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Introduction

The Town of Cheshire’s mission is “to sustain a resilient, progressive and enduring organizational culture and dynamic framework to build a better and stronger local government that will consistently thrive over time and provide a high quality of life for the community.”

The accomplishments of the Town’s employees and officials in fiscal 14-15 have helped further this mission. Cheshire continues to be recognized as a great place to live. Our safe community, excellent schools, strong youth and senior services, plentiful and well-used parks and recreational programs, popular Library, strong financial foundation and well-maintained infrastructure and are supported and augmented by the energetic volunteerism of our residents.

The Town of Cheshire is fortunate to have residents who are caring and involved with our community. We are also fortunate to have collaborative, dedicated, and professional staff who manage both the day-to-day, routine-yet-necessary tasks that are the foundation of municipal services with quiet competence, and who concurrently realize major accomplishments that have a larger, more tangible impact.

The Annual Report, as required by the Town Charter, offers a review of the projects, accomplishments, and significant events of our municipality in fiscal 2014-2015. It is one of many informational documents the Town produces, in addition to the performance-based General Operating Budget, the Capital Expenditure Plan, the Comprehensive Annual Financial Report (annual audit), the Official Statement/Bond Prospectus, and a host of organizational policy and plan documents. Several of these are award winning. I encourage residents to review the extensive information found in these documents.

This Report is intended to supplement those informative publications, rather than repeat the detailed data, narrative and statistics they present. Transparency and communication are critical to this organization, and hopefully this document promotes both by reviewing our fiscal year 2014-2015 from a slightly different perspective.

Michael A. Milone
Town Manager
Overview

The government of the Town of Cheshire is made up of 20 departments and divisions and is served by 21 boards, commissions and committees, not including Cheshire Public Schools and the Board of Education. These departments and commissions have distinct responsibilities and jurisdictions that are dictated by Connecticut General Statutes and Cheshire Town Charter and Ordinances, as well as specific, ongoing service responsibilities. The following pages offer an overview of the extensive programs, services, responsibilities and achievements of our Town departments.

Fiscal year 2014-2015 highlights include a successful debt refunding; a reorganization of the Police Department; a bulky waste collection; technology improvements and projects such as the public safety CAD/RMS reporting system, GIS programs, and electronic filing for land records; introduction of Video on Demand and a Town Facebook page; a new Library and Artsplace collaboration; an effective employee wellness initiative; an extensive property revaluation; implementation of a complex new building code; maintenance of high credit ratings and a strong debt reserve; implementation of an Organizational Sustainability Initiative; an in-depth overtime analysis and report; and the advancement of major capital projects such as the Waste Water Treatment Plant, the Linear Trail, the road repavement program and Energy Performance Contracting projects.

The diversity of our achievements reflects the wide range of responsibilities of our local government. And, as we continue to try to do more with less, we have been compelled to be creative and develop efficiencies that cross department lines. Our major projects and events showcase the coordination efforts of Town staff.

The following pages present an annual report for each Town department offering a review of the major highlights and the small successes of each as well as a summary of their core responsibilities. It is these major, minor and even mundane services that together make "the whole" greater than the sum of its parts.
PROGRAMS AND SERVICES PROVIDED BY THE TOWN OF CHESHIRE

LIBRARY
- Loans of materials for all ages: books, films, music, audio books, magazines
- Pre-literacy and literacy programs for children
- STEM programming for children
- Museum passes
- Internet and computer access for all ages
- One-on-one computer instruction
- Free access to databases such as Consumer Reports, Ancestry.com, Morningstar, and local newspapers
- After-school programs for teens (high school and middle school)
- Book discussion groups for all ages
- Cultural programs: author talks, educational lectures, concerts, films
- Family educational and cultural programs
- Town-wide reading program for teens and adults (“One Book, One Town”)
- Summer reading program for children (to maintain reading skills over summer vacation)
- School vacation programs for children
- Downloadable eBooks, audio books, magazines and streaming video
- Language learning programs
- Self-service checkout and pickup of reserves
- Job search and resume help; interview coaching
- Homestead book delivery/pickup
- Tax Forms
- Reader’s Advisory services (“what to read next”)
- Professional reference services
- English as a Second Language / Citizenship Materials
- Quiet Reading Room
- Coffee/tea bar
- Interlibrary loan
- Public meeting rooms
- Public art displays
- Photocopiers
- Microfilm reader/printer
- Wireless Internet access
- Print magnifier for low-vision patrons
- One-on-one e-reader assistance
- Early literacy outreach to daycares and preschools
- School visits / tours
- All Library programs and services are free of charge

PUBLIC WORKS
- Sidewalk installation and maintenance
- BOE/Schools - salting, sweeping driveway and lots, clean catch basins.
- Parks - salting and sweeping of Park and Pool lots.
- Street sign installation and maintenance
- Road kill recovery
- Roadside vegetation control.
- Illegal dumping cleanup
- Guardrail installation and repair
- Curb installation and repair (asphalt and concrete)
- Snow plowing
- Street sweeping
- Leaf collection
- Road paving
- Solid waste & recycling collection
- Tree maintenance and removals
- Drainage installation and maintenance
- Staff to Energy Commission
- Staff to Water Pollution Control Authority
- Staff to Public Building Commission
- Town building maintenance and improvements
- Resolve work order requests from residents
- Review Planning & Zoning and Wetlands Applications
- Inspect new subdivision roads
- Issue permits for utility construction
- Maintain fleet of Town vehicles
- Remove and trim hazardous trees
- South Brooksval Culvert Replacement
- Mont-Sanford Culvert Replacement
- Blacks Road Bridge Replacement
- Creamery Road Bridge Replacement
- East Johnson Bridge Replacement
- Farmington Canal trail extension
- Dog Park parking lot
- Town Building Capital Improvements
- Mixville Pond dredging
- Mixville Dam Improvements
- Wastewater Treatment Plant Upgrade
- Town Center Sidewalk Replacement

POLICE
- Patrol
- Criminal Investigation
- Youth officer
- EMS response
- Citizen complaint investigation
- Accident Investigation
- Accident reconstruction
- DUI Enforcement
- Traffic Enforcement
- Traffic control and direction
- Sex offender registry
- Court liaison
- Motorcycle patrol
- Bicycle patrol
- ATV patrol
- Child seat installation
- Crime prevention
- Building security surveys
- Police training
- School Resource Officer
- Traffic sign maintenance
- Records retention
- Traffic surveys
- Certificate of Occupancy
- Pistol Permit Issuance
- Applicant hiring
- Background investigations
- Rape Aggression Defense
- Citizen’s Police Academy
- Police Explorers
- Bicycle Rodeo
- Public Safety Commission
- Prison Advisory Commission
- Road-use permits approval
- Vendor permits
- Raffle permits
- Liquor permits
- Special Response Team (SWAT)
- Municipal Animal Control
- Animal Shelter
- Public Safety Dispatch (Police/Fire/EMS)

FIRE
- Overall Administration of operations
- Emergency Management of Disasters
- Fire Suppression
Fire Alarm Responses
Vehicle Extrication
Hazardous Material Situation
Cold Water Rescue
Hi Angle Rescue
Burning Permit Issuance
Confined Space Rescue and support
Service calls, floods, etc
Severe weather related calls
Severe weather related - station coverage
Mutual Aid to surrounding communities
Medical Assists
Pre Fire Planning
Participate in Charity Events
Resident Consultation
Scholarship Administration
In school education
Nursery School visits
Birthday Party visits
Dissemination of Fire Prevention material
Participate in CHAT meetings
Participate in Career Days in schools
Touch a truck events
Station Tours
Community Events
Provide a Fire Prevention Open House
Smoke Detector/ Carbon Monoxide Program
Investigation of Cause and Origin of all fires
Supplement fire responses (M-F)
Apparatus Maintenance Support
Code Enforcement
Code Consultation
Gas Detection Meter Maintenance
Provide mandated reports to the state
Complaint Investigations
Plan Review - Architectural
Planning and Zoning review
Burning Permit Issuance
Administer annual Poster Contest
Underground Storage tank installation/Removal

- Inspection of:
  - Multi Family Dwellings, Gas Stations, Liquor Licenses, Restaurants, Schools, Daycares, Businesses, Hotels, Amusements, Fireworks, Blasting sites, Dormitories, Assembly areas, Retail Stores, Offices, Nursing homes, Group Homes, Warehouses, Sprinkler and Alarm Systems

**PLANNING AND ZONING AND INLAND WETLANDS**
- Staff to the Planning and Zoning Commission, Inland Wetlands and Watercourses Commission, Zoning Board of Appeals, Aquifer Protection and Environment Commission
- Zoning Enforcement
- Wetlands Enforcement
- Subdivision, Site Plan and Special Permit application Reviews
- Inland Wetland application reviews
- Prepare, review and coordinate amendments to the Zoning, Subdivision and Inland Wetlands Regulations
- Review of variance applications
- Enforcement of Aquifer Protection Regulations in cooperation with the Regional Water Authority
- Draft and revise Open Space Maintenance Plan
- Update and implement the Cheshire Plan of Conservation and Development
- Prepare and coordinate grant applications for Open Space purchases
- Coordinate with Economic Development on various activities and projects

- Provide guidance and advice to the public on various land use policy questions
- Develop and coordinate Management Plans for open space parcels
- Host and coordinate public events on open space parcels

**ECONOMIC DEVELOPMENT**
- Work with the Economic Development Commission
- Attract new business development and retain local companies to expand Cheshire economic base and Grand List
- Manage and review town’s economic incentive program
- Business Appreciation Day program, held in cooperation with the Cheshire Chamber of Commerce.
- Coordinate activities of the Historic District Commission
- Pursue historic preservation grants
- Manage economic enhancement projects such as the West Main Street Streetscape commercial area.
- Coordinate activities of the Town Beautification Committee, including Adopt-A-Spot program, participation in chamber’s Home, Garden and Business Expo, Arbor Day tree plantings and recognition of notable trees, awards ceremony and review of landscaping plans and sign applications.
- Secure significant grant funding for town projects, including West Main Street sidewalk extension, center parklet and linear trail.

