

## Town Manager's 2026 Goals and Objectives

### **ECONOMIC DEVELOPMENT/GENERAL GOVERNMENT/OPERATIONS**

**Goal #1:** *Support strategic and targeted efforts to grow the Town's grand list to lessen the tax burden on residents and existing businesses, while maintaining the Town's quality of life, historical connections, identity and sense of place. Improve the effectiveness, efficiency and quality of Town services with a focus on enhancing the experience of residents, businesses and visitors.*

#### **Key Objectives – Ranked in Priority:**

1. Develop a plan for the future of the Chapman and Darcey school buildings & properties and assess options for the former ArtsPlace building and other residential properties owned by the Town.
2. Initiate and actively participate in the Charter Revision process through staff support, coordination, and providing responses and recommendations.
3. Evaluate and pursue appropriate open space/agricultural land preservation and acquisition opportunities and update the Town's Open Space Master Plan.
4. Support the development of the West Main Street Business District by supporting the advancement and implementation of a form-based code, traffic improvements, improved signage, etc.
5. Identify opportunities to expand communication with the public utilizing website features and social media messaging and a monthly newsletter.
6. Work with our legislative delegation in support of modified conveyance language with respect to desired uses for the 58 acres of land in the north end conveyed to the Town in 2022 for economic development purposes.
7. Identify funding to retain professional services to develop long term streetscape planning for the South Main Street Business District.
8. Provide assistance in the planning and organization of Cheshire's participation in the America 250<sup>th</sup> – CT commemoration of the signing of the Declaration of Independence (July 4, 2026).
9. Seek out strategies to improve employee recruitment and retention to remain competitive in a difficult public sector labor market; considering opportunities to improve employee morale/satisfaction including but not limited to the consideration of a 4-day work week for some facilities.

## **PUBLIC SAFETY/PUBLIC HEALTH**

**Goal #2** – *Prioritize initiatives, projects and services that promote and ensure the highest levels of public safety for our community including emergency preparedness and response.*

### **Key Objectives – Ranked in Priority:**

1. Complete necessary Animal Control renovations and facility updates to satisfy the lifting of the Dept. of Agriculture consent order and plan for future improvements.
2. Develop and implement a master plan for routine fire hydrant maintenance for inclusion in the FY27 operating budget.
3. Explore opportunities to address homelessness issues in Town including expanded case management support and the potential for a local emergency/temporary housing facility.
4. Closely monitor Fire Department staffing and equipment, including volunteer numbers and response times, particularly in the North End.
5. Continue to work with the Chesprocott Health District in ensure continued improvements with respect to services and financial management.
6. Finalize design and initiate construction on approved sidewalk expansion projects.
7. Complete construction of the new Emergency Operations Center in the basement of Town Hall.

## **EDUCATION**

**Goal #3:** *Support the Town Council and Board of Education’s major joint initiative to modernize Cheshire’s public-school facilities.*

### **Key Objectives – Ranked in Priority:**

1. Provide financial, planning, and other technical support to advance the construction of the two new elementary schools as well as potential future Next Generation School Modernization capital projects including the Humiston School building.
2. Explore options for addressing the growing traffic concerns in the Cheshire High School/Bartlem Park area – including opportunities for road improvements or construction to provide alternative entry/exit options from the CHS property.

## RECREATION

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

### **Key Objectives – Ranked in Priority:**

1. Conduct a Cheshire Community Pool master planning process to identify and quantify future capital projects necessary to continue to operate as critical components continue to reach end of useful life within this 25-year-old facility.
2. Explore the feasibility of acquiring access rights for the construction of a second parking area for the Yankee Highlands open space on the southern side of the property and oversee the approval process for the CT NEMBA proposed network of mountain bike trails on this property.
3. Support the design and construction of the Adaptive Turf Field Project.
4. Implement construction of Phase 2 of the Mixville Park Master Plan including grant-funded construction of trail/interconnectivity improvements, along with a new pavilion and a new pedestrian bridge.
5. Reprogram STEAP grant funding from splashpad proposal to other interior aquatic enhancements at the Community Pool including the kiddie pool area.

## FINANCE

**Goal #5 -** *Ensure the continued strength, stability and security of Town finances through disciplined fiscal management and conservative budgeting practices.*

### **Key Objectives – Ranked in Priority:**

1. Modernize budget document production to include increased public accessibility and transparency through an interactive online budget book. Ensure Town Operating Budget and Audit Report documents meet GFOA award certification standards and implement Town Auditor recommendations.
2. Hold a successful bond sale in Spring 2026 and make a strong case for reaffirming Town's AAA bond rating from both Standard & Poor's and Fitch in the face of growing borrowing obligations.
3. Maintain oversight and carefully manage the operating budget to ensure a FY26 and FY27 budget surplus.

4. Develop a fiscally responsible FY27 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible, that minimizes the impact on the taxpayer.
5. Continue to support expanded cybersecurity efforts including firewall and offsite server backup enhancements and robust employee training to best position the Town to avoid/respond to cyber threats and phishing attempts.

### **SUSTAINABILITY/TRANSPORTATION/ENERGY**

**Goal #6:** *Explore practices that advance sustainability of the environment and our community. Pursue proven waste materials management and energy use programs and policies, and investigate enhancements to community mobility and transportation options, considering the value and cost effectiveness of implementation.*

#### **Key Objectives – Ranked in Priority:**

1. Continue responding to emerging sustainability and solid waste issues including:
  - a. Exploring a Food Waste Diversion Program and expanding/exploring additional recycling opportunities
  - b. Additional proposals for utilization of nips revenue
  - c. Streamlining and establishing a consistent bulky waste process
  - d. Assist with Sustainable CT Recertification
2. Pursue initiatives around improved multi-modal transportation options:
  - a. Support improvements to public transportation including expansion of bus routes and enhancements to bus stops
  - b. Ensure progress on the Multi-Modal Transportation Study Project
3. Energy Performance Contracting/Audits
  - a. Support the Town/BOE Energy Performance Contract 2.0 initiative