



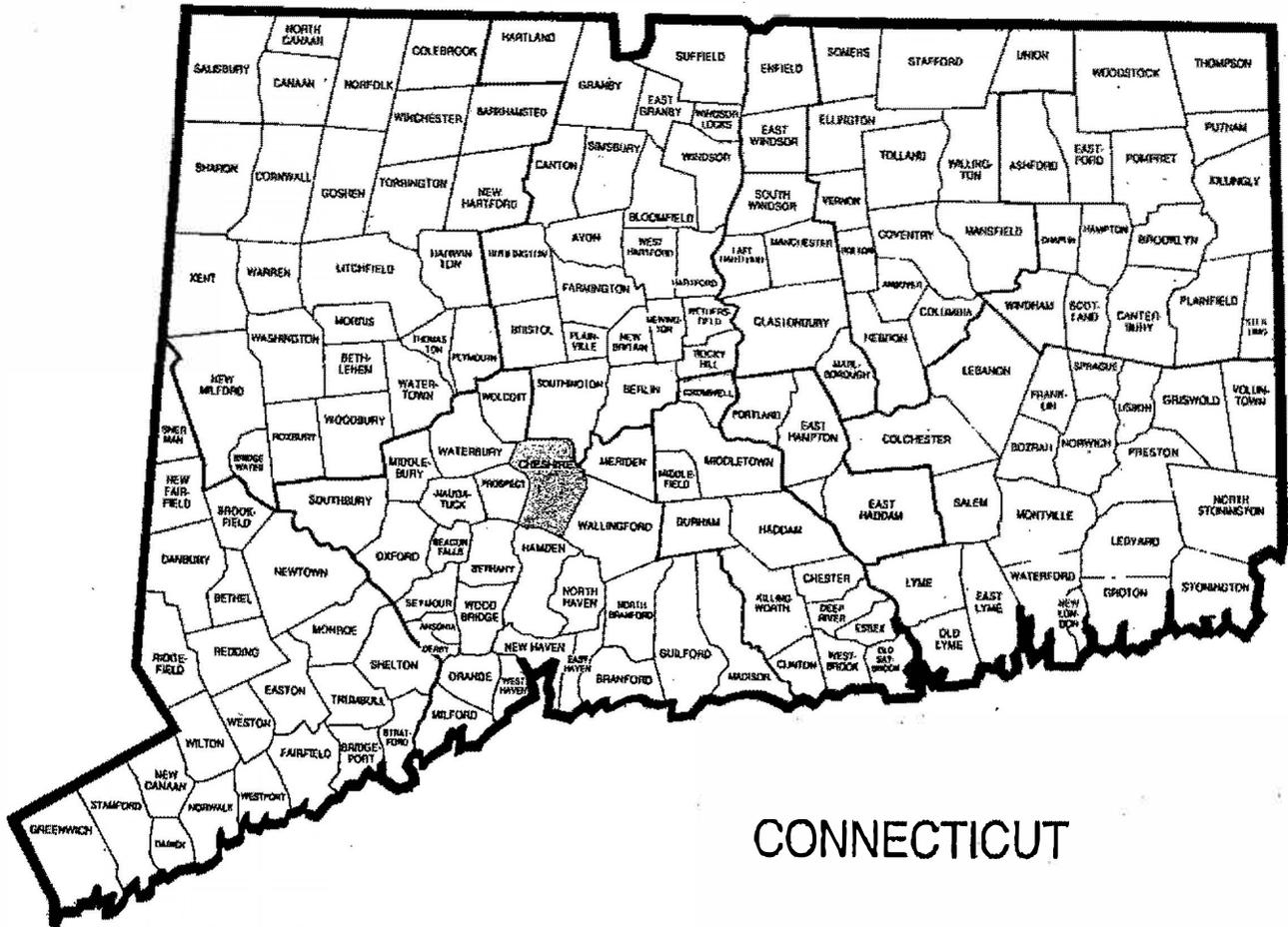
*Cheshire, Connecticut
Settled 1694*

TOWN OF CHESHIRE

***ADOPTED
FY 2025-2026***

**FINANCIAL PLAN FOR COMMUNITY
SERVICES**

April 22, 2025



CONNECTICUT

DESCRIPTION OF THE MUNICIPALITY

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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Cheshire
Connecticut**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morill

Executive Director

TOWN OF CHESHIRE, CONNECTICUT

List of Principal Officials
April 22, 2025

TOWN COUNCIL

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

TOWN MANAGER

Sean M. Kimball

FINANCE DIRECTOR/TREASURER

James J. Jaskot

TOWN OF CHESHIRE
ADOPTED FINANCIAL PLAN FOR COMMUNITY SERVICES
July 1, 2025 – June 30, 2026

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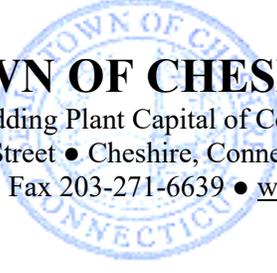
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TOWN OF CHESHIRE

The Bedding Plant Capital of Connecticut
84 South Main Street • Cheshire, Connecticut 06410-3193
203-271-6660 • Fax 203-271-6639 • www.cheshirect.org

TOWN COUNCIL ADOPTED

FY 26 ANNUAL OPERATING BUDGET;

FY 26 ANNUAL CAPITAL BUDGET; AND

FIVE YEAR CAPITAL EXPENDITURE PLAN

Dear Residents and Taxpayers of the Town of Cheshire:

In accordance with Sections 7-1 and 7-2 of the Cheshire Town Charter, the Town's Adopted Operating Budget for Fiscal Year 2025-2026 (FY 26) IS hereby presented as adopted. The Adopted Operating Budget includes operating budgets for both the Water Pollution Control Department and Cheshire Community Pool Special Revenue Funds in addition to the General Fund. Also presented is the Proposed Five-Year Capital Expenditure Plan, and Fiscal Year 2025-2026 (FY 26) Annual Capital Budget, which are both presently under review and consideration by the Town Council, with anticipated approval in August, 2025.

The Town Charter requires adoption of the Operating Budget by the Town Council no later than April 30th annually and adoption of the Five-Year Capital Expenditure Plan and Annual Capital Budget no later than November 20th. This year, the Town Council adopted the Operating Budget on April 22, 2025.

FY 2026 Adopted Operating Budget

In developing this adopted budget, the Town Council sought to achieve the following primary objectives:

- Maintaining the delivery of Town services at the levels expected by residents and businesses of our community;
- Ensuring operational efficiency and reducing the associated tax impact of this budget to the absolute lowest level possible.

RECENT BUDGET HISTORY

As the Town Council and Town staff worked collaboratively to develop this year's adopted budget, we all took time to appreciate how successfully and creatively the Town of Cheshire and the Cheshire Public Schools navigated and overcame challenges brought on by the COVID-19 pandemic beginning five years ago. Unfortunately, the financial effects of the pandemic, including inflationary price increases, labor market challenges, reliance on Town fund balance reserves and one-time ARPA revenues, continue to be impactful on the Town's operating budget to this day.

In March 2020, the pandemic arrived just as the Town Manager’s proposed FY 21 budget was submitted to the Town Council for review and adoption. For that budget year, through careful review and deliberation, the Town Council made additional expenditure reductions totaling \$1,526,674 through position freezes, reducing service level expectations for pandemic-impacted events and programs and zero percent wage increase assumptions. Additionally, FY 20 surplus funds were applied to the following year’s revenues to bring the total amount of general fund equity used to \$2,000,000 in order to meet the Council’s goal of a flat mill rate.

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

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

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

Finally, during the budget approval process for the most recent budget year FY 25, the Town Council again utilized all remaining ARPA funds (\$1,300,000) as well as general fund balance reserves (\$2,250,000) to mitigate some of the mill rate increase needed to balance the budget in the face of significant shift in tax burden toward residential properties due to the state-mandated revaluation process. Revaluation brought the Town’s Grand List to nearly \$4 billion for the first time in history, allowing the mill rate to be lowered to 27.46, however the average taxpayer still experienced a \$396 (4.7%) increase in total taxes on a house with two cars.

ADOPTED BUDGET AND ESTIMATED TAX IMPACT

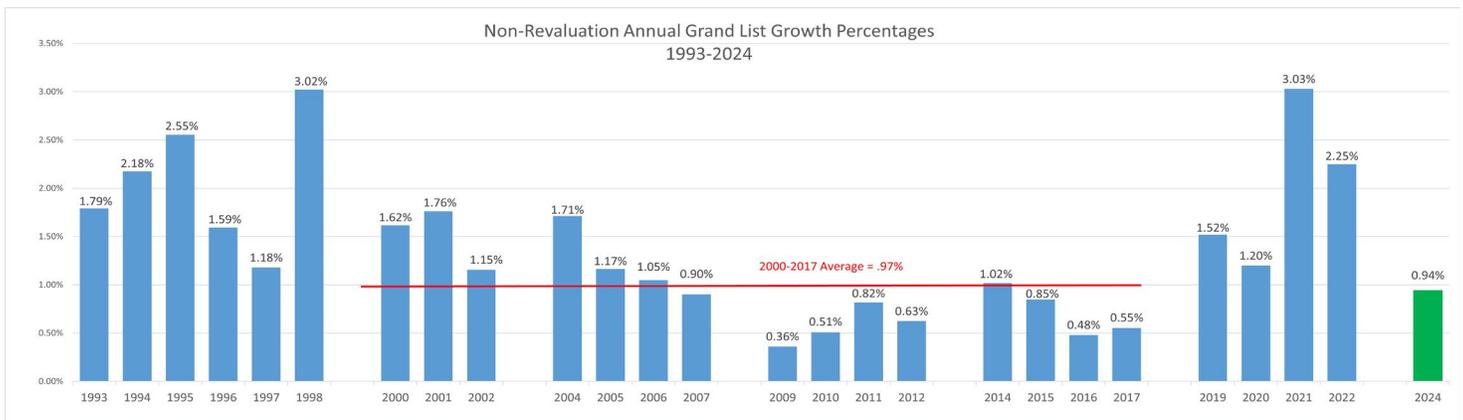
The adopted FY 26 General Government budget is a “status quo budget” with no additional or increased services beyond the current year. The budget drivers for the General Government portion of the budget will be summarized further below, but the largest expenditure drivers of the budget overall can be attributed to the Board of Education and Debt Service increases.

When considering the FY 26 Adopted Operating Budget, it is important to begin by reviewing non-tax revenue assumptions and to note that this budget has been carefully crafted to reduce our reliance on one-time funding sources including ARPA and prior year operating surpluses. This budget eliminates the use of \$1,300,000 in ARPA funds (the balance of which had to be committed to by December 2024) and further reduces the use of general fund surplus (equity) from \$2.25 million to \$2.00 million for FY 26. The October 1, 2024 Grand List grew by \$37,548,124, or 0.94%, from \$3,994,533,814 last year to \$4,032,081,938 as a basis for this upcoming budget year. Real Estate assessed values increased by

\$56,097,731 or 1.63% to 3.49 billion, Personal Property increased by \$9,054,981 or 4.27% to 220 million and motor vehicle values decreased by -\$27,604,588 or -8.10% to \$313 million.

The results of this year’s Grand List present a “mixed bag” with respect to the impact on this adopted budget. While the overall \$37.5 million increase in total value represents a relatively strong year, it is important to note that 1.30% of the 1.63% increase in real estate values is made up of the Stone Bridge Crossing Development (\$45,371,520) alone and revenues from these properties must be set aside for obligations within the Tax Increment Financing District, with only 25% of these funds going directly into the General Fund. Furthermore, the State has mandated a new valuation process for automobiles which will now be a straight depreciation calculation from MSRP. This new methodology will save most taxpayers money this year, but the result for the Town’s Grand List is a loss of \$27.6 million in taxable values (about \$750,000 in tax revenues at our current mill rate). The net effect of the total growth in the Grand List after this methodology change and the proportion of properties within TIF District results in a taxable Grand List for purposes of developing the FY 26 Town & Public Schools Operating Budget which is effectively flat.

However, even with the negative impact of the motor vehicle methodology changes, a Grand List increase of 0.94% is just about on par with the average increase the Town experienced from 2000 to 2017 (0.97%). Since that time and inclusive of this latest increase, the Town has experienced average Grand List increases of 1.79% for non-revaluation years from 2018 – 2024.



The following chart shows the adopted FY 26 Operating Budget with the separate General Fund budgetary components identified:

	FY 25 ADOPTED BUDGET	FY 26 ADOPTED BUDGET	\$ CHANGE	% CHANGE
GENERAL GOVERNMENT	\$39,964,367	\$40,733,462	\$769,095	1.92%
EDUCATION	89,542,609	93,124,314	3,581,705	4.00%
DEBT SERVICE	9,221,592	11,542,771	2,321,179	25.17%
CAPITAL NON-RECURRING	1,100,000	500,000	(600,000)	-54.55%
CONTINGENCY	125,000	100,000	(25,000)	-20.00%
TOTAL	\$139,953,568	\$146,000,547	\$6,046,979	4.32%

The adopted operating budget including general government, education, debt service, cash contribution for capital/non-recurring items and contingency totals \$146,000,547, an increase of \$6,046,979 or 4.32% over the current year adopted budget. The largest component of this increase (59%) is a result of increases to the education budget, which the Board of Education approved at a proposed increase of \$6,213,841, and the

Town Council subsequently reduced to an increase of \$3,581,705. Additionally, a 25.17% increase to our Debt service line is required to fund the ongoing construction of two new elementary schools – which represents another 38.3% of the overall budget increase. Based on revenue estimates for the following fiscal year, a mill rate of **29.74** has been approved as required to fund the entire adopted budget. This represents a 2.28 mill increase compared with the mill rate adopted for the prior fiscal year, 27.46.

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

Mill Rate Increase Impact on Average Residential Taxpayer			
(Includes Home Values as of Most Recent Revaluation - October 1, 2023)			
	<u>Appraised</u> <u>(Market) Value</u>	<u>Assessed</u> <u>(70%) Value</u>	<u>Taxes</u>
Avg. Residential Property (FY 26)	\$ 425,303	\$ 297,712	
Current FY 25 Taxes at 27.46 mills:			\$ 8,175
Adopted FY 26 Taxes at 29.74 mills:			\$ 8,854
Avg. Vehicle Value (FY 25)	\$ 19,214	\$ 12,751	
Avg. Vehicle Value (FY 26)	\$ 18,216	\$ 11,671	
Car Taxes for 2 Average Vehicles			
Current Taxes at 27.46 mills:			\$ 700
Adopted Taxes at 29.74 mills:			\$ 694
Current Average Total Tax Bill:			\$ 8,875
Adopted Average Total Tax Bill:			\$ 9,548
Total Adopted Annual Tax Increase:	(7.6%)		\$ 673

OPERATING BUDGET HIGHLIGHTS

The major drivers for the entire General Fund Operating Budget budget are the Board of Education’s approved budget increase (\$3,581,705), driven by staffing and medical trust funding, and the Debt Service appropriation increase (\$2,321,179) driven almost exclusively by increases to fund the construction of two new elementary schools. The Board of Education budget and Debt Service budget increases alone account for **98%** (\$5,902,884) of the overall \$6,046,979 operating budget adopted increase.

General Government department budget requests¹ totaled \$42,298,045 or a 5.84% increase over the prior year adopted budget. Following careful review and analysis, net reductions were made totaling \$776,000 to reduce the General Government budget increase to 3.90% in the Town Manager’s Recommended Budget. The Town Council approved further reductions totaling \$788,583.

<u>Major Budget Drivers</u>	<u>\$ Change</u>	<u>%</u>
Board of Education Budget	\$ 3,591,705	2.57%
Debt Service	\$ 2,321,179	1.66%
Capital/Non-Recurring	\$ (600,000)	-0.43%
Contingency	\$ (25,000)	-0.02%
General Government Budget Drivers:		
Salary & Minimum Wage Increases	\$ 702,486	0.50%
Solid Waste Collection/Disposal Costs	\$ 144,898	0.10%
Community Pool Subsidy Increases	\$ 95,206	0.07%
Liability and WC Insurance Increases	\$ 118,063	0.08%
Pension & 457/401a Expenses	\$ 98,873	0.07%
<i>All Other Budget Changes Net</i>	\$ (400,431)	-0.29%
Total	\$ 6,046,979	4.32%

Board of Education Budget

The Board of Education approved budget totals \$93,124,314, representing a \$3,591,705 increase or 4.00% over the FY 25 adopted budget. According to the BOE budget documents, major drivers of their requested increase include medical benefit cost increases and growing student enrollment. Their original requested budget included a \$1,573,085 (10.94%) increase in funding to the medical benefits trust in order to meet anticipated claims. The enrollment projection for the 25-26 school year estimates an increase of 70 additional K-12 students, which coupled with other growing needs, leads to a request for a net increase of 3.5 additional staffing positions.

Debt Service

The combined Debt Service budgetary lines total a \$2,321,179 increase (25.2%) in the FY 26 adopted budget, which is on top of a \$1,587,099 increase (20.8%) adopted in last year’s budget. This increase is due to a reduction in available offsetting Debt Service reserve usage over recent years and growing debt service

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

on recent borrowings being made to fund various capital projects including the construction of the two new elementary schools as part of the Next Generation School Modernization plan. Going forward, the Town's Debt Service budget is set to more than double by FY 27 as the debt service projected to fund this effort moves forward.

Capital and Non-Recurring & Contingency

Last year's budget included \$1,100,000 for the Capital and Non-Recurring (CNR) fund and \$125,000 as an annual contingency appropriation. In an effort to reduce the tax impact of the budget the Town Manager recommended reductions in these budget lines totaling \$125,000. The CNR reduction was partially reflected by associated cuts to the capital budget requests from departments, however it is important to note that CNR is our method of non-bond financing (essentially paying cash for capital projects) which does save the Town significant money in the long term, particularly when interest rates are high on borrowing. Following deliberations, the Town Council further reduced the CNR appropriation by an additional \$500,000, for a total adopted reduction of \$600,000 compared with last year's adopted budget.

Contractual Salary and Minimum Wage Increases and 27th Payroll Accrual

The adopted budget includes contractual salary and wage increase assumptions totaling \$702,486 or 45% of the total General Government budget increase. Actual wage increases for the fiscal year will not be known until negotiations on any unsettled Town union contracts are completed.

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

Solid Waste Collection/Disposal Costs

The cost of collecting and disposing of municipal trash and recycling has been increasing dramatically over the past decade. The era of free recycling disposal, much less companies actually paying for recyclable materials, is long since over. The Town has experienced significant increases in disposal costs which have driven the cost increases to this line in our budget. This budget assumed continuation of municipal curbside collection by AJ Waste and the associated cost increases associated with the recently approved new contract. As a result, the total budget lines for Solid Waste Collection and Disposal reflects an increase of \$144,898.

Community Pool Subsidy Increases

See further below for a narrative on the Cheshire Community Pool for more details, but in short, the Community Pool operates as a Special Revenue Fund, meaning that the fees that the facility charges and collects remain in a fund to pay for the operation of the facility. However, the expenditure budget necessary to run the pool has typically exceeded the available revenue that it generates by approximately \$300,000-\$500,000. Any positive results from operations remain in the fund balance and can be used to offset future budget needs or unanticipated budget expenses. Unfortunately, the aging pool facility continues to experience facility and equipment breakdowns that have stressed the operating budget with unanticipated replacements and repairs, including current projects to replace the failed boiler and a proposed capital

project to address the leaking lobby roof. As a result, the fund balance is all but depleted and the Town's general Fund Operating budget will need to subsidize the pool's operation in the amount of \$400,000. The original Town Manager recommendation was a required \$500,000 subsidy, however the Town Council directed staff and the Recreation Commission to develop a revised pool fee schedule to reduce the needed subsidy by \$100,000.