**FINANCE (ACCOUNTING & TREASURY, ASSESSOR, COLLECTOR OF REVENUE, GENERAL INSURANCE, AUDIT, EMPLOYEE BENEFITS, GENERAL SERVICES AND INFORMATION TECHNOLOGY)**
- Accounting for General Fund and over 30 other funds
- Budget Documents – Summary/Detail – Town Manager Recommended and Adopted
- Five Year Capital Expenditure Plan – Town Manager Recommended and Adopted
- Comprehensive Annual Financial Report
- State and Federal Single Audit Reports
- Oversee Annual Financial Statement Audit
- Administer three Pension Plans, two Postemployment Healthcare Plans, two Defined Contribution/Deferred Compensation Plans
- Retirement Board Meeting Administration
- Run approx. 6,000 Accounts Payable checks annually
- Payroll processing for approximately 600 full-time, part-time and temporary employees
- Federal and State surveys and data collection reports
- Administer Debt Service payments
- Invest Town funds
- Provide accounting support for all Town departments
- Post cash receipts for various Town revenues
- Special Duty Billing
- Maintain Capital Assets system for Town land, buildings and improvements, motor vehicles, equipment and infrastructure
- Administer Town Hall copier, postage and water cooler machines
- Administer procurement for utilities and fuel
- Maintain technology infrastructure and provide Town technology support/administration
- Administer implementation of Technology Strategic Plan
- Maintain MUNIS accounting system
- Prepare official statements for Bond Sales
- Administer Town property, worker’s compensation, health and heart & hypertension insurance
- Collects tax revenue of approx. $82.3M, which is 79.9% of the annual Town budget.
- Maintain a high tax collection rate, currently 99.71%
- Bill and collect 29,900 motor vehicle bills, 1,300 personal property bills and 10,400 real property accounts
- HUMAN SERVICES -
- Youth & Family Counseling
- Parenting Education Programs
- Therapeutic and Skill-Building Support Groups
- Friday and Saturday night Social Activities for grades 6-12
- After School Drop-in programs
- Summer Trips
- Cheshire Youth in Action
- Youth Employment Service
- Youth Literacy Project
- Math Mastery Program
- Community Service Opportunities
- Parent/Youth Advisory Council
- Youth Services Newsletters
- Intergenerational programs
- Teen 2 Teen
- Adopt a Family Holiday Programs
- Energy Assistance
- Fuel Bank
- Food Voucher Program
- Food Pantry Eligibility and Referrals
- Salvation Army Assistance
- Crisis Intervention
- CHAT Program
- Senior and disabled transportation services
- Subsidized Lunch Program for seniors
- Supportive Groups/Counseling for seniors
- Support senior clubs such as the Travel Club, Crafty Ladies, Busy Bees, Book Club and Widows and Widowers Club
- Educational/Awareness Programs re: senior safety, scams, health and wellness
- Exercise classes, i.e. Chair Yoga, Zumba
- Card Games, i.e. WHIST, Setback, Bridge
- Blood Pressure Screenings
- Cooking Classes
- Women’s Club
- Bus Trips for seniors (i.e. Mohegan Sun, etc.)
- Journaling for the Generations
- Senior Bookworms
- Bus Trips (i.e. Mohegan Sun, restaurants, museums, etc.)
- Monthly Dance Party
- Volunteer Opportunities
- Leisure and socialization activities for seniors, i.e. billiards, scrabble, writing groups, discussion group, craft groups, holiday parties
- Monthly Senior Center newsletter
- Annual Senior Health Fair
- Assistance with Medicare, housing, SNAP
- Collaboration with professional organizations, i.e. AARP
- Safe Driving Course & AARP Tax Aide Program

- TOWN CLERK -
- Make all records accessible to the public and provide copies as requested
- Receive, index, process, publish and preserve land records
- Collect recording fees and conveyance taxes
- Receive, process and preserve property maps
- Receive, process and preserve vital statistics and issue burial/cremation permits
- Issue and process gaming, dog and marriage licenses
- Prepare and submit monthly reports to various State agencies
- Maintain commission meeting agendas and minutes
- Process and file trade name certificates for new businesses in Town
- Receive all claims filed against the Town
- Administering oath of office to elected and appointed officials, Justices of the Peace, Notaries Public
- Accept elections filings by political committees and candidates
- Provide municipal candidates with filing information and deadlines
- With the Registrars of Voter, determine candidate order on the ballots and number of ballots needed
- Order all election supplies for each polling place
- Absentee ballots
- Report the outcome of elections on the local level
- Secure annual Historic Document Preservation Fund grant to continue to preserve our land records system

- TOWN MANAGER -
- Management of all Town departments
- Administer professional enrichment program
- Assist with identifying applications for and implementing technology
- Develop and produce operating and capital budgets
- Develop and produce the Annual Report
- Develop financial analyses
- Ensure adherence to Charter and Code of Ordinances
- Ensure financial stability
- Handle citizen’s complaints
- Hire employees
- Inform employees through a monthly bulletin
- Keep records and maintain files
- Manage employee safety programs
- Manage personnel evaluation process
Manager Council and Council committees meetings scheduling and preparation
Manage website, local government access channel and Facebook page
Negotiate collective bargaining contracts and handle grievances
Oversight of all major Town projects
Provide FOI guidance and manage FOI responses
Provide information to press through releases and frequent contact
Provide information to public, including speaking at local civic meetings
BUILDING
Review applications and plans for, and issue, all Building, Demolition, Electrical, Plumbing, Heating and Tank Permits
Perform inspections on all permitted work
Issue Certificates of Occupancy
Respond to building safety emergencies
Investigate unsafe building conditions or not-permitted construction
Interpret Building Code and provide answers to frequent Code questions
Complete continuing education hours required to maintain state certification
Provide input and support to other Town departments on construction and permit approvals
PARKS & RECREATION ACTIVITIES
Summer Camps
Suntime Funtime, Quinnetukit, Sizzler, Sassacus, Sachem, Kickoff Week, Sendoff Week
Counselor-in-Training
Summer Sport Camps
Toddler Parent & Preschool Programs
Preschool Programs
Preschool Theme Days
School Age Programs
Spring, Fall & Winter Sports
Youth Teen Fitness
P-Rex Vacation Day Camps
Cheshire Youth Theater Programs
Therapeutic Recreation Programs
Therapeutic Recreation Camp &Teen Camp
April Vacation Activities
Fishing Derby, Kite Flying, Touch a Truck
Community Garden
Recreational Adult Programs
Adult Fitness Programs
Men’s Basketball League
Special Events
Tree Lighting
Summer Concert Series
Fall Festival
Memorial Day Parade
Maintain six public parks:
- Quinnipiac, Bartlem, Mixville, Cheshire Park, Mac/Legion Fields, Linear Tail/Lock 12
Maintain 12 Public Building Grounds:
- Town Hall, Library, Senior Center, three Firehouses, Police and Animal Shelter, Youth Center, Pool, Yellow House, Historical Society
Maintain Ives Corner, Center Parklet and Gateway Parklet
Misc. Areas: Open space sidewalks, Rolling Acres Tennis Courts, Roaring Brook
Maintenance of Open Spaces as needed
Mowing; restroom cleaning at six ocations; field renovations; field grooming; field lining (lacrosse fields, soccer fields, baseball/softball fields, football fields); fertilizing program; irrigation and lighting system repairs; scout projects; trash pickup; work with local sports groups on field improvements; work at special events
COMMUNITY POOL
Swim lessons for all ages and abilities starting at 6 months of age to 99+ (group and Private)
Water aerobics (for our senior population and for more active population)
Diving lessons
Lifeguard classes
WSI classes
CPR classes
First Aid classes
Lap Swimming
Recreational swimming
SCUBA
Underwater Hockey
Birthday Parties
Swim team
Aqua Zumba
Adaptive lessons
Water Polo Clinics
Stroke Clinics
Sand volleyball
ELECTIONS
Registers new voters and records changes to voter information
Executes an annual canvass of voters
Visit Cheshire High School to register 17 and 18 year olds to vote
For Youth in Government Week, visit the High School to speak about voting rights and responsibilities
Hire approximately 100 poll workers and alternates
Train poll workers
With the Town Clerk, determine the amount of ballots that will be ordered for use at the polling places.
File all pre election and post election paperwork with the Secretary of the State.
Maintain and test election equipment prior to each election
Provide assisted voting to those individuals living in a nursing care facility
Provide polling place supplies to moderators
Provide election day support for poll workers and voters
Conduct audits or recanvass as required
Caucus preparation
Maintains voters lists and information and districts information and make them available to the public

1/30/16
The mission of the Building Official is to *successfully safeguard the health, safety and welfare of the community.*

The Building Official, Assistant Building Inspector, Electrical Inspector and Secretary are responsible for the review of all the applications and building plans for construction, additions or alterations to all buildings and structures in Cheshire. They issue the necessary building, plumbing, electrical, heating and sewer permits and perform the corresponding inspections, as many as 15 for a single residential new construction project. They also respond to building complaints and emergency situations such as fires and storms.

The Building Official, Assistant Building Inspector, Electrical Inspector and Secretary have almost 145 years collective experience in construction and the building and permitting process; they hold multiple State certifications, and attended over 70 hours of educational programming to ensure they are knowledgeable in all current regulations and technologies.

In Fiscal 14-15, the department successfully transitioned to new management with the retirement of the previous Building Official and the hiring of a new Building Official. During this transition, the department handled the implementation of the new and complicated Energy Efficiency and Residential Building Codes as adopted by the State Legislature. Staff also implemented new processes to store and transfer information through electronic media technology which protects data and expedites permitting process, which will enhance service to the public. In addition:

- Inspectors attended 99 hours of educational seminars to keep informed about codes and new products on the market thereby maintaining a high level of professionalism.
- Staff promoted educational opportunities available through the State of Connecticut educational fund to contractors to assist them in operating efficiently.
- The department implemented new operational procedures to update documentation requirements and enhance customer service.
- Inspectors maintained responsiveness and service level in spite of some unexpected temporary reductions in staff availability.
- The department began the acquisition of an electronic permit writing program.

The department remains dedicated to providing excellent core services, to continuing the streamlining of their processes and improvements to service.

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**Staff**

Keith Darin, Building Official  
Conrad Cyr, Assistant Building Inspector  
Fred Herzman, Electrical Inspector  
Jean McSweet, Secretary

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*The Building Official’s office is located in Room 215 in Town Hall*  
84 South Main Street  
Cheshire, CT 06410  
(203) 271-6640  
kdarin@cheshirect.org  
www.cheshirect.org/building-officialinspections
The mission of the Community Pool is to enhance the health and well-being of citizens of all ages, by providing a physical, educational, therapeutic, social environment.

Managing the pool has been a challenge with the pool bubble and construction issues, but during the summer season, staff hosted a Summer Age Group Championship at the pool which helped promote the facility in the region and provided increased revenue opportunities. Staff also continued online registrations to allow pool patrons to register for programs from home 24 hours a day, 7 days a week, increased summer daytime use of facility with increased programs and activities, and worked with Pool Committee on the new pool enclosure planning and construction.

During the months the pool was closed for construction, staff established swimming lessons program at an offsite facility to maintain the continuity of programs for the general public.

Pool staff and patrons are all looking forward to the new and improved pool facility.

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<td>Sheila Adams, Aquatics Director</td>
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The Community Pool is located at
520 South Main Street
Cheshire, CT 06410
(203) 271-6690
sadams@cheshirect.org
www.cheshire ct.org/recreation-and-leisure/community-pool
The mission of the Economic Development is to expand and enhance the Town’s economic base and quality of life by attracting compatible business development, and to provide quality customer service and programs to existing and prospective businesses and employers.

