increased by 1.86% based on the Grand List growth five year historical average.

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**GENERAL FUND**

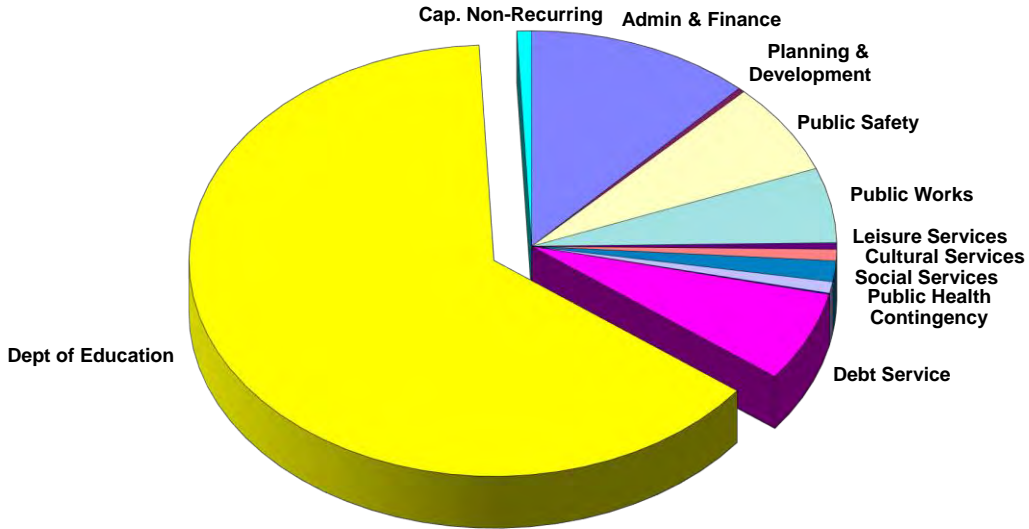
**EXPENDITURE**

**SUMMARY INFORMATION**

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**GENERAL FUND EXPENDITURES  
BY MAJOR GOVERNMENT CATEGORY  
JULY 1, 2024 THROUGH JUNE 30, 2025**



<u>Expenditures</u>	<u>Budget</u>	<u>Percentage</u>
General Government:		
Admin & Finance	\$ 16,796,510	11.92%
Planning & Development	480,199	0.34%
Public Safety	9,666,784	6.86%
Public Works	7,922,759	5.62%
Public Health	678,735	0.48%
Social Services	1,215,715	0.86%
Cultural Services	2,182,297	1.55%
Leisure Services	1,223,457	0.87%
Contingency	125,000	0.09%
Debt Service	9,484,766	6.73%
Dept of Education	90,067,609	63.90%
Cap. Non-Recurring	1,100,000	0.78%
<b>Total</b>	<b>\$ 140,943,831</b>	<b>100.00%</b>

**Town of Cheshire  
Operating Budget Summary  
Fiscal Year 2024-2025**

**TOTAL ADMINISTRATION & FINANCE**

**PLANNING & DEVELOPMENT**

**PUBLIC SAFETY**

**TOTAL PUBLIC SAFETY**

	FY 2023	FY 2024		FY 2025				\$ Variance Divided by FY 24 Appropriation	% Variance
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus		
							FY 24 Appropriation		
Town Council	\$67,439	\$44,300	\$65,370	\$52,900	\$50,900	\$0	\$6,600	14.90%	
Town Manager	\$406,140	\$409,659	\$416,120	\$427,245	\$427,245	\$0	\$17,586	4.29%	
Human Resources	\$188,579	\$127,368	\$163,740	\$255,333	\$225,333	\$0	\$97,965	76.91%	
Town Attorney	\$170,682	\$195,600	\$217,020	\$267,400	\$267,400	\$0	\$71,800	36.71%	
Town Clerk	\$270,484	\$282,641	\$285,467	\$289,709	\$289,709	\$0	\$7,068	2.50%	
Elections	\$141,210	\$135,809	\$136,968	\$156,087	\$156,087	\$0	\$20,278	14.93%	
Probate Court	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$0	0.00%	
Finance	\$2,418,505	\$2,751,900	\$2,741,831	\$2,972,626	\$2,943,171	\$0	\$191,271	6.95%	
Board of Assessment Appeals	\$2,005	\$4,006	\$4,006	\$2,090	\$2,090	\$0	(\$1,916)	-47.83%	
General Services	\$352,942	\$371,752	\$350,800	\$376,232	\$376,232	\$0	\$4,480	1.21%	
Public Property	\$1,294,388	\$1,339,043	\$1,272,287	\$1,541,348	\$1,314,535	\$0	(\$24,508)	-1.83%	
Employee Benefits	\$9,402,109	\$10,369,024	\$10,370,540	\$11,061,862	\$10,741,808	\$0	\$372,784	3.60%	
<b>TOTAL ADMINISTRATION &amp; FINANCE</b>	<b>\$14,714,482</b>	<b>\$16,033,102</b>	<b>\$16,026,149</b>	<b>\$17,404,832</b>	<b>\$16,796,510</b>	<b>\$0</b>	<b>\$763,408</b>	<b>4.76%</b>	
<b>PLANNING &amp; DEVELOPMENT</b>									
Planning Department	\$267,961	\$291,259	\$285,633	\$306,044	\$306,044	\$0	\$14,785	5.08%	
Planning & Zoning Commission	\$6,040	\$4,550	\$2,210	\$4,910	\$4,910	\$0	\$360	7.91%	
Zoning Board of Appeals	\$3,229	\$2,300	\$2,300	\$2,900	\$2,900	\$0	\$600	26.09%	
Economic Development	\$117,387	\$128,547	\$130,300	\$134,545	\$134,545	\$0	\$5,998	4.67%	
Beautification Committee	\$13,288	\$23,800	\$25,700	\$25,700	\$25,700	\$0	\$1,900	7.98%	
Public Building Commission	\$385	\$350	\$275	\$225	\$225	\$0	(\$125)	-35.71%	
Inland Wetlands Commission	\$4,865	\$2,640	\$2,980	\$3,140	\$3,140	\$0	\$500	18.94%	
Environment Commission	\$130	\$820	\$460	\$860	\$860	\$0	\$40	4.88%	
Historic District Commission	\$508	\$1,375	\$775	\$1,375	\$1,375	\$0	\$0	0.00%	
Energy Commission	\$1,118	\$1,450	\$345	\$500	\$500	\$0	(\$950)	-65.52%	
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$414,911</b>	<b>\$457,091</b>	<b>\$450,978</b>	<b>\$480,199</b>	<b>\$480,199</b>	<b>\$0</b>	<b>\$23,108</b>	<b>5.06%</b>	
<b>PUBLIC SAFETY</b>									
Police Department	\$6,652,513	\$6,901,793	\$6,780,433	\$7,125,364	\$7,110,079	\$0	\$208,286	3.02%	
Animal Control	\$120,402	\$119,499	\$123,878	\$128,477	\$128,477	\$0	\$8,978	7.51%	
Civil Preparedness	\$37,189	\$40,000	\$40,300	\$55,000	\$45,000	\$0	\$5,000	12.50%	
Public Safety Commission	\$5,446	\$5,550	\$5,550	\$1,300	\$800	\$0	(\$4,750)	-85.59%	
Fire Department	\$1,314,124	\$1,658,146	\$1,719,275	\$1,848,269	\$1,838,519	\$0	\$180,373	10.88%	
Inspection Department	\$373,440	\$453,350	\$489,227	\$543,909	\$543,909	\$0	\$90,559	19.98%	
<b>TOTAL PUBLIC SAFETY</b>	<b>\$8,503,114</b>	<b>\$9,178,338</b>	<b>\$9,158,663</b>	<b>\$9,702,319</b>	<b>\$9,666,784</b>	<b>\$0</b>	<b>\$488,446</b>	<b>5.32%</b>	

**Town of Cheshire  
Operating Budget Summary  
Fiscal Year 2024-2025**

	FY 2023	FY 2024		FY 2025					
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved		FY 25 Manager Recomm Minus FY 24 Appropriation	\$ Variance Divided by FY 24 Appropriation
								\$ Variance	% Variance
<b>PUBLIC WORKS</b>									
Public Works Department	\$7,061,072	\$7,697,177	\$7,839,369	\$7,702,576	\$7,596,576	\$0	(\$100,601)	-1.31%	
Engineering	\$0	\$0	\$0	\$330,683	\$325,683	\$0	\$325,683	0.00%	
Water Pollution Control Authority	\$1,887	\$650	\$650	\$500	\$500	\$0	(\$150)	-23.08%	
<b>TOTAL PUBLIC WORKS</b>	<b>\$7,062,959</b>	<b>\$7,697,827</b>	<b>\$7,840,019</b>	<b>\$8,033,759</b>	<b>\$7,922,759</b>	<b>\$0</b>	<b>\$224,932</b>	<b>2.92%</b>	
<b>SOCIAL SERVICES</b>									
Human Services	\$1,072,766	\$1,126,809	\$1,143,829	\$1,220,015	\$1,214,715	\$0	\$87,906	7.80%	
Youth & Human Services Committee	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	0.00%	
<b>TOTAL SOCIAL SERVICES</b>	<b>\$1,072,766</b>	<b>\$1,127,809</b>	<b>\$1,144,829</b>	<b>\$1,221,015</b>	<b>\$1,215,715</b>	<b>\$0</b>	<b>\$87,906</b>	<b>7.79%</b>	
<b>CULTURAL SERVICES</b>									
Library	\$1,715,038	\$1,764,073	\$1,729,962	\$1,829,453	\$1,819,453	\$0	\$55,380	3.14%	
Library Board	\$172	\$500	\$300	\$300	\$300	\$0	(\$200)	-40.00%	
Artsplace	\$243,962	\$249,038	\$261,582	\$362,544	\$362,544	\$0	\$113,506	45.58%	
<b>TOTAL CULTURAL SERVICES</b>	<b>\$1,959,172</b>	<b>\$2,013,611</b>	<b>\$1,991,844</b>	<b>\$2,192,297</b>	<b>\$2,182,297</b>	<b>\$0</b>	<b>\$168,686</b>	<b>8.38%</b>	
<b>LEISURE SERVICES</b>									
Recreation Department	\$1,161,599	\$1,118,302	\$1,138,515	\$1,237,857	\$1,222,857	\$0	\$104,555	9.35%	
Parks & Rec Commission	\$960	\$525	\$525	\$600	\$600	\$0	\$75	14.29%	
<b>TOTAL LEISURE SERVICES</b>	<b>\$1,162,559</b>	<b>\$1,118,827</b>	<b>\$1,139,040</b>	<b>\$1,238,457</b>	<b>\$1,223,457</b>	<b>\$0</b>	<b>\$104,630</b>	<b>9.35%</b>	
<b>MISCELLANEOUS</b>									
Public Health	\$722,488	\$721,636	\$734,208	\$678,735	\$678,735	\$0	(\$42,901)	-5.94%	
Contingency	\$0	\$125,000	\$0	\$125,000	\$125,000	\$0	\$0	0.00%	
Capital Non-Recurring - Contribution	\$1,500,000	\$1,900,000	\$1,900,000	\$1,500,000	\$1,100,000	\$0	(\$800,000)	-42.11%	
<b>TOTAL MISCELLANEOUS</b>	<b>\$2,222,488</b>	<b>\$2,746,636</b>	<b>\$2,634,208</b>	<b>\$2,303,735</b>	<b>\$1,903,735</b>	<b>\$0</b>	<b>(\$842,901)</b>	<b>-30.69%</b>	
<b>DEPT OF EDUCATION</b>	<b>\$80,659,253</b>	<b>\$84,993,429</b>	<b>\$84,993,429</b>	<b>\$90,067,609</b>	<b>\$90,067,609</b>	<b>\$0</b>	<b>\$5,074,180</b>	<b>5.97%</b>	
<b>DEBT SERVICE</b>									
Debt Service	\$7,403,322	\$7,634,493	\$7,634,493	\$9,484,766	\$9,484,766	\$0	\$1,850,273	24.24%	
<b>TOTAL DEBT SERVICE</b>	<b>\$7,403,322</b>	<b>\$7,634,493</b>	<b>\$7,634,493</b>	<b>\$9,484,766</b>	<b>\$9,484,766</b>	<b>\$0</b>	<b>\$1,850,273</b>	<b>24.24%</b>	
<b>GRAND TOTAL - GENERAL FUND</b>	<b>\$125,175,025</b>	<b>\$133,001,163</b>	<b>\$133,013,652</b>	<b>\$142,128,988</b>	<b>\$140,943,831</b>	<b>\$0</b>	<b>\$7,942,668</b>	<b>5.97%</b>	

**TOWN OF CHESHIRE GENERAL FUND  
MAJOR OBJECTS OF EXPENDITURES  
2024-2025 MANAGER RECOMMENDED**

		100	200	300	400	500	600	700	Totals
<b>Department</b>		<b>Personnel Services</b>	<b>Supplies &amp; Services</b>	<b>Utilities</b>	<b>Contractual Services</b>	<b>Professional Expenses</b>	<b>Equipment</b>	<b>Miscellaneous</b>	
10	TOWN COUNCIL		23,300		27,300		300		50,900
20	TOWN MANAGER	410,495	3,000			12,250	1,500		427,245
25	HUMAN RESOURCES	222,678	2,450			205			225,333
30	TOWN ATTORNEY				267,400				267,400
40	TOWN CLERK	202,109	34,700		49,900	3,000			289,709
50	ELECTIONS	129,887	10,500		13,000	2,700			156,087
60	PROBATE COURT							2,000	2,000
70	FINANCE DEPARTMENT	1,224,473	51,054		913,760	10,710	61,900	681,274	2,943,171
80	BD OF ASSESSMENT APPEALS	1,800	290						2,090
90	GENERAL SERVICES	77,548	87,075	47,900	161,209		2,500		376,232
100	PUBLIC PROPERTY	190,287	90,000	511,070	519,578		3,600		1,314,535
110	EMPLOYEE BENEFITS		17,000					10,724,808	10,741,808
120	PLANNING DEPARTMENT	282,944	14,000	1,800		7,300			306,044
130	PLANNING & ZONING COMM.				3,000	1,910			4,910
140	ZONING BRD. OF APPEALS		1,100			1,800			2,900
150	ECONOMIC DEV. COMM.	112,150	10,450	540	5,000	5,905	500		134,545
155	BEAUTIFICATION COMMITTEE		4,200		21,500				25,700
160	PUBLIC BLDG. COMM.		225						225
170	INLAND WETLANDS COMM.		2,540			600			3,140
180	ENVIRONMENT COMMISSION		640			220			860
185	HISTORIC DISTRICT COMMISSION		1,250			125			1,375
190	ENERGY COMMISSION		500						500
200	POLICE DEPARTMENT	6,129,749	307,800	66,000	453,730	8,800	144,000		7,110,079
210	ANIMAL CONTROL	115,317	7,260		5,300	150	450		128,477
220	CIVIL PREPAREDNESS	10,000	12,100	1,200	19,000	500	700	1,500	45,000
225	PUBLIC SAFETY COMMISSION		800						800
230	FIRE DEPARTMENT	695,906	204,050	47,500	182,500	96,500	11,000	601,063	1,838,519
250	INSPECTION DEPARTMENT	504,209	12,000	4,000	20,800	2,100	800		543,909
260	PUBLIC WORKS DEPARTMENT	2,816,476	828,350	127,219	3,807,821	6,710	10,000		7,596,576
268	ENGINEERING DEPARTMENT	224,433	5,900		93,500	1,000	850		325,683
280	W.P.C.A.		500						500
290	PUBLIC HEALTH				678,735				678,735
300	HUMAN SERVICES	1,100,161	33,320	4,740	54,369	10,125	2,000	10,000	1,214,715
336	YOUTH & HUMAN SVCS COMM.				1,000				1,000
340	LIBRARY	1,543,963	196,250	1,800	69,440	8,000			1,819,453
350	LIBRARY BOARD					300			300
355	ARTSPPLACE	209,504	22,290		129,000	1,750			362,544
360	RECREATION DEPT.	720,885	79,588	4,880	109,260	3,450		304,794	1,222,857
370	PARK & RECREATION COMM.		600						600
380	CONTINGENCY							125,000	125,000
390	DEBT SERVICE							9,484,766	9,484,766
410	CAPITAL NON-RECURRING							1,100,000	1,100,000
<b>Town Total</b>		<b>16,924,974</b>	<b>2,065,082</b>	<b>818,649</b>	<b>7,606,102</b>	<b>186,110</b>	<b>240,100</b>	<b>23,035,205</b>	<b>50,876,222</b>
DEPT. OF EDUCATION (1)		54,714,315	4,586,877	2,117,351	7,865,181	1,543,710	1,187,096	18,053,079	90,067,609
<b>0</b>		<b>54,714,315</b>	<b>4,586,877</b>	<b>2,117,351</b>	<b>7,865,181</b>	<b>1,543,710</b>	<b>1,187,096</b>	<b>18,053,079</b>	<b>90,067,609</b>
<b>Grand Totals</b>		<b>71,639,289</b>	<b>6,651,959</b>	<b>2,936,000</b>	<b>15,471,283</b>	<b>1,729,820</b>	<b>1,427,196</b>	<b>41,088,284</b>	<b>140,943,831</b>

(1) Distributions provided by Board of Education

**DEPARTMENT**

**ADMINISTRATIVE INFORMATION,**

**BUDGET, AND PERFORMANCE**

**OBJECTIVES AND MEASURES**

## PERFORMANCE BASED BUDGETING AND PERFORMANCE MEASURES

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

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

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

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

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

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

## Town Manager's 2024 Goals and Objectives

### ECONOMIC DEVELOPMENT

**Goal #1:** *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, historical connections, identity and sense of place.*

#### **Key Objectives:**

- Continue to expand outreach and support to existing local Cheshire businesses through meetings, visits and site walks; and through hosting the Cheshire Business Appreciation event and Manufacturers Roundtable meetings.
- Draft and advertise RFP for State DOT parcel conveyed to the Town in July 2022 for the purpose of developing the property for economic development purposes.
- Support the development of the West Main Street Business District through various means, including but not limited to advancing the form-based code design development through the Brownfield Area Redevelopment (BAR) Planning Grant.

### FINANCE

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

#### **Key Objectives:**

- Hold a successful bond sale in Spring/Summer 2024 and reaffirm the Town's AAA bond rating from both Standard & Poor's and Fitch.
- Maintain oversight and carefully manage the operating budget to ensure a FY24 and FY25 budget surplus.
- Develop a fiscally responsible FY25 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 and implement Town Auditor recommendations.
- Continue to support expanded cybersecurity efforts including firewall and offsite server backup enhancements and robust employee training to best position the Town to avoid/respond to cyber threats and phishing attempts.

### PUBLIC SAFETY/PUBLIC HEALTH

**Goal #3 –** *Prioritize initiatives, projects and services that promote and ensure the highest levels of public safety for our community including emergency preparedness and response.*

**Key Objectives:**

- Provide oversight for the Chesprocott Health District’s finances and future goals/plans through implementation of the MOU and by development of a monitoring process.
- Assist with the relocation of Chesprocott Headquarters to the former ArtsPlace building including establishment of lease terms, access agreements, etc.
- Closely monitor Fire Department staffing and equipment, including volunteer numbers and response times.
- Complete construction of a new Emergency Operations Center in the basement of Town Hall.
- Explore opportunities to address emerging social service issues in Town including expanded case management support and the potential for a local emergency/temporary housing facility.

**RECREATION**

**Goal #4:** *Promote and expand recreational, leisure and cultural opportunities to enhance the quality of life for all Cheshire residents and promote positive physical, social and emotional experiences.*

**Key Objectives:**

- Oversee the construction phase of the Bartlem Park South Phase 1 capital project, keeping project on time and on budget for a Fall/Winter 2024 construction completion.
- Evaluate and pursue appropriate open space land acquisition opportunities, and coordinate the closeout of the OSWLA grant for the acquisition of 257 Fenn Rd and initiate open space management plan.
- Implement initial construction phases of the Mixville Park master plan including expanded parking and the seasonal ice rink and seek grant funding for trail/interconnectivity improvement components within the plan.
- Oversee the successful relocation of ArtsPlace to the Ball & Socket property and transition the reporting relationship from the Library to the Recreation Department.
- Develop a Public Gathering Permit for large events on Town property to provide improved coordination and communication across Town departments and to better manage expectations and commitments made by event organizers.

**EDUCATION**

**Goal #5:** *Support the Town Council and Board of Education’s major joint initiative to modernize Cheshire’s public school facilities.*

**Key Objectives:**

- Provide financial, planning, and other technical support to advance the Town of Cheshire’s Next Generation school modernization capital projects.
- Develop a plan for the future of Chapman and Darcey school buildings/properties



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

**Goal #6:** *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:**

- Upgrade and improve Town website [www.cheshirect.org](http://www.cheshirect.org).
- Implement an e-packet solution including devices for more efficient electronic creation and distribution of Town Council meeting materials.
- Successfully negotiate all five Town collective bargaining agreements.
- Increase the Town's use of social media for sharing information to the community.
- Complete a Town Hall space needs assessment and identify improved office space configuration plans for improved customer service and employee workflow.

## **SUSTAINABILITY/TRANSPORTATION/ENERGY**

**Goal #7:** *Explore practices that advance sustainability of the environment and our community. Pursue proven waste materials management and energy use programs and policies, and investigate enhancements to community mobility and transportation options, considering the value and cost effectiveness of implementation.*

### **Key Objectives:**

- Continue responding to emerging sustainability and solid waste issues including:
  - Additional proposals for utilization nips revenue
  - Streamlining and establishing a consistent bulky waste process
  - Exploring a Food Waste Diversion Program/Pilot
  - Consider funding a Town staff resource for sustainability initiatives/reporting
- Pursue initiatives around improved multi-modal transportation options
  - Public Transportation/Bus Shelters
  - Complete Streets/Trail Interconnectivity/Sidewalk Extensions/Mobility Study
- Energy Performance Contracting/Audits
  - Evaluate effectiveness and implement where applicable.

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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 and work with volunteers to enhance staff department efforts.

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

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$111,817	\$110,399	\$109,428	\$115,317	\$115,317	\$0
SUPPLIES & SERVICES	4,030	5,200	8,550	7,260	7,260	0
CONTRACTED SERVICES	4,555	3,300	5,300	5,300	5,300	0
PROFESSIONAL SERVICES	0	150	150	150	150	0
EQUIPMENT	0	450	450	450	450	0
<b>TOTAL EXPENDITURES</b>	<b>\$120,402</b>	<b>\$119,499</b>	<b>\$123,878</b>	<b>\$128,477</b>	<b>\$128,477</b>	<b>\$0</b>

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### **OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$6,500	None (balance 7/1/23- \$194)	None	None

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### **ACCOMPLISHMENTS 2023-2024**

- ◆ Obtained new small animal traps.
- ◆ Increased number of currently licensed dogs.
- ◆ Hired new assistant ACO.
- ◆ Attended free trainings on animal control related topics to improve ability to serve residents and fulfill state licensing requirements.
- ◆ Purchased new animal control vehicle.
- ◆ Maintained a high level of responsiveness to complaints while caring for a significant number of impounded animals due to an ongoing lawsuit.
- ◆ Pursued and received donations of food and supplies from outside sources to decrease use of operating budget.
- ◆ Placed or returned most impounded animals.

**OBJECTIVES 2024-2025**

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- ◆ Plan improvements and updates to our animal control facility to better serve our impounded animals and potential adopters.
- ◆ Continue to train and equip new Assistant Animal Control Officer.
- ◆ 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.
- ◆ Replace outdated equipment.
- ◆ 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.
- ◆ Again, 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 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Licensed Dogs	Output	2,399	2,450	2,500
Total Complaints	Outcome	820	900	900
Warnings Issued	Output	6	10	10
Arrests	Output	4	8	10
Animals taken into MACO system	Output	62	40	24
Animals redeemed (returned to owner)	Output	19	40	18
Animals Placed	Outcome	12	30	6
% of Animals Placed and/or returned	Efficiency	100%	100%	100%
Cost per capita*	Efficiency	\$3.33	\$3.45	\$3.61

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

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## ARTSPPLACE

### MISSION STATEMENT

The mission of Artsplace 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 currently supported by an Administrative Assistant III, three part-time Clerks, two Building Supervisors and 12+ professional art teachers with additional guest instructors. Art classes, workshops, events, summer camps and outreach programs are offered for most ages year-round. Artsplace is supported by an 11-member volunteer committee. Friends of Artsplace, Inc, is a 501.c3 support organization providing funding beyond tax dollars and hosting the Annual Art Market. 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 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$143,895	\$156,938	\$156,132	\$209,504	\$209,504	\$0
SUPPLIES & SERVICES	13,791	19,450	19,450	22,290	22,290	0
CONTRACTED SERVICES	65,721	70,700	84,250	129,000	129,000	0
PROFESSIONAL EXPENSE	886	1,950	1,750	1,750	1,750	0
EQUIPMENT	<u>19,669</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$243,962</b>	<b>\$249,038</b>	<b>\$261,582</b>	<b>\$362,544</b>	<b>\$362,544</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$110,000	\$2,000 (balance on 7/1/23 - \$9,593)	None	None

### ACCOMPLISHMENTS 2023-2024

- ◆ Planned and prepared for, and will complete, the move of Artsplace to the Ball & Sockets Arts historic complex to enhance access to programs within an art-centered facility and promote the creation of a West Main Street walkable downtown area for the community.
- ◆ Successfully transitioned to the Recreation Department for oversight and collaboration, with a shared database and more closely aligned operations and programming.
- ◆ Awarded two \$1,000 scholarships in June to co-winners of the Richard Conrad Memorial Scholarship for Cheshire High School seniors pursuing a career in the arts.
- ◆ *Art Heals* program resumed, providing up to six free art classes to homebound adult residents of Cheshire, funded by Friends of Artsplace, Inc.
- ◆ Participated with Recreation, the Community Pool and Social Services to implement a new registration and database program to simplify and streamline the registration and information distribution processes.
- ◆ Developed new fine crafts programs to enhance choice of offerings to new students of all ages.
- ◆ Restocked Pina's Giving Garden containers with vegetables and herbs (free to all) and continued to maintain a "pollinator garden" and fill front flower urns to enhance our exterior.
- ◆ Participated in a Traveling Art Show and Sale featuring artwork of Ball & Socket buildings.
- ◆ Participated in the Fall Festival to promote Artsplace classes and activities. Free face-painting and an arts and craft project for children was available and fun cut-outs for crowd photos.
- ◆ Teamed with Recreation to offer a free family event called "Halloween Bash" at Mixville Park carving and painting pumpkins with Artsplace teachers and volunteers.

- ◆ Continued collaboration with Library, Chamber and Recreation to sponsor the 4<sup>th</sup> Annual “The Scarecrows Are Coming to Cheshire” community program raising funds for Human Services and the Senior Center.
- ◆ Held 20<sup>th</sup> Annual Author Event featuring authors Cindy House and Donna Norman Carbone raising funds for the Richard Conrad Memorial Scholarship.
- ◆ Sponsored annual “Art Market” offering fine art and fine crafts from over two dozen artists, raising funds for the *Art Heals* program.
- ◆ Sponsored the annual Pajama Program, collecting 364 new pajamas and 194 new books for Connecticut children, the largest ever collected at Artsplace by our generous community.

## **OBJECTIVES 2024-2025**

- ◆ Celebrate our successful move to BaSA with new programming and expansion of Friday, Saturday and Sunday workshops and programs for all ages. Expand beyond the fine arts to include culinary, literary, and performing arts programming, using survey results to create new programs.
- ◆ Co-sponsor the 5th Annual “The Scarecrows are Coming to Town”.
- ◆ Continue to collaborate with peers in the Arts and Culture Collaborative and New Haven Arts Council to build relationships in the arts throughout Connecticut.
- ◆ Continue to hire accomplished and well-regarded fine artists and craftsmen to offer classes and workshops at Artsplace to maintain a high level of interest and satisfaction.
- ◆ Provide samples of up-coming workshops for students to encourage registration. Survey students after workshops to assess results and interest for additional new programs.
- ◆ Increase promotional activities to enhance visibility and interest through various media.
- ◆ Provide support and planning for our new Linear Trail Mural project to enhance the aesthetics of the Trail, with leadership from the Friends of Artsplace, Inc.
- ◆ Promote annual Pajama Program and Book Drive mid-November to mid-December.
- ◆ Arts Board to continue monthly art exhibits at the Cheshire Public Library.

## **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Number of art student registrations	Output	1,039	998	1,000
Number of art classes offered	Output	82	109	100
Number of art workshops offered	Output	48	67	75
Number of art camps offered	Output	0	7	5
Art Show Attendance	Output	540	900	950
Author Event Attendance	Output	90	85	88
Number of other events participants	Output	1,165	1,205	1,300
Revenue	Outcome	\$105,000	\$110,000	\$175,000
Cost per capita*	Efficiency	\$6.74	\$7.27	\$10.20

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

# CHESHIRE PUBLIC SCHOOLS

## ***SUPERINTENDENT'S BUDGET MESSAGE***

*2024-2025 Board of Education's Approved Budget*

### INTRODUCTION

Cheshire has established itself as a destination for families in Connecticut to live in a welcoming community complete with a diversity of attractive family amenities. Anchoring that attraction is the Cheshire Public Schools. Cheshire Public Schools is enjoying tremendous academic success while at the same time focusing on, and in no small part due to, our efforts to support the social-emotional development of our students. In this prosperous environment, we are experiencing enrollment growth that we have not seen in half a century. The associated costs of rapid growth can generate anxiety. Moreover, American school districts face expiring pandemic funding and the prospect of that fiscal transition. In looking at the big picture however, Cheshire's success has also brought about substantial economic expansion and Grand List growth. This prosperity is the context upon which we examine the 2024-2025 Cheshire Public Schools Budget.

The Cheshire Public Schools community has been committed to focusing on the development of students' social-emotional skills and complex thinking for almost a decade. The Board of Education reaffirmed this commitment in the fall of the 2023-2024 school year. These goals provide the lens through which our financial decisions are made. Additionally, the community has historically voiced strong support to maintain consistent student-teacher ratios and access to a robust platform of extracurricular opportunities.

The Board of Education's approved budget for 2024-2025 is designed to accommodate post-pandemic needs, balance our historical standard of service, meet our district goals, and sustain fiscal prudence. Cheshire currently ranks 109th out of 166 Connecticut school districts in expenditures per student, yet we consistently rank among the best school systems in Connecticut in almost every measure of student success. The Cheshire Public Schools serve as a model for both educational quality and operational efficiency and can be proud of its strong return on investment. **To put things in perspective, Cheshire's education budget would have been \$10,224,668 higher last year, if we spent the average amount per student that other Connecticut districts do.**

The 2024-2025 Cheshire Public Schools operating budget proposal is driven by continued sustained post-pandemic academic intervention, growing enrollment, and increased benefit costs. The \$1,059,418 increase in our medical benefits for next year is necessary to meet anticipated claims, but also represents a full one-percent increase in our overall operating budget on its own. As a line, medical benefits is nearly eight percent higher than last year.

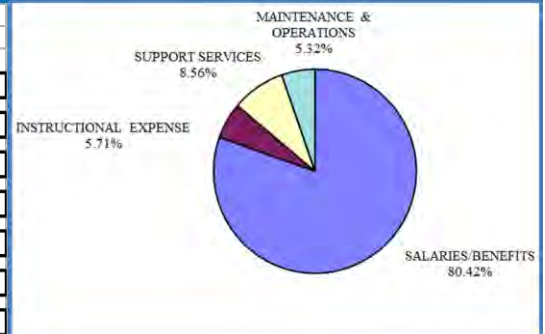
Enrollment projections indicate the addition of more than 30 new K-6 students within the Cheshire Public Schools. In examining the distribution of those students, we are seeing the need to increase our teacher count by 1 in both Doolittle and Highland with the opportunity to reduce 1 position at Chapman. In addition to generic enrollment demands, we continue to provide intensive academic interventions post-pandemic. A full-time assistant principal is split between Chapman and Norton to oversee the intervention planning in those buildings in addition to teacher coaching and evaluation. Interventionists at Highland, Dodd, and CHS have played a key role in addressing academic needs post-pandemic. This budget also includes the expansion of the intensive education program at Norton as we continue to work to address needs in the student's community school. While the majority of additions meet class size or academic obligations, the Board has added two elementary science positions to expose all 4<sup>th</sup> and 5<sup>th</sup> graders to engage our students in pre-engineering and environmental science skills. Research speaks to the need for students who have these skills today and that demand is evermore necessary by the time our 5<sup>th</sup> graders graduate high school in 2032!

Superintendent's Budget Message  
2024/2025 Board of Education Budget

I mentioned our budget being considerate of our historical level of service, our goals, and fiscal prudence. As Cheshire continues to prosper as a school system and a community, our budget will likely continue to increase commensurate with our Grand List growth. Failure to acknowledge the relationship between our growth and increased tax revenue compromises district success in this symbiotic relationship between the town and schools.

The Board of Education approved a budget for the 2024-25 fiscal year of \$90,067,609 a 5.97% increase over the current budget. This proposal comes after months of analysis of the strengths and needs of the organization with our principals and central office team. It includes the best projections of future costs such as energy and medical care. It reflects our commitment to the community to maintain competitive class sizes. Most importantly, this proposal reflects our continued efforts to support the development of complex thinking skills and social-emotional growth in our students. While I hesitate to acknowledge it, this proposal fails to include the estimated \$650,000 it would cost to comply with the State Department of Education's determination of the Right to Read legislation. That additional cost would certainly result in lost positions and resources to address our needs and is being vigorously contested by our team as I write this budget message.

	EXPENDED 2022/23	BUDGET 2023/24	PROJECTED 2023/24	BOE APPROVED 2024/25	CHANGE (From BGT)	% inc/ % dec
CERTIFIED SALARIES	\$ 39,748,203	\$ 41,259,041	\$ 41,259,041	\$ 42,792,025	\$ 1,532,984	3.72%
NON-CERTIFIED SALARIES	\$ 10,681,035	\$ 11,204,628	\$ 11,204,628	\$ 11,922,290	\$ 717,662	6.41%
EMPLOYEE BENEFITS	\$ 14,913,876	\$ 16,499,212	\$ 16,499,212	\$ 17,714,460	\$ 1,215,248	7.37%
INSTRUCTIONAL EXPENSE	\$ 4,229,456	\$ 4,504,695	\$ 4,504,695	\$ 5,142,717	\$ 638,022	14.16%
SUPPORT SERVICES	\$ 6,937,502	\$ 7,215,379	\$ 7,215,379	\$ 7,707,542	\$ 492,163	6.82%
MAINTENANCE & OPERATIONS	\$ 4,154,348	\$ 4,310,474	\$ 4,310,474	\$ 4,788,575	\$ 478,101	11.09%
<b>TOTAL</b>	<b>\$ 80,664,420</b>	<b>\$ 84,993,429</b>	<b>\$ 84,993,429</b>	<b>\$ 90,067,609</b>	<b>\$ 5,074,180</b>	<b>5.97%</b>



I would like to thank our Board of Education who spent countless hours reviewing this plan for our future. I also extend heartfelt gratitude to our Chief Operating Officer, Vincent Masciana, and his team for his support in constructing this budget. Moreover, I want to acknowledge the hundreds of teachers, administrators, and support staff who have worked tirelessly over the past year to ensure that the students and families in Cheshire receive an excellent educational experience! Our success is a direct function of their talent and dedication. Beyond the classroom, they have played a significant role in contributing to Cheshire's prosperity.

I know that we do our very best to effectively utilize the resources that our community provides to help our children flourish. I humbly ask our Town Council to support the 2024-2025 Board of Education's Approved Budget.

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

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## **BUILDING INSPECTION**

### **MISSION STATEMENT**

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

### **ADMINISTRATIVE OVERVIEW**

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

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

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$346,063	\$400,900	\$429,063	\$504,209	\$504,209	\$0
SUPPLIES & SERVICES	9,239	7,050	12,340	12,000	12,000	0
UTILITIES	2,118	3,000	3,644	4,000	4,000	0
CONTRACTED SERVICES	14,073	40,350	34,800	20,800	20,800	0
PROFESSIONAL EXPENSE	840	1,450	1,160	2,100	2,100	0
EQUIPMENT	<u>1,107</u>	<u>600</u>	<u>8,220</u>	<u>800</u>	<u>800</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$373,440</b>	<b>\$453,350</b>	<b>\$489,227</b>	<b>\$543,909</b>	<b>\$543,909</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$1,050,000	None	None	None

### **ACCOMPLISHMENTS 2023-2024**

- ◆ Hired and trained one part time inspector and one full time inspector to handle a multitude of commercial and residential projects currently being developed in town.
- ◆ Relocated and built out the Building Department office space from the 2<sup>nd</sup> floor of town hall to our new location on the 1<sup>st</sup> floor, improving public access.
- ◆ Managed a significant number of permits and projects for commercial and residential buildings, including a variety of building projects within the “residential” classification.
- ◆ Continued to handle a large volume of residential projects including but not limited to solar systems, standby house generator systems, swimming pools, decks, siding, windows, additions, heating systems, and electrical upgrades.
- ◆ Managed an increase in the number of retroactive permits to resolve unpermitted work discovered during real estate transactions.
- ◆ Processed a high volume of new single-family homes and town houses currently being built.



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## ***BUILDING INSPECTION***

- ◆ Processed a high volume of permits for residential interior alterations such as kitchen, bathroom, and basement remodels.
- ◆ Streamlined daily scheduling process by eliminating paper schedules and implementing an Outlook calendar.
- ◆ Secured an additional vehicle to enable multiple concurrent inspections.
- ◆ Continue to digitize all non-residential construction documents in accordance with state mandated document retention schedule.
- ◆ Added a full-time inspector to help serve growing demands, including the north end development project and two new schools.
- ◆ Reorganized the building office area to accommodate the new employee.

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### **OBJECTIVES 2024-2025**

- ◆ Improve the efficiency of service by utilizing technological advancements such as online permit system, cell phones, and laptops.
- ◆ Expand our online permitting system to simplify permit coordination with other departments allowing better recordkeeping and expedition of FOIA information requests.
- ◆ Promote awareness and educate applicants about the 2022 State Building Code and applicable ICC/NFPA code books.
- ◆ Continue to promote building safety through education, informational brochures, and field inspections.
- ◆ Maintain career development for staff by promoting educational training hours to ensure board certification and a high level of staff knowledge.
- ◆ Continue to digitize all non-residential construction documents in accordance with state mandated document retention schedule.
- ◆ Identify the most productive performance measures to promote our current core services in this fluctuating economic environment.
- ◆ Continue to foster relationships with other departments to maintain a high level of productivity and effectiveness.
- ◆ Continue to inventory and digitize existing paper permits to expedite responses to information requests from residents as well as Freedom of Information Act fulfillment.

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### **PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Value of permitted work	Outcome	\$80M	\$120M	\$120M
Number of permits issued (voluntary compliance)	Output	2,775	3,948	4,000
Number of inspections performed	Output	3,365	4,800	5,000
% of inspections performed within 24 hrs. of request	Outcome	85%	80%	80%
Average # of days for initial review for new construction	Output/Outcome	15	10	10
# of days between a complaint and the first inspection	Output	2	0	0
Cost per capita*	Efficiency	\$10.32	\$13.61	\$15.30

\*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 Director of Economic Development and Grants 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 director identifies and seeks grant opportunities for a wide range of community initiatives. The department works with the Economic Development Commission (EDC), Town and state agencies, realtors, developers and Cheshire Chamber of Commerce. The director 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 2023 Actual</b>	<b>FY 2024 Approp.</b>	<b>FY 2024 Estimated Expend.</b>	<b>FY 2025 Dept. Request</b>	<b>FY 2025 Manager Recomm.</b>	<b>FY 2025 Council Approval</b>
PERSONNEL SERVICES	\$105,583	\$107,952	\$108,417	\$112,150	\$112,150	\$0
SUPPLIES & SERVICES	5,359	10,150	10,438	10,450	10,450	0
UTILITIES	534	540	540	540	540	0
CONTRACTED SERVICES	696	3,500	4,500	5,000	5,000	0
PROFESSIONAL EXPENSE	5,215	5,905	5,905	5,905	5,905	0
EQUIPMENT	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$117,387</b>	<b>\$128,547</b>	<b>\$130,300</b>	<b>\$134,545</b>	<b>\$134,545</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

<b>FY 23-24 APPROPRIATED GENERAL FUND REVENUE</b>	<b>FY 22-23 GRANTS, GIFTS &amp; OTHER FUNDING SOURCES</b>	<b>CAPITAL FUNDING AVAILABLE AS OF 7/1/23</b>	<b>FY 23-24 CAPITAL BUDGET APPROPRIATION</b>
None	\$674,171 (balance on 7/1/23 - \$9,816)	\$652,245	None

### **ACCOMPLISHMENTS 2023-2024**

- ◆ Managed \$300,000 Small Town Economic Assistance Program (STEAP) grant for Willow West Main Street streetscape enhancement project.
- ◆ Prepared Request for Proposal (RFP) for Interchange Zone Development for issuance after State budget session.
- ◆ Organized and hosted Business Appreciation Day with over 500 attendees at Elim Park after a three-year hiatus.
- ◆ Submitted and received a \$500,000 STEAP grant for Community Pool Aquatic Enhancements including a splash pad.
- ◆ Managed funding and construction of new municipal parking lot at Ball & Socket Arts Inc.
- ◆ Assisted with lease negotiations and design for Artsplace relocation to Ball & Socket Arts Inc.
- ◆ Secured consultant for planning services for Brownfield Area (BAR) Planning grant for West Main Street, developed mapping and owner contact list, and coordinated BAR Planning process, including hosting a design charette with over 100 residents to solicit feedback from the community.
- ◆ Hosted Manufacture's Roundtable meetings to support and provide assistance to Town's manufacturing base with speakers such as the Chief Manufacturing Officer for the State of Connecticut.
- ◆ Worked with the Board of Education on student development and training based upon local employment needs.
- ◆ Facilitated planning for quality commercial development in Town's largest mixed-use development, Stone Bridge Crossing. Worked with developer and Town departments to ensure key deadlines were achieved.

- ◆ 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.
- ◆ Led re-write of HDC resident handbook to facilitate a better understanding of the Districts and the specific process.
- ◆ Managed several HDC presentations and information sessions with the CT Trust for Historic Preservation.
- ◆ Prepared presentation on economic development activities and “State of the Town” to New Haven Chamber of Commerce, Coldwell Bankers, Calcagni and State Department of Economic and Community Development.
- ◆ Continued collaboration with the EDC, Planning and Zoning Commission (P&ZC) and Town Planner to develop prime industrial properties as well as underdeveloped or underperforming properties to foster Grand List growth.
- ◆ Coordinated TBC’s activities, including Adopt-A-Spot Program, review of development site plans and applications for signage. Worked with developers to ensure the character of the community is maintained and enhanced.
- ◆ Worked to recruit new businesses and assisted with the growth plans of existing.
- ◆ Continued collaboration with Cheshire Chamber of Commerce through participation in meetings of the EDC, provided Chamber with information on new companies to assist in their membership efforts, and presented on a monthly basis to Chamber Governance committee and at annual Chamber Board of Directors Meeting.
- ◆ Assisted with securing State bonding for various projects including Community performance space at Bartlem Park, Lock 12 Historical Park, and Yankee Expressway Highlands open space.

**OBJECTIVES 2024-2025**

- ◆ Revamp Economic Development Section on new Town website.
- ◆ Organize and host Business Appreciation Day with keynote speaker of interest to the community at large.
- ◆ Play an active role in the Town’s Plan of Conservation & Development.
- ◆ Continue to assist Ball & Socket Arts site redevelopment with grant management and additional Brownfield funding.
- ◆ Issue RFP for development of State Conveyance property at 691 to secure a top quality development team.
- ◆ Complete BAR Planning Project for West Main Street District.
- ◆ Manage CT Economic Development Grant funds for West Main Street District enhancements as prioritized by EDC.
- ◆ Continue to collaborate with the Cheshire Chamber of Commerce to foster strong communication between the business community and the town, including hosting or participating in programs for the business community.
- ◆ Continue retention efforts, including company visits and meetings with the EDC, to address concerns of Cheshire businesses, to expand economic base and Grand List.
- ◆ Continue to secure grants to support quality of life and various initiatives to lessen burden on the Town’s budget.
- ◆ Support historic preservation initiatives to further educate 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 on compatible development for properties in the north end, and for prime and underperforming properties to increase Grand List growth and maintain the character of the community.
- ◆ Continue to address community concerns regarding commercial and industrial operations and development.
- ◆ Continue to address unsightly properties in the commercial and industrial areas.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to manage the economic incentive and Tax Increment Financing programs.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Revenue from commercial/industrial Grand List	Output	\$19,699,749	\$22,618,838	\$22,617,361
Net Assessed value of real/personal commercial property	Outcome	\$574,002,166	\$644,595,436	\$779,909,955
Business Appreciation Day participants	Outcome	100	500	500
Cost per capita*	Efficiency	\$3.24	\$3.62	\$3.78

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

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## ELECTIONS

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### MISSION STATEMENT

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

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### ADMINISTRATIVE OVERVIEW

Staff includes two elected Registrars and two appointed Deputy Registrars, totaling two full-time equivalents. The department services a voter registry of over 19,000 active and 2,300 inactive electors; conducts state-mandated canvass of electors; tests and maintains voting equipment; prepares and implements all federal, state and municipal general elections, party primary elections, and referenda; and appoints, trains, and supervises elections officials.

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### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$112,331	\$112,309	\$111,518	\$129,887	\$129,887	\$0
SUPPLIES & SERVICES	13,891	7,300	9,750	10,500	10,500	0
CONTRACTED SERVICES	14,256	12,500	13,000	13,000	13,000	0
PROFESSIONAL EXPENSE	732	2,700	2,700	2,700	2,700	0
EQUIPMENT	0	1,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$141,210</b>	<b>\$135,809</b>	<b>\$136,968</b>	<b>\$156,087</b>	<b>\$156,087</b>	<b>\$0</b>

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### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	None	None

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### ACCOMPLISHMENTS 2023-2024

- ◆ Implemented "early voting" for mandated by state law. Worked to ensure compliance with related laws and recruit new polling place staff to successfully administer early voting, including for primaries.
- ◆ Conducted November 2023 municipal election and related August primaries.
- ◆ Worked with local nursing homes to ensure that elderly and disabled residents could vote.
- ◆ Hired and trained Moderators and poll workers, overcoming the challenges of COVID-19, and continued compliance with COVID-19 protocols to ensure elections were as safe as possible.
- ◆ Conducted annual state-mandated town-wide canvass and canvass of over 700 voters whose status was flagged as having possibly moved within or out of Cheshire, to improve the accuracy of voter rolls.
- ◆ Investigated hundreds of voter status changes provided by the Electronic Registration Information Center [ERIC] and processed over 4,000 changes of voter status (as of January 2024).
- ◆ Conducted state-mandated testing of all voting districts' aging tabulators, prepared moderators' materials, and tested ballot-marking technology and equipment for use by disabled voters.
- ◆ Attended Registrars of Voters Association of Connecticut [ROVAC] conferences and meetings online to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Attended conference calls with Secretary of the State's office for guidance relating to legal and technological requirements of conducting elections during pandemic and other issues.
- ◆ Consulted with DMV regarding problems and improvements to DMV processing of voter information.
- ◆ Annual registration session at Cheshire High School.
- ◆ Provided updated voter information upon request.
- ◆ Registrars and Deputy Registrars maintained full certifications with the State of Connecticut.

**OBJECTIVES 2024-2025**

- ◆ Continue to do whatever is necessary to introduce “early voting” according to extended time periods mandated by state law. Work to ensure compliance with related laws and recruit new polling place staff to accomplish the requirements of this implementation.
- ◆ Conduct 2024 November general election and all primaries, referenda, recounts, and random audits.
- ◆ Process primary petitions from candidates not belonging to the major parties.
- ◆ Provide all mandated functions in compliance with any remaining COVID-19 safety measures.
- ◆ Attend ROVAC conferences and meetings to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Maintain a high level of coordination and cooperation with the Town Clerk and other departments.
- ◆ Provide opportunities for all eligible residents to register by keeping regular office hours, offering online registration sessions throughout the year, and providing information on how to register remotely through the town website.
- ◆ Anticipate and quickly address the increasing technological and legal demands placed on the Town by new State and Federal election laws.
- ◆ Maintain an accurate, up-to-date voting list as required by Connecticut State Election Laws.
- ◆ Continue to conduct annual state-mandated town-wide canvass, review death notices, and evaluate ERIC data to maintain the accuracy of voter rolls.
- ◆ Recruit and retain as many veteran poll workers from previous elections as possible.
- ◆ Improve training process for poll workers to enhance customer service to voters and conduct efficient, accurate elections.
- ◆ Confer with the Town Manager and Town Council to improve retention and long term stability of the department in step with its evolving responsibilities and increasing workload.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
# of changes per year via voter canvass	Output	500	500	500
# of registration sessions held	Output	1	1	1
# of new voters registered	Output / Outcome	929+	1,000+	1,000+
% of residents registered to vote	Outcome	67%	67%	67%
Cost per capita*	Efficiency	\$3.90	\$3.81	\$4.39

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

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**EMPLOYEE BENEFITS**

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**MISSION STATEMENT**

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

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**ADMINISTRATIVE OVERVIEW**

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

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**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
SUPPLIES & SERVICES	\$12,878	\$17,075	\$17,407	\$17,000	\$17,000	\$0
PROFESSIONAL	48	0	0	0	0	0
MISCELLANEOUS	9,389,183	10,351,949	10,353,133	11,044,862	10,724,808	0
<b>TOTAL EXPENDITURES</b>	<b>\$9,402,109</b>	<b>\$10,369,024</b>	<b>\$10,370,540</b>	<b>\$11,061,862</b>	<b>\$10,741,808</b>	<b>\$0</b>

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**OTHER FUNDS MANAGED**

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FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	None	None

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**ACCOMPLISHMENTS 2023-2024**

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- ◆ Continued making actuarially recommended contributions for the Town, Police and Volunteer Firefighters pension plans.
- ◆ Continued to increase employee migration into Health Savings Account (HSA) medical benefits coverage, without diminishing benefits.
- ◆ Employee Wellness has continued efforts to promote a healthy lifestyle among our employees by transmitting more frequent and relevant wellness information to them and providing program offerings/information on efficient and cost-effective benefit utilization.
- ◆ Shared Cigna provided health coach with school district 2 days per week.
- ◆ Continued 2% premium reduction wellness incentive for qualified employees.
- ◆ Updated 401 and 457 Defined Contribution Plan documents to more accurately reflect annual revisions and current state and federal regulatory requirements.
- ◆ Updated Volunteer Firefighter Pension Plan document for approved benefit enhancements.