General Liability, Heart & Hypertension and Workers' Compensation Insurance

This adopted FY 26 budget includes increases for both general liability insurance and workers' compensation insurance premium increases totaling \$118,063. The Town pays for fully insured general liability and worker's compensation insurance policies and the premium increases reflect recent claims, national trends and the costs associated with rising salaries overtime. Additionally, the Town is responsible for paying Heart and Hypertension claims for any eligible past and present police officers.

Pension and 457/401a Retirement Expenses

Over the past ten years, pension/retirement expenditures have increased significantly due to a combination of factors; the lingering impact of the large asset loss incurred by the pension assets due to the precipitous drop in the stock market in 2008; a reduction in the rate of return assumption for plan assets from 8.5% to 7.5%, followed by a further reduction four years ago to 7.0%; police pension plan enhancements arbitrated to close out the defined benefit plan; and the additional cost of converting to a defined contribution plan. The Town completed a program to phase-in the full cost of these factors starting in FY 12 when the annual pension payments increased toward a goal of full funding of the actuarially required contribution. In the FY 20 budget, we were able to include full funding of the Actuarial Determined Contribution to the pension plans for the first time in many years. In FY 21, the Town was faced with additional increases due to new standard mortality tables required by our actuaries. The Town Council decided to phase in the increase due to these mortality tables over two years, and the FY 22 and FY 23 budgets fully funded the required amounts.

In FY 24, the Town's actuaries again advised that a further reduction in the Town's investment return assumption from 7.0% to 6.75% was strongly recommended as a best practice, which resulted in further cost increases for the annual contributions required to fund our legacy pension plans. For FY 26, the required funding increases to the legacy defined benefit pension plans total \$31,278.

In addition, defined contribution plan costs for Town and Police employees, exclusive of contributions attributable to employees of the Board of Education and the Pool and Water Pollution Control funds, are projected to increase by \$70,014 as new hires replace employees who were participating in the closed defined benefit plans.

SPECIAL REVENUE FUNDS

Water Pollution Control Department

The Water Pollution Control Department Special Revenue Fund budget was approved with an increase of \$72,058 (1.42%) when compared with the FY 25 revised adopted budget. This adopted budget makes substantial improvements to funding levels needed to operate and maintain the aging components of the

plant and collection system. This budget maintains funding for last year's switch to contracted transportation of sludge material, avoiding a significant capital expense of replacing the old sludge truck and reassigning associated WPCD staff resources to better use. The capital budget outlined below has been significantly expanded to continue to address a variety of differed maintenance issues experienced in 2022 and to make investments in more efficient, modern technology.

The collection system experienced a significant force main break in January 2024 resulting in approximately \$475,000 in repair costs which were approved by the Town Council on an emergency basis and funded with available operating fund reserves. This has reduced the available WPCD fund balance for FY 25 year end to an estimated \$542,385 or 10.7% of the FY 25 expenditure budget.

On the revenue side, the recommended twenty-dollar WPCD sewer rate increase would generate approximately \$230,000 in additional revenue, which would prevent the need to draw upon available fund balance for FY 26.

Community Pool

The Cheshire Community Pool Special Revenue fund has experienced positive revenue results consistently since FY 2022. With four full years of operations without COVID restrictions and an increased community demand for swim lessons, competitive meets and aquatic opportunities, the Community Pool increased its fund balance to \$358,495 at the end of FY 2023. However, continued facility and equipment breakdowns have stressed the operating budget with unanticipated replacements and repairs, including current projects to replace the failed boiler and a proposed capital project to address the leaking lobby roof.

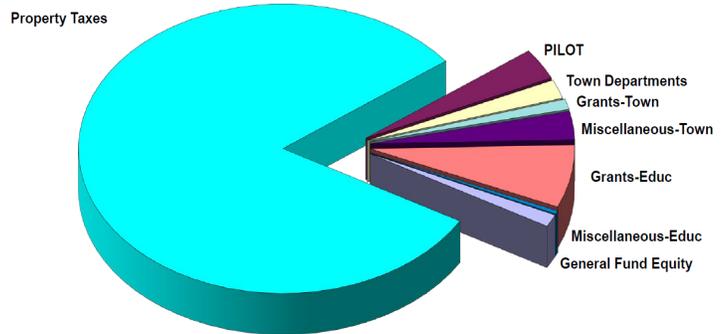
Despite the strong revenue results, we are budgeting pool fee revenue to increase in FY 2026 by an additional \$133,762 to a total of \$908,762 based on an assumption that fees must to be increased to cover this amount beyond the \$775,000 budgeted and estimated in FY 25. The adopted budget recognizes that nearly all fund balance equity is gone due to the unanticipated expenses referenced above, meaning that no fund equity can be used to balance this budget. As a result, the amount the Town's General Fund must contribute to balance the budget has increased from \$304,794 last year to \$400,000 this year – an increase of \$95,206.

GENERAL FUND REVENUES

There is much more detail provided on this information in the Revenue Summary section of this document. The following is simply intended to provide brief highlights of the salient revenue changes. This budget assumed the state aid proposed in the Governor's recommended budget which includes a loss of \$1,883,889 in revenue to the Town. A little over \$1 million of this was anticipated as a result of the state's prior year reimbursement for revenues lost by municipalities with motor vehicle mill rates over the state cap of 32.46. When Cheshire's mill rate was reduced to 27.46 last year following revaluation, we were aware that in FY 26 we would no longer be eligible for this reimbursement. Unfortunately, beyond this reduction, the state also cut Cheshire's expected state aid by an additional \$836,974 in reduced Education Cost Share and PILOT funding.

Additionally, in FY 25 the Town budgeted \$500,000 for Sales Tax Municipal Revenue Sharing from the state due to the unexpected receipt of \$576,851 in FY 23 and \$726,900 in FY 24. However, during FY 25 the state announced they would not be making a Sales Tax MRSA distribution after all, and as such this budget does not recommend making this budget assumption again.

Revenues	Budget	Percentage
Property Taxes	\$ 118,756,033	81.34%
PILOT	5,072,622	3.47%
Town Departments	3,070,000	2.10%
Grants-Town	1,688,739	1.16%
Miscellaneous-Town	4,609,675	3.16%
Grants-Educ	10,223,478	7.00%
Miscellaneous-Educ	580,000	0.40%
General Fund Equity	2,000,000	1.37%
Total	\$ 146,000,547	100.00%



The following significant revenue increases are presented on a budget-to-budget basis comparing FY 25 to the adopted FY 26 budget:

Revenue Item	Dollar Change	Percent
Current Tax Levy	\$9,155,540	8.5%
Investment Income	\$350,000	11.6%
Special Ed. Excess Cost - State	\$200,000	25.0%
Supplemental Motor Vehicles	\$176,032	16.2%
Certificates of Occupancy	\$152,034	279%

The following significant revenue decreases are presented on a budget-to-budget basis comparing FY 25 to the adopted FY 26 budget:

Revenue Item	Dollar Change	Percent
American Rescue Plan Act 2021	-\$1,300,000	-100%
Motor Vehicle Tax Cap Loss Reimbursement	-\$1,046,915	-100%
Tiered Reimbursement State PILOT	-\$581,678	-22.5%
MRSA State Sales Tax Distribution	-\$500,000	-100%
Building Department Revenue	-\$216,720	-15.3%
Education Cost Sharing - State	-\$299,399	-3.2%
General Fund Equity (Reserves)	-\$250,000	-11.1%

Proposed Five-Year Capital Expenditure Plan and FY 26 Annual Capital Budget

The Town of Cheshire has a long-standing commitment to fiscal sustainability, which continues to be our primary goal as we carefully consider and evaluate our capital needs over the next five years. As previous adopted capital budget documents have noted, this success is illustrated by our AAA credit ratings from Standard and Poor's and Fitch Ratings, reaffirmed in March 2024, which have resulted in record low interest rates and debt service savings from our bond sales.

In developing this recommended Capital Expenditure Plan (CEP), priority was given to those projects that were included and discussed in prior year capital plans as it is critical to encourage long-term thinking and planning with capital initiatives as opposed to reactionary efforts or short-term solutions. Another key priority was to support those projects that will lead to downstream cost savings and return on investment.

As in years past, this budget section later in this document includes a variety of informative financial data, charts and tables that highlight the Town's commitment to transparency and fiscal responsibility. Additional information will likely be added throughout the Town Council's deliberations and ultimately included in the final adopted capital plan, anticipated to be voted on in August, 2025. We invite and encourage residents to participate in these discussions as we work to identify those capital projects that will best support our overarching goal of keeping Cheshire a wonderful place to live, work and visit.

OVERVIEW

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

The overall goal of the Town's CEP is to meet the continuing infrastructure and other capital demands and programmatic needs of the community while balancing the cost of these needs and demands against their fiscal impact on our taxpayers and the continued challenging financial conditions at the state level. The proposed Five-Year Capital Expenditure Plan (CEP) totals \$151,874,000, a decrease of \$777,000 compared with last year's adopted five-year plan. Capital requests from Town departments and the Board of Education totaled \$162,768,000 for the Five-Year CEP and I reduced this amount by \$10,894,000 in developing my recommended capital plan. The recommended FY 26 Annual Capital Expenditure Budget consists of thirty (30) projects totaling \$7,699,000, a decrease of \$2,971,000 compared with last year's adopted budget. As proposed only one project, the Fire Pumping Engine (\$1,100,000), would require a Town-wide vote in November as it exceeds the \$500,000 capital project referendum threshold.

While the proposed five-year gross CEP totals \$151,874,000, it is important to note that offsetting grants and available funds will reduce this total by \$25,150,000 for a net five-year proposed CEP total of \$126,724,000. This proposal is a blueprint for the long-term capital needs of the Town, although years FY 27 through FY 30 are for planning purposes and do not bind the ultimate policy decisions of future Town Councils.

PROJECTS RECOMMENDED FOR ANNUAL CAPITAL BUDGET ADOPTION (YEAR ONE OF THE FIVE-YEAR CAPITAL IMPROVEMENT PLAN)

I. Administration and Finance

This program element contains \$360,000 recommended for FY 26, consisting of \$250,000 for the annual technology replacement fund earmarked for critical replacements and upgrades to Town and Board of Education servers. Additionally, \$110,000 is recommended under the Town and School Security Upgrades project line, designated for video camera replacements for end-of-life equipment no longer supported by the manufacturer.

Also contained in this program element is the General Services budget which acts as a multi-departmental fund to meet the cross functional needs and smaller capital expenses associated with various Town departments. Primary among the projects included here is the Vehicle/Equipment Replacement Fund, which was established in the FY 11 CEP to address the need to regularly maintain and replace our fleet of rolling stock for multiple departments, specifically cars and light equipment, and to better integrate and plan for ongoing vehicle needs which are funded more prudently through the utilization of Capital Non-Recurring (CNR) funds. The more expensive, specialized pieces of heavy equipment are still budgeted in their respective departments and generally funded with bond proceeds. There is a total of \$202,000 recommended collectively in this Vehicle/Equipment Replacement Fund for FY 26 for vehicles and light equipment for the Police and Public Works Departments. This would fund two new police cruisers and one light-duty pickup truck with plow. The General Services budget also includes \$100,000 to replenish the Capital Planning Account.

The final recommendations in this program function are in the Public Property budget totaling \$225,000 for FY 26 which consists of:

- Parking Lot at the Senior Center (Design Only), \$25,000;
- Municipal Animal Control Upgrades, \$200,000.

II. Public Safety

The Town of Cheshire has maintained exceptional fire protection by adhering to 25-year replacement for fire apparatus. It is important to note that there is a three-year window from order to delivery of new fire apparatus. The funds proposed within this area for FY 26 are for Fire Department projects with a total of \$1,300,000.

The Fire Department recommended projects for FY 26 include:

- Continued replacement of firefighting gear, \$200,000;
- Replacement of Engine #1 (2001), \$1,100,000.

III. Public Works

The Town has maintained its fleet of Public Works vehicles and this year's focus will be on adding to the equipment needed for road projects and maintaining our various parks and open spaces. With the expansion of Bartlem Park, equipment directly related to maintaining the facility and for athletic field maintenance is included in the request for FY 26.

The final recommendations in the Public Works budget totaling \$187,000 for FY 26 consist of:

- Utility Vehicle for Parks, Open Spaces and Special Events, \$30,000;
- Tractor, Town wide park and open space maintenance, \$60,000;
- Turf Field Reclaimer, for efficient athletic field maintenance, \$37,000;
- Road Saw, \$16,000;
- Manhole Core Attachment for Department owned Skid Steer, \$44,000.

IV. Engineering

This capital budget sees the Engineering Department and its specific projects split from the capital requests of the Public Works Department. The reorganization of Engineering has resulted in operational efficiencies and the ability to complete a greater number of infrastructure and design projects in house, resulting in cost and time savings for the Town.

In FY 26 the Town will continue with its Road Improvement program based on the latest pavement management study of all Town Roads performed in 2024. Funding remains in FY 25 from bonded projects allowing for this year's request to be reduced to \$400,000. New funding coupled with previously approved funding results in over \$1,000,000 in available road improvement project funds.

Two projects previously designed are requested for funding in FY 26 including improved access to Highland School via Weeks Road and the replacement of a culvert beneath Farmington Drive. The culvert replacement is timely with the adjacent construction of the new Norton Elementary School. Design funding for future year construction make up the balance of this program area request for Dickerman Road reconstruction and improvements to the Mansion Road bridge.

The final recommendation for the Engineering program area for FY 26 is \$1,210,000 including:

- Road Improvement Program, \$400,000;
- Intersection Improvements at Weeks Road and Highland Avenue, \$400,000;
- Bridge Improvements at Farmington Drive Culvert, \$350,000;
- Design Services for Dickerman Road, \$50,000;
- Design Services for Mansion Road Bridge, \$10,000.

V. Water Pollution Control

FY 26 Capital expenditures are requested to continue to upgrade and maintain the Town's wastewater management infrastructure and planning for the future. Improvements are being made to the main facility and the Moss Farms pump station as well as continuing to investigate and plan for remediation of Inflow and Infiltration.

The funds proposed within the Water Pollution Control program area for FY 26 total \$1,208,000:

- Inflow & Infiltration Investigation and Remediation \$200,000;
- Facility Upgrades, Belt Filter Press Replacement, \$375,000;
- Facility Upgrades, Moss Farms Pump Station, \$250,000;
- Facility Upgrades, UV Disinfection Rehabilitation, \$350,000;
- Vehicle Replacement at WPC facility, \$33,000.

VI. Leisure Services / Recreation

Improvements to the Cheshire Community Pool, Mixville Park Phase II Upgrades, and access planning for Yankee Expressway open space are planned for FY 26 funding. Mixville Park improvements based on the approved master plan are anticipated to be offset with STEAP grant funding from the State of Connecticut.

The funds proposed within the Leisure Services / Recreation program area for FY 26 total \$1,532,000 with \$1,000,000 of this total anticipated to be offset from a CT STEAP grant:

- Various Pool Improvements, Filter Media / Laterals Pool Filter, \$115,000;
- Community Pool Roof Replacement, \$120,000;
- Yankee Expressway Property Access Study, \$50,000;
- Mixville Recreation Area, Phase II Improvements, \$1,247,000.

VII. Education

A total of six (6) districtwide Education facility projects are included in FY 26 for a total of \$1,375,000 of this recommended capital budget. They are divided into two major categories: Code Compliance and Renovations:

Code Compliance – One (1) project is proposed in this section for \$150,000. Funds will be used for fire sprinkler system replacement and repair districtwide.

Renovations – Five (5) projects totaling \$1,225,000 for districtwide renovation projects to maintain our structures and improve their functionality are proposed:

- Elementary School Playground Equipment Replacement - Districtwide, \$250,000;
- Districtwide Repaving, \$250,000;
- Window Replacement at Highland School, \$75,000;
- HVAC Replacement / RTU at Dodd Middle School, \$200,000;
- Maclary Athletic Complex Press Box upgrade, \$450,000.

CONCLUSION

The Town Council will engage in considerable deliberations before a final Capital Expenditure Plan is approved for the Town of Cheshire for FY 26. However, through review, meaningful communication among all parties and some prudent decisions, I am confident that we will have a final CEP, which will best meet our challenging financial pressures and our capital needs, while continuing to control our debt burden and sustain our financial viability.

OPERATING AND CAPITAL BUDGET DOCUMENTS

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

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

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

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

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

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

Town staff and I appreciated the thorough review of this budget, our constructive dialogue, and the careful consideration of a number of difficult decisions by the Town Council. The end result is a final adopted budget that meets our financial challenges while providing the optimum level of services at the lowest possible cost.



Sean M. Kimball
Town Manager

MULTI-YEAR BUDGET COMPARISON

FISCAL YEAR	BUDGET \$	BUDGET \$ INCREASE	BUDGET % INCREASE	(2) MILL RATE	MILL RATE INCREASE	MILL RATE % INCREASE	BUDGET \$ INCREASE SUPPORTED BY		
							MILL RATE ADJUST. (4)	GRAND LIST GROWTH	ALL OTHER REVENUE SOURCES
2025-2026 (1)	146,000,547	6,046,979	4.32%	29.74	2.28	8.30%	8,872,836	282,704	(3,108,561)
2024-2025	139,953,568	6,952,405	5.23%	27.46	-7.63	-21.74% (3)	(21,865,626)	25,915,001	2,903,030
2023-2024	133,001,163	7,450,246	5.93%	35.09	0.77	2.24%	1,276,182	2,246,482	3,927,582
2022-2023	125,550,917	3,433,091	2.81%	34.32	0.6	1.78%	1,705,742	2,973,229	(1,245,880)
2021-2022	122,117,826	5,854,409	5.04%	33.72	0.5	1.51%	1,401,723	1,142,669	3,310,017
2020-2021	116,263,417	2,042,622	1.79%	33.22	0	0.00%	15,658	1,337,543	689,421
2019-2020	114,220,795	3,005,492	2.70%	33.22	0.60	1.84% (3)	1,665,226	630,121	710,145
2018-2019	111,215,303	2,586,654	2.38%	32.62	0.68	2.13%	1,949,287	606,628	30,739
2017-2018	108,628,649	827,421	0.77%	31.94	0.75	2.40%	2,148,202 (5)	420,903	(1,741,684)
2016-2017	107,801,228	1,837,594	1.73%	31.19	0.50	1.63%	1,322,462	729,112	(213,980)
2015-2016	105,963,634	2,481,306	2.40%	30.69	0.44	1.45%	1,270,764 (5)	862,824	347,718
TEN-YEAR AVERAGE F.Y. 2016 - F.Y. 2025		3,647,124	3.08%	32.35	-0.28	-0.68%	-911,038	3,686,451	871,711

- (1) FY 26 is not included in ten-year average.
- (2) For FY 2024 only, the motor vehicle mill rate is capped at 32.46 mills.
- (3) Represents implementation of property revaluation.
- (4) Includes adjustment for local tax relief.
- (5) Includes effect of collection rate increase.