Cheshire employers provide more than 15,000 jobs. Businesses make up 19.9% of the Grand List. Cheshire has over 4 million square feet of industrial/warehouse space. Known as the “Bedding Plant Capital” of Connecticut, Cheshire has a diversified business community made up of various sized, well-respected businesses that include manufacturing, biotech, pharmaceuticals, service, retail, and of course agriculture.

Economic Development Coordinator Jerry Sitko works collaboratively with other departments and agencies, including the Cheshire Chamber of Commerce. Fiscal 14-15, he participated in the formation of the Naugatuck Valley Council of Governments created by the consolidation of regional planning organizations. Also, with the Economic Development Commission, he reviewed the town’s incentive program and best practices to keep Cheshire competitive with surrounding communities and to ensure optimum benefits for local businesses, and continued to manage the program.

Mr. Sitko continued to work to recruit companies and assist growth plans of existing companies, including Ball and Socket Arts, Consolidated Industries, Connecticut Florists Association, Power Station, Macy’s Logistics, Whole Foods and Big Y to further expand the town’s Grand List and economic diversity, and he also organized meetings and open house for the business community and residents about programs of the Connecticut Department of Labor, the Commercial and Industrial Property Assessment Clean Energy (C-PACE) Program and CTfastrak, Connecticut’s new rapid transit bus service.

### Staff
Gerald L. Sitko, Economic Development Coordinator
Catherine Donegan, Secretary

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**The Economic Development office is located in Town Hall, Room 219**
84 South Main Street
Cheshire, CT 06410
(203)271-6670
jsitko@cheshirect.org
www.cheshirect.org/economic-development
The mission of the Elections Department is to ensure that every elector who is eligible to vote may do so, and to safeguard the privacy of the voters and the democracy of elections.

The Registrars of Voters manage elections, including primaries, as well as maintain critical voters records, conduct two canvasses a year, train over a hundred poll workers, and try to make easy for everyone to register to vote. In Fiscal 14-15, the Elections Department accomplished the following:

- Administered November 2014 election for state offices
- Continued to implement new state-mandated Election Day Registration, resulting in registration of 102 residents at the Town Hall on Election Day.
- Conducted state-mandated testing of every voting district’s scanners, preparation of moderators’ materials, and testing of IVS voting equipment for handicapped voters.
- Processed approximately 300 new voters applying via unannounced mail-in registration drive by the Secretary of the State (SOTS).
- Conducted state-mandated 2014 canvass, which required 427 individual inquiries.
- Conducted SOTS-recommended canvass of 2,515 Cheshire citizens who had not voted for at least four years, to remove ineligible voters.
- In addition to one state-mandated 2015 registration day at Cheshire High School, held an additional session in October 2014 per request of CHS Social Studies Department.
- Hosted two state-mandated moderator recertification training sessions for Registrars of Voters Association of Connecticut [ROVAC].
- Attended informational and training seminars at two statewide ROVAC conferences.
- Attended demonstration of automated voting audit technology co-hosted by UCONN Voting Technology Research Center and the Hamden registrars.
- Trained a new deputy hired from outside of the department.
- Continued to organize, streamline and standardize office procedures and office files, both hard copy and electronic.
- Updated a Standard Operating Procedure Manual containing detailed instructions and standards for all office procedures, including facilitation of changes to state law.
- Assisted Tax Office, Public Works, and Animal Control in ongoing projects.
- Office hours were maintained for six hours each business day, plus extended hours prior to election to give maximum opportunity for voters to make changes or for new residents to register.

**Staff**

Susan Pappas, Republican Registrar of Voters (elected)  
Ann Marie Hearn, Democratic Registrar of Voters (elected)  
Ann McBain, Republican Deputy Registrar  
Tom Smith, Democratic Deputy Registrar

*The Elections Department is located in Room 102 in Town Hall*  
84 South Main Street  
Cheshire, CT 06410  
(203) 271-6680  
spappas@cheshirect.org   amhearn@cheshirect.org  
www.cheshirect.org/voting-and-elections/voter-registration
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 discovering, valuing, billing and collecting all Town revenues, monitoring expenditures in accordance with statutes and policies, safeguarding assets, protecting the integrity of all financial data and maintaining appropriate internal controls.

The Finance Department manages 32 funds, processes more than 3,380 revenue deposits and 5,560 checks, achieved a tax collection rate of 99.79%, processed payroll and benefits for over 600 employees and retirees, and managed, monitored and reported on over $100 million. Consisting of the Finance, Tax Assessor and Collector of Revenue offices, in Fiscal Year 14-15, the Finance Department achieved the following:

- For the first time in Cheshire history, AAA ratings were received from both of the Towns rating services. The Town sold $15 million of General Obligation with a very favorable 2.59% interest rate and a premium of $773,316.; also issued $4,965,000 of General Obligation Refunding Bonds in March 2015, resulting in $253,809.52 in debt service savings.
- Maintained the GFOA Certificate of Achievement for Excellence in Financial Reporting and also the Distinguished Budget Presentation Award.
- Started an initiative to pay vendors electronically, reducing costs for check printing and supplies and simplifying reconciliations on bank statements.
- Completed decentralized payroll process, for all departments except Police.
- Leased copiers for all Town departments after an extensive RFP process. Initiated printer maintenance and supply contract for desktop printers, in part to assess feasibility of eliminating costly devices in favor or more efficient multi-functional devices.
- Maintained high tax collection rate and initiated another successful tax lien sale, and hired a new tax collection agency.
- Successfully completed revaluation process.
- Began new pension standard reporting (2 year process).
- Issued RFP for auditing services, assisted with RFP for insurance consultants, and assisted with RFP for health insurance consultants.
- Continued to support the technology initiative and provide administrative support to the Town’s technology consultants.
- Continued efforts to obtain the best pricing for various utilities and fuel commodities.
- Secured FEMA reimbursement for January 2015 snow storm.

Staff

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>James J. Jaskot</td>
<td>Finance Director/Treasurer</td>
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<tr>
<td>Gina DeFilio</td>
<td>Deputy Finance Director</td>
</tr>
<tr>
<td>Sharon Churma</td>
<td>Assistant to Finance Director</td>
</tr>
<tr>
<td>Mary Ellen Andersen</td>
<td>Payroll/Benefits Administrator</td>
</tr>
<tr>
<td>Karen Fernandez</td>
<td>Accountant/Payables Coordinator</td>
</tr>
<tr>
<td>Donna Ouellet</td>
<td>Deputy Treasurer</td>
</tr>
<tr>
<td>Hope Larson</td>
<td>Budget/Treasury Analyst</td>
</tr>
<tr>
<td>Kim Wantroba</td>
<td>Accounting Clerk</td>
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<tr>
<td>Mario Panagrosso</td>
<td>Assessor</td>
</tr>
<tr>
<td>Diane Waller</td>
<td>Assistant Assessor</td>
</tr>
<tr>
<td>Ann Balletto</td>
<td>Assessment Technician</td>
</tr>
<tr>
<td>Christine McCardle</td>
<td>Assessment Technician</td>
</tr>
<tr>
<td>William Donlin</td>
<td>Collector of Revenue</td>
</tr>
<tr>
<td>Cindy O’Bar</td>
<td>Assistant Collector of Revenue</td>
</tr>
<tr>
<td>Donna Tiriolo</td>
<td>Senior Revenue Clerk</td>
</tr>
<tr>
<td>Diane Hodgkins</td>
<td>Revenue Clerk</td>
</tr>
<tr>
<td>Ivana Pasquale</td>
<td>Revenue Clerk</td>
</tr>
</tbody>
</table>

The Finance Department is located in Room 218 in Town Hall
84 South Main Street
Cheshire, CT 06410
(203) 271-6610
jjaskot@cheshirect.org
www.cheshire ct.org/finance
The mission of the Cheshire Fire Department is to safeguard the lives, property and the environment for the people and business of Cheshire to maintain their safety and quality of life, and to provide the vast range of emergency services and fire safety education. The Department also endeavors to protect and preserve the health and safety of our members.

The severe winter weather events of FY 14-15 continued to be a unique challenge for the Cheshire Volunteer Fire Department. With several feet of snow and many days and weeks below freezing, our Emergency Responders were put to the test. And they passed with flying colors, thanks in part to the dedication of our volunteer and career staff as well as our written Emergency Plans previously created by Fire staff.

Cheshire has had a volunteer fire department since 1912. The Fire Chief, the Fire Marshal and three other staff members are employees who respond to calls in addition to their core duties. In FY 14-15, over 60 volunteer members attend extensive training of over 130 hours and responded to over 739 calls on their own time, serving over 29,250 residents and protecting over 9,200 dwellings, as well as all local businesses. The Cheshire Fire Department is responsible for protecting the real property in Cheshire valued at $3.95 billion dollars. This year the department added three Junior, five Recruit and five Regular firefighters to attempt to maintain adequate staffing levels, but as fewer are able to volunteer, the responsibilities of the current volunteers are growing.

In FY 14-15, the total dollar loss caused by fire was less than $153,173, there were no deaths from fire/smoke, and there was one fire injury; this may be in part due to the extensive prevention and public education efforts of the department. In FY 14-15, the department distributed and placed in service an additional 55 smoke/carbon monoxide detectors thanks to a generous donation from Home Depot, greatly enhancing residents' safety. The department certified five Level 1 Firefighters, two Firefighter level II’s, five new pump operators and three new rescue unit drivers as part of their professional development program, and 65 physical examinations were conducted to monitor and ensure the health of our firefighters. The department purchased and placed in service one staff vehicle, converted an existing pickup truck to a service delivery vehicle to expand the functionality of our rolling stock and also received and placed into service the following equipment, funded by a capital budget appropriation: more than 20 sets of firefighting gear to put our members on the street with the safest gear possible; upgraded emergency lighting on two of our vehicles; added additional rescue equipment with the purchasing of two grip-hoists. Staff and volunteers also participated in several local and state training exercises which were beneficial in dealing with the extreme weather events of this fiscal year, ensuring the safety of the public.

**Staff**

Jack Casner, Chief of Department  
Elaine Smith, Administrative Assistant  
Jeff Boland, Fire Marshal  
Donn Youngquist, Deputy Fire Marshal  
Michael Kozlowski, Deputy Fire Marshal
Fire Department Headquarters are located at:
250 Maple Avenue
Cheshire, CT 06410
(203) 272-1828
jcasner@cheshirect.org                       www.cheshirefd.org

Fire Station #2
1151 Byam Road

Fire Station #3
1125 South Main Street
The Human Services program and service demands for both assistance and clinical services continue to grow. The staff is consistently working to be proactive and preventive, and despite growing demand for services, the department once again has been able to meet the needs of the community within the established budget.