**OBJECTIVES 2024-2025**

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- ◆ Continue to promote healthy lifestyles through expansion of employee wellness programs and opportunities advanced by our Employee Wellness Committee in conjunction with health coach.
- ◆ Update pension plan documents and employee booklets for regulatory and contractual changes.
- ◆ Continue to work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination, cooperation, and support with other departments.
- ◆ Implement additional wellness incentives to reduce premium share contribution.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
HSA Enrollees as % of Total Medical Insurance Enrollees	Outcome	64%	65%	65%
Cost per capita*	Efficiency	\$259.84	\$288.41	\$302.10

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

**ENGINEERING DEPARTMENT**

**MISSION STATEMENT**

The mission of the Engineering Department is to provide quality engineering and project management for planning, design, and constructing the Town of Cheshire’s infrastructure needs; and to deliver technical support to the Public Works Division and other Town Departments.

**ADMINISTRATIVE OVERVIEW**

The Engineering Department is established as a department in this FY 24-25 proposed budget. The department will consist of three (3) full-time employees: the Director of Engineering/Town Engineer, Assistant Town Engineer, and Engineering Technician. This Department oversees engineering, Water Pollution Control Department, Water Pollution Control Authority, and the Energy Commission. Responsibilities include performing reviews of PZC & IWC applications, design services for public improvement projects, issuing of permits for construction within the town’s right-of-way, providing construction inspection services, administering the Pavement Management Program, and providing technical support to all other Town Departments.

**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025* Dept. Request	FY 2025* Manager Recomm.	FY 2025* Council Approval
PERSONNEL SERVICES	\$0	\$0	\$0	\$224,433	\$224,433	\$0
SUPPLIES & SERVICES	0	0	0	5,900	5,900	0
CONTRACTED SERVICES	0	0	0	98,500	93,500	0
PROFESSIONAL EXPENSE	0	0	0	1,000	1,000	0
EQUIPMENT	0	0	0	850	850	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$330,683</b>	<b>\$325,683</b>	<b>\$0</b>

\*FY25 will be first budget year for this newly created department transferred out of Public Works

**OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	None	None

**ACCOMPLISHMENTS 2023-2024**

- ◆ Successfully managed the Pavement Management Program ensuring the use of funding as effectively as possible while being fair to the public and distributing improvements in a balanced manner throughout the Town using standard practices and engineering analysis.
- ◆ Continual reviewing of plans and supporting documents for Planning & Zoning and Inland Wetlands & Watercourse applications.
- ◆ Continued administration of local ordinances, policies, and procedures; and provide technical support to all other Town Departments.
- ◆ Effectively administering Street Excavation Permits for work within the Town’s right-of-way; and provide construction inspection services and oversight.
- ◆ Performed project management duties of our municipal projects, which includes preparing documents and providing bid assistance.
- ◆ Management of the Town’s Stormwater compliance program (MS4 General Permit).
- ◆ Responded to numerous complaints from Town residents and when reasonable, addressed their concerns.
- ◆ Served as liaison and staff support to the WPCA and Energy Commission; and served as member of the NVCOG Transportation Technical Advisory Committee.
- ◆ Updated and implemented the Town’s *Guidelines and Specifications for Public Improvements*.



***ENGINEERING DEPARTMENT***

- ◆ Development of the Town’s Sidewalk Policy and ADA Transition Plan.
- ◆ Hiring of an Engineering Technician to assist in providing services to the residents and other departments.
- ◆ Completed bi-annual inspection of Mixville Pond Dam and submitted to CTDEEP.
- ◆ Designed drainage improvements for the pavilion at Lock-12 to better control roof runoff and to promote future park use.
- ◆ Improvement road layout designed for Wallingford Road to control traffic and provide parallel parking adjacent to the Town Hall.
- ◆ Completed design for Mixville Park (Phase I) which included extension of the parking lot, ice rink, sidewalks, and boardwalk for pedestrian traffic.
- ◆ Worked with consultant to complete design for culvert improvements on Lakeview Avenue.
- ◆ Worked with consultant to complete design for MS4 stormwater disconnect project on Roslyn Drive.
- ◆ Worked with consultants to complete designs for the Industrial Avenue, East Johnson Avenue, and Scenic Court Road Reconstruction projects.

**OBJECTIVES 2024-2025**

- ◆ Ensure successful transition to a Town department reporting to the Town Manager while continuing to work closely and collaboratively with the Public Works Department to manage Town infrastructure and be responsive to residents.
- ◆ Continue to effectively manage the Pavement Management Program in a balanced manner throughout the Town using standard practices and engineering analysis.
- ◆ Continue to review applications for Planning & Zoning and Inland Wetlands & Watercourse submissions.
- ◆ Continue to maintain a high level of coordination and cooperation with other town departments and commissions; including providing staff support to WPCA and Energy Commission.
- ◆ Continue administering Street Excavation Permits for work within the Town’s right-of-way; and provide construction inspection services and oversight.
- ◆ Continue to implement comprehensive stormwater monitoring, testing, and reporting to CTDEEP.
- ◆ Continue investigating storm system disconnections within impaired watersheds to comply with MS4 General Permit requirements.
- ◆ Complete design for improvements/replacement to the culvert on Farmington Drive.
- ◆ Complete design for improvements and realignment to Elm Street & Academy Road intersection.
- ◆ Complete design for improvements and realignment to Weeks Road & Highland Avenue intersection.
- ◆ Complete design for sidewalk extension of East Mitchell Avenue to Chase Bank.
- ◆ Complete design for sidewalk extension along Jarvis Street from Moss Farm Road to Marion Road.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Engineering Review of Land Use Applications	Output	45	42	42
Street Excavation Permits	Output	167	170	170
Project Design within Engineering Department	Output	5	15	15
Managed Projects Designed by Consultants	Output	6	4	4
Cost per capita*	Efficiency	N/A	N/A	\$9.16

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

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**FINANCE**

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**MISSION STATEMENT**

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

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**ADMINISTRATIVE OVERVIEW**

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

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**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$1,121,554	\$1,176,275	\$1,175,971	\$1,223,928	\$1,224,473	\$0
SUPPLIES & SERVICES	32,177	46,782	47,761	51,054	51,054	0
CONTRACTED SERVICES	691,711	862,824	846,035	939,760	913,760	0
PROFESSIONAL EXPENSE	7,103	9,785	9,592	10,710	10,710	0
EQUIPMENT	18,671	55,200	55,368	65,900	61,900	0
MISCELLANEOUS	<u>547,289</u>	<u>601,034</u>	<u>607,104</u>	<u>681,274</u>	<u>681,274</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,418,505</b>	<b>\$2,751,900</b>	<b>\$2,741,831</b>	<b>\$2,972,626</b>	<b>\$2,943,171</b>	<b>\$0</b>

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**OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	\$1,080,989	\$465,000

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**ACCOMPLISHMENTS 2023-2024**

- ◆ Completed the FY 2023 Annual Comprehensive Financial Report (ACFR), 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, 2022 financial statements and "Distinguished Budget Presentation Award" for the fiscal year beginning July 1, 2023 operating budget.
- ◆ Filed State Fiscal Health Monitoring System – Annual Financial Data Report.
- ◆ Achieved a tax collection rate of 99.62% for fiscal year 2023 generating approximately \$427,000 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 2022 Grand List with 2.25% overall increase.
- ◆ Completed 2023 Grand List full revaluation.
- ◆ Preparing official statement and initiating projected \$20 million General Obligation Bond sale.
- ◆ Started implementation of Executime electronic time and attendance software system.
- ◆ Implemented Munis accounting software upgrade from version 2021.5 to 2021.9, as well as interface platform and forms software upgrades.
- ◆ Issued RFP for property tax collection agency services.

**OBJECTIVES 2024-2025**

- ◆ To continue to strive for excellence in the department’s core services as indicated in the Performance Measures below.
- ◆ Maintain excellence in financial reporting by ensuring the accuracy and improving the content and presentation of published documents.
- ◆ Continue to implement the Town’s Strategic Technology Plan, maintain the Town’s technology infrastructure and provide technical support to enhance operational efficiency and services internally and to the public.
- ◆ Continue to proactively invest available Town funds for maximum safety, liquidity and yield; see Performance Measure below referencing average return on investment.
- ◆ Study Town financial processes to ensure continuing improvements in efficiencies, and internal controls.
- ◆ Continue to promote electronic payment option for Town vendors to minimize check processing and facilitate bank reconciliations and maintenance.
- ◆ Sustain a superior tax collection rate as detailed below, and pro-actively collect delinquent taxes to maximize revenue potential.
- ◆ Continue to discover, value, and list taxpayer properties in a fair and equitable manner.
- ◆ Plan for tax lien assignment on various delinquent real estate taxes.
- ◆ Continue to file State Fiscal Health Monitoring System – Annual Financial Data Report.
- ◆ Manage court appeals for October 1, 2023 Grand List real property revaluation.
- ◆ Provide financial support for school modernization project, including reporting and bonding.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue implementation of Executime electronic time and attendance software system.
- ◆ Initiate General Obligation Bond sale to finance capital projects.
- ◆ Implement accounting software upgrades as needed.
- ◆ Continue to ensure sustainability of core services to the community.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Consecutive GFOA Award – Excellence in Financial Reporting	Outcome	30	31	32
Consecutive GFOA Award - Distinguished Budget Presentation	Outcome	24	25	26
Average Return on Investments	Outcome	2.8%	4.2%	4.7%
Revenue/Amounts Billed (Police Extra Duty)	Outcome	99%	99%	99%
Average Month End Closing in Days	Efficiency	7	7	7
# of Purchase Orders Processed	Efficiency/ Output	2,786	2,800	2,850
Tax Exemption Applications Processed/# of Assessor Staff	Efficiency	512	533	540
# of Tax Accounts/# of Assessor Staff	Efficiency	12,685	12,790	12,930
Grand List Adjustments/Tax Levy	Outcome	.143%	.168%	.132%
Actual Tax Collection Rate as a % Budgeted Tax Collection Rate	Efficiency/ Outcome	100.42%	100.50%	100.50%
# of Tax Receipts processed/# of Collector Staff	Efficiency	11,047	11,198	11,210
Taxes Outstanding	Outcome	.307%	.299%	.300%
Cost per capita*	Efficiency	\$66.84	\$76.25	\$82.77

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

***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 a 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 one (1) full time Fire Chief, (1) full time Administrative Assistant, one (1) part time Administrative Assistant, a Fire Marshal, two (2) Deputy Fire Marshals and three (3) part-time Fire Inspectors. The command team of the volunteer fire department consists of a Deputy Chief, two (2) Assistant Chiefs, three (3) Captains, one for each station, and twelve (12) Lieutenants, one for each piece of apparatus. The Department’s most valuable asset is its 80 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 the motoring public in Cheshire. The Chief is also responsible for Emergency Management and Disaster Preparedness in Cheshire.

**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$544,977	\$597,138	\$625,882	\$704,906	\$695,906	\$0
SUPPLIES & SERVICES	139,025	187,800	199,300	204,800	204,050	0
UTILITIES	31,545	47,500	47,500	47,500	47,500	0
CONTRACTED SERVICES	196,680	154,200	174,500	182,500	182,500	0
PROFESSIONAL EXPENSE	83,892	96,500	96,500	96,500	96,500	0
EQUIPMENT	6,597	10,500	11,000	11,000	11,000	0
MISCELLANEOUS	<u>311,407</u>	<u>564,508</u>	<u>564,593</u>	<u>601,063</u>	<u>601,063</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,314,123</b>	<b>\$1,658,146</b>	<b>\$1,719,275</b>	<b>\$1,848,269</b>	<b>\$1,838,519</b>	<b>\$0</b>

**OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	\$218,200 (balance on 7/1/23 - \$269,599)	\$498,236	\$2,650,000

**ACCOMPLISHMENTS 2023-2024**

- ◆ Expect to respond to approximately **978** calls for service, a slight increase in total call volume from the previous year; the total expected dollar loss caused by fire is approximately **\$655,177** and no deaths from fire/smoke are expected as well as fewer than four injuries.
- ◆ Added 3 Junior Firefighters, 4 Recruits and 4 Regular firefighters to attempt to maintain adequate staffing levels.
- ◆ Certified 4 Level 1 Firefighters, 3 Level 2 Firefighters, 5 new pump operators, 4 new aerial apparatus operators and various other certifications (Fire Officer 1, Fire Officer 2, Fire Service Instructor, Incident Safety Officer) as part of our professional development programs.
- ◆ 61 physical examinations were conducted to monitor and ensure the health of our firefighters.
- ◆ Ordered two (2) new fire apparatus.
- ◆ Removed outlawed AFFF containing pfas and replaced with new approved firefighting foam.
- ◆ Replacement of twelve (12) sets of firefighting gear.
- ◆ Replacement of rope rescue and patient packaging/transport equipment.
- ◆ Replacement of twenty-four (24) SCBA cylinders to keep on track with replacement program.
- ◆ Ordered hose and nozzles to standardize fleet and apartment packs (3,000’ LDH, 1,400’ 1<sup>1/4</sup>”, 800’ 2<sup>1/2</sup>”).
- ◆ Participated in monthly drills at each school to monitor and record results and ensure student safety (approximately 95 events).

**OBJECTIVES 2024-2025**

- ◆ 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.
- ◆ Update and re-issue the staffing survey to the Town Manager and the Town Council.
- ◆ 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 relationships with local businesses to explore the use of employees for 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.

**PERFORMANCE MEASURES**

Performance Measure	Type of Measure	Actual 22-23	Estimated 23-24	Projected 24-25
Number of Responses	Output	950	950	950
Number of Full-time Paid Staff Members	Output	5.5	5.5	6
Number of Active Volunteer Staff Members	Output	80	80	80
Average Number of FF's per call 7:00am to 3:00pm	Output	11	11	11
Average Number of FF's per call 3:00pm to 11:00pm	Output	15	15	15
Average Number of FF's per call 11:00pm to 7:00am	Output	9	9	9
Average Response Time to Building Fires (minutes)	Efficiency / Outcome	6.0 Minutes	6.0 Minutes	6.0 Minutes
Average dollar loss per incident	Efficiency / Outcome	\$432.88	\$432.88	\$217.63
Average Amount of time spent per incident (minutes)	Efficiency	33.41	33.41	32.52
Customer satisfaction rating (at or above 90%) **	Outcome	100	100	100
Have an effective firefighting force on scene within 15 minutes of dispatch 90% of the time**	Outcome	97%	97%	98%
Strive for 100% compliance of applicable regulations**	Outcome	100% completion	100% completion	100% completion
Number of staff development/training hours	Output	100	100	100
Cost per capita*	Efficiency	\$36.32	\$47.81	\$51.71

\*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 mail management, telephone/Zoom services, leased cell tower space, water coolers and centralized payment of dues/memberships for participation in professional and purchasing organizations that benefit all departments. Administration is generally provided by the Finance Department. Staffing also includes a mail clerk at approximately 7.5 hours per week, a full-time Administrative Assistant that provides services to various departments on specific projects or during periods of heightened activity, and minutes clerks to service Boards, Commissions and Committees.

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

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$43,717	\$75,210	\$68,395	\$77,548	\$77,548	\$0
SUPPLIES & SERVICES	77,934	86,225	78,700	87,075	87,075	0
UTILITIES	52,197	43,000	46,500	47,900	47,900	0
CONTRACTED SERVICES	162,170	166,567	156,205	161,209	161,209	0
EQUIPMENT	<u>16,924</u>	<u>750</u>	<u>1,000</u>	<u>2,500</u>	<u>2,500</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$352,942</b>	<b>\$371,752</b>	<b>\$350,800</b>	<b>\$376,232</b>	<b>\$376,232</b>	<b>\$0</b>

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### **OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	\$306,835	\$353,000

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### **ACCOMPLISHMENTS 2023-2024**

- ◆ Maintained various multiple support services for Town departments to ensure efficient operations.
- ◆ Managed the capital fund for the integration of purchases of passenger cars and trucks throughout the organization to facilitate the scheduled replacement of our fleet of rolling stock.
- ◆ Continued to administer copier contract maintenance and service.
- ◆ Implemented consolidated minutes clerk positions for cost savings and improved efficiencies.

**OBJECTIVES 2024-2025**

- ◆ 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 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Number of copiers in service	Output	30	30	32
Number of departments served	Output	40	40	41
Number of mailings completed	Output	34,895	35,000	42,000
Averaged cost per departments/divisions (24)	Efficiency	\$14,706	\$14,617	\$15,676
Cost per capita*	Efficiency	\$9.75	\$9.76	\$10.58

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

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## HUMAN RESOURCES

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### MISSION STATEMENT

To responsibly administer and support the personnel functions of the Town such as to insure compliance with all employer regulations and to foster a positive work environment with employees who are productive and motivated to best serve the organization and the community.

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### ADMINISTRATIVE OVERVIEW

The Department consists of a Director of Human Resources and a Human Resources Generalist. The Director reports to the Town Manager. Responsibilities include position classifications and job descriptions, hiring, payroll, benefits management, personnel policies, union negotiations and grievance resolution, records management, and providing relevant information to employees, both proactively and in response to questions.

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### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$181,699	\$126,563	\$157,485	\$222,678	\$222,678	\$0
SUPPLIES & SERVICES	1,270	500	2,050	2,450	2,450	0
CONTRACTUAL SERVICES	5,610	0	0	30,000	0	0
PROFESSIONAL EXPENSE	0	305	205	205	205	0
EQUIPMENT	0	0	4,000	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$188,579</b>	<b>\$127,368</b>	<b>\$163,740</b>	<b>\$255,333</b>	<b>\$225,333</b>	<b>\$</b>

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### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	None	None

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### ACCOMPLISHMENTS 2023-2024

- ◆ Established a professional department with a new Director of Human Resource and the creation and onboarding of a Human Services Generalist.
- ◆ Conducted Cyber Security and Sexual Harassment Prevention trainings.
- ◆ Continued effective workplace safety initiatives to ensure a safe workplace for our employees, minimizing lost time and increases in Town and Board of Education Workers' Compensation insurance premiums.
- ◆ Continued to provide in-service professional development and enrichment programs to broaden employee skills, support morale, and improve productivity and work/life balance.
- ◆ Achieved successful employee recruitment in filling multiple positions.
- ◆ Addressed and resolved employee union, non-union, retirement, benefits and other questions and issues responsively and efficiently, ensuring accessibility and building trust.
- ◆ Initiated review of existing processes, forms, and records retention to improve communications and interactions with employees and retrieval of information.
- ◆ Conducted a successful employee Health Fair.



**OBJECTIVES 2024-2025**

- ◆ Successfully negotiate all five Town collective bargaining agreements.
- ◆ Continue aggressive and extensive recruitment to fill vacant positions and anticipated retirements to ensure the appointment of highly qualified candidates and minimize service disruption, including using social media and other platforms to recruit from a wider pool of applicants.
- ◆ Continue to enhance professional development and personal enrichment programs to enhance work skills and productivity and to foster positive morale and work/life balance.
- ◆ Continue effective and successful safety initiatives to ensure a safe workplace, minimizing employee lost time and increases in Workers' Compensation costs.
- ◆ Continue to work to ensure sustainability of core services to the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination, cooperation, and support with other departments.
- ◆ Review existing personnel policies and provide updates where needed and research and create new personnel policies as needed.
- ◆ Implement paperless timekeeping process utilizing ExecuTime for Town employees.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
New Hires	Output	26	25	25
Average # of days to fill vacant positions	Efficiency/Outcome	66	60	55
Average #of Applicants per Posting**	Efficiency	16	15	20
Job Postings	Output	26	25	25
# of in-service training hours conducted	Output/Outcome	150	150	150
Union grievances resolved	Output	3	5	5
# of policies updated or formalized	Output	1	1	4
Cost per capita*	Efficiency	\$5.21	\$4.55	\$6.34

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

\*\*Does not include Police Officers.

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## 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, four to six Graduate Level Social Work or Marriage and Family Therapy Interns, the Senior Services Coordinator, a Senior Services Administrative Assistant, a Senior Services Program Supervisor, a Transportation Services Manager/Programming Assistant, three full-time and five part-time Van Drivers, and two part-time Building Supervisors. Responsibilities include the development, promotion, and implementation of a variety of youth, senior, counseling and social services programs for the residents of Cheshire to help meet their developmental, psychological, nutritional, social, recreational, and physical needs.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$973,203	\$1,021,070	\$1,024,777	\$1,100,161	\$1,100,161	\$0
SUPPLIES & SERVICES	30,407	33,070	33,831	33,620	33,320	0
UTILITIES	4,236	4,740	4,740	4,740	4,740	0
CONTRACTED SERVICES	49,723	50,369	54,369	59,369	54,369	0
PROFESSIONAL EXPENSE	7,589	7,385	7,902	10,125	10,125	0
EQUIPMENT	384	175	13,500	2,000	2,000	0
MISCELLANEOUS EXPENSE	<u>7,224</u>	<u>10,000</u>	<u>4,710</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,072,766</b>	<b>\$1,126,809</b>	<b>\$1,143,829</b>	<b>\$1,220,015</b>	<b>\$1,214,715</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$45,597	\$47,717 (balance on 7/1/23 - \$136,097)	None	None

### ACCOMPLISHMENTS 2023-2024

- ◆ Successfully moved and transitioned the Human Services Department into a new office space allowing us to provide enhanced services to residents with an increased level of privacy and convenience.
- ◆ Expanded office space and increased staffing to accommodate the rise in community mental health needs.
- ◆ Increased networking and collaboration with area mental health providers to improve access to resources.
- ◆ Continued providing support to MSW and MFT students for field placement and supervision while they provide counseling and programming functions.
- ◆ Senior Center, in collaboration with the American Red Cross, hosted a community wide blood drive.
- ◆ Clinical staff pursued 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 continue to participate as part of a multi-disciplinarian team with the Cheshire school system, to support Cheshire youth and families struggling with school avoidance and chronic absenteeism.
- ◆ Created innovative ways to merge technology with programming to improve our offerings and outreach to youth and seniors in the community.
- ◆ Senior Center Staff pursued ongoing education on Alzheimer's Disease and Related Dementias in addition to annual mandated Elderly Protective Services training.
- ◆ Senior Center maintained continued leadership and membership in the AARP Network of Age-Friendly Communities as part of the AARP Livable Communities.
- ◆ Senior Center addressed mental health needs of caregivers and implemented the evidenced based program, Powerful Tools for Caregivers.

- ◆ Addressed food insecurity in the older population through ongoing relationships with various agencies to provide farmers market vouchers, meals, and fresh produce free of charge.
- ◆ Senior Center expanded wellness screenings to include cognitive, blood pressure and cardiac screenings.
- ◆ Implemented a comprehensive approach to preventing opioid use disorder utilizing the opioid settlement funds.
- ◆ Provided additional support and follow-up to individuals involved in mental health or substance abuse crises through the new Mental Health/Substance Abuse Counselor position.

**OBJECTIVES 2024-2025**

- ◆ Continue to seek out and secure grant funding and revenue generating opportunities across divisions to reduce general fund expense while allowing for expanded services.
- ◆ Increase networking and collaboration with area mental health providers to improve access to resources.
- ◆ 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.
- ◆ Continue to look for innovative ways to merge technology with programming to improve our offerings and outreach to youth and seniors in the community.
- ◆ Senior Center Staff will continue to pursue ongoing education on Alzheimer’s Disease and Related Dementias in addition to annual mandated Elderly Protective Services training.
- ◆ Senior Center will maintain continued leadership and membership in the AARP Network of Age-Friendly Communities as part of the AARP Livable Communities.
- ◆ Senior Center will address mental health needs of caregivers and implement the evidenced based program, Powerful Tools for Caregivers.
- ◆ Continue to address food insecurity in the older population through ongoing relationships with various agencies to provide farmers market vouchers, meals, and fresh produce free of charge.
- ◆ Build upon the comprehensive plan to prevent opioid use disorder utilizing the opioid settlement funds.
- ◆ Provide regional and community-wide youth vaping and marijuana use prevention learning opportunities.
- ◆ Develop therapeutic group programs for residents with mental health/support needs across the life span.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Number of clinical contact hours provided	Output	1,575	1,650	1,700
Number of participants in Positive Youth Development Programs	Output	750	1,800	1,950
Number of food vouchers distributed	Output	677	760	850
Number of Energy Assistance Applications Processed	Output	230	300	350
Total number of Seniors registered with MySeniorCenter	Output	2,862	3,126	3,200
Number of rides provided through Senior Transportation	Output	10,082	13,112	13,200
Number of AARP Tax Appointments	Output	---	240	300
Number of Crisis Intervention Referrals	Output	595	650	700
Cost per capita*	Efficiency	\$29.65	\$31.81	\$34.16

\*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

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### 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.

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### ADMINISTRATIVE OVERVIEW

The Library is managed by the Library Director who reports to the Town Manager, with 21.14 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.

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### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$1,372,780	\$1,479,043	\$1,450,451	\$1,543,963	\$1,543,963	\$0
SUPPLIES & SERVICES	212,051	205,950	205,886	206,250	196,250	0
UTILITIES	1,800	1,800	1,800	1,800	1,800	0
CONTRACTED SERVICES	104,421	69,080	65,225	69,440	69,440	0
PROFESSIONAL EXPENSE	4,986	8,200	6,600	8,000	8,000	0
EQUIPMENT	<u>19,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,715,038</b>	<b>\$1,764,073</b>	<b>\$1,729,962</b>	<b>\$1,829,453</b>	<b>\$1,819,453</b>	<b>\$0</b>

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### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$10,000	\$28,419 (balance on 7/1/23 - \$116,162)	None	None

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### ACCOMPLISHMENTS 2023-2024

- ◆ Launched our first “Seed Library” giving away 1,084 seed packets.
- ◆ Designed and created a virtual reality immersive experience featuring a Spirit’s Alive legend, the Kye Witch of Cheshire, with the participation of over 30 residents. Held a special VIP session for members of the Historical Society to recognize their creation of the original Spirit’s Alive event.
- ◆ Held a two-day, life-sized Candy Land game for all ages with 128 participants.
- ◆ Hosted informational tables at the Fall Festival and two Town of Cheshire employee health fairs.
- ◆ Worked with the Cheshire YMCA on their popular “Matter of Balance” program to provide additional program space to accommodate their waitlist.
- ◆ Expect to make 800 visits to homebound patrons delivering approximately 1,700 items to residents.
- ◆ Booked and managed 109 AV Studio and Digital Conversion Suite appointments to date, on track to have over 200 sessions booked this year.
- ◆ Provided 264 one-on-one technology support appointments including 57 sessions at the Senior Center so far. Expect to provide approximately 530 appointments this year.
- ◆ Rewrote outdated Collection Development Policy and Reconsideration of Library Materials Form to meet criteria set forth in new Connecticut legislation and qualify for a \$1,200 grant from the Connecticut State Library.

## OBJECTIVES 2024-2025

- ◆ Update the Library’s expiring strategic plan.
- ◆ Conduct a full review of the Library’s policies and update as necessary.
- ◆ Increase our technology offerings, including the addition of a device lending library and an accessible computer workstation for the public.
- ◆ Hold a “One Book, One Town” event.
- ◆ Redesign the Library website to make it more user friendly.
- ◆ Continue to develop strategies to increase and retain Cheshire library card holders.
- ◆ Continue to collaborate with Town Departments, community groups and local organizations to more efficiently and effectively provide programming and informational offerings for Cheshire residents of all ages.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual* 22-23	Estimated* 23-24	Projected* 24-25
Library visits	Output	140,318	154,716	156,000
Library visits per capita	Output	4.9	5.4	5.4
Visits to Library website	Output	47,638	40,452	42,000
Number of Cheshire library card holders	Output	9,207	9,300	9,350
Borrows of physical materials	Output	259,364	270,316	280,000
Borrows of electronic/downloadable materials	Output	31,973	21,000	19,000
Number of library programs held	Output	489	500	525
Program participation	Output	13,314	13,500	14,000
Study Room bookings	Output	2,144	2,500	2,600
Public Computer sessions logged*	Output	48,662	59,000	60,000
Reference/research questions received	Output	17,627	18,000	18,200
One-on-one technology assistance	Output	233	530	550
Number summer reading participants (youth/adults)	Output	648	800	900
Early literacy outreach (# of preschool visits)	Output	28	23	25
Library cost per use (visits, program attendance, items borrowed, computer sessions, study room use, reference questions asked, tech assistance.)	Efficiency	\$3.42	\$3.27	\$3.32
Cost per capita**	Efficiency	\$47.40	\$48.11	\$51.17

\* Includes WiFi sessions

\*\* 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, Assistant Town Planner, and Land Use Specialist. 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 2023</b>	<b>FY 2024</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2025</b>	<b>FY 2025</b>
	<b>Actual</b>	<b>Approp.</b>	<b>Estimated</b>	<b>Dept.</b>	<b>Manager</b>	<b>Council</b>
			<b>Expend.</b>	<b>Request</b>	<b>Recomm.</b>	<b>Approval</b>
PERSONNEL SERVICES	\$249,931	\$270,059	\$270,633	\$282,944	\$282,944	\$
SUPPLIES & SERVICES	15,120	12,200	11,500	14,000	14,000	0
UTILITIES	1,329	1,800	1,400	1,800	1,800	0
CONTRACTUAL SERVICES	961	0	0	0	0	0
PROFESSIONAL EXPENSE	<u>620</u>	<u>7,200</u>	<u>2,100</u>	<u>7,300</u>	<u>7,300</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$267,961</b>	<b>\$291,259</b>	<b>\$285,633</b>	<b>\$306,044</b>	<b>\$306,044</b>	<b>\$</b>

### **OTHER FUNDS MANAGED**

<b>FY 23-24 APPROPRIATED</b>	<b>FY 22-23 GRANTS, GIFTS &amp;</b>	<b>CAPITAL FUNDING</b>	<b>FY 23-24 CAPITAL BUDGET</b>
<b>GENERAL FUND REVENUE</b>	<b>OTHER FUNDING SOURCES</b>	<b>AVAILABLE AS OF 7/1/23</b>	<b>APPROPRIATION</b>
\$45,000	None	\$444,354	\$1,230,000
	(Balance on 7/1/23 - \$26,783)		

### **ACCOMPLISHMENTS 2023-2024**

- ◆ Advanced implementation of the update to the 2016 Plan of Conservation and Development.
- ◆ Continued to work with the Police, Fire, Recreation, and Public Works departments for implementation and coordination of the Open Space Management Plan to ensure adequate maintenance and safety of our passive recreation areas.
- ◆ Assisted with Economic Development with administering a CTBAR Planning Grant for the West Main Street Commercial corridor to implement goals and objectives of the 2016 Plan of Conservation and Development.
- ◆ Successfully advanced, with the Planning and Zoning Commission, multiple commercial and residential developments to ensure compliance with current regulations.

**OBJECTIVES 2024-2025**

- ◆ Engage the public in the updating phase of the Plan of Conservation and Development to ensure stakeholder input and participation.
- ◆ 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.
- ◆ Bolster enforcement activities for zoning and signage, wetlands, and blight to ensure compliance.
- ◆ Promote enrichment of staff including professional certifications.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue work with Economic Development regarding CT BAR Planning grant.
- ◆ Continue to assist the Town Manager and Council regarding marketing former CTDOT property for economic development purposes.
- ◆ Continue to advance the goals and objectives of the 2016 Plan of Conservation and Development
- ◆ Continue to provide high level of customer service and technical assistance on land use matters.
- ◆ 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 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
# of IWWC applications reviewed	Output	37	44	38
# of Zoning Enforcement Cases	Output	65-75	65-75	65-75
# of Zoning Permits	Output	>100	>100	>100
# of PZC Applications	Output	62	42	52
# of ZBA Applications	Output	5	5-10	5-10
# of Reviewed Building Permits	Quality	1,000	>1,000	>1,000
# of Reviewed Electrical Permits	Quality	700	>700	>700
# of Reviewed Blight Cases	Quality	18	>18	>18
Processing Individual Planning & Zoning Applications	Outcome/Efficiency	45 days	30 days	30 days
Average length of approval process	Outcome/Efficiency	45 days	30 days	30 days
Processing Individual Zoning Permits	Outcome/Efficiency	<3	<3	<3
Response to Individual Zoning Complaints	Outcome/Efficiency	2-4 days	1-3 days	1-3 days
Total hours of pre-application review	Output	250 hours	250 hours	250 hours
Open Space/Land Management planning	Output	250 hours	250 hours	250 hours
Cost per capita*	Efficiency	\$7.41	\$7.94	\$8.61

\*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**

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**MISSION STATEMENT**

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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**

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

**BUDGET SUMMARY BY MAJOR OBJECT**

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	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$5,687,789	\$5,944,925	\$5,838,152	\$6,129,749	\$6,129,749	\$0
SUPPLIES & SERVICES	349,825	300,800	294,375	307,800	307,800	0
UTILITIES	57,414	64,100	63,000	66,000	66,000	0
CONTRACTED SERVICES	370,650	439,962	433,800	453,730	453,730	0
PROFESSIONAL EXPENSE	6,792	8,800	8,100	8,800	8,800	0
EQUIPMENT	<u>180,043</u>	<u>143,206</u>	<u>143,006</u>	<u>159,285</u>	<u>144,000</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$6,652,513</b>	<b>\$6,901,793</b>	<b>\$6,780,433</b>	<b>\$7,125,364</b>	<b>\$7,110,079</b>	<b>\$0</b>

**OTHER FUNDS MANAGED**

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FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$185,000	\$225,820 (balance on 7/1/23 - \$274,745)	\$104	\$75,000

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**ACCOMPLISHMENTS 2023-2024**

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- ◆ Successfully achieved re-accreditation from the Police Officer Standards and Training Council, a mandate of police accountability legislation.
- ◆ Hired six officers to fill vacancies created by resignations and retirements.
- ◆ Continued to provide child safety seat installations as a service to the community.
- ◆ Administered Rape Aggression Defense (RAD) training a popular community program.
- ◆ Maintained the assignment of personnel to the Southington/Cheshire Auto Theft Task Force.
- ◆ Continued the upgrade of workspaces and offices with new furniture, flooring, and equipment.
- ◆ Completed all mandated in-service training, drug testing, and mental health check-ins in accordance with state law.
- ◆ Completed critical incident training for administrators and first line supervisors.
- ◆ Initiated the planning phase of the cell upgrade project to comply with industry standards for officer and prisoner safety.
- ◆ Initiated the collective bargaining process with both the police officers and dispatchers' unions.
- ◆ Deployed the Flock Safety automated license plate reader system to enhance our efforts to combat vehicle-related crime.



**OBJECTIVES 2024-2025**

- ◆ 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.
- ◆ 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.
- ◆ Maintain the assignment of CPD personnel to the Southington/Cheshire Auto Theft Task Force.
- ◆ Initiate the planning process for renovations to the animal control facility.
- ◆ Continue to support ongoing development projects through the chief's role as the Local Traffic Authority and the input of traffic officers.
- ◆ Successfully conclude the collective bargaining process with the police and dispatcher unions.
- ◆ Continue to support the prisoner cell upgrade project.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Violent Crime***	Output	2	2	3
Property Crimes***	Output	212	190	200
Criminal Arrests	Output	235	250	245
Motor Vehicle Arrests	Output	381	525	600
Accidents	Output	541	600	580
Total Incidents	Output	43,532	40,000	40,000
Avg. Incidents per Officer****	Output	906	833	833
Avg. Hours of Training per Officer per Year**	Efficiency	100	100	100
Cost per capita*	Efficiency	\$183.85	\$188.57	\$199.96

\*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 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**

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, Human Services Building 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**

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$191,118	\$176,508	\$192,027	\$254,600	\$190,287	\$0
SUPPLIES & SERVICES	85,810	87,500	87,100	90,000	90,000	0
UTILITIES	418,739	564,375	482,444	511,070	511,070	0
CONTRACTED SERVICES	598,721	509,160	509,160	682,078	519,578	0
EQUIPMENT	<u>0</u>	<u>1,500</u>	<u>1,556</u>	<u>3,600</u>	<u>3,600</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,294,388</b>	<b>\$1,339,043</b>	<b>\$1,272,287</b>	<b>\$1,541,348</b>	<b>\$1,314,535</b>	<b>\$0</b>

### **OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	None	\$1,232,204	\$975,000

### **ACCOMPLISHMENTS 2023-2024**

- ◆ Listed the overall condition and safety of our facilities and made fiscally sound and energy efficient improvements to several Town buildings as needed.
- ◆ Responded to over 324 building work requests and continued to refine operational procedures to respond to work orders more effectively and efficiently.
- ◆ Continued to monitor the air quality of the Library and Police HQ to ensure a healthy work environment.
- ◆ Coordinated the installation of carpeting in the Town Hall Council Chambers and Caucus Room.
- ◆ Replaced water coolers in the Town Hall with bottle-free units resulting in cost savings for the Town.
- ◆ Continued to upgrade the building management system computer interface and operation of automated HVAC systems to better optimize building operation and remove obsolete software.
- ◆ Replaced the main entry doors and rear fire exit doors at the Library, installed new entry doors at the Byam Road Fire House, oversaw the installation of the automatic sliding doors at the Pool, and coordinated the replacement of the main entry exterior door at the Town Hall.

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**PUBLIC PROPERTY**

- ◆ Installed air conditioning units at the Senior Center to improve the air quality for our senior citizens and staff.
- ◆ Upgraded the fire panel at Town Hall for the safety of staff and the public.
- ◆ Installed a new high efficiency boiler at the library.
- ◆ 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.
- ◆ Made interior and exterior improvements to enhance the new Human Services building, located at 19 Wallingford Road.

**OBJECTIVES 2024-2025**

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- ◆ Continue the efficient winter redeployment of Public Works and Public Property Maintainers to address Town building maintenance needs and minimize repair costs.
- ◆ Assess ways to improve emergency maintenance, safety and high energy efficiency in Town buildings.
- ◆ Continue to implement preventative maintenance programs at various Town buildings to avoid costly future repairs.
- ◆ 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.
- ◆ Continue to solicit RFP/bids for building related services: cleaning, 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 improved energy protocols to better control the interior air quality and continue to reduce operational costs.
- ◆ Complete outstanding capital and operating budget projects to improve the maintenance and working conditions at the various buildings.
- ◆ Design the roof at the Police Headquarters for anticipated construction in 2025/26, to prevent water intrusion and damage to this vital facility.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to work with the Energy Commission and the Public Building Commission and take their recommendations under advisement on construction and maintenance projects and energy efficiency.
- ◆ Solicit for design for boiler replacement at Police Department.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Square Feet of Facilities Maintained	Output	205,000	207,000	207,000
# of Facilities Maintained	Output	21	22	22
# Work orders received	Output	375	700	500
# Repeat work orders	Efficiency/Outcome	2.5%	2.5%	2%
Work order addressed/day	Output	2	3	3
Man-hours/occupied building	Efficiency/Outcome	219	209	200
Cost per capita*	Efficiency	\$35.77	\$35.38	\$36.97

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

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## PUBLIC WORKS

### MISSION STATEMENT

Manage 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 Public Works Department consists of **Administration** which oversees the Department of Public Works and Public Properties, Public Building Commission, and Energy Commission. Public Works collaborates with Engineering on 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, multi-use sports fields and other public grounds.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025* Dept. Request	FY 2025* Manager Recomm.	FY 2025* Council Approval
PERSONNEL SERVICES	\$2,646,459	\$2,780,852	\$2,771,635	\$2,816,476	\$2,816,476	\$0
SUPPLIES & SERVICES	885,318	794,300	763,446	899,350	828,350	0
UTILITIES	102,629	108,500	110,227	127,219	127,219	0
CONTRACTED SERVICES	3,407,554	3,995,950	4,179,054	3,842,821	3,807,821	0
PROFESSIONAL EXPENSE	3,379	8,475	5,510	6,710	6,710	0
EQUIPMENT	<u>15,733</u>	<u>9,100</u>	<u>9,497</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$7,061,072</b>	<b>\$7,697,177</b>	<b>\$7,839,369</b>	<b>\$7,702,576</b>	<b>\$7,596,576</b>	<b>\$0</b>

\*Engineering budget for FY25 was transferred out of Public Works to a newly created department.

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$603,102	\$60,771 (balance on 7/1/23 - \$135,263)	\$6,086,241	\$3,340,000

### ACCOMPLISHMENTS 2023-2024

- ◆ Milled and overlaid asphalt on 3.6 miles of roads; chip sealed 7.2 miles; and patched numerous pavement defects, thereby replacing and/or extending the usable life 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 and remove excessive tonnage from the waste stream.
- ◆ Responded to several large storms and performed timely and proficient plowing operations to maintain the integrity of the Town's infrastructure.
- ◆ Development of guidelines and specifications for public improvements.
- ◆ Removed and trimmed hundreds of defective public trees in Town rights-of-way, parks, and open space for public safety and utility reliability.
- ◆ 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 MS-4 requirements.
- ◆ Filled all vacancies in Engineering.
- ◆ Oversaw replacement and reconfiguration of Library parking lot.
- ◆ Repaved the parking lot at the Police Department.
- ◆ Repaved the parking lot at Cheshire Park.

- ◆ Cleaned out most sediment chambers in the stormwater system throughout Town.
- ◆ Performed tree removals for the planned construction at Bartlem Park South (Phase 1).
- ◆ Installed drainage at Cheshire Park (Public Works staff).
- ◆ Served as public liaison for Eversource Energy's tree-removal and pruning to increase resilience of electric service.
- ◆ 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, the Water Pollution Control Authority, Energy Commission and Park & Recreation Commission.

## OBJECTIVES 2024-2025

- ◆ Mill and pave, crack and chip seal Town roads to enhance the safety and comfort of the traveling public; the goal is to preserve and replace 10-12 miles of pavement annually to maintain a stable budget and excellent roads.
- ◆ 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 MS-4 requirements.
- ◆ Continue to effectively administer and coordinate proactive hazard tree mitigation.
- ◆ Continue to improve town parks, playing fields and open space to a high standard for the benefit of our residents.
- ◆ Respond to winter storm events and provide safe roads, sidewalks and parking lots for residents and building users.
- ◆ Renovate the bathroom at Quinnipiac Park as part of the Public Building Commission project, install new drainage at Cheshire Park to preserve existing infrastructure and make park more accessible for our residents, and make needed upgrades in the parks using existing capital appropriations to better serve our residents and sports programs.
- ◆ Continue to monitor and maintain Town Open Space and trails to ensure public safety.
- ◆ Focus on grant opportunities and sponsorships to take the pressure off the operating and capital budgets.
- ◆ Continue to support the Economic Development Coordinator with technical aspects related to the acquisition of a 50 ac+/- parcel of land on Highland Avenue from the State of Connecticut.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments and commissions.
- ◆ Explore options to maintain grounds at Cheshire Public Schools facilities.
- ◆ Finish construction of a parking area serving a Yankee Expressway Highlands open space.
- ◆ Construct sidewalks to link existing sidewalks along Cheshire Street for safe pedestrian access to Quinnipiac Park.
- ◆ Install a box culvert at Industrial Avenue to replace an existing failing culvert to handle 100 year storm events.
- ◆ Reconstruct Industrial Avenue to upgrade the road's future performance and promote safe access to and from the businesses in that area.
- ◆ Assist in oversight of Bartlem Park South - Phase I.
- ◆ Drainage improvements at Pamela Lane.
- ◆ Install drainage at Roselyn Drive.

## PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 22-23	Estimated 23-24	Projected 24-25
Engineering review of Planning & Zoning & Inland Wetlands	Output	42	30	30
Work Orders Generated from Public	Output/Outcome	670	625	650
In-Service Training Hours per employee	Output	35	35	40
Mean Pavement Quality Rating	Outcome	85%	81%	80.5%
Miles of Pavement Overlaid/Reconstructed	Output	3.6	3.5	3.5
Paving Tests of 92% Compaction	Outcome	100%	100%	100%
Miles of Sidewalk Constructed	Output	0.0	1.2	.6
Number of Hazardous Trees Removed	Output	24	0	0
% of Trees Addressed Within 60 Days	Outcome	100%	20%	68%
Tons of Residential Solid Waste Collected	Output	7,816.93	8,642	8,032
Number of Vehicle/Equipment Serviced	Output/Outcome	775	800	800
Number of Vehicles Maintained	Output	180	185	185
Miles of New Town Roads Accepted	Output	.4	.25	.25
Playing Fields Maintained and Lined	Output	16	17	17
Cost per capita*	Efficiency	\$195.15	\$218.02	\$213.64

\*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. The department oversees the scheduling and use of the pavilions, town fields, trails, and the Youth Center as well as school fields and gyms for Recreation Programs and local sports organizations. The department supervises and facilitates Cheshire Community Pool operations and will resume supervision of Artsplace; these subdivisions have separate budgets and summaries. The department provides administrative oversight and stewardship to town parks and open space. The department supports the Parks and Recreation Commission. The Recreation Department is staffed by four full-time employees, two part-time employees and approximately 175 seasonal employees.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$559,314	\$668,417	\$687,569	\$735,885	\$720,885	\$0
SUPPLIES & SERVICES	46,319	57,372	62,911	79,588	79,588	0
UTILITIES	3,667	4,340	4,540	4,880	4,880	0
CONTRACTED SERVICES	64,078	80,229	76,501	109,260	109,260	0
PROFESSIONAL EXPENSE	1,221	3,150	2,200	3,450	3,450	0
MISCELLANEOUS	<u>487,000</u>	<u>304,794</u>	<u>304,794</u>	<u>304,794</u>	<u>304,794</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,161,599</b>	<b>\$1,118,302</b>	<b>\$1,138,515</b>	<b>\$1,237,857</b>	<b>\$1,222,857</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$350,000	\$1,425 (balance on 7/1/23 - \$13,068)	\$842,674	\$100,000

### ACCOMPLISHMENTS 2023-2024

- ◆ Oversaw ongoing Bartlem South Master Plan Phase I construction.
- ◆ 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.
- ◆ Worked with Public Works and Planning Departments to plan for the implementation of the Mixville Master Plan.
- ◆ Implemented MyRec.com as the recreation management system for Recreation, Community Pool, Artsplace and Youth Services and serve as the main hub for staff and customer questions and support.
- ◆ Installed Cheshire Park Pickleball Court Rules & Etiquette signage and paddle holders.
- ◆ New LED court lighting was installed at the Youth Center Basketball Court for improved court lighting.
- ◆ Coordinated and collaborated with Public Works on the reconstruction of two T-Ball fields at Chapman School.
- ◆ Bartlem Beats concerts sponsorship program raised \$10,500.
- ◆ Participated in the Pride Ride, Sustainability Fair, Board of Ed. and Town Employee Benefits & Wellness Fairs.
- ◆ Hosted the Board of Education's Community Life Skills Program for weekly recreation time at the Youth Center for the 2023-2024 school year.

- ◆ Implemented changes including additional practices and new uniforms to the PREC Youth Basketball Program.
- ◆ Collaborated with Artsplace, Cheshire Public Library and Cheshire Chamber of Commerce for the Fourth Annual Townwide Scarecrow Event fundraiser.
- ◆ Hosted several Youth Services activities, enabling them to offer a greater variety of programs to more youth.
- ◆ Provided free and/or low-cost special events to enhance community engagement including Bartlem Beats Concert Series, The Turkey Hunt, Tree Lighting, Santa Hotline, Nights of Lights & Sights, You Are My Sunshine Dance, Puzzle Competition, Fishing Derby, Muck Run, Touch a Truck and Memorial Day Parade.
- ◆ Collaborated with Police, Fire, Public Works, and Building Departments as well as the Town Manager, Town Attorney and Chesprocott to develop a Public Gathering Permit System.
- ◆ Met with community groups including disc golf and mountain bike enthusiasts to discuss potential park and open space enhancements.
- ◆ In partnership with the Town and local groups, created new dugouts for all fields at MacNamara Legion Park.
- ◆ Continued to provide recreational opportunities to the entire Cheshire community.
- ◆ Transitioned oversight of Artsplace from the Library to Recreation.

**OBJECTIVES 2024-2025**

- ◆ Continue to oversee Bartlem South Master Plan Phase I construction and plan for grand opening of Phase I areas.
- ◆ Collaborate with Public Works on implementing Mixville Master Plan with work that can be done by Town staff.
- ◆ Consider a Parks Advocacy or Friends group to help fundraise, advocate, and promote department offerings.
- ◆ Continue to work with Public Works to evaluate and update parks facilities and fields as necessary.
- ◆ Continue to audit parks, fields, playgrounds, and courts for risk management with our insurance consultant.
- ◆ Continue to seek collaboration and partnership opportunities with other Town Departments and community organizations to improve program offerings and minimize potential for overlap and duplication.
- ◆ Continue to expand revenue generation opportunities and sponsorships wherever viable to enhance cost recovery.
- ◆ Continue to conduct Adult and Youth League field distribution open forums to advocate for better facilities and relationships in developing Master Field Schedules for practice, games, and special events.
- ◆ Initiate Open Space User Group Meetings to identify programming opportunities, issues, and maintenance needs.
- ◆ Develop and implement a system wide Parks Emergency Action Plan to improve safety within the parks.
- ◆ Implement the Public Gathering Permit System to ensure compliance with public health and safety requirements, operational rules, insurance indemnity, general legal protections, and best practices to facilitate public events with minimal disruption to the community.
- ◆ Develop an 18-hole Disc Golf Course at Cheshire Park utilizing existing wooded trails portion of the park.
- ◆ Develop mountain bike trails at Yankee Highlands, evaluate partnership with CT NEMBA for this project.
- ◆ Oversee construction of a new splash pad on the Community Pool outdoor grounds.
- ◆ Request proposals for mobile ice cream concession in all town parks to generate revenue.
- ◆ Request proposals for concert services at new stage at Bartlem South.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
# of recreation programs offered	Output	411	425	430
# of recreation program participants	Output	3,563	4,000	4,250
# of therapeutic programs offered	Output	28	28	30
# of therapeutic program participants	Output	273	275	280
# of community & special events	Output	16	15	17
# of community & special event attendees	Output	7,650	6,250	7,750
# of rentals (Pavilions)	Output	201	275	275
# of passes sold (Mixville Day & Season)	Output	953	875	900
# of hours of school gym use coordinated	Output	2,500	2,750	2,750
Annual Revenue Generated	Output	\$382,610	\$365,000	\$381,000
Cost Per Capita*	Efficiency	\$32.10	\$31.66	\$34.39

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

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**TOWN CLERK**

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**MISSION STATEMENT**

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

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**ADMINISTRATIVE OVERVIEW**

The Town Clerk/Registrar of Vital Statistics is an elected official with a two-year term. The department staff includes the Town Clerk, Deputy Town Clerk, and an Assistant Town Clerk. Responsibilities include preserving and facilitating access to all public records; recording, maintaining, and managing land records, maps, public meeting agendas/minutes and any other documents as required. As Registrars of Vital Statistics, the Town Clerk's office issues marriage licenses, burial and cremation permits and have custody of birth, marriage, and death records for town residents. Additionally, the Town Clerk is responsible for the collection of town and state conveyance taxes and processes Trade Name Certificates, Liquor Permits and Dog Licenses. The office also issues absentee ballots and aids in the electoral process.