BE IT RESOLVED, That the Town Council approves Resolution # 042225-1

RESOLUTION # 042225-1

FISCAL YEAR 2025-2026 GENERAL FUND OPERATING BUDGET

A. BE IT RESOLVED, that the Cheshire Town Council appropriates the following amounts for the Town of Cheshire General Fund Operating Budget, for fiscal year 2025-2026:

General Government	\$ 40,733,462
Debt Service	\$11,542,771
Contingency	\$100,000
Capital Non-Recurring	\$500,000

B. BE IT RESOLVED, That the Cheshire Town Council appropriates the amount of \$93,124,314 for the Board of Education Budget.

C. BE IT FURTHER RESOLVED, That the sum of all revenues, transfers from other funds and allocation of general fund equity for the fiscal year 2025-2026 Town of Cheshire General Fund Operating Budget will be in the amount of \$146,000,547, and

D. BE IT FURTHER RESOLVED, That the tax rate be set at 29.74 mills which will generate \$116,984,220 at a collection rate of 99.2% for fiscal year 2025-2026 for real and personal property and motor vehicles; and

That the tax payments for motor vehicles and personal property shall all be due and payable in one payment on July 1, 2025; and

That real estate tax payments shall be paid in two equal payments with the first payment due on July 1, 2025 and the second payment due on January 1, 2026; and

That pursuant to Section 12-144 of the Connecticut General Statutes, as amended, that any real estate tax bill on the 2024 grand list in an amount not in excess of \$100.00 shall be due and payable in a single installment on July 1, 2025; and

That, pursuant to Sections 12-142 and 12-146 of the Connecticut General Statutes, as amended, the last date for payment of taxes due July 1, 2025, will be August 1, 2025. Therefore, payment of taxes due July 1, 2025 which are received after August 1, 2025, will be assessed interest calculated from the original due date of July 1, 2025.

The last date for payment of taxes due January 1, 2026 will be February 2, 2026. Payment of taxes due January 1, 2026 which are received after February 2, 2026 will be assessed interest calculated from the due date of January 1, 2026.

Item #3

BE IT RESOLVED, That the Town Council approves Resolution # 042225-2

RESOLUTION # 042225-2

FISCAL YEAR 2025-2026
WATER POLLUTION CONTROL FUND OPERATING BUDGET

BE IT RESOLVED, that the Cheshire Town Council appropriates the sum of \$5,153,749 for the Town of Cheshire Water Pollution Control Fund Operating Budget for fiscal year 2025-2026, and that the sum of revenues and allocation of Water Pollution Control Fund equity for the fiscal year 2025-2026 Town of Cheshire Water Pollution Control Fund Operating budget also be in the amount of \$5,153,749, and

BE IT FURTHER RESOLVED that the Cheshire Town Council recommends that the Water Pollution Control Authority consider setting the Sewer Use Charge at \$485 per year, effective December 1, 2025.

Item #4

BE IT RESOLVED, That the Town Council approves Resolution # 042225-3

RESOLUTION # 042225-3

FISCAL YEAR 2025-2026
COMMUNITY POOL FUND OPERATING BUDGET

BE IT RESOLVED, that the Cheshire Town Council appropriates the sum of \$1,308,762 for the Town of Cheshire Community Pool Fund Operating Budget for fiscal year 2025-2026, and that the sum of revenues and transfers from other funds and allocation of Community Pool Fund equity for the fiscal year 2025-2026 Town of Cheshire Community Pool Fund Operating budget also be in the amount of \$1,308,762.

Item #5

**TOWN OF CHESHIRE
SUMMARY OF BUDGET ADJUSTMENTS (APRIL 22, 2025)
FOR FISCAL YEAR 2025-2026**

ACCOUNT	ACCOUNT NUMBER	TOWN MANAGER RECOMMENDED	COUNCIL PROPOSED	BUDGET ADJUSTMENT
GENERAL FUND				
REVENUES - INCREASE (DECREASE):				
1. Current Tax Levy (Mill Rate 31.16 (Collection Rate 99.2%) (Adjustment for BAA).....	10 4101	\$ 122,615,531	\$ 122,579,431	\$ (36,100)
2. Current Tax Levy (Mill Rate 29.74 (Collection Rate 99.2%)	10 4101	122,579,431	116,984,220	(5,595,211)
3. Certificate of Occupancy.....	10 4102	216,375	206,515	(9,860)
4. Supplemental Motor Vehicle Tax	10 4104	1,320,997	1,260,798	(60,199)
5. South Central Regional Water Authority.....	10 4204	773,579	738,326	(35,253)
6. Telecomm Property Tax	10 4213	175,000	190,000	15,000
7. Police Department - Gift Account Transfer.....	10 4218	-	75,000	75,000
8. Fire Department - Gift Account Transfer.....	10 4219	-	75,000	75,000
9. Building Department.....	10 4301	1,100,000	1,200,000	100,000
10. Town Clerk.....	10 4302	798,500	825,000	26,500
11. Parks and Recreation.....	10 4303	437,000	500,000	63,000
12. Police Department.....	10 4304	225,000	260,000	35,000
13. Public Works.....	10 4311	2,000	10,000	8,000
12. Planning.....	10 4312	20,000	30,000	10,000
13. Youth Activities.....	10 4314	6,000	22,000	16,000
14. Fine Art.....	10 4315	175,000	180,000	5,000
15. Investment Income.....	10 4501	3,160,000	3,360,000	200,000
16. Miscellaneous Revenue (Town).....	10 4505	375,000	400,000	25,000
17. Wallingford Solid Waste Interest.....	10 4517	27,271	39,675	12,404
18. Special Ed - Excess Cost.....	10 4615	900,000	1,000,000	100,000
19. Gen Fund Equity	10 4901	1,250,000	2,000,000	750,000
Total Revenue Adjustments.....				\$ (4,220,719)
EXPENDITURE - INCREASE (DECREASE):				
1. Town Council - Supplies and Services - Other (Holiday Reception).....	10010 5212	\$ 6,000	\$ 1,000	\$ (5,000)
2. Town Manager - Salary Adjustment.....	10020 5107	10,510	9,808	(702)
3. Human Resources - Salary Adjustment.....	10025 5107	7,406	6,861	(545)
4. Town Clerk - Salary Adjustment.....	10040 5107	4,081	3,812	(269)
5. Elections - Salary Adjustment.....	10050 5107	1,402	1,303	(99)
6. Finance - Accounting & Treasury - P/F/T (Add 5 Hours to Accounts Payable Coordinator TH5).....	10071 5102	635,703	644,835	9,132
7. Finance - Accounting & Treasury - P/P/T (Accounting Associate TH3).....	10071 5103	41,912	-	(41,912)
8. Finance - Accounting & Treasury - Salary Adjustment.....	10071 5107	23,224	21,512	(1,712)
9. Finance - Collector of Revenue - P/F/T (Assistant Collector of Revenue TH9).....	10072 5102	223,035	142,773	(80,262)
10. Finance - Collector of Revenue - P/F/T (Sr. Revenue Clerk starting October 1).....	10072 5102	142,773	176,165	33,392
11. Finance - Collector of Revenue - Salary Adjustment.....	10072 5107	8,624	7,987	(637)
12. Finance - Assessor - Salary Adjustment.....	10073 5107	7,631	7,071	(560)
13. Finance - General Insurance - Misc - General Ins. (Delete \$5 Million for Excess Liability Coverage)..	10075 5701	761,810	735,488	(26,322)
14. Finance - Technology - Office Equipment	10076-5602	40,000	30,000	(10,000)
15. General Services - Salary Adjustment.....	10090 5107	1,902	1,764	(138)
16. General Services - Contractual Services - Other (FEMA Natural Hazard Mitigation Study).....	10090 5409	44,277	41,645	(2,632)
17. Public Property - Salary Adjustment	10100 5107	5,903	5,452	(451)
18. Employee Benefits - Medical & Life Insurance (Additional Use of Medical Reserve Fund).....	10111 5702	3,838,553	3,638,553	(200,000)
19. Employee Benefits - Medical & Life Insurance (Police Postretirement Medical Trust).....	10111 5702	3,638,553	3,588,553	(50,000)
20. Employee Benefits - Social Security	10113 5704	1,400,000	1,395,000	(5,000)
21. Employee Benefits - 457 DC	10115 5722	610,000	605,000	(5,000)
22. Employee Benefits - 401 DC	10115 5723	257,000	252,000	(5,000)
23. Planning Department - Salary Adjustment	10120 5107	10,200	9,456	(744)
24. Beautification Committee - Contractual Services - Building Property.....	10155 5404	9,000	4,500	(4,500)
25. Beautification Committee - Contractual Services - Other	10155 5409	10,500	-	(10,500)
26. Police Department - Administration - P/P/T (Records Associate TH3).....	10201 5103	23,868	-	(23,868)
27. Animal Control - Salary Adjustment.....	10210 5107	3,554	3,293	(261)
28. Public Safety Commission - Program Materials.....	10225 5204	4,000	750	(3,250)

TOWN OF CHESHIRE
SUMMARY OF BUDGET ADJUSTMENTS (APRIL 22, 2025)
FOR FISCAL YEAR 2025-2026

ACCOUNT	ACCOUNT NUMBER	TOWN MANAGER RECOMMENDED	COUNCIL PROPOSED	BUDGET ADJUSTMENT
29. Fire Department - Salary Adjustment.....	10230 5107	21,456	19,880	(1,576)
30. Inspection Department - Salary Adjustment.....	10250 5107	17,451	16,172	(1,279)
31. Public Works - Administration - Salary Adjustment.....	10261 5107	13,560	12,562	(998)
32. Public Works - H/S/D - Salary Adjustment.....	10263 5107	53,838	49,872	(3,966)
33. Public Works - Solid Waste - Contractual Services - Other (Bulky Waste Monthly Drop Off).....	10266 5409	2,520,519	2,470,519	(50,000)
34. Public Works - Grounds - T/P/T (2 Seasonal DPW Maintainers).....	10267 5104	78,480	62,784	(15,696)
35. Public Works - Grounds - Salary Adjustment.....	10267 5107	15,198	14,080	(1,118)
36. Engineering - Salary Adjustment.....	10268 5107	7,906	7,326	(580)
37. Public Health - Program Services (Chesprocott).....	10290 5408	655,092	628,188	(26,904)
38. Public Health - Program Services (Ambulance Services).....	10290 5408	628,188	598,188	(30,000)
39. Human Services - Administration - Salary Adjustment.....	10301 5107	5,977	5,537	(440)
40. Human Services - Community Services - P/F/T (Clinician Opioid Grant Increase from 50% to 100%)	10302 5102	118,234	91,753	(26,481)
41. Human Services - Community Services - Salary Adjustment.....	10302 5107	4,015	3,719	(296)
42. Human Services - Senior Services Operations - Salary Adjustment.....	10303 5107	7,998	7,407	(591)
43. Human Services - Youth Services - Salary Adjustment.....	10304 5107	10,627	9,829	(798)
44. Human Services - Senior Services Transportation - Salary Adjustment.....	10305 5107	8,100	7,494	(606)
45. Library - P/F/T (Sr. Library Associate).....	10340 5102	1,483,253	1,420,771	(62,482)
46. Library - Salary Adjustment.....	10340 5107	15,329	14,581	(748)
47. Artsplace - Salary Adjustment.....	10355 5107	6,909	6,407	(502)
48. Artsplace - Building Material (Facility Services Contract).....	10355 5202	2,500	4,500	2,000
49. Artsplace - Contractual Services - Program Services (Artsday Event)	10355 5408	75,000	77,400	2,400
50. Parks and Recreation - Administration - P/F/T (Admin Assistant 25-35).....	10361-5102	176,831	219,114	42,283
51. Parks and Recreation - Administration - P/P/T (Admin Assistant 25-35).....	10361-5103	30,202	-	(30,202)
52. Parks and Recreation - Administration - Salary Adjustment.....	10361 5107	7,050	7,505	455
53. Parks and Recreation - Administration - Salary Adjustment.....	10361 5107	7,505	6,987	(518)
54. Parks and Recreation - Administration - Memberships.....	10361 5501	885	790	(95)
55. Parks and Recreation - Recreation - T/P/T (Program Summer Help)	10362 5104	349,314	332,559	(16,755)
56. Parks and Recreation - Recreation - Salary Adjustment.....	10362 5107	7,986	7,536	(450)
57. Parks and Recreation - Recreation - Personnel Services (Background Checks).....	10362-5209	3,500	4,000	500
58. Parks and Recreation - Recreation - Training Expense	10362-5210	2,800	3,500	700
59. Parks and Recreation - Recreation - Contracted Services - Program Services	10362 5408	21,250	18,250	(3,000)
60. Parks and Recreation - Celebrations - Program Services (Fireworks)	10364 5408	80,850	75,350	(5,500)
61. Parks and Recreation - Celebrations - Program Services (Parade, Sponsorships, Fall Festival)	10364 5408	75,350	56,850	(18,500)
62. Parks and Recreation - Swimming Pool - Miscellaneous (Subsidy).....	10365-5710	500,000	400,000	(100,000)
63. Debt Service - Town (actual interest adjustment for 2025 bond sale)	10391 5709	6,720,801	6,871,612	150,811
64. Debt Service - Town (use of 2025 bond premium to adjust debt service to original projection).....	10391 5709	6,871,612	6,720,801	(150,811)
65. Debt Service - Town (Use of 2025 Bond Premium).....	10391 5709	6,720,801	6,420,801	(300,000)
66. Dept of Education	10400 5800	95,756,450	93,374,314	(2,382,136)
67. Dept of Education - Non Lapsing FY 2025 Funds.....	10400 5800	93,374,314	93,124,314	(250,000)
68. Capital and Nonrecurring.....	10410 5700	1,000,000	500,000	(500,000)
Total Expenditure Adjustments.....				\$ (4,220,719)

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**TOWN OF CHESHIRE
OPERATING BUDGET PROCEDURES**

7-1. - Operating Budget.

(A) Budget Estimates.

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

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

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

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

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

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

(D) Power of Referendum on the Operating Budget:

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

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

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

**TOWN OF CHESHIRE
CAPITAL EXPENDITURE BUDGET PROCEDURES**

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

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

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

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

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

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

7-3. Special Appropriations.

- (A) The Council, on its own motion or on request by the Manager or on request by any appointed or elected board, commission, or officer with the approval of the Manager, may, by resolution, make special appropriations subject to the following approval requirements:
 - (1) Requests from the Board of Education do not require prior approval of the Manager, but the Manager shall make recommendations concerning such requests.
 - (2) The approval limits are cumulative during the fiscal year for any special appropriation for a special purpose, or for an increase in the operating budget of any one office, department, board, or commission. For capital budget appropriations, the approval limits are cumulative for a five year period for any capital budget appropriations for single, specified purpose.
 - (3) When preparing and acting on appropriation and/or borrowing resolutions and/or questions for submission to referendum, the Council may, in its discretion, group individual items or projects together into general items or projects if those items or projects have a natural relationship with one another.
- (B) Any special appropriation shall specify its source of funding.
- (C) Any special appropriation not exceeding two hundred fifty thousand dollars (\$250,000) may be approved by the Council.
- (D) Any special appropriation which exceeds two hundred fifty thousand dollars (\$250,000) but does not exceed five hundred thousand dollars (\$500,000), may be approved by the Council only following a public hearing called by the Council and noticed pursuant to Section 1-5 of this Charter. Notice of the making of such appropriation shall be published once in a newspaper having a substantial circulation in the Town, and/or by electronic media maintained by the Town, including but not limited to the Town website. Such appropriation will be subject to referendum if a petition requesting a referendum, signed by at least ten percent (10%) of the electors, is submitted to the Town Clerk within twenty-one (21) days following publication of notice of the making of such appropriation. The referendum shall be held pursuant to Section 7-3(G) of this Charter no later than forty-five (45) days following the Town Clerk's certification to the Council of the timeliness and completeness of the petition calling for the referendum.
- (E) Any special appropriation which exceeds five hundred thousand dollars (\$500,000), may be approved by the Council only following a public hearing called by the Council and noticed pursuant to Section 1-5 of this Charter. Such a special appropriation must be approved by the voters at a referendum held pursuant to Section 7-3(G) of this Charter. The referendum shall be held no later than ninety (90) days following the Council vote to approve the special appropriation.
- (F) To the extent any appropriation in excess of two hundred fifty thousand dollars (\$250,000) is to be funded from the proceeds of grants, insurance, gifts, or other off-setting reimbursements, the amount of the appropriation to be funded from such sources may be approved by the Council in the manner provided in Section 7-3(D) of this Charter, and such amount shall not be included in determining whether a referendum is required pursuant to Section 7-3(E) of this Charter. The Council may authorize the transfer of funds from any undesignated fund equity balance, if any, in anticipation of the receipt of said grants, insurance, gifts, or other off-setting reimbursements.
- (G) If a referendum is found necessary by the provisions of this Chapter, the following provisions shall apply:

- (1) The referendum may be held at a regular, general election; a special election; or a special meeting of the voters called specifically for the referendum.
 - (2) The notice of, and the hours of voting at, the referendum shall be in accordance with the General Statutes, as amended. If the referendum is held at the same time as a regular, general election or a special election, the notice of, and the hours of voting at, the referendum shall be in accordance with the General Statutes, as amended, for such elections.
 - (3) If the referendum is held during a regular, general election, an appropriation made pursuant to Section 7-3(D) of this Charter shall be effective unless a majority of those voting votes to repeal the action of the Council in approving the special appropriation.
 - (4) If the referendum is held during a regular, general election, an appropriation proposed pursuant to Section 7-3(E) of this Charter shall be made only if a majority of those voting votes to approve the appropriation.
 - (5) If the referendum is held during a special election or during a special meeting of the voters called specifically for the referendum, an appropriation made pursuant to Section 7-3(D) of this Charter shall be effective unless a majority of those voting votes to repeal the action of the Council in approving the special appropriation and a total of at least twenty percent (20%) of the electors entitled to vote on the question votes.
 - (6) If the referendum is held during a special election or during a special meeting of the voters called specifically for the referendum, an appropriation proposed pursuant to Section 7-3(E) of this Charter shall be made only if a majority of those voting votes to approve the appropriation.
 - (7) If the appropriation is approved at referendum, no new vote on the question need be scheduled, and the special appropriation may be made.
- (H) Notwithstanding the provisions of Section 7-1(F) and Section 7-7(C) of this Charter, if the Town becomes legally required to expend funds to implement a court judgment or the order of a state or federal official or agency, or a mandate from the state legislature imposed after the Town operating budget is approved, from which order no appeal by the Town lies or from which the Council determines no appeal should be taken, the Council may specially appropriate and/or borrow said funds, if necessary. Notwithstanding the provisions of Sections 7-3(D), 7-3(E), and 7-4 of this Charter, a referendum is not required to authorize such an expenditure. This Section shall not eliminate any public hearing requirements of this Chapter.
- (I) No special appropriation for what is essentially a single transaction or project shall be made for the purpose of evading the public hearing and referendum provisions of Section 7-3(A)(2).
- (J) The special appropriation dollar limits contained in Sections 7-3(C), 7-3(D), 7-3(E), and 7-3(F) of this Charter shall be reviewed by the Council every five (5) years, beginning with the January 1, five (5) years after this Charter is finally adopted. Using the Bureau of Labor Statistics of the United States Department of Labor, All Urban Consumers Index (CPI-U), Size B/C, Northeast, Urban, or any successor thereto as identified by Council, the Council may increase the dollar limits by no more than the percentage increase in the index since the last increase, or may decrease the dollar limits by no less than the percentage decrease in the index, or may leave them unchanged.