In FY 14-15, the department accomplished the following:

- A highly qualified intern program provided quality, cost effective clinical service.
- Staff continued to vigorously pursue and secure funding through grants and gift-giving to continue to meet demands without additional fiscal pressure on the operating budget.
- Increased meeting attendance and accomplishments for both the Youth Services and Human Services Committees by elucidating and focusing their purpose and their roles.
- Continued to increase knowledge and awareness of our programs and services, with public relations efforts and presentations to local faith organizations and civic groups.
- Continued to increase the number of high school and middle students utilizing The Yellow House, providing a safe and constructive recreational and social outlet for teens.
- Continued to develop methods to more accurately measure the effectiveness of Human Services Programs to most effectively identify and meet community needs.
- Promoted the Search Institute’s Asset Based approach in this community, focusing on identifying and further enhancing positive supports.
- Responded swiftly and effectively to a series of crises/emergencies helping to stabilize those individuals affected.
- With the support of the Cheshire Police Department and the Town Council, re-established Cheshire’s Juvenile Review Board.
- Secured approximately $80,000 in funding through the CT DOT’s Section 5310 Grant Program for the purchase of two new buses for our Senior Transportation Services program.
- Increased Senior Center membership by approximately 20%.
- Developed a work group to address problem of unsafe living conditions and hoarding.

Staff
Michelle Piccerillo, Director of Human Services, LMFT
Kristen Schechter, Town Social Worker/Crisis Intervention
Ann-Marie Bishop, Youth & Family Counselor
Jeff Kochiss, Youth & Family Counselor
Mary Thompson-Kelly, Secretary
Lauren Blackwell, Youth Program Supervisor
Stephanie Ferrall, Coordinator of Sr. Services
Eileen Colwell, Transportation Dispatcher
Laura Gravel, Program Supervisor
Stefanie D. Theroux, Sr. Services Social Worker
Violet Howard, Administrative Assistant

The Human Services Department is located in Room 104 in Town Hall
84 South Main Street
Cheshire, CT 06410
(203) 271-6690
mpiccerillo@cheshirect.org
www.cheshire ct.org/social-services

Senior Center
240 Maple Ave.
Cheshire, CT 06410

The Yellow House
554 South Main St.
Cheshire, CT 06410

The mission of the Cheshire Public Library is to meet residents’ needs for life-long education, enrichment, and entertainment.

Cheshire Public Library is a vital and varied community center for area residents, with something for everybody, and their offerings continue to expand. The Library included Zinio (free downloadable magazines), OneClick Digital (free downloadable ebooks and audiobooks), OverDrive (ebooks, video, audiobooks and streaming video. Usage of downloadable materials increases about 30% month over month. Patrons now have wireless printing available from their laptops and mobile devices. Printing was switched from the honor system to Envisionware, tripling printing revenue.

In Fiscal 14-15, an 82% self-checkout rate give staff more time for outreach and programming, with programs such as “Book A Librarian”, a one on one help with technology, information, as well as over 270 delivery visits to homebound users, including at Elim Park. In addition, staff accomplished the following:

- A mobile-friendly website upgrade.
- Increased social media engagement: achieved nearly 10,000 followers combined, on various outlets (Facebook, Pinterest, Twitter, Tumblr, blog, Instagram).
- Created the CPL Blog (cheshirelibraryblog.wordpress.com) for discussion and interaction on diverse topics, book, music, and movie recommendations, and more.
- Collaborated with Artsplace for administration and programming, resulting in efficiencies and popular programs such as art shows in the Mary Baldwin Room and a summer reading finale party with more than 175 children and families in attendance.
- Supported Saturday morning hours in the summer months.
- Changed hours of service, opening at 9:00 a.m., to increase availability and for the convenience of the patrons.
- Hosted a successful “Cheshire Reads: One Book, One Town” program with Laura Harrington.
- Presented and promoted STEM/STEAM programming for school-aged kids.
- Continued community outreach, attending Fall Festival and visiting preschools and daycare centers.
- Continued to offer program and services beyond the standard, such as Genealogy/Local History databases that include an obituary index and The Cheshire Herald; Morningstar investment database; and Consumer Reports, all free to Cheshire library card holders.

![Library Loans](chart1)

![Library Program Attendance](chart2)
Staff
Ramona Burkey, Director
Deborah Rutter, Deputy Director
Mary Dattilo, Assistant Director
William Basel, Head of Reference and Adult Services
Lucas Franklin, Head of Children’s and Teen Services
Noureen Hakim, Head of Circulation
Gail Roberts, Head of Technical Services
Cheryl Stenson, Administrative Assistant
(Plus more than 35 full and part time Librarians, Clerks and Pages)

The Cheshire Public Library is located at
104 Main Street
Cheshire, CT 06410
(203) 272-2245
rburkey@cheshirect.org
www.cheshire ct.org/library
The mission of the Parks and Recreation Department is to maintain Cheshire as a desirable place to live and play.

The Parks and Recreation Department manages six parks, offers recreational activities for all ages and abilities, and assists with snow clearing efforts. It is a vital part of our community, providing social opportunities, promoting good physical and mental health, and working very closely with local civic and sports groups who offer financial and volunteer support. With the help of these civic and sports groups, the Department achieved the following in FY 14-15:

- Three new playgrounds were installed as part of this year’s Capital Budget. All three replaced old playgrounds that were recommended for replacing by the town’s insurance carrier. The playgrounds replaced are at Quinnipiac Park, McNamara Field, and Cheshire Park. All three are completed and currently in use.
- Improvements at Mixville Recreation Area include the installation of a stepping stone walkway between the two ponds, completion of the dredging of the lower pond, and the improvements to the dam and adjacent spillway renovated to handle large storms.
- Field renovations continued in cooperation with local Youth Sports Organizations. Work was done on the four baseball fields at McNamara Park and the Soccer fields at Quinnipiac had extensive areas that were top dressed with topsoil and had specific organic chemical treatments to improve the playing surface.
- The main field under the lights at Cheshire Park was renovated by Park staff to resurface the infield and improve the infield playing area.
- The Dog Park continued its heavy usage and was also improved by adding a stone entrance, a water fountain for dogs, and additional play equipment for the dogs as well as benches for the dog owners.
- Improvements to the existing Linear Trail included; crack repairs, new fencing in areas of high drop offs, and new cinder along all 2.9 miles of trail. Signage to match the new signs that will be installed along the new trail being built between Jarvis and West Main Streets will soon be added.
- A new digital signboard, purchased solely with donations from the Lions Club, the Cheshire High School PTO, and the money given to the town by Yankee Gas, was installed at the Youth Center.

Staff
Bob Ceccolini, Director
Sandy Petela, Deputy Director
Stephanie Dunn, Assistant to the Director
Kathy Forenza, Secretary
Elizabeth Mayne, Program Coordinator
Barbara Costello, Adaptive Coordinator
Parks Foreman, Four Groundskeepers, and various Seasonal Staff

The Parks and Recreation Department is located at
Harmon Leonard Jr. Youth Center
559 South Main Street
Cheshire, CT 06410
(203) 272-2743
bceccolini@cheshirect.org
www.cheshire ct.org/recreation-and-leisure
The mission of the Cheshire Performing and Fine Arts Committee is to facilitate, encourage and promote arts activities in the Town of Cheshire and to provide opportunities for residents to participate in all areas of the fine and performing arts.

The vibrant purple Artsplace building houses the Cheshire Performing and Fine Arts (CPFA) programs. Filled with art supplies (many of them donated), theater sets, and nationally recognized art teachers, CPFA is so much more than just “drawing classes.” In FY 14-15, The Committee and staff continued to enhance their offerings and accomplishments as follows:

- Worked in conjunction with Cheshire Public Library to enhance cultural programming with co-sponsored programs and art exhibits.
- Updated to on-line registration and credit card payments, thus enhancing registration services to students.
- Distributed copies of John Frederick Kensett activity book project to all third grade Cheshire students for third concurrent year. Continued to offer a free half-hour multimedia presentation on the life and artwork of Cheshire native Kensett to community groups and organizations.
- Offered free four-week pen & ink workshop for military veterans to express themselves artistically.
- Hosted a very successful 12th Annual Author Event, featuring author Suzanne Palmieri Hayes.
- Continued to help homebound adult residents with the Friends of Artsplace-sponsored Art Heals Program, bringing art enrichment activities to residents from Artsplace teaching staff and framing finished work.
- Hosted the 27th ARTSDAY on March 15, 2015 with special emphasis on nature in art.
- Several of our teachers and fine artists were recognized with Artsplace National Awards.
- Continued to promote and award the annual CPFA Richard W. Conrad Memorial Scholarship given to a deserving high school senior pursuing a degree in the arts from an accredited university.
- Offered volunteer opportunities for teenagers with an interest in the arts.
- Continued support of the popular dog park by sharing building and parking lot use and offering new programs reflecting joint interests to create an opportunity for interaction.
- Sponsored popular hands-on workshops for Town employees for staff enrichment and to cultivate interest in art.

**Staff**

Joan Pilarczyk, Artsplace Director  
Karen Piedescalzo, Clerk Typist  
Ellen St. Pierre, Clerk  
Agnes Wnuk, Clerk  
Fred LaVigna, Building Supervisor

The Performing and Fine Arts Committee (Artsplace) is located at 1220 Waterbury Road  
Cheshire, CT 06410  
(203) 272-2787  
jpilarczyk@cheshirect.org  
www.cheshire ct.org/recreation-and-leisure/artsplace
Planning and Development Department Annual Report 2014-2015

The mission of the Planning and Development Department is to provide technical assistance and customer service on land use matters to the general public and Town agencies to facilitate the orderly development of Cheshire. The Department is also charged with monitoring, interpreting and enforcing our planning and zoning regulations to protect the quality of life of our residents.

One of the critical functions of the Planning and Development department is the Plan of Conservation and Development. A mandated update continued throughout FY 14-15, with staff and commission members collaborating on this major project.

In addition to coordinating major projects and supporting land use commissions, department staff accomplished the following in FY 14-15:

- Continued implementation of the Aquifer Protection program to strengthen the protection of this non-renewable resource.
- Continued coordination and support of Earth Day, Trails Day and national Public Lands Day for public enjoyment, expanded recreational opportunities and to heighten environmental awareness.
- Created, copied and distributed 10,000 open space maps for ten Town owned properties.
- Provided staff support to land use commissions in the review and analysis of large scale land use applications.
- Facilitated coordination of Eagle Scout projects on Town open space properties (the former Casertano and Puchalski properties).
- Continued environmental programming and community outreach.
- Developed open space maintenance program.
- Promoted environmental news and events on Town website and Facebook page.

Staff
William S. Voelker, AICP, Town Planner
Suzanne Simone, Environmental Planner
David Kehoss, Zoning Enforcement Officer/Inland Wetlands Agent
Jocelyn Patrignelli, Executive Secretary
Catherine Donegan, Secretary
Barbara LaVigna, Clerk-Typist

The Planning & Development Department is located in Room 219 in Town Hall
84 South Main Street
Cheshire, CT 06410
(203) 271-6670
wvoelker@cheshirect.org
www.cheshire ct.org/planning-zoning-and-wetlands
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.

There is more to the Cheshire Police Department’s recent awards for Safest Town than just “fighting crime.” The department has many outreach and educational programs, and has a presence in the community. In addition to performing their core public safety and enforcement duties, the department hired and trained five new officers and promoted two sergeants and one lieutenant to fill vacancies created by retirements.