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**BUDGET SUMMARY BY MAJOR OBJECT**

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$200,024	\$205,441	\$220,317	\$202,109	\$202,109	\$0
SUPPLIES & SERVICES	30,981	26,450	27,000	34,700	34,700	0
CONTRACTED SERVICES	36,500	47,750	35,150	49,900	49,900	0
PROFESSIONAL EXPENSE	2,710	3,000	3,000	3,000	3,000	0
EQUIPMENT	<u>269</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$270,484</b>	<b>\$282,641</b>	<b>\$285,467</b>	<b>\$289,709</b>	<b>\$289,709</b>	<b>\$0</b>

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**OTHER FUNDS MANAGED**

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$817,400	\$19,439 (balance on 7/1/23 - \$70,506)	None	None

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**ACCOMPLISHMENTS 2023-2024**

- ◆ Secured an \$8,000 State Historic Preservation Grant for digitizing land record images.
- ◆ Digitized and uploaded over 27,211 images of land records to our system, dating back to 1928, providing greater access to the public as well as helping to increase online copy revenue.
- ◆ Along with the Elections Department, co-administered the 2023 municipal election, issuing 479 absentee ballots.
- ◆ Accepted over 524 land record documents from July 2023 to January 2024 via electronic filing process.
- ◆ Updated the Town Code of Ordinance book.
- ◆ Fully utilized the new State Electronic Death Registry System.
- ◆ Reviewed record retention schedules to identify records being stored longer than required, creating valuable space for new records.
- ◆ Continued to use best practices to provide services to the community.
- ◆ Continued training toward advanced certifications to ensure professionalism and the capabilities required for continually changing technology.



- ◆ Continued to maintain commission lists both in hard copy and computerized formats.
- ◆ Had recent commission agendas and minutes filmed, improving accessibility to these records.
- ◆ Continued the indexing of military discharges and maintaining a master index.
- ◆ Maintained and updated vital statistics master index.

**OBJECTIVES 2024-2025**

- ◆ Implement new CT Voter Registration System & Election Management System.
- ◆ Digitize land records back to Volume 1, for increased public access to records online.
- ◆ Co-administer the 2024 Presidential Preference Primary in April, the Primary in August, and the November Federal Election in conjunction with the Elections Department.
- ◆ Update the Town Code of Ordinance book as new and amended ordinances are approved by the Town Council.
- ◆ Review record retention schedules to identify records being stored longer than required, creating valuable space for new records.
- ◆ Continue organization of records stored in the old vault to optimize space.
- ◆ Use best practices to provide services to the community.
- ◆ Participate in training toward advanced certifications to ensure professionalism and the capabilities required for continually changing technology.
- ◆ Maintain a high level of coordination and cooperation with Town Manager and other departments.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
# of land records documents recorded	Output	5,000	3,570	3,600
\$ of Conveyance Taxes collected	Outcome	\$625,000	\$586,800	\$587,000
Total licenses issued ( <i>dog, marriage</i> )	Output	2,300	2,260	2,260
# of Absentee Ballots issued	Output	2,208	830	6,800
Cost per capita*	Efficiency	\$7.48	\$7.94	\$8.15

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

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## TOWN MANAGER

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### MISSION STATEMENT

To responsibly administer and support the finances and services of the departments and the regulations and policies established by the Town Council 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.

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### ADMINISTRATIVE OVERVIEW

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

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### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$390,055	\$393,859	\$398,625	\$410,495	\$410,495	\$0
SUPPLIES & SERVICES	2,250	3,100	2,524	3,000	3,000	0
PROFESSIONAL EXPENSE	13,373	12,200	14,471	12,250	12,250	0
EQUIPMENT	<u>462</u>	<u>500</u>	<u>500</u>	<u>1,500</u>	<u>1,500</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$406,140</b>	<b>\$409,659</b>	<b>\$416,120</b>	<b>\$427,245</b>	<b>\$427,245</b>	<b>\$0</b>

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### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
None	\$33,300	None	None

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### ACCOMPLISHMENTS 2023-2024

- ◆ Worked toward completion of construction of the park improvements associated with Phase 1 of the Chapman/Bartlem Park South Master Plan Project.
- ◆ Supported the Next Generation School Building Committee and the construction of two new elementary schools.
- ◆ Continued 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.
- ◆ Continued to support economic development initiatives and alternatives to enhance Cheshire's commercial base, including the successful TIF program and the marketing of former state property in the north end.
- ◆ Enhanced applied technology, including the initiation of new website to better inform and engage our residents.
- ◆ Continued to be responsive to stakeholders while successfully managing the critical daily operations to ensure that core and necessary services and programs are sustained.
- ◆ Filled key positions, including the critical position of Director of Human Resources, in a timely manner and through a comprehensive recruitment search to ensure continuity of effective professional staff.
- ◆ Supported the development of the Mixville Park master plan.
- ◆ Took a more active role with the Chesprocott Health District for fiscal monitoring and operational oversight to ensure quality public health services to the community.
- ◆ With the Town Council, identified priorities to guide goal-setting, planning and resource allocation decisions.
- ◆ Ensured a seamless transition of the Human Resources Department, resulting in an effective and responsive department with a new Director and the creation of Human Resources Generalist position.
- ◆ Successfully relocated Artsplace to the Ball & Socket Arts property, and transitioned the supervision of Artsplace to the Recreation Department, which more effectively matches operations.

**OBJECTIVES 2024-2025**

- ◆ Accomplish the Town Council’s approved Town Manager Goals and Objectives, which can be found **on page 47**.
- ◆ Hold a successful bond sale and maintain the Town’s AAA bond rating from both Standard & Poor’s and Fitch.
- ◆ Develop a fiscally responsible FY26 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible.
- ◆ Oversee the continuing construction of the Bartlem Park South project to ensure it is on time and on budget.
- ◆ Evaluate and pursue appropriate open space land acquisition opportunities and coordinate the development of updated and new open space management plans.
- ◆ Implement initial construction phases of the Mixville Park master plan including expanded parking and the seasonal ice rink and grant funding for trail/interconnectivity improvement components within the plan.
- ◆ Continue to support economic development efforts to enhance Cheshire’s commercial base with appropriate businesses, construction, and land use.
- ◆ Complete a Public Gathering Permit process for large events on Town property to formalize coordination among Town departments to better manage expectations and commitments by event organizers and to alleviate negative community impact.
- ◆ Continue to provide financial, planning, and other technical support to advance the Town of Cheshire’s Next Generation school modernization capital projects.
- ◆ Complete the upgrade to a new Town website to improve accessibility and to incorporate additional features such as online job application capability and subscription service to better serve and inform the public.
- ◆ Implement electronic agenda and minutes program for more efficient development, distribution, and accessibility of Town Council meeting materials.
- ◆ Successfully negotiate all five Town collective bargaining agreements.
- ◆ Complete a Town Hall space needs assessment and identify improved office space configuration plans for improved customer service and employee workflow.
- ◆ Complete construction of a new grant-funded Emergency Operations Center in Town Hall.
- ◆ Continue pursuing resolutions to emerging sustainability and solid waste issues.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Unassigned fund balance as a % of budget	Outcome	12.24%	12.9%	12.17%
Debt as a % of budget	Outcome	5.9%	5.7%	6.7%
Principal amount of debt outstanding	Outcome	\$103M	\$115M	\$157M
Bond Rating	Outcome	AAA	AAA	AAA
Number of Town Council and Committee meetings and public hearings supported	Output	80	81	80
Cost per capita*	Efficiency	\$11.22	\$11.57	\$12.02

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

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

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

### **010 - Town Council - \$50,900**

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 - \$2,090**

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 - \$4,910**

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

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

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

### **155 - Town Beautification Committee - \$25,700**

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 - \$225**

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 - \$3,140**

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 - \$860**

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 - \$1,375**

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

**190 - Energy Commission - \$500**

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

**225 - Public Safety Commission - \$800**

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 - \$500**

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 - \$1,000**

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 - \$300**

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 - \$600**

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.

### 030 - Town Attorney - \$267,400

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 state mandated funding for the Town's share of the operations of the Probate Court, in addition to providing a facility and equipment for the Court as required by the state. The Probate Court for the District of Cheshire covering Cheshire and Southington, has exclusive jurisdiction over ordinary process and settlement of decedent estates. It appoints conservators and supervises the activities of such fiduciaries; terminates parental rights, processes adoptions and applications for temporary guardians; handles applications for change of name<sup>56</sup> and underage marriages; and processes commitment applications. The Court functions independently of Town operations.

### 220 - Office of Civil Preparedness - \$45,000

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 - \$678,735

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, 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 - \$9,484,766**

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.....	\$4,104,303	\$1,601,097	\$5,705,400
SEWER BONDS.....	448,000	131,410	579,410
WWTP STATION/PLANT NOTES (2%).....	1,607,738	314,294	1,922,032
EDUCATION BONDS.....	1,537,697	632,961	2,170,658
ESTIMATED INTEREST ON FY 24 BOND ISSUE.....	-	641,667	641,667
<b>TOTAL DEBT SERVICE</b>	<b>7,697,738</b>	<b>3,321,429</b>	<b>11,019,167</b>
<b>PAYMENTS FROM WATER POLLUTION CONTROL FUND:</b>			
WATER POLLUTION CONTROL FUND DEBT.....	(575,681)	(62,858)	(638,539)
REIMBURSEMENTS TO GENERAL FUND FOR SEWER DEBT.....	(651,181)	-	(651,181)
PAYMENTS FROM DEBT RESERVE FUND.....	(244,681)	-	(244,681)
<b>TOTAL GENERAL FUND DEBT SERVICE</b>	<b>\$6,226,195</b>	<b>\$3,258,571</b>	<b>\$9,484,766</b>

Below is an analysis of the Debt Reserve Fund for both current and projected debt based on the recommended FY 2025 Capital Budget:

	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
TOTAL DEBT SERVICE	\$10,452,703	\$9,638,883	\$9,468,482	\$11,019,167
LESS: WPCD DEBT SERVICE	(1,182,679)	(1,021,600)	(1,295,722)	(1,289,720)
GROSS GENERAL SERVICE DEBT	9,270,024	8,617,283	8,172,760	9,729,447
USE OF DEBT RESERVE FUNDS	(1,460,947)	(1,213,960)	(538,267)	(244,681)
<b>BUDGETED DEBT</b>	<b><u>\$7,809,077</u></b>	<b><u>\$7,403,323</u></b>	<b><u>\$7,634,493</u></b>	<b><u>\$9,484,766</u></b>
RESERVE BEGINNING OF F.Y.	\$3,687,695	\$3,243,126	\$3,420,101	\$3,011,834
INVESTMENT INCOME	16,378	73,871	130,000	50,000
BOND PREMIUM	-	1,317,064	-	-
GENERAL FUND TRANSFER	1,000,000	-	-	-
WPCD FUND TRANSFER	-	-	-	-
USE OF DEBT RESERVE FUND	(1,460,947)	(1,213,960)	(538,267)	(244,681)
<b>RESERVE END OF F.Y.</b>	<b><u>\$3,243,126</u></b>	<b><u>\$3,420,101</u></b>	<b><u>\$3,011,834</u></b>	<b><u>\$2,817,153</u></b>

**410 - Capital Non Recurring - \$1,100,000**

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 80.9% of the Town Manager recommended FY 25 budget.
- B. Revenue from State Aid is 12.3% of the recommended budget.
- C. Revenue from non-State Payments In Lieu of Taxes (PILOT) and other sources is 6.1% of the recommended budget.
- D. Use of General Fund Equity represents .7% of the recommended budget.

The total recommended General Fund revenues for FY 25 are \$140,943,831, an increase of \$7,942,668 or 6.0% over FY 24 budgeted revenues. The principal components for the revenue increases follow:

#### Current Tax Levy:

Grand List Growth	\$ 26,821,712
Mill Rate Increase	(19,239,029)
Local Tax Relief	<u>113,037</u>
 Total Current Tax Levy Increase	 7,695,720
 All Other Revenue Sources	 <u>246,948</u>
 <b>Total Increase in Revenue</b>	 <b><u>\$7,942,668</u></b>

The chart below is a revenue summary comparing actual revenues from FY 20 to FY 23 and appropriated revenues for FY 24 and FY 25.

### II. Comparison

REVENUE	FY 20 ACTUAL		FY 21 ACTUAL		FY 22 ACTUAL		FY 23 ACTUAL		FY 24 ADOPTED		FY 25 RECOMMENDED	
TAXES	93,328,221	81.5%	94,603,233	80.7%	97,986,673	78.6%	102,300,928	79.5%	106,073,401	79.8%	113,955,909	80.9%
STATE AID	14,982,018	13.1%	15,132,816	12.9%	19,935,176	16.0%	17,183,789	13.4%	16,722,313	12.6%	17,378,690	12.3%
OTHER	5,191,641	4.5%	5,230,566	4.5%	5,609,337	4.5%	7,518,667	5.8%	8,205,449	6.2%	8,609,232	6.1%
FUND EQUITY	1,062,918	0.9%	2,180,000	1.9%	1,175,000	0.9%	1,700,000	1.3%	2,000,000	1.5%	1,000,000	0.7%
TOTAL	114,564,798	100.0%	117,146,615	100.0%	124,706,186	100.0%	128,703,384	100.0%	133,001,163	100.0%	140,943,831	100.0%
REV. GROWTH	1,993,685	1.8%	2,581,817	2.3%	7,559,571	6.5%	3,997,198	3.2%	4,297,779	3.3%	7,942,668	6.0%

### 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 25 Town Manager recommended budget, this will account for \$113.956 Million (M) or 80.9% of all budgeted revenues.

The 2023 Grand List, upon which the FY25 budget is based, is comprised of approximately 10,965 real property accounts, 26,714 motor vehicle accounts and 994 business personal property accounts which represent 28.35%, 69.08% and 2.57% 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 99.62% to 99.78% for the five fiscal years ending June 30, 2023. 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 25 recommended budget.

**B. State Aid:**

State grant revenue of \$17.379M, or 12.3% of the budget, is appropriated in FY 25. State budget cuts have precipitated a decline in grant revenue as a percentage of the overall budget from a high of 16.0% to 12.9% during the five-year period ending in FY 25. State grant programs can be categorized as follows:

- 1. State Payments in Lieu of Taxes (PILOT)** - This category of revenue totals \$4.552M, net of \$.895M 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 \$10.126M mostly from the Education Cost Sharing (ECS) and Special Education-Excess Cost grants.
- 3. Other Miscellaneous Grants** - These grant programs amount to \$2.701M in FY 25 and consist primarily of the Town Aid Road Grant of \$.397M, a Municipal Revenue Sharing Bond Distribution grant of \$.737M, a Municipal Revenue Sharing Account grant of \$.500M, a Local Capital Improvement Grant (LOCIP) of \$.269M, an American Rescue Plan Act of \$.500M and a Supplemental Revenue Sharing Grant of \$.241M. Various youth, police and other grants are also included in this category.

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

The remaining \$9.609M in FY 25 budgeted revenue includes Other Revenues of \$8.609M 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 23, the Town realized gift, grant and endowment fund revenue totaling \$1.311M in support of operations in the Economic Development, Fire, Human Services, Library, Recreation, Fine Arts, Police, Public Works, Town Clerk and Town Manager departments.

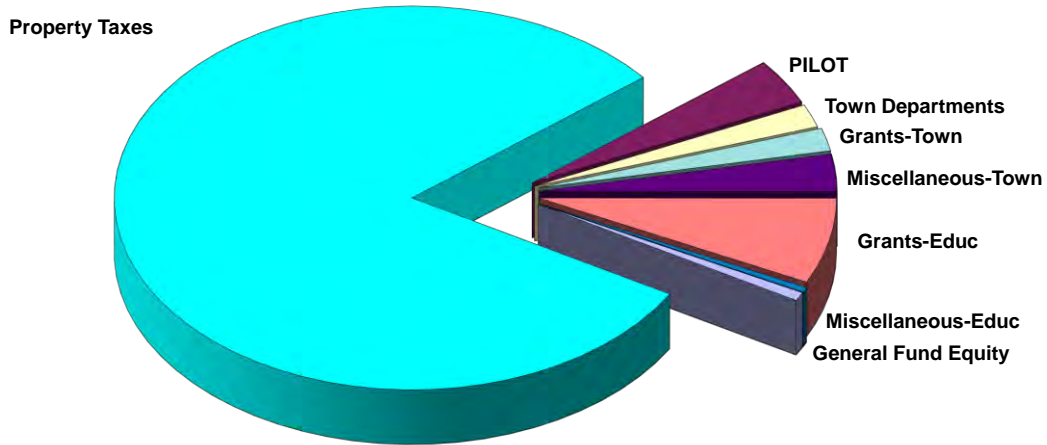
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**SUMMARY AND  
DESCRIPTION OF  
GENERAL FUND  
REVENUE**

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**GENERAL FUND REVENUES  
BY CATEGORY  
JULY 1, 2024 THROUGH JUNE 30, 2025**



<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 113,955,909	80.85%
PILOT	5,446,767	3.87%
Town Departments	2,719,720	1.93%
Grants-Town	2,701,385	1.92%
Miscellaneous-Town	4,414,542	3.13%
Grants-Educ	10,125,508	7.18%
Miscellaneous-Educ	580,000	0.41%
General Fund Equity	1,000,000	0.71%
<b>Total</b>	<b>\$ 140,943,831</b>	<b>100.00%</b>

**SUMMARY OF GENERAL FUND REVENUES**  
**2024-2025 BUDGET**

**05 Property Taxes**

Property taxes are the Town's largest source of General Fund Revenue, comprising 80.85% 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 24-25 budget for real estate, personal property taxes and motor vehicle taxes is based on the October 1, 2023 Net Grand List of \$3,998,150,399 reduced by \$3,500,000 for Board of Assessment Appeal reductions and estimated court appeals from the October 1, 2023 Grand List revaluation and assessments related to the Tax Increment Financing (TIF) district, \$11,591,610 under a credit enhancement agreement and \$135,225 from other parcels. Tax revenue appropriations are net of projected local elderly tax credit and freeze programs totaling \$480,000 and volunteer firefighter tax abatements of \$35,000.

In computing the amount of budgeted current taxes to be collected in FY 24-25, a collection rate of 99.2% and a mill rate of 28.38 mills was applied. The value of one mill is \$3,927,943. 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 24-25, the budget assumes that the Supplemental Motor Vehicle assessed value will be approximately \$39,246,554 with a collection rate of 96.35%, which is based on collection trends of prior fiscal years.

**Motor Vehicle Tax Grant**

This grant reimburses Municipalities for the forgone tax revenue resulting from the Motor Vehicle property tax cap, currently set at 32.46 mills. It is based on the prior year mill rate.

**Prior Year Levies**

Pursuant to State Statutes, property taxes are subject to a fifteen-year statute of limitations. All taxes collected for Grand Lists 2008 to 2022 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 2024-2025**

Account	Description	FY 2023	FY 2024		FY 2025			\$ Variance Divided by FY 24 Appropriation % Variance
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance	
<b>05 PROPERTY TAXES</b>								
10 4101	CURRENT TAX LEVY	\$100,249,424	\$103,779,305	\$104,237,158	\$111,475,025	\$0	\$7,695,720	7.42%
10 4102	CERTIFICATE OF OCCUPANCY	\$0	\$69,619	\$0	\$56,306	\$0	(\$13,313)	-19.12%
10 4103	CERTIFICATE EXEMPTION	\$0	\$4,500	\$0	\$4,500	\$0	\$0	0.00%
10 4104	SUPPLEMENTAL MORTOR VEHICLE TAX	\$1,303,360	\$1,229,096	\$1,227,444	\$1,073,163	\$0	(\$155,933)	-12.69%
10 4106	MOTOR VEHICLE TAX GRANT	\$373,568	\$690,881	\$690,881	\$1,046,915	\$0	\$356,034	51.53%
10 4111	PRIOR YEAR LEVIES	\$97,910	\$50,000	\$10,000	\$50,000	\$0	\$0	0.00%
10 4112	INTEREST & LIEN FEES	\$276,666	\$250,000	\$250,000	\$250,000	\$0	\$0	0.00%
<b>TOTAL 05 PROPERTY TAXES</b>		<b>\$102,300,928</b>	<b>\$106,073,401</b>	<b>\$106,415,483</b>	<b>\$113,955,909</b>	<b>\$0</b>	<b>\$7,882,508</b>	<b>7.43%</b>

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

The Town receives Payments-in-Lieu-of-Taxes (PILOT) as reimbursement for the tax loss on property exempt from the property tax levy. This category of revenue comprises 3.87% of the General Fund budget and is determined by statutory formulas and requirements.

The largest source of PILOT revenue, Tiered State PILOT, is for State and college property located in Town. The reimbursement rate is 100% for State prison facilities used for incarceration in the prior fiscal year, 45% for other State property, and 77% for colleges. If the State does not fully fund these PILOTs, which it consistently has not, municipalities are then reimbursed based on a tiered system. Cheshire is in Tier 2 for municipalities with an Equalized Net Grand List Per Capita (ENGLPC) between \$100,000 and \$200,000 and is reimbursed at 40% of the formulas listed above. Municipalities with a lower (Tier 1) or higher (Tier 2) ENGLPC are reimbursed at 50% and 30% respectively. The FY 24-25 reimbursement is based on the October 1, 2022 Grand List and FY 23-24 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 2024-2025**

Account	Description	FY 2023	FY 2024		Manager Recommended	Council Approved	FY 2025	
		Actual	Appropriation	Estimated Revenues			FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance	\$ Variance Divided by FY 24 Appropriation % Variance
<b>10 P I L O T</b>								
10 4201	STATE OF CONNECTICUT	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4202	CHESHIRE ACADEMY	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0	0.00%
10 4203	CHESHIRE HSG AUTHORITY	\$22,728	\$25,000	\$23,000	\$23,000	\$0	(\$2,000)	-8.00%
10 4204	SO CNTRL REG WATER AUTH	\$677,313	\$781,736	\$781,736	\$730,970	\$0	(\$50,766)	-6.49%
10 4205	COLLEGES - PILOT	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4208	DISABLED PERSONS EXEMPT	\$2,144	\$1,787	\$2,472	\$1,528	\$0	(\$259)	-14.49%
10 4210	ADDITIONAL VETERANS EXEMPT	\$8,424	\$8,232	\$6,920	\$7,195	\$0	(\$1,037)	-12.60%
10 4212	MASHANTUCKET PEQUOT/MOHEGAN GRANT	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$0	\$0	0.00%
10 4213	TELECOMM PROPERTY TAX	\$156,938	\$140,000	\$165,803	\$140,000	\$0	\$0	0.00%
10 4214	NEW TIERED REIMBURSEMENT-PILOT	\$2,314,640	\$2,355,771	\$2,532,454	\$2,580,634	\$0	\$224,863	9.55%
<b>TOTAL 10 P I L O T</b>		<b>\$5,145,626</b>	<b>\$5,275,966</b>	<b>\$5,475,825</b>	<b>\$5,446,767</b>	<b>\$0</b>	<b>\$170,801</b>	<b>3.24%</b>

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## **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 1.93% 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 2024-2025**

Account	Description	FY 2023	FY 2024		FY 2025			\$ Variance Divided by FY 24 Appropriation	% Variance
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance		
<b>15 TOWN DEPARTMENTS</b>									
10 4301	BUILDING OFFICIAL	\$1,090,221	\$1,050,000	\$1,520,000	\$1,100,000	\$0	\$50,000	4.76%	
10 4302	TOWN CLERK	\$878,207	\$817,400	\$765,200	\$765,800	\$0	(\$51,600)	-6.31%	
10 4303	PARKS & RECREATION	\$382,611	\$350,000	\$365,859	\$380,920	\$0	\$30,920	8.83%	
10 4304	POLICE DEPT	\$403,793	\$185,000	\$180,000	\$190,000	\$0	\$5,000	2.70%	
10 4306	PUBLIC LIBRARY	\$8,600	\$10,000	\$10,000	\$10,000	\$0	\$0	0.00%	
10 4307	ANIMAL CONTROL	\$7,569	\$6,500	\$6,500	\$7,000	\$0	\$500	7.69%	
10 4310	SOLID WASTE	\$1,845	\$3,500	\$2,500	\$2,500	\$0	(\$1,000)	-28.57%	
10 4311	PUBLIC WORKS	\$25,283	\$20,000	\$24,500	\$25,000	\$0	\$5,000	25.00%	
10 4312	PLANNING	\$39,940	\$45,000	\$35,000	\$35,000	\$0	(\$10,000)	-22.22%	
10 4313	SENIOR SERVICES	\$16,865	\$24,000	\$24,000	\$24,000	\$0	\$0	0.00%	
10 4314	YOUTH ACTIVITIES	\$7,190	\$4,500	\$4,500	\$4,500	\$0	\$0	0.00%	
10 4315	ARTSPPLACE	\$122,500	\$110,000	\$110,000	\$175,000	\$0	\$65,000	59.09%	
<b>TOTAL 15 TOWN DEPARTMENTS</b>		<b>\$2,984,623</b>	<b>\$2,625,900</b>	<b>\$3,048,059</b>	<b>\$2,719,720</b>	<b>\$0</b>	<b>\$93,820</b>	<b>3.57%</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 1.92% 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). The MRSA (Municipal Revenue Sharing Account) grant is a state sales tax sharing distribution to municipalities per Public Act 22-118 based on attributes including mill rate and population, but only if moneys remain in the sales tax funding account after certain other funding obligations are satisfied. Local Capital Improvement Program (LOCIP) funds can only be used for municipal capital expenditure projects pursuant to CGS 7-535 to 7-538. The Municipal Stabilization Grant was originally created to ensure towns would not see a municipal aid decrease in FY 18 compared to FY 17. The American Rescue Plan Act is a federal grant to support local government response to and recovery from the COVID-19 public health emergency. In FY 2024, the Supplemental Revenue Sharing grant replaces the Municipal Stabilization grant.

## **25 Miscellaneous - Town**

A variety of revenues not otherwise categorized is budgeted as Miscellaneous and comprise 3.13% of the General Fund budget. Investment Income, derived from the investment of available funds in accordance with State statutes, is budgeted in this category. Sewer and Water Assessments are payments from property owners for a portion of annual debt payments made on sewer and water line extensions. The WPCD-Administrative/Debt Reimbursement consists of a reimbursement from the Water Pollution Control Fund for the administrative expenses incurred by the General Fund for the operation of the Treatment Plant, as well as a portion of the annual debt payments paid by the General Fund. The Wallingford Solid Waste Distribution is a transfer from a special revenue fund that was established in FY 21-22 from a Wallingford Solid Waste Project reserve fund distribution that was initially funded by five participating towns. The funds are to be used to mitigate subsequent increases in solid waste disposal costs.

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

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

**Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2024-2025**

Account	Description	FY 2023	FY 2024		FY 2025			
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance	\$ Variance Divided by FY 24 Appropriation % Variance
<b>20 GRANTS - TOWN</b>								
10 4408	YOUTH SERVICES GRANT	\$17,233	\$17,097	\$17,098	\$17,098	\$0	\$1	0.01%
10 4410	GRANTS - TOWN	\$33,158	\$20,000	\$75,000	\$40,000	\$0	\$20,000	100.00%
10 4412	TOWN AID ROADS	\$398,409	\$398,409	\$397,475	\$397,475	\$0	(\$934)	-0.23%
10 4416	MUNICIPAL REVENUE SHARING BOND DISTR	\$736,700	\$736,700	\$736,700	\$736,700	\$0	\$0	0.00%
10 4417	MRSA	\$576,851	\$0	\$726,900	\$500,000	\$0	\$500,000	0.00%
10 4418	LOCIP	\$177,113	\$181,193	\$268,978	\$268,978	\$0	\$87,785	48.45%
10 4419	MUNICIPAL STABILIZATION GRANT	\$241,134	\$0	\$0	\$0	\$0	\$0	0.00%
10 4420	AMERICAN RESCUE PLAN ACT	\$500,000	\$800,000	\$800,000	\$500,000	\$0	(\$300,000)	-37.50%
10 4421	SUPPLEMENTAL REVENUE SHARING	\$0	\$241,134	\$241,134	\$241,134	\$0	\$0	0.00%
<b>TOTAL 20 GRANTS - TOWN</b>		<b>\$2,680,599</b>	<b>\$2,394,533</b>	<b>\$3,263,285</b>	<b>\$2,701,385</b>	<b>\$0</b>	<b>\$306,852</b>	<b>12.81%</b>
<b>MISCELLANEOUS-TOWN</b>								
10 4501	INVESTMENT INCOME	\$1,520,371	\$2,665,000	\$2,885,000	\$3,010,000	\$0	\$345,000	12.95%
10 4503	SEWER ASSESSMENTS	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	0.00%
10 4505	MISCELLANEOUS REVENUES	\$588,638	\$485,000	\$516,900	\$540,000	\$0	\$55,000	11.34%
10 4506	POLICE SPECIAL DUTY	\$153,720	\$125,000	\$125,000	\$125,000	\$0	\$0	0.00%
10 4507	WPCD ADMIN/DEBT REIMB.	\$650,000	\$650,000	\$650,000	\$650,000	\$0	\$0	0.00%
10 4514	EXCAVATION FEES	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	0.00%
10 4517	WALLINGFORD SOLID WASTE DIST	\$109,084	\$81,813	\$81,813	\$54,542	\$0	(\$27,271)	-33.33%
<b>TOTAL 25 MISCELLANEOUS - TOWN</b>		<b>\$3,056,813</b>	<b>\$4,041,813</b>	<b>\$4,293,713</b>	<b>\$4,414,542</b>	<b>\$0</b>	<b>\$372,729</b>	<b>9.22%</b>

### **30 Grants - Education**

This category consists of Education Grants and comprises 7.18% 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.

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 2024-2025**

Account	Description	FY 2023	FY 2024		FY 2025			
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance	\$ Variance Divided by FY 24 Appropriation % Variance
<b>30 GRANTS - EDUCATION</b>								
10 4602	MAGNET SCHOOL TRANSPORTATION	\$14,300	\$14,300	\$15,600	\$15,600	\$0	\$1,300	9.09%
10 4606	ADULT EDUCATION	\$30,249	\$30,257	\$11,790	\$9,733	\$0	(\$20,524)	-67.83%
10 4607	BUILDING GRANTS	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4608	INTEREST SUBSIDY	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4614	EDUCATION COST SHARING	\$9,407,091	\$9,439,993	\$9,444,727	\$9,484,675	\$0	\$44,682	0.47%
10 4615	SPECIAL ED-EXCESS COST	\$748,336	\$500,000	\$870,000	\$600,000	\$0	\$100,000	20.00%
10 4616	NON-PUBLIC HEALTH	\$15,568	\$15,000	\$11,829	\$15,500	\$0	\$500	3.33%
<b>TOTAL 30 GRANTS - EDUCATION</b>		<b>\$10,215,544</b>	<b>\$9,999,550</b>	<b>\$10,353,946</b>	<b>\$10,125,508</b>	<b>\$0</b>	<b>\$125,958</b>	<b>1.26%</b>

### **35 Miscellaneous - Education**

This category comprises .41% 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 24-25 budget includes \$2,000,000 in fund equity, or .71% of the General Fund Budget.

**Town of Cheshire  
Revenue Budget Report  
Fiscal Year 2024-2025**

Account	Description	FY 2023	FY 2024		FY 2025			
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 25 Manager Recomm Minus FY 24 Appropriation \$ Variance	\$ Variance Divided by FY 24 Appropriation % Variance
<b>35 MISC - EDUCATION</b>								
10 4701	TUITION	\$168,183	\$180,000	\$180,000	\$170,000	\$0	(\$10,000)	-5.56%
10 4702	RENTALS & MISCELLANEOUS	\$7,080	\$10,000	\$10,000	\$10,000	\$0	\$0	0.00%
10 4703	BIRTH TO THREE SERVICES	\$443,989	\$400,000	\$400,000	\$400,000	\$0	\$0	0.00%
<b>TOTAL 35 MISC - EDUCATION</b>		<b>\$619,252</b>	<b>\$590,000</b>	<b>\$590,000</b>	<b>\$580,000</b>	<b>\$0</b>	<b>(\$10,000)</b>	<b>-1.69%</b>
<b>45 GENERAL EQUITY</b>								
10 4901	GENERAL FUND EQUITY	\$1,700,000	\$2,000,000	\$2,000,000	\$1,000,000	\$0	(\$1,000,000)	-50.00%
<b>TOTAL 45 GENERAL EQUITY</b>		<b>\$1,700,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>(\$1,000,000)</b>	<b>-50.00%</b>
<b>GENERAL FUND GRAND TOTAL</b>		<b>\$128,703,385</b>	<b>\$133,001,163</b>	<b>\$135,440,311</b>	<b>\$140,943,831</b>	<b>\$0</b>	<b>\$7,942,668</b>	<b>5.97%</b>

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**WATER POLLUTION  
CONTROL FUND**

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## WATER POLLUTION CONTROL DEPARTMENT (WPCD)

### MISSION STATEMENT

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

### ADMINISTRATIVE OVERVIEW

Ten (10) full-time staff and one (1) part-time administrative assistant operate and maintain the Waste-Water Treatment Plant, ten pump stations, and approximately 120 miles of collection system piping, and also control and operate sludge handling and disposal equipment. Staff works in conjunction with Water Pollution Control Authority (WPCA) to best serve the Town residents and maintain environmentally safe operations.

### BUDGET SUMMARY BY MAJOR OBJECT

	FY 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$821,728	\$857,185	\$890,829	\$936,711	\$936,711	\$0
SUPPLIES & SERVICES	506,802	395,725	448,820	407,225	407,225	0
UTILITIES	502,292	635,000	573,000	655,000	655,000	0
CONTRACTED SERVICES	405,406	360,000	405,300	589,300	589,300	0
PROFESSIONAL EXPENSE	3,883	8,500	5,500	6,300	6,300	0
EQUIPMENT	1,321	7,500	7,500	1,650	1,650	0
MISCELLANEOUS	<u>2,421,107</u>	<u>2,937,214</u>	<u>2,956,219</u>	<u>2,485,505</u>	<u>2,485,505</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$4,662,539</b>	<b>\$5,201,124</b>	<b>\$5,287,168</b>	<b>\$5,081,691</b>	<b>\$5,081,691</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$4,726,124	None (balance on 7/1/23 - \$4,150)	\$1,670,302	\$735,000

### ACCOMPLISHMENTS 2023-2024

- ◆ The Wastewater Treatment Plant staff continued to successfully monitor and adjust all plant equipment to keep the plant running in a cost effective and efficient manner.
- ◆ The seventh season of operation for the new phosphorus removal process was successful under the NPDES permit criteria, reducing the levels well below the permitted concentration. The UV disinfection system has also been successful in meeting permit requirements for disinfection.
- ◆ The Treatment Plant continues to achieve effluent nitrogen in a manner which will generate a nitrogen credit payment from the Department of Energy and Environmental Protection (DEEP) while also enhancing water quality.
- ◆ Decreased solids inventory by 50% to allow the plant to comply with our CTDEEP permit and remedy a Notice of Violation.
- ◆ Continued bidding various chemicals to reduce operating costs.
- ◆ Continued the joint monthly bidding process with Southington and Meriden for the purchase of methanol, which has resulted in considerable cost savings by achieving economies of scale.
- ◆ Cleaned all pump station wet wells.
- ◆ Repaired and upgraded various components at the WWTP.
- ◆ Hired a new part-time administrative assistant to help with the department administration needs.
- ◆ Fully rebuilt two (2) Phosphorus Disc Filter Units.

**OBJECTIVES 2024-2025**

- ◆ Perform an inflow/infiltration (I/I) study and resolve I/I issues to reduce stress on plant.
- ◆ Continue to utilize Jet Truck for preventative sewer line cleaning maintenance program.
- ◆ Continue to adjust and fine tune equipment and plant processes to operate in a cost effective and safe 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.
- ◆ 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 public health.
- ◆ 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.
- ◆ O&M of our newly acquired pump station on Dickerman Road.
- ◆ Construction of Moss Farms pump station.
- ◆ Add updated trucks and equipment to improve efficiency of daily operations.
- ◆ Comply with OSHA remediations and monitor ongoing compliance.
- ◆ Continue to maintain pump stations to a high standard.
- ◆ Upgrade Elmwood Pump Station with three (3) new pumps and one (1) new VFD.
- ◆ Train and assist our new operators to pass their class 1 wastewater exams to add to our staffing credentials.
- ◆ Investigate cost savings for contracting sludge hauling.
- ◆ Purchase a Vac-Truck to become more self-sufficient with the 10 Pump Station wet well cleanings and various road work.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 22-23</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Methanol usage / price per gallon	Efficiency	72,000 gal \$1.9 /gal	72,000 gal \$1.65 /gal	72,000 gal \$1.65 /gal
Resident complaints / sewer back-up	Outcome	1	1	1
Average monthly nitrogen permitted quantity verses output (pounds)	Efficiency	103 lbs. 75 lbs.	103 lbs. 75 lbs.	103 lbs. 75 lbs.
Average daily flow as a percentage of design flow (design flow=4 million gallons/day)	Output	68.0%	60.0%	60.0%
Prison daily flow as a percentage of actual flow	Output	18%	18%	18%

CHESHIRE WATER POLLUTION CONTROL FUND  
REVENUE BUDGET REPORT

Account #	Account	FY 2023 Actual	FY 2024 Appropriation	FY 2024 Estimated	FY 2025 Manager Recommended	FY 2025 Council Approved
60-4112	SEWER USE INT/LIEN	\$ 39,080	\$ 27,400	\$ 30,000	\$ 32,900	\$ -
60-4308	SEWER USE	4,269,712	4,310,524	4,433,458	4,547,326	-
60-4309	CONNECTION FEES	52,400	280,280	280,280	252,300	-
60-4316	PLAN REVIEW APPLICATION FEES	400	250	250	1,800	-
60-4318	DISCHARGE FEES	-	2,500	2,500	-	-
60-4502	NITROGEN CREDITS	2,188	14,000	14,000	15,000	-
60-4505	SEPTIC WASTE DUMP PERMITS	104,270	100,000	100,000	100,000	-
60-4535	MISC. REVENUES	16,623	-	-	-	-
60-4901	W.P.C.D. FUND EQUITY	177,866	466,170	426,680	132,365	-
<b>TOTAL REVENUES</b>		<b>\$ 4,662,539</b>	<b>\$ 5,201,124</b>	<b>\$ 5,287,168</b>	<b>\$ 5,081,691</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 4,662,539</b>	<b>\$ 5,201,124</b>	<b>\$ 5,287,168</b>	<b>\$ 5,081,691</b>	<b>\$ -</b>

The FY 25 Department Request was \$ 5,081,691

Year Ending June 30	Restricted Fund Balance	User Fee
2016	803,817	383
2017	1,088,544	400
2018	2,314,451	405
2019	1,767,282	415
2020	1,500,620	425
2021	1,560,755	425
2022	1,336,066	435
2023	1,158,200	445
2024	731,520 (1)	465
2025	599,155 (2)	475 (2)

(1) Projected  
(2) Town Manager Recommended

**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 Community Pool is managed by the Aquatics Director and an additional full-time staff of four, with over forty part-time and seasonal employees. The Parks & Recreation Director provides administrative oversight and stewardship.

The Community Pool is an Olympic size facility, 50 meters long and 25 yards wide. There are two diving boards and a leisure pool at the facility, with 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 2023 Actual	FY 2024 Approp.	FY 2024 Estimated Expend.	FY 2025 Dept. Request	FY 2025 Manager Recomm.	FY 2025 Council Approval
PERSONNEL SERVICES	\$563,979	\$616,317	\$600,218	\$667,612	\$667,612	\$0
SUPPLIES & SERVICES	57,631	64,650	63,700	74,200	74,200	0
UTILITIES	198,952	176,600	176,600	181,700	181,700	0
CONTRACTED SERVICES	133,545	66,700	66,700	77,750	77,750	0
PROFESSIONAL EXPENSE	95	100	100	100	100	0
EQUIPMENT	736	3,600	3,400	6,100	6,100	0
MISCELLANEOUS EXPENSE	<u>176,831</u>	<u>201,827</u>	<u>196,926</u>	<u>199,791</u>	<u>199,791</u>	<u>0</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,131,769</b>	<b>\$1,129,794</b>	<b>\$1,107,644</b>	<b>\$1,207,253</b>	<b>\$1,207,253</b>	<b>\$0</b>

### OTHER FUNDS MANAGED

FY 23-24 APPROPRIATED GENERAL FUND REVENUE	FY 22-23 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/23	FY 23-24 CAPITAL BUDGET APPROPRIATION
\$1,129,794	None (balance on 7/1/23 - \$500)	\$21,578	None

### ACCOMPLISHMENTS 2023-2024

- ◆ Most successful year at the pool.
- ◆ Achieved an increase in annual and seasonal members.
- ◆ Swim Lessons are at full capacity and continue to be in high demand.
- ◆ Hosted very successful community special events, including Pumpkin Dunkin, Swim with Santa, and an underwater Easter egg hunt.
- ◆ Continued to have Scuba, Kayakers and underwater hockey utilize the facility.
- ◆ Held four major high school swim meets, and several USA swim meets.
- ◆ Two new diving boards will be installed by June.
- ◆ Completed pool liner warranty repairs as well as UV light repairs .

**OBJECTIVES 2024-2025**

- ◆ Expand the revenue base by continuing to increase the number of annual and seasonal pass holders as well as the number of programs offered.
- ◆ Pursue new amenities to the facility including a smaller slide for the younger non-swimming patrons, a bocce court, and an obstacle course, to create a family destination and increase usage of the facility.
- ◆ Develop new programs, such as Water Polo, Deep Water Fitness Training, to broaden facility interest.
- ◆ Bring the Adult Masters Swim program back after COVID and explore the possibility of hosting Master’s 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 to learn about trends, best practices and expand our network of potential pool users.
- ◆ Make necessary repairs and capital improvements to the Community Pool including vestibule roof, boiler, deck repairs, Kidde pool rehab, new sand /laterals for main pool sand filters
- ◆ Oversee construction of new Splash Pad facility at Community Pool outdoor grounds.

**PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>Type of Measure</b>	<b>Actual 23-24</b>	<b>Estimated 23-24</b>	<b>Projected 24-25</b>
Number of Community Pool members	Outcome	2,855	2,500	2,600
Number of day passes sold	Outcome	16,219	17,000	17,000
Number of aquatic programs offered	Output	272	270	270
Number of aquatics programs participants	Output	2,258	2,300	2,300
% of participants satisfied with aquatic programs	Outcome	95	95	95
Number of special events at community pool	Output	3	3	3
Number of attendees at special events	Output	400	500	500
Number of rentals (Birthday parties, swim meets)	Output	220	230	230
Annual Revenue Generated	Output	\$793,173	\$725,000	\$725,000

CHESHIRE COMMUNITY POOL FUND  
REVENUE BUDGET REPORT

Account #	Account	FY 2023 Actual	FY 2024 Appropriation	FY 2024 Estimated	FY 2025 Manager Recommended	FY 2025 Council Approved
30-4375	POOL FEES	\$ 793,174	\$ 725,000	\$ 775,000	\$ 775,000	\$ -
30-4505	MISC REVENUES	7,631	-	-	-	-
30-4900	GENERAL FUND SUBSIDY	487,000	304,794	304,794	304,794	-
30-4901	POOL FUND EQUITY	(156,036)	100,000	27,850	127,459	-
TOTAL REVENUES		<u>\$ 1,131,769</u>	<u>\$ 1,129,794</u>	<u>\$ 1,107,644</u>	<u>\$ 1,207,253</u>	<u>\$ -</u>
TOTAL EXPENDITURES		<u>\$ 1,131,769</u>	<u>\$ 1,129,794</u>	<u>\$ 1,107,644</u>	<u>\$ 1,207,253</u>	<u>\$ -</u>

The FY 25 Department Request was \$ 1,207,253

Year Ending June 30	Unassigned Fund Balance
2017	45,260
2018	7,596
2019	41,461
2020	(2,808)
2021	19,001
2022	202,459
2023	358,495
2024	330,645 (1)
2025	203,186 (2)

(1) Projected  
(2) Town Manager Recommended



# **DEBT AND FINANCIAL ANALYSES**

## TOWN OF CHESHIRE DEBT/FINANCIAL ANALYSIS

The financial impact of project appropriations, including FY 24-28 Capital Expenditure Plan (CEP) \$105,370,000 is shown on the following schedules, a brief description of which is provided below:

**FIVE YEAR CAPITAL EXPENDITURE PLAN - APPROVED FUNDING:** This schedule shows the sources of funding for the projects approved in the prior FY 24-28 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 prior FY 24-28 Five Year Plan, and projects projected for subsequent FY 29-33 based on the average annual borrowing requirements from the Five Year Plan. The projected Use of Reserve Funds is also reported on this schedule.

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

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

### **FUND BALANCE ANALYSIS**

**SUMMARY OF CAPITAL PROJECTS APPROVED FOR BONDING:** See pages 142-143.

This exhibit depicts bonding for projects as proposed in the FY 2025 Five Year Capital Expenditure Plan.

**SUMMARY OF CAPITAL NONRECURRING FUNDS:** See page 144.

This exhibit depicts planned use of capital non-recurring funds for projects as proposed in the FY 2025 Five Year Capital Expenditure Plan.

**SUMMARY OF GRANTS, AND OTHER FUNDING SOURCES:** See page 145.

This exhibit depicts anticipated funding sources other than bonding and capital non-recurring funds for projects proposed in the FY 2025 Five Year Capital Expenditure Plan.

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024 TO 2028  
TOWN COUNCIL APPROVED AUGUST 10, 2023 AND REFERENDUM NOVEMBER 7, 2023**

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
2024	1,900	13,688		1,918		642		11,128
2025	1,500	25,694		1,541		1,807		22,346
2026	1,500	26,862		1,472		4,598		20,792
2027	1,500	23,444		1,656		5,420		16,368
2028	1,500	15,682		1,563		2,640		11,479
TOTALS	<u>7,900</u>	<u>105,370</u>		<u>8,150</u>		<u>15,107</u>		<u>82,113</u>

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

(2) Town Council approved August 10, 2023 and Referendum November 7, 2023.

**FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024 TO 2028  
PROJECTED DEBT ANALYSIS - GENERAL FUND  
TOWN COUNCIL APPROVED / AUGUST 10, 2023 AND REFERENDUM NOVEMBER 7, 2023**

**GROSS DEBT**

FISCAL YEAR	ANNUAL DEBT SERVICE ON				GENERAL FUND DEBT SERVICE BEFORE USE OF RESERVES	(5) LESS USE OF VARIOUS RESERVE FUNDS	NET GENERAL FUND DEBT SERVICE	INCREASE/ (DECREASE)	
	(1) EXISTING BONDED DEBT	(2) UNISSUED DEBT FOR EXISTING CEP	(3) PROJECTED NEW CEP DEBT EXCLUDING TWO NEW SCHOOLS	(4) PROJECTED NEW CEP DEBT FOR TWO NEW SCHOOLS				OVER PRIOR YEAR	CUMMULATIVE OVER FY 2024 BASE YEAR
2024	8,823,941	-	-	-	8,823,941	(1,189,448)	7,634,493	-	-
2025	9,738,961	-	-	1,482,162	11,221,123	(895,862)	10,325,261	2,690,768	2,690,768
2026	9,186,483	160,123	817,703	5,488,783	15,653,093	(895,862)	14,757,231	4,431,970	7,122,738
2027	8,942,798	404,384	2,065,073	8,107,155	19,519,410	(895,862)	18,623,548	3,866,317	10,989,055
2028	8,434,170	395,196	3,490,281	7,923,155	20,242,802	(895,862)	19,346,940	723,393	11,712,447
2029	8,208,416	386,008	5,689,027	7,739,155	22,022,606	(868,736)	21,153,870	1,806,930	13,519,377
2030	7,688,800	376,820	6,579,690	7,555,155	22,200,465	(761,512)	21,438,953	285,083	13,804,460
2031	7,483,695	367,632	8,007,398	7,371,155	23,229,880	(761,512)	22,468,368	1,029,415	14,833,875
2032	6,894,848	358,443	9,021,680	7,187,155	23,462,126	(761,512)	22,700,614	232,247	15,066,121
2033	6,730,644	349,255	10,668,779	7,003,155	24,751,833	(761,512)	23,990,321	1,289,707	16,355,828
2034	6,075,940	340,067	11,613,954	6,819,155	24,849,116	(761,512)	24,087,604	97,283	16,453,111
	<u>79,384,755</u>	<u>3,137,928</u>	<u>57,953,586</u>	<u>66,676,185</u>	<u>207,152,454</u>	<u>(8,259,744)</u>	<u>198,892,710</u>		

- (1) Based on actual debt service at June 30, 2023, 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. Interest rates projected at 4.0%
- (3) Projected CEP debt resulting from FY 24 to FY 28, 5 - Year Capital Expenditure Plan (CEP) as proposed by the Town Council June 21, 2023. excluding debt for two new schools. For subsequent years 6 - 10, the 5-Year CEP average annual projected borrowing requirement was used. Interest rates projected at 4.0%.
- (4) Projected CEP debt for two new schools. Interest rates projected at 4%.
- (5) Based on the proposed use of reserve funds based on FY 2024 operating budget workshop (April 11, 2023), and subsequently adjusted for an additional \$280,000 per year to be paid by the Water Pollution Control Fund and a reduction for bond costs netted against the FY 2023 bond issue premium.