Budget Schedule Fiscal Year 2025-2026

December 1, 2024	Budget Entry Begins
December 20, 2024	Building Maintenance Requests Due to Public Works Director
January 17, 2025	Budget Submission Due to Town Manager (Charter deadline is February 15)
January 24, 2025	Capital Budgets Due to Town Manager
January 27, 2025 through February 7, 2025	Budget Meetings: Town Manager and Department Heads
February 10, 2025 through February 14, 2025	Budget Review by Town Manager and Finance Department and Other Departments as Needed
February 15, 2025*	Board of Education Budget Due to Town Manager
February 18, 2025 through March 6, 2025	Final Review between Town Manager and Department Heads and Proposed Budget Completion
March 6, 2025 through March 10, 2025	Budget Documents Production
March 10, 2025*	Budget Due to Council
March 11, 2025 through April 22, 2025	Budget Committee Review
March 18, 2025	Public Hearing
March 24, 2025*	Public Hearing Deadline
April 22, 2025	Operating Budget Adoption
April 30, 2025*	Operating Budget Adoption Deadline
May 20, 2025*	Operating Budget Petition Deadline
June 20, 2025*	Operating Budget Referendum Deadline
June 27, 2025*	Final Operating Budget Adoption Deadline
September 5, 2025	Deadline for Referendum Capital Projects Approval
November 20, 2025*	Deadline for Capital Budget Approval

**Charter imposed deadlines*

FY 25-26 Operating and Capital Budget Schedule

Subject to Amendments

Updated 4/8/2025

All Budget Committee meetings posted as Special Council meetings.

Tuesday, March 18, 7:00 p.m., Council Chambers

Public Hearing

Budget presentations: Board of Education

Thursday, March 20, 6:30 p.m., Cheshire Fire Department, 250 Maple Ave.

Budget presentations: Fire, Police (Animal Control)

Tuesday, March 25, 6:30 p.m., Wastewater Treatment Plant Conference Room, 1325 Cheshire St.

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

Tuesday, April 1, 6:30 p.m., Room 207

Budget presentations: Finance (CNR Funding, Revenues)

General Budget Deliberations

Thursday, April 3, 6:30 p.m., Council Chambers

Budget presentations: Debt Service

General Budget Deliberations

Tuesday, April 8, 6:00 p.m. (prior to regular Town Council meeting), Council Chambers

Board of Education Budget Discussion

Thursday, April 10, 6:00 p.m., Council Chambers, Town Hall

Town Hall Meeting on Budget & Public Comment Session

Thursday, April 10, 7:30 p.m., Artsplace, 493 W Main St.

Budget presentations: Recreation (Pool, Artsplace)

Tuesday, April 15, 6:30 p.m., Room 207/209

General Budget Deliberations

Tuesday, April 22, 6:30 p.m., Council Chambers

Possible Budget Adoption

Thursday, April 24, 6:30 p.m., Council Chambers

Possible Budget Adoption

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

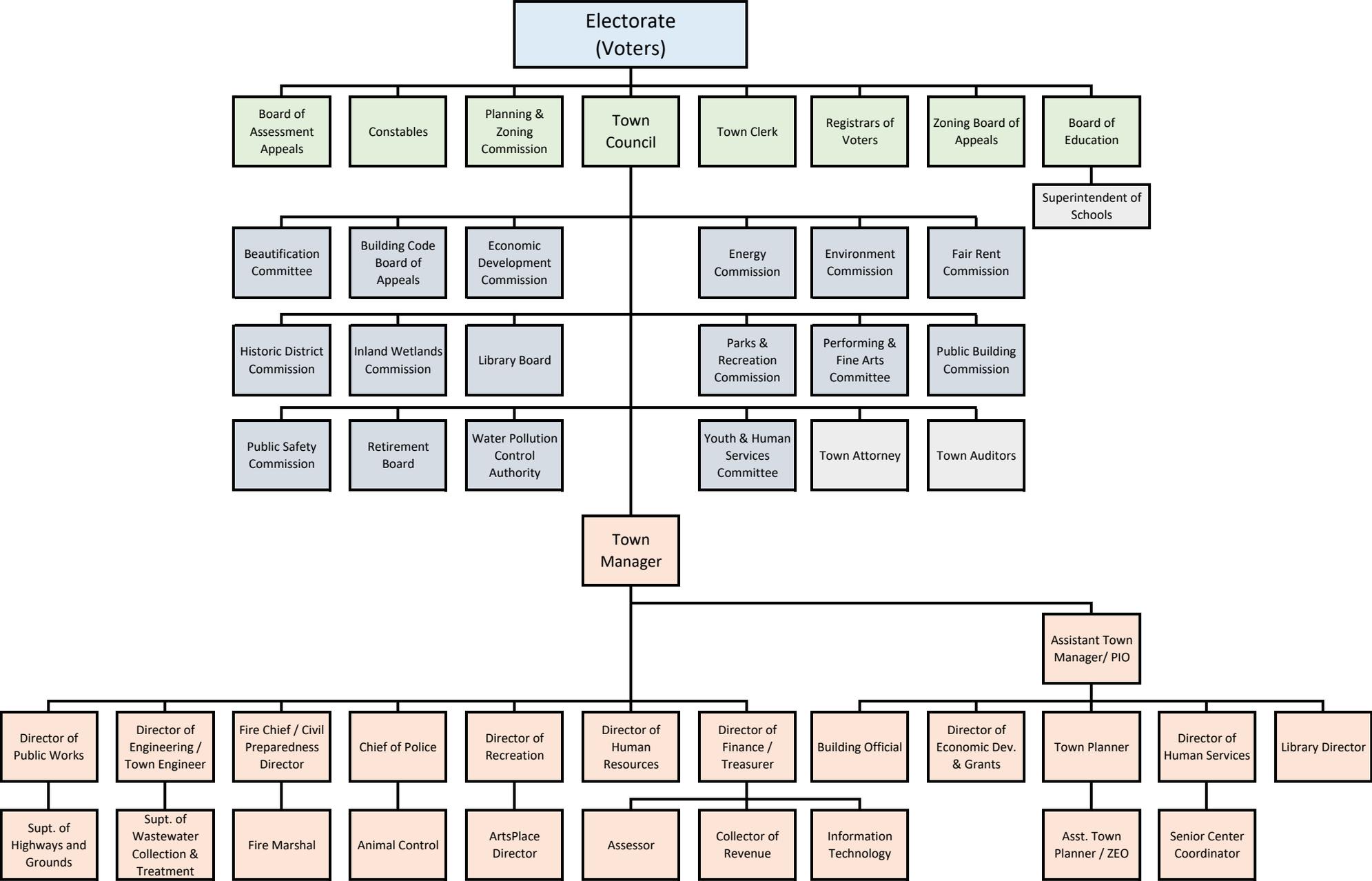
School Break – April 12-18th

TOWN OF CHESHIRE
LISTING OF ADMINISTRATORS

<u>Department/Division</u>	<u>Dept./Div. Head</u>	<u>Phone</u>
Animal Control	April Leiler	203 271-5590
Artsplace	Joan Pilarczyk	203 272-2787
Assessor	Christine McCardle	203 271-6620
Assistant Town Manager	Andrew Martelli	203 271-6660
Building Inspection	Thomas Lozier	203 271-6640
Cheshire Public Schools	Dr. Jeffrey Solan	203 250-2420
Community Pool	Sheila Adams	203 271-3208
Economic Development	Andrew Martelli	203 271-6679
Elections Department	Sylvia Nichols (R) Matt Hall (D)	203 271-6680 203 271-6680
Engineering Department	Marek Kement	203 271-6650
Finance Department	James J. Jaskot	203 271-6610
Fire Department	Jack Casner	203 272-1828
Human Resources Director	Jaime LaMere	203 271-6660
Human Services Department	Michelle Piccerillo	203 271-6690
Library	Sandy Hernandez	203 272-2247
Recreation Department	John Gawlak	203 272-2743
Planning Department	Michael Glidden	203 271-6670
Police Department	Fred Jortner (Acting)	203 271-5500
Public Works	Dan Bombero	203 271-6650
Tax Collector	Anne Marie Burr	203 271-6630
Town Attorney	Jeffrey Donofrio	203 239-9828
Town Clerk	Patti King	203 271-6601
Town Manager	Sean M. Kimball	203 271-6660
Water Pollution Control Department	Dave Milano	203 271-6650

As of July 8, 2025

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



TOWN OF CHESHIRE FINANCIAL POLICIES

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

The following policies are included in this section:

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

TOWN OF CHESHIRE
GENERAL FUND BALANCE POLICY

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

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

1. Maintain minimum General Fund Balance on a budgetary basis¹ of 9.25% of the previous year's budgetary expenditures.
2. As part of the annual budget process, the Finance Director will estimate the surplus or deficit for the current year for all funds and prepare a projection of the year-end General Fund Balance. This analysis coupled with an estimate of long-term liabilities will be studied in conjunction with the annual audit to understand the full state of the Town. Any anticipated balance in excess of the minimum General Fund Balance may be allocated/budgeted to accomplish the following goals:
 - a. Fund reserves
 - b. Avoid future debt
 - c. Reduce debt service
 - d. Provide direct mill rate relief
3. Withdrawal of any amount of General Fund Balance in excess of the targeted minimum of the amount budgeted under (2) above, for the sole purpose of reducing the ensuing year's property tax levy, may be made only upon a specific vote of the Town Council.
4. The Town Council, by vote, can declare a fiscal emergency and withdraw any amount of General Fund balance for purposes of addressing the fiscal emergency. Any such action must also provide a plan to restore General Fund Balance to the minimum balance within a five-year period.
5. This policy will be reviewed by the Budget Committee every two (2) years following adoption or sooner at the direction of the Town Council.

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

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

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

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

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

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

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

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

TOWN OF CHESHIRE

DEBT POLICY

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

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

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

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

TOWN OF CHESHIRE

CAPITAL EXPENDITURE PLAN POLICY

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

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

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

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

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

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

BUDGETARY FUNDS OVERVIEW

Fund Structure

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

Budgetary Funds

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

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

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

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

The 2024-2026 Summary of Financial Sources and Uses that follows provides an overview of Cheshire's budgetary funds, including actual results for the fiscal year ended June 30, 2024, estimated results for the year ending June 30, 2025 and budgetary appropriations for the year ending June 30, 2026.

Basis of Budgeting / Accounting

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

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

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

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

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

**TOWN OF CHESHIRE, CONNECTICUT
2024-2026 SUMMARY OF FINANCIAL SOURCES AND USES AND FUND BALANCES**

	GENERAL FUND			SPECIAL REVENUE FUND WATER POLLUTION CONTROL FUND			SPECIAL REVENUE FUND CHESHIRE COMMUNITY POOL FUND			TOTAL		
	2024 ACTUAL	2025 ESTIMATED	2026 BUDGET	2024 ACTUAL	2025 ESTIMATED	2026 BUDGET	2024 ACTUAL	2025 ESTIMATED	2026 BUDGET	2024 ACTUAL	2025 ESTIMATED	2026 BUDGET
FINANCIAL SOURCES:												
Property Taxes.....	\$ 106,656,789	\$ 111,044,577	\$ 118,756,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,656,789	\$ 111,044,577	\$ 118,756,033
Payments in Lieu of Taxes.....	5,480,413	5,428,018	5,072,622							5,480,413	5,428,018	5,072,622
Town Departments.....	3,405,888	3,809,344	3,070,000							3,405,888	3,809,344	3,070,000
Grants - Town.....	3,300,533	3,025,837	1,688,739							3,300,533	3,025,837	1,688,739
Miscellaneous - Town.....	4,320,351	4,277,385	4,609,675							4,320,351	4,277,385	4,609,675
Grants - Education.....	10,334,179	10,487,120	10,223,478							10,334,179	10,487,120	10,223,478
Miscellaneous - Education.....	640,402	580,000	580,000							640,402	580,000	580,000
Fund Equity / Fund Equity										-	-	-
Transfer.....	(1,955,229)	1,150,447	2,000,000	474,226	141,589	(12,783)	190,751	162,272	-	(1,290,252)	1,454,308	1,987,217
Sewer Use Interest/Liens.....				35,554	30,000	36,100				35,554	30,000	36,100
Sewer Use.....				4,463,097	4,613,893	4,873,532				4,463,097	4,613,893	4,873,532
Connection Fees.....				268,870	315,000	211,600				268,870	315,000	211,600
Plan Review Application Fees...				2,450	1,800	1,800				2,450	1,800	1,800
Nitrogen Credits.....				3,368	3,500	3,500				3,368	3,500	3,500
Septic Waste Dump Permits.....				67,080	40,000	40,000				67,080	40,000	40,000
Miscellaneous.....				10,000	-	-				10,000	-	-
Pool Fees.....							798,609	775,000	908,762	798,609	775,000	908,762
General Fund Subsidy.....							304,794	404,794	400,000	304,794	404,794	400,000
Total Financial Sources.....	\$ 132,183,326	\$ 139,802,728	\$ 146,000,547	\$ 5,324,645	\$ 5,145,782	\$ 5,153,749	\$ 1,294,154	\$ 1,342,066	\$ 1,308,762	\$ 138,802,125	\$ 146,290,576	\$ 152,463,058
FINANCIAL USES:												
Administrative & Finance.....	\$ 16,017,241	\$ 16,741,201	\$ 16,853,969	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,017,241	\$ 16,741,201	\$ 16,853,969
Planning & Development.....	440,590	418,577	375,745							440,590	418,577	375,745
Public Safety	9,087,333	9,549,194	10,022,586							9,087,333	9,549,194	10,022,586
Public Works.....	7,279,775	7,826,469	8,184,868	5,324,645	5,145,782	5,153,749				12,604,420	12,972,251	13,338,617
Public Health.....	714,835	636,553	598,188							714,835	636,553	598,188
Social Services.....	1,133,491	1,210,512	1,220,837							1,133,491	1,210,512	1,220,837
Cultural Services.....	1,957,905	2,118,179	2,169,962							1,957,905	2,118,179	2,169,962
Leisure Services.....	1,064,728	1,312,842	1,307,307				1,294,154	1,342,066	1,308,762	2,358,882	2,654,908	2,616,069
Contingency	-	125,000	100,000							-	125,000	100,000
Debt Service.....	7,634,493	9,221,592	11,542,771							7,634,493	9,221,592	11,542,771
Education.....	84,952,935	89,542,609	93,124,314							84,952,935	89,542,609	93,124,314
Capital Non-Recurring.....	1,900,000	1,100,000	500,000							1,900,000	1,100,000	500,000
Total Financial Uses.....	\$ 132,183,326	\$ 139,802,728	\$ 146,000,547	\$ 5,324,645	\$ 5,145,782	\$ 5,153,749	\$ 1,294,154	\$ 1,342,066	\$ 1,308,762	\$ 138,802,125	\$ 146,290,576	\$ 152,463,058
FUND BALANCES:												
Fund Balance at Beginning of Year	\$ 17,730,329	\$ 19,685,558	\$ 18,535,111	\$ 1,158,200	\$ 683,974	\$ 542,385	\$ 358,495	\$ 167,744	\$ 5,472	\$ 19,247,024	\$ 20,537,276	\$ 19,082,968
Fund Balance at End of Year	\$ 19,685,558	\$ 18,535,111	\$ 16,535,111	\$ 683,974	\$ 542,385	\$ 555,168	\$ 167,744	\$ 5,472	\$ 5,472	\$ 20,537,276	\$ 19,082,968	\$ 17,095,751

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GENERAL FUND

EXPENDITURE ANALYSIS

TREND INFORMATION

EXPENDITURE BUDGET ANALYSIS TREND INFORMATION

I. Expenditure Categorization

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

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

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

Public Safety - Police Department, Animal Control, Civil Preparedness, Public Safety Commission, Fire Department, Inspection Department.

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

Public Health - Public Health.

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

Cultural Services - Library, Library Board, Artsplace.

Leisure Services - Recreation Department, Parks and Recreation Commission.

Contingency - Funding for unanticipated obligations.

Debt Service - Funding for principal and interest payments.

Education - Department of Education.

Capital and Non-Recurring - Funding for capital projects.

The chart below reports the actual expenditures from FY 20 to FY 24, appropriated expenditures for FY 25 and FY 26.

EXPENDITURES BY FUNCTION
For the Years Ending June 30, 2020 through 2026

FUNCTION	FY 20 ACTUAL		FY 21 ACTUAL		FY 22 ACTUAL		FY 23 ACTUAL		FY 24 ACTUAL		FY 25 APPROP		FY 26 APPROP	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
General Government:														
Administration and Finance	\$ 13,270,618	11.87%	\$ 13,391,442	11.54%	\$ 13,958,059	11.54%	\$ 14,714,483	11.75%	\$ 16,017,241	12.12%	\$ 16,721,210	11.95%	\$ 16,853,969	11.54%
Planning and Development	535,527	0.49%	581,593	0.50%	503,298	0.42%	414,910	0.33%	440,590	0.33%	480,199	0.34%	375,745	0.26%
Public Safety	7,450,068	6.67%	7,854,649	6.77%	7,767,336	6.42%	8,503,113	6.79%	9,086,990	6.87%	9,617,284	6.87%	10,022,586	6.86%
Public Works	6,200,218	5.55%	6,751,227	5.82%	6,875,691	5.69%	7,062,958	5.64%	7,279,775	5.51%	7,889,188	5.64%	8,184,868	5.60%
Public Health	508,249	0.45%	522,638	0.45%	641,717	0.53%	722,488	0.58%	714,835	0.54%	638,735	0.46%	598,188	0.41%
Social Services	935,764	0.84%	941,023	0.81%	990,986	0.82%	1,072,766	0.86%	1,133,491	0.86%	1,215,715	0.87%	1,220,837	0.84%
Cultural Services	1,955,035	1.75%	1,902,923	1.64%	1,873,477	1.55%	1,959,172	1.57%	1,957,905	1.48%	2,181,547	1.56%	2,169,962	1.49%
Leisure Services	1,077,238	0.96%	938,263	0.81%	1,009,549	0.83%	1,162,559	0.93%	1,064,728	0.81%	1,220,489	0.87%	1,307,307	0.90%
Total General Government	31,932,717	28.58%	32,883,757	28.34%	33,620,113	27.80%	35,612,449	28.45%	37,695,556	28.52%	39,964,367	28.56%	40,733,462	27.90%
Contingency (1)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	125,000	0.09%	100,000	0.07%
Debt Service	6,640,186	5.94%	7,581,981	6.53%	7,809,077	6.46%	7,403,323	5.91%	7,634,493	5.78%	9,221,592	6.59%	11,542,771	7.91%
Education	72,308,858	64.69%	74,589,359	64.27%	78,501,052	64.91%	80,659,253	64.44%	84,952,935	64.27%	89,542,609	63.98%	93,124,314	63.78%
Capital Non-recurring	831,461	0.74%	1,000,000	0.86%	1,000,000	0.83%	1,500,000	1.20%	1,900,000	1.43%	1,100,000	0.78%	500,000	0.34%
Debt Service Fund Trns	58,541	0.05%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Total General Fund	\$ 111,771,763	100.00%	\$ 116,055,097	100.00%	\$ 120,930,242	100.00%	\$ 125,175,025	100.00%	\$ 132,182,984	100.00%	\$ 139,953,568	100.00%	\$ 146,000,547	100.00%

(1) During Fiscal Years 2020 through 2024, contingency funds were transferred to other accounts and, as a result, the actual year-end balance does not reflect the utilization of these funds.