The department also continued to provide training opportunities for officers as part of their career development and our commitment to provide a high level of service to our stakeholders. As part of the Town Manager’s sustainability and succession planning initiative, two sergeants attended the Mid-Management Course at Roger Williams University.

In addition, in FY 14-15 the department: continued to address citizen’s complaint related to traffic conditions on local roads to ensure the safety of the motoring public; secured grant funding to participate in Driving Under the Influence (DUI), seat belt and distracted driving enforcement campaigns, minimizing the impact of these programs on the operating budget; purchased and installed Police Officer Scheduling System (POSS) to replace antiquated technology and enhance our ability to track and analyze scheduling and overtime issues; expanded the Police Explorer Post to twenty participants; conducted a Citizen’s Police Academy and several well-attended Rape Aggression Defense classes to enhance our relationship with the community and promote personal safety; and achieved the ranking of 16th Safest City in Connecticut from SafeWise.

### Cheshire Police Department Part 1 Crime and Motor Vehicle Activity

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<tr>
<th>Crime Type</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Murder</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Sex Assault</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Robbery</td>
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<tr>
<td>Assault</td>
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<td>2</td>
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<td>Burglary</td>
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<tr>
<td>Larceny</td>
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<td>MV Theft</td>
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<td>Arson</td>
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<td><strong>237</strong></td>
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<td>MV Fatality</td>
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<td>MV Accident</td>
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<td>697</td>
<td>710</td>
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<td>MV Arrest</td>
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<td>1547</td>
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<td>1978</td>
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<td>MV Warning</td>
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<td>DUI</td>
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<td>62</td>
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<td>Parking Viol.</td>
<td>174</td>
<td>135</td>
<td>41</td>
<td>55</td>
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</tbody>
</table>
Staff
Neil Dryfe, Chief of Police
Louise White, Administrative Assistant
Brian Pichnarcik, Deputy Chief of Police
April Leiler, Animal Control Officer
Fred Sill, Assistant Animal Control Officer
Officers, Dispatchers and Recording Secretaries

The Police Department is located at
500 Highland Avenue
Cheshire, CT 06410
(203) 271-5500
ndryfe@cheshirect.org
www.cheshire ct.org/police-services
The mission of the Public Works Department is to manage the development, maintenance and improvements to the Town’s infrastructure and public assets including roads, sidewalks, drainage and all public facilities, which are essential for a safe, efficient, and attractive community. The Department also provides for residential solid waste disposal and recycling needs of the community.

For the Public Works and Engineering Department, which encompasses Public Property, FY 14-15 was again a very active year. Maintaining a growing infrastructure and some less-than-new facilities, as well as dealing the with extreme weather over the year, and striving for operational efficiency and frugality has kept the staff busy. This department’s list of accomplishments for this fiscal year is as follows:

- In calendar 2014, milled and overlaid asphalt on 28 roads (seven miles) and crack-sealed 39 deteriorating roads (16 miles), extending their usable life and greatly enhancing the safety and comfort of the motoring public.
- Maintained Town roads to a high standard during 28 snowstorms to insure the safety of the traveling public.
- Completed intersection sight line improvements at the Hilltop Road and North Brooksvale Road intersection.
- Obtained $700,000 state DOT grant to repave 4,500 feet of Mountain Road.
- Updated the pavement management system to better plan for future paving projects.
- Contracted with design consultants for the design of replacement of capital bridge projects and obtained funding through DOT. Obtained funding for full bridge replacement on East Johnson Avenue over the Quinnipiac River.
- Completed construction of the Blacks Road Bridge over Honeypot Brook.
- Completed construction of the Mixville Pond Dam remediation project.
- Dredged approximately 12,000 cubic yards of sediment from Mixville Pond for improved water quality and recreation.
- Completed approximately ¼ mile of Farmington Canal dredging to improve flow and aesthetics and help control mosquitoes prior to Linear Trail construction.
- Supervised the final design, permitting, and start of construction for the Linear Park section from West Main to Jarvis Streets.
- Established a Town-wide weather station network for enhanced public safety and winter maintenance operations.
- Improved public safety and helped beautify the Historic Town Center district and Town Hall by replacing 21,500 square feet of deteriorated sidewalks with attractive brick pavers.
- Enhanced pedestrian safety by replacing unsafe sidewalks on numerous local roads.
- Removed or trimmed over 75 defective public trees to insure the safety of life and property.
- Served as public liaison during the Connecticut Light and Power’s $1M enhanced tree-removal and pruning operation on over 100 miles of Cheshire road rights of way.
- Conducted residential bulky waste trash collection to reduce weekly waste disposal and provide a service to residents.
- Disposed of vehicles and equipment that were no longer needed by public auction, providing additional revenue for the Town.
- Supervised the construction of the $32.5M upgrade project at the Wastewater Treatment Plant.
- Supervised the energy performance contracting project implementation, now 76% complete.
- Prepared bid specifications to purchase CL&P street lights and convert to LEDs, with significant savings to the Town.
- Prepared bid specifications to construct photovoltaic solar panels at the closed Town landfill and school/Town buildings.
- Installed a new gas fired boiler/AC unit at the Youth Center and removed the underground oil tank to prevent costly environmental impacts.
- Installed a new handicap ramp and completed upgrades on the first floor bathrooms at the Fire Headquarters building to make them ADA compatible. Paved the parking lot at the Fire HQ.
- Installed new lobby directional signage and a new membrane on the flat roof portion of Town Hall.
- Maintained 200,000 square feet of Town buildings to a high standard.
- Responded to over 750 work requests by public property users, and continued to refine operational procedures to respond to work orders more effectively and efficiently.
- Installed new siding and windows on the old section of the Senior Center and painted the rest of the structure to create a water-tight building envelope.
- Supervised an energy performance contract for various Town buildings to improve energy efficiency and address much needed infrastructure upgrades.
- Completed civil defense generator connection project at the Police HQ, Fire HQ, Town Hall and Pool.
- Installed a new roof, pointed and waterproofed masonry exterior, and painted the Fire HQ Annex building to create a water-tight building envelope.
- Installed a new fire alarm panel at the Hitchcock-Phillips House and modernized the overall system to prevent future fire damage or loss of life.
- Installed new siding and windows at the Lock 12 House to create a water-tight building envelope.
- Installed new A/C systems at the Police HQ and Town Hall to address overheated rooms from electronic equipment.

Staff
George Noewatne, Director of Public Works and Engineering
Walter Gancarz, P.E., Operations Manager/Town Engineer
Mark Cunningham, Highway Superintendent
Don Nolte, Assistant Town Engineer
Dan Bombero, Engineering Technician
Janet Ray, Assistant to Director of Public Works
Ann Marie Hearn, Secretary
Kathy Doherty, Secretary
Public Work foremen and crews

The Public Works Department is located in Room 213 in Town Hall
84 South Main Street
Cheshire, CT 06410
(203) 271-6690
gnoewatne@cheshirect.org
www.cheshire ct.org/public-works
The mission of the Town Clerk’s office is to maintain and safeguard the integrity of town and state statutory records; to issue legal licenses in compliance with state statues; to aid the general public in retrieval and reviewing of public records and to support the voting process.

Land records, birth, marriage and death records, dog licensing, absentee ballots, meeting records; there’s a lot of information at the Town Clerk’s office. In FY 14-15, staff recorded land records, issue licenses, preserved thousands of pages of meeting records, and made it all accessible to the public.

- Secured a $7,500 State grant for continuing the process of transferring land record images to the current computer system, saving wear and tear on the land record books.
- With the Registrar of Voters office, co-administered the 2014 State primary and election, issuing over 700 absentee ballots.
- Continued to update commissions lists both in hard copy and computerized formats and to have commission minutes filmed.
- Continued the indexing of military discharges and maintaining a master index form to simplify locating these documents.
- Maintained and updated new vital statistics master index.
- Continued foreclosure procedures as required by State statutes.
- Connected vault computers to the map index and to the copier, making it easier for the public to print copies.
- Began the process of accepting land records electronically, as approved by the Connecticut Public Records Administrator.
- Began organization of documents stored in the old vault in the former Town Clerk’s office.

Staff
Carolyn Soltis, Town Clerk
Laura Brennan, Deputy Town Clerk
Kirsten Augliera, Assistant Town Clerk
Patti Dickinson, Assistant Town Clerk
Francine Bowman, Assistant Town Clerk

The Town Clerk’s office is located in Room 109 in Town Hall
84 South Main Street
Cheshire, CT 06410
(203) 271-6690
csoltis@cheshirect.org
www.cheshire ct.org/town- clerk
The mission of the Town Manager is to administer and support the finances, regulations and services of the departments and officials of the municipality of Cheshire to insure that all municipal functions are as efficient as possible and that these functions maintain the fiscal stability of the Town, best serve the community, its residents and businesses, and perform at the highest level of professionalism and integrity.

Even after 15 years as Town Manager for the Town of Cheshire, I continue to be impressed by, and grateful for, the “quiet competence” of Town staff. Each year they face new challenges, and are constantly working to do more than simply provide excellent core services.

I am pleased with the accomplishments of FY 14-15, which, in addition to all the others mentioned in the department reports, include the following:

- Conducted a $15.0M Bond Sale achieving a significant savings from projected debt estimate and also realized a premium of $773,316.
- Conducted a $4.965M refunding of a debt obligation and generated $245,373 in debt savings.
- Recorded the highest tax collection in Town’s history—99.78%.
- Bid our Medical benefits program and redesigned existing plan which will result in significant savings in F.Y. 16 budget, and subsequent years.
- Completed about 75% of $10.2M energy performance contract project and generated about $860,000 in rebates and savings in utility accounts.
- **Achieved the highest bond rating in the Town’s history, AAA from Fitch and Standard and Poor’s.**
- Continued aggressive pursuit of $7.1M claim against the State; formal Claims Commission hearing scheduled for the fall.
- Initiated a succession planning process as a key part of our sustainability initiative.
- Expanded wellness programs through creation of Employee Wellness Committee and wellness events.
- Pursued enhanced enrichment programs for employees by offering yoga classes, art classes, mindfulness workshops and organizational events (Kazoo Day, Fun at Work Day, etc.) to foster professionalism and morale.
- Continued to enhance communication with our employees and officials, citizens, and the press by increasing the quality of information provided, specifically through creation of Social Media Committee, implementation of Facebook page and Twitter, improved cable access T.V. transmission, revitalization of newsletter, developed our events calendar and completion of transformation of Annual Report.
- Integrated Public Works and Parks and Recreation snow removal and building maintenance programs to enhance efficiency and effectiveness of operations.
- Continued to preserve a strong fiscal foundation for Town operations by producing a healthy surplus, maintaining a strong fund equity position, continuing to reduce our debt obligation, exercising prudent use of various reserve fund accounts while increasing our debt service reserve and protecting fringe benefit obligations with the overall goal of preserving the Town’s fiscal sustainability.
- Implemented the third phase of the Town/Public Schools Technology Initiative, ensuring the sufficiency of our infrastructure, significantly expanding the application of technology to increase efficiency and improve service delivery, and securing the ability to handle future technology needs and opportunities.
Significantly advanced Town projects such as: Performance Contracting Energy Project; West Main Street Streetscape improvements; Linear Trail extension; Wastewater Treatment Plant upgrade; Town Center sidewalk replacement; Property Revaluation; Community Pool Reconstruction; Blacks Road Bridge Replacement; Open Space Acquisition; Road Repavement Program; Street Light Acquisition and Solar Panel installation at Landfill.

Thank you to all the staff, officials, volunteers and residents who make our “Bedding Plant Capital of Connecticut” a wonderful community, and one of the top 50 small cities in America.

### MULTI-YEAR BUDGET COMPARISON

<table>
<thead>
<tr>
<th>FISCAL YEAR</th>
<th>BUDGET % INCREASE</th>
<th>MILL RATE % INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>2.84%</td>
<td>9.60%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1.93%</td>
<td>1.36%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>1.02%</td>
<td>1.42%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>1.98%</td>
<td>1.32%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>1.40%</td>
<td>1.73%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>0.40%</td>
<td>-7.13%</td>
</tr>
<tr>
<td>2008-2009 (2)</td>
<td>3.95%</td>
<td>1.63%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>3.32%</td>
<td>1.66%</td>
</tr>
<tr>
<td>2006-2007</td>
<td>4.37%</td>
<td>1.88%</td>
</tr>
<tr>
<td>2005-2006</td>
<td>4.57%</td>
<td>3.50%</td>
</tr>
<tr>
<td>2004-2005</td>
<td>0.84%</td>
<td>-23.59%</td>
</tr>
<tr>
<td>2003-2004</td>
<td>2.49%</td>
<td>4.50%</td>
</tr>
</tbody>
</table>

**TEN-YEAR AVERAGE**

F.Y. 2006 - F.Y. 2015: 2.58% 1.70%

(1) Represents implementation of property revaluation.

(2) The FY 09 budget is presented net of the $1,258,000 GF Equity Transfer to show the true budget increase from FY 09 to FY10.

(3) Represents implementation of mandated property revaluation.

NOTE that the tax increase for the average taxpayer was 1.96%.

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**Staff**

Michael A. Milone, Town Manager
Louis A. Zullo, Personnel Director/Assistant Town Manager
Arnett Talbot, Executive Assistant/Public Information Officer

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**The Town Manager’s Office is located in Room 221 in Town Hall**

84 South Main Street
Cheshire, CT 06410
(203) 271-6690
mmilone@cheshirect.org
www.cheshire.ct.org/town-manager

- 27 -
The mission of the WPCD is to protect general public health by providing the sanitary sewer needs of residential, commercial, and industrial properties in Cheshire.

FY 14-15 was a challenging one for the Wastewater Treatment Plant and its operations. The ongoing $32,000,000 construction project required significant oversight, and the continuing operation of the plant had to be assured. Under the watchful eye of the plant operators and supervisors, the Plant continued to be operational, and critical equipment was maintained during this very aggressive phase of construction. Completion on this vital and complex project is slated for November 2015.

The staff insured that the National Pollutant Discharge Elimination System (NPDES) permit levels were maintained, even during the shutdown necessitated by the removal of old equipment. The new equipment was installed and the crew has been well trained in its operation.

To date, the budget and construction schedule for this project have remained on track.

All pump stations operated at optimum efficiency during this fiscal year, and the Department was able to respond to all sewer backups in a timely manner.

The Department has secured a date of January 28, 2016 with the Connecticut Claims Commission to bring the Town’s claim against the Department of Correction for additional payment of sewer usage charges incurred by the Cheshire Correctional Institution over a period of years, and hopes to report a positive outcome in that year’s annual report.

Staff
Dennis Dievert, Waste Water Treatment Plant Supervisor
Scott Hallier, Assistant Superintendent
John Cronin, Laboratory Supervisor
Patricia Samselski, Clerk Typist
(And a crew of five Operators and one Electrician)

Water Pollution Control Department is located at 1325 Cheshire Street
Cheshire, CT 06410
(203) 271-6650
ddievert@cheshirect.org
www.cheshire ct.org/water-pollution-control-department
ANNUAL REPORT
SUPERINTENDENT OF SCHOOLS
2014/2015

Greg J. Florio, Ed.D.
BOARD OF EDUCATION
Gerald Brittingham, Chairman of the Board
Sandra Pavano, Vice Chairman
Marléna Soble, Secretary
Tod Dixon
Kathryn Fabiani
Cathy Hellreich
Anthony Perugini

ADMINISTRATION
Greg J. Florio, Ed.D., Superintendent of Schools
Scott Detrick, Assistant Superintendent for Instructional Services

DISTRICT
Vincent Masciana, Director of Management Services
Christopher Brown, Director of Pupil Personnel Services
Deborah Burns, Ph.D., Coordinator of Curriculum & Instruction K-8
Robin-Anne Carey, Special Education Supervisor
Tracey Hussey, Special Education Supervisor
Kelly Lenz, Director of Adult Education & Coordinator of School/
Community Relations and School/Business Partnership

SCHOOLS
CHESHIRE HIGH SCHOOL
Jeffrey Solan, Principal
Maureen Reed, Assistant Principal
Richard Sansoucy, Assistant Principal
Laurie Vicario, Assistant Principal

DODD MIDDLE SCHOOL
Michael Woods, Principal
Alberta Landino, Assistant Principal

ELEMENTARY SCHOOLS
Ann Donnery, Principal – Darcey
Marlene Silano, Principal – Chapman
Russell Hinckley, Principal – Doolittle
Kelly Grillo, Assistant Principal – Doolittle
Beverly Scully, Principal – Highland
Erica Bordonaro, Assistant Principal – Highland
Mary Karas, Principal – Norton
NARRATIVE OVERVIEW

The 2014-15 school year was a remarkable year for the students and staff at Darcey School. The implementation of full day kindergarten went amazingly well. Year to year comparison data indicated that students in a full day program outperformed students of previous years, supporting the idea that more is actually more! Teachers reported that full day kindergarten provided them with the time to teach concepts more thoroughly, that they had time daily for all the subject areas, and still had time for reading aloud, music, play and outdoor time. The Early Intervention Center (EIC) teachers collaborated to develop and share a common understanding of the Connecticut Early Learning and Development Standards by implementing the standards into current EIC teaching/learning practices. Actions which supported this strategic objective include:

- The EIC teachers used the Connecticut Early Learning and Development Standards to develop their SLO’s.
- Monthly EIC faculty meetings with administrator and specialists were held.
- Three EIC Instructional Assistant (IA) meetings were held. The first meeting focused on building teaching teams and gaining a greater understanding of classroom procedures and policies. The second meeting focused on exploring the ELD’s and the continuum of growth young children experience. The third focused on designing intentional environments to support student learning.
- Two EIC teachers attended a workshop at Columbia Teachers College. The focus of this workshop was to explore how educators, policymakers, parents and administrators can meet the needs of all preschoolers by providing them with first-rate learning opportunities.
- One Member of the EIC team attended the CT ELDS Children with disabilities Focus Group in February 2015.
- Additional workshops facilitated by Circle of Security and ACES were provided to Darcey and early childhood community to enhance understanding of executive functioning and social-emotional development
- The Darcey Community Outreach team distributed a needs assessment survey to area preschools. The results from this survey assisted in planning the focus for the 2 workshops that have occurred and potential future workshops.
- Area preschool staff, Cheshire elementary staff, and EIC teachers observed Kindergarten classrooms to better support student transitions to K and home schools
Round table discussion between preschool directors and Cheshire elementary principals helped to promote community dialogue and successful transitions of students.

2014/2015 HIGHLIGHTS OF DARCEY SCHOOL

- Successful implementation of full day kindergarten
- Collaboration between EIC teachers and Kindergarten teachers which promoted a greater understanding of curriculum and grade level expectations
- Development of transition plan for students going to homeschools
- Development of teacher leaders to share areas of expertise and facilitate professional learning
- EIC teachers defining a writing SLO/IGD which resulted in a concentrated focus on promoting the development of writing skills in preschool
- All Kindergarten teachers embraced Reader’s Workshop with enormous success as evidenced by reading data. The use of IA’s for focused differentiated instruction resulted in less students in bands 1 and 2 (despite no longer having LST's in the K classrooms.)
- Effective use of SRBI data teams
- Reduction of SPED referrals through effective use of Child Study Team and Parent Center
- Creation of the Great Room to promote learning through all the modalities. Monthly planning meetings determined room set up and curriculum activities based on the standards defined in the curriculum
- Receiving a grant to implement Circle of Security Parenting next year
- The Birth to 3 team provided in-service to the community
- Darcey School was recognized as an exemplary program by the State Department of Early Childhood and received many visits because of this recognition. Region 13 visited to gain a better understanding of how full day Kindergarten looks, teachers from Beecher Rd. School in Woodbridge visited to observe implementation of Reader’s and Writer’s Workshop as well as inclusion practices, Albertus Magnus visited to propose that Darcey serve as their collaborating school for their new Early Childhood Program and Commissioner Taylor visited with the Cheshire B-3 program.
NARRATIVE OVERVIEW
During this school year, staff engaged in the necessary work of implementing a new reading curriculum to all students in grades 1-6. Chapman also welcomed its first class of full day kindergarten students. A number of teachers assumed teaching a different grade level than they had in the past. This combined with the addition of a new Reading and Math Specialist, music teacher, band/orchestra teacher, kindergarten, grade one, grade two, and kindergarten teachers and two new Instructional Assistants to support kindergarten, set the stage for new learning and collaboration.

The staff and students embraced these new changes and kindergarteners thrived. Chapman successfully implemented the reading curriculum and learned how best to use the Scholastic Reading Inventory and CT Core Standards to better help the students grow. The staff also navigated the first administration of the Smarter Balanced or SBAC test and responded to the invitation for fourth graders to take the NAEP assessment.

2014/2015 HIGHLIGHTS OF CHAPMAN SCHOOL
- Acclimated five (5) new teachers to Chapman School (kindergarten, grade 1, grade 2, RAM, music)
- Implemented the new Reading Curriculum
- Implemented the new math resource Big Ideas in grade 6.
- Included eight (8) Open Choice Students in Chapman School Community
- Provided 14 students with individual mentors from the community and Webster Bank. The pairs meet once per week throughout the school year.
- The Student Council facilitated the following community service projects
  - Collecting hats, gloves and scarves and attaching handmade notes to give to the Veterans
  - Collecting items for the Cheshire Animal Shelter
  - Visiting residents and caroling at Highland Health Care Center
  - Raising money for the American Cancer Society through playground popsicle sales
  - Collecting personal items for active military troops
- Implementation of Breakfast Program
- Fifty seven (57) students attended the weeklong trip to Nature’s Classroom in Wakefield Rhode Island
- Accommodated forty eight (48) students with two sessions of Science Quest
- Talent Show facilitated by Nicole Brady, general music teacher.
- Participation in “Day of Strings” at Cheshire High School by orchestra students and Chapman Teacher Jamie Odell
- Participated in NAEP testing, grade four students
- PTSA sponsored events
- Scholastic Book Fair/Ice Cream Social
- Movie Nights
- Daddy & Daughter Dance
- Cultural Arts presentation by Rob Surette: Hero Art (gifted portrait of Albert Einstein)
- Mural created and gifted by the 6th grade class
NARRATIVE OVERVIEW

Doolittle School had a successful 2014-15 school year. Most importantly, Doolittle staff continued work toward implementing common core state standards by implementing the new Cheshire Public Schools curriculum for reading. Teachers and staff worked hard to fulfill the underlying spirit of the standards with regard to close reading instruction and increasing the use of complex and non-fiction text. Teachers all received a copy of the book “Rigorous Reading” by Fischer and Frey which was utilized during a number of meetings during the year.

During the 2014-2015 school year, Doolittle School completed three important strategic plan objectives: improving students’ math fact fluency; implementing the new reading curriculum aligned with Common Core State Standards; and significantly increasing and organizing their school-wide community service opportunities. Doolittle students took math fluency assessments and the SRI reading assessments to monitor their progress toward their first two strategic initiatives. Each month a different grade level led efforts to collect donations for a variety of worthwhile causes.

Doolittle Students were fortunate to participate in a wide array of engaging activities either facilitated by outstanding teachers or by extraordinary PTA. Students participated in a variety of events such as a Father/Daughter Dance, Mother/Son Bowling, A visit by Author Lauren Tarshis of the “I Survived” series, book fairs and Grade level events such as “Are You Smarter Than a First Grader”, “Ambassabears”, Latin American Games, and Biography projects. Students were able to go on a number of field trips and participated in school activities such as field day, Nature’s Classroom and Town Meetings. On June 18, 97 wonderful 6th graders were promoted to Dodd Middle School.

2014/2015 HIGHLIGHTS OF DOOLITTLE SCHOOL

- Teachers implemented a new reading curriculum based on Common Core State Standards.
  - Teachers created lessons, smart notebook files and gathered materials for this implementation.
  - Teachers displayed outstanding collaboration in their sharing of ideas, instructional strategies and materials.
  - Teachers also kept notes for suggestions and edits to the curriculum.
- Conversations and discussions were held about “close reading” strategies and the meaning and appropriateness of “complex text”.

- The Doolittle SRBI team implemented Google Spreadsheets to keep track of students’ focus objectives and to make monitoring students’ progress more efficient. The spreadsheets were especially useful for teacher implementing Tier 1 interventions.

- Grade Level Reps displayed excellent leadership skills in facilitating their grade level meetings for SRBI.

- Teachers continued to focus on improving students’ math fact fluency skills and good improvement was evident in assessments given at the beginning and end of the school year.

- The additional time after school on Wednesdays was put to effective use.

- On these days: Faculty Meetings were held, teachers met to discuss their students receiving intervention through SRBI, teachers worked on their SEED goals and staff discussed Common Core State Standards.

- The second year of implementing the System for Educator Evaluation and Development (SEED) went well. Teachers set an SLO Goal with two IAGD’s based on assessments and kept data of their students’ progress.

- Good discussions about teaching and learning were held during mid-year and end of year meetings.

- Many formal and informal observations of teaching were held.

- Doolittle met the goal we set based on feedback from a Parent survey about opportunities for parent involvement.

- Andy Dousis met with teachers to address students’ behavior and implement Responsive Classroom strategies. Two Doolittle Staff participated in his workshops and will begin working with other staff next year.

- The Doolittle PTA held many events and fundraisers.

- Students were involved in numerous activities, field trips, etc.

- “Are You Smarter Than a First Grader”, Ambassabears, Latin American Games, Biography projects, Field day, raising salmon, Science Quest, working with rocks from the mood, trips to the Capitol, and many others.

- Band, Strings and Chorus Concerts were held in the Doolittle Gym.

- Doolittle teachers continued to record mean spirited behaviors for the Safe School Climate Committee to review and help identify bullying behavior and make proactive plans.

- Meetings were held with grade level teachers, students, administrators and Teacher Assistants (recess aides).
• Doolittle included 6 students through Open Choice
• 95 Students attended Nature’s Classroom in Ivoryton, CT for an entire week
• Students ran and led town meetings
• Students in grades 3-6 completed their first administration of the SBAC Test
NARRATIVE OVERVIEW
During the 2014-2015 school year, the strategic initiative focused on teachers collaborating to learn and apply classroom instructional strategies and create classroom environments to raise achievement in reading, writing, math and the arts, and physical education. Most teachers focused their SEED IAGDs on improving student achievement in the area of reading. A common parent communication goal was also set as determined by the results of the safe school climate parent survey. To meet these goals, teachers utilized the district curriculum; collaborative learning time; and the district curriculum resources. Participation in professional development opportunities including faculty meetings, grade-level meetings, and selective workshops offered by the district enhanced teachers’ knowledge and understanding.

In the beginning of the year, Mrs. Scully and Ms. Bordonaro presented an overview of the changes to the CCT rubric to the staff. As the year began, teachers worked together to analyze their class data and develop their SEED goals for the year. The Safe School Climate Committee met in the fall to create a Responsive Classroom Blog for parents/guardians. This served as a means to address parent feedback goal, teachers will implement Responsive Classroom Strategies that promote positive classroom behavior and share those strategies with parent/guardians. In November, we met to finalize student learning objectives, the parent feedback goals, and practice and performance goals on BloomBoard. Teachers spent time during grade-level meetings, SEED meetings, and planning time to create assessments, plan lessons, and review data to meet their goals. Mrs. Scully and Ms. Bordonaro met with each teacher in February to discuss their progress during the mid-year meetings. Informal and formal observations also led to meaningful conversations about the teachers’ goals throughout the year. By the end of the year, 95% of teachers met or exceeded their goals.

As Highland continued their SRBI initiative, teachers used data to monitor progress, develop focus objectives and intervention plans in reading, mathematics, and behavior. At the beginning of the 2014/2015 school year, to identify Band 1 and 2 students teachers used data from the RCBM, MAZE, SRI, DRA, Key Math, Moby Max and the Characteristics of Successful Learners section, on the report card. After that, classroom teachers, the Reading and Mathematics Teacher (RAM), and literacy support personnel utilized diagnostic assessments to determine focused objectives. Progress monitoring occurred twice a month, from September through May. Furthermore, classroom teachers created and used pre-assessments, formative
assessments, and post-assessments to monitor students' progress in the classroom. Beginning in September, once a month grade-level after school Wednesday meetings operated as SRBI/data teams. The SRBI team met to discuss student data and progress, as well as strategies to support student learning. SRBI committee meetings were used to support SRBI and to discuss student growth in Tiers 1, 2, and 3. Using the Rounds Protocol, teachers presented student data and interventions. Together the teams created alternate strategies to meet the student/teacher needs. SRBI forms were updated, grade-level binders of Band 1, 2, and 3 students were organized, and a database of focus objectives and dates was developed. Teachers were required to analyze student learning every six to eight weeks.

Continuing their focus on teaching and learning and collaboration and communication we continued the Highland Collaborative Learning Groups (professional learning communities). Their strategic initiative stated that teachers will participate in collaborative professional growth opportunities. Teachers analyzed their classroom data, and based on this information, chose collaborative learning topics that would help them make instructional decisions for their students. These teachers collaborated to learn and apply classroom instructional strategies to raise achievement in reading, writing, math, and science. These strategies directly aligned with their SEED goals.

This year, Highland continued efforts to implement Responsive Classroom techniques in every classroom. Teachers have consistently implemented the following responsive classroom practices: morning meeting, greeting students at the classroom door each morning, morning messages, the chime signal, effective feedback, and logical consequences.

To extend a positive classroom and capitalize on diversity, Highland focused on developing opportunities for ethnic diversity for students and staff. Highland sought to increase students' awareness of various cultures and traditions. To support this initiative, Highland worked in partnership with a sister school, Veterans Memorial Elementary School, located in Norwich, CT. The benefits of a sister school program include: increasing students' understanding of and interconnectedness with other cultures; increasing students' awareness of different styles of learning and expressing knowledge; and improving student skills in a language other than English. Ten classes from Highland School were paired with ten classes from Veterans Memorial School. These classes worked together and shared letters as pen pals throughout the year.

In conjunction with the PTO, Highland continued to develop community contributor projects using “Highland Helping Others” as the theme. These projects are all curricular related and help to connect their school with the greater community. The projects were as follows, in: collecting over 400 school supplies for their sister school
in Norwich, 250 coats, 5 blankets, and 80 gloves/hats for our neighbors who need them; they held their traditional Veterans Day Breakfast; collected 831 new and gently used books for Read to Grow; collected 300 items for the Meriden Humane Society; collected 250 pairs of shoes for Soles for Souls; collected 150 hygiene supplies for the Cheshire Food Bank; collected 100 healthy snacks for the Cheshire Food Pantry; and they held Alex's Lemonade Stand where $1515 was donated to children who suffer from cancer. Also throughout the year, our sixth graders, in conjunction with students from our upper-grade Students on the Autism Spectrum classroom, continued Highland's Recycling Project, and donated the proceeds from the plastic bottle returns ($318) to the Cheshire Animal Shelter. This year over 70 sixth grade students had a “Highland job.” The students were: morning announcement broadcasters, bus runners, peer recess helpers, peer classroom helpers, nurse helpers, custodian helpers, library helpers, and recyclers.

The after-school Highland School Drama Club successfully completed its seventh season with an exciting production of “Jack and the Giant.” Also, the Highland Drum Team continued to perform at school events this year.

Highland School continued a mentoring program with the support of Webster Bank and the Connecticut Mentoring Partnership. The two mentors met with their mentees each week for an hour. The time was spent playing games, reading books, and engaging in other activities to nurture a positive bond and healthy relationship.

Highland is continuing their Summer Reading Program to solve the problem of summer reading slide for students who are performing in Band 1 and Band 2. Teachers again sent home summer book bags for students to fill up with “just-right books” that they could borrow from their classroom or school library. Each student received a listing of additional titles for “just right” books and a letter to the parent/guardians that explained helpful reading strategies for reading at home with your child.

Highland continued to implement their Literacy Volunteer Program; involving the support from both parents and the community. The program included one senior citizen from the Cheshire community and 9 parents of students from Highland School. The Literacy Volunteer Program provided additional reading practice for 21 students. In the first week of October, a total of 10 literacy volunteers completed a two-hour training session. Training included modeling and guided practice of sound pack drills, sight-word drills and rereading protocols. Explicit feedback was offered to allow volunteers the opportunity to perfect the protocols. Collectively, the volunteers spent 11 hours a week providing extra reading practice. As a result of this additional practice, students demonstrated growth. Specifically, all students in 1st grade achieved the goal for the Letter Sound Fluency Assessment by the last week of October. Of the five 1st grade students supported by the Literacy Volunteer
Program, four students were able to meet the R-CBM Spring goal; 55 words correct per minute. Six out of the eight 2nd grade students met the R-CBM goal; 95 words per minute. The one 3rd grade student met the third grade goal of 115 words per minute and five out of the seven 4th grade students met the R-CBM goal; 127 words correct per minute.

2014/2015 HIGHLIGHTS OF HIGHLAND SCHOOL

- Teaching and Learning focus, as follows: reading instruction; SRBI; collaborative learning groups; and data analysis.
- Responsive Classroom: morning meetings, logical consequences, effective feedback, closing circle
- Implementation of the Highland Safe School Climate Plan
- Student Council - In addition to participation on numerous community service projects, the student council developed bus safety rules taught the Highland students those rules
- Participated in the Cheshire High School Cadet Program with eight cadet teachers at Highland School.
- Student Community Meetings with Mrs. Scully, Ms. Bordonaro, and Ms. Scully (school counselor) Topics included spreading kindness, being an upstander against mean-spirited behavior, appropriate technology use, and persistence
- Town Meetings: Buddy classes (an upper grade class is paired with a primary grade class) joined together to run one town meeting. Meetings were held throughout the school year. Because of the size of Highland, we divide the school into three “towns”.
- Year-long focus on building collaborative relationships with parents/guardians, for example: teachers send home/email classroom newsletters, teachers establish a web pages, we post information on PowerSchool; continue Highland Twitter account; participation at evening PTO meetings (each team signed up for a month), participation at PTO evening events.
- Senior Center volunteers – this year we had five volunteers from the Cheshire Senior Center. The volunteers worked in kindergarten and first grade classrooms.
- PTO Sponsored Visiting Authors: Bob Shea – Grade 2 and James Preller – Grade 6

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NARRATIVE OVERVIEW
During the 2014-2015 school year, progress was made at Norton school on their work to increase student achievement in reading, and math, and in providing a safe, school environment through increased use of Responsive Class practices. In addition, they successfully implemented the first year of full day kindergarten. This year, teachers focused on areas of student need through the development of and monitoring of their two IAGDs of their SLO based upon student data. Teachers proved successful in increasing student growth on these measures as was indicated on end of year summaries and IAGD results. Teachers also provided information regarding their progress on their professional goals and the school wide parent communication goal.

Student progress was evident through analysis of student assessments, SRI results, reduction of the number of students requiring LST interventions, and progress reviews at grade level meetings. Through continued focus at grade level meetings, SLO goal setting, team afternoon meetings, and SRBI meetings, teachers were accountable for and required to provide evidence through data to support their focused interventions. There was a significant increase in the number of teachers attending SRBI meetings with accurate and relevant student data as well as information about intervention success. I worked closely with the RAM and district reading specialist to provide teachers with needed professional development, release time to work collaboratively, or coaching to assist with effective instructional practices and interventions.

Progress in Responsive Classroom practices, leading to a positive, caring and safe school environment, continued as TA’s were provided with numerous training opportunities provided by several Norton teachers. This year I had several teachers who presented and modeled RC practices for staff and support staff. Teachers modeling expectations in areas such as indoor and outdoor recess, and intervening sooner to address behaviors as well as the implementation of other RC practices, has had a positive effect on the student behaviors. During the 2014-2015 school year there was a significant reduction in the number of student investigations completed at the office level.

Students were active members of the community through a more involved student council, community services projects in grade 6, including providing assistance to kindergarten and first grade students in reading and/or math facts, and in Student Council, safety patrol responsibilities, and school presentations. Norton’s school year
ended with an active Field Day supported by all staff and family volunteers. PTA completed fundraising to update the back playground with a new piece of equipment.

2014/2015 HIGHLIGHTS OF NORTON SCHOOL

- Successful implementation of the first year of full day kindergarten.
- 77% of students reading on or above grade level.
- Teacher meetings to discuss, set, and review goals and SLOs. These meetings were successful as they discussed setting high expectations for all students, differentiation, and monitoring of student achievement.
- Survey results from staff, students, and parents, indicating Norton has a positive, safe, and caring school climate.
- Successful and productive SRBI meetings supporting increased student achievement. Teachers utilized a data form which provided the team with needed information regarding student growth and interventions. Half and full day meetings provided team with overviews as well as review of students in kindergarten and first grade.
- Increased student achievement in areas of need as evidenced by teachers’ SLO results.
- Successful work with the RAM and teachers to assess, plan, and implement effective instruction interventions and teaching strategies. Meetings and professional development sessions held to provide teachers with professional development in reading and math which led to successful interventions for students as evident in improved student achievement and reduction in number of students requiring intervention support.
- Work with teachers and support staff on Responsive Classroom practices and effective teaching strategies. This increased teacher implementation of RC practices and increased amount of positive teacher feedback regarding the impact of RC practices for students in classroom.
- Successful implementation of new reading curriculum.
- Work with the Safe School Climate Committee to review survey results and plan for next year based upon these results.
- Increased use of Norton School Twitter account to improve community communication. Parent feedback was positive.
- Sixth grade and Student Council involvement in community service projects.
- Veteran’s Day breakfast and school program.
NARRATIVE OVERVIEW
The 2014-15 school year opened with great success and eagerness to have another year of curricular changes and evaluation system. The State had approved the SEED evaluation system with minor changes from the previous year. Teachers were oriented to the system that included measurable learning goals and rated observations. Teachers were ambitious and passionate to explore strategies to connect students to their respective content areas. The year faced new challenges. With a new evaluation system and the continued work of Common Core transition, many teachers felt the pressure to perform under all the new initiatives. In the end teachers serviced their students to the highest quality under the new initiatives and new administration. In the midst of these challenges, a group of teachers developed a committee to look at implementing an Advisory Program for the 2015-16 SY. This committee looked at other programs from around the State and began the process to develop one for the Dodd Community. Teachers also integrated Google Classroom as the backbone of their classroom environment. Students and teacher benefited from online communication and methods of organization that education has never seen before. Teachers at Dodd worked beyond the call to assure the success of each of their students.

2014/2015 HIGHLIGHTS OF DODD MIDDLE SCHOOL
- Dodd Teachers implemented Google Classroom option for students and teachers to utilize devices to expand instructional strategies and higher order thinking skills.
- The Dodd Performance Standards were operationalized and assessed by all teachers through PowerSchool. Parents received a report that informed them of the level their child had attained in the five domains of the performance standards.
- Teachers worked hard to incorporate the Common Core State Standards into existing curricula and creating new curricula to align to the federal initiative.
- Core Academic Teams participated in several community services projects that ranged from food pantry donations, monetary donations to the united way, Toys for Tots, Humane Society, to creating care packages for troops overseas.
- The Dodd Kindness Counts Committee promoted kindness and kind acts throughout Dodd and the Cheshire Community. Greeting cards, quotes of the
month, and student led meetings were the highlights of the committee as students and adults followed a well-designed Mission Statement.

- Dodd hosted a speaker and law enforcement consultant, Leslie O’Neill, for an internet safety program for students and parents.

- The seventh grade Math-a-thon raised a remarkable amount of money this year for St. Jude’s Children’s Hospital.

- Dodd Middle School went to the Invention Convention. Teams from around the state competed in an invention design forum that was sponsored by the Petit Family Foundation.

- The Visual and Performing Arts team performed flawless concerts with Band, Orchestra, and Choral performance that highlighted the learning of Dodd students. The Dodd Performance of Shrek Jr. was a huge success.
NARRATIVE OVERVIEW

The 2014-15 school year was one of reflection for the Cheshire High School faculty. The Cheshire High School faculty developed a vision emphasizing the academic and personal success of all students in the fall. Cheshire High School is a safe, supportive, and engaging community. As a result of their commitment to best teaching practices, high standards, and an optimal learning environment, the students consistently demonstrate academic, personal, and social success. This vision served as a catapult toward developing practices that support mastery based learning.

Throughout the year teachers read and explored practices from Rick Wormeli’s Fair Isn’t Always Equal to support students. The traditional high school focused on ranking and grading over teaching and learning. Providing opportunities to demonstrate mastery of standards not mastered is a seismic shift from traditional practice. The year culminated when Mr. Wormeli presented to the Math department and faculty in May. There has been an observable instructional shift toward supporting mastery and ultimately having that improved performance reflect in the grade.

2014/2015 HIGHLIGHTS OF CHESHIRE HIGH SCHOOL

- Cheshire High School was named one of the top 500 high schools in America by Newsweek Magazine.

- Cheshire High School hosted over 80 veterans including Mr. Richard Miller who may be the oldest living WWII Veteran in America for a special breakfast and ceremony. The VIP Chorus and CHS Ram Band each performed patriotic songs and members of Bringing Remembrance to Veterans Everywhere gave moving speeches before the community and entire student body.

- Each spring their Career and Technical Education students take a state-wide program assessment in their concentrate. Cheshire High School was ranked No. 1 for 2014 in Early Childhood Education & Services areas of concentration in CT.

- 7 Cheshire High School students were named National Merit Scholarship Finalists.
In sports news, Cheshire High School won the Michael’s Cup Achievement Award as an Exemplary Athletic program in the state. Christine Drust was names the Class LL Connecticut Softball Coach of the Year.

A total of 227 students participated in a project and raked leaves for 39 senior citizens. Twenty-one clubs and teams took part, as well as many groups of student who teamed up just for the day.

The Cheshire High School Blood Drive collected over 70 pints in October.

The Cheshire High School Social Studies Department in conjunction with the Cheshire League of Women Voters and the Young Democrats and Young Republicans clubs held a Congressional Candidates forum with Mr. Mark Greenberg and Ms. Elizabeth Esty. The candidates answered questions developed and asked by students before the entire junior and senior classes in the Thorp auditorium.

Dan Warburton and his photography class won the Connecticut Association of Boards of Education (CABE) Special Project Award for their digital photo frames. The frames are displayed in the main, support services, and assistant principals’ offices and feature scrolling photos taken by students.

The Cheshire High School Faculty participated in Mindfulness Training. All Freshmen English classes also participated in Mindfulness Training.

Cheshire High School participated in the “Careers in Sports Medicine and Nutrition”. The program brought together students from various towns to learn about career pathways in sports and medicine and nutrition.

Junior Durga Rathi was selected as 1 of 30 in CT to receive the Governor’s Scholar Award.

Cheshire High School FBLA Chapter received many awards at a Leadership Conference in Cromwell. Students competed in a variety of business-related events against schools from across the state.

Julia Torok named to All American Chorus and performed at conference in Nashville. Ricky Valentin named to the US Army All-American Band and performed at their All American game in San Antonio.

The Cheshire High School PTO donated $7,500 to support the effort to replace the sign at Park and Recreation with a new digital marquee. It was installed in early spring.

26 different Cheshire High School clubs participated in the second annual Winter Festival with over $800 donated to the Ryan T. Lee Foundation.

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