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

FISCAL YEAR	GROSS GENERAL FUND DEBT (1)	DEBT RESERVE FUND (2)	WPCD FUND (3)	2023 BOND SALE PREMIUM (4)	TOTAL OFFSETTING RESOURCES	REVISED NET DEBT (5)	INC / (DEC) FROM PREVIOUS YEAR
2024	\$ 8,823,941	\$ 465,128	\$ 651,181	\$ 73,139	\$ 1,189,448	\$ 7,634,493	\$ 231,171
2025	11,221,123	177,828	651,181	66,853	895,862	10,325,261	2,690,768
2026	15,653,093	177,828	651,181	66,853	895,862	14,757,231	4,431,970
2027	19,519,410	177,828	651,181	66,853	895,862	18,623,548	3,866,317
2028	20,242,802	177,828	651,181	66,853	895,862	19,346,940	723,392
2029	22,022,606	150,702	651,181	66,853	868,736	21,153,870	1,806,930
2030	22,200,465	43,478	651,181	66,853	761,512	21,438,953	285,083
2031	23,229,880	43,478	651,181	66,853	761,512	22,468,368	1,029,415
2032	23,462,126	43,478	651,181	66,853	761,512	22,700,614	232,246
2033	24,751,833	43,478	651,181	66,853	761,512	23,990,321	1,289,707
2034	24,849,116	43,478	651,181	66,853	761,512	24,087,604	97,283
TOTAL		<u>\$ 1,544,532</u>	<u>\$ 7,162,991</u>	<u>\$ 741,669</u>	<u>\$ 9,449,192</u>		

- (1) Actual debt service as of FY 2024 plus projected debt service for FY 2025 to 2034 based on Town Council Five Year Expenditure Plan for FY 2024 to 2028, proposed June 21, 2023. Interest rates were projected at 4.0%.
- (2) Includes FY 2022 \$1.0 million budget transfer amortized over 23 year at \$43,478, from 2024 to 2046 coinciding with projected debt service associated with School Modernization. Also includes an allocation of FY 21 net bond premium of \$994,838 through FY 2029.
- (3) Debt service paid by WPCD fund, in addition to certain Clean Water Fund Notes and sewer debt paid directly by that fund, based on a prior year rate revision of \$324,549 and fund balance allocation of \$46,632 beginning in FY 2022. Council approved additional \$280,000 from the WPCD fund beginning in FY 24.
- (4) Includes allocation of FY 23 bond premium of \$1,462,772.40, less bond sale expenses of \$125,708.50, over 20 years

**Town of Cheshire, Connecticut**

**Schedule of Debt Limitation  
June 30, 2023  
(Unaudited)**

Total tax collections (including interest and lien fees) for year ended June 30, 2022	\$ 97,903,783
Reimbursement for revenue loss on: Tax relief for the elderly freeze	<u>-</u>
Base for debt limitation computation	<u><u>\$ 97,903,783</u></u>

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation: <sup>(1)</sup>					
2-1/4 times base	\$ 220,283,512	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	440,567,024	-	-	-
3-3/4 times base	-	-	367,139,186	-	-
3-1/4 times base	-	-	-	318,187,295	-
3 times base	-	-	-	-	293,711,349
<b>Total debt limitation</b>	<u>220,283,512</u>	<u>440,567,024</u>	<u>367,139,186</u>	<u>318,187,295</u>	<u>293,711,349</u>
Indebtedness: <sup>(2)</sup>					
Bonds and notes	55,292,946	24,829,618	22,847,815	-	-
Leases payable	92,459	-	-	-	-
Subscriptions payable	193,077	-	-	-	-
Bonds authorized but unissued	6,059,294	167,554,813	695,000	-	-
<b>Total net indebtedness</b>	<u>61,637,776</u>	<u>192,384,431</u>	<u>23,542,815</u>	<u>-</u>	<u>-</u>
<b>Debt limitation in excess of outstanding and authorized debt</b>	<u><u>\$ 158,645,736</u></u>	<u><u>\$ 248,182,593</u></u>	<u><u>\$ 343,596,371</u></u>	<u><u>\$ 318,187,295</u></u>	<u><u>\$ 293,711,349</u></u>

The total net indebtedness above amounts to: \$ 277,565,022

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 685,326,481

<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 5 in the financial statements.

**GENERAL FUND  
FUND BALANCE ANALYSIS**

Available fund balance, July 1, 2023	\$	17,730,329		
Fund balance appropriated to 2023-2024 budget		(2,000,000)		% of Actual FY23 GF Expenditures
Unassigned fund balance, July 1, 2023		15,730,329	or	12.57%
<b><i>Fiscal Year 2024 Estimated Activity:</i></b>				
	<u>Budget</u>	<u>Estimated</u>	<u>Budget Comparison</u>	
Revenues and other financing sources	\$ 133,001,163	\$ 135,440,311	\$ 2,439,148	
Expenditures and other financing uses	133,001,163	133,013,652	(12,489)	
Results from Fiscal Year 2024 estimated activity			<u>2,426,659</u>	
Projected available fund balance, June 30, 2024			18,156,988	
Fund balance appropriation to 2024-2025 budget			(1,000,000)	% of Estimated FY24 GF Expenditures
Projected unassigned fund balance, July 1, 2024			17,156,988	12.90%
			<u>(13,301,365)</u>	or 10.00% of GF Expenditures
			<u>\$ 3,855,623</u>	Over/(Under)

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**CAPITAL EXPENDITURE  
PLAN/BUDGET  
AND INFORMATION**

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**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**SUMMARY**

PROGRAM ELEMENT							
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
ADMINISTRATION & FINANCE	DR	360	360	660	485	360	2,225
	TM	360	360	660	485	360	2,225
	TC	0	0	0	0	0	0
- FINANCE	DR	789	325	506	334	891	2,845
	TM	507	473	330	408	394	2,112
	TC	0	0	0	0	0	0
- GENERAL SERVICES	DR	1,120	1,780	3,850	310	0	7,060
	TM	1,200	1,545	1,320	1,420	0	5,485
	TC	0	0	0	0	0	0
- PUBLIC PROPERTY	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	TC	0	0	0	0	0	0
- PLANNING - LAND ACQUISITION	DR	400	0	0	0	0	400
	TM	400	0	0	0	0	400
	TC	0	0	0	0	0	0
PUBLIC SAFETY	DR	7,775	1,450	1,275	1,400	1,500	13,400
	TM	0	1,275	2,150	6,000	1,300	10,725
	TC	0	0	0	0	0	0
- POLICE	DR	2,130	3,720	4,350	2,950	29,300	42,450
	TM	2,130	3,720	4,350	2,950	29,300	42,450
	TC	0	0	0	0	0	0
- FIRE	DR	7,681	7,247	6,949	7,639	4,265	33,781
	TM	6,167	6,841	7,469	6,519	4,015	31,011
	TC	0	0	0	0	0	0
PUBLIC WORKS	DR	2,130	3,720	4,350	2,950	29,300	42,450
	TM	2,130	3,720	4,350	2,950	29,300	42,450
	TC	0	0	0	0	0	0
- PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS	DR	708	115	130	215	0	1,168
	TM	545	100	0	0	0	645
	TC	0	0	0	0	0	0
- RECREATION	DR	5,100	16,425	13,745	12,190	8,385	55,845
	TM	4,050	16,425	13,745	12,190	8,385	54,795
	TC	0	0	0	0	0	0
EDUCATION	DR	26,213	31,422	31,465	25,523	44,701	159,324
	TM	15,509	30,739	30,024	29,972	43,754	149,998
	TC	0	0	0	0	0	0
TOTAL	DR	26,213	31,422	31,465	25,523	44,701	159,324
	TM	15,509	30,739	30,024	29,972	43,754	149,998
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	1,262	1,548	1,500	1,353	1,474	7,137
STATE / FEDERAL / LOCAL	92	4,033	2,860	8,725	320	16,030
<b>TOTAL REDUCTIONS</b>	<b>1,354</b>	<b>5,581</b>	<b>4,360</b>	<b>10,078</b>	<b>1,794</b>	<b>23,167</b>
<b>NET TOTAL</b>	<b>14,155</b>	<b>25,158</b>	<b>25,664</b>	<b>19,894</b>	<b>41,960</b>	<b>126,831</b>

## CAPITAL EXPENDITURE HISTORICAL SUMMARY 1985 - 2024

<u>PROGRAM</u>	MAJOR PROJECTS WITHIN <u>PROGRAM (1,2)</u>	<u>PROGRAM TOTAL (3)</u>
I. Administration and Finance	\$-	\$ 28,608,780
A. Town Hall Construction/Renovation	5,953,000	
B. Technology Reserve	4,268,494	
II. Planning and Development		27,478,623
A. Open Space/Land Acquisition	21,475,623	
III. Public Safety		25,312,767
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	8,914,367	
E. Public Safety Radio Upgrade	4,476,000	
IV. Public Works		191,010,868
A. Water Pollution Control Facility / Pump Stations	60,485,000	
B. Denitrification Facility	7,450,000	
C. Sewer/Water/Drainage Projects	27,086,900	
D. Road Reconstruction/Resurfacing	56,202,077	
E. Sidewalks	5,630,305	
F. Landfill Remediation	2,130,000	
G. Bridge Projects	6,980,000	
V. Social Services		3,016,051
A. Senior Center Renovation/Expansion	2,804,051	
VI. Cultural Services		4,130,000
A. Library Renovation/Expansion	4,000,000	
VII. Leisure Services		29,307,605
A. Swimming Pool	8,493,118	
B. Farmington Canal Linear Park	4,202,000	
C. Bartlem Park South	8,650,000	
VIII. Education		253,218,269
A. School Expansion/Renovation	218,219,440	
B. Code Compliance	4,554,000	
C. Roof Repairs/Replacement	8,157,120	
<b>TOTAL</b>	<b>\$ 475,181,495</b>	<b>\$ 562,082,963</b>

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

(2) Amounts are based on Council appropriations through December 31, 2023.

(3) Bonded projects and projects funded directly by the Town are included.

**C.E.P HISTORICAL COMPARISON**  
*NUMBERS IN THOUSANDS*

FISCAL YEAR	TOTAL GROSS 5 YEAR PLAN	TOTAL NET 5 YEAR PLAN	YEAR ONE GROSS BUDGET	YEAR ONE NET BUDGET
<b>14-15</b>	55,741	42,243	9,664	6,578
<b>15-16</b>	54,257	41,672	10,606	6,382
<b>16-17</b>	56,809	46,414	14,868	11,449
<b>17-18</b>	47,821	41,080	6,465	5,872
<b>18-19</b>	50,682	42,625	7,999	6,622
<b>19-20</b>	58,641	50,170	11,512	9,380
<b>20-21</b>	67,459	59,731	6,110	5,135
<b>21-22</b>	70,063	58,436	15,846	11,753
<b>22-23</b>	239,841	156,755 <sup>1</sup>	174,656	100,381
<b>23-24</b>	105,370	82,112	13,688	11,127
<b>10 YEAR AVG.</b>	<b>\$80,668</b>	<b>\$62,124</b>	<b>\$27,141</b>	<b>\$17,468</b>
<b>5 YEAR AVG.</b>	<b>\$108,275</b>	<b>\$81,441</b>	<b>\$44,362</b>	<b>\$27,555</b>

<sup>1</sup> Next Generation CPS – Two New Elementary Schools approved at referendum (166.6M)

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL PROJECTS PROPOSED FOR BONDING**  
**TOWN MANAGER RECOMMENDED MARCH 10, 2024**  
**2025-2029 CAPITAL EXPENDITURE PLAN (GROSS)**

FUNCTIONAL CATEGORY / PROJECT	2025	2026	2027	2028	2029	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Boiler Replacement at Police Station.....	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 250,000
Various Town Building Improvements.....	310,000	-	310,000	-	-	620,000
Parking Lot Repavement at Senior Center .....	-	330,000	-	-	-	330,000
Salt Shed at Public Works Garage.....	700,000	-	-	-	-	700,000
Improvements to Harmond Leonard Jr. Youth Center.....	35,000	300,000	-	-	-	335,000
Public Works Garage Site Improvements.....	-	-	85,000	210,000	-	295,000
Wash Bay at Public Works Garage.....	-	-	80,000	900,000	-	980,000
Town Hall Office Space Reconfiguration (Phase I).....	80,000	410,000	-	-	-	490,000
Improvements and Preservation to Hitchcock Phillips House .....	-	25,000	445,000	-	-	470,000
Replacement of Wood Guiderails at Mixville, Quinnipiac McNamara Legion, Cheshire, Lock 12, and Bartlem Park	-	-	-	310,000	-	310,000
<b>PUBLIC SAFETY - POLICE:</b>						
Prisoner Cell Renovations.....	400,000	-	-	-	-	400,000
<b>PUBLIC SAFETY - FIRE:</b>						
North End Fire Station - Building Only.....	-	-	450,000	4,500,000	-	4,950,000
Replace 2001 Fire Truck Pumping Engine # 1.....	-	1,100,000	-	-	-	1,100,000
Replace 2001 Fire Truck Pumping Engine # 5.....	-	-	-	1,300,000	-	1,300,000
Replace 1998 Fire Truck # 2 Aerial Apparatus.....	-	-	1,700,000	-	-	1,700,000
SCBA Replacement.....	-	-	-	-	1,300,000	1,300,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brooksville Bridge over Willow Brook.....	-	300,000	2,300,000	-	-	2,600,000
Public Works Dump Trucks and Plows.....	380,000	380,000	385,000	385,000	390,000	1,920,000
Public Works Vehicles (Non Dump Trucks) / Equipment.....	252,000	1,005,000	228,000	88,000	130,000	1,703,000
Road Improvement Program.....	2,000,000	2,000,000	2,100,000	2,100,000	2,100,000	10,300,000
Sidewalk Maintenance Program.....	100,000	300,000	300,000	300,000	300,000	1,300,000
Sidewalk Extension Program.....	100,000	300,000	300,000	300,000	300,000	1,300,000
Jarvis / Marion Sidewalk Extensions.....	300,000	-	-	-	-	300,000
Weeks Pond Dam Improvements.....	-	80,000	500,000	-	-	580,000
Notch Road Bridge Replacement.....	-	-	200,000	2,000,000	-	2,200,000
Road Reconstruction - Scenic Court.....	-	1,200,000	-	-	-	1,200,000
Road Reconstruction - East Johnson Avenue - Section 2 .....	1,600,000	-	-	-	-	1,600,000
Road Reconstruction - Cornwall Avenue Extension.....	-	-	30,000	600,000	-	630,000
Road Reconstruction - East Mitchell Avenue.....	-	-	26,000	400,000	-	426,000
Paving of Parking Lots and Access Drives - Bartlem Park.....	385,000	-	-	-	-	385,000
Expansion of South Parking Lot and Access Drive - Cheshire Park.....	-	439,000	-	-	-	439,000
Lakeview Culvert Improvements.....	340,000	-	-	-	-	340,000
Road Reconstruction Dickerman Road.....	-	50,000	880,000	-	-	930,000
Intersection Re-Alignment of Weeks Road.....	35,000	400,000	-	-	-	435,000
Road Reconstruction Industrial Avenue (Supplemental).....	435,000	-	-	-	-	435,000
Public Works - Grounds Equipment.....	130,000	127,000	110,000	86,000	75,000	528,000
<b>PUBLIC WORKS - SEWER &amp; WATER:</b>						
Elmwood Pump Station Upgrade .....	200,000	-	2,000,000	-	-	2,200,000
Moss Farms Pump Station Upgrade.....	-	1,500,000	-	-	-	1,500,000
East Johnson Pump Station Upgrade.....	-	-	150,000	750,000	-	900,000
Denitification Upgrade.....	500,000	1,500,000	-	-	-	2,000,000
In-Kind Treatment Plant and Pump Stations Equipment Replacement.....	300,000	300,000	300,000	300,000	300,000	1,500,000
SCADA Notification System Upgrade.....	250,000	-	-	-	-	250,000
Inflow and Infiltration (I&I) Investigation and Remediation.....	400,000	400,000	400,000	400,000	400,000	2,000,000
Facilities Plant Upgrade.....	-	-	-	-	20,000,000	20,000,000
Belt Filter Press Replacement.....	-	-	1,500,000	1,500,000	-	3,000,000
HVAC Upgrade at Water Pollution Control Facility.....	250,000	-	-	-	-	250,000
Heavy Duty Vehicles and Equipment - WPCD.....	230,000	20,000	-	-	-	250,000
Force Main Rehabilitation.....	-	-	-	-	8,600,000	8,600,000
<b>LEISURE SERVICES:</b>						
Various Pool Improvements = New Sand / Laterals in Pool Filter.....	-	100,000	-	-	-	100,000
Kidde Pool Rehab, Lobby Roof .....	-	-	-	-	-	-
Park / Open Space Improvements - Signage, Bleachers, CP Disc Golf, .....	100,000	-	-	-	-	100,000
Court Conversion Pickle Ball .....	-	-	-	-	-	-
Paving of Pool Parking Lot.....	155,000	-	-	-	-	155,000
Pool Boiler Replacement.....	180,000	-	-	-	-	180,000
<b>EDUCATION:</b>						
Athletic Complex Improvements - Cheshire High School.....	500,000	-	-	500,000	750,000	1,750,000
District Roof Ladder Replacement/Installation.....	-	150,000	150,000	-	-	300,000
District Roof Repairs and Replacements.....	-	125,000	125,000	-	-	250,000
Roof Replacement - Doolittle Elementary .....	-	3,000,000	-	-	-	3,000,000

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL PROJECTS PROPOSED FOR BONDING**  
**TOWN MANAGER RECOMMENDED MARCH 10, 2024**  
**2025-2029 CAPITAL EXPENDITURE PLAN (GROSS)**

FUNCTIONAL CATEGORY / PROJECT	2025	2026	2027	2028	2029	TOTAL
Roof Replacement - Dodd Middle School.....	350,000	-	-	-	-	350,000
Roof Replacement - Cheshire High School.....	-	500,000	-	-	-	500,000
Roof Replacement - Highland Elementary.....	50,000	750,000	825,000	-	-	1,625,000
Cafeteria Renovations - Highland Elementary and Cheshire High School.....	-	-	-	670,000	5,460,000	6,130,000
Replace Walk-in Freezer/Refrigerator - Cheshire High School.....	-	200,000	-	-	-	200,000
Loading Dock, Drainage and Refrigeration Improvements - Cheshire High School.....	-	800,000	-	-	-	800,000
Window Replacements - Highland, Dodd and Doolittle.....	150,000	-	3,000,000	3,000,000	1,250,000	7,400,000
Window Replacements - Cheshire High School.....	-	500,000	450,000	-	-	950,000
Exterior Lighting Improvements - Cheshire High School.....	-	-	220,000	-	-	220,000
District Lavatory Improvements.....	400,000	400,000	500,000	-	500,000	1,800,000
Renovation of Outdoor Classroom - Highland.....	-	100,000	80,000	-	-	180,000
District Driveway and Parking Lot Repaving.....	250,000	250,000	250,000	250,000	-	1,000,000
District Sidewalk and Masonry Repairs.....	-	275,000	275,000	-	-	550,000
Highland Exterior Building Envelope Restoration.....	-	-	150,000	-	-	150,000
Stage Improvements - Dodd Middle School.....	-	-	250,000	-	-	250,000
HVAC Improvements - Dodd Middle School Stage Area.....	-	500,000	-	-	-	500,000
HVAC Improvements - RTU - Dodd Middle School.....	150,000	200,000	-	-	-	350,000
Synthetic Turf Field Replacement - CHS.....	-	-	-	600,000	-	600,000
HVAC Improvements - Cheshire High School.....	25,000	200,000	200,000	200,000	175,000	800,000
Steam Boiler Replacements - Cheshire High School.....	-	-	800,000	-	-	800,000
Hot Water Boiler Replacement - Cheshire High School.....	-	-	900,000	-	-	900,000
District - Replace Pneumatic Controls with DDC.....	100,000	100,000	100,000	100,000	100,000	500,000
HVAC Improvements Comprehensive Upgrade Project - Dodd and Doolittle.....	-	6,900,000	-	5,800,000	-	12,700,000
Unit Ventilator Replacements Cheshire High School, Dodd and Doolittle.....	225,000	325,000	-	-	-	550,000
Highland Elementary School Building Improvements / Additions.....	-	-	750,000	-	-	750,000
District Acoustical Ceiling Tile Replacement.....	-	100,000	100,000	100,000	-	300,000
District Flooring Replacement.....	-	200,000	200,000	-	-	400,000
School Offices Reconfiguration - Cheshire High School.....	-	50,000	120,000	-	-	170,000
District Elementary School Playground Equipment Replacement.....	200,000	-	200,000	-	-	400,000
Expand Parking/General Paving - Highland School.....	350,000	-	400,000	-	-	750,000
District Interior Door Replacement.....	100,000	100,000	-	100,000	-	300,000
Fire Alarm Control System - Cheshire High School and Doolittle Elementary.....	100,000	-	1,650,000	-	-	1,750,000
Maintenance Garage - Cheshire High School.....	250,000	-	-	-	-	250,000
Greenhouse Replacement - Cheshire High School.....	-	-	50,000	750,000	-	800,000
Fire/Water Main Replacements - Dodd Middle School.....	200,000	-	-	-	-	200,000
Utility Tunnel Renovations - Cheshire High School.....	75,000	150,000	150,000	120,000	-	495,000
Auditorium Roof Top Unit Replacement - Cheshire High School.....	50,000	400,000	-	-	-	450,000
District Gym Equipment Replacements.....	150,000	-	150,000	-	150,000	450,000
District Storm Water Management Improvements.....	125,000	-	125,000	-	-	250,000
Main Office and Cafeteria HAC Improvements - Highland Elementary School.....	50,000	-	400,000	-	-	450,000
Electrical Upgrade and Emergency Generator Additional Funding - Highland Elementary School.....	200,000	-	-	-	-	200,000
Electrical Distribution Improvements - Highland Elementary School.....	-	50,000	300,000	-	-	350,000
Courtyard Restoration Improvements - Highland Elementary School.....	-	50,000	250,000	-	-	300,000
Gym HVAC Improvements - Highland Elementary School.....	-	25,000	325,000	-	-	350,000
HVAC Balancing Improvements - Highland Elementary School.....	-	25,000	300,000	-	-	325,000
<b>TOTAL PROJECTS.....</b>	<b>14,247,000</b>	<b>29,191,000</b>	<b>28,524,000</b>	<b>28,619,000</b>	<b>42,280,000</b>	<b>142,861,000</b>
<b>AVAILABLE FUNDS:</b>						
<b>Grants:</b>						
State / Federal / Local.....	92,500	4,032,500	2,860,000	8,725,000	320,000	16,030,000
<b>NET BONDED PROJECTS.....</b>	<b>\$ 14,154,500</b>	<b>\$ 25,158,500</b>	<b>\$ 25,664,000</b>	<b>\$ 19,894,000</b>	<b>\$ 41,960,000</b>	<b>\$ 126,831,000</b>

**TOWN OF CHESHIRE**  
**SUMMARY OF CAPITAL NONRECURRING (CNR) FUNDS**  
**TOWN MANAGER RECOMMENDED MARCH 10, 2024**  
**2025-2029 CAPITAL EXPENDITURE PLAN**

FUNCTIONAL CATEGORY / PROJECT	2025	2026	2027	2028	2029	TOTAL
<b>ADMINISTRATION AND FINANCE / PUBLIC -</b>						
<b>PROPERTY / GENERAL SERVICES:</b>						
Revaluation.....	\$ -	\$ -	\$ 300,000	\$ 125,000	\$ -	\$ 425,000
Technology Reserve Fund - Replacement Equipment.....	250,000	250,000	250,000	250,000	250,000	1,250,000
Town and School Security Project.....	110,000	110,000	110,000	110,000	110,000	550,000
Vehicle/Equipment Replacement Fund.....	507,000	373,000	330,000	308,000	394,000	1,912,000
Capital Planning Account and Building Assessment/Design - Town.....	-	100,000	-	100,000	-	200,000
Roof Replacements - Police Station.....	25,000	150,000	-	-	-	175,000
Replace Storage Building at Public Works Garage.....	-	-	250,000	-	-	250,000
Parking Lot Replacement at Firehouse #2 (Byam Road).....	-	130,000	-	-	-	130,000
Roof and Siding Replacements at Public Works Outbuildings..... and Grounds Garage	-	-	150,000	-	-	150,000
<b>PLANNING &amp; DEVELOPMENT:</b>						
West Main Street Canal Dredging.....	150,000	-	-	-	-	150,000
<b>PUBLIC SAFETY - FIRE:</b>						
Firefighting Equipment and Protective Clothing.....	-	175,000	-	200,000	-	375,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS:</b>						
Street Light Installation and Pole Replacement.....	-	110,000	-	110,000	110,000	330,000
Storm Water Drainage Disconnects (MS4) / Sediment Disposal.....	110,000	-	110,000	-	110,000	330,000
Various Improvements to Parks and Open Spaces.....	-	150,000	-	150,000	-	300,000
Farmington Drive Culvert Improvements.....	-	-	-	-	500,000	500,000
<b>LEISURE SERVICES:</b>						
Bartlem Park Skate Park - Concrete Surface and New Additional Ramps.....	110,000	-	-	-	-	110,000
<b>TOTAL PROJECTS.....</b>	<b>1,262,000</b>	<b>1,548,000</b>	<b>1,500,000</b>	<b>1,353,000</b>	<b>1,474,000</b>	<b>7,137,000</b>
<b>AVAILABLE FUNDS:</b>						
Projected Investment and Historic Preservation Fee Income.....	(1) 35,000	35,000	35,000	35,000	35,000	175,000
General fund CNR appropriation.....	(2) 1,100,000	1,500,000	1,500,000	1,500,000	1,500,000	7,100,000
Prior Year CNR unappropriated balance.....	(3) 182,665	55,665	42,665	77,665	259,665	182,665
<b>TOTAL AVAILABLE FUNDS.....</b>	<b>1,317,665</b>	<b>1,590,665</b>	<b>1,577,665</b>	<b>1,612,665</b>	<b>1,794,665</b>	<b>7,457,665</b>
<b>PROJECTED CNR APPROPRIATION BALANCE</b>	<b>\$ 55,665</b>	<b>\$ 42,665</b>	<b>\$ 77,665</b>	<b>\$ 259,665</b>	<b>\$ 320,665</b>	<b>\$ 320,665</b>

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

(2) Manager recommended operating budget appropriation for 2025 is for \$1,100,000. All subsequent year appropriations are estimates.

(3) The Prior Year CNR unappropriated balance is based on a June 30, 2023 balance.



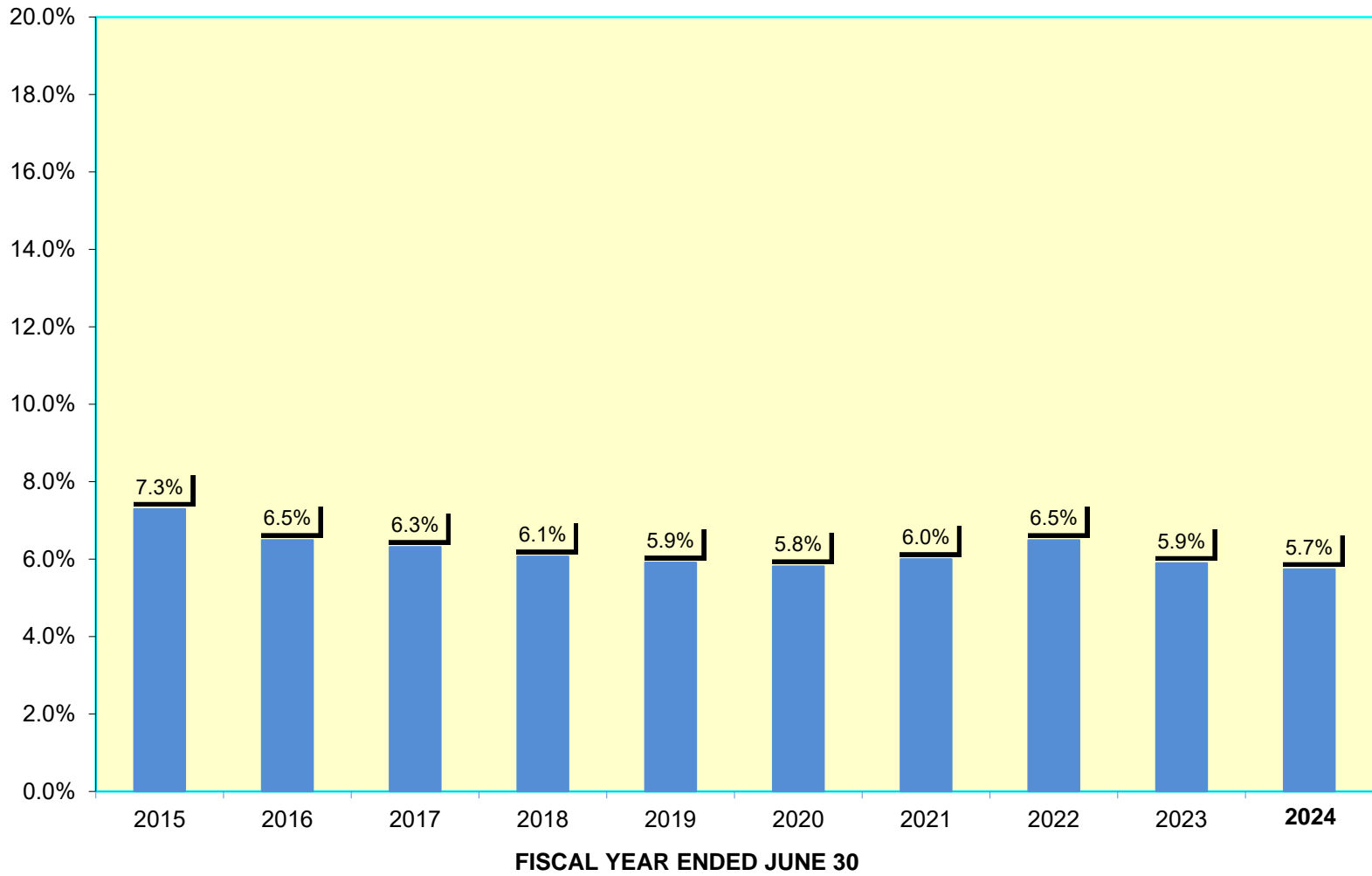
**TOWN OF CHESHIRE  
GRANTS AND OTHER FUNDING SOURCES  
TOWN MANAGER RECOMMENDED MARCH 10, 2024  
2025-2029 CAPITAL EXPENDITURE PLAN**

PROJECT	2025	2026	2027	2028	2029	TOTAL
<b>PUBLIC SAFETY - FIRE:</b>						
North End Fire Station - Building Only @ 100% (TIF Funds).....	-	-	450,000	4,500,000	-	4,950,000
<b>PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES &amp; GROUNDS</b>						
South Brookvale Bridge over Willow Brook @ 50%.....	-	150,000	1,150,000	-	-	1,300,000
Notch Road Bridge Replacement @ 50%.....	-	-	100,000	1,000,000	-	1,100,000
<b>EDUCATION:</b>						
Roof Replacement - Doolittle Elementary @ 20 %.....	-	600,000	-	-	-	600,000
Roof Replacement - Highland Elementary @ 20%.....	10,000	150,000	165,000	-	-	325,000
Window Replacements - Highland, Dodd and Doolittle @ 20 %.....	30,000	-	600,000	600,000	250,000	1,480,000
HVAC Improvements - Stage Area - Dodd Middle School @ 40%.....	-	200,000	-	-	-	200,000
HVAC Improvements - RTU - Dodd Middle School 10% (Eversource) .....	15,000	20,000	-	-	-	35,000
HVAC Improvements - Cheshire High School @ 40%.....	10,000	80,000	80,000	80,000	70,000	320,000
HVAC Improvements Comprehensive Upgrade Project - Dodd and Doolittle @ 40%.....	-	2,760,000	-	2,320,000	-	5,080,000
Unit Ventilator Replacements Cheshire High School, Dodd and Doolittle @ 10% (Eversource).....	22,500	32,500	-	-	-	55,000
Highland Elementary School Building Improvements / Additions @ 40%.....	-	-	300,000	-	-	300,000
Greenhouse Replacement - Cheshire High School @ 30%.....	-	-	15,000	225,000	-	240,000
Auditorium Roof Top Unit Replacement - Cheshire High School @ 10% (Eversource).....	5,000	40,000	-	-	-	45,000
<b>Total Grants and Other Funding Sources.....</b>	<b>\$ 92,500</b>	<b>\$ 4,032,500</b>	<b>\$ 2,860,000</b>	<b>\$ 8,725,000</b>	<b>\$ 320,000</b>	<b>\$ 16,030,000</b>

Note: Grants may be subject to State bond authorization and funding at historical levels.

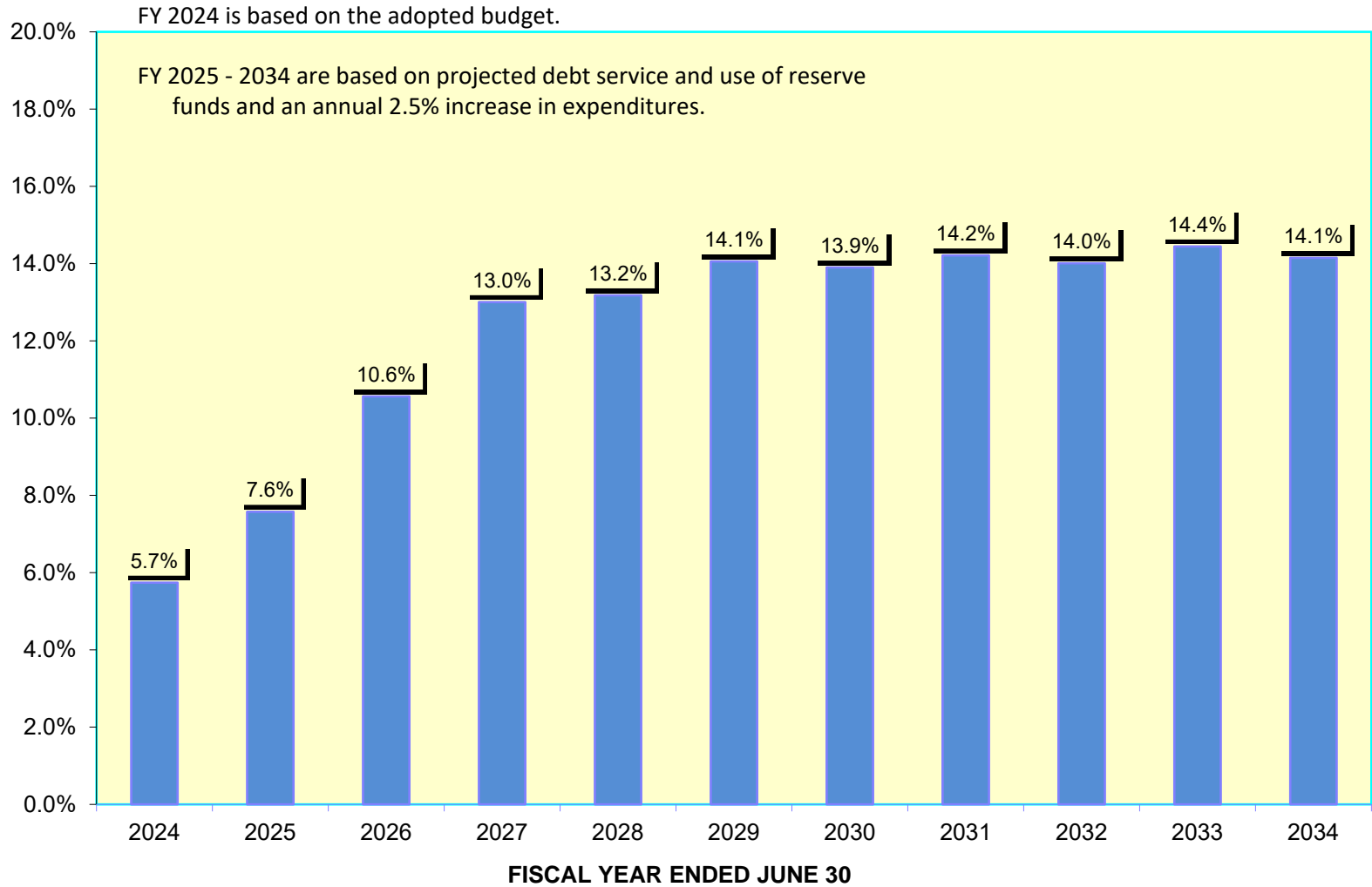
**GENERAL FUND LONG-TERM DEBT SERVICE  
AS A PERCENTAGE OF  
GENERAL FUND ACTUAL BUDGETARY EXPENDITURES**

**TEN YEAR HISTORY**



**GENERAL FUND LONG-TERM DEBT SERVICE  
PROJECTIONS AS A PERCENTAGE OF  
GENERAL FUND PROJECTED BUDGETARY EXPENDITURES**

**TEN YEAR PROJECTION**



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: FINANCE</b>		<b>PROGRAM ELEMENT: ADMINISTRATION &amp; FINANCE</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
Revaluation	DR	0	0	300	125	0	425
	TM	0	0	300	125	0	425
	TC	0	0	0	0	0	0
Technology Reserve Fund - Replacement Equipment	DR	250	250	250	250	250	1,250
	TM	250	250	250	250	250	1,250
	TC	0	0	0	0	0	0
Town and School Security Project	DR	110	110	110	110	110	550
	TM	110	110	110	110	110	550
	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
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	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	360	360	660	485	360	2,225
	TM	360	360	660	485	360	2,225
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	360	360	660	485	360	2,225
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	360	360	660	485	360	2,225
NET TOTAL	0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Finance - Assessor Functional Area: Administration and Finance

Project Title: Revaluation

**Project Description:**

Revaluation includes legal costs for the Grand List 2023 revaluation. Also requested are funds for the next scheduled State-mandated revaluation, Grand List 2028. This will be a statistical revaluation only. The request covers the cost of valuing all properties, commercial property consultant, and part-time help.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$300,000	FEES	\$
FY 27-28	\$125,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$425,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
Grand List Year 2028 Statistical Revaluation	\$300,000
Legal Costs for 2028 Revaluation	\$125,000
	\$
<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 2024-2025**

Department: Finance Functional Area: Administration and Finance

Project Title: Technology Reserve Fund - Replacement Equipment

**Project Description:**

Starting in FY '13, the Town Council and the voters approved \$2,078,000 for General Government and Education to rebuild our technology infrastructure which at that time was inadequate, unreliable and on the verge of failing. Through these appropriated funds, the guidance of the Technology Study Group and the planning, implementation and daily oversight of our technology consultant, we have developed a reliable, robust and near state-of-the-art technology foundation. It has enhanced employee productivity, improved efficiency and greatly expanded service delivery.

To prevent a near similar technology catastrophe and protect the organization from the growing threat of cyber-attacks, it is critical to continue replacing equipment as they become obsolete and unsupported. The Technology Reserve Fund provides the budget for annual replacement of critical network infrastructure in Cheshire. This year's funds will be used to upgrade wireless network infrastructure for the Board of Education buildings in the amount of \$250,000.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$250,000	GRANTS	\$
FY 26-27	\$250,000	FEES	\$
FY 27-28	\$250,000	OTHER	\$
FY 28-29	\$250,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,250,000</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>\$</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 2024-2025**

Department: Finance Functional Area: Administration and Finance

Project Title: Town and School Security Project

**Project Description:**

This project is intended to replace all video surveillance and door access control across the entire Town/School system as well as expanding the existing security footprint. This initiative is designed to integrate the entire system to significantly enhance security and safety in all Town and School locations.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 25-26	\$110,000	SOURCE	AMOUNT
FY 25-26	\$110,000	GRANTS	\$
FY 26-27	\$110,000	FEES	\$
FY 27-28	\$110,000	OTHER	\$
FY 28-29	\$110,000	<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>\$</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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: GENERAL SERVICES</b>		<b>PROGRAM ELEMENT: ADMINISTRATION &amp; FINANCE</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
<b>Vehicle / Equipment Replacement Fund Total</b>	DR	689	325	406	334	791	2,545
	TM	507	373	330	308	394	1,912
	TC	0	0	0	0	0	0
<b>Police</b>	DR	231	231	231	231	231	1,155
	TM	231	231	231	231	231	1,155
	TC	0	0	0	0	0	0
<b>Public Works</b>	DR	166	94	175	103	500	1,038
	TM	93	75	99	77	103	447
	TC	0	0	0	0	0	0
<b>WPCD</b>	DR	135	0	0	0	60	195
	TM	135	0	0	0	60	195
	TC	0	0	0	0	0	0
<b>Fire</b>	DR	67	0	0	0	0	67
	TM	0	67	0	0	0	67
	TC	0	0	0	0	0	0
<b>Building</b>	DR	42	0	0	0	0	42
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>Recreation</b>	DR	48	0	0	0	0	48
	TM	48	0	0	0	0	48
	TC	0	0	0	0	0	0
<b>Capital Planning Account and Building Assessment/Design - Town</b>	DR	100	0	100	0	100	300
	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
<b>PROGRAM ELEMENT TOTAL</b>	DR	789	325	506	334	891	2,845
	TM	507	473	330	408	394	2,112
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	507	473	330	408	394	2,112
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>507</b>	<b>473</b>	<b>330</b>	<b>408</b>	<b>394</b>	<b>2,112</b>
<b>NET TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* New Projects



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

**Department:** Police **Functional Area:** General Services/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 four (4) Chevrolet Tahoe police vehicles. The state contract price for the 2024 model is \$49,872.00. Standard upgrades add \$1,046.32 and dealer/doc fees add an additional \$2,524.62. The labor cost associated with the installation of police radios, computers, consoles, gun locks and prisoner cages is \$4,300.00. The total cost for the vehicle is \$57,742.94 (rounded up to \$57,800). Additional equipment needs are funded through the gift account.

The five-year plan requests the purchase of four vehicles per year, split among unmarked and marked vehicles depending on the needs of the fleet. 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 24-25	\$231,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$231,000	GRANTS	\$
FY 26-27	\$231,000	FEES	\$875,000
FY 27-28	\$231,000	OTHER	\$
FY 28-29	\$231,000	<b>TOTAL REVENUE</b>	<b>\$875,000</b>
<b>TOTAL</b>	<b>\$1,155,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$281,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
14 marked police vehicles	\$809,000
6 unmarked police vehicles	\$346,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,155,000</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>

## **Project Description, continued**

The cost of police vehicles rose substantially this year. I have attached the State of Connecticut's contract price for the 2023 and 2024 model Chevy showing the \$11,311.00 price increase. Ford is redesigning their police vehicles and pricing information is not available yet. The cost to "upfit" the vehicles has also increased.

The Town charges a fee of \$30.00 per hour for the use of a police vehicle on police extra duty jobs. I anticipate that we will generate \$175,000 this fiscal year for a total of \$875,000 generated by the fee over the course of the next 5 years. That revenue offsets a substantial amount of the cost of new vehicles.

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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, 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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$166,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$93,500	GRANTS	\$
FY 26-27	\$175,000	FEES	\$
FY 27-28	\$103,000	OTHER	\$
FY 28-29	\$500,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,037,500</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$ 1,037,500</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
PW Vehicle Replacements	\$1,037,500
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,037,500</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>

**Project Description, continued**

	<b>Existing Equipment</b>	<b>Proposed Replacement</b>	<b>Description</b>	<b>Cost</b>
FY 24-25	Pickup Truck	2024 4x4 pickup with plow and sander	Snow plowing	\$73,000
	Pickup Truck	2024 4x4 pickup with utility body	Maintenance & plowing	\$93,000
			FY 2024-25 Total	\$166,000
FY 25-26	Pickup Truck	2025 4x4 pickup with utility body, sander and plow	Maintenance & snow plowing	\$93,500
			FY 2025-26 Total	\$93,500
FY 26-27	Pickup Truck	2026 4x4 pickup with plow and sander	Snow plowing	\$98,500
	Pickup Truck	2026 4x4 pickup with plow	Maintenance & plowing	\$76,500
			FY 2026-27 Total	\$175,000
FY 27-28	Pickup Truck	2027 4x4 pickup with plow / sander	Maintenance and plowing	\$103,000
			FY 2027-28 Total	\$103,000
FY 28-29	Pickup Truck	2028 Pickup Truck with plow/sander	Maintenance & plowing	\$80,000
	New Equipment	2028 Roll Off Truck with Crane	Bulky Waste Collection & Debris Pickup	\$420,000
			FY 2028-29 Total	\$500,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: General Services Functional Area: Administration & Finance

Project Title: WPCD - Vehicle Replacement

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

The current truck used by the Superintendent is a 2005 pick-up truck. The estimated useful life of a pick-up truck is 8 to 10 years. The current pickup truck is at the end of its useful service life. A newer model truck can be fit with a plow to help during winter storms, which the existing truck is not equipped to do. Department heads need access to the WWTP and all 10 pump stations 365 days a year.

The 2012 Ford Escape designated for use by the WWTP was loaned to the Town Engineer. This vehicle is at the end of its useful service life. A newer vehicle will be used by the Director of Engineering to service the WWTP, respond to day-to-day calls, and perform assessments & inspections for the Town of Cheshire. The existing 2012 Ford Escape will then be used at the WWTP to replace manual methods used to transport samples, pumps, hoses, and other equipment to improve efficiency and safety.

The 2014 Ford van used by the engineering department is now in full use due to the hire of a full-time Engineering Technician. This van is currently in adequate condition, however it is expected that the van will undergo routine wear & tear and be at the end of its useful service life in four to five years. As such, a newer van has been added to FY 28-29 in anticipation of replacement.

*x(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$135,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$60,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$195,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$195,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Vehicle Replacement	\$195,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$195,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**Project Description, continued**

	<b>Existing Equipment</b>	<b>Proposed Replacement</b>	<b>Description</b>	<b>Cost</b>
FY 24-25	2005 Pick-up truck	4x4 Pick-up truck (Quad Cab) with plow	WPCD regular and emergency maintenance	\$80,000
	2012 Ford Escape	SUV (i.e. Ford Explorer)	Engineering/WPCD Director's Vehicle	\$55,000
			FY 2024-25 Total	\$135,000
FY 25-26				
			FY 2025-26 Total	\$0.00
FY 26-27				
			FY 2026-27 Total	\$0.00
FY 27-28				
			FY 2027-28 Total	\$0.00
FY 28-29	2014 Ford E-150 Van	Van (i.e. Ford Transit-150 AWD with shelves & upfitter wiring)	Survey/Engineering Van	\$60,000
			FY 2028-29 Total	\$60,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 vehicle that will need replacement as it will have reached the end of its useful life for public safety/emergency response. Most of our smaller vehicles have a 15-year life expectancy. Winter road treatments are wreaking havoc on our vehicles' undercarriage and components. After 15 years, it becomes more difficult to purchase parts which leads to maintenance problems and extended downtime. Cost estimate is based on current vehicle pricing, including emergency warning lights/sirens and communications equipment. 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 24-25	\$67,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$67,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$67,000</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 2024-2025**

Department: General Services Functional Area: Administration & Finance

Project Title: Building Inspection Department- Vehicle Acquisition

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

Purchase additional fleet inspection vehicle for the Building Inspection Department:

Vehicle Description/Cost Estimate (ATTACHED)

Please be advised we are in the process of hiring an additional inspector to assist with the unprecedented amount of building projects in Town. We currently have four inspectors and three vehicles at our disposal to provide the required inspections through Town. Once we add the additional inspector, we will have five inspectors and three vehicles. By adding the additional vehicle inspectors will be able to cover the Towns' inspections more efficiently. Ultimately, we will be able to reduce our current inspection lead time from 5-7 days out to 3-5 days out for scheduling inspections with the addition of the requested vehicle.

The attached cost estimate was provided to us by Gengras Ford. They based the pricing off the current State of Connecticut vehicle bid list.

The useful life/miles of the vehicle are approximately 200,000 to 250,000 miles.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$42,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$42,000</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>
Vehicle Acquisition	\$42,000
	\$
	\$
	\$
<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 2024-2025**

Department: Recreation Functional Area: Leisure

Project Title: Vehicle Purchase for Department Operations

**Project Description:**

The Recreation Department transferred the department assigned Ford Escape to the Building Department January of 2024. This leaves the department without a vehicle to conduct daily business and facilitate equipment needs for programs and special events held within the Park system. Having the ability to plan, set up/stage for events and breakdown should reduce the reliance on DPW Grounds personnel freeing them up for other grounds related tasks. With the added Arts Place management oversight responsibilities, this vehicle can serve multiple needs. FORD T-150 Transit LR Cargo Van RWD. STATE CONTRACT NO: 19PSXO0161.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$48,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$48,000</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>\$47,031</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 2024-2025**

Department: Finance Functional Area: General Services

Project Title: Capital Planning Account and Building Assessment/Design - Town

**Project Description:**

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 24-25	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$100,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$100,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$
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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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC PROPERTY**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
Boiler Replacement at Police Station	DR	50	200	0	0	0	250
	TM	50	200	0	0	0	250
	TC	0	0	0	0	0	0
Various Town Building Improvements	DR	310	0	310	0	0	620
	TM	310	0	310	0	0	620
	TC	0	0	0	0	0	0
Parking Lot Replacement at Senior Center	DR	0	330	0	0	0	330
	TM	0	330	0	0	0	330
	TC	0	0	0	0	0	0
Roof Replacements at Police Station	DR	25	150	0	0	0	175
	TM	25	150	0	0	0	175
	TC	0	0	0	0	0	0
Replace Storage Building at Public Works Garage	DR	0	250	0	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	0	0	0	0
Salt Shed at Public Works Garage	DR	700	0	0	0	0	700
	TM	700	0	0	0	0	700
	TC	0	0	0	0	0	0
Improvements to Harmon Leonard Jr. Youth Center	DR	35	300	0	0	0	335
	TM	35	300	0	0	0	335
	TC	0	0	0	0	0	0
* Public Works Garage Site Improvements	DR	0	85	210	0	0	295
	TM	0	0	85	210	0	295
	TC	0	0	0	0	0	0
Parking Lot Replacement at Firehouse #2 (Byam Road)	DR	0	130	0	0	0	130
	TM	0	130	0	0	0	130
	TC	0	0	0	0	0	0
Roof & Siding Replacements at Public Works Outbuildings & Grounds Garage	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	TC	0	0	0	0	0	0
* Wash Bay at Public Works Garage	DR	0	80	900	0	0	980
	TM	0	0	80	900	0	980
	TC	0	0	0	0	0	0
* Town Hall Office Space Reconfiguration (Phase 1)	DR	0	80	410	0	0	490
	TM	80	410	0	0	0	490
	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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: PUBLIC PROPERTY</b>		<b>PROGRAM ELEMENT: ADMINISTRATION &amp; FINANCE</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
* Improvements & Preservation to Hitchcock Phillips House	DR	0	25	445	0	0	470
	TM	0	25	445	0	0	470
	TC	0	0	0	0	0	0
* Municipal Animal Control Facility Upgrades	DR	0	150	1,425	0	0	1,575
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
* Replacement of Wood Guiderails at Mixville, Quinnipiac, McNamara Legion Cheshire, Lock 12, & Bartlem Park	DR	0	0	0	310	0	310
	TM	0	0	0	310	0	310
	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	1,120	1,780	3,850	310	0	7,060
	TM	1,200	1,545	1,320	1,420	0	5,485
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	25	280	400	0	0	705
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	25	280	400	0	0	705
<b>NET TOTAL</b>	1,175	1,265	920	1,420	0	4,780

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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.

Boilers typically have a useful life of 25+ years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$200,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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	\$50,000
Installation	\$200,000
	\$
	\$
<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 2024-2025**

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, plumbing, window, roof, door, flooring, interior finish replacements and exterior surface replacements.

There is a backlog of outstanding requests from Town building users which have not received approval as part of the operating budget. 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 buildings and to have funding available for various repairs and improvements as well as avoiding larger expenses which may result if maintenance is continually deferred.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$310,000		
FY 25-26	0	GRANTS	\$
FY 26-27	\$310,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$620,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$620,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Design & Construction	\$620,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$620,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 life.

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 24 years (paved in 1999).

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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$330,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$330,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$330,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$330,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$330,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Roof Replacement at Police Station

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

The Police Station roof will need to be replaced within the next few years to prevent water intrusion and damage to this vital Town facility. A portion of the roof over the administrative area was replaced in 2012. A \$225,000.00 Capital appropriation was approved in fiscal year 2022 to replace a large section of the roof. This new request will replace the remainder of the roof.

The existing roof was installed in 1992 and is 31 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	
		SOURCE	AMOUNT
FY 24-25	\$25,000		
FY 25-26	\$150,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
Design	\$25,000
Construction	\$150,000
	\$
	\$
<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 2024-2025**

Department: Public Property Functional Area: Administration

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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$250,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Salt Shed at Public Works Garage

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

The existing salt shed located at the Public Works Garage was constructed in 1987. The current structure holds approximately 300 tons of product, which is only sufficient for three (3) routine winter storm events. The existing wood superstructure is degrading from constant exposure to salt and moisture and requires repair.

The requested funding will allow for the installation of a modern, pre-engineered salt shed that will provide a large increase in capacity. This new structure 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. Fees are in line with previous years' approved expenditure plan.

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 24-25	\$700,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$700,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$700,000
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$700,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$700,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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:

- Installation of air conditioning in the main room
- Interior improvements to update the bathrooms and other existing spaces
- Replacement of windows

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$35,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$300,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Public Works Garage - Site Improvements

**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 life. Replacement is required to maintain safe pedestrian and vehicle access. The parking lot was last paved in 1999 (approximately 25 years old).

In addition to paving, the PW garage is connected to an on-site sewage disposal system, which is installed under the existing parking lot. Historically, this septic system was reported to have functional issues and blockage. Considering this to be a health & safety concern, it is highly recommended to abandon the existing underground system and connect to the public sewer, which is available at the rear of the property.

The connection to the public sewer should be performed prior to paving. 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	
		SOURCE	AMOUNT
FY 24-25	\$0		
FY 25-26	\$85,000	GRANTS	\$
FY 26-27	\$210,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>\$295,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Septic Abandonment & Sewer Connection	\$85,000
Parking Lot Replacement	\$210,000
	\$
	\$
<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 2024-2025**

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 is recommended 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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$130,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$130,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$130,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$130,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$130,000</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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Roof & Siding Replacements at Public Works Outbuildings & The Grounds Garage

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

The roof and siding on the 5-Bay, Eight-Bay and the Grounds Garage were all installed in the mid 1990's. They are approaching the end of their useful lives.

Estimates were derived by calculating unit prices for roofing and siding work.

New roofs will provide thirty (30) years of service.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$150,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	\$150,000
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**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 2024-2025**

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.

Currently, the vehicles are washed outside with wastewater (i.e. soaps & grease) entering a catch basin that is connected to the sanitary sewer. This catch basin is located externally from a covered structure, which allows inflow of stormwater, during rain events, to enter into the sanitary sewer, which can be described as an I&I contributor.

The facility is anticipated to be a pre-engineered metal building with a spray bar on the floor to wash the undercarriage 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.

*Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$80,000	GRANTS	\$
FY 26-27	\$900,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$980,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$980,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$80,000
Construction	\$900,000
	\$
<b>TOTAL</b>	<b>\$980,000</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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Town Hall Office Space Reconfiguration (Phase 1)

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

Cheshire's Town Hall office space needs have evolved since construction in 1989, with minor reconfigurations having taken place over thirty plus years. The majority of the building remains unchanged. In the past year, with the relocation of the Human Services Department to 19 Wallingford Road and the subsequent move of the Building Department to the vacant space on the main level of the Town Hall.

These moves and potential long-term changes to other departments due to restructuring or staff additions precipitated by continued community growth, sparked a "needs assessment" of the current space within the building. The outcome of this assessment provided a holistic look at the functionality of the existing space, taking into consideration the position of the departments as they relate to public interaction. This assessment yielded recommendations for improvements of both form and function.

With this level of an evaluation in hand, we are proposing a Phase 1 project be initiated to include the design and construction of spaces on the first and second floors of the Town Hall. The project would ultimately provide reallocation of departmental spaces identified and recommended through the evaluation process.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$80,000	GRANTS	\$
FY 26-27	\$410,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$490,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$490,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$80,000
Construction	\$410,000
	\$
	\$
<b>TOTAL</b>	<b>\$490,000</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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Improvements and Preservation to Hitchcock Phillips House

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

This project would initiate the design and construction of recommended projects currently being generated by consultants performing conditions assessment of this historic building. The present evaluation being undertaken will culminate with a prioritized list of projects intended to be undertaken with this funding request.

While the scope and magnitude of these projects are still under evaluation, the need for improvements to this aged facility are anticipated, precipitating the proposed project being forwarded for funding consideration.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$25,000	GRANTS	\$
FY 26-27	\$445,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$470,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$ 470,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$25,000
Construction	\$445,000
	\$
	\$
<b>TOTAL</b>	<b>\$470,000</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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Municipal Animal Control Facility Upgrades

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

Plans for the current Municipal Animal Control facility were submitted in 1987 and construction followed shortly thereafter. What was once a state-of-the-art facility no longer meets industry standards and needs extensive renovation.

This request will fund the design and construction of a modern animal control facility.

The life of these improvements is 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$150,000	GRANTS	\$
FY 26-27	\$1,425,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,575,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$1,575,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$150,000
Construction	\$1,425,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,575,000</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 2024-2025**

Department: Public Property Functional Area: Administration & Finance

Project Title: Replacement of Wood Guiderails at Mixville Park, Quinipiac Park, McNamara Legion Field, Cheshire Park, Lock 12 and Bartlem Park

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

Our Parks facilities are equipped with aged and deteriorating wood post rail that are compromised in several locations. While grounds staff make annual repairs to damaged sections of this rail, much of the permanent upright posts have exceeded their expected useful lives.

This proposed project would allow for the installation of large timber posts, and cross members that would improve safety in areas directly adjacent to regularly occupied spaces at our park's facilities.

The anticipated life of these improvements is 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$310,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$310,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$310,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Installation	\$330,000
	\$
	\$
<b>TOTAL</b>	<b>\$310,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

TOWN OF CHESHIRE							
FIVE YEAR CAPITAL EXPENDITURE PLAN							
FISCAL YEARS 2024-25 TO 2028-29							
PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PLANNING & DEVELOPMENT				PROGRAM ELEMENT: PLANNING & DEVELOPMENT			
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
West Main Street Canal Dredging	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	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	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	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	0	0	0	0	150
0	0	0	0	0	0
150	0	0	0	0	150
0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department:     Planning and Development     Functional Area:     Planning and Development    

Project Title:     West Main Street Canal Dredging    

**Project Description:**

Funds would be used for dredging, fencing and other embankment site work improvements at the West Main Street crossing of the Farmington Canal.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$150,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
_____	\$
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$</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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: POLICE**

**PROGRAM ELEMENT: POLICE**

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		<b>Prisoner Cell Renovations</b>	DR	400	0	0	0
	TM	400	0	0	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
	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	400	0	0	0	0	400
	TM	400	0	0	0	0	400
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL 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	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Police Functional Area: Public Safety

Project Title: Prisoner Cell Renovations

**Project Description:**

The prisoner cell area at Cheshire Police Headquarters needs renovation. The cells are not up to modern standards and the toilet and sink units are old and starting to fail. Due to the liability associated with the care and custody of people placed under arrest and held at the facility, I am requesting funding to renovate seven (7) of the existing eleven (11) cells.

There are 11 cells in the prisoner processing area. There are two rows of four cells, comprising 8 "male" cells. There is one area with 3 additional "female" cells. The three-cell area is separate from the eight-cell area so that female prisoners are out of sight and hearing of the male cells. Each cell has traditional bars, and each contains a toilet and sink unit and a wood and metal cot. The toilet units and the cots are one-piece units that are welded to the walls.

*Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$400,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$400,000</b>		

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

## Project Description, continued

The primary concern related to safety is the traditional metal bar construction of the cell front and cell door. Bars form a convenient way for a detainee to attempt self-harm by tying an item of clothing to the bars and trying to hang themselves. The bars also allow a detainee to spit, urinate, or throw items or bodily fluids out of the cell at officers. Modern detention cells are enclosed with tempered glass or plastic and have a “pass through” that allows items to be provided to a detainee without having to open the cell door. Because the cells are enclosed with solid doors, extensive renovations are usually required to ventilation and fire suppression systems.

Toilet and sink units are one-piece construction and are designed to provide sanitary amenities while preventing a detainee from flooding the cell area. The units at CPD are original to the last major renovation and are starting to fail. The plumbing fails leading to a cell being uninhabitable and, at times, a septic odor spreads throughout the first floor of the building. The metal and wood cots are welded to the cell walls so they cannot be moved or used to barricade the doors or be dismantled and used as tools/weapons. Modern cell cots are single pieces that go all the way to the floor so the detainee cannot crawl under the cell or hide any contraband.

The renovation of the seven cells will allow modern, secure, safe detention for up to seven prisoners while retaining the ability to separate males and females by sight and sound. This should account for 99+% of our prisoner needs as it is unusual for us to have more than one prisoner in custody at a time.



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: FIRE/EMERGENCY MANAGEMENT</b>		<b>PROGRAM ELEMENT: PUBLIC SAFETY</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
Firefighting Equipment and Protective Clothing	DR	0	175	0	200	0	375
	TM	0	175	0	200	0	375
	TC	0	0	0	0	0	0
North End Fire Station - Building Construction Only	DR	5,000	0	0	0	0	5,000
	TM	0	0	450	4,500	0	4,950
	TC	0	0	0	0	0	0
Replace 2001 Fire Pumping Engine #1	DR	1,100	0	0	0	0	1,100
	TM	0	1,100	0	0	0	1,100
	TC	0	0	0	0	0	0
* Replace 2001 Fire Pumping Engine #5	DR	0	1,275	0	0	0	1,275
	TM	0	0	0	1,300	0	1,300
	TC	0	0	0	0	0	0
Replace 2006 Fire Engine #2	DR	0	0	0	1,200	0	1,200
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Replace 1998 Fire Truck #2 Aerial Apparatus	DR	1,675	0	0	0	0	1,675
	TM	0	0	1,700	0	0	1,700
	TC	0	0	0	0	0	0
SCBA Replacement	DR	0	0	1,275	0	0	1,275
	TM	0	0	0	0	1,300	1,300
	TC	0	0	0	0	0	0
* Replace 2009 Fire Pumping Engine #6	DR	0	0	0	0	1,500	1,500
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>7,775</b>	<b>1,450</b>	<b>1,275</b>	<b>1,400</b>	<b>1,500</b>	<b>13,400</b>
	TM	<b>0</b>	<b>1,275</b>	<b>2,150</b>	<b>6,000</b>	<b>1,300</b>	<b>10,725</b>
	TC	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	0	175	0	200	0	375
STATE / FEDERAL / LOCAL	0	0	450	4,500	0	4,950
<b>TOTAL REDUCTIONS:</b>	<b>0</b>	<b>175</b>	<b>450</b>	<b>4,700</b>	<b>0</b>	<b>5,325</b>
<b>NET TOTAL</b>	<b>0</b>	<b>1,100</b>	<b>1,700</b>	<b>1,300</b>	<b>1,300</b>	<b>5,400</b>

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$175,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$200,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$375,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$375,000</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 2024-2025**

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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$5,000,000		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$5,000,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			<b>\$5,000,000</b>

**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 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: Engine #1 Replacement (2001 - 23 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	
		SOURCE	AMOUNT
FY 24-25	\$1,100,000		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,100,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,100,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
_____	\$
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
_____	_____	_____	\$
_____	_____	_____	\$
_____	_____	_____	\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: Engine #5 Replacement (2001 - 23 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	
		SOURCE	AMOUNT
FY 24-25	\$0		
FY 25-26	\$1,275,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,275,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$1,275,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: Replace 2006 Engine #2 (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 2006 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 20-year life expectancy. After 20 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 20 years. This purchase will help allow us to continue with our 20-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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$1,200,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,200,000</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 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: Truck #2 Replacement (1998 - 26 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 has exceeded its useful life expectancy. Two aerials are needed in this town due to the heavy concentration of multi-story buildings and large square feet buildings that require multiple aerial devices in the event of a fire. This includes schools, factories, health care facilities. This vehicle was purchased in 1998 and currently is in service in Cheshire which means it will respond to most significant calls in Cheshire and to mutual aid calls. The cost is based on current industry pricing and the replacement would be expected to last 20-25 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$1,675,000		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,675,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,675,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
_____	\$
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
_____	_____	_____	\$
_____	_____	_____	\$
_____	_____	_____	\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: SCBA Air Compressor & Equipment Replacement

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

Based on the current age and repetitive maintenance and repair of our three compressors, we are looking to replace these units. The main unit would be located at HQ with the other two units located at the firehouses located on Byam Rd. and South Main St. The HQ unit would serve as the nucleus for the system by gathering information required by NFPA 1852: Standard on Selection, Care and Maintenance of Self-Contained Breathing Apparatus. The current documentation procedure allows for human error which could lead to fines.

The replacement process will allow us to streamline record keeping required by OSHA and NFPA standards as well as minimize the repetitious repair expenses that we have incurred with our units.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$1,275,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,275,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$1,275,000</b>
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**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
(1) Custom BAUER COMPRESSOR Unicus 4S UN-4S-13-E1	\$195,000
(2) Custom BAUER COMPRESSOR Unicus 4I-18-E3	\$180,000
SCBA Harness w/AV3000 Masks	\$900,000
	\$
TOTAL	\$1,275,000

=====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 2024-2025**

Department: CER - Fire Functional Area: Public Safety

Project Title: Replace 2009 Fire Pumping Engine #6

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

This vehicle will replace a vehicle that was purchased in 2009 and will need replacement as it will have reached the end of its useful life. Most of our vehicles have a 25-year life expectancy. After 25 years, becomes more difficult to purchase parts for which can lead to maintenance problems. Replacing this vehicle before any major components suffer a catastrophic failure is in the best interest of the Town. Newest apparatus is stationed at fire headquarters and rotated to the outlying stations, as we do on a rotational basis to extend its life.

Cost estimate is based on current industry cost plus inflation factor with an estimated useful life of 25 years. This purchase will help allow us to continue with our 25-year replacement of apparatus and allow us to maintain adequate fire protection to the residents of Cheshire, keep our firefighters safe and well equipped with dependable and reliable firefighting equipment and minimize the potential for costly maintenance to the Town.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$1,500,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,500,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
South Brooksvale Bridge over Willow Brook	DR	0	300	2,300	0	0	2,600
	TM	0	300	2,300	0	0	2,600
	TC	0	0	0	0	0	0
Tree Removals	DR	150	0	0	150	0	300
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Street Light Installation & Pole Replacement	DR	110	0	110	0	110	330
	TM	0	110	0	110	110	330
	TC	0	0	0	0	0	0
Public Works Dump Trucks and Plows	DR	380	380	385	385	390	1,920
	TM	380	380	385	385	390	1,920
	TC	0	0	0	0	0	0
Public Works Vehicles (Non Dump Trucks) and Equipment	DR	252	1,005	228	88	130	1,703
	TM	252	1,005	228	88	130	1,703
	TC	0	0	0	0	0	0
Road Improvement Program	DR	2,250	2,250	2,300	2,300	2,350	11,450
	TM	2,000	2,000	2,100	2,100	2,100	10,300
	TC	0	0	0	0	0	0
Sidewalk Maintenance Program	DR	300	300	300	300	300	1,500
	TM	100	300	300	300	300	1,300
	TC	0	0	0	0	0	0
Cheshire Street Sidewalks to Quinnipiac Park	DR	550	0	0	0	0	550
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Sidewalk Extension Program	DR	300	300	300	300	300	1,500
	TM	100	300	300	300	300	1,300
	TC	0	0	0	0	0	0
* Jarvis/Marion Sidewalk Extensions	DR	300	0	0	0	0	300
	TM	300	0	0	0	0	300
	TC	0	0	0	0	0	0
Weeks Pond Dam Improvements	DR	0	80	500	0	0	580
	TM	0	80	500	0	0	580
	TC	0	0	0	0	0	0
* Notch Road Bridge Replacement	DR	0	0	200	2,000	0	2,200
	TM	0	0	200	2,000	0	2,200
	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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
Storm Water Drainage Disconnects (MS4)/Sediment Disposal	DR	110	0	110	0	110	330
	TM	110	0	110	0	110	330
	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	150	0	300
	TC	0	0	0	0	0	0
Road Reconstruction: Scenic Court	DR	0	1,200	0	0	0	1,200
	TM	0	1,200	0	0	0	1,200
	TC	0	0	0	0	0	0
Road Reconstruction: East Johnson Avenue, Section 2	DR	1,600	0	0	0	0	1,600
	TM	1,600	0	0	0	0	1,600
	TC	0	0	0	0	0	0
Road Reconstruction: Cornwall Avenue Extension	DR	0	0	30	600	0	630
	TM	0	0	30	600	0	630
	TC	0	0	0	0	0	0
Road Reconstruction: East Mitchell Avenue	DR	0	0	26	400	0	426
	TM	0	0	26	400	0	426
	TC	0	0	0	0	0	0
Paving of Parking Lots and Access Drives-Bartlem Park	DR	0	385	0	0	0	385
	TM	385	0	0	0	0	385
	TC	0	0	0	0	0	0
Expansion of South Parking Lot and Access Drive - Cheshire Park	DR	439	0	0	0	0	439
	TM	0	439	0	0	0	439
	TC	0	0	0	0	0	0
Lakeview Culvert Improvements	DR	340	0	0	0	0	340
	TM	340	0	0	0	0	340
	TC	0	0	0	0	0	0
Road Reconstruction Dickerman Road	DR	0	0	50	880	0	930
	TM	0	50	880	0	0	930
	TC	0	0	0	0	0	0
Intersection Re-alignment of Weeks Road	DR	35	400	0	0	0	435
	TM	35	400	0	0	0	435
	TC	0	0	0	0	0	0
* Elm Street Intersection Improvements	DR	0	370	0	0	0	370
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
* Farmington Drive Culvert Improvements	DR	0	0	0	0	500	500
	TM	0	0	0	0	500	500
	TC	0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: PUBLIC WORKS</b>		<b>PROGRAM ELEMENT: PUBLIC WORKS</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
* Road Reconstruction Industrial Avenue (Supplemental)	DR	435	0	0	0	0	435
	TM	435	0	0	0	0	435
	TC	0	0	0	0	0	0
Public Works Grounds Equipment	DR	130	127	110	86	75	528
	TM	130	127	110	86	75	528
	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	7,681	7,247	6,949	7,639	4,265	33,781
	TM	6,167	6,841	7,469	6,519	4,015	31,011
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN MANAGER PROPOSED:**

CAPITAL & NONRECURR. FUND	110	260	110	260	720	1,460
STATE / FEDERAL / LOCAL	0	150	1,250	1,000	0	2,400
TOTAL REDUCTIONS	110	410	1,360	1,260	720	3,860
NET TOTAL	6,057	6,431	6,109	5,259	3,295	27,151

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 (circa 1960) located just east of the linear trail has been designated for planned replacement. An inspection of the bridge was performed on July 13, 2023 and defects were noted. These deficiencies will need to be examined in further detail to determine the nature of repairs that would be needed to bring the superstructure and abutments into a state of good repair.

Replacement should occur within the next five years, and this project should be a candidate for partial state reimbursement funding through the CTDOT Local Bridge Program.

Given the age and condition of both the superstructure and the abutments, the construction cost for a full bridge replacement has been prepared.

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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$300,000	GRANTS	\$1,300,000
FY 26-27	\$2,300,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$1,300,000
<b>TOTAL</b>	<b>\$2,600,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$2,300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$300,000
Construction	\$2,300,000
	\$
	\$
<b>TOTAL</b>	<b>\$2,600,000</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 2024-2025**

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)*

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 linear trail sections to ensure pedestrian safety. While Public Works crews tackle roadside maintenance with the addition of a bucket truck, funded last year. Funding is still necessary to augment tree removal efforts and tackle large scale removals when needed.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$150,000	OTHER	\$
FY 28-29	\$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>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Tree Removals	\$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 2024-2025**

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

Project Title: Street Light Installation & Pole Replacement

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

As part of the streetlight pole purchase and LED relamping project in 2016, the Town purchased and installed 490 light poles. The appropriation will continue to fund future pole maintenance and replacements as poles deteriorate past their serviceable life or become damaged by storms or accidents. Funding will support installation of new poles and fixtures as needed, in order to ensure public safety and maintain the existing network in a safe and serviceable condition.

The useful life of a new utility pole is approximately 35 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$110,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$110,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$330,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$330,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Pole Maintenance & Replacement	\$330,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$330,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

Project Description, continued

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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

Project Title: Public Works Dump Trucks & 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.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$380,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$380,000	GRANTS	\$
FY 26-27	\$385,000	FEES	\$
FY 27-28	\$385,000	OTHER	\$
FY 28-29	\$390,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,920,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$1,920,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dump Trucks & Plows	\$1,920,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,920,000</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 Vehicle</b>	<b>Proposed Replacement</b>	<b>Cost</b>
FY 24-25	2WD Dump Truck	2024 2WD Dump Truck with Snow Package	\$380,000
		FY 2024-25 Total	\$380,000
FY 25-26	2WD Dump Truck	2025 2WD Dump Truck with Snow Package	\$380,000
		FY 2025-26 Total	\$380,000
FY 26-27	4WD Dump Truck	2026 2WD Dump Truck with Snow Package	\$385,000
		FY 2026-27 Total	\$385,000
FY 27-28	2WD Dump Truck	2027 2WD Dump Truck with Snow Package	\$385,000
		FY 2027-28 Total	\$385,000
FY 28-29	2WD Dump Truck	2028 2WD Dump Truck with Snow Package	\$390,000
		FY 2028-29 Total	\$390,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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, including escalation.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$252,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$306,500	GRANTS	\$
FY 26-27	\$228,000	FEES	\$
FY 27-28	\$88,000	OTHER	\$
FY 28-29	\$130,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,004,500</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$1,004,500</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
(Non-Dump) Vehicles & Equipment	\$1,004,500
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,004,500</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>

Project Description, continued

	Existing Equipment	Proposed Replacement	Cost
FY 24-25	2006 Volvo Excavator	2025 Excavator	\$252,000
		<b>FY 24-25 Total</b>	\$252,000
FY 25-26	2007 John Deere 410 J Backhoe	2026 John Deere 410 Backhoe	\$252,000
	Road Saw	Road Saw	\$14,250
	New Equipment	Manhole Core Attachment (Skid Steer)	\$40,000
		<b>FY 25-26 Total</b>	\$306,500
FY 26-27	Existing Mason Dump	2027 Mason Dump	\$126,000
	(New equipment)	Compact Loader	\$102,000
		<b>FY 26-27 Total</b>	\$228,000
FY 27-28	Curb Machine	Curb Machine	\$18,000
	Asphalt Roller	Asphalt Roller	\$28,000
	Brine maker	Automated brine maker	\$42,000
		<b>FY 27-28 Total</b>	\$88,000
FY 28-29	Skid Steer	Skid Steer	\$100,000
	Chipper	Chipper	30,000
		<b>FY 28-29 Total</b>	\$130,000

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 latest Pavement Management study of all Town roads was performed in 2019. Pavement Management is a systematic approach for maintaining a network of roads at a pre-determined quality level, and involves the process of planning, maintaining and repairing the roads in the network. This study provides a Pavement Condition Index (PCI), which is a numerical rating of the current condition of each public 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 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 \$250,000 needed to fund subconsultants, hire uniformed extra duty traffic control, perform shoulder restoration, replace deficient sidewalks, ramps, drainage, and damaged curbing on the roads being improved.

Paving treatments include, but are not limited to, reclaiming, mill & overlay, chip seal, fog seal, micro-seal, crack seal, and other surface treatments.

The useful life of a newly paved road is 10-15 years. The life of alternative surface treatments ranges from 5 to 10 years. Roads to receive 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 24-25	\$2,250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$2,250,000	GRANTS	\$
FY 26-27	\$2,300,000	FEES	\$
FY 27-28	\$2,300,000	OTHER	\$
FY 28-29	\$2,350,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$11,450,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$11,450,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$11,450,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$11,450,000</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 2024-2025**

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. Fees are in line with previous years' approved expenditure plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$300,000		
FY 25-26	\$300,000	GRANTS	\$
FY 26-27	\$300,000	FEES	\$
FY 27-28	\$300,000	OTHER	\$
FY 28-29	\$300,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,500,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,500,000</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 2024-2025**

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 2,200 LF of new sidewalks along Cheshire Street between Riverview Court and Worden Circle. The sidewalk upgrades are intended to create connectivity of existing sidewalks and to provide a safe pedestrian route to Quinnipiac Park from nearby neighborhoods.

The cost was developed in coordination with a consulting engineer using unit costs from similar sidewalk projects. Fees are in line with previous years' approved expenditure plan.

A new sidewalk should last 25-40 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$550,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$550,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$550,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$550,000
	\$
	\$
	\$
<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 2024-2025**

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

Project Title: Sidewalk Extension Program

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

With a continued increase in commercial and residential development, Cheshire’s need for a comprehensive pedestrian network has grown in parallel. This gives new opportunities for economic development by bringing pedestrian traffic to local businesses, while providing residents with a place to leisurely travel within the town. Engineering staff continues to assess the town’s pedestrian network and any gap closures that could take place.

The main objective of this extension program is to ensure safe pedestrian travel to high pedestrian traffic areas. For example, adding sidewalk to close a gap near a school will ensure that the students can travel to and from their campus safely while not impacting the peak traffic hours.

Fees are in line with previous years’ approved expenditure plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$300,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$300,000	GRANTS	\$
FY 26-27	\$300,000	FEES	\$
FY 27-28	\$300,000	OTHER	\$
FY 28-29	\$300,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,500,000
	\$
	\$
<b>TOTAL</b>	<b>\$1,500,000</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 2024-2025**

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

Project Title: Jarvis/Marion Sidewalk Extension

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

The proposed new school located at the corner of Jarvis Street and Marion Road is projected to begin in fall of 2024 and be completed in 2026.

This funding is proposed to establish roughly 2,600 LF of new sidewalks for connection to the new North End school.

Section 1: Approximately 2,300 LF of sidewalk between Dundee Drive and the entrance to the new school off Jarvis Street; and

Section 2: Approximately 300 LF of sidewalk between Balsam Place and the entrance to the new school off Marion Road.

The sidewalk upgrades are intended to create connectivity of existing sidewalks and to provide a safe pedestrian route to the future school from nearby neighborhoods. The cost was developed in using unit costs from similar sidewalk projects.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$300,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$	GRANTS	\$
FY 26-27	\$	FEES	\$
FY 27-28	\$	OTHER	\$
FY 28-29	\$	<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>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$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 2024-2025**

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

Project Title: Weeks Pond Dam Improvements

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

Weeks Pond has an existing capital appropriation with approximately \$23K remaining in account 22260-5800-01059 (Weeks Pond Rehabilitation). 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.

The intent is to apply in FY 23-24, the existing account balance (22260-5800-01059) towards hiring a consulting engineer to prepare a dam replacement plan or evaluate its possible removal. Costs for both avenues will be evaluated. The following figures are estimated and primarily to be used as a place holder until such costs can be better determined.

Inland Wetlands and Army Corp of Engineers (ACOE) permitting will most likely be required.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$0		
FY 25-26	\$80,000	GRANTS	\$
FY 26-27	\$500,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$580,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$580,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Structural Engineering Design and Permitting	\$80,000
Demolition and Reconstruction	\$500,000
	\$
	\$
<b>TOTAL</b>	<b>\$580,000</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 2024-2025**

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

Project Title: Notch Road Bridge Replacement

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

The existing bridge (circa 1970) located just east of the Mixville Park entrance has been designated for planned replacement. An inspection of the bridge was performed on May 22, 2023 and defects were noted. These deficiencies will need to be examined in further detail to determine the nature of repairs that would be needed to bring the superstructure and abutments into a state of good repair. Some upstream realignment of the channel may be required to improve hydraulics through the bridge.

Replacement should occur within the next five years, and this project should be a candidate for partial state reimbursement funding through the CTDOT Local Bridge Program.

Given the age and condition of both the superstructure and the abutments, the construction cost for a full bridge replacement has been prepared. Inland Wetlands and Army Corp of Engineers (ACOE) permitting may be required.

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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$1,100,000
FY 26-27	\$200,000	FEES	\$
FY 27-28	\$2,000,000	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$1,100,000
<b>TOTAL</b>	<b>\$2,200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$2,200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$200,000
Construction	\$2,000,000
	\$
	\$
<b>TOTAL</b>	<b>\$2,200,000</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 2024-2025**

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)*

The *General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems* (MS4 General Permit) requires each municipality to take steps to keep the stormwater entering its storm sewer systems clean before that stormwater enters water bodies.

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 24-25	\$110,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$110,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$110,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$330,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$330,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Storm Water Drainage Disconnects	\$30,000
Construct Storm Water Drainage Disconnects	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$330,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**WN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 23-24	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$150,000	GRANTS	\$
FY 25-26	\$0	FEES	\$
FY 26-27	\$150,000	OTHER	\$
FY 27-28	\$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>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Rehabilitation of Infrastructure	\$300,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$300,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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

Project Title: Road Reconstruction Scenic Court

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

Scenic Court is a residential street, and the road base has settled excessively over time. The pavement has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction.

We propose approximately 3,000 LF of this road can be reclaimed and reconstructed. The remaining road will be milled to dirt and repaved. It was originally constructed in 1988.

Scenic Court has an existing capital appropriation for design services (account #22260-5800-01492). A preliminary design has been completed and an initial cost estimate has been prepared by the consulting engineers.

A newly reconstructed road with regular maintenance should last 15 to 20 years before requiring major improvements.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$1,200,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,200,000
	\$0
	\$
	\$
<b>TOTAL</b>	<b>\$1,200,000</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 2024-2025**

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

Project Title: Road Reconstruction East Johnson Avenue - Section 2

**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 (Section 1 - from McCausland Court to the Quinipiac bridge and Section 2 - from Route 10 to McCausland Court), causing the road to settle excessively over time.

**Section 1** is currently under construction. The remaining portion (Section 2) is also proposed to be reclaimed and reconstructed to industrial standards. **Section 2** is approximately 3,500 LF and pavement is failing after only 8 years due to high truck traffic.

Design for Section 2 was performed during design of Section 1 and is complete. This estimate was developed by the consulting design engineers.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$1,600,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,600,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$1,600,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,600,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,600,000</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 2024-2025**

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

Project Title: Road Reconstruction Cornwall Ave. Extension

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.) was approved with construction completed.

Improving the roadway intersection and alignment with Cornwall Drive, as well as the installation of storm drainage and the addition of a sidewalk for improved public convenience and safety is encouraged. This subdivision is within walking distance to Doolittle Elementary School.

This preliminary cost estimate was developed by the engineering department and to be used as a place holder until a cost estimate can be prepared post design.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$30,000	FEES	\$
FY 27-28	\$600,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$630,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$630,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$30,000
Construction	\$600,000
	\$
	\$
<b>TOTAL</b>	<b>\$630,000</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 2024-2025**

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 approval of a 56-unit affordable housing development, which is currently under construction, 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. Sidewalks were installed as part of the P&Z approval for the housing development.

This preliminary cost estimate was developed by the engineering department and to be used as a place holder until a cost estimate can be prepared post design.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$26,000	FEES	\$
FY 27-28	\$400,000	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$426,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$426,000</b>
--	------------------

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$26,000
Construction	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$426,000</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 2024-2025**

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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$385,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$385,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$275,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Paving	\$385,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$385,000</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 2024-2025**

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 was installed in 2023 by Public Works staff.

This proposal will raise the parking area, widen the access, and increase the current number of parking spaces. It will also add lighting and sidewalks, which will provide safe secure access to this facility.

This estimate was developed by town staff and in consultation with design consultants and prior bid figures.

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 24-25	\$439,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$439,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$439,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and Construction	\$439,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$439,000</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 2024-2025**

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

Project Title: Lakeview Culvert Improvements

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

An inspection of the culvert located on Lakeview Avenue revealed that there are safety concerns on both sides of the roadway, necessitating timely improvements. There are no existing safeguards (i.e. headwall, guiderails, etc.) in place to prevent accidents from both vehicles and pedestrians.

Lakeview Avenue currently does not meet Town Standards and serves as the only means of ingress & egress for the residents of Lakeview Avenue, Andrew Avenue, and Larson Avenue.

Lakeview Avenue has an existing capital appropriation for design services (account #22260-5800-01493). A preliminary design has been completed and an initial cost estimate has been prepared by the consulting engineers

Fees are in line with previous years' approved expenditure plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$340,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$340,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$340,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$340,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$340,000</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 2024-2025**

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

Project Title: Road Reconstruction: Dickerman Road

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

With the recent approval for a 140-unit housing development, which is currently under construction, we believe that it is prudent to plan for the reconstruction of Dickerman Road, which is a substandard road.

The pavement has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction.

This estimate was developed by town staff and in consultation with contractors and consultants. Fees are in line with previous years' approved expenditure plan.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$0		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$50,000	FEES	\$
FY 27-28	\$880,000	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$930,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$930,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$50,000
Construction	\$880,000
	\$
	\$
<b>TOTAL</b>	<b>\$930,000</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 2024-2025**

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

Project Title: Intersection Re-alignment: Weeks Road

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

High traffic volumes during peak hours create backup and congestion at the intersection of Weeks Road and CT Route 10 for Highland School and the residents living off of Castle Glen. Improving the alignment and installing separate exiting lanes for both directions will improve existing conditions.

The work will involve design, stormwater management improvements, OSTA & CTDOT approvals, modifications to the existing traffic signalization, road re-alignment & reconstruction, and installation of new sidewalks.

This preliminary cost estimate was developed by the engineering department and to be used as a place holder until a cost estimate can be prepared post design. Fees are in line with previous years' approved expenditure plan.

A newly reconstructed road should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$35,000		
FY 25-26	\$400,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$435,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$435,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$35,000
Construction	\$400,000
<b>TOTAL</b>	<b>\$435,000</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 2024-2025**

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

Project Title: Elm Street Intersection Improvements

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

The intersection of Elm Street and CT RTE 68 (a.k.a. Academy Road) is subject to frequent long traffic queues and tight traffic maneuvers. To alleviate this issue, the Engineering Department has planned a road widening at this intersection, giving the right-hand turning lane more area to move around the left-hand turn traffic, thus reducing the queue length and allowing more regular traffic flows. This widening will also improve traffic entering onto Elm Street from Academy Road.

The work will include, but not limited to, design, construction easements, storm drainage, OSTA & CTDOT permitting, utility pole relocations, road reconstruction, sidewalk & accessibility modifications, traffic markings, and signage.

This cost estimate was developed by the Engineering Department and a typical road rehabilitation should last 15 to 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$370,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$370,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$370,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$370,000
<b>TOTAL</b>	<b>\$370,000</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 2024-2025**

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

Project Title: Farmington Drive Culvert Improvements

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

There is an existing capital appropriation (\$145K) for design and construction services associated with storm drainage system deficiencies related to 15 Roslyn Drive and 867 Farmington Drive (acct #22260-5800-01411). \$60K was allocated for the enlargement of the culvert capacity beneath Farmington Drive and channel clearing at inlets and within drainage easements leading to the canal based upon complaints from Sharon Drive residents.

Currently the Town is working with a consulting engineer to evaluate the culvert located on Farmington Drive. Initial discussions uncover the possibility of a full culvert replacement, which was not originally anticipated and the cost of this work will be greater than what was originally appropriated. Inland Wetlands and Army Corp of Engineers (ACOE) permitting may be required.

The following figures are estimated and primarily to be used as a place holder until such construction costs can be better determined.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$0		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
Construction	\$500,000
	\$0
	\$0
	\$0
<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 2024-2025**

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

Project Title: Road Reconstruction Industrial Avenue - Supplemental

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

Industrial Avenue has deteriorated beyond its ability to be rehabilitated by milling and paving and now requires full-depth reclamation and reconstruction built to industrial standards.

There is an existing capital appropriation (acct #22260-5800-01393) originally totaling \$620K utilized for design and construction of Industrial Avenue. Approximately \$593K remains in this account.

This roadway rehabilitation project was publicly bid in Fall 2023, which received multiple fee responses with an apparent low base bid of \$892K for the project. The remaining balance of the original appropriation does not cover the actual construction costs for the project.

Adding 5% for inflation and 10% to cover incidentals, contingencies, and increased wage rates; an additional appropriation of \$435K is required for this project to be constructed.

A newly reconstructed road with regular maintenance should last 15 to 20 years before requiring major improvements.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$435,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$435,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>		<b>\$435,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$435,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$435,000</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 2024-2025**

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

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, snow removal and field grooming operations. The Town of Cheshire has increased the number of fields we maintain and the demand for field use has increased due to longer sports seasons. Expansion of Barlem Park South is anticipated for later this year and with the opening of the new turf field, specialty equipment has been requested in Fiscal Year 2025-2026 to best maintain this new asset. Grounds equipment requires regular replacement to continue efficient operations.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$130,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$126,500	GRANTS	\$
FY 26-27	\$110,000	FEES	\$
FY 27-28	\$86,000	OTHER	\$
FY 28-29	\$75,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$527,500</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$527,500</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Grounds Equipment	\$527,500
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$527,500</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>

Project Description, continued

	Description	Purpose	Cost
FY 24-25	12-foot Mower	Field maintenance	\$115,000
	Trailer	Equipment transport	\$15,000
		<b>FY 24-25 Total</b>	\$130,000
FY 25-26	Utility Vehicle	Open space, parks, events	\$30,000
	Tractor	All parks maintenance	\$60,000
	(New Equipment) Turf Field Reclaimer	Redistributes infill material providing an even playing surface	\$36,500
		<b>FY 25-26 Total</b>	\$126,500
FY 26-27	Articulating Utility Tractor	Sidewalk snow removal, field maintenance	\$60,000
	Robotic Painter	Stripe multi-use fields	\$50,000
		<b>FY 26-27 Total</b>	\$110,000
FY 27-28	Ride-on Field Liner	Line striping multi-use fields	\$16,000
	(New Equipment) – Ice Re-surfacer	Levels ice surface	\$20,000
	(New Equipment) – Ice Refrigeration Equipment	Generates and maintains skateable ice surface	\$50,000
		<b>FY 27-28 Total</b>	\$86,000
FY 28-29	Tractor	Parks and grounds maintenance	\$75,000
		<b>FY 28-29 Total</b>	\$75,000

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS - SEWER & WATER**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
Elmwood Pump Station Upgrade	DR	200	0	2,000	0	0	2,200
	TM	200	0	2,000	0	0	2,200
	TC	0	0	0	0	0	0
Moss Farms Pump Station Upgrade	DR	0	1,500	0	0	0	1,500
	TM	0	1,500	0	0	0	1,500
	TC	0	0	0	0	0	0
East Johnson Pump Station Upgrade	DR	0	0	150	750	0	900
	TM	0	0	150	750	0	900
	TC	0	0	0	0	0	0
Denitrification Upgrade	DR	500	1,500	0	0	0	2,000
	TM	500	1,500	0	0	0	2,000
	TC	0	0	0	0	0	0
In-Kind Treatment Plant & Pump Stations Equipment Replacement	DR	300	300	300	300	300	1,500
	TM	300	300	300	300	300	1,500
	TC	0	0	0	0	0	0
SCADA Notification System Upgrade	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	0	0	0	0	0	0
Inflow & Infiltration (I & I) Investigation and Remediation	DR	400	400	400	400	400	2,000
	TM	400	400	400	400	400	2,000
	TC	0	0	0	0	0	0
* Facilities Plant Upgrade	DR	0	0	0	0	20,000	20,000
	TM	0	0	0	0	20,000	20,000
	TC	0	0	0	0	0	0
* Belt Filter Press Replacement	DR	0	0	1,500	1,500	0	3,000
	TM	0	0	1,500	1,500	0	3,000
	TC	0	0	0	0	0	0
* HVAC Upgrade at Water Pollution Control Facility	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	0	0	0	0	0	0
Heavy Duty Vehicles & Equipment (WPCD)	DR	230	20	0	0	0	250
	TM	230	20	0	0	0	250
	TC	0	0	0	0	0	0
* Force Main Rehabilitation	DR	0	0	0	0	8,600	8,600
	TM	0	0	0	0	8,600	8,600
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	2,130	3,720	4,350	2,950	29,300	42,450
	TM	2,130	3,720	4,350	2,950	29,300	42,450
	TC	0	0	0	0	0	0

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	2,130	3,720	4,350	2,950	29,300	42,450

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Elmwood Pump Station Upgrade

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

The Elmwood Pump Station, which was last upgraded in 1996, will be nearing the end of its 30-year life cycle. This pump station is the Town's largest and is critical to the sewer conveyance system. In addition to the ongoing pump replacement project to address the station's immediate needs, an overall comprehensive upgrade is required in the next 5 years. Most building components, electrical and heating and ventilation systems are 30-year-old and showing their age. The systems are either inoperable or do not operate at optimum efficiency. A full upgrade will include, but not limited to, a sewer bypass connection, valve replacements, and electrical, control, roofing, doors, heating and ventilation systems. The upgrade will also bring the structure up to current building and energy code compliance

This engineering, design and construction estimate was determined based on costs for previous pump stations and in consultation with design engineers. Fees are in line with previous year's approved expenditure plan.

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 24-25	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$2,000,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$2,200,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$2,200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Engineering & Design	\$200,000
Construction	\$2,000,000
	\$
	\$
<b>TOTAL</b>	<b>\$2,200,000</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 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Moss Farm Pump Station Upgrade

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

The Moss Farm Pump Station is one of the towns smaller pump stations and due for an upgrade to replace pumps, controls, generator and electrical equipment based on age and reliability. The station was constructed in 1994 and has reached the end of its 30-year life cycle.

The upgrade has already been designed but was pushed off due to other critical initiatives. The plan is to upgrade the station while the design of another station is underway.

This estimate was determined based on the costs for previous pump station upgrades.

Life expectancy of a new pump station is thirty (30) years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$1,500,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$1,500,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,500,000</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 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: East Johnson Pump Station Upgrade

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

Engineering and design services to develop plans, specifications and cost estimates for the upgrade of the East Johnson pump station. The station was constructed in 1997 and has reached its 30 year life cycle. The pumps, controls, generator and other equipment should be upgraded to ensure another 30 years of reliable service. This work will also upgrade the station to current building, electrical, and fire codes.

This estimate was determined based on costs for previous pump stations and in consultation with design engineers.

Life expectancy of a new pump station is thirty (30) years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$0		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$750,000	OTHER	\$
FY 28-29	\$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>
Engineering & Design	\$150,000
Construction	\$750,000
	\$
	\$
<b>TOTAL</b>	<b>\$900,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 Facility was constructed during the 2015 upgrade. WPCD staff have experienced issues with this system for the last several years resulting in emergency equipment and piping rebuilds and replacements. This process is high maintenance, and its structures and equipment are now 20 years old. A full upgrade to this process (structure, equipment and controls) is required to ensure the WPCF's NPDES permit is met and any violations are eliminated or minimized. This process is vital to plant operations and permit compliance

This estimate was determined based on consultation with design engineers.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$500,000		
FY 25-26	\$1,500,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<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:**

COMPONENTS	AMOUNT
Design	\$500,000
Construction	\$1,500,000
	\$
	\$
<b>TOTAL</b>	<b>\$2,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: In-Kind Treatment Plant & Pump Station Equipment Replacements

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

Routine plant maintenance and upkeep is critical to plant operations and permit compliance. Equipment can fail at anytime at the WPCF or at a remote pump station. In addition to expensive reactive/emergency replacements (replacing upon failure), the WPCD has developed a program to evaluate and replace/repair their assets prior to failure to ensure seamless and uninterrupted operations.

This expenditure request combines previous "Upgrade Various Plant Components" and "In-Kind Treatment Plant Equipment Replacements" projects titles. Fees are in line with previous years approved expenditure plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		<i>SOURCE</i>	<i>AMOUNT</i>
FY 24-25	\$300,000		
FY 25-26	\$300,000	GRANTS	\$
FY 26-27	\$300,000	FEES	\$
FY 27-28	\$300,000	OTHER	\$
FY 28-29	\$300,000	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,500,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$1,500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Equipment Replacement	\$1,500,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$1,500,000</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 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: SCADA Notification System Upgrade

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

The SCADA system at the WPCF is the last line of defense to notify WPCD staff when there is an alarm condition requiring attention. It is also a tool to operate and monitor the plant and pump stations remotely. A SCADA system is computer based, and as such, requires annual upgrades and routine maintenance and replacement of servers, computer, etc.

The Cheshire SCADA system is not functioning properly and hasn't for some time. Equipment is outdated, no longer supported, and there are communication issues with many plant processes. The SCADA system has become a liability and like any computerized system requires frequent upgrades to maintain its efficiency.

Fees are in line with previous years approved expenditure plan.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$250,000		
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$250,000</b>		
<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>			<b>\$250,000</b>

**SUMMARY OF COST COMPONENTS:**

COMPONENTS	AMOUNT
Upgrades & Maintenance	\$250,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Inflow & Infiltration (I&I) Investigation & Remediation

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

Inflow and infiltration (I&I) is defined as groundwater and stormwater that enter a sewer system. Collection systems can be damaged when they are forced to transport more flow than they are designed to handle. Increased effluent also raises costs for wastewater treatment facilities, because harmless stormwater and groundwater mix with sewage.

Exceeding the capacity of the collection system can result in discharge of untreated wastewater into the environment. This discharge may come from collection system components or from a treatment system that doesn't have the capacity to treat the water. Infiltration can also cause pipe structure failures due to erosion of soil support, and ground subsidence due to erosion of underground soil.

The town needs to actively locate and remediate sources of I&I entering into the sanitary sewer collection system. This has been strongly suggested by CT DEEP.

This is a multi-year phased program to investigate and eliminate I&I found. This line item will be used to investigate and then fix leaks and other pipeline deficiencies as they are found to reduce flows to the WPCF. The first phase of this work is currently in design slated for repairs in the Summer 2024.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
		SOURCE	AMOUNT
FY 24-25	\$400,000		
FY 25-26	\$400,000	GRANTS	\$
FY 26-27	\$400,000	FEES	\$
FY 27-28	\$400,000	OTHER	\$
FY 28-29	\$400,000	TOTAL REVENUE	\$
<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:**

COMPONENTS	AMOUNT
Design and Implementation	\$2,000,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$2,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Facilities Plant Upgrade

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

Although the WPCF was upgraded in 2007 and again in 2015, neither upgrade was comprehensive. The 2007 upgrade focused on denitrification and the 2015 upgrade on phosphorus removal and disinfection improvements (**Neither upgrade increased capacity**).

There are still many portions of the plant that are from the 1990's upgrade that have now passed their useful service life. Prior to this next upgrade, a full facilities evaluation will be required per CT DEEP requirements. The \$20M is a placeholder for planning purposes and the project is requested to start in FY 2028-2029 and extend for 4 to 5 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$20,000,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$20,000,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$20,000,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$20,000,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$20,000,000</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 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Belt Filter Press Replacement

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

The belt filter presses at the WPCF were originally installed in 1989 and are over 34 years old. They have been rebuilt and maintained over the years but planning for replacement in-kind, or with an alternate technology must be considered before a failure. This equipment lacks efficiency and generates a lot of odor. Newer technologies include equipment that is totally enclosed and can also produces a thicker cake, this reducing the overall processing time, weight and overall volume of sludge to be disposed of off-site.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$1,500,000	FEES	\$
FY 27-28	\$1,500,000	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$3,000,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$3,000,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$3,000,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$3,000,000</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 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: HVAC Upgrade at WPCF

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

The HVAC equipment in the Operations Building does not work and requires full replacement. Since this is a regularly occupied building, proper heating, cooling and ventilation are critical for WPCF employees and the SCADA Notification System.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
System Analysis, Design & Construction	\$250,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Heavy Duty Vehicle and Equipment Replacement

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

The Dump Truck at the WPCD is over 20 years old and has reached its useful life. Currently this vehicle is primarily used for hauling sludge from the plant to a bio-solid disposal facility on a weekly basis. A new dump truck can be equipped with a plow for winter plowing operations as well as daily plant maintenance.

Currently, the lab director uses a radio flyer wagon to walk around daily to pick up all daily composite and grab samples. The mechanic currently uses a full-size vehicle to transport parts and tools around the plant to perform repairs and maintenance. The addition of an all-terrain vehicle (ATV) used to transport equipment, parts, tools, samples from building to building will be more efficient.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$230,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$20,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
Vehicle & Equipment Replacement	\$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>

**Project Description, continued**

	<b>Existing Equipment</b>	<b>Proposed Replacement</b>	<b>Description</b>	<b>Cost</b>
FY 24-25	2000 Dump Truck	10 Wheel Dump Truck	WPCD regular and emergency maintenance	\$230,000
			FY 2024-25 Total	\$230,000
FY 25-26	(New Equipment)	ATV (i.e. John Deere Gator)	Onsite plant sampling and equipment transport vehicle	\$20,000
			FY 2025-26 Total	\$20,000
FY 26-27				
			FY 2026-27 Total	\$0.00
FY 27-28				
			FY 2027-28 Total	\$0.00
FY 28-29				
			FY 2028-29 Total	\$0.00

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: WPCD Functional Area: Sewer & Water

Project Title: Force Main Rehabilitation

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

Wastewater collected at the Mansion Road Pump Station (PS) is pumped through a 16-inch force main which connects to the Elmwood Pump Station force main; and from there all flow is conveyed to the WPCF for treatment.

On January 15<sup>th</sup>, 2024, the 16-inch force main pipe ruptured along CT Route 10. An emergency repair was conducted, and the pipe was determined to have failed due to deterioration/thinning of the pipe wall. The cause of the deterioration is currently unknown at this time and a study will be conducted. This request is in anticipation of this pipe requiring replacement or rehabilitation assuming worst case conditions so that the possibility of this type of event is minimized in the future.

Total force main is approx. 10,800 feet in length and comprised primarily of three (3) sections: Mansion Road PS to the Elmwood PS connection (±4,200 LF), Elmwood PS to the Elmwood PS connection (±2,600 LF), and Elmwood PS connection to the Wallingford Road gravity connection (±4,000 LF). \$800/LF is initially projected, which includes design, construction, bypass, and traffic control.

The \$8.6M is a placeholder for planning purposes and the project is requested to start in FY 2028-2029 and extend for 4 to 5 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$8,600,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$8,600,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):</b>	<b>\$8,600,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design & Construction	\$8,600,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$8,600,000</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  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: RECREATION</b>		<b>PROGRAM ELEMENT: LEISURE SERVICES</b>					
<b>PROJECT TITLE</b>		<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>FY 28-29</b>	<b>TOTAL</b>
<b>Bartlem Park Skate Park - Concrete Surface and New Additional Ramps</b>	DR	273	0	0	0	0	273
	TM	110	0	0	0	0	110
	TC	0	0	0	0	0	0
<b>Various Pool Improvements - New Sand/Laterals Main Pool Filter, Kidde Pool Rehab, Lobby Roof</b>	DR	0	115	60	0	0	175
	TM	0	100	0	0	0	100
	TC	0	0	0	0	0	0
* <b>Park/Open Space Improvements- Signage, Bleachers, CP Disc Golf, Court Conversion Pickle Ball</b>	DR	100	0	0	0	0	100
	TM	100	0	0	0	0	100
	TC	0	0	0	0	0	0
<b>Quinnipiac Multi-Purpose Roller Rink</b>	DR	0	0	0	215	0	215
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
<b>Mixville Park Basketball Court Reconstruction</b>	DR	0	0	70	0	0	70
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
* <b>Paving Pool Parking Lot</b>	DR	155	0	0	0	0	155
	TM	155	0	0	0	0	155
	TC	0	0	0	0	0	0
* <b>Pool Boiler Replacement</b>	DR	180	0	0	0	0	180
	TM	180	0	0	0	0	180
	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	708	115	130	215	0	1,168
	TM	545	100	0	0	0	645
	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

110	0	0	0	0	110
0	0	0	0	0	0
110	0	0	0	0	110
435	100	0	0	0	535

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Bartlem Park Skate Park

**Project Description:**

The surface is original to installation of the ramps during the summer of 2004. The surface cracking continues, making it a challenge to maintain. There are surfacing choices post tension concrete, concrete or asphalt. In addition, with the ramps still in good condition the department would like to recommend additional quarter pipes and a pyramid corner on the east side of the current park within the park footprint. Post tension \$185,000 Concrete option \$150,000 Asphalt 6" \$130,000.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$273,000	<i>SOURCE</i>	
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$273,000</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>
Post tension concrete	\$185,000
Uninstall/reinstall	\$30,000
New equipment	\$58,000
	\$
<b>TOTAL</b>	<b>\$273,000</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 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Various Community Pool Improvements

**Project Description:**

Community Pool New Sand and laterals for the main pool sand filters \$40,000.  
 Kidde Pool Rehab \$75,000 (place holder depending on splash pad), remove water feature, no replacement and install a liner like main pool \$75,000.  
 Heat Exchanger replacement 2-4 years out according to maintenance schedule.  
 New Chemtrol replacement 2-4 years out - apparatus reads chlorine PH levels.  
 Pool Deck Tables replacements - current wood tables are a challenge to keep up with maintenance and withstand the pool climate.  
 Lobby Roof (still working on cost estimates for design and repair/replacement).

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$115,000	GRANTS	\$
FY 26-27	\$60,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$175,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
_____	\$
_____	\$
_____	\$
_____	\$
<b>TOTAL</b>	<b>\$175,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Park Open Space Improvements

**Project Description:**

**Cheshire Park -** Currently in the planning stages of an 18-hole Disc Golf Course at Information Kiosk, Tee pads, baskets, course design work-\$25,000.  
Conversion of one tennis court at Cheshire Park to create 2 additional pickleball courts. Net posts, color coating, pickleball lines-\$21,000.

**Bartlem Park -** Purchase of (4) Low rise 72 seat bleachers \$ 26,000 including shipping  
Purchase of (4) Player’s bench with shelf \$12,600 including shipping.

**Misc Info Signage-** Recreation Commission would like to see general park information signage related to park use and what is not allowed for Police Dept. and organizational leadership to reference.

**Open Space -** Signage, trail blazing other improvements.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$100,000	<i>SOURCE</i>	
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$100,000</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>
Disc Golf	\$25,000
Pickleball conversion 2 courts	\$21,000
Bleachers, player benches	\$38,600
Open Space	\$15,400
<b>TOTAL</b>	<b>\$100,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Quinnipiac Multi-purpose Roller Rink

**Project Description:**

The multi-purpose roller rink (176'x105') was constructed some 20+ years ago. DPW repaired and sealed surface the fall of 2020. The courts will need to be reconstructed or repurposed.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$215,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$215,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$215,000</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 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Mixville Reconstruction of Basketball Court

**Project Description:**

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. Keeping with the Master Plan the court will be relocated upland out of the flood zone.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$70,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$70,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design and docs	\$10,000
Construction	\$60,000
	\$
	\$
<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 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Parking Lot Replacement Cheshire Community Pool

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

The existing parking lot at the Community Pool has deteriorated and reached the end of its serviceable life.

Replacement is required to maintain safe pedestrian and vehicular access to the facility. This work includes focused enhancements to ADA accessibility, updated signage and pavement markings.

The age of the existing parking lot is 21 years (paved in 2003).

The expected useful life of a new parking lot is 20 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$155,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>\$ 155,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$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 2024-2025**

Department: Recreation Functional Area: Leisure Services

Project Title: Boiler Replacement Cheshire Community Pool

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

The existing high efficiency boiler at the Community pool failed and is in need of prompt replacement.

An evaluation of the existing conditions and prior design is being facilitated. Consultants will review sizing, explore more efficient equipment, and provide a design for the replacement.

This requested funding will allow for the replacement of this equipment, mitigating the need to run on the less efficient backup equipment currently in service.

The age of the existing boiler was installed in 2015.

The expected useful life of a new boiler is 15 years.

*(Continue on next page if necessary)*

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$180,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>\$ 155,000</b>	

**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Construction	\$180,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$180,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2024-25 TO 2028-29 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: SUMMARY					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
EDUCATION CODE COMPLIANCE	DR	625	150	150	500	750	2,175
	TM	500	150	150	500	750	2,050
	TC	0	0	0	0	0	0
EDUCATION ROOF REPLACEMENT	DR	525	4,375	950	0	0	5,850
	TM	400	4,375	950	0	0	5,725
	TC	0	0	0	0	0	0
EDUCATION RENOVATION	DR	3,950	11,900	12,645	11,690	7,635	47,820
	TM	3,150	11,900	12,645	11,690	7,635	47,020
	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
PROGRAM ELEMENT TOTAL	DR	5,100	16,425	13,745	12,190	8,385	55,845
	TM	4,050	16,425	13,745	12,190	8,385	54,795
	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
92	3,883	1,160	3,225	320	8,680	
92	3,883	1,160	3,225	320	8,680	
3,958	12,542	12,585	8,965	8,065	46,115	

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: CODE COMPLIANCE**

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		Athletic Complex Improvements Cheshire High School	DR	500	0	0	500
	TM	500	0	0	500	750	1,750
	TC	0	0	0	0	0	0
District Roof Ladder Replacement/Installation	DR	125	150	150	0	0	425
	TM	0	150	150	0	0	300
	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	625	150	150	500	750	2,175
	TM	500	150	150	500	750	2,050
	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	0	0
500	150	150	500	750	2,050	

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Code Compliance

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)*

A total of \$1,750,000 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.

This project is in the design-stage with the \$50,000 approved in 2023-24.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$500,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$500,000	OTHER	\$
FY 28-29	\$750,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,750,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$1,750,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Athletic Complex Improvements	\$1,750,000
	\$
	\$
	\$
<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 2024-2025**

Department: Education Functional Area: Code Compliance

Project Title: District Wide - Roof Ladder Replacement/Installation

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

A total of \$425,000 is requested to meet OSHA ladder regulations section 1910.23. Key locations are Doolittle Elementary School, Dodd Middle School and Cheshire High School.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$150,000	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$425,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$425,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Roof Ladder Replacements	\$425,000
	\$
	\$
<b>TOTAL</b>	<b>\$425,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: ROOF REPLACEMENT**

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		District Roof Repairs and Replacements	DR	125	125	125	0
	TM	0	125	125	0	0	250
	TC	0	0	0	0	0	0
Roof Replacement - Doolittle Elementary	DR	0	3,000	0	0	0	3,000
	TM	0	3,000	0	0	0	3,000
	TC	0	0	0	0	0	0
Roof Replacement - Dodd Middle School	DR	350	0	0	0	0	350
	TM	350	0	0	0	0	350
	TC	0	0	0	0	0	0
Roof Replacement - Cheshire High School	DR	0	500	0	0	0	500
	TM	0	500	0	0	0	500
	TC	0	0	0	0	0	0
Roof Replacement - Highland Elementary	DR	50	750	825	0	0	1,625
	TM	50	750	825	0	0	1,625
	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	525	4,375	950	0	0	5,850
	TM	400	4,375	950	0	0	5,725
	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
10	750	165	0	0	925
10	750	165	0	0	925
390	3,625	785	0	0	4,800

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 2024-25 fiscal year, a total of \$125,000 is requested with additional \$250,000 through 2026-27 for the potential cost of repairs, preventive maintenance and small scale replacements on roofs systems that are out-of-warranty in an effort to prolong roof life. Repairs and maintenance will be completed on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$125,000	GRANTS	\$
FY 26-27	\$125,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$375,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$375,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Roof repairs and replacements	\$375,000
	\$0
	\$0
	\$0
<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>

Project Description, continued

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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 2025-26 fiscal year, \$3,000,000 is requested for Doolittle School roof replacement. (\$50,000 has already been appropriated for the design work needed for this project.) The \$3M cost estimate is a rough order of magnitude and the replacement roof design will better determine the replacement cost as the existing Hypalon roof material is no longer manufactured or used in the United States. One potential option that could be considered is recoating the Hypalon roof to extend the life for an approximate 10-year duration for a substantially lower investment.

An engineering assessment would be required to confirm the existing roofing system has not exceeded its potential for Hypalon recoating. Due to capital deferral however, it is likely the opportunity for recoating has passed. The downside to recoating is that there is no substantive warranty available for this option and the roofing system toxicity would remain. The preferred material for a new roof system would be a 60 - 90 Mil EPDM which would include a 25- 30 year warranty.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$3,000,000	GRANTS (estimated at 20%)	\$600,000
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$600,000</b>
<b>TOTAL</b>	<b>\$3,000,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$2,400,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Doolittle Roof Replacement	\$3,000,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$3,000,000</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 2024-2025**

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)*

For the 2024-25 fiscal year, \$350,000 is requested to continue to replace various sections of the Dodd Roof. The facility's roofing system is fully-adhered EPDM which is past its warranty period and intended life cycle. To control sporadic roof leaking, continuous repairs are required as a result of mid-field failure, seam membrane splitting, target patch delamination and flashing failures due to weathering. The preventive approach to keeping the roof in good repair and chasing leaks has been ongoing for many years and we have reached a point where the main roof membrane fields are degrading beyond repair.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$350,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$350,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$350,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School Roof Replacement	\$350,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$350,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>



**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

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)*

A total of \$500,000 is being requested for Cheshire High School for 2025-26 for the completion of repairs to the standing seam metal roof at the front of the building.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$500,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<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>
Standing Seam Metal Roof Repairs	\$500,000
	\$0
	\$0
	\$0
<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 2024-2025**

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 2024-25 fiscal year, \$50,000 is requested for design work to begin the planning for the replacement of the Highland Roof sections which are no longer under warranty. For FY 2025-26 and 2026-27, a total of \$1,575,000 is estimated to be needed for the replacement of all the roof sections.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$750,000	GRANTS (estimated at 20%)	\$325,000
FY 26-27	\$825,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$325,000</b>
<b>TOTAL</b>	<b>\$1,625,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$1,300,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design	\$50,000
Highland Elementary School Roof Replacement	\$1,575,000
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,625,000</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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
Cafeteria Renovations - Highland and CHS	DR	0	0	0	670	5,460	6,130
	TM	0	0	0	670	5,460	6,130
	TC	0	0	0	0	0	0
Replace Walk-in Freezer/Refrigerator - CHS	DR	0	200	0	0	0	200
	TM	0	200	0	0	0	200
	TC	0	0	0	0	0	0
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	0	800	0	0	0	800
	TM	0	800	0	0	0	800
	TC	0	0	0	0	0	0
Window Replacements - Highland, Dodd and Doolittle	DR	150	0	3,000	3,000	1,250	7,400
	TM	150	0	3,000	3,000	1,250	7,400
	TC	0	0	0	0	0	0
Window Replacements - Cheshire High School	DR	500	500	450	0	0	1,450
	TM	0	500	450	0	0	950
	TC	0	0	0	0	0	0
Exterior Lighting Improvements - CHS	DR	0	0	220	0	0	220
	TM	0	0	220	0	0	220
	TC	0	0	0	0	0	0
District Lavatory Improvements	DR	400	400	500	0	500	1,800
	TM	400	400	500	0	500	1,800
	TC	0	0	0	0	0	0
* Renovation of Outdoor Classroom - Highland	DR	0	100	80	0	0	180
	TM	0	100	80	0	0	180
	TC	0	0	0	0	0	0
District Driveway and Parking Lot Repaving	DR	250	250	250	250	0	1,000
	TM	250	250	250	250	0	1,000
	TC	0	0	0	0	0	0
District Sidewalk and Masonry Repairs	DR	0	275	275	0	0	550
	TM	0	275	275	0	0	550
	TC	0	0	0	0	0	0
Highland Exterior Building Envelope Restoration	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	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	500	0	0	0	500
	TM	0	500	0	0	0	500
	TC	0	0	0	0	0	0
HVAC Replacement - RTU Dodd Middle School	DR	150	200	0	0	0	350
	TM	150	200	0	0	0	350
	TC	0	0	0	0	0	0
Synthetic Turf Field Replacement - CHS	DR	0	0	0	600	0	600
	TM	0	0	0	600	0	600
	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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE	PROGRAM ELEMENT: RENOVATION						TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
HVAC Improvements - CHS	DR	25	200	200	200	175	800
	TM	25	200	200	200	175	800
	TC	0	0	0	0	0	0
Steam Boiler Replacement - CHS	DR	0	0	800	0	0	800
	TM	0	0	800	0	0	800
	TC	0	0	0	0	0	0
Hot Water Boiler Replacement - CHS	DR	0	0	900	0	0	900
	TM	0	0	900	0	0	900
	TC	0	0	0	0	0	0
District Replace Pneumatic Controls with DDC	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	0	0	0	0	0	0
HVAC Improvements Comprehensive Upgrade Project - Dodd & Doolittle	DR	0	6,900	0	5,800	0	12,700
	TM	0	6,900	0	5,800	0	12,700
	TC	0	0	0	0	0	0
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	225	325	0	0	0	550
	TM	225	325	0	0	0	550
	TC	0	0	0	0	0	0
Highland Elementary School Building Improvements/Additions	DR	0	0	750	0	0	750
	TM	0	0	750	0	0	750
	TC	0	0	0	0	0	0
District Acoustical Ceiling Tile Replacement	DR	100	100	100	100	0	400
	TM	0	100	100	100	0	300
	TC	0	0	0	0	0	0
District Flooring Replacement	DR	200	200	200	0	0	600
	TM	0	200	200	0	0	400
	TC	0	0	0	0	0	0
School Offices Reconfiguration - CHS	DR	0	50	120	0	0	170
	TM	0	50	120	0	0	170
	TC	0	0	0	0	0	0
District Elementary School Playground Equipment Replacement	DR	200	0	200	0	0	400
	TM	200	0	200	0	0	400
	TC	0	0	0	0	0	0
Expand Parking and General Paving - Highland	DR	350	0	400	0	0	750
	TM	350	0	400	0	0	750
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

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\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		DR	100	100	0	100	0
District Interior Door Replacement	TM	100	100	0	100	0	300
	TC	0	0	0	0	0	0
	DR	100	0	1,650	0	0	1,750
Fire Alarm Control System - CHS and Doolittle	TM	100	0	1,650	0	0	1,750
	TC	0	0	0	0	0	0
	DR	250	0	0	0	0	250
CHS Maintenance Garage	TM	250	0	0	0	0	250
	TC	0	0	0	0	0	0
	DR	0	0	50	750	0	800
Greenhouse Replacement - CHS	TM	0	0	50	750	0	800
	TC	0	0	0	0	0	0
	* DR	200	0	0	0	0	200
* Fire Main/Water Main Replacements - Dodd	TM	200	0	0	0	0	200
	TC	0	0	0	0	0	0
	* DR	75	150	150	120	0	495
* Utility Tunnel Renovations - CHS	TM	75	150	150	120	0	495
	TC	0	0	0	0	0	0
	* DR	50	400	0	0	0	450
* Auditorium Replace Roof Top Units (RTU) - CHS	TM	50	400	0	0	0	450
	TC	0	0	0	0	0	0
	* DR	150	0	150	0	150	450
* Districtwide Gymnasium Equipment Replacement	TM	150	0	150	0	150	450
	TC	0	0	0	0	0	0
	* DR	125	0	125	0	0	250
* Districtwide Storm Water Management Improvements	TM	125	0	125	0	0	250
	TC	0	0	0	0	0	0
	* DR	50	0	400	0	0	450
* Main Office and Cafeteria HVAC Improvements - Highland	TM	50	0	400	0	0	450
	TC	0	0	0	0	0	0
	* DR	200	0	0	0	0	200
* Electrical Upgrade and Emergency Generator Additional Funding - Highland	TM	200	0	0	0	0	200
	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 2024-25 TO 2028-29  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		FISCAL YEAR					TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
* Electrical Distribution Improvements - Highland	DR	0	50	300	0	0	350
	TM	0	50	300	0	0	350
	TC	0	0	0	0	0	0
* Courtyard Restoration Improvements - Highland	DR	0	50	250	0	0	300
	TM	0	50	250	0	0	300
	TC	0	0	0	0	0	0
* Gym HVAC Improvements - Highland	DR	0	25	325	0	0	350
	TM	0	25	325	0	0	350
	TC	0	0	0	0	0	0
* HVAC Balancing Improvements - Highland	DR	0	25	300	0	0	325
	TM	0	25	300	0	0	325
	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	3,950	11,900	12,645	11,690	7,635	47,820
	TM	3,150	11,900	12,645	11,690	7,635	47,020
	TC	0	0	0	0	0	0

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	82	3,133	995	3,225	320	7,755
TOTAL REDUCTIONS	82	3,133	995	3,225	320	7,755
NET TOTAL	3,068	8,767	11,650	8,465	7,315	39,265

\* New Projects

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District-Wide Cafeteria Improvements

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

A previous review of the cafeterias across the school district clearly indicated that a long-term plan was necessary to upgrade the cafeterias in all our school buildings. In 2011, the Dodd Middle School cafeteria was renovated. In 2014, we added a new warming kitchen at Darcey to accommodate the full day kindergarten program. In 2018, we completed renovations at the Doolittle cafeteria. In 19-20, \$400k was approved to improve the Norton cafeteria which was designed and bid in 2020. Bid estimates came in higher than the \$400k capital budget allowance and an additional \$175,000 was requested in the 21-22 capital request. Due to the approval of the School Modernization plan, we will not be completing the planned improvement work at Norton since that school is being vacated after the 2025-26 school year.

It is important to continue to make much needed upgrades to those schools that are not included in Phase I of the School Modernization plan. The renovations needed will vary by building but generally include replacement of freezers, refrigerators & kitchen equipment, storage enhancements & improving student serving areas. The budget requests are as follows by year and by building:

- 2027-28 - Highland Elementary School - \$670,000
- 2028-29 - Cheshire High School - \$5,460,000 (based on 2014 Fletcher Thompson recommendations and adjusted for inflation)

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$670,000	OTHER	\$
FY 28-29	\$5,460,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$6,130,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$6,130,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Elementary School	\$670,000
Cheshire High School	\$5,460,000
<b>TOTAL</b>	<b>\$6,130,000</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 2024-2025**

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)*

\$200,000 is requested to replace the Walk-In Freezer/Refrigerator at Cheshire High School in 2025-26. 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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$200,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Freezer/facility fit-out	\$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 2024-2025**

Department: Education Functional Area: Renovation

Project Title: CHS Loading Dock, Drainage and Refrigeration Improvements

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

Currently the south end parking lot surfaces adjacent to the Boys Locker Room are beyond their intended life cycle and showing their age. In addition, current storm water catch basins dispatch storm water to constructed drywells which are considerably under-sized resulting in significant ponding and winter icing which contributes in constant deterioration and reduced longevity of the asphalt surface. Redesigning the lot will provide additional parking spaces. In the same area, the existing loading dock is currently in structural failure mode exhibited by the excessive spalling and flexing when under load and replacement is required. In 2022, shoring was installed under the loading dock decking to ensure a safe load rating for operational use. Related to this request is a requirement for additional freezer/refrigerated space, but interior space constraints prevent expansion inside the building. Reconfiguring the loading dock area in a manner that will allow for exterior refrigerator/freezer space is the most efficient method to satisfy both requirements.

To complete the project as explained above, it is estimated that \$800,000 is needed and requested for 2025-26.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$800,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$800,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$800,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Reconstruct South Parking Lot	\$270,000
Reconstruct Loading Doc	\$350,000
New Outdoor Freezer	\$180,000
<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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District Wide Energy Improvements - Window Replacements

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

The window systems in most of our buildings are original units that need to be replaced because they are either non-functioning, non-repairable, antiquated single pane glass units or insulated glass aged beyond its intended life cycle which is not as energy efficient as the state-of-the-art low-E, tinted, double pane insulated glass available today. It is important to note that that Energy Star estimates a 21% - 31% savings in energy costs by replacing single pane windows with double-pane insulated glass and frames. The estimates assume removal of the existing window structures as needed, LEP services, abatement and the installation of new windows and insulated spandrel panels as needed. The budget requests take into account the economies of scale of larger project sizes to help ensure the best possible pricing.

Funds requested are estimated to be used as follows:

- Doolittle Elementary - 2024-25 - \$50,000 for design work, 2026-27 \$1,000,000 and 2027-28 \$1,500,000 to complete the project.
- Dodd Middle School - 2024-25 - \$50,000 for design work, then 2026-27 \$1,000,000, 2027-28 \$1,500,000 and 2028-29 \$1,250,000 to complete the project.
- Highland Elementary - 2024-25 - \$50,000 for design, replace windows in 2026-27 - \$1,000,000.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS (Estimated at 20%)	\$1,480,000
FY 26-27	\$3,000,000	FEEES	\$
FY 27-28	\$3,000,000	OTHER	\$
FY 28-29	\$1,250,000	<b>TOTAL REVENUE</b>	<b>\$1,480,000</b>
<b>TOTAL</b>	<b>\$7,400,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$5,920,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Doolittle Elementary	\$2,550,000
Dodd Middle School	\$3,800,000
Highland Elementary	\$1,050,000
	\$
<b>TOTAL</b>	<b>\$7,400,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: CHS Energy Improvements - Window Replacements

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

The window systems that need to be replaced at Cheshire High School are original units that are antiquated, non-functioning, single pane glass units in metal frames which are not as energy efficient as today's state-of-the-art low-E, tinted, double-pane insulated glass and frames available today. Over the past several years, \$250,000.00 per year was being requested, but due to the large number of windows that need to be replaced and taking into account the economies of scale that come with larger project size, we are increasing the annual request to continue to make the needed replacements on a worst-first basis. Please note that Energy Star estimates a 21% - 31% savings in energy costs by replacing single pane windows with double-pane insulated glass and frames.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$500,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$500,000	GRANTS (Estimated at 20%)	\$
FY 26-27	\$450,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,450,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
<b>TOTAL</b>	<b>\$1,450,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Exterior Lighting Upgrades

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

For the 2026-27 fiscal year, \$220,000 is requested to replace the Cheshire High School practice and band field pole lighting and replace the Cheshire High School athletic field scoreboards at the softball, practice and baseball fields.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$220,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$220,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE-YEAR REVENUE):	<b>\$220,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$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 2024-2025**

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 \$1,800,000 is being requested to continue our initiative to renovate the aged lavatory facilities across the school district on a worst-first basis. Bathrooms need to continue to be replaced, based on a worst-first priority basis at Doolittle followed by Cheshire High School and Dodd Middle School.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$400,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$400,000	GRANTS	\$
FY 26-27	\$500,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$500,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,800,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$1,800,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Lavatory Improvements on a Worst-First Basis	\$1,800,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,800,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland School - Renovation of Outdoor Classroom

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

A total of \$180,000 is requested for renovation of OLIN outdoor classrooms at Highland Elementary School including site improvements, floating dock removal and/or replacement.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$100,000	GRANTS	\$
FY 26-27	\$80,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$180,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$180,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$180,000
	\$
	\$
<b>TOTAL</b>	<b>\$180,000</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 2024-2025**

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 2024-25 fiscal year, a total of \$250,000 is requested to cover the 1<sup>st</sup> phase of anticipated repaving needs to be completed on a worst-first basis. Future needs are expected to include the CHS main entrance corridor from Route 10 to the Maclary Athletic Field Complex, the south student parking lot, the south staff parking lot and the Doolittle upper and lower playgrounds.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$250,000	GRANTS	\$
FY 26-27	\$250,000	FEES	\$
FY 27-28	\$250,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$1,000,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Wide Repaving, Worst-First Basis	\$1,000,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$1,000,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District Wide Sidewalk Replacements and Flatwork Repairs

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

For the 2025-26 and 2026-27 fiscal years, a total of \$550,000 is requested to replace deteriorated sidewalks/stairs/masonry flatwork and make masonry repairs/replacement with priorities to be determined on a worst-first basis across the school district.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$275,000	GRANTS	\$
FY 26-27	\$275,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$550,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$550,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
General Flatwork	\$550,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$550,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Exterior Building Envelope Restoration

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

For the 2026-27 fiscal year, a total of \$150,000 is requested to make exterior building improvements at Highland including repointing brick facades, renewing building control joints, EFIS repair/replacement and also to replace the T-111 exterior on the two portable classrooms.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$150,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$150,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Sidewalk Replacements and Masonry Repairs	\$150,000
	\$0
	\$0
	\$0
<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 2024-2025**

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 2026-27 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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$250,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
Dodd Middle School Improvements	\$250,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$250,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: HVAC - Dodd Middle School Stage Area

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

For the 2025-26 fiscal year, a total of \$500,000 is requested for the design engineering, demolition of two heating/air distribution units, one of which is currently inoperable and the other is well past its intended life cycle, that service the Dodd Stage area. The replacement will be a more modern centralized HVAC system.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$500,000	GRANTS (State Grant - 40%)	\$200,000
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$200,000</b>
<b>TOTAL</b>	<b>\$500,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
HVAC Replacement	\$500,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$500,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements - Roof Top Unit Replacements at Dodd Middle School

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

A total of \$350,000 is requested complete the design, review and systematic replacement of the aging rooftop units (RTU) at Dodd, some of which are 30+ 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.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$200,000	GRANTS (Eversource - 10%)	\$35,000
FY 26-27	\$0	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$350,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$315,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Roof Top Unit Replacements	\$350,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$350,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School - Synthetic Turf Field Replacement

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

A total of \$600,000 is requested for replacement of the Cheshire High School Synthetic Turf Field in 2027-28. The Cheshire High School turf field was installed and went into service in 2011. Although the warranty expired in 2019, it is well maintained and in excellent condition at this time. It is anticipated that the turf carpet will need to be replaced within the next five years when it reaches the end of its useful life.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$600,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$600,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$600,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$600,000
	\$
	\$
<b>TOTAL</b>	<b>\$600,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

FISCAL YEAR	PROJECT #	SOURCE	\$ AMOUNT
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements - Cheshire High School

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

Beginning with the 2024-25 fiscal year, a total of \$800,000 is requested to complete the review, design and systematic replacement and phase-in of air-conditioning at Cheshire High School. Over the years, many classrooms had window units or portable units installed which are old, noisy, cumbersome, and inefficient. The plan is to make needed improvements on a worst-first basis including the use of ductless mini-split units, classroom unit ventilators and/or centralized packaged rooftop units. The intent is to increase the economizer capability allowing for additional outside air plus adding the option of conditioned air.

The \$25,000 requested for 24-25 is for the initial design work needed for this project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$25,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$200,000	GRANTS (State Grant - 40%)	\$320,000
FY 26-27	\$200,000	FEES	\$
FY 27-28	\$200,000	OTHER	\$
FY 28-29	\$175,000	<b>TOTAL REVENUE</b>	<b>\$320,000</b>
<b>TOTAL</b>	<b>\$800,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$480,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work (2024-25)	\$25,000
HVAC Improvements	\$775,000
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Steam Boiler Replacement - Cheshire High School

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

For the 2026-27 fiscal year, a total of \$800,000 is requested to retrofit segmented cast iron steam boiler #1, install new supplemental HHW condensing boilers #2 & #3.

Install gas fired condensing boiler sets to handle the heating conversion from steam to hot water identified in steam boiler replacement study 2024/2025. Add indirect domestic hot water load to the boiler plant, install new DHW circulators/ holding tanks and eliminate Boiler #3. Replace various air handling units containing steam coils (cafeteria, east gym, etc.) to hot water. Update all controls to DDC. Renovate boiler room proper with new floor coatings, lighting system, ancillary monitoring systems and sumps.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$800,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$800,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$900,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Steam Boiler Replacement	\$
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Hot Water Boiler Replacement - Cheshire High School

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

Design funding previously appropriated will be used in 24-25 for a comprehensive study and construction cost analysis to determine the feasibility of eliminating a number of steam-to-water heat exchangers throughout the facility and converting to hot water. Reducing the steam heating circuit footprint will result in substantial energy savings. Potential boiler plant considered will be gas-fired condensing. Update all controls to DDC. Install gas fired condensing boiler set to handle the heating conversion from steam to hot water identified in study. Add indirect domestic hot water load to the boiler plant, install new DHW recirculators/ holding tanks and eliminate Boiler #3. Replace various air handling units containing steam coils (cafeteria, east gym, etc.) to hot water. Update all controls to DDC. Renovate boiler room proper with new floor coatings, lighting system, ancillary monitoring systems and sumps.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$900,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$900,000</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>\$900,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District Wide Replace Pneumatic Controls with DDC

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

\$500,000 is requested to eliminate all remaining pneumatic controls in our buildings along with retiring all existing air compressors. Both actions will improve HVAC efficiency resulting in energy savings and better comfort control.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$100,000	GRANTS	\$
FY 26-27	\$100,000	FEES	\$
FY 27-28	\$100,000	OTHER	\$
FY 28-29	\$100,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$500,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$500,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$500,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements Comprehensive Upgrade Project - Dodd & Doolittle

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

\$6,900,000 is requested for Doolittle Elementary School in 2025-26 based on the mechanical feasibility study estimate to add HVAC systems building wide. Includes design contingency, escalation costs through 2Q 2023 and electrical upgrades required to meet the added air conditioning load.

\$5,800,000 is requested for Dodd Middle School in 2027-28 based on the completed mechanical feasibility study estimate to replace existing HVAC systems and add Air Conditioning throughout the building. Includes design contingency, 5 year escalation costs and electrical upgrades required to meet the added air conditioning load.

Total request \$12,700,000.00

The \$150,000 requested for 23-24 is for the design work needed for the Doolittle Project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$6,900,000	GRANTS (State Grant - 40%)	\$5,080,000
FY 26-27	\$0	FEEES	\$
FY 27-28	\$5,800,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$5,080,000</b>
<b>TOTAL</b>	<b>\$12,700,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$7,620,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Dodd Middle School	\$5,800,000
Doolittle Elementary School (includes design)	\$6,900,000
	\$
	\$
<b>TOTAL</b>	<b>\$12,700,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District Unit Ventilator Replacements/HVAC Improvements

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

A total of \$550,000 is requested to review, design and systematically replace the aged unit ventilators on a worst-first basis at Cheshire High School, Dodd Middle School and Doolittle Elementary School. Our existing unit ventilators are heat only with limited outside air intake operating on stand-alone controls. The plan is to upgrade to newer energy-efficient units and/or centralized packaged roof-top units and include direct digital control (DDC) integration into the existing Tridium Building Management System (BMS) that was installed as part of the Energy Performance Contract with Ameresco. We are anticipating a rebate for these upgrades from Eversource of 10%.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$225,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$325,000	GRANTS (10% Eversource)	\$55,000
FY 26-27	\$0	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$55,000</b>
<b>TOTAL</b>	<b>\$550,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$495,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Unit Vent Replacements	\$550,000
	\$
	\$
<b>TOTAL</b>	<b>\$550,000</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 2024-2025**

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 2026-27 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 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS (Estimated at 40%)	\$300,000
FY 26-27	\$750,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$300,000</b>
<b>TOTAL</b>	<b>\$750,000</b>		

<b>NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):</b>	<b>\$450,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Highland Elementary School Improvements	\$750,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$750,000</b>

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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 2024-2025**

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 three-year period beginning in 2024-25 to replace existing Acoustical Ceiling Tile Systems (ACT) throughout the district on a worst-first basis. The existing tiles are vintage and have become distorted due to age, humidity and abuse. New ACT systems have impact-resistant features and stand up to humidity more readily which is important in schools buildings without air conditioning or where the ceiling plenum is being utilized for return air.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$100,000	GRANTS	\$
FY 26-27	\$100,000	FEES	\$
FY 27-28	\$100,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$400,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Ceiling Tile Replacement	\$400,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$400,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Districtwide Flooring Replacement

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

A total of \$600,000 is requested for Cheshire High School, Dodd Middle School, and Doolittle Elementary School main corridors, classrooms and stairwells. Includes a combination of VCT, sheet vinyl, rubber tile, broadloom carpeting and carpet tile. Abatement, floor preparation and cove base where necessary are included

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$200,000	GRANTS	\$
FY 26-27	\$200,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$600,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$600,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
District Flooring Replacement	\$600,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$600,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School - Office Reconfiguration Improvements

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

A total of \$170,000 is requested to reconfigure and make improvements in the main office, old main office and special education office areas to improve administrative office functions and workflow and visitor entry into the building. \$50,000 is requested in 2025-26 for design work and \$120,000 is requested in 2026-27 to complete the project. Design funding includes CAD file & building automation programming updates. Does not include FF&E.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$50,000	GRANTS	\$
FY 26-27	\$120,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$170,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$170,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	\$50,000.00
Office Reconfigurations	\$120,000.00
	\$
	\$
<b>TOTAL</b>	<b>\$170,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: District Elementary School Playground Equipment Replacement

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

A total of \$400,000 is requested to make initial renovations to the aged playgrounds at Doolittle Elementary School and Highland Elementary School ensuring these highly used public facilities meet modern safety and code requirements. This request includes professional playground assessment and engineering design.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$200,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$400,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
Playground Equipment Replacement	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$400,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland School - Expand Parking including Sitework and Repaving

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

A total of \$750,000 is requested to expand vehicle parking at Highland School by making site modifications that may include redesigning the parking configuration at the Weeks Road Drive, bus drop off circle and other potential site located on property. This requests considers a possible contingency needed for storm water modification, architect/engineering fees for civil design, CA and permit application. This request may also be used for tear out, pave and curbing of parking areas that are beyond their intended life cycle.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$350,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$400,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$750,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$750,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$750,000
	\$
	\$
<b>TOTAL</b>	<b>\$750,000</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 2024-2025**

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 \$300,000 is requested to continue the systematic replacement of interior fire doors and classroom doors and new hardware on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$100,000	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$100,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$300,000</b>

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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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Fire Alarm Control System - Cheshire High School & Doolittle Elementary School

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

A total of \$100,000 is requested in 2024-25 to design and \$1,650,000 requested in 2026-27 to replace the antiquated fire alarm systems at Cheshire High School and Doolittle Elementary School. Replacement parts for both systems are difficult to obtain and replacing these systems before they begin failing is of utmost importance. In addition, current fire alarms systems do not meet the current NFPA requirements/specifications for device coverage and are currently grandfathered. Capital request considers approved design, system installation, demolition of the old system after commissioning of the new system and labor premiums for off-hours construction (2<sup>nd</sup> shift).

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$100,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$1,650,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	TOTAL REVENUE	\$
<b>TOTAL</b>	<b>\$1,750,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$1,750,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design Work	100,000
Cheshire High School	\$1,000,000
Doolittle Elementary School	\$650,000
	\$
<b>TOTAL</b>	<b>\$1,750,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Maintenance Garage Improvements

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

A total of \$250,000 is requested to design and renovate the existing Maintenance Garage to include site modifications to increase the working area, new weatherproof storage for seasonal equipment and the installation of a soils storage building to protect from weather and erosion as well as interior renovations for the office and bathroom areas.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$250,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$250,000
	\$
	\$
<b>TOTAL</b>	<b>\$250,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Cheshire High School Greenhouse Replacement

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

A total of \$800,000 is requested to replace the greenhouse at Cheshire High School. The current greenhouse is no longer utilized for a number of reasons not the least of which is that the structure is failing and it is cost prohibitive to make it ADA compliant. If this project goes forward, it is possible that the recommendation will be to construct a larger greenhouse in another area on the school property.

\$50k is requested in 2026-27 for design work and \$750k is requested in 2027-28 to complete the project.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS (estimated at 30%)	\$240,000
FY 26-27	\$50,000	FEEES	\$
FY 27-28	\$750,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$800,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$560,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$800,000
	\$
	\$
<b>TOTAL</b>	<b>\$800,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Dodd Fire Main/Water Main Replacements/Renovations

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

A total of \$200,000 is requested to replace/renovate the main water lines on both domestic water and fire service at Dodd Middle School to include backflow preventers, checks, gate valves, new tamper switches, etc. The water mains require replacement due to deterioration resulting from a high humidity environment.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Water line replacements	\$200,000
	\$
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

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**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: CHS Utility Tunnel Renovations

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

A total of \$495,000 is requested to make improvements to the utility tunnels at Cheshire High School. \$75K is requested in 2024-25 for design work to investigate reconfiguring and replacing the utility tunnel mechanical circuits which are well beyond their intended life cycle. Design work would include assessment in the repair/replacement of existing steam distribution, domestic water distribution, sanitary circuit, improved ventilation, tunnel monitoring systems and robust partitioning.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$75,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$150,000	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$120,000	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$495,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$495,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$75,000
Utility Tunnel Improvements	\$420,000
	\$
	\$
<b>TOTAL</b>	<b>\$495,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: HVAC Improvements - Roof Top Unit Replacements at Cheshire High School Auditorium

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

\$50,000 is request for design work in 2024-25 with \$400,000 requested in 2025-26 to replace RTU 1G, 2G & 3G serving the Highland auditorium. All 3 units are past their intended life cycle and currently use R-22 refrigerant which was phased out of production by federal EPA in 2020. Due to this phase out, the potential success for repair of a refrigerant system failure is low. Currently RTU 2G & 3G utilize hot water coils fed from the steam boilers via heat exchanger from the front of the building. Converting these units to natural gas heating would significantly reduce load to the existing steam boilers and increase fuel efficiency due to less boiler firings normally required to keep the heating feeds to these RTU's operational. Building overheating occurs during shoulder days would be eliminated and localized temperature control of the auditorium improved. Eliminate all pneumatic controls. Replace existing RTU's with new units capable of full DX cooling and natural gas heating. Update all controls to DDC. It is intended that new RTU's can be placed on existing roof curbs.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$400,000	GRANTS (Eversource - 10%)	\$45,000
FY 26-27	\$0	FEEs	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$450,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$405,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$450,000
Roof Top Unit Replacements	\$400,000
	\$
	\$
<b>TOTAL</b>	<b>\$450,000</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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Districtwide Gymnasium Equipment Replacement

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

A total of \$450,000 is requested for districtwide replacement of gymnasium equipment including wall padding, back boards, water fountains, floor protection systems, weight lifting equipment, etc. on a worst-first basis.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$150,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$150,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$150,000	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$450,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$450,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Gymnasium Equipment Replacement	\$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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Districtwide Storm Water Management Improvements

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

A total of \$250,000 is requested to make storm water improvements including catch basin replacement, catch basin cover replacement, storm water impoundment improvements, water jetting services, sump pump replacement. etc. Improvements will be made on a worst-first basis. Initial priorities will be for Doolittle Elementary School & Cheshire High School which currently have storm water drainage issues resulting from erosion, general wear and capacity limitations.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$125,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$125,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$250,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$250,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Storm Water Management Improvements	\$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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Main Office and Cafeteria HVAC Improvements

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

A total of \$50,000 is requested for design work in 2024-25 with \$400,000 requested for 2026-27 for the replacement of rooftop units MZ-1 and MZ-2 servicing the main office and cafeteria with new packaged gas-fired/DX roof top units. Will require reconfiguring air distribution and new DDC. Existing units, although not beyond their intended life cycle, have been poor performers in HVAC quality requiring numerous interventions and costly repairs. Assumptions include roof curb adapters and tie-in to the Building Automation System.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$50,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$400,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$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>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$50,000
HVAC replacement	\$400,000
	\$
	\$
<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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Electrical Upgrade and Emergency Generator Additional Funding

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

A total of \$200,000 is requested in 2024-25 to be added to the prior appropriation of \$280,000 to cover the cost of material escalation (generator procurement) and the need to replace the antiquated electrical service line up (switchboard/main gear) which was not previously anticipated. During the design process for the new generator it was identified that the Preferred Utilities brand of service panel is no longer manufactured and therefore spare components (circuit breakers) are not available.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$200,000	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$0	GRANTS	\$
FY 26-27	\$0	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$200,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$200,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$200,000
	\$
	\$
<b>TOTAL</b>	<b>\$200,000</b>

=====FOR FINANCE DEPARTMENT USE ONLY =====

**PRIOR PROJECT APPROPRIATIONS**

<i>FISCAL YEAR</i>	<i>PROJECT #</i>	<i>SOURCE</i>	<i>\$ AMOUNT</i>
			\$
			\$
			\$
<b>TOTAL:</b>			<b>\$</b>

**TOWN OF CHESHIRE CAPITAL EXPENDITURE REQUEST  
FISCAL YEAR 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Electrical Distribution Improvements

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

A total of \$50,000 is requested in 2025-26 for design and \$300,000 in 2026-27 to make needed improvements to the electrical distribution within Highland Elementary School. The current configuration at the school is marginal and unable to meet convenience power requirements to meet IT needs. Virtually every class room contains just two (2) single duplex outlets which is not enough to meet smartboard, workstation, Chromebook cart and accessory power needs.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$50,000	GRANTS	\$
FY 26-27	\$300,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$350,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$350,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
	\$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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Courtyard Restoration Improvements

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

A total of \$50,000 is requested in 2025-26 for design and \$250,000 requested in 2026-27 to renovate the interior enclosed building courtyard at Highland Elementary School. Current courtyard consists of a masonry retaining wall system and concrete patio slab which have deteriorated in the 55 years of exposure. Site elevations would need to be restored via the potential hydraulic jacking of concrete patio slabs, reinforcement of the existing retainage walls and plantings restoration.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$50,000	GRANTS	\$
FY 26-27	\$250,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$300,000</b>		

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

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$50,000
Courtyard improvements	\$250,000
	\$
	\$
<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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland Gym HVAC Improvements

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

A total of \$25,000 is requested for design in 2025-26 and \$325,000 in 2026-27 to make HVAC improvements in the gymnasium at Highland Elementary School including conditioned air. The current air handling units are heat only with broken pneumatic controls that would normally economize allowing for fresh outdoor air turnover. The capital requests include an MEP assessment specifying replacement of the (2) two air handling units in the gymnasium and replacing them with roof mounted packaged units capable of natural gas heating, DX cooling and fresh air intake. Includes roof modifications/curbs, ductwork and DDC controls to integrate into the existing Building Automation System.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$25,000	GRANTS	\$
FY 26-27	\$325,000	FEEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$350,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$350,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$25,000
HVAC Improvements	\$325,000
	\$
	\$
<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 2024-2025**

Department: Education Functional Area: Renovations

Project Title: Highland HVAC Balancing Improvements

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

A total of \$25,000 is request in 2025-26 for design and \$300,000 is requested in 2026-27 to analyze and make improvements to the heating hot water circuit which may not be appropriately sized to meet the maximum BTU output for each classroom fan coil unit. Re-evaluate RTU air balancing to ensure all building areas are under positive dynamic pressure. Includes a rough order of magnitude estimate in upsizing the heating hot water branch feed sizes to each classroom plus pipe insulation and labeling.

COST BY YEAR		ESTIMATED FIVE-YEAR REVENUE	
FY 24-25	\$0	<i>SOURCE</i>	<i>AMOUNT</i>
FY 25-26	\$25,000	GRANTS	\$
FY 26-27	\$300,000	FEES	\$
FY 27-28	\$0	OTHER	\$
FY 28-29	\$0	<b>TOTAL REVENUE</b>	<b>\$</b>
<b>TOTAL</b>	<b>\$325,000</b>		

NET FIVE YEAR PROJECT COST (TOTAL PROJECT COSTS LESS ESTIMATED FIVE YEAR REVENUE):	<b>\$325,000</b>
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**SUMMARY OF COST COMPONENTS:**

<i>COMPONENTS</i>	<i>AMOUNT</i>
Design work	\$25,000
HVAC improvements	\$300,000
	\$
	\$
<b>TOTAL</b>	<b>\$325,000</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 PLAN / BUDGET**

**OVERVIEW**

Under the Town’s current policy, a proposed capital project must meet certain criteria to be given consideration in the Capital Expenditure Plan/Budget. A capital project, including construction, purchase of equipment, or acquisition of land, must have a cost of \$110,000 or more, an expected life of five years or more and be of a nonrecurring nature. A study or design project that has a cost in excess of \$110,000, which is prepared in conjunction with a future capital expenditure project, may also be included in the Capital Expenditure Plan. See the Town’s Capital Expenditure Plan Policy and Debt Policy included herein.

**GOALS AND OBJECTIVES**

The Town plans to maintain its annual appropriations to the Capital and Nonrecurring Expenditures Fund (CNR) in an effort to reduce debt service. Due to the costs associated with borrowing, the Town is striving to finance projects on a “pay-as-you-go” basis. The Town plans to contribute at least \$1,000,000 to the CNR fund on an annual basis.

**2023-2024 CAPITAL EXPENDITURE BUDGET - APPROVED PROJECTS**

For the fiscal year ending June 30, 2024, the Town Council, and citizen referendum as required for project appropriations of \$500,000 or more, approved a Capital Expenditure Budget totaling \$13,688,000 including borrowing authorizations of \$11,770,000 and CNR appropriations of \$1,918,000. Grants totaling \$643,000 are projected to be available to reduce borrowing requirements for these projects. A description of the projects that were approved in the 2023-2024 Capital Expenditure Budget follows:

**ADMINISTRATION & FINANCE**

**Finance - \$465,000:** \$125,000 for Revaluation and \$340,000 Technology Reserve Fund - Replacement Equipment.

**General Services - \$353,000:** for Vehicle/Equipment Replacement.

**Public Property - \$975,000:** \$200,000 Parking Lot Replacement at Police Station, \$150,000 for Underground Fuel Tank Replacement at Fire HQ, \$265,000 for Town Hall Generator Design and Replacements, and \$360,000 for Artsplace - Leasehold Improvements.

**PLANNING & DEVELOPMENT**

**Planning & Development - \$1,230,000:** \$250,000 for Land Acquisition, \$180,000 for Plan of Conservation and Development Update, \$400,000 for Property Acquisition - 1180 Jarvis Street, and \$400,000 for Property Acquisition - 19 Wallingford Road.

**PUBLIC SAFETY**

**Police - \$75,000:** for Prisoner Cell Renovations.

**Fire - \$2,650,000:** \$150,000 for Firefighting Equipment and Protective Clothing and \$2,500,000 for Replace 2000 Fire Pumping Engine #7 and 2003 Heavy Rescue Unit #1.

## PUBLIC WORKS

**Road, Vehicles, Sidewalks, Drainage, Trees and Grounds - \$3,340,000:** \$425,000 for Public Works Vehicles (Non-Dump Trucks) and Equipment, \$1,600,000 for Road Improvement Program, \$200,000 for Sidewalk Maintenance Program, \$300,000 for Sidewalk Extension Program, \$150,000 for Various Improvements to Parks & Open Spaces, \$80,000 for Road Reconstruction: Scenic Court, \$50,000 for Lakeview Culvert Improvements, \$75,000 for PW-Grounds Equipment, and \$460,000 for Industrial Ave. Culvert Replacement.

**Sewer and Water - \$735,000:** \$475,000 for Elmwood Pump Station Upgrade, \$100,000 for In-Kind Treatment Plant Equipment Replacement, and \$160,000 for Heavy Duty Vehicles, Equipment - WPCD.

## LEISURE SERVICES

**Recreation - \$100,000:** for Various Pool Improvements - Pool Deck, New Sand/Laterals Main Pool Filter, Kiddie Pool Rehab.

## EDUCATION

**Code Compliance - \$125,000:** for District Roof Ladder Replacement/Installation

**Roof Replacement - \$300,000:** for Roof Replacement - Cheshire High School

**Renovation - \$3,340,000:** \$750,000 for Window Replacements - Cheshire High School, \$250,000 for Lavatory Improvements - Dodd Middle School, \$225,000 for District Sidewalk and Masonry Repairs, \$150,000 for Highland Exterior Building Envelope Restoration, \$150,000 for HVAC Replacement - RTU Dodd Middle School, \$600,000 for Boiler Replacement - Dodd Middle, \$50,000 for Steam Boiler Replacement - CHS, \$100,000 for District Replace Pneumatic Controls with DDC, \$150,000 for HVAC Improvements Comprehensive Upgrade Project - Dodd & Doolittle, \$100,000 for District Acoustical Ceiling Tile Replacement, \$100,000 for District Flooring Replacement, \$450,000 for District Elementary Classroom Expansion, and \$265,000 for Mutualink School Security Improvement Project.

**ADOPTED C.E.P.  
FISCAL YEARS 2023-2024 TO 2027-2028**

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2023-24 TO 2027-28 PROGRAM ELEMENT SUMMARY								
SUMMARY								
PROGRAM ELEMENT		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL	
ADMINISTRATION & FINANCE	DR	465	360	360	660	485	2,330	
	- FINANCE	TM	465	360	360	660	360	2,205
	TC	465	360	360	660	360	2,205	
- GENERAL SERVICES	DR	471	452	287	420	243	1,873	
	TM	368	555	287	420	243	1,873	
	TC	353	570	287	420	243	1,873	
- PUBLIC PROPERTY	DR	655	1,755	360	370	0	3,140	
	TM	415	1,805	550	370	0	3,140	
	TC	975	1,605	550	370	0	3,500	
- PLANNING - LAND ACQUISITION	DR	600	330	0	0	100	1,030	
	TM	600	330	0	0	100	1,030	
	TC	1,230	150	0	0	100	1,480	
PUBLIC SAFETY	DR	740	0	0	0	0	740	
	- POLICE	TM	740	0	0	0	740	
	TC	75	655	0	0	0	730	
- FIRE	DR	2,350	7,775	1,450	1,275	1,475	14,325	
	TM	2,350	1,100	6,450	1,275	3,150	14,325	
	TC	2,650	0	1,675	7,050	1,475	12,850	
PUBLIC WORKS	DR	4,510	5,715	4,610	4,174	4,674	23,683	
	- PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS	TM	3,100	6,115	3,990	4,344	4,079	21,628
	TC	3,340	5,265	5,190	4,694	4,279	22,768	
PUBLIC WORKS	DR	1,690	1,350	5,050	850	1,350	10,290	
	- SEWER & WATER	TM	260	2,530	5,000	800	1,300	9,890
	TC	735	1,680	2,250	800	1,300	6,765	
LEISURE SERVICES	DR	363	326	0	240	0	929	
	- RECREATION	TM	100	589	0	240	0	929
	TC	100	589	0	240	0	929	
EDUCATION	DR	3,790	14,595	16,700	9,310	7,925	52,320	
	TM	3,600	14,820	16,550	9,210	7,925	52,105	
	TC	3,765	14,820	16,550	9,210	7,925	52,270	
<b>TOTAL</b>	DR	15,634	32,658	28,817	17,299	16,252	110,660	
	TM	11,998	28,204	33,187	17,319	17,157	107,865	
	TC	13,688	25,694	26,862	23,444	15,682	105,370	

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND	1,918	1,541	1,472	1,656	1,563	8,150
STATE / FEDERAL / LOCAL	643	1,807	4,598	5,420	2,640	15,108
<b>TOTAL REDUCTIONS</b>	2,561	3,348	6,070	7,076	4,203	23,258
<b>NET TOTAL</b>	11,127	22,346	20,792	16,368	11,479	82,112

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: FINANCE**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28		
Revaluation	DR	125	0	0	300	125	550
	TM	125	0	0	300	0	425
	TC	125	0	0	300	0	425
Technology Reserve Fund - Replacement Equipment	DR	340	250	250	250	250	1,340
	TM	340	250	250	250	250	1,340
	TC	340	250	250	250	250	1,340
* Town and School Security Project	DR	0	110	110	110	110	440
	TM	0	110	110	110	110	440
	TC	0	110	110	110	110	440
	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	465	360	360	660	485	2,330
	TM	465	360	360	660	360	2,205
	TC	465	360	360	660	360	2,205

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

465	360	360	660	360	2,205
0	0	0	0	0	0
465	360	360	660	360	2,205
0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: GENERAL SERVICES**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		DR	471	352	287	320	243
Vehicle / Equipment Replacement Fund Total	TM	368	455	287	320	243	1,673
	TC	353	470	287	320	243	1,673
Police	DR	173	173	173	173	173	865
	TM	173	173	173	173	173	865
	TC	173	173	173	173	173	865
Public Works	DR	105	112	114	67	70	468
	TM	60	157	114	67	70	468
	TC	45	172	114	67	70	468
WPCD	DR	135	67	0	80	0	282
	TM	135	67	0	80	0	282
	TC	135	67	0	80	0	282
Fire	DR	58	0	0	0	0	58
	TM	0	58	0	0	0	58
	TC	0	58	0	0	0	58
Capital Planning Account and Building Assessment/Design - Town	DR	0	100	0	100	0	200
	TM	0	100	0	100	0	200
	TC	0	100	0	100	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
<b>PROGRAM ELEMENT TOTAL</b>	DR	471	452	287	420	243	1,873
	TM	368	555	287	420	243	1,873
	TC	353	570	287	420	243	1,873

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

353	570	287	420	243	1,873
0	0	0	0	0	0
353	570	287	420	243	1,873
0	0	0	0	0	0

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC PROPERTY**

**PROGRAM ELEMENT: ADMINISTRATION & FINANCE**

PROJECT TITLE							TOTAL
		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Boiler Replacement at Police Station	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	TC	0	150	0	0	0	150
Various Town Building Improvements	DR	0	220	0	220	0	440
	TM	0	220	0	220	0	440
	TC	0	220	0	220	0	440
Parking Lot Replacement at Senior Center	DR	0	330	0	0	0	330
	TM	0	330	0	0	0	330
	TC	0	330	0	0	0	330
Roof Replacements at Police Station	DR	130	0	0	0	0	130
	TM	0	130	0	0	0	130
	TC	0	130	0	0	0	130
Replace Storage Building at Public Works Garage	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
Additional Salt Shed	DR	0	550	0	0	0	550
	TM	0	550	0	0	0	550
	TC	0	550	0	0	0	550
Improvements to Youth Center	DR	25	200	0	0	0	225
	TM	0	225	0	0	0	225
	TC	0	225	0	0	0	225
Parking Lot Replacement at Police Station	DR	200	0	0	0	0	200
	TM	0	200	0	0	0	200
	TC	200	0	0	0	0	200
Parking Lot Replacement at Public Works Garage	DR	0	190	0	0	0	190
	TM	0	0	190	0	0	190
	TC	0	0	190	0	0	190
Parking Lot Replacement at Firehouse #2 (Byam Road)	DR	0	0	110	0	0	110
	TM	0	0	110	0	0	110
	TC	0	0	110	0	0	110
Roof & Siding Replacements at Public Works Outbuildings & Grounds Garage	DR	0	0	0	150	0	150
	TM	0	0	0	150	0	150
	TC	0	0	0	150	0	150
Underground Fuel Tank Replacement at Fire HQ	DR	150	0	0	0	0	150
	TM	0	150	0	0	0	150
	TC	150	0	0	0	0	150

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: PUBLIC PROPERTY</b>		<b>PROGRAM ELEMENT: ADMINISTRATION &amp; FINANCE</b>					
<b>PROJECT TITLE</b>		<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>TOTAL</b>
* Town Hall Generator Design and Replacements	DR	0	265	0	0	0	265
	TM	265	0	0	0	0	265
	TC	265	0	0	0	0	265
* Artsplace - Leasehold Improvements	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	360	0	0	0	0	360
	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	655	1,755	360	370	0	3,140
	TM	415	1,805	550	370	0	3,140
	TC	975	1,605	550	370	0	3,500

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	110	0	0	110
STATE / FEDERAL / LOCAL	360	0	0	0	0	360
<b>TOTAL REDUCTIONS</b>	360	0	110	0	0	470
<b>NET TOTAL</b>	615	1,605	440	370	0	3,030

\* New Projects

TOWN OF CHESHIRE							
FIVE YEAR CAPITAL EXPENDITURE PLAN							
FISCAL YEARS 2023-24 TO 2027-28							
PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PLANNING & DEVELOPMENT				PROGRAM ELEMENT: PLANNING & DEVELOPMENT			
PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
Land Acquisition	DR	600	0	0	0	100	700
	TM	600	0	0	0	100	700
	TC	250	0	0	0	100	350
Plan of Conservation and Development Update	DR	0	180	0	0	0	180
	TM	0	180	0	0	0	180
	TC	180	0	0	0	0	180
West Main Street Canal Dredging	DR	0	150	0	0	0	150
	TM	0	150	0	0	0	150
	TC	0	150	0	0	0	150
* (1) Property Acquisition - 1180 Jarvis Street	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	400	0	0	0	0	400
* Property Acquisition - 19 Wallingford Road	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	400	0	0	0	0	400
	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	600	330	0	0	100	1,030
	TM	600	330	0	0	100	1,030
	TC	1,230	150	0	0	100	1,480

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

800	150	0	0	0	950
0	0	0	0	0	0
800	150	0	0	0	950
430	0	0	0	100	530

\* New Projects

(1) Council approved June 13, 2023



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: POLICE**

**PROGRAM ELEMENT: POLICE**

PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		* Prisoner Cell Renovations	DR	490	0	0	0
	TM	490	0	0	0	0	490
	TC	75	555	0	0	0	630
* Comprehensive Town-wide Traffic Study	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	0	100	0	0	0	100
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	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	740	0	0	0	0	740
	TM	740	0	0	0	0	740
	TC	75	655	0	0	0	730

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	100	0	0	0	100
0	0	0	0	0	0
0	100	0	0	0	100
75	555	0	0	0	630

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: FIRE/EMERGENCY MANAGEMENT</b>		<b>PROGRAM ELEMENT: PUBLIC SAFETY</b>					
<b>PROJECT TITLE</b>		<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>TOTAL</b>
Firefighting Equipment and Protective Clothing	DR	150	0	175	0	200	525
	TM	150	0	175	0	200	525
	TC	150	0	175	0	200	525
North End Fire Station - Building Construction Only	DR	0	5,000	0	0	0	5,000
	TM	0	0	5,000	0	0	5,000
	TC	0	0	400	4,500	0	4,900
Replace 2000 Fire Pumping Engine #7 and 2003 Heavy Rescue Unit #1 (Merged into one appropriation)	DR	950	0	0	0	0	950
	TM	950	0	0	0	0	950
	TC	2,500	0	0	0	0	2,500
Replace 2001 Fire Pumping Engine #1	DR	0	1,100	0	0	0	1,100
	TM	0	1,100	0	0	0	1,100
	TC	0	0	1,100	0	0	1,100
Replace 2003 Heavy Duty Rescue Unit #1 (Merged into one appropriation above)	DR	1,250	0	0	0	0	1,250
	TM	1,250	0	0	0	0	1,250
	TC	0	0	0	0	0	0
Replace 2003 Fire Pumping Engine #5	DR	0	0	1,275	0	0	1,275
	TM	0	0	1,275	0	0	1,275
	TC	0	0	0	1,275	0	1,275
* Replace 2006 Fire Engine #2	DR	0	0	0	0	1,275	1,275
	TM	0	0	0	0	1,275	1,275
	TC	0	0	0	0	1,275	1,275
Replace 1998 Fire Truck #2 Aerial Apparatus	DR	0	1,675	0	0	0	1,675
	TM	0	0	0	0	1,675	1,675
	TC	0	0	0	0	0	0
* SCBA Replacement	DR	0	0	0	1,275	0	1,275
	TM	0	0	0	1,275	0	1,275
	TC	0	0	0	1,275	0	1,275
<b>PROGRAM ELEMENT TOTAL</b>	DR	<b>2,350</b>	<b>7,775</b>	<b>1,450</b>	<b>1,275</b>	<b>1,475</b>	<b>14,325</b>
	TM	<b>2,350</b>	<b>1,100</b>	<b>6,450</b>	<b>1,275</b>	<b>3,150</b>	<b>14,325</b>
	TC	<b>2,650</b>	<b>0</b>	<b>1,675</b>	<b>7,050</b>	<b>1,475</b>	<b>12,850</b>

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

150	0	175	0	200	525
0	0	400	4,500	0	4,900
150	0	575	4,500	200	5,425
2,500	0	1,100	2,550	1,275	7,425

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS**

**PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		DR	0	0	100	700	0
South Brooksvale Bridge over Willow Brook	TM	0	0	100	700	0	800
	TC	0	0	100	700	0	800
	DR	150	0	150	0	175	475
Tree Removals	TM	0	150	0	150	0	300
	TC	0	150	0	150	0	300
	DR	110	0	110	0	110	330
Street Light Installation & Pole Replacement	TM	0	110	0	110	0	220
	TC	0	110	0	110	0	220
	DR	300	360	360	360	365	1,745
Public Works Dump Trucks and Plows	TM	0	300	360	360	365	1,385
	TC	0	300	360	360	365	1,385
	DR	425	270	200	228	88	1,211
Public Works Vehicles (Non Dump Trucks) and Equipment	TM	425	270	200	228	88	1,211
	TC	425	270	200	228	88	1,211
	DR	2,200	2,250	2,250	2,300	2,300	11,300
Road Improvement Program	TM	1,900	2,000	2,000	2,100	2,100	10,100
	TC	1,600	1,700	1,800	1,900	2,000	9,000
	DR	250	300	300	300	300	1,450
Sidewalk Maintenance Program	TM	0	300	300	300	300	1,200
	TC	200	300	300	300	300	1,400
	DR	470	0	0	0	0	470
Cheshire Street Sidewalks to Quinnipiac Park	TM	470	0	0	0	0	470
	TC	0	550	0	0	0	550
	* DR	0	0	0	0	0	0
Sidewalk Extension Program	TM	0	0	0	0	0	0
	TC	300	300	300	300	300	1,500
	DR	0	0	0	150	0	150
Road Drainage Improvements to 1481 Marion Road	TM	0	0	0	150	0	150
	TC	0	0	0	150	0	150
	DR	0	0	140	0	0	140
Weeks Pond Dam Improvements	TM	0	0	140	0	0	140
	TC	0	0	140	0	0	140

DR=Department Request

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TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: PUBLIC WORKS</b>		<b>PROGRAM ELEMENT: PUBLIC WORKS</b>					
<b>PROJECT TITLE</b>		<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>TOTAL</b>
		<b>Storm Water Drainage Disconnects (MS4)/Sediment Disposal</b>	DR	110	0	110	0
	TM	0	110	0	110	0	220
	TC	0	110	0	110	0	220
<b>Various Improvements to Parks and Open Spaces</b>	DR	0	0	150	0	0	150
	TM	150	0	150	0	0	300
	TC	150	0	150	0	0	300
<b>Road Reconstruction: Scenic Court</b>	DR	80	1,100	0	0	0	1,180
	TM	80	1,100	0	0	0	1,180
	TC	80	0	1,100	0	0	1,180
<b>Road Reconstruction: East Johnson Avenue, 2 Sections</b>	DR	0	680	0	0	0	680
	TM	0	680	0	0	0	680
	TC	0	680	0	0	0	680
<b>Road Reconstruction: Cornwall Avenue Extension</b>	DR	0	250	0	0	0	250
	TM	0	250	0	0	0	250
	TC	0	0	0	250	0	250
<b>Road Reconstruction: East Mitchell Avenue</b>	DR	0	0	0	26	260	286
	TM	0	0	0	26	260	286
	TC	0	0	0	26	260	286
<b>Paving of Parking Lots and Access Drives-Bartlem Park</b>	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
<b>Expansion of South Parking Lot and Access Drive - Cheshire Park</b>	DR	290	0	0	0	0	290
	TM	0	290	0	0	0	290
	TC	0	290	0	0	0	290
* <b>Lakeview Culvert Improvements</b>	DR	50	340	0	0	0	390
	TM	0	390	0	0	0	390
	TC	50	340	0	0	0	390
* <b>Road Reconstruction Dickerman Road</b>	DR	0	0	0	50	880	930
	TM	0	0	0	50	880	930
	TC	0	0	0	50	880	930
* <b>Intersection Re-alignment of Weeks Road</b>	DR	0	35	400	0	0	435
	TM	0	35	400	0	0	435
	TC	0	35	400	0	0	435
<b>PW-Grounds Equipment</b>	DR	75	130	90	60	86	441
	TM	75	130	90	60	86	441
	TC	75	130	90	60	86	441
* <b>Industrial Ave. Culvert Replacement</b>	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	460	0	0	0	0	460
<b>PROGRAM ELEMENT TOTAL</b>	DR	4,510	5,715	4,610	4,174	4,674	23,683
	TM	3,100	6,115	3,990	4,344	4,079	21,628
	TC	3,340	5,265	5,190	4,694	4,279	22,768

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND	150	150	540	576	260	1,676
STATE / FEDERAL / LOCAL	0	0	50	350	0	400
TOTAL REDUCTIONS	150	150	590	926	260	2,076
NET TOTAL	3,190	5,115	4,600	3,768	4,019	20,692

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: PUBLIC WORKS - SEWER & WATER      PROGRAM ELEMENT: PUBLIC WORKS**

PROJECT TITLE							TOTAL
		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Elmwood Pump Station Upgrade:	DR	0	300	3,500	0	0	3,800
	TM	0	300	3,500	0	0	3,800
	TC	475	200	0	0	0	675
Moss Farms Pump Station Upgrade	DR	750	0	0	0	0	750
	TM	0	750	0	0	0	750
	TC	0	0	750	0	0	750
East Johnson Pump Station Upgrade	DR	0	0	0	300	500	800
	TM	0	0	0	300	500	800
	TC	0	0	0	300	500	800
Denitification Upgrade	DR	0	500	1,000	0	0	1,500
	TM	0	500	1,000	0	0	1,500
	TC	0	500	1,000	0	0	1,500
Upgrade Various Plant Components	DR	200	200	200	200	200	1,000
	TM	0	200	200	200	200	800
	TC	0	200	200	200	200	800
In-Kind Treatment Plant Equipment Replacement	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	100	100	100	100	100	500
SCADA Notification System Upgrade	DR	50	50	50	50	50	250
	TM	0	250	0	0	0	250
	TC	0	250	0	0	0	250
Heavy Duty Vehicles, Equipment - WPCD	DR	390	0	0	0	0	390
	TM	160	230	0	0	0	390
	TC	160	230	0	0	0	390
Inflow & Infiltration (I&I) Remediation	DR	200	200	200	200	500	1,300
	TM	0	200	200	200	500	1,100
	TC	0	200	200	200	500	1,100
	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	1,690	1,350	5,050	850	1,350	10,290
	TM	260	2,530	5,000	800	1,300	9,890
	TC	735	1,680	2,250	800	1,300	6,765

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL 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	735	1,680	2,250	800	1,300	6,765

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: RECREATION</b>		<b>PROGRAM ELEMENT: LEISURE SERVICES</b>					
<b>PROJECT TITLE</b>		<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>	<b>TOTAL</b>
<b>Tennis Court Renovations at Rolling Acres- Restore a Basketball Court with 2 Pickleball Courts</b>	DR	263	0	0	0	0	263
	TM	0	263	0	0	0	263
	TC	0	263	0	0	0	263
* <b>Bartlem Park Skate Park - Post Tension Concrete</b>	DR	0	148	0	0	0	148
	TM	0	148	0	0	0	148
	TC	0	148	0	0	0	148
<b>Quinnipiac Multi-Purpose Roller Rink</b>	DR	0	0	0	194	0	194
	TM	0	0	0	194	0	194
	TC	0	0	0	194	0	194
<b>Mixville Park Basketball Court Reconstruction</b>	DR	0	63	0	0	0	63
	TM	0	63	0	0	0	63
	TC	0	63	0	0	0	63
<b>Various Pool Improvements - Pool Deck, New Sand/Laterals Main Pool Filter, Kidde Pool Rehab</b>	DR	100	115	0	46	0	261
	TM	100	115	0	46	0	261
	TC	100	115	0	46	0	261
	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	363	326	0	240	0	929
	TM	100	589	0	240	0	929
	TC	100	589	0	240	0	929

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS

NET TOTAL

0	211	0	0	0	211
0	0	0	0	0	0
0	211	0	0	0	211
100	378	0	240	0	718

\* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2023-24 TO 2027-28 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: SUMMARY					
PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
EDUCATION CODE COMPLIANCE	DR	175	275	300	100	0	850
	TM	125	525	150	0	0	800
	TC	125	525	150	0	0	800
EDUCATION ROOF REPLACEMENT	DR	350	4,625	750	750	0	6,475
	TM	300	4,625	750	750	0	6,425
	TC	300	4,625	750	750	0	6,425
EDUCATION RENOVATION	DR	3,265	9,695	15,650	8,460	7,925	44,995
	TM	3,175	9,670	15,650	8,460	7,925	44,880
	TC	3,340	9,670	15,650	8,460	7,925	45,045
	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	3,790	14,595	16,700	9,310	7,925	52,320
	TM	3,600	14,820	16,550	9,210	7,925	52,105
	TC	3,765	14,820	16,550	9,210	7,925	52,270

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	0	0	0	500	500
283	1,807	4,148	570	2,640	9,448
283	1,807	4,148	570	3,140	9,948
3,482	13,013	12,402	8,640	4,785	42,322

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: CODE COMPLIANCE**

PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		Athletic Complex Improvements Cheshire High School	DR	50	150	150	100
	TM	0	400	0	0	0	400
	TC	0	400	0	0	0	400
District Roof Ladder Replacement/Installation	DR	125	125	150	0	0	400
	TM	125	125	150	0	0	400
	TC	125	125	150	0	0	400
	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	175	275	300	100	0	850
	TM	125	525	150	0	0	800
	TC	125	525	150	0	0	800

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL 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	0	0
125	525	150	0	0	0	800



**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: ROOF REPLACEMENT**

PROJECT TITLE							
		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	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	0	3,000	0	0	0	3,000
	TM	0	3,000	0	0	0	3,000
	TC	0	3,000	0	0	0	3,000
Roof Replacement - Dodd Middle School	DR	0	250	0	0	0	250
	TM	0	250	0	0	0	250
	TC	0	250	0	0	0	250
Roof Replacement - Cheshire High School	DR	300	500	0	0	0	800
	TM	300	500	0	0	0	800
	TC	300	500	0	0	0	800
Roof Replacement - Highland Elementary	DR	50	750	750	750	0	2,300
	TM	0	750	750	750	0	2,250
	TC	0	750	750	750	0	2,250
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	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	350	4,625	750	750	0	6,475
	TM	300	4,625	750	750	0	6,425
	TC	300	4,625	750	750	0	6,425

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	0	0	0	0	0
0	750	150	150	0	1,050
0	750	150	150	0	1,050
300	3,875	600	600	0	5,375

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

<b>DEPARTMENT: EDUCATION</b>		<b>PROGRAM ELEMENT: RENOVATION</b>					
<b>PROJECT TITLE</b>		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		<b>Cafeteria Renovations - Highland and CHS</b>	DR	0	670	0	5,460
	TM	0	670	0	5,460	0	6,130
	TC	0	670	0	5,460	0	6,130
<b>Replace Walk-in Freezer/Refrigerator - CHS</b>	DR	0	175	0	0	0	175
	TM	0	175	0	0	0	175
	TC	0	175	0	0	0	175
<b>Loading Dock, Drainage and Refrigeration Improvements - CHS</b>	DR	0	600	0	0	0	600
	TM	0	600	0	0	0	600
	TC	0	600	0	0	0	600
<b>Window Replacements - Highland, Dodd and Doolittle</b>	DR	0	1,300	3,500	1,250	1,250	7,300
	TM	0	1,300	3,500	1,250	1,250	7,300
	TC	0	1,300	3,500	1,250	1,250	7,300
<b>Window Replacements - Cheshire High School</b>	DR	750	500	500	450	0	2,200
	TM	750	500	500	450	0	2,200
	TC	750	500	500	450	0	2,200
<b>Exterior Lighting Improvements - Cheshire High School</b>	DR	0	200	200	0	0	400
	TM	0	200	200	0	0	400
	TC	0	200	200	0	0	400
<b>District Lavatory Improvements</b>	DR	250	400	400	500	0	1,550
	TM	250	400	400	500	0	1,550
	TC	0	400	400	500	0	1,300
<b>Lavatory Improvements - Dodd Middle School</b>	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	250	0	0	0	0	250
<b>District Driveway and Parking Lot Repaving</b>	DR	0	250	0	0	0	250
	TM	0	250	0	0	0	250
	TC	0	250	0	0	0	250
<b>District Sidewalk and Masonry Repairs</b>	DR	275	150	275	0	0	700
	TM	275	150	275	0	0	700
	TC	225	150	275	0	0	650
<b>Highland Exterior Building Envelope Restoration</b>	DR	150	150	0	0	0	300
	TM	150	150	0	0	0	300
	TC	150	150	0	0	0	300
<b>Stage Improvements Dodd Middle School</b>	DR	0	250	0	0	0	250
	TM	0	250	0	0	0	250
	TC	0	250	0	0	0	250
<b>HVAC Improvements - Dodd Middle School Stage Area</b>	DR	15	500	0	0	0	515
	TM	0	500	0	0	0	500
	TC	0	500	0	0	0	500
* <b>HVAC Replacement - RTU Dodd Middle School</b>	DR	150	150	200	0	0	500
	TM	150	150	200	0	0	500
	TC	150	150	200	0	0	500
<b>HVAC Improvements - Dodd</b>	DR	15	0	0	0	0	15
	TM	0	0	0	0	0	0
	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 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE							TOTAL
		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
HVAC Improvements - CHS	DR	25	200	200	200	175	800
	TM	0	200	200	200	175	775
	TC	0	200	200	200	175	775
Boiler Replacement - Dodd Middle	DR	600	0	0	0	0	600
	TM	600	0	0	0	0	600
	TC	600	0	0	0	0	600
Steam Boiler Replacement - CHS	DR	50	700	0	0	0	750
	TM	50	700	0	0	0	750
	TC	50	700	0	0	0	750
District Replace Pneumatic Controls with DDC	DR	100	100	100	100	0	400
	TM	100	100	100	100	0	400
	TC	100	100	100	100	0	400
HVAC Improvements Comprehensive Upgrade Project - Dodd & Doolittle	DR	150	0	6,900	0	5,800	12,850
	TM	150	0	6,900	0	5,800	12,850
	TC	150	0	6,900	0	5,800	12,850
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	35	425	525	0	0	985
	TM	0	425	525	0	0	950
	TC	0	425	525	0	0	950
Highland Elementary School Building Improvements/Additions	DR	0	750	0	0	0	750
	TM	0	750	0	0	0	750
	TC	0	750	0	0	0	750
District Acoustical Ceiling Tile Replacement	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	100	100	100	100	100	500
District Flooring Replacement	DR	200	200	200	200	0	800
	TM	200	200	200	200	0	800
	TC	100	200	200	200	0	700
School Offices Reconfiguration Cheshire High School	DR	0	25	120	0	0	145
	TM	0	0	120	0	0	120
	TC	0	0	120	0	0	120
* District Elementary Classroom Expansion	DR	300	250	0	0	0	550
	TM	300	250	0	0	0	550
	TC	450	250	0	0	0	700

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

\* New Projects

**TOWN OF CHESHIRE  
FIVE YEAR CAPITAL EXPENDITURE PLAN  
FISCAL YEARS 2023-24 TO 2027-28  
PROGRAM ELEMENT SUMMARY**

**DEPARTMENT: EDUCATION**

**PROGRAM ELEMENT: RENOVATION**

PROJECT TITLE		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	TOTAL
		<b>District Interior Door Replacement</b>	DR	100	100	100	0
	TM	100	100	100	0	100	400
	TC	0	100	100	0	100	300
<b>Fire Alarm Control System - CHS and Doolittle</b>	DR	0	750	1,100	0	0	1,850
	TM	0	750	1,100	0	0	1,850
	TC	0	750	1,100	0	0	1,850
<b>CHS Maintenance Garage</b>	DR	0	200	0	0	0	200
	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
<b>Greenhouse Replacement - CHS</b>	DR	0	50	750	0	0	800
	TM	0	50	750	0	0	800
	TC	0	50	750	0	0	800
<b>Expand Parking and General Paving Highland</b>	DR	0	250	400	0	0	650
	TM	0	250	400	0	0	650
	TC	0	250	400	0	0	650
<b>Renovation of Outdoor Classroom - Highland</b>	DR	0	100	80	0	0	180
	TM	0	100	80	0	0	180
	TC	0	100	80	0	0	180
<b>District Elementary School Playground Equipment Replacement</b>	DR	0	200	0	200	0	400
	TM	0	200	0	200	0	400
	TC	0	200	0	200	0	400
<b>Synthetic Turf Field Replacement - CHS</b>	DR	0	0	0	0	500	500
	TM	0	0	0	0	500	500
	TC	0	0	0	0	500	500
* <b>Mutualink School Security Improvement Project</b>	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	265	0	0	0	0	265
	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	3,265	9,695	15,650	8,460	7,925	44,995
	TM	3,175	9,670	15,650	8,460	7,925	44,880
	TC	3,340	9,670	15,650	8,460	7,925	45,045

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

**TOWN COUNCIL PROPOSED:**

CAPITAL & NONRECURR. FUND	0	0	0	0	500	500
STATE / FEDERAL / LOCAL	283	1,057	3,998	420	2,640	8,398
TOTAL REDUCTIONS	283	1,057	3,998	420	3,140	8,898
NET TOTAL	3,057	8,613	11,652	8,040	4,785	36,147

\* New Projects

# **OTHER SIGNIFICANT DATA**

## OTHER SIGNIFICANT DATA INTRODUCTION

*The information and data in this section, while perhaps not direct elements of the General Operating Budget, provides background and summary information that is meaningful in developing the budget, and identifies emerging trends that have financial implications.*

### **Graphs of Significant Financial Trends:**

**General Fund Results from Operations – Surplus:** This graph reports results from operations – budgetary revenue / expenditure variances, the net result of which has been consistently favorable. These surpluses add to the Town’s general fund balance, a portion of which is generally appropriated to fund the subsequent year’s budget.

**General Fund Unassigned Fund Balance:** This graph reports General Fund Unassigned Fund Balance which is the cumulative results from annual operations less any amount appropriated to fund the subsequent year’s budget and less any additional appropriations approved after the original budget was adopted.

**General Fund Unassigned Fund Balance as a Percentage of Actual Budgetary Expenditures:** This graph reports General Fund Unassigned Fund Balance as a percentage of General Fund budgetary expenditures, including operating transfers out.

**Assessed Valuation of Taxable Property:** This graph reports the net grand list as of October 1 of each year, as subsequently adjusted by the Board of Assessment Appeals.

**Mill Rate History:** This graph reports the property tax mill rates approved by the Town Council to support the Town’s annual General Fund budget.

**Tax Collection Rate – Current Levy, Actual vs. Budget:** This graph reports the actual percentage of taxes collected on the current levy and the percentage used to estimate these revenues for budgeting purposes.

**Combined Town and Police Pension Plans Actuarial Values of Assets vs. Accrued Liabilities:** This graph compares the actuarial value of assets with corresponding accrued liabilities on a combined basis for both the Town and Police Pension Plans. Actuarial accrued liabilities consist of the portion of the actuarial present value of pension plan benefits and expenses that are not provided for by future normal costs. The actuarial value of assets consists of cash, investments and other property belonging to the pension plan, as used by the actuary for the purpose of an actuarial valuation.

The **Personnel Summary and Staffing Analysis** provides a consolidated summary of staffing information that is detailed by department throughout both this and the Detail budget documents.

The **Employee Bargaining Organizations** detail the organizations representing Cheshire, and their membership. The results of collective bargaining have a significant impact on salaries and benefits, which represent a significant portion of the operating budget.

The **Net Grand List** provides the total value of assessed property to which taxes are applied. The mill rate is determined by the value of the Grand List and the total tax revenue appropriated in a given fiscal year. The **Ten Highest Taxpayers** details the assessed value of the top ten taxpayers.

**Ratios of Outstanding Debt** illustrates the steady decline in the per capita obligation of the Town's outstanding debt, which represents a corollary reduction in debt service expenditures in the operating budget.

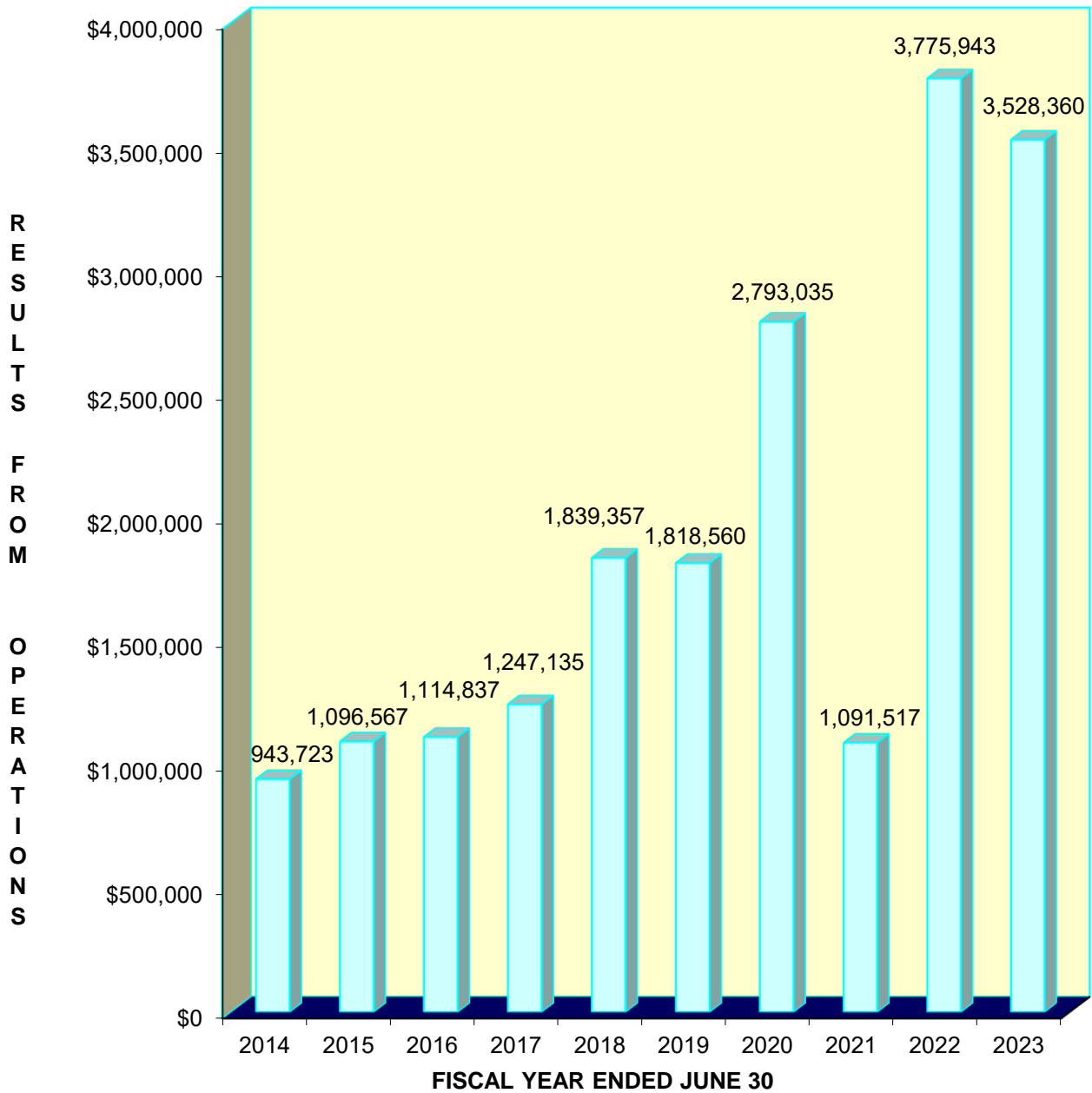
**Miscellaneous Statistics** offer data on facilities, property, and demographics on the Town which helps define our community's makeup and its program and service needs.

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

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

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

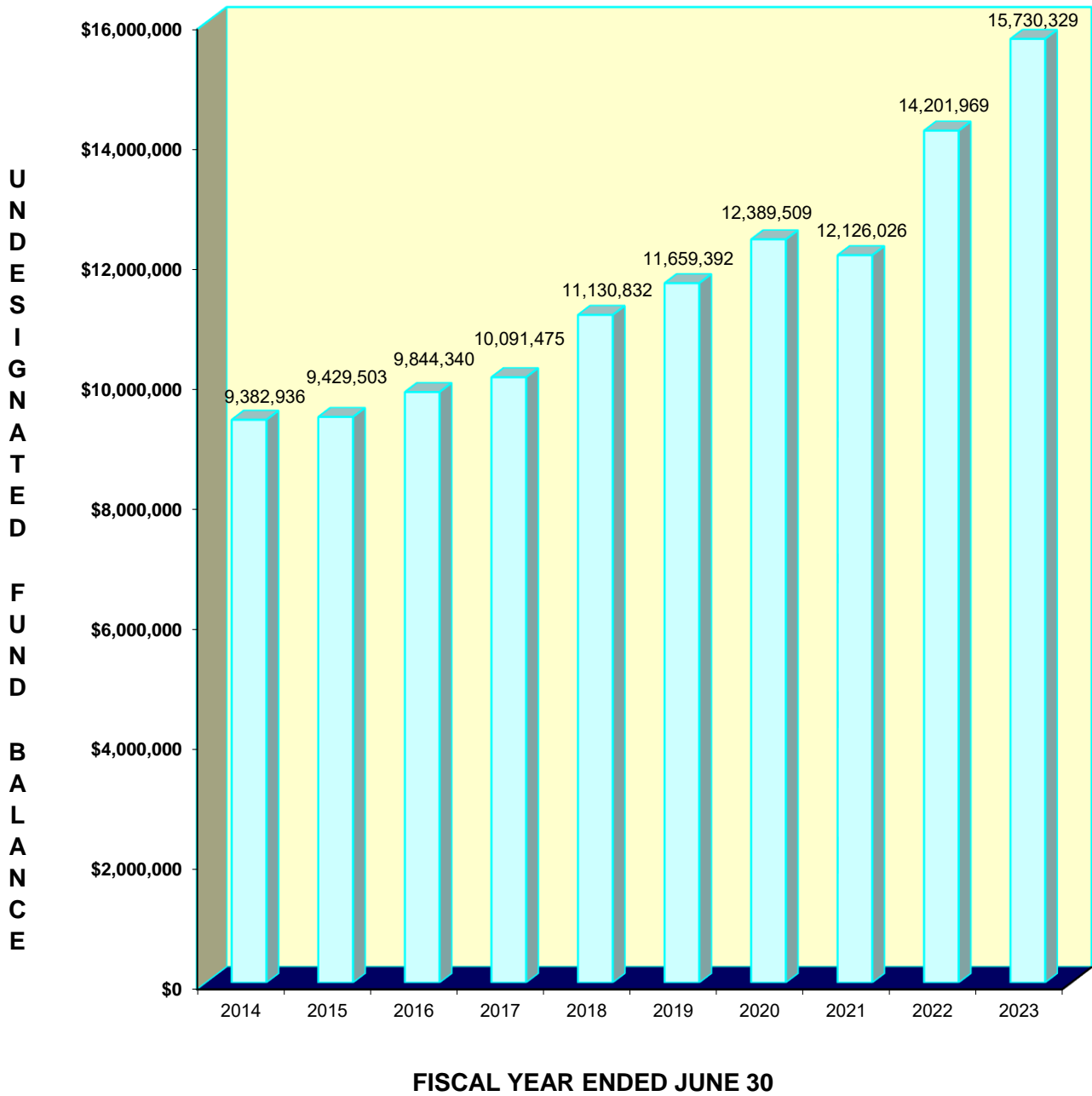
**TOWN OF CHESHIRE  
GENERAL FUND  
RESULTS FROM OPERATIONS - SURPLUS  
TEN YEAR HISTORY**



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

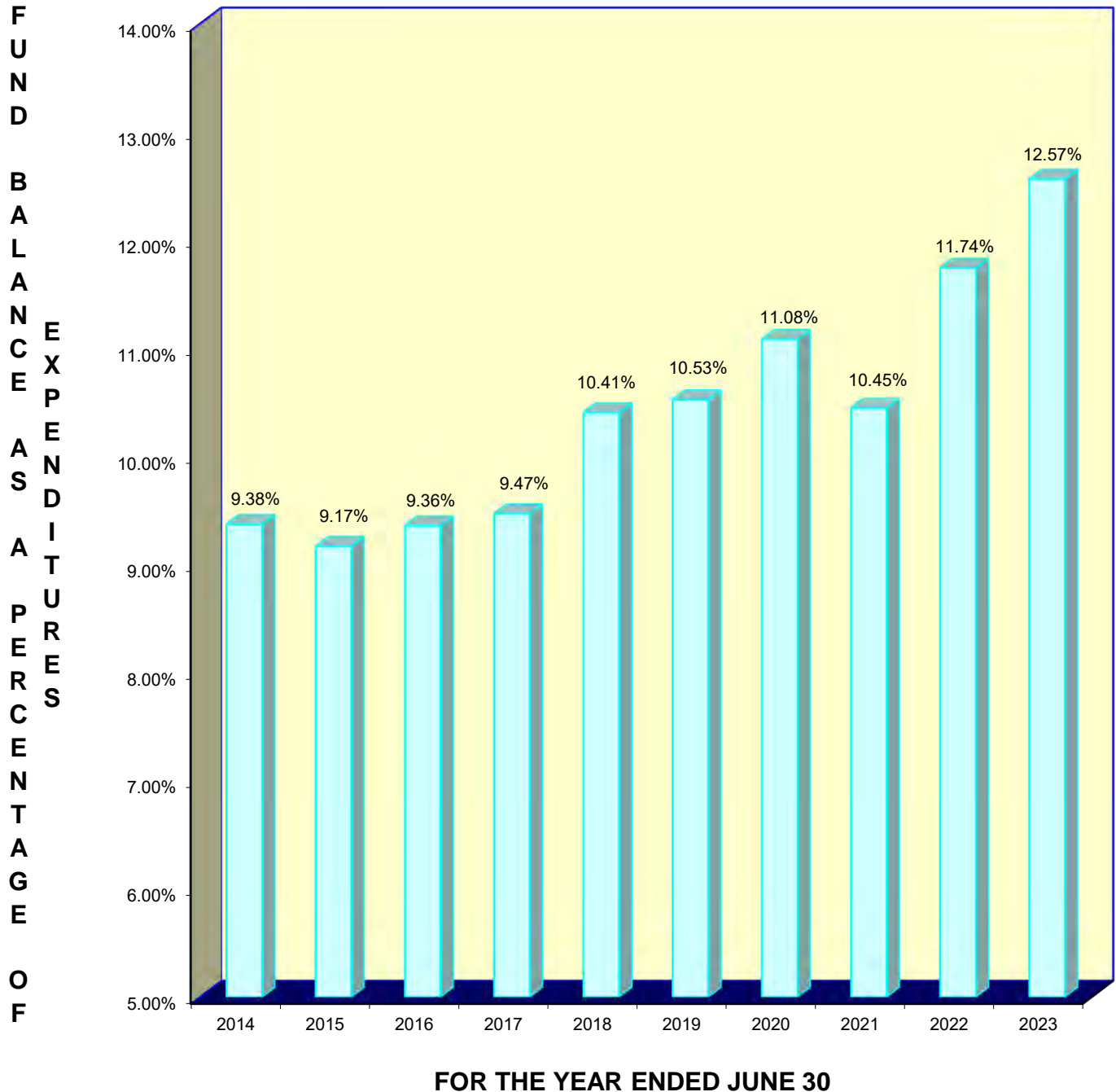


## TOWN OF CHESHIRE GENERAL FUND UNASSIGNED FUND BALANCE TEN YEAR HISTORY



The previous page explains fund balance and provides the dollar amounts pertaining to this graph. While the total amount of fund balance is very important, the determining indicator as to its sufficiency is the percentage that the fund balance represents of the general fund budgetary expenditures. The Town's fund balance policy dictates that the Town should maintain an unassigned general fund balance of 9.25% of the previous fiscal year's budgetary operating expenditures, as recommended through best practices and credit rating agencies.

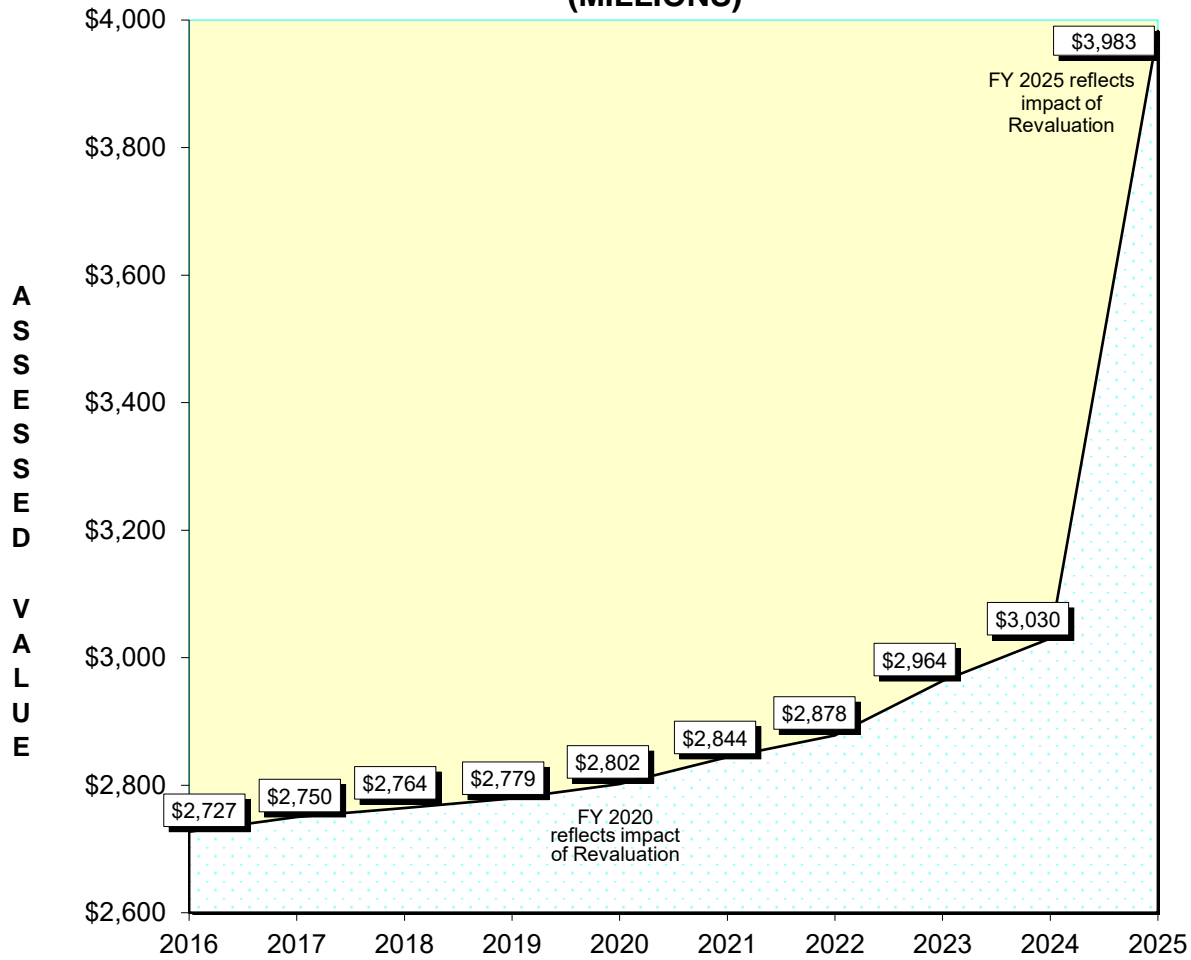
**TOWN OF CHESHIRE  
GENERAL FUND  
UNASSIGNED FUND BALANCE AS A PERCENTAGE OF  
ACTUAL BUDGETARY EXPENDITURES  
TEN YEAR HISTORY**



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)**

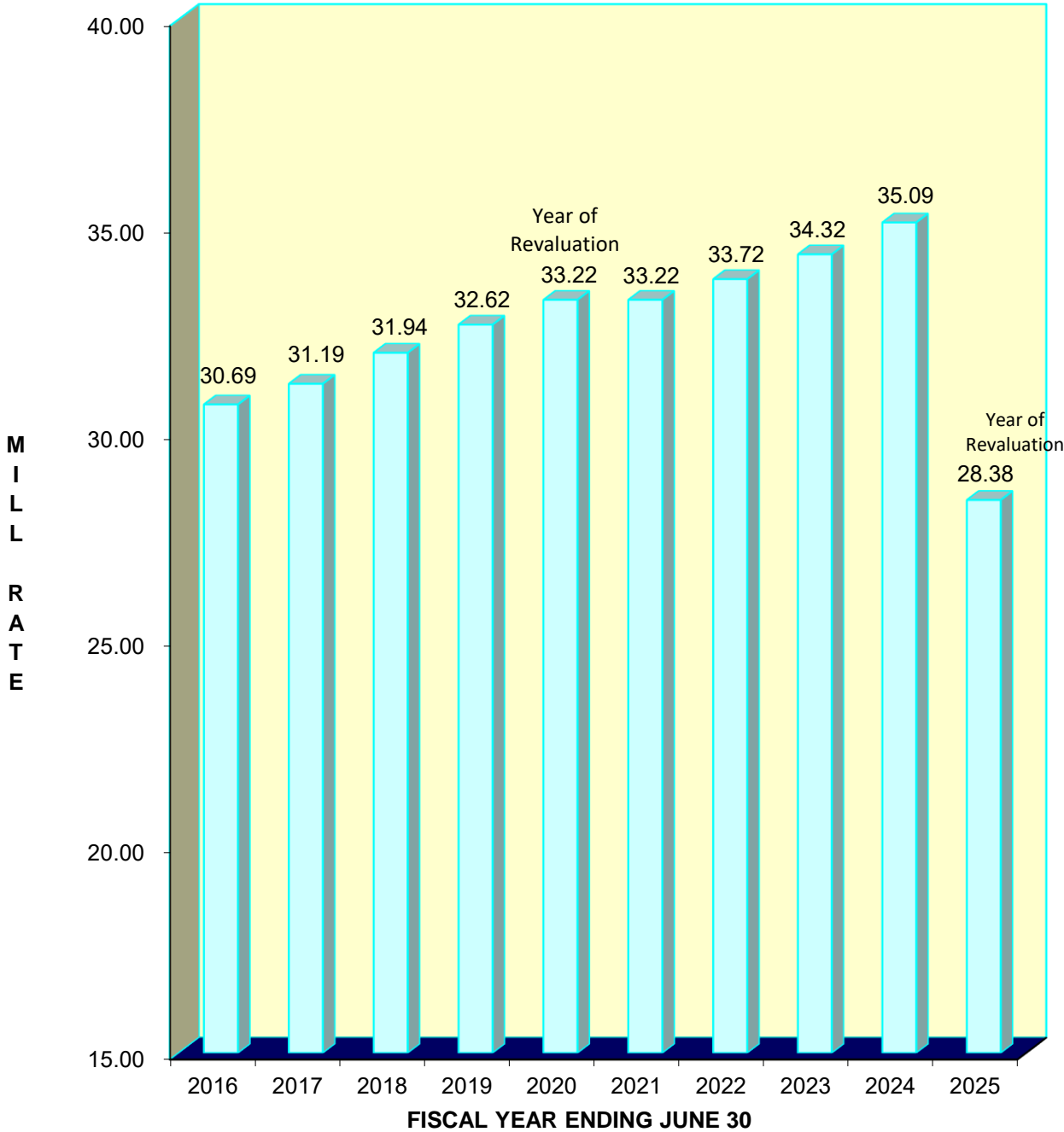


**FISCAL YEAR ENDING JUNE 30 WHEN TAXES WILL BE RECEIVABLE**  
 (BASED ON ASSESSED VALUES FROM PREVIOUS OCTOBER 1 GRAND LIST)

PERCENTAGE OF ASSESSED PROPERTY BY TYPE					
GL Year	Residential Real Property	Commercial and Industrial Property	Other Real Property	Personal Property	Motor Vehicle
2023	71.0	14.2	0.9	5.3	8.5
2022	68.0	13.2	0.7	6.4	11.8
2021	68.8	13.4	0.7	6.0	11.1
2020	70.5	13.6	0.7	6.0	9.2
2019	71.1	13.4	0.8	5.9	8.8
2018	71.5	13.8	0.8	5.5	8.4
2017	71.4	14.1	0.7	5.3	8.5
2016	70.7	13.3	0.7	6.5	8.8
2015	70.3	13.3	0.7	7.2	8.5
2014	70.5	13.4	0.7	6.9	8.5
2013	71.1	13.4	0.7	6.5	8.3
2012	72.6	13.9	0.7	5.2	7.6
2011	72.7	14.0	0.7	4.8	7.8
2010	72.9	14.2	0.8	4.6	7.5

This graph identifies the aggregate value of all taxable property on the Grand List (real estate, motor vehicle and personal property), as of October 1 for the succeeding fiscal year. The State requires that property assessment represents 70% of the market value of the property. The anomaly on this graph in 2025 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.

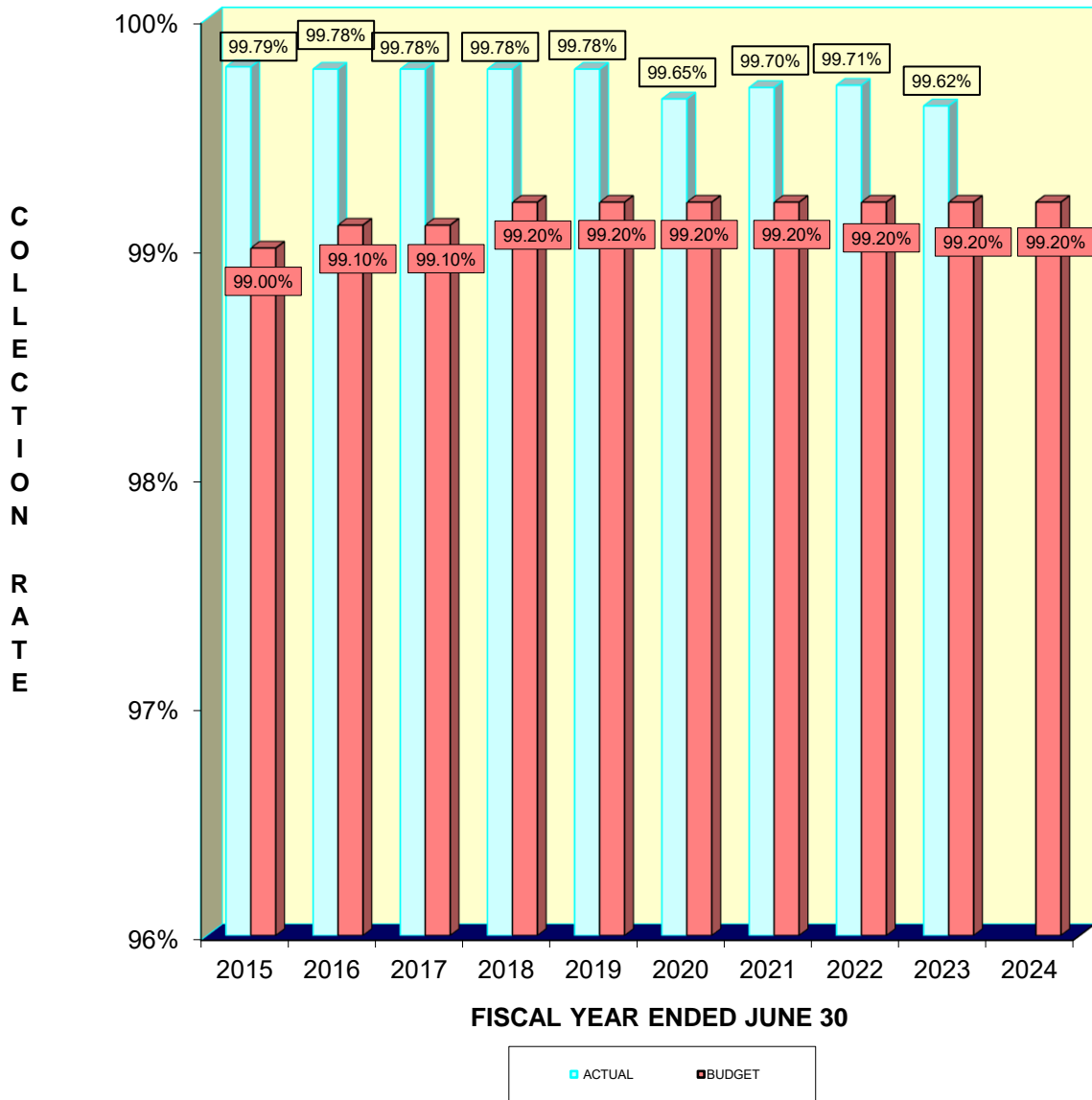
# TOWN OF CHESHIRE MILL RATE TEN YEAR HISTORY



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 2025 when fluctuations generated from property revaluations disrupted this trend.

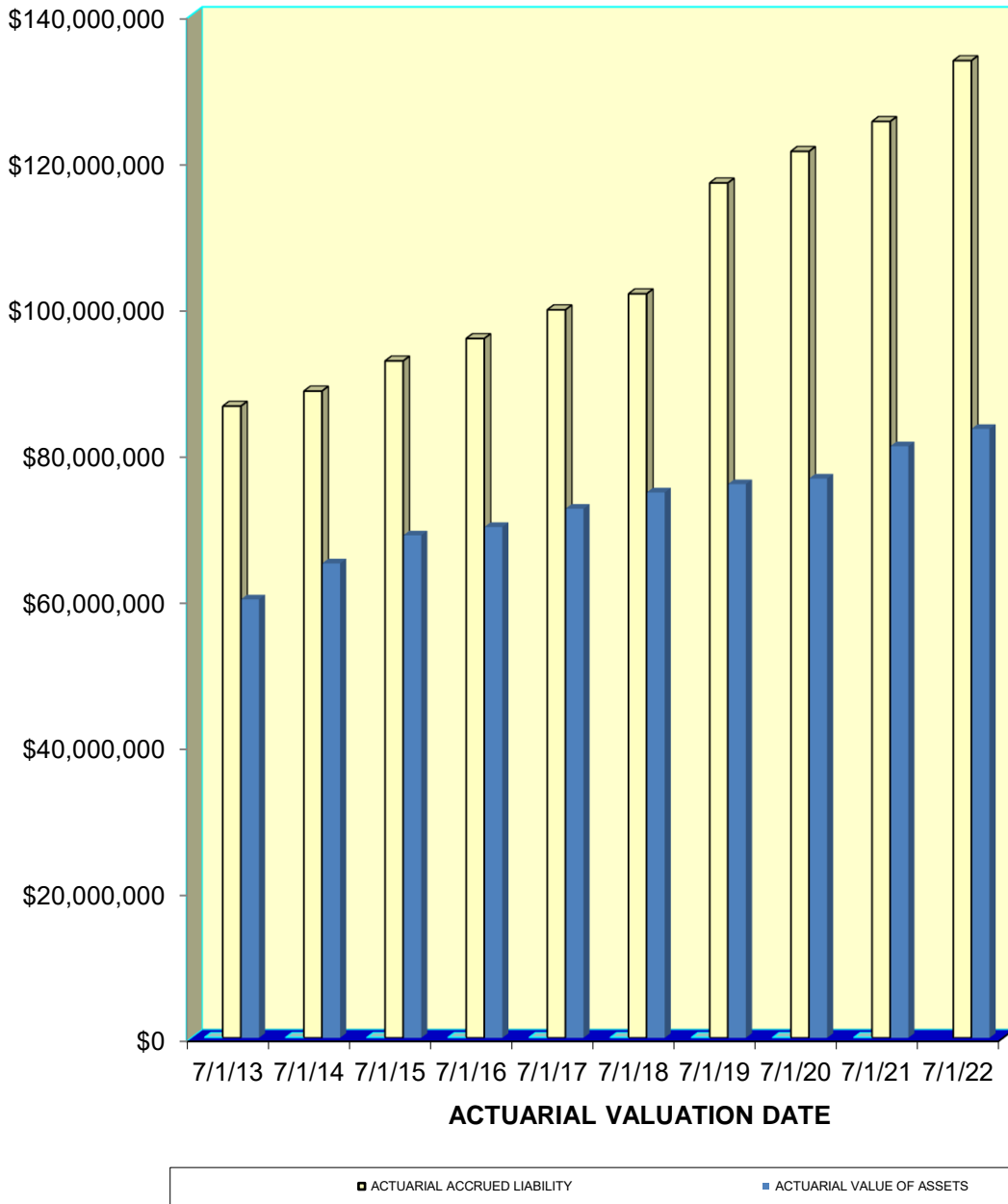
**TOWN OF CHESHIRE  
TAX COLLECTION RATE - CURRENT LEVY  
ACTUAL VS. BUDGET  
TEN YEAR HISTORY**



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 \$419,000 to \$645,000 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 2024-2025 BUDGET  
PERSONNEL SUMMARY - STAFFING ANALYSIS**

*Key: FTE = Full Time Equivalent*

DEPARTMENT	FY 2024 APPROPRIATION		FY 2024 ACTUAL		FY 2025 DEPT. REQUEST		FY 2025 MGR. RECOMMENDED		FY 2025 COUNCIL APPROVED	
	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs
Town Manager	3	3.00	3	3.00	3	3.00	3	3.00	0	0.00
Human Resources	1	1.00	2	2.00	2	2.00	2	2.00	0	0.00
Town Clerk	3	3.00	3	3.00	3	3.00	3	3.00	0	0.00
Elections	4	2.03	4	2.03	4	2.03	4	2.03	0	0.00
Finance	16	14.37	16	14.37	16	14.37	16	14.37	0	0.00
General Services	8	1.85	13	1.85	13	1.85	13	1.85	0	0.00
Public Property	3	2.34	3	2.34	4	3.34	3	2.34	0	0.00
Planning	3	3.00	3	3.00	3	3.00	3	3.00	0	0.00
Economic Development	1	1.00	1	1.00	1	1.00	1	1.00	0	0.00
Police	70	61.57	70	61.57	70	61.57	70	61.57	0	0.00
Animal Control	2	1.75	2	1.75	2	1.75	2	1.75	0	0.00
Fire	9	6.67	9	7.52	9	7.52	9	7.52	0	0.00
Building Inspector	5	4.60	6	5.60	6	5.60	6	5.60	0	0.00
Public Works*	30	30.00	30	30.00	31	31.00	31	31.00	0	0.00
Engineering*	3	3.00	3	3.00	3	3.00	3	3.00	0	0.00
Water Pollution Control	10	9.57	10	9.57	10	9.57	10	9.57	0	0.00
Human Services	29	17.89	32	17.94	33	18.87	33	18.87	0	0.00
Library	24	21.14	24	21.14	24	21.14	24	21.14	0	0.00
Artsplace	7	3.04	7	3.04	8	3.85	8	3.85	0	0.00
Recreation	6	5.25	6	5.25	6	5.25	6	5.25	0	0.00
Community Pool	29	13.63	29	13.63	29	13.63	29	13.63	0	0.00
<b>TOTALS</b>	<b>266</b>	<b>209.70</b>	<b>276</b>	<b>212.60</b>	<b>280</b>	<b>216.34</b>	<b>279</b>	<b>215.34</b>	<b>0</b>	<b>0.00</b>

*\* See notes on department Staffing Summaries.*

**NOTE: Board of Education staffing and FTEs are available in the Board of Education budget document.**

## Employees Bargaining Organizations

<i>Employee Group</i>	<i>Bargaining Organization</i>	<i># Member Employees</i>	<i>Contract Exp. Date</i>
<b>GENERAL GOVERNMENT</b>			
Dispatchers	UPSEU Local 424 Unit 101	8	June 30, 2024
Library	Local 1303-431 AFSCME	15	June 30, 2024
Police	Cheshire Police Union	42	June 30, 2024
Public Works	Local 1303-202 AFSCME, CT Council 4, AFL-CIO	34	June 30, 2024
Town Hall Employees	Local 1303-347 AFSCME, CT Council 4, AFL-CIO	<u>37</u>	June 30, 2024
		<i>Total</i>	<i>136</i>
<b>BOARD OF EDUCATION</b>			
Administrators	Cheshire Administrative Personnel	19	June 30, 2028
Teachers	Educational Association of Cheshire	406	June 30, 2025
Clerical	Cheshire Educational Secretaries and Technicians United	52	June 30, 2027
Custodial	Cheshire Custodians Local 424- Unit 19 of United Public Service Employees Union	24	June 30, 2027
Instructional and Teacher Assistants/Lunch Room and Playground Aides	Cheshire Instructional Assistants Association, CSEA Inc., SEIU, AFL-CIO, Local 2001 CTW	<u>226</u>	June 30, 2025
		<i>Total</i>	<i>727</i>

March 10, 2024



**TOWN OF CHESHIRE**  
DEPT OF FINANCE  
ASSESSOR DIVISION  
NET GRAND LIST OF **OCTOBER 1, 2023**  
**BEFORE** BOARD OF ASSESSMENT APPEALS

	<u>10/1/2022</u>	<b>10/1/2023</b>	CHANGE	INCREASE
REAL ESTATE	\$2,482,652,779	<b>\$3,445,655,848</b>	\$962,955,429	38.79%
PERS PROPERTY	\$192,703,324	<b>\$211,841,465</b>	\$19,138,141	9.93%
MOTOR VEHICLES	<u>\$356,853,727</u>	<b><u>\$340,653,086</u></b>	<u>-\$16,200,641</u>	<u>-4.54%</u>
<b>TOTALS</b>	<b><u>\$3,032,209,830</u></b>	<b><u>\$3,998,150,399</u></b>	<b><u>\$965,892,929</u></b>	<b><u>31.85%</u></b>

**TEN HIGHEST TAXPAYERS**  
**REAL ESTATE, MV, AND PERSONAL PROPERTY**

	<b>TAXPAYER</b>	<b>NATURE OF BUSINESS</b>	<b>TAXABLE VALUATION AS OF 10/1/2023</b>	<b>% OF NET TAXABLE GL</b>
1.	CONNECTICUT LIGHT AND POWER	<i>Utility</i>	\$56,473,839	1.41%
2.	BOZZUTOS	<i>Wholesale Food Dist.</i>	\$52,076,410	1.30%
3.	INDUSTRIAL AVE LLC	<i>Wholesale Food Dist.</i>	\$51,132,270	1.28%
4.	CHESHIRE SURGERY CENTER	<i>Real Estate/Medical</i>	\$24,508,170	0.61%
5.	WFM PROPERTIES CHESHIRE LLC	<i>Warehouse/Distribution</i>	\$21,631,120	0.54%
6.	YANKEE GAS	<i>Public Utility</i>	\$18,491,760	0.46%
7.	CHESHIRE INDUSTRIAL OWNER	<i>Real Estate</i>	\$16,413,600	0.41%
8.	LAKESIDE OF CHESHIRE	<i>Real Estate</i>	\$15,531,390	0.39%
9.	EDAC TECHNOLOGIES	<i>Real Estate</i>	\$10,741,430	0.27%
10.	SPIRIT MASTER FUNDING	<i>Real Estate</i>	<u>\$9,475,480</u>	<u>0.24%</u>
	<b>TOTAL</b>		<b><u>\$276,475,469</u></b>	<b><u>6.92%</u></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>
2014	52,153,739	143,576	52,010,163	1.77%	1,760
2015	61,840,929	137,875	61,703,054	2.23%	2,083
2016	56,739,246	169,825	56,569,421	2.02%	1,905
2017	69,314,732	204,218	69,110,514	2.44%	2,362
2018	63,930,680	643,248	63,287,432	2.22%	2,163
2019	73,120,624	597,509	72,523,115	2.52%	2,477
2020	67,393,592	659,648	66,733,944	2.32%	2,290
2021	76,977,021	555,160	76,421,861	2.62%	2,622
2022	69,594,270	420,706	69,173,564	2.10%	2,405
2023	82,401,265	308,991	82,092,274	2.43%	2,857

**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 2023)*

**GENERAL**

- |                          |                 |                            |                 |
|--------------------------|-----------------|----------------------------|-----------------|
| ◆ Date of Incorporation: | 1780            | ◆ First Charter Adopted:   | June 9, 1971    |
| ◆ Form of Government:    | Council/Manager | ◆ Present Charter Amended: | January 1, 2018 |

**FACILITIES AND INFRASTRUCTURE**

<b><i>Town Facilities</i></b>	<b>#</b>	<b><i>Town Infrastructure and property</i></b>	
Animal Control Facility	1	Miles of streets	153
Artsplace	1	Miles of sidewalks	115
Community Pool	1	Miles of sanitary sewers	120
Fire Stations and Annex	4	Acres of parks and recreation areas	335
Hitchcock-Phillips House	1	Acres of Land Acquisition/Open Space	1,576
Human Services Facility	1		
Parks and Recreation Garage	1		
Police Station	1		
Public Library	1		
Public Works Complex	1	<b><i>School Facilities</i></b>	<b>#</b>
Pumping Stations	10	Kindergartens	1
Senior Center	1	Elementary Schools	4
Town Hall	1	Middle Schools	1
Waste Water Treatment Plant	1	High Schools	1
Yellow House	1	Board of Education	1
Youth Center	1	TOTAL ENROLLMENT	4,212
Residential property:			
Lassen Farm house	1		
Lock 12 house	1		

**TAX EXEMPT PROPERTY (as of October 1, 2023)**

<b><i>Private</i></b>	<b><i>Assessed Value</i></b>	<b><i>Public</i></b>	<b><i>Assessed Value</i></b>
Scientific	5,109,930	State of Connecticut	195,042,190
Educational	23,823,680	Town of Cheshire	196,213,010
Historical	313,040	City of Meriden	3,790,990
Charitable	6,461,210	South Central Connecticut/ Regional Water Authority	25,756,532
Cemeteries	1,195,810	<i>Subtotal Public</i>	<u>420,802,722</u>
Churches	28,609,070		
Hospitals and Sanitariums	58,473,800	TOTAL EXEMPT	573,597,622
Private Colleges	28,808,360	% OF NET TAXABLE GRAND LIST	14.35%
<i>Subtotal Private</i>	<u>152,794,900</u>		

**Town of Cheshire, Connecticut**

Table 15

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

Fiscal Year Ended June 30	Population <sup>(1)</sup>	Per Capita Personal Income <sup>(1)</sup>	Personal Income <sup>(2)</sup>	Median Household Income <sup>(2)</sup>	Median Age <sup>(2)</sup>	School Enrollment <sup>(3)</sup>	Unemployment Rate <sup>(4)</sup>
2014	29,546	\$ 42,043	\$ 1,242,202,478	\$ 106,322	43.1	4,594	5.0%
2015	29,620	43,583	1,290,928,460	107,716	42.9	4,523	3.3%
2016	29,694	44,280	1,314,850,320	106,489	43.7	4,393	4.6%
2017	29,254	45,164	1,321,227,656	108,559	45.1	4,342	2.8%
2018	29,254	45,164	1,321,227,656	108,559	45.0	4,284	2.9%
2019	29,274	47,012	1,376,229,288	107,579	45.8	4,270	2.4%
2020	29,147	48,968	1,427,270,296	112,945	46.0	4,188	4.7%
2021	29,147	52,013	1,516,022,911	120,546	46.2	4,122	5.0%
2022	28,766	57,006	1,639,834,596	132,682	45.4	4,160	2.2%
2023 (5)	28,732	64,033	1,839,796,156	143,418	46.2	4,202	2.5%

(1) U.S. Census Bureau  
(2) Connecticut Economic Resource Center Data Finder - Applied Geographic Solutions  
(3) Cheshire Public Schools  
(4) Connecticut Department of Labor  
(5) FY 2023 estimates received from Advance CT

### Age Distribution of the Population

Age	Town of Cheshire		State of Connecticut	
	Number	Percent	Number	Percent
Under 5 years.....	1,016	3.5%	182,122	5.1%
5 to 9 years.....	1,336	4.6	196,540	5.5
10 to 14 years.....	1,862	6.5	224,371	6.2
15 to 19 years.....	2,358	8.2	245,790	6.8
20 to 24 years.....	1,577	5.5	241,370	6.7
25 to 34 years.....	2,970	10.3	445,861	12.4
35 to 44 years.....	3,060	10.6	439,098	12.2
45 to 54 years.....	4,516	15.7	488,283	13.5
55 to 59 years.....	2,203	7.7	269,688	7.5
60 to 64 years.....	2,076	7.2	252,028	7.0
65 to 74 years.....	3,362	11.7	357,409	9.9
75 to 84 years.....	1,563	5.4	173,149	4.8
85 years and over.....	867	3.0	89,621	2.5
<b>Total.....</b>	<b>28,766</b>	<b>100.0%</b>	<b>3,605,330</b>	<b>100.0%</b>

Source: American Community Survey, 2017-2021.

### Income Distribution

	Town of Cheshire		State of Connecticut	
	Families	Percent	Families	Percent
\$ 0 - \$ 9,999.....	63	0.9%	23,811	2.6%
10,000 - 14,999.....	55	0.8	14,243	1.6
15,000 - 24,999.....	-	-	36,091	4.0
25,000 - 34,999.....	94	1.3	44,586	4.9
35,000 - 49,999.....	328	4.7	71,397	7.8
50,000 - 74,999.....	730	10.4	123,873	13.6
75,000 - 99,999.....	596	8.5	113,529	12.5
100,000 - 149,999.....	1,305	18.6	188,052	20.7
150,000 - 199,999.....	1,258	17.9	117,255	12.9
200,000 and over.....	2,589	36.9	177,169	19.5
<b>Total.....</b>	<b>7,018</b>	<b>100.0%</b>	<b>910,006</b>	<b>100.0%</b>

Source: American Community Survey, 2017-2021.

### Educational Attainment (Years of School Completed Age 25 and Over)

	Town of Cheshire		State of Connecticut	
	Number	Percentage	Number	Percentage
Less than 9th grade.....	566	2.7%	101,461	4.0%
Grades 9-12 – no diploma.....	786	3.8	123,560	4.9
High School graduate.....	3,618	17.5	656,949	26.1
Some College - no degree.....	2,304	11.2	418,214	16.6
Associate Degree.....	1,413	6.9	194,987	7.8
Bachelors Degree.....	6,235	30.2	561,567	22.3
Graduate or Professional Degree...	5,695	27.6	458,399	18.2
<b>Totals.....</b>	<b>20,617</b>	<b>100.0%</b>	<b>2,515,137</b>	<b>100.0%</b>

Percent High School Graduate or Higher..... 93.4% 91.1%  
 Percent Bachelor Degree or Higher..... 57.9% 40.6%

Source: American Community Survey, 2017-2021.

### Breakdown of Land Use

Land Use Category	Total Area		Residential		Commercial		Industrial	
	Acres	Percent	Acres	Percent	Acres	Percent	Acres	Percent
Developed .....	8,704.94	41.2%	6,843.00	37.5%	151.00	77.0%	1,710.94	64.3%
Undeveloped .....	12,423.06	58.8	11,429.00	62.5	45.00	23.0	949.06	35.7
<b>Total.....</b>	<b>21,128.00</b>	<b>100.0%</b>	<b>18,272.00</b>	<b>100.0%</b>	<b>196.00</b>	<b>100.0%</b>	<b>2,660.00</b>	<b>100.0%</b>

Source: Town Planner, Town of Cheshire, 2023.

**V. Debt Summary**  
**Long-Term Bonded Debt**  
**As of April 18, 2023**  
**(Pro Forma)**

<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Rate</b>	<b>Purpose</b>	<b>Original Issue Amount</b>	<b>Balance Outstanding</b> <sup>3</sup>
<b>General Purpose</b>					
02/26/15	07/15/34	2.00-5.00	General Purpose Bonds	\$ 12,044,268	\$ 7,605,000
03/13/15	01/15/29	2.00-5.00	General Purpose Refunding Bonds	2,977,000	1,437,000
03/31/16	07/15/30	2.00-4.00	General Purpose Refunding Bonds	3,226,000	2,048,000
03/06/17	07/15/36	2.00-5.00	General Purpose Bonds	12,015,000	8,850,000
03/06/19	07/15/38	3.00-5.00	General Purpose Bonds	10,016,472	8,445,000
04/20/21	07/15/40	2.00-4.00	General Purpose Bonds	10,690,000	10,125,000
04/20/21	07/15/32	2.00-4.00	General Purpose Refunding Bonds	6,200,000	4,223,000
<b>Sub-total General Purpose</b> .....				\$ 57,168,740	\$ 42,733,000
<b>Schools</b> <sup>1</sup>					
02/26/15	07/15/34	2.00-5.00	School Bonds	\$ 2,909,732	\$ 1,840,000
03/13/15	01/15/29	2.00-5.00	School Refunding Bonds	980,000	469,000
03/31/16	07/15/30	2.00-4.00	School Refunding Bonds	1,476,000	955,000
03/06/17	07/15/36	2.00-5.00	School Bonds	2,985,000	2,196,000
03/06/19	07/15/38	3.00-5.00	School Bonds	3,533,500	2,975,000
04/20/21	07/15/40	2.00-4.00	School Bonds	2,860,000	2,705,000
04/20/21	07/15/32	2.00-4.00	School Refunding Bonds	2,940,000	2,136,000
<b>Sub-total Schools</b> .....				\$ 17,684,232	\$ 13,276,000
<b>Sewers</b>					
09/30/07	03/31/27	2.00	CWF 481-C / WWT Plant <sup>2,4</sup>	\$ 5,226,439	\$ 1,207,358
09/30/07	03/31/27	2.00	CWF 112-CSL / WWT Plant <sup>2,4</sup>	1,497,614	345,963
02/26/15	07/15/34	2.00-5.00	Sewer Bonds	46,000	25,000
03/13/15	01/15/29	2.00-5.00	Sewer Refunding Bonds	1,008,000	469,000
03/31/16	07/15/30	2.00-4.00	Sewer Refunding Bonds	1,238,000	792,000
03/06/17	07/15/36	2.00-5.00	Sewer Bonds	2,500,000	1,834,000
07/01/17	07/01/37	2.00	CWF 618-DC / WWT Plant <sup>2,4</sup>	24,428,785	16,794,789
03/06/19	07/15/38	3.00-5.00	Sewer Bonds	950,028	800,000
04/20/21	07/15/40	2.00-4.00	Sewer Bonds	450,000	430,000
04/20/21	07/15/32	2.00-4.00	Sewer Refunding Bonds	585,000	266,000
<b>Sub-total Sewers</b> .....				\$ 37,929,866	\$ 22,964,110
<b>Total Outstanding Long Term Debt</b> .....				\$ 112,782,838	\$ 78,973,110
<b>This Issue</b>					
04/18/23	07/15/42	4.00-5.00	General Purpose Bonds	\$ 10,828,303	\$ 10,828,303
04/18/23	07/15/42	4.00-5.00	School Bonds	6,506,697	6,506,697
04/18/23	07/15/42	4.00-5.00	Sewer Bonds	165,000	165,000
<b>Sub-Total This Issue</b> .....				\$ 17,500,000	\$ 17,500,000
<b>Grand-Total</b> .....				\$ 130,282,838	\$ 96,473,110

<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> Permanently financed under the State of Connecticut Clean Water Fund Program.

<sup>3</sup> Excludes bonds previously refunded.

<sup>4</sup> Debt service will be paid directly from the Water Pollution Control Fund with usage fees.

**Authorized but Unissued Debt  
As of April 18, 2023  
(Pro Forma)**

Project	Amount Authorized	Amount Previously Bonded	Grants Received	This Issue: Bonds	Authorized & Unissued	Estimated
						Grants Receivable <sup>1</sup>
General Purpose ...	\$ 54,329,640	\$ 26,755,787	\$ 5,174,777	\$ 10,828,303	\$ 11,570,773	\$ 5,632,137
Schools .....	180,324,824	5,674,915	366,093	6,506,697	167,777,119	73,585,971
Sewers .....	5,680,000	3,525,000	100,000	165,000	1,890,000	150,000
<b>Total .....</b>	<b>\$ 240,334,464</b>	<b>\$ 35,955,702</b>	<b>\$ 5,640,870</b>	<b>\$ 17,500,000</b>	<b>\$ 181,237,892</b>	<b>\$ 79,368,108</b>

<sup>1</sup> Subject to audit.

**Principal Amount of Outstanding Debt  
Last Five Fiscal Years**

Fiscal Year Ending 6/30	2022	2021	2020	2019	2018
Long-Term Debt .....	\$ 96,839,038	\$ 98,499,218	\$ 90,285,983	\$ 94,767,927	\$ 86,340,315
Short-Term Debt .....	-	-	-	-	-
<b>Total .....</b>	<b>\$ 96,839,038</b>	<b>\$ 98,499,218</b>	<b>\$ 90,285,983</b>	<b>\$ 94,767,927</b>	<b>\$ 86,340,315</b>

Source: Annual audited financial statements.

**Current Debt Ratios  
As of April 18, 2023  
(Pro Forma)**

Population (2021) <sup>2</sup> .....	28,766
Net Taxable Grand List (10/1/22) (70% of Estimated Full Value) ....	\$ 3,032,258,000
Estimated Full Value .....	\$ 4,331,797,143
Equalized Net Taxable Grand List (10/1/21) <sup>1</sup> .....	\$ 4,002,765,243
Income per Capita (2010) <sup>3</sup> .....	\$ 40,498
Income per Capita (2021) <sup>2</sup> .....	\$ 57,009

	Total Direct Debt	Total Net Direct Debt	Total Overall Net Debt
	<b>\$96,473,110</b>	<b>\$96,431,543</b>	<b>\$96,431,543</b>
Per Capita .....	\$3,353.72	\$3,352.28	\$3,352.28
Ratio to Net Taxable Grand List .....	3.18%	3.18%	3.18%
Ratio to Estimated Full Value .....	2.23%	2.23%	2.23%
Ratio to Equalized Net Taxable Grand List .....	2.41%	2.41%	2.41%
Debt per Capita to Income per Capita (2010) ...	8.28%	8.28%	8.28%
Debt per Capita to Income per Capita (2021) ...	5.88%	5.88%	5.88%

<sup>1</sup> Office of Policy and Management, State of Connecticut.

<sup>2</sup> American Community Survey, 2017-2021.

<sup>3</sup> U.S. Bureau of Census.

## TOWN OF CHESHIRE SUMMARY OF REFERENDA RESULTS 1995 TO 2023

YEAR REFEREND 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
2023	5	5	\$5,910,000	\$2,500,000	Acquisition and Replacement of Two Firetrucks	7,354	71%			
				\$1,600,000	Road Improvement Program	7,321	76%			
				\$460,000	Industrial Avenue Culvert Bridge Replacement	7,256	64%			
				\$600,000	Acquisition, Replacement of Boilers at Dodd Middle School	7,365	76%			
				\$750,000	Window Replacement at Cheshire High School	7,349	71%			
2022	2	2	\$169,000,000	\$2,400,000	Road Improvement Program	13,402	73%			
				\$166,600,000	Design and Construction of new North End Elementary School and New Norton Elementary School	13,431	59%			
2021	2	2	\$9,600,000	\$1,700,000	Road Improvement Program	7,596	77%			
				\$7,900,000	Development of Chapman/Bartlem Park South HVAC & Locker Room Improvements at Police Station	7,581	53%			
2020	3	3	\$3,620,000	\$1,400,000		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					2	\$1,350,000	
				\$400,000	Cook Hill Pump Station Rehabilitation	6,158	66%			
				\$250,000	Norton & Doolittle Lavatory Improvments	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
		6,098	44%			\$1,350,000	Interchange Zone Infrastructure Improvements			
2016	7	7	\$11,098,000	\$3,163,000	Public Safety Radio	14,967	55%	0		
				\$635,000	Fire Truck Pumping Engine	15,076	68%			

YEAR REFERND 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
				\$1,650,000	Road Repavement Program	15,137	73%			
				\$3,500,000	West Johnson Pump Station	14,803	55%			
				\$375,000	School Lavatory Improvements	15,134	71%			
				\$275,000	CHS Window Replacement	15,114	65%			
*				\$1,500,000	Land Acquisition (Chapman)*	2,567	66%			
2015	6	6	\$7,208,000					0		
				\$500,000	Land Acquisition	6,507	64%			
				\$1,750,000	Road Repavement	6,516	75%			
				\$3,125,000	East Johnson Bridge at Quinnipiac 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%			
2011	2	1	\$1,500,000					1	\$30,000,000	
				\$1,500,000	Road Repavement	5,579	68%			
						5,575	49%		\$30,000,000	WWTP Upgrades
2010	6	4	\$3,175,000					2	\$7,393,000	
				\$425,000	CFD Breathing Apparatus	11,575	76%			
				\$1,500,000	Road Repavement	11,517	62%			
				\$1,000,000	District Roof Updates	11,438	55%			
				\$250,000	Dodd Cafeteria Imp.	11,498	52%			
						11,504	39%		\$325,000	CHS Track
*						4,205	39%		\$7,068,000	Permanent Pool Enclosure*
2009	7	7	\$5,450,000					0		
				\$600,000	Country Club Rd Bridge	6,393	61%			
				\$1,000,000	Road Repavement	6,356	54%			
				\$1,150,000	Mixville Pump Station	6,377	60%			



YEAR REFERND 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
				\$1,500,000	WWTP Upgrade Design	6,386	67%			
				\$450,000	Plant/Pump Stat. Impvmnts	6,189	64%			
				\$500,000	CHS Infrastructure	6,220	57%			
				\$250,000	BOE Energy/Windows	6,174	53%			
2008	6	5	\$2,600,000					1	\$1,000,000	\$1,000,000
				\$1,000,000	Road Improvement	13,712	59%			
				\$500,000	Bridge/Culvert/Dam Impvmnts	13,958	59%			
				\$200,000	Sanitary Sewer Expansion	13,827	56%			
				\$400,000	CHS Infrastructure	14,047	57%			
				\$500,000	BOE Energy/Windows	13,512	58%			
						13,760	45%		\$1,000,000	\$1,000,000
										Mixville Pump Station
2007	5	5	\$2,765,000					0		
				\$1,000,000	Land Acquisition	6,268	61%			
				\$455,000	Replace Pump Engine	6,277	70%			
				\$210,000	Sanitary Sewer Expansion	6,258	68%			
				\$500,000	WWTP Upgrade	6,255	74%			
				\$600,000	Humiston Fire Safety	6,180	58%			
2006	3	3	\$2,650,000					0		
				\$1,400,000	Fire Station #3 Renovation	9,267	64%			
				\$500,000	Norton School Energy	9,143	67%			
				\$750,000	Lilac Pump Station Rehab	9,020	58%			
2005	3	2	\$3,000,000					1	\$900,000	\$900,000
				\$2,500,000	Roads and Sidewalks	6,642	67%			
				\$500,000	CHS Roof	6,647	72%			
						6,578	34%		\$900,000	\$900,000
										Linear Trail
2004	3	3	\$3,905,000					0		
				\$375,000	Replace Pump Engine #2	12,264	71%			
				\$2,130,000	Landfill Remediation	12,059	61%			
				\$1,400,000	Mansion Rd Pump	11,967	60%			
2003	1	1	\$6,400,000	\$6,400,000	WWTP Denitrification	5,606	65%	0		
2002	3	3	\$5,350,000					0		
				\$3,000,000	Land Acquisition	9,600	63%			
				\$450,000	WWTP Denitrification	9,527	71%			
				\$1,900,000	Dodd MS Addition	9,501	51%			
2001	2	2	\$1,225,000					0		
				\$425,000	Replace Rescue Fire 1	5,892	70%			
				\$800,000	Mountain Rd Pump Station				5,715	58%
2000	1	1	\$1,200,000	\$1,200,000	Glenbrook Dr Sewer	11,346	56%	0		
1999	4	4	\$5,900,000					0		
				\$1,450,000	Highland School Roof/Code	6,088	71%			
				\$500,000	Land Acquisition	6,073	65%			
				\$3,000,000	Rd Repave/Waterlines	6,082	66%			

YEAR REFERND 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
*				\$950,000	Senior Center Renovation*	1,599	52%			
1998	4	3	\$10,650,000					1	\$600,000	
				\$1,000,000	Land Acquisition	9,699	48%			\$600,000
				\$650,000	Byam Rd Fire Station	9,589	60%			
				\$9,000,000	CHS Reno/Addition	9,529	62%			
						9,692	69%			
1997	3	3	\$5,500,000					0		
				\$1,000,000	Senior Ctr Additions	6,255	67%			
				\$1,000,000	Land Acquisition	6,182	64%			
				\$3,500,000	Road s and Watermains	6,218	71%			
1996	2	2	\$3,900,000					0		
				\$1,000,000	Land Acquisition	12,081	61%			
				\$2,900,000	Pool Construction	12,270	56%			
1995	7	7	\$7,931,029					0		
				\$0	Town Charter Amendment	5,734	67%			
				\$500,000	Land Acquisition	6,010	62%			
				\$700,000	Elmwood Dr Pump Station	5,918	67%			
				\$300,000	Water Line Extensions	5,891	66%			
				\$675,000	Fire Ladder Truck	5,979	61%			
				\$1,200,000	BOE Code and Energy	5,960	62%			
*				\$4,300,000	Roads and Watermains*	1,812	72%			
*				\$256,029	Darcey Birth-to-3*	1,808	70%			
TOTALS	113	105	\$163,601,029	\$163,601,029		(average % of yes votes)	63%	8	\$43,143,000	\$43,143,000
PERCENTAGE		92.92%		79.13%				7.08%	20.87%	

**\$ 1 MILLION BOND ISSUE  
AMORTIZATION SCHEDULE  
4%**

YEAR	PRINCIPAL	INTEREST	TOTAL	Mill Rate Increase (4)
0	\$ -	\$ -	\$ -	-
1	-	36,667	36,667	0.0093
2	52,600	40,000	92,600	0.0236
3	52,600	37,896	90,496	0.0230
4	52,600	35,792	88,392	0.0225
5	52,600	33,688	86,288	0.0220
6	52,600	31,584	84,184	0.0214
7	52,600	29,480	82,080	0.0209
8	52,600	27,376	79,976	0.0204
9	52,600	25,272	77,872	0.0198
10	52,600	23,168	75,768	0.0193
11	52,600	21,064	73,664	0.0188
12	52,600	18,960	71,560	0.0182
13	52,600	16,856	69,456	0.0177
14	52,600	14,752	67,352	0.0171
15	52,600	12,648	65,248	0.0166
16	52,600	10,544	63,144	0.0161
17	52,600	8,440	61,040	0.0155
18	52,600	6,336	58,936	0.0150
19	52,600	4,232	56,832	0.0145
20	53,200	2,104	55,304	0.0141
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 436,859</b>	<b>\$ 1,436,859</b>	<b>\$ 0.3658</b>

**ASSUMPTIONS**

Average \$ 0.0183

- 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 2025 value of a mill - \$3,927,943 (based on 2023 Grand List)

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# **GLOSSARY OF TERMS**

## GLOSSARY OF TERMS

### [A]

**ACCRUAL BASIS** - Method of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

**ADOPTED BUDGET** - The official expenditure plan as authorized by the Town Council for a specified fiscal year.

**APPROPRIATION** - An authorization made by the Town Council permitting officials to incur obligations and make expenditures for specific purposes. Appropriations are usually for fixed amounts and are typically granted for a one-year period.

**ASSESS** - To establish an official property value for taxation.

**ASSESSED VALUATION** - A valuation set upon real estate or other property by a government as a basis for levying taxes.

**ASSET** - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

**AUDIT** - A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

**AUTHORIZED BONDS** - Bonds that are legally authorized to be sold which may or may not have been sold.

### [B]

**BALANCED BUDGET** - A budget is balanced when current expenditures are equal to revenues.

**BOND ANTICIPATION NOTES (BANs)** - Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**BOND (DEBT INSTRUMENT)** - A written promise to pay a specific sum of money, principal plus interest, within a specific period of time (maturity date). Bonds are typically used for long term debt to pay for specific capital expenditures.

**BONDS AUTHORIZED AND UNISSUED** - Bonds that have been authorized legally but not issued and that can be issued and sold without further authorization.

**BUDGET** - A financial plan containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.

## GLOSSARY OF TERMS, continued

**BUDGET MESSAGE** - A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

**BUDGET ORDINANCE** - Legal instrument used by the Town Council to establish spending authority for the Town.

### [C]

**CAPITAL ASSETS** - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

**CAPITAL EXPENDITURE BUDGET** - A financial plan for proposed capital expenditures and the means of financing them. The capital expenditure budget is the first year of the Capital Expenditure Plan and must be adopted by Ordinance.

**CAPITAL EXPENDITURE PLAN (CEP)** - A long-range plan covering 5 years which outlines proposed capital improvement projects, estimates their costs and identifies funding sources for those projects.

**CAPITAL NON RECURRING (CNR)** - An account established to pay for capital needs on a "cash" basis in lieu of borrowing funds through the issuance of debt financing.

**CAPITAL PROJECT** - A project which is expected to have a useful life of 5 years or more and which constitutes an expense in excess of \$110,000.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - The annual financial report of a government that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

### [D]

**DEBT SERVICE** - Payment of interest and repayment of principal to the holders of the Town's bonds.

**DEBT SERVICE FUND** - Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEFERRED COMPENSATION PLANS** - Retirement plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

## GLOSSARY OF TERMS, continued

**DEFINED BENEFIT PENSION PLAN** - A pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service and final average compensation.

**DELINQUENT TAXES** - Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached.

**DEPRECIATION** - In accounting, is the process of allocating in a systematic and rational manner the cost of a capital asset over the period of its useful life.

### [E]

**EFFICIENCY** - Indicator of how well an organization is using its resources, expressed as a ratio between input and outcome or output.

**ENCUMBRANCE** - A reserve of financial resources (i.e. purchase order) that will be used to pay for specified goods and services that have not yet been delivered.

**ENTERPRISE FUND** - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**EXPENDITURES** - The total amount of funds paid out by a government to acquire various goods and services.

**EQUALIZED MILL RATE** - The adjusted tax levy divided by the equalized net Grand List.

**EQUALIZED NET GRAND LIST** - The estimate of the market value of all taxable property in a municipality.

### [F]

**FIDUCIARY FUND** - Funds used to account for assets in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**FISCAL YEAR** - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FIXED COSTS** - Cost of providing goods or services that do not vary proportionately to the volume of goods or services provided (e.g., insurance and contributions to retirement systems).

**FORECLOSURE** - The seizure of property as payment for delinquent tax or special assessment obligations. Ordinarily, property foreclosed is resold to liquidate delinquent tax or special assessment obligations, but on occasion governments retain possession for their own needs.

**FTE** - Full Time Equivalent.



## GLOSSARY OF TERMS, continued

**FUNCTION** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**FUND** - A fiscal and accounting entity, with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** - The difference between fund assets and liabilities reported in a governmental fund.

**FUND TYPE** - Any one of eleven classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

### [G]

**GENERAL FUND** - The fund supported by taxes, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - GAAP refers to a set of accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

**GENERAL OBLIGATION BONDS** - Bonds issued by the government that are secured by the issuers full faith and credit.

**GFOA** - Government Finance Officers Association

**GRAND LIST** - Compilation of all taxable and non-taxable real estate, personal property, and motor vehicles within the boundaries of the Town of Cheshire. This list shows all gross assessments and exceptions and is filed in the Town Clerk's Office by the Assessor annually by January 31st, unless otherwise specifically provided by law.

**GRANT** - A contribution by a government or other organization to support a particular function or program (i.e. education).

**GROSS BONDED DEBT** - The total amount of direct debt of a government, represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

### [H]

**HSA** - Health Savings Account.

## GLOSSARY OF TERMS, continued

### [I]

**INPUT** - The amount of resources used to produce a program or provide a service, generally expressed in expenditure or labor units.

**INTERNAL SERVICE FUND** - Proprietary fund type that may be used to account for the financing of goods or services provided by one department to another on a cost-reimbursement basis.

### [J], [K], [L]

**LEVY** - (1) [Verb] To impose taxes, special assessments or service charges for the support of government activities. (2) [Noun] The total amount of taxes, special assessments or service charges imposed by a government.

### [M]

**MILL** - One one-thousandth of a dollar of assessed value.

**MILLAGE** - Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

**MODIFIED ACCRUAL** - A method of accounting for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

### [N]

**NET BONDED DEBT** - Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

### [O]

**OBJECT/OBJECT OF EXPENDITURE** - As used in expenditure classification, applies to the article purchased or the service obtained, rather than to the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

**OPERATING BUDGET** - Plans for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

**OPERATING RESULTS** - The amount by which actual revenues varied from budgeted revenues and actual expenditures varied from budgeted expenditures, aggregated in total, during a fiscal period.

## GLOSSARY OF TERMS, continued

**ORDINANCE** - A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

**OUTCOME** - Indicator of how well a program or service is accomplishing its mission.

**OUTPUT** - The amount of a service or program provided expressed in units of service delivered.

### [P]

**PERFORMANCE BUDGET** - A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classification, such as character and object class, but these are secondary to activity performance.

**PERFORMANCE MEASURE** - A systematic collection of data measuring an organization's effectiveness and efficiency in delivering a service.

**P.I.L.O.T.** - An acronym for payment in lieu of taxes.

**PROPERTY TAX** - A tax levied on the value of real property set annually by the Town Council to fund general government expenditures. The property tax is expressed as a dollar value per \$1,000 of assessed valuation.

### [Q], [R]

**REFUNDING BONDS** - Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

**RESOLUTION** - A special or temporary order of a legislative body; an order of legislative body requiring less legal formality than an ordinance or statute.

**REVALUATION** - Involves the reappraisal of all real estate in town in order to bring about uniformity in property valuations and to assure all property owners that they are paying only their fair share of taxes.

**REVENUES** - The gross income received by a government to be used for the provision of programs and services.

**GLOSSARY OF TERMS, continued**

**[S]**

**SPECIAL ASSESSMENT** - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** - Government fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purpose other than debt service or capital projects and exclusive of resources held in trust for individuals, private organization, or other governments.

**STATUTE** - A written law enacted by a duly organized and constituted legislative body.

**SURPLUS** - The amount by which revenues exceed expenditures during a fiscal period.

**[T]**

**TAXES** - Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

**TRANSFERS** - Movement of funds from one distinct accounting entity to another.

**[U]**

**UNASSIGNED FUND BALANCE** - The residual amount not allocated to any other fund balance category in the General Fund and any residual deficit balance of any other governmental funds.

**[V], [W], [X], [Y], [Z]**

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