III. Expenditure Overview

General Government This category includes the following basic government functions: administration and finance, planning and development, public safety, public works, public health, social services, cultural services and leisure services. The funding allocated to this portion of the budget has increased from \$31.93M in FY 20 to \$40.73M in FY 26. In addition to inflation, factors contributing to this increase include higher costs for medical benefits and pension contributions.

Contingency funds are appropriated in this account to meet any unanticipated obligations that occur during the fiscal year. This funding decreased from \$125,000 in FY 20 - FY 25, to \$100,000 in FY 26.

Debt Service funds are appropriated in this account to meet annual principal and interest payments on long term borrowings (bonds), and if applicable, interest payments on short-term borrowings (bond anticipation notes). Debt service represents 7.91% of the FY 26 budget, an increase since FY 20 which was 5.94% of actual budget expenditures. The increase in debt service is in part due to funding for two new schools and a park expansion project. Although it is an increase, the overall continued reduction in debt service has been, in part, the result of a well-managed capital program and Town commitments to funding capital projects with Capital Non-Recurring funds, grants, Connecticut Clean Water funds, and WPCA user fees. In addition, the Town has used various reserves, grants and Capital Non-Recurring funds to mitigate increases in General Fund debt as a result of the financing of the Water Pollution Control plant upgrade.

Education has consistently been the single largest portion of the General Fund budget. It is 63.78% of the FY 26 budget.

Capital and Non-Recurring funds are appropriated in this account to support the annual Capital Expenditure Budget. This funding was initiated in FY 95 to mitigate the growing debt service pressures on current and future taxpayers. It is intended to provide for "pay-as-you-go" funding for smaller capital projects and eliminate the need to bond for them. Since its inception in FY 95 it has grown from an appropriation of \$.30M, or .6% of the operating budget, to \$1.00M or 0.67% of the FY 26 budget. With this appropriation of \$.500M, the Town will have contributed a total of \$28.39M since FY 95, defraying a significant amount of debt issuance and interest costs.

**TOWN OF CHESHIRE
FIVE YEAR BUDGET PROJECTIONS
FISCAL YEARS 2027 THROUGH 2031**

	FY25 ADOPTED	FY26 ADOPTED	FY27 PROJECTED	FY28 PROJECTED	FY29 PROJECTED	FY30 PROJECTED	FY31 PROJECTED
I. EXPENDITURES							
A. EDUCATION	\$ 89,542,609	\$ 93,124,314	\$ 97,352,158	\$ 101,771,946	\$ 106,392,392	\$ 111,222,607	\$ 116,272,113
B. GENERAL GOVERNMENT	39,964,367	40,733,462	42,709,035	44,780,423	46,952,274	49,229,459	51,617,088
C. DEBT SERVICE	9,221,592	11,542,771	15,431,612	16,524,515	18,867,642	21,385,886	25,679,867
D. CAPITAL & NON RECURRING	1,100,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
E. CONTINGENCY	125,000	100,000	125,000	125,000	125,000	125,000	125,000
TOTAL EXPENDITURES	\$ 139,953,568	\$ 146,000,547	\$ 157,117,805	\$ 164,701,884	\$ 173,837,308	\$ 183,462,952	\$ 195,194,068
II. REVENUES							
A. REVENUES OTHER THAN CURRENT TAX LEVY	\$ 32,124,888	\$ 23,385,016	\$ 23,385,016	\$ 23,385,016	\$ 23,385,016	\$ 23,385,016	\$ 23,385,016
B. ESTIMATED CURRENT TAX LEVY	107,828,680	122,615,531	133,732,789	141,316,868	150,452,292	160,077,936	171,809,052
TOTAL REVENUES	\$ 139,953,568	\$ 146,000,547	\$ 157,117,805	\$ 164,701,884	\$ 173,837,308	\$ 183,462,952	\$ 195,194,068
III. MILL RATE/TAX IMPACT							
A. VALUE OF 1 MILL	\$ 3,926,755	\$ 3,933,565	\$ 4,002,009	\$ 4,071,644	\$ 4,142,491	\$ 4,214,570	\$ 4,287,903
B. ESTIMATED MILL RATE	27.46	29.74	33.42	34.71	36.32	37.98	40.07
C. PROJECTED MILL RATE INCREASE (DECREASE)	-	2.28	3.68	1.29	1.61	1.66	2.09
D. MILL RATE PERCENTAGE INCREASE (DECREASE)	-	8.30%	12.36%	3.86%	4.64%	4.58%	5.49%

ASSUMPTIONS USED IN EXPENDITURE PROJECTIONS FOR FY 2027-2031:

A. EDUCATION

Annual increase of 4.54% (5 year historical average)

B. GENERAL GOVERNMENT

Annual increase of 4.85% (5 year historical average)

C. DEBT SERVICE

Updated in accordance with FY 2025 Approved Capital Expenditure Plan and projected use of reserve funds to mitigate increases.

D. CAPITAL AND NONRECURRING

Updated in accordance with FY 2026 Proposed Capital Expenditure Plan.

E. CONTINGENCY

Held constant for five years

ASSUMPTIONS USED IN REVENUE PROJECTIONS FOR FY 2027-2031:

Tax revenue increased to support projected expenditures

FY 2027 - FY 2031 non-tax revenues are held constant

FY 2027 - FY 2031 the value of 1 mill increases by 1.74% based on the Grand List growth five-year historical average.

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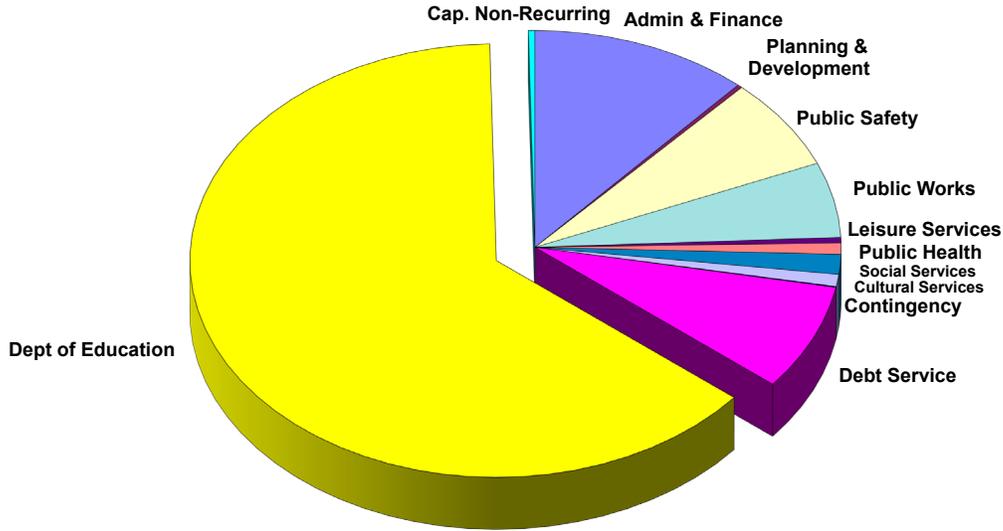
GENERAL FUND

EXPENDITURE

SUMMARY INFORMATION

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**GENERAL FUND EXPENDITURES
BY MAJOR GOVERNMENT CATEGORY
JULY 1, 2025 THROUGH JUNE 30, 2026**



<u>Expenditures</u>	<u>Budget</u>	<u>Percentage</u>
General Government:		
Admin & Finance	16,853,969	11.54%
Planning & Dev.	375,745	0.26%
Public Safety	10,022,586	6.86%
Public Works	8,184,868	5.60%
Public Health	598,188	0.41%
Social Services	1,220,837	0.84%
Cultural Services	2,169,962	1.49%
Leisure Services	1,307,307	0.90%
Contingency	100,000	0.07%
Debt Service	11,542,771	7.91%
Dept of Education	93,124,314	63.78%
Cap. Non-Recurring	500,000	0.34%
Total	<u>\$ 146,000,547</u>	<u>100.00%</u>

**Town of Cheshire
Operating Budget Summary
Fiscal Year 2025-2026**

	FY 2024	FY 2025		FY 2026					
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved	FY 26 Council Approved Minus FY 25 Appropriation		\$ Variance Divided by
							FY 25 Appropriation	\$ Variance	FY 25 Appropriation
Town Council	\$57,633	\$50,900	\$50,757	\$52,700	\$48,700	\$43,700		(\$7,200)	-14.15%
Town Manager	\$419,629	\$427,245	\$457,872	\$501,564	\$501,564	\$500,862		\$73,617	17.23%
Human Resources	\$166,208	\$225,333	\$224,875	\$229,366	\$229,366	\$228,821		\$3,488	1.55%
Town Attorney	\$306,348	\$267,400	\$372,200	\$350,000	\$280,000	\$280,000		\$12,600	4.71%
Town Clerk	\$274,274	\$289,709	\$268,173	\$282,529	\$282,529	\$282,260		(\$7,449)	-2.57%
Elections	\$132,078	\$156,087	\$160,577	\$164,591	\$164,591	\$164,492		\$8,405	5.38%
Probate Court	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000		\$0	0.00%
Finance	\$2,714,915	\$2,913,571	\$2,858,479	\$3,062,673	\$3,043,173	\$2,924,292		\$10,721	0.37%
Board of Assessment Appeals	\$4,001	\$2,090	\$2,130	\$2,150	\$2,150	\$2,150		\$60	2.87%
General Services	\$358,589	\$370,532	\$367,058	\$396,823	\$391,573	\$388,803		\$18,271	4.93%
Public Property	\$1,229,156	\$1,314,535	\$1,313,480	\$1,413,252	\$1,400,752	\$1,400,301		\$85,766	6.52%
Employee Benefits	\$10,354,409	\$10,701,808	\$10,663,600	\$11,135,888	\$10,901,288	\$10,636,288		(\$65,520)	-0.61%
TOTAL ADMINISTRATION & FINANCE	\$16,017,241	\$16,721,210	\$16,741,201	\$17,593,536	\$17,247,686	\$16,853,969		\$132,759	0.79%
PLANNING & DEVELOPMENT									
Planning Department	\$285,458	\$306,044	\$277,238	\$335,599	\$334,099	\$333,355		\$27,311	8.92%
Planning & Zoning Commission	\$4,452	\$4,910	\$2,110	\$22,910	\$4,910	\$4,910		\$0	0.00%
Zoning Board of Appeals	\$3,283	\$2,900	\$1,700	\$2,900	\$2,900	\$2,900		\$0	0.00%
Economic Development	\$123,553	\$134,545	\$107,188	\$23,505	\$20,505	\$20,505		(\$114,040)	-84.76%
Beautification Committee	\$20,942	\$25,700	\$25,581	\$25,300	\$23,300	\$8,300		(\$17,400)	-67.70%
Public Building Commission	\$141	\$225	\$275	\$225	\$225	\$225		\$0	0.00%
Inland Wetlands Commission	\$2,094	\$3,140	\$1,880	\$3,140	\$3,040	\$3,040		(\$100)	-3.18%
Environment Commission	\$275	\$860	\$610	\$860	\$860	\$860		\$0	0.00%
Historic District Commission	\$195	\$1,375	\$1,650	\$1,650	\$1,150	\$1,150		(\$225)	-16.36%
Energy Commission	\$198	\$500	\$345	\$500	\$500	\$500		\$0	0.00%
TOTAL PLANNING & DEVELOPMENT	\$440,590	\$480,199	\$418,577	\$416,589	\$391,489	\$375,745		(\$104,454)	-21.75%
PUBLIC SAFETY									
Police Department	\$6,834,199	\$7,070,579	\$6,994,348	\$7,517,933	\$7,448,933	\$7,425,065		\$354,486	5.01%
Animal Control	\$123,250	\$128,477	\$149,045	\$122,876	\$125,876	\$125,615		(\$2,862)	-2.23%
Civil Preparedness	\$22,929	\$45,000	\$33,055	\$48,100	\$37,600	\$37,600		(\$7,400)	-16.44%
Public Safety Commission	\$3,480	\$800	\$800	\$5,050	\$4,050	\$800		\$0	0.00%
Fire Department	\$1,625,295	\$1,828,519	\$1,823,851	\$1,901,166	\$1,870,666	\$1,869,090		\$40,571	2.22%
Inspection Department	\$477,837	\$543,909	\$548,095	\$624,412	\$565,695	\$564,416		\$20,507	3.77%
TOTAL PUBLIC SAFETY	\$9,086,990	\$9,617,284	\$9,549,194	\$10,219,537	\$10,052,820	\$10,022,586		\$405,302	4.21%

**Town of Cheshire
Operating Budget Summary
Fiscal Year 2025-2026**

	FY 2024	FY 2025		FY 2026					
	Actual	Appropriation	Estimated Expenditures	Department Request	Manager Recommended	Council Approved			
							FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance	FY 25 Appropriation
PUBLIC WORKS									
Public Works Department	\$7,279,291	\$7,563,005	\$7,536,089	\$8,001,212	\$7,924,237	\$7,852,459	\$289,454	3.83%	
Engineering	\$0	\$325,683	\$289,650	\$344,489	\$332,489	\$331,909	\$6,226	1.91%	
Water Pollution Control Authority	\$485	\$500	\$730	\$500	\$500	\$500	\$0	0.00%	
TOTAL PUBLIC WORKS	\$7,279,775	\$7,889,188	\$7,826,469	\$8,346,201	\$8,257,226	\$8,184,868	\$295,680	3.75%	
SOCIAL SERVICES									
Human Services	\$1,133,491	\$1,214,715	\$1,209,512	\$1,256,234	\$1,250,049	\$1,220,837	\$6,122	0.50%	
Youth & Human Services Committee	\$0	\$1,000	\$1,000	\$1,000	\$0	\$0	(\$1,000)	-100.00%	
TOTAL SOCIAL SERVICES	\$1,133,491	\$1,215,715	\$1,210,512	\$1,257,234	\$1,250,049	\$1,220,837	\$5,122	0.42%	
CULTURAL SERVICES									
Library	\$1,709,881	\$1,819,453	\$1,771,387	\$1,875,776	\$1,860,776	\$1,797,546	(\$21,907)	-1.20%	
Library Board	\$183	\$300	\$0	\$300	\$300	\$300	\$0	0.00%	
Artsplace	\$247,841	\$361,794	\$346,792	\$382,018	\$368,218	\$372,116	\$10,322	2.85%	
TOTAL CULTURAL SERVICES	\$1,957,905	\$2,181,547	\$2,118,179	\$2,258,094	\$2,229,294	\$2,169,962	(\$11,585)	-0.53%	
LEISURE SERVICES									
Recreation Department	\$1,064,590	\$1,219,889	\$1,312,242	\$1,557,037	\$1,437,789	\$1,306,707	\$86,818	7.12%	
Parks & Rec Commission	\$138	\$600	\$600	\$600	\$600	\$600	\$0	0.00%	
TOTAL LEISURE SERVICES	\$1,064,728	\$1,220,489	\$1,312,842	\$1,557,637	\$1,438,389	\$1,307,307	\$86,818	7.11%	
MISCELLANEOUS									
Public Health	\$714,835	\$638,735	\$636,553	\$675,576	\$655,092	\$598,188	(\$40,547)	-6.35%	
Contingency	\$0	\$125,000	\$125,000	\$125,000	\$100,000	\$100,000	(\$25,000)	-20.00%	
Capital Non-Recurring - Contribution	\$1,900,000	\$1,100,000	\$1,100,000	\$1,500,000	\$1,000,000	\$500,000	(\$600,000)	-54.55%	
TOTAL MISCELLANEOUS	\$2,614,835	\$1,863,735	\$1,861,553	\$2,300,576	\$1,755,092	\$1,198,188	(\$665,547)	-35.71%	
DEPT OF EDUCATION	\$84,952,935	\$89,542,609	\$89,542,609	\$95,756,450	\$95,756,450	\$93,124,314	\$3,581,705	4.00%	
DEBT SERVICE									
Debt Service	\$7,634,493	\$9,221,592	\$9,221,592	\$11,842,771	\$11,842,771	\$11,542,771	\$2,321,179	25.17%	
TOTAL DEBT SERVICE	\$7,634,493	\$9,221,592	\$9,221,592	\$11,842,771	\$11,842,771	\$11,542,771	\$2,321,179	25.17%	
GRAND TOTAL - GENERAL FUND	\$132,182,983	\$139,953,568	\$139,802,728	\$151,548,625	\$150,221,266	\$146,000,547	\$6,046,979	4.32%	

**TOWN OF CHESHIRE GENERAL FUND
MAJOR OBJECTS OF EXPENDITURES
2025 -2026 COUNCIL APPROVED**

		100	200	300	400	500	600	700	Totals
Department		Personnel Services	Supplies & Services	Utilities	Contractual Services	Professional Expenses	Equipment	Miscellaneous	
10	TOWN COUNCIL		15,400		28,000		300		43,700
20	TOWN MANAGER	481,562	2,900			15,400	1,000		500,862
25	HUMAN RESOURCES	225,721	2,600			500			228,821
30	TOWN ATTORNEY				280,000				280,000
40	TOWN CLERK	209,460	20,700		48,800	3,300			282,260
50	ELECTIONS	132,392	11,700		17,000	1,900	1,500		164,492
60	PROBATE COURT							2,000	2,000
70	FINANCE DEPARTMENT	1,168,267	49,624	280	919,333	11,030	30,270	745,488	2,924,292
80	BD OF ASSESSMENT APPEALS	1,800	350						2,150
90	GENERAL SERVICES	80,112	88,225	54,100	165,616		750		388,803
100	PUBLIC PROPERTY	195,669	90,245	588,536	523,251		2,600		1,400,301
110	EMPLOYEE BENEFITS		16,400					10,619,888	10,636,288
120	PLANNING DEPARTMENT	309,823	12,700	1,800	2,632	6,400			333,355
130	PLANNING & ZONING COMM.				3,000	1,910			4,910
140	ZONING BRD. OF APPEALS		1,100			1,800			2,900
150	ECONOMIC DEV. DEPARTMENT		7,450	650	5,000	6,905	500		20,505
155	BEAUTIFICATION COMMITTEE		3,800		4,500				8,300
160	PUBLIC BLDG. COMM.		225						225
170	INLAND WETLANDS COMM.		2,440			600			3,040
180	ENVIRONMENT COMMISSION		640			220			860
185	HISTORIC DISTRICT COMMISSION		1,000			150			1,150
190	ENERGY COMMISSION		500						500
200	POLICE DEPARTMENT	6,479,644	299,350	66,000	429,771	6,300	144,000		7,425,065
210	ANIMAL CONTROL	113,515	5,200		6,300	150	450		125,615
220	CIVIL PREPAREDNESS	10,000	10,700	1,200	14,000	500	700	500	37,600
225	PUBLIC SAFETY COMMISSION		800						800
230	FIRE DEPARTMENT	724,196	194,800	35,000	184,000	87,000	11,000	633,094	1,869,090
250	INSPECTION DEPARTMENT	534,341	12,700	5,175	9,300	2,100	800		564,416
260	PUBLIC WORKS DEPARTMENT	2,872,941	818,078	159,941	3,986,774	4,975	9,750		7,852,459
268	ENGINEERING DEPARTMENT	242,659	4,900		82,500	1,000	850		331,909
280	W.P.C.A.				500				500
290	PUBLIC HEALTH				598,188				598,188
300	HUMAN SERVICES	1,111,723	32,935	4,740	54,564	10,375	1,500	5,000	1,220,837
336	YOUTH & HUMAN SVCS COMM.								0
340	LIBRARY	1,524,696	192,250	1,800	72,300	6,500			1,797,546
350	LIBRARY BOARD					300			300
355	ARTSPPLACE	211,426	24,000		134,400	2,290			372,116
360	RECREATION DEPT.	752,962	59,715	5,350	85,890	2,790		400,000	1,306,707
370	PARK & RECREATION COMM.		600						600
380	CONTINGENCY							100,000	100,000
390	DEBT SERVICE							11,542,771	11,542,771
410	CAPITAL NON-RECURRING							500,000	500,000
Town Total		17,382,909	1,984,027	924,572	7,655,619	174,395	205,970	24,548,741	52,876,233
DEPT. OF EDUCATION (1)		56,861,183	3,807,102	1,986,322	8,286,662	1,603,601	821,875	19,757,569	93,124,314
Grand Totals		74,244,092	5,791,129	2,910,894	15,942,281	1,777,996	1,027,845	44,306,310	146,000,547

(1) Distributions provided by Board of Education

DEPARTMENT

ADMINISTRATIVE INFORMATION,

BUDGET, AND PERFORMANCE

OBJECTIVES AND MEASURES

PERFORMANCE BASED BUDGETING AND PERFORMANCE MEASURES

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

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

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

Performance measurement is simple yet powerful. The process is cyclical and begins with management and staff identifying true service needs and demands. Goals and objectives are set based on these service needs. Next, since “what gets measured gets done¹,” outcomes and efficiencies that will be measured are identified, and collection methods that ensure accurate and consistent data for each of these measures are instituted. Measures are then analyzed to determine to what extent goals have been achieved. Success, or failure, is then documented. When identified, success can be duplicated, enhanced, and rewarded; failure can be corrected. Service needs can be re-evaluated, and goals revised accordingly. The cycle revolves; constant evaluation and realignments ensure the sustainability, efficiency and fiscal prudence of an organization that is always scrutinizing how successfully it is fulfilling its mission.

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

¹ *Reinventing Government*, David Osborne and Ted Gaebler

Adopted
Town Manager's 2025 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:

- Oversee the selection process for the RFPs seeking development proposals for the 58 Acre State DOT parcel conveyed to the Town in July 2022.
- Support the development of the West Main Street Business District by supporting the advancement and implementation of a form-based code and targeted enhancements and traffic analysis supported by the \$400,000 state grant.
- Provide assistance in the planning and organization of Cheshire's participation in the America 250th – CT commemoration of the signing of the Declaration of Independence (July 4, 2026).
- Conclude the selection process for the Town Labor Counsel RFP and successfully negotiate the four actively open (or opening July 1, 2025) Town collective bargaining agreements.
- Identify opportunities to expand communication with the public utilizing website features and social media messaging.
- 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 and recognition messages and events.
- Identify funding to retain professional services to develop long term streetscape planning for the South Main Street Business District.
- Continue to propose and implement technology, aesthetic, and security improvements to Council Chambers.

FINANCE

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

Key Objectives:

- Hold a successful bond sale in Spring 2025 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.
- Maintain oversight and carefully manage the operating budget to ensure a FY25 and FY26 budget surplus.
- Develop a fiscally responsible FY26 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible, that minimizes the impact on the taxpayer.
- Ensure Town Operating Budget and Audit Report documents meet GFOA award certification standards and implement Town Auditor recommendations.
- Continue to support expanded cybersecurity efforts including firewall and offsite server backup enhancements and robust employee training to best position the Town to avoid/respond to cyber threats and phishing attempts.

PUBLIC SAFETY/PUBLIC HEALTH

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

Key Objectives:

- Ensure the implementation of updated processes and procedures at the Animal Control Facility consistent with the Dept. of Agriculture's consent order agreement and complete necessary renovations and facility updates while continuing to plan for a long-term ACO facility solution/location.
- Monitor the Chesprocott Health District's finances and future goals/plans through implementation of a Town Council requested MOU and by development of a monitoring process.
- Assist with the relocation of the Chesprocott Health District Headquarters to the former ArtsPlace building.
- Closely monitor Fire Department staffing and equipment, including volunteer numbers and response times.

- Complete construction of the new Emergency Operations Center in the basement of Town Hall.
- Explore opportunities to address emerging social service issues in Town including expanded case management support and the potential for a local emergency/temporary housing facility.
- Finalize design and initiate construction on approved sidewalk expansion projects.

EDUCATION

Goal #4: *Support the Town Council and Board of Education’s major joint initiative to modernize Cheshire’s public-school facilities.*

Key Objectives:

- Provide financial, planning, and other technical support to advance the construction of the two new elementary schools as well as potential future Next Generation School Modernization capital projects.
- Develop a plan for the future of Chapman, Darcey and Humiston school buildings/properties.
- 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 #5: *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:

- Explore the feasibility of acquiring access rights for the construction of a second access/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.
- Oversee the final construction phase of the Bartlem Park South Phase 1 capital project including the bandshell construction and final closeout for a late-Spring, early-Summer 2025 completion.

- Evaluate and pursue appropriate open space land acquisition opportunities and coordinate the closeout of the OSWLA grant for the acquisition of 257 Fenn Rd and initiate an open space management plan for the property.
- Support the planning, location selection and design of the Adaptive Turf Field Project.
- Implement construction of Phase 2 of the Mixville Park Master Plan including grant funding for trail/interconnectivity improvements, along with a new pavilion and a new pedestrian bridge across the area where the upper and lower ponds meet.
- Complete design and initiate construction (depending upon adequate funding) of the new splash pad amenity adjacent to the Community Pool.
- 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.
- Assess appropriate recreational uses for the 10-acre parcel adjacent to the Manson Youth facility conveyed to the Town by the State in 1999.

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:

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

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ANIMAL CONTROL

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$109,759	\$115,317	\$131,885	\$113,776	\$113,776	\$113,515
SUPPLIES & SERVICES	6,822	7,260	7,260	5,200	5,200	5,200
CONTRACTED SERVICES	6,655	5,300	9,300	3,300	6,300	6,300
PROFESSIONAL SERVICES	0	150	150	150	150	150
EQUIPMENT	<u>14</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>450</u>
TOTAL EXPENDITURES	\$123,250	\$128,477	\$149,045	\$122,876	\$125,876	\$125,615

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$7,000	None (balance 7/1/24- \$194)	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Attended free trainings on animal control related topics to improve the ability to serve the Town of Cheshire and fulfill state licensing requirements.
- ◆ Maintained a high level of responsiveness to complaints while caring for an increased number of impounded animals.
- ◆ Pursued and received donations of food and supplies from outside sources to decrease use of operating budget.
- ◆ Placed or returned most impounded animals.
- ◆ Hired, trained and equipped new Assistant Animal Control Officer.

OBJECTIVES 2025-2026

- ◆ Resolve consent order.
- ◆ Plan improvements and updates to our animal control facility to better serve our impounded animals and potential adopters.
- ◆ Continue to strive to place 100% of animals impounded into adoptive homes, as tracked below.
- ◆ Increase high visibility patrol of public parks and linear trail to ensure leash laws are being followed.
- ◆ Replace outdated equipment.
- ◆ Continue professional training of Animal Control Officers to broaden base of knowledge and increase service to community.
- ◆ Continue to pursue outside funding sources to relieve pressure on operating budget.
- ◆ Increase enforcement of dog licensing and vaccination laws to protect the health and safety of residents and to increase revenue, as represented by Licensed Dogs in the Performance Measures below.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Licensed Dogs	Output	2,216	2,450	2,500
Total Complaints	Outcome	965	900	900
Warnings Issued	Output	3	10	10
Arrests	Output	5	8	10
Animals taken into MACO system	Output	24	25	24
Animals redeemed (return to owner)	Output	13	20	18
Animals Placed	Outcome	9	5	6
% of Animals Placed and/or returned	Efficiency	91%	100%	100%
Cost per capita*	Efficiency	\$3.35	\$4.08	\$3.55

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

ARTSPPLACE

MISSION STATEMENT

The mission of Artsplace is to facilitate, encourage and promote arts activities in the Town of Cheshire and to provide opportunities for residents to participate in all areas of the fine and performing arts and thus build community through the arts.

ADMINISTRATIVE OVERVIEW

Artsplace, the only town-owned art school in Connecticut, is managed by an Art Director and two full-time Administrative Assistants III, one part-time Clerk, three Building Supervisors and 14+ professional art teachers with occasional guest instructors. Art classes, workshops, events, summer camps and outreach programs are offered for most ages year-round. Artsplace is supported by an 11-member volunteer committee. Friends of CPFA/ Artsplace, Inc, a 501.c3 support organization provides funding beyond tax dollars and supports "Art Heals". Artsplace programs support economic development in Cheshire by attracting both residents and non-residents to its high caliber, well-respected art programs.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$159,036	\$209,504	\$195,442	\$211,928	\$211,928	\$211,426
SUPPLIES & SERVICES	19,036	21,540	20,800	30,800	22,000	24,000
UTILITIES	35	0	0	0	0	0
CONTRACTED SERVICES	62,049	129,000	129,000	137,000	132,000	134,400
PROFESSIONAL EXPENSE	6,947	1,750	1,550	2,290	2,290	2,290
EQUIPMENT	738	0	0	0	0	0
TOTAL EXPENDITURES	\$247,841	\$361,794	\$346,792	\$382,018	\$368,218	\$372,116

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$175,000	\$2,000 (balance on 7/1/24 - \$9,593)	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Packed, coordinated, and completed the physical move of Artsplace to the Ball & Sockets Arts historic complex and art-centered facility, which will promote the creation of a West Main Street walkable downtown area for the community with the presence of Artsplace, our town-owned fine art school.
- ◆ Offered seven weeks of summer art camps, classes and workshops, including utilizing Barker Animation for a Cartooning Art Camp, with 298 students of all ages.
- ◆ Sponsored five Open Houses with invitations to Artsplace students to view new classrooms prior to Fall.
- ◆ Successfully transitioned to the Parks & Recreation Department for oversight and collaboration, using a shared database (MyRec.com) and closely aligned operations and programming.
- ◆ *Art Heals* program resumed, providing up to six free art classes to homebound adult residents of Cheshire, funded by Friends of CPFA/Artsplace, Inc.
- ◆ Participated in the 138th Grange Fair, providing judges for adult craft, art, and baking contests.
- ◆ CPFA Committee continued to provide artists for monthly juried fine art shows at Cheshire Public Library.
- ◆ Used a Connecticut Office of the Arts Grant to provide five live bands at Ball & Socket during the summer.
- ◆ Participated in the Fall Festival to promote Artsplace classes and activities. Provided free-standing photo props and a popular free "Scarecrow" arts and craft project for children.
- ◆ Co-sponsored the 5th Annual "The Scarecrows are Coming to Town" with the Library, Chamber of Commerce, and the Recreation Department, showcasing residents' creativity while raising funds for the Human Services Department.
- ◆ Teamed with the Recreation Department to offer a "Halloween Bash" at Mixville Park providing free pumpkin carving and painting along with special announcement of Scarecrow winners.

- ◆ Participated in the Ball & Socket “Holiday Stroll” with free face-painting, free cookie decoration, a game and a curated art market provided by CPFA Board and Friends of CPFA/Artsplace, Inc.
- ◆ Sponsored the annual Pajama Program, collecting 200 new pajamas and 171 new books for Connecticut children with donations from our generous community.
- ◆ Awarding two \$1,000 scholarships to co-winners of the Richard Conrad Memorial Scholarship for Cheshire High School seniors pursuing a career in the arts.

OBJECTIVES 2025-2026

- ◆ Participate in the Home, Health & Garden show at Cheshire High School.
- ◆ Dedicate a Memorial Hallway with framed giclee prints from previous students, inviting their families and friends during the Chamber of Commerce “ribbon cutting” event by Artsplace sign.
- ◆ Continue expansion of art workshops and specialized arts programming for all ages, using survey results to schedule requested and new programs such as jewelry design, resin art, and digital art.
- ◆ Co-sponsor the 6th Annual “The Scarecrows are Coming to Town”.
- ◆ Increase collaboration with peers in the Arts and Culture Collaborative and New Haven Arts Council to build relationships in the arts throughout Connecticut with goal of bringing new students to Artsplace.
- ◆ Continue to search and hire accomplished, well-regarded fine artists and craftsmen to offer unique classes and workshops at Artsplace, maintaining a high level of interest and satisfaction.
- ◆ Continue to display samples of up-coming workshops (stained glass, sewing, weaving, etc.) to encourage registration. Surveys after workshops will assess results and provide information for assessment.
- ◆ Increase promotional activities to enhance visibility and interest through various media.
- ◆ Provide support to the Friends of CPFA/Artsplace, Inc. in their quest for acceptance of a proposed new Linear Trail Mural project, enhancing the history and interest in Cheshire while walking the Linear Trail.
- ◆ Will continue to sponsor the annual Pajama Program and Book Drive mid-November to mid-December.
- ◆ CPFA Arts Board will continue monthly art exhibits at the Cheshire Public Library.
- ◆ Continue to award a scholarship in June to the winner of the Richard Conrad Memorial Scholarship for Cheshire High School seniors pursuing a career in the arts.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Number of art student registrations	Output	998	1,216	1,621
Number of art classes offered	Output	109	141	188
Number of art workshops offered	Output	67	81	108
Number of art camps offered	Output	7	6	6
Art Show Attendance	Output	900	1,200	1,320
Student or Teacher Art Exhibits	Output	2	2	3
Number of other events participants	Output	1,205	1,400	1,500
Revenue	Outcome	\$110,000	\$125,000	\$145,000
Cost per capita*	Efficiency	\$6.74	\$9.49	\$10.51

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

CHESHIRE PUBLIC SCHOOLS

29 Main Street

Cheshire, Connecticut 06410

SUPERINTENDENT'S BUDGET MESSAGE

2025-2026 Board of Education's Adopted Budget

MISSION STATEMENT

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

INTRODUCTION

Cheshire has established itself as a destination for families in Connecticut to live in a welcoming community complete with a diversity of attractive family amenities. Anchoring that attraction is the Cheshire Public Schools (CPS). CPS is enjoying tremendous academic success while at the same time focusing on, and in no small part due to, our efforts to support the social-emotional development of our students. In this prosperous environment, we are experiencing enrollment growth which requires financial support. In looking at the big picture however, Cheshire's success has also brought about substantial economic expansion and Grand List growth. This prosperity is the context upon which we examine the 2025-26 CPS Budget

The CPS community has been committed to focusing on the development of students' social-emotional skills and complex thinking for almost a decade. The Board of Education reaffirmed this commitment in the fall of the 2024-25 school year. These goals provide the lens through which our financial decisions are made. Additionally, the community has historically voiced strong support to maintain consistent student-teacher ratios and access to a robust platform of extracurricular opportunities.

The Board of Education's budget for 2025-26 is designed to sustain our historical standard of service in light of increasing enrollment, meet our district goals, and be mindful of fiscal conditions. Cheshire currently ranks 114th out of 165 Connecticut school districts in expenditures per student, yet we consistently rank among the best school systems in Connecticut in almost every measure of student success. The latest information released by the State of Connecticut Department of Education has Cheshire as the 8th highest performing K-12 school system in the state on the District Performance Index. This marks the second consecutive year that we had record best performance. The Cheshire Public Schools serve as a model for both educational quality and operational efficiency and can be proud of its strong return on investment. **To put things in perspective, Cheshire's 2024-2025 education budget would have needed to be \$11,289,897 higher to match the average amount per student that other Connecticut districts spend.** The CPS continue to provide tremendous value.

The key phrase in the 2025-26 CPS operating budget could be "maintenance of service". Mindful of the impact of wage, medical benefit, and general inflation, the budget is designed to sustain current educational service levels with the singular enhancement being a request for additional curricular support at the secondary level. The combined increase in salary and medical benefits represent more than 75% of the total budget increase.

The New England School Development Council (NESDC) projections indicate an increase of 70 K-12 students within the CPS. We would consider those conservative numbers as they do not account for the additional 831 individual housing units which have been made available in Cheshire in recent years. Considering the distribution of the 70 students projected by NESDEC, we have increased our teacher count by 1 in both Chapman and Highland with the opportunity to reduce 1 position at Norton. Even that limited expansion in class sections at the elementary school triggered the need to expand our specialists in health as we are already pay teachers to teach additional sections beyond their contract to cover enrollment.

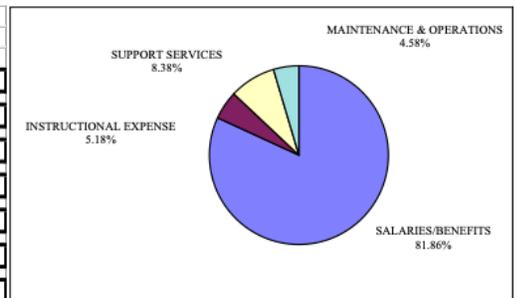
The table below illustrates the changes in teaching positions included in this budget:

School/Dept.	Position	2025 26 Requested Changes - Teachers - Account 113	Change
Chapman	Elementary Teacher	Increase from 20 to 21 Teachers (Avg. class size = 18.2 students/teacher)	1.0
Doolittle	Elementary Teacher	No change - 29 Teachers (Avg. class size = 18.0 students/teacher)	-
Highland	Elementary Teacher	Increase from 47 to 48 Teachers (Avg. class size = 19.7 students/teacher)	1.0
Norton	Elementary Teacher	Decrease from 23 to 22 Teachers (Avg. class size = 18.5 students/teacher)	-1.0
Elementary	School Counselor	Position was funded through the ARPA School Mental Health Grant that expires 6/30/25	0.5
K-8	Health Education Teacher	New position for a Health Teacher to primarily serve elementary and middle school grades	1.0
Total Net Increase			2.5

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

The Board of Education’s recommended budget for the 2025-26 fiscal year of \$95,756,450 was a 6.94% increase over the current budget. The Town Council, after several budget workshop meetings were held, ultimately approved a budget for the 2025-26 fiscal year of \$93,124,314, which is a 4% increase over the 2024-25 budget. This allocation comes after months of analysis of the strengths and needs of the organization with our principals and central office team. It includes the best projections of future costs such as wages, energy and medical benefits. It reflects our commitment to the community to maintain competitive class sizes. Most importantly, this budget reflects our continued efforts to support the development of complex thinking skills and social-emotional growth in our students.

	EXPENDED 2023/24	BUDGET 2024/25	PROJECTED 2024/25	APPROVED 2025/26	CHANGE (From BGT)	% inc/ % dec
CERTIFIED SALARIES	\$ 40,661,631	\$ 42,567,025	\$ 42,567,025	\$ 44,402,811	\$ 1,835,786	4.31%
NON-CERTIFIED SALARIES	\$ 11,438,635	\$ 11,844,290	\$ 11,844,290	\$ 12,458,372	\$ 614,082	5.18%
EMPLOYEE BENEFITS	\$ 16,558,584	\$ 17,641,718	\$ 17,641,718	\$ 19,369,483	\$ 1,727,765	9.79%
INSTRUCTIONAL EXPENSE	\$ 4,642,861	\$ 5,118,717	\$ 5,118,717	\$ 4,827,738	-\$ 290,979	-5.68%
SUPPORT SERVICES	\$ 7,388,283	\$ 7,707,542	\$ 7,707,542	\$ 7,800,995	\$ 93,453	1.21%
MAINTENANCE & OPERATIONS	\$ 4,303,435	\$ 4,663,317	\$ 4,663,317	\$ 4,264,915	-\$ 398,402	-8.54%
TOTAL	\$ 84,993,429	\$ 89,542,609	\$ 89,542,609	\$ 93,124,314	\$ 3,581,705	4.00%



I appreciate the many hours that the Town Council and our Board of Education spent evaluating every facet of our budget to blend student needs, community expectations, and fiscal sensitivity. I would also like to thank our leadership team including our Chief Operating Officer, Vincent Masciana, and his team for his support in constructing this budget. Moreover, I want to acknowledge the hundreds of teachers, administrators, and support staff who have work tirelessly to ensure that the students and families in Cheshire receive an excellent educational experience! Our success is a direct function of their talent and dedication. Beyond the classroom, they have played a significant role in contributing to Cheshire’s prosperity.

I know that we will continue to do our very best to effectively utilize the resources that our community provides to help our children flourish.

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

BUILDING INSPECTION

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$420,146	\$504,209	\$507,810	\$535,620	\$535,620	\$534,341
SUPPLIES & SERVICES	12,221	12,000	10,200	59,917	12,700	12,700
UTILITIES	3,636	4,000	5,175	5,175	5,175	5,175
CONTRACTED SERVICES	32,676	20,800	20,800	20,800	9,300	9,300
PROFESSIONAL EXPENSE	1,305	2,100	1,310	2,100	2,100	2,100
EQUIPMENT	<u>7,853</u>	<u>800</u>	<u>2,800</u>	<u>800</u>	<u>800</u>	<u>800</u>
TOTAL EXPENDITURES	\$477,837	\$543,909	\$548,095	\$624,412	\$565,695	\$564,416

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED	FY 23-24 GRANTS, GIFTS &	CAPITAL FUNDING	FY 24-25 CAPITAL BUDGET
GENERAL FUND	OTHER FUNDING	AVAILABLE AS OF 7/1/24	CAPITAL BUDGET
REVENUE	SOURCES		APPROPRIATION
\$1,416,720	None	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Continued to train inspectors to handle a multitude of commercial and residential projects currently being developed in town.
- ◆ Managed a significant number of permits and projects for commercial and residential buildings, including a multitude of building projects within the “residential” classification.
- ◆ Continued to handle a large volume of residential projects including but not limited to solar systems, standby house generator systems, swimming pools, decks, siding, windows, additions, heating systems, and electrical upgrades.
- ◆ Managed an increase in the number of retroactive permits to resolve unpermitted work discovered during real estate transactions.
- ◆ Processed a high volume of new single-family homes and town houses currently being built.

- ◆ Processed a high volume of permits for residential interior alterations such as kitchen, bathroom, and basement remodels.
- ◆ Streamlined daily scheduling process by eliminating paper schedules and implementing an Outlook calendar.
- ◆ Secured an additional vehicle to enable multiple concurrent inspections.
- ◆ Continue to work with outside sources to transfer all non-residential construction documents from open gov. to our internal system in accordance with state mandated document retention schedule.

OBJECTIVES 2025-2026

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

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Value of permitted work	Outcome	\$103M	\$176M	\$100M
Number of permits issued (voluntary compliance)	Output	2,993	3,000	2,500
Number of inspections performed	Output	6,641	7,500	6,500
% of inspections performed within 24 hrs. of request	Outcome	80%	85%	90%
Average # of days for initial review for new construction	Output/Outcome	10	9	8
# of days between a complaint and the first inspection	Output	0	0	0
Cost per capita*	Efficiency	\$13.00	\$15.00	\$15.94

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

ECONOMIC DEVELOPMENT

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$108,417	\$112,150	\$85,298	\$0	\$0	\$0
SUPPLIES & SERVICES	7,130	10,450	10,450	10,450	7,450	7,450
UTILITIES	535	540	535	650	650	650
CONTRACTED SERVICES	2,301	5,000	5,000	5,000	5,000	5,000
PROFESSIONAL EXPENSE	5,170	5,905	5,905	6,905	6,905	6,905
EQUIPMENT	<u>0</u>	<u>500</u>	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>
TOTAL EXPENDITURES	\$123,553	\$134,545	\$107,188	\$23,505	\$20,505	\$20,505

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	\$1,256,923 (balance on 7/1/24 - \$9,816)	\$1,186,620	None

ACCOMPLISHMENTS 2024-2025

- ◆ Issued Request for Proposal (RFP) for Interchange Zone Development.
- ◆ Issued Request for Proposal (RFP) for 10-acre property for recreational uses.
- ◆ Organized and hosted Business Appreciation Day with over 500 attendees at Elim Park.
- ◆ Retained BL Engineering to design plans and specifications for the construction of a splash pad at the Community Pool.
- ◆ Assisted with relocation, construction and opening of ArtsPlace at the Ball & Socket Arts, Inc. property.
- ◆ Submitted successful grant application for phase II of Brownfield Area (BAR) Planning grant for West Main Street.
- ◆ Hosted Manufacture’s Roundtable meetings to support Town’s manufacturing base with site visits to multiple manufacturing centers
- ◆ Assisted multiple new business relocations to Cheshire including Il Gusto, Amy Cakes, Muse Co-working Collaborative, Bliss Bridal relocation, Hair Social and others
- ◆ Assisted permitting, design and location assistance to manufacture, Poly-Tech America, and On Target.
- ◆ Continued acting as the liaison to developers of the Stone Bridge Crossing project
- ◆ Submitted STEAP Grant for Mixville Recreation Area
- ◆ Submitted CT Trails Grant for Mixville Recreation Area

- ◆ Coordinated TBC’s activities, review of development site plans and applications for signage. Worked with developers to ensure the character of the community is maintained and enhanced.
- ◆ Implemented South Main Street Tree Planting Program via the TBC.
- ◆ Coordinated activities of the HDC to preserve and promote the town’s historic character and resources including review of Certificates of Appropriateness and exemption requests in historic districts.
- ◆ Managed several HDC presentations and information sessions with the CT Trust for Historic Preservation.
- ◆ Prepared presentation on economic development activities and “State of the Town” to New Haven Chamber of Commerce, Coldwell Bankers, Calcagni and State Department of Economic and Community Development.
- ◆ Continued collaboration with the EDC, Planning and Zoning Commission (P&ZC) and Town Planner to develop prime industrial properties as well as underdeveloped or underperforming properties to foster Grand List growth.
- ◆ Worked to recruit new businesses and assisted with the growth plans of existing.
- ◆ Continued collaboration with Cheshire Chamber of Commerce through participation in meetings of the EDC, provided Chamber with information on new companies to assist in their membership efforts, and presented on a monthly basis to Chamber Governance committee and at annual Chamber Board of Directors Meeting.
- ◆ Part of planning efforts for the re-write of the Town’s Plan of Conservation & Development.

OBJECTIVES 2025-2026

- ◆ Transition key Economic Development and Grant Management activities to Assistant Town Manager and newly created Community Engagement and Grants Coordinator.
- ◆ Assist with the transfer of the North End State Conveyance property to selected developers for Economic Development purposes.
- ◆ Open Stone Bridge Crossing – signaling the culmination of several decades of planning.
- ◆ Organize and host Business Appreciation Day with keynote speaker of interest to the community at large.
- ◆ Play an active role in the Town’s Plan of Conservation & Development.
- ◆ Continue to assist Ball & Socket Arts site redevelopment with grant management and additional Brownfield funding.
- ◆ Complete BAR Planning Project for West Main Street District.
- ◆ Manage CT Economic Development Grant funds for West Main Street District enhancements as prioritized by EDC.
- ◆ Continue to collaborate with the Cheshire Chamber of Commerce to foster strong communication between the business community and the town, including hosting or participating in programs for the business community.
- ◆ Continue retention efforts, including company visits and meetings with the EDC, to address concerns of Cheshire businesses, to expand economic base and Grand List.
- ◆ Continue to secure grants to support quality of life and various initiatives to lessen burden on the Town’s budget.
- ◆ Support historic preservation initiatives to further educate residents about the town’s heritage and historic properties.
- ◆ Implement and managed Street Tree Planting Program
- ◆ Continue work with the Town Planner on compatible development for properties in the north end, and for prime and underperforming properties to increase Grand List growth and maintain the character of the community.
- ◆ Continue to address community concerns regarding commercial and industrial operations and development.
- ◆ Continue to address unsightly properties in the commercial and industrial areas.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to manage the economic incentive and Tax Increment Financing programs.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Revenue from commercial/industrial Grand List	Output	\$22,618,838	\$27,778,287	\$28,056,069
Net Assessed value of real/personal commercial property	Outcome	\$644,595,436	\$790,570,051	\$798,475,751
Business Appreciation Day participants	Outcome	500	512	525
Cost per capita*	Efficiency	\$3.36	\$2.93	\$0.58

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

ELECTIONS

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

Staff includes two elected Registrars and two appointed Deputy Registrars, totaling two full-time equivalents. The department services a voter registry of over 20,300 active and 1,948 inactive electors; conducts state-mandated canvass of electors; tests and maintains voting equipment; prepares and implements all federal, state and municipal general elections, party primary elections, and referenda; and appoints, trains, and supervises elections officials.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$114,855	\$129,887	\$141,814	\$132,491	\$132,491	\$132,392
SUPPLIES & SERVICES	2,788	10,500	9,838	11,700	11,700	11,700
CONTRACTED SERVICES	12,588	13,000	7,555	17,000	17,000	17,000
PROFESSIONAL EXPENSE	769	2,700	1,370	1,900	1,900	1,900
EQUIPMENT	1,078	0	0	1,500	1,500	1,500
TOTAL EXPENDITURES	\$132,078	\$156,087	\$160,577	\$164,591	\$164,591	\$164,492

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Successfully implemented 14 days “early voting” for November election as mandated by state law, enabling 7,200 electors to vote early. Recruited and trained additional Moderators and polling staff to manage the process and to ensure compliance with related laws. Also successfully administer early voting for the primaries.
- ◆ Conducted November 2024 General election and related August primaries.
- ◆ Managed the resignation and appointment of both Registrars in August 2024 and the resignation of a Deputy Registrar in October. Operated successfully with reduced staffing until January 2025. Began certification process for newly elected Registrars.
- ◆ Worked with local nursing homes to ensure that elderly and disabled residents could vote.
- ◆ Conducted annual state-mandated town-wide canvass and canvass of over 700 voters whose status was flagged as having possibly moved within or out of Cheshire, to improve the accuracy of voter rolls.
- ◆ Investigated hundreds of voter status changes provided by the Electronic Registration Information Center [ERIC] and processed over 4,000 changes of voter status (as of January 2025).
- ◆ Conducted state-mandated testing of all voting districts’ aging tabulators, prepared moderators’ materials, and tested ballot-marking technology and equipment for use by disabled voters.
- ◆ Attended Registrars of Voters Association of Connecticut [ROVAC] conferences and meetings online to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Attended conference calls with Secretary of the State’s office for guidance relating to legal and technological issues.

- ◆ Consulted with DMV regarding problems and improvements to DMV processing of voter information.
- ◆ Annual registration session at Cheshire High School.
- ◆ Provided updated voter information upon request.

OBJECTIVES 2025-2026

- ◆ Continue to manage and implement all processes and tasks necessary to support “early voting” according to extended time periods mandated by state law. Work to ensure compliance with related laws and recruit additional polling place staff to accomplish the requirements of this implementation.
- ◆ Conduct 2025 November general election and all primaries, referenda, recounts, and random audits.
- ◆ Process primary petitions from candidates not belonging to the major parties.
- ◆ Attend ROVAC conferences and meetings to remain conversant with evolving legal, technological, and procedural changes.
- ◆ Maintain a high level of coordination and cooperation with the Town Clerk and other departments.
- ◆ Provide opportunities for all eligible residents to register by keeping regular office hours, offering online registration sessions throughout the year, and providing information on how to register remotely through the town website.
- ◆ Anticipate and quickly address the increasing technological and legal demands placed on the Town by new State and Federal election laws.
- ◆ Maintain an accurate, up-to-date voting list as required by Connecticut State Election Laws.
- ◆ Continue to conduct annual state-mandated town-wide canvass, review death notices, and evaluate ERIC data to maintain the accuracy of voter rolls.
- ◆ Recruit and retain as many veteran poll workers from previous elections as possible.
- ◆ Improve training process for poll workers to enhance customer service to voters and conduct efficient, accurate elections.
- ◆ Confer with the Town Manager and Town Council to improve retention and long term stability of the department in step with its evolving responsibilities and increasing workload.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
# of changes per year via voter canvass	Output	500	1,000	800
# of registration sessions held	Output	1	2	2
# of new voters registered	Output / Outcome	1,000+	800	400
% of residents registered to vote	Outcome	67%	76%	68%
Cost per capita*	Efficiency	\$3.59	\$4.39	\$4.64

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

EMPLOYEE BENEFITS

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

This Department, under the direction of the Finance Department and supported by Human Resources, is responsible for administering all employee benefit programs including pension, medical benefits, unemployment, education assistance, retirement incentive, and workers' compensation.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
SUPPLIES & SERVICES	\$18,423	\$17,000	\$17,336	\$17,400	\$16,400	\$16,400
PROFESSIONAL	0	0	0	0	0	0
MISCELLANEOUS	<u>10,335,986</u>	<u>10,684,808</u>	<u>10,646,264</u>	<u>11,118,488</u>	<u>10,884,888</u>	<u>10,619,888</u>
TOTAL EXPENDITURES	\$10,354,409	\$10,701,808	\$10,663,600	\$11,135,888	\$10,901,288	\$10,636,288

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Continued making actuarially recommended contributions for the Town, Police and Volunteer Firefighters pension plans.
- ◆ Continued to increase employee migration into Health Savings Account (HSA) medical benefits coverage, without diminishing benefits.
- ◆ Continued effective workplace safety initiatives to ensure a safe workplace for our employees, minimizing loss time and increases in Town and Board of Education Workers' Compensation insurance premiums.
- ◆ Continued to provide in-service professional development and enrichment programs to broaden employee skills, support morale, and improve productivity and work/life balance.
- ◆ Employee Wellness has continued efforts to promote a healthy lifestyle among our employees by transmitting more frequent and relevant wellness information to them and providing program offerings/information on efficient and cost-effective benefit utilization.
- ◆ Shared Cigna provided health coach with school district 2 days per week.
- ◆ Continued 2% premium reduction wellness incentive for qualified employees.
- ◆ Updated 401 and 457 Defined Contribution Plan documents to more accurately reflect annual revisions and current state and federal regulatory requirements.
- ◆ Updated Volunteer Firefighter Pension Plan document for approved benefit enhancements.

OBJECTIVES 2025-2026

- ◆ Continue to enhance work skills and productivity and foster positive morale through professional development and personal enrichment programs.
- ◆ Continue to promote healthy lifestyles through expansion of employee wellness programs and opportunities advanced by our Employee Wellness Committee in conjunction with health coach.
- ◆ Continue effective and successful safety initiatives to ensure a safe workplace, minimizing employee loss time and increases in Workers' Compensation costs.
- ◆ Implement changes to Police postretirement medical benefit plan when approved.
- ◆ Update pension plan documents and employee booklets for regulatory and contractual changes.
- ◆ Continue to work to ensure sustainability of core services to employees and retirees.
- ◆ Implement improvements to employee benefits records management to track current benefits and leave data as part of the new paperless timekeeping software upgrade.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination, cooperation, and support with other departments.
- ◆ Implement additional wellness incentives to reduce premium share contribution.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
# of employees/retirees receiving medical benefits	Output	235	235	235
# of retiree pensions managed	Output	338	342	345
HSA Enrollees as % of Total Medical Insurance Enrollees	Outcome	65%	65%	65%
Employee days lost due to work-related injury	Efficiency / Outcome	90	90	90
# of Workers' Comp claims	Outcome	33	39	25
# of in-service training hours conducted	Output/Outcome	150	380	300
Cost per capita*	Efficiency	\$281.60	\$291.86	\$300.35

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

ENGINEERING DEPARTMENT

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

The Engineering Department has three (3) full-time employees: The Director of Engineering/Town Engineer, Assistant Town Engineer, and Engineering Technician. This Department oversees engineering and the Water Pollution Control Department, and provides staff support to the Water Pollution Control Authority (WPCA). Responsibilities include performing reviews of PZC & IWWC applications, design services for public improvement projects, issuing of permits for construction within the Town’s right-of-way, providing construction inspection services, administering the Pavement Management Program, and providing technical support to all other Town Departments.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025* Approp.	FY 2025* Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$0	\$224,433	\$190,570	\$243,239	\$243,239	\$242,659
SUPPLIES & SERVICES	0	5,900	5,180	5,900	4,900	4,900
CONTRACTED SERVICES	0	93,500	92,600	93,500	82,500	82,500
PROFESSIONAL EXPENSE	0	1,000	700	1,000	1,000	1,000
EQUIPMENT	0	850	600	850	850	850
TOTAL EXPENDITURES	\$0	\$325,683	\$289,650	\$344,489	\$332,489	\$331,909

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

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	None	None

ACCOMPLISHMENTS 2024-2025

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

- ◆ Worked with consultant to complete design for improvements/replacement of the culvert on Farmington Drive.
- ◆ Worked with consultant to complete design for sidewalk extension of East Mitchell Avenue and provide gap closure to Chase Bank and Hinman Street.
- ◆ Worked with consultant to complete design for sidewalk extension and gap closure along Jarvis Street and Marion Road for future elementary school.
- ◆ Worked with consultant to complete design for improvements to the Mixville Emergency Spillway.
- ◆ Completed design for drainage improvements on Timber Lane and Spring Street.
- ◆ Completed design for driveway relocation adjacent to Norton School.

OBJECTIVES 2025-2026

- ◆ In collaborative efforts with the Public Works Department, continue to address residents’ concerns.
- ◆ Continue to effectively manage the Pavement Management Program in a balanced manner throughout the Town using standard practices and engineering analysis.
- ◆ Continue to review applications for Planning & Zoning and Inland Wetlands & Watercourse submissions.
- ◆ Continue to maintain a high level of coordination and cooperation with other town departments and commissions, including providing staff support to the WPCA.
- ◆ Continue administering Street Excavation Permits for work within the Town’s right-of-way and provide construction inspection services and oversight.
- ◆ Continue to implement comprehensive stormwater monitoring, testing, and reporting to CTDEEP.
- ◆ Continue investigating storm system disconnections within impaired watersheds to comply with MS4 General Permit requirements.
- ◆ Complete design for improvements and realignment to Elm Street and Academy Road intersection.
- ◆ Continue to respond to public inquiries regarding drainage concerns and tree ownership.
- ◆ Complete design for drainage improvements on Towpath Lane and to detention area on East Ridge Court.
- ◆ Complete design for improvements and realignment to Weeks Road and Highland Avenue intersection.
- ◆ Complete design for improvements to culverts on Notch Road and South Brooksvale Road.
- ◆ Complete design for suspension bridge and steppingstones at Mixville Park.
- ◆ Complete feasibility study for traffic improvements on Waterbury Road and West Main Street.
- ◆ Complete design for parking improvements at the Senior Center.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Engineering Review of Land Use Applications	Output	25	30	30
Street Excavation Permits	Output	161	160	160
Project Design within Engineering Department	Output	6	6	6
Managed Projects Designed by Consultants	Output	8	5	5
Cost per capita*	Efficiency	N/A	\$7.93	\$9.37

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

FINANCE

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

The Director of Finance reports directly to the Town Manager. The Finance Department includes six divisions: Accounting & Treasury, Collector of Revenue, Tax Assessor, Audit, General Insurance and Information Technology (IT). The Department also collaborates with other Town Departments for General Services, Public Property, and Employee Benefits. There are a total of 15 full and part-time employees in the Finance Department broken out as follows: nine in Accounting & Treasury, four in Collector of Revenue and three in Tax Assessor; IT is outsourced.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$1,171,646	\$1,224,473	\$1,176,704	\$1,250,826	\$1,250,826	\$1,168,267
SUPPLIES & SERVICES	46,754	51,054	47,563	50,124	49,624	49,624
UTILITIES	0	0	280	280	280	280
CONTRACTED SERVICES	831,142	884,160	876,651	919,333	919,333	919,333
PROFESSIONAL EXPENSE	6,850	10,710	9,353	11,030	11,030	11,030
EQUIPMENT	46,408	61,900	62,545	59,270	40,270	30,270,
MISCELLANEOUS	<u>612,115</u>	<u>681,274</u>	<u>685,383</u>	<u>771,810</u>	<u>771,810</u>	<u>745,488</u>
TOTAL EXPENDITURES	\$2,714,915	\$2,913,571	\$2,858,479	\$3,062,673	\$3,043,173	\$2,924,292

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	\$619,904	\$360,000

ACCOMPLISHMENTS 2024-2025

- ◆ Completed the FY 2024 Annual Comprehensive Financial Report (ACFR), with no significant deficiencies or material weaknesses in internal control over financial reporting, or over compliance with grant programs.
- ◆ Received the Government Finance Officer's Association's (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" for June 30, 2023 financial statements and anticipating "Distinguished Budget Presentation Award" for the fiscal year beginning July 1, 2024 operating budget.
- ◆ Filed State Fiscal Health Monitoring System – Annual Financial Data Report.
- ◆ Achieved a tax collection rate of 99.65% for fiscal year 2024 generating approximately \$492,000 in additional tax revenue over what was budgeted at the projected collection rate of 99.2%.
- ◆ Reviewed approximately 1,100 personal property declarations.
- ◆ Continued to manage court appeals for October 1, 2018 Grand List real property revaluation.
- ◆ Filed 2024 Grand List with .94% overall increase (before Board of Assessment Appeals).
- ◆ Issued \$20 million General Obligation Bonds with a true interest cost rate of 3.34%.
- ◆ Preparing official statement and initiating projected \$40 million General Obligation Bond sale and \$20 million Bond Anticipation Notes.
- ◆ Continued implementation of Executime electronic time and attendance software system.
- ◆ Implemented Munis accounting software upgrade from version 2021.9 to 2024.1, as well as interface platform and forms software upgrades.

OBJECTIVES 2025-2026

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

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Consecutive GFOA Award – Excellence in Financial Reporting	Outcome	31	32	33
Consecutive GFOA Award - Distinguished Budget Presentation	Outcome	25	26	27
Average Return on Investments	Outcome	4.2%	4.2%	4.2%
Revenue/Amounts Billed (Police Extra Duty)	Outcome	99%	99%	N/A
Average Month End Closing in Days	Efficiency	7	7	7
# of Purchase Orders Processed	Efficiency/ Output	2,882	2,700	2,750
Tax Exemption Applications Processed/# of Assessor Staff	Efficiency	508	515	520
# of Tax Accounts/# of Assessor Staff	Efficiency	12,797	12,830	12,900
Grand List Adjustments/Tax Levy	Outcome	.210%	.022%	.021%
Actual Tax Collection Rate as a % Budgeted Tax Collection Rate	Efficiency/ Outcome	100.5%	100.5%	100.5%
# of Tax Receipts processed/# of Collector Staff	Efficiency	11,141	15,535	11,402
Taxes Outstanding	Outcome	.315%	.300%	.277%
Cost per capita*	Efficiency	\$73.83	\$78.24	\$82.58

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

FIRE DEPARTMENT

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

The Chief of the Department reports directly to the Town Manager. Paid staff includes one (1) full time Fire Chief, (1) full time Administrative Assistant, one (1) part-time Administrative Assistant, one (1) Fire Marshal, three (3) Deputy Fire Marshals and three (3) part-time Fire Inspectors. The command team of the volunteer fire department consists of one (1) Deputy Chief, two (2) Assistant Chiefs, three (3) Captains, one for each station, and twelve (12) Lieutenants, one for each piece of apparatus. The Department’s most valuable asset is its 60 plus active volunteers. The Department is responsible for providing a variety of emergency and non-emergency services to meet the demands of the residents, businesses and the motoring public in Cheshire. The Chief is also responsible for Emergency Management and Disaster Preparedness in Cheshire.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$604,055	\$695,906	\$699,102	\$725,772	\$725,772	\$724,196
SUPPLIES & SERVICES	164,750	194,050	198,800	195,800	194,800	194,800
UTILITIES	30,253	47,500	47,500	40,000	35,000	35,000
CONTRACTED SERVICES	160,992	182,500	175,500	195,000	184,000	184,000
PROFESSIONAL EXPENSE	96,719	96,500	96,500	97,000	87,000	87,000
EQUIPMENT	8,792	11,000	12,000	14,500	11,000	11,000
MISCELLANEOUS	<u>559,734</u>	<u>601,063</u>	<u>594,449</u>	<u>633,094</u>	<u>633,094</u>	<u>633,094</u>
TOTAL EXPENDITURES	\$1,625,295	\$1,828,519	\$1,823,851	\$1,901,166	\$1,870,666	\$1,869,090

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	\$213,200 (balance 7/1/24- \$320,507)	\$2,992,355	None

ACCOMPLISHMENTS 2024-2025

- ◆ Responded to approximately 1025 calls for service, a slight increase in total call volume from the previous year; the total expected dollar loss caused by fire is approximately \$500,757, with one death from fire/smoke and fewer than ten injuries.
- ◆ Added three Junior Firefighters, four Recruits and four Regular firefighters to attempt to maintain adequate staffing levels.
- ◆ Certified four Level 1 Firefighters, four Level 2 Firefighters, three new pump operators, five new Level 1 Firefighters enrolled in February 2025 and various other certifications (Fire Officer 1, Fire Officer 2, Fire Service Instructor, Incident Safety Officer) as part of our professional development programs.
- ◆ 64 physical examinations were conducted to monitor and ensure the health of our firefighters.
- ◆ Ordered two (2) new fire apparatus.
- ◆ Replacement of twelve (6) sets of firefighting gear.
- ◆ Replacement of rope rescue and patient packaging/transport equipment.
- ◆ Replacement of twenty-four (24) SCBA cylinders to keep on track with replacement program.
- ◆ Participated in monthly drills at each school every month to monitor and record results and ensure student safety (approximately 95 events).
- ◆ Membership trained on UTV and Drone.

OBJECTIVES 2025-2026

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

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Number of Responses	Output	950	1,024	950
Number of Full-time Paid Staff Members	Output	5.5	5.5	6
Number of Active Volunteer Staff Members	Output	80	80	80
Average Number of FF's per call 7:00am to 3:00pm	Output	11	10.2	11
Average Number of FF's per call 3:00pm to 11:00pm	Output	15	14.4	15
Average Number of FF's per call 11:00pm to 7:00am	Output	9	9.2	9
Average Response Time to Building Fires (minutes)	Efficiency / Outcome	6.0 Minutes	6.3 Minutes	6.0 Minutes
Average dollar loss per incident	Efficiency / Outcome	\$432.88	\$489.02	\$217.63
Average Amount of time spent per incident (minutes)	Efficiency	33.41	27.82	32.52
Customer satisfaction rating (at or above 90%)	Outcome	100	100	100
Have an effective firefighting force on scene within 15 minutes of dispatch 90% of the time	Outcome	97%	96%	98%
Strive for 100% compliance of applicable regulations**	Outcome	100% completion	100% completion	100% completion
Number of staff development/training hours	Output	100	100	100
Cost per capita*	Efficiency	\$44.20	\$49.92	\$52.78

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

GENERAL SERVICES

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$67,998	\$77,548	\$72,389	\$80,250	\$80,250	\$80,112
SUPPLIES & SERVICES	83,517	81,375	88,025	91,225	88,225	88,225
UTILITIES	51,534	47,900	52,500	54,100	54,100	54,100
CONTRACTED SERVICES	152,365	161,209	151,571	168,248	168,248	165,616
EQUIPMENT	3,175	2,500	2,573	3,000	750	750
TOTAL EXPENDITURES	\$358,589	\$370,532	\$367,058	\$396,823	\$391,573	\$388,803

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	\$231,220	\$395,000

ACCOMPLISHMENTS 2024-2025

- ◆ Maintained various multiple support services for Town departments to ensure efficient operations.
- ◆ Managed the capital fund for the integration of purchases of passenger cars and trucks throughout the organization to facilitate the scheduled replacement of our fleet of rolling stock.
- ◆ Continued to administer current copier maintenance and service contract.
- ◆ Managed minutes clerk positions for various Boards, Commissions and Committees.
- ◆ Executed new copier lease and maintenance contract effective mid-year.

OBJECTIVES 2025-2026

- ◆ Continue to strive for efficiencies in the department's core services as indicated in the Cost per Capita Performance Measure below.
- ◆ Continue to provide support services for departments to enhance operational efficiency.
- ◆ Review the cost of General Services expenditures to ensure that the Town continues to receive competitive pricing and quality products.
- ◆ Monitor printer/copier usage and promote electronic imaging alternatives.
- ◆ Initiate new postage meter lease for FY 2027.
- ◆ Continue work to ensure sustainability of core services to the organization and the community.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Number of copiers in service	Output	30	33	33
Number of departments served	Output	39	39	39
Number of mailings completed	Output	32,267	35,000	33,000
Averaged cost per departments/divisions (24)	Efficiency	\$14,345	\$14,682	\$15,873
Cost per capita*	Efficiency	\$9.75	\$10.05	\$10.98

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

HUMAN RESOURCES

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$157,485	\$222,678	\$219,203	\$226,266	\$226,266	\$225,721
SUPPLIES & SERVICES	2,558	2,450	2,450	2,600	2,600	2,600
CONTRACTUAL SERVICES	5,312	0	0	0	0	0
PROFESSIONAL EXPENSE	853	205	845	500	500	500
EQUIPMENT	0	0	2,377	0	0	0
TOTAL EXPENDITURES	\$166,208	\$225,333	\$224,875	\$229,366	\$229,366	\$228,821

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Growing a professional department with a new Director of Human Resource and Human Services Generalist.
- ◆ Conducted Cyber Security for all employees and Sexual Harassment Prevention trainings for all new hires.
- ◆ Continued effective workplace safety initiatives to ensure a safe workplace for our employees, minimizing lost time and increases in Town and Board of Education Workers’ Compensation insurance premiums, including providing CPR/Stop the Bleed/Narcan administration training to all interested employees.
- ◆ Continued to provide in-service professional development and enrichment programs to broaden employee skills, support morale, and improve productivity and work/life balance.
- ◆ Achieved successful employee recruitment to fill multiple positions, including the replacement of the Assistant Town Manager.
- ◆ Successfully extended several collective bargaining agreements.
- ◆ Addressed and resolved employee union, non-union, retirement, benefits and other questions and issues responsively and efficiently, ensuring accessibility and building trust.

- ◆ Initiated review of existing processes, forms, and records retention to improve communications and interactions with employees and retrieval of information.
- ◆ Conducted a successful employee Health Fair, biometric screening and vaccination clinic.

OBJECTIVES 2025-2026

- ◆ Successfully negotiate remaining expired Town collective bargaining agreements.
- ◆ Continue aggressive and extensive recruitment to fill vacant positions and anticipated retirements to ensure the appointment of highly qualified candidates and minimize service disruption, including using social media and other platforms to recruit from a wider pool of applicants.
- ◆ Continue to enhance professional development and personal enrichment programs to enhance work skills and productivity and to foster positive morale and work/life balance.
- ◆ Continue to work to ensure sustainability of core services to employees and the organization.
- ◆ Review performance measures for relevance to core services and the current environment.
- ◆ Continue to maintain a high level of coordination, cooperation, and support with other departments.
- ◆ Review existing personnel policies and provide updates as appropriate, and research, create and distribute new personnel policies as needed.
- ◆ Continue to be responsive to employee questions and requests for information.
- ◆ Assist the Finance Department with the implementation of a new paperless employee timekeeping process.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
New Hires	Output	25	26	25
Average # of days to fill vacant positions	Efficiency/Outcome	60	60	60
Average #of Applicants per Posting**	Efficiency	15	15	15
Job Postings	Output	25	30	25
Union grievances resolved	Output	5	2	3
# of policies updated or formalized	Output	1	1	2
Cost per capita*	Efficiency	\$4.52	\$6.15	\$6.46

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

**Does not include Police Officers.

HUMAN SERVICES

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$1,022,094	\$1,100,161	\$1,098,643	\$1,140,935	\$1,140,935	\$1,111,723
SUPPLIES & SERVICES	32,838	33,320	33,320	33,820	32,935	32,935
UTILITIES	4,456	4,740	4,740	4,740	4,740	4,740
CONTRACTED SERVICES	48,177	54,369	54,784	59,864	54,564	54,564
PROFESSIONAL EXPENSE	7,185	10,125	10,225	10,375	10,375	10,375
EQUIPMENT	14,031	2,000	1,500	1,500	1,500	1,500
MISCELLANEOUS EXPENSE	<u>4,710</u>	<u>10,000</u>	<u>6,300</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
TOTAL EXPENDITURES	\$1,133,491	\$1,214,715	\$1,209,512	\$1,256,234	\$1,250,049	\$1,220,837

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$45,598	\$219,200 (balance on 7/1/24 - \$31,544)	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Increased networking and collaboration with area mental health providers to improve access to resources.
- ◆ Continued providing support to MSW and MFT students for field placement and supervision while they provide counseling and programming functions.
- ◆ Senior Center, in collaboration with the American Red Cross, hosted a community wide blood drive.
- ◆ Clinical staff pursued on-going education with respect to evidence-based interventions, including trauma informed care, cultural competency, mindfulness, and other areas of community needs for youth.
- ◆ Clinical staff continue to participate as part of a multi-disciplinarian team with the Cheshire school system, to support Cheshire youth and families struggling with school avoidance and chronic absenteeism.
- ◆ Created innovative ways to merge technology with programming to improve our offerings and outreach to youth and seniors in the community.
- ◆ Senior Center Staff pursued ongoing education on Alzheimer's Disease and Related Dementias in addition to annual mandated Elderly Protective Services training.
- ◆ Senior Center maintained continued leadership and membership in the AARP Network of Age-Friendly Communities as part of the AARP Livable Communities.
- ◆ Senior Center addressed mental health needs of caregivers and implemented the evidenced based program, Powerful Tools for Caregivers.
- ◆ The Senior Center provided comprehensive Medicare and Medicaid Counseling during the Medicare Open Enrollment Period and throughout the year as part of the State of Connecticut CHOICES program.

- ◆ Collaborated with local stakeholders to develop a task force focused on developing a community approach to housing insecurity.
- ◆ Developed a pilot counseling support program for the YMCA aftercare program at Highland School.
- ◆ Addressed food insecurity in the older population through ongoing relationships with various agencies to provide farmers market vouchers, meals, and fresh produce free of charge.
- ◆ Senior Center expanded wellness screenings to include cognitive, blood pressure and cardiac screenings.
- ◆ Implemented a comprehensive approach to preventing opioid use disorder utilizing the opioid settlement funds.
- ◆ Provided additional support and follow-up to individuals involved in mental health or substance abuse crises through the new Mental Health/Substance Abuse Counselor position.
- ◆ Develop therapeutic group programs for residents with mental health/support needs across the life span.
- ◆ Successfully implemented the MyRec.com system to streamline our registration process to integrate with other town departments.
- ◆ Developed several new Summer program offerings to provide additional supportive and enrichment opportunities to families in the community.

OBJECTIVES 2025-2026

- ◆ Continue to seek out and secure grant funding and revenue generating opportunities across divisions to reduce general fund expense while allowing for expanded services.
- ◆ Increase networking and collaboration with area mental health providers to improve access to resources.
- ◆ Clinical staff will continue to pursue on-going education with respect to evidence-based interventions, including trauma informed care, cultural competency, mindfulness, and other areas of community needs for youth.
- ◆ Clinical staff will continue to participate as part of a multi-disciplinarian team with Cheshire school systems, medical personnel, the police department, emergency psychiatric services, DCF and local clinical agencies as needed to support Cheshire youth.
- ◆ Human Services and the Senior Center will continue to provide internship opportunities for graduate level Social Work and Marriage and Family Therapy students from local universities.
- ◆ Continue to look for innovative ways to merge technology with programming to improve our offerings and outreach to youth and seniors in the community.
- ◆ Senior Center Staff will continue to pursue ongoing education on Alzheimer’s Disease and Related Dementias, Hands-Only CPR and AED Training in addition to annual mandated Elderly Protective Services training.
- ◆ Senior Center will maintain continued leadership and membership in the AARP Network of Age-Friendly Communities as part of the AARP Livable Communities.
- ◆ Senior Center will address mental health needs of caregivers and implement the evidenced based program, Powerful Tools for Caregivers.
- ◆ Continue to address food insecurity in the older population through ongoing relationships with various agencies to provide farmers market vouchers, meals, and fresh produce free of charge.
- ◆ Build upon the comprehensive plan to prevent opioid use disorder utilizing the opioid settlement funds.
- ◆ Provide regional and community-wide youth vaping and marijuana use prevention learning opportunities.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Number of clinical contact hours provided	Output	1,725	1,850	2,100
Number of participants in Positive Youth Development Programs	Output	2,000	2,200	2,500
Number of food vouchers distributed	Output	760	1,126	1,150
Number of Energy Assistance Applications Processed	Output	300	350	380
Total number of Seniors registered with MySeniorCenter	Output	3,126	3,312	3,500
Number of rides provided through Senior Transportation	Output	9,558	10,500	11,000
Number of AARP Tax Assistance Appointments	Output	240	250	260
Number of Crisis Intervention Referrals	Output	650	700	750
Cost per capita*	Efficiency	\$30.83	\$33.10	\$34.47

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

LIBRARY

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

The Library is managed by the Library Director who reports to the Town Manager, with 21.14 Full-Time Equivalent staff who select, purchase and hold in-common for the citizens of Cheshire books and other media of expression; circulate these items and maintain inventory; catalog and organize them for free, easy and equal access; assist residents in their use; and promote their use through programming and public awareness.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$1,434,062	\$1,543,963	\$1,495,897	\$1,587,926	\$1,587,926	\$1,524,696
SUPPLIES & SERVICES	189,070	196,250	196,250	207,250	192,250	192,250
UTILITIES	1,800	1,800	1,800	1,800	1,800	1,800
CONTRACTED SERVICES	80,094	69,440	69,440	72,300	72,300	72,300
PROFESSIONAL EXPENSE	4,855	8,000	8,000	6,500	6,500	6,500
TOTAL EXPENDITURES	\$1,709,881	\$1,819,453	\$1,771,387	\$1,875,776	\$1,860,776	\$1,797,546

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET PPROPRIATION
\$10,000	\$25,068 (balance on 7/1/24 - \$121,553)	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Launched our device lending library, comprised of non-traditional items for loan.
- ◆ Held our most successful summer reading program to date with 1,449 participants, representing a 223% increase from the previous year.
- ◆ Worked with Ball and Socket Arts, Inc. to host a series of collage workshops for their summer community art display.
- ◆ Hosted informational tables at the Fall Festival and Town of Cheshire employee health fairs.
- ◆ Expect to make 830 visits to homebound patrons delivering approximately 1,800 items to residents.
- ◆ Updated our Library Card Policy as well as our Programming policy.
- ◆ Increased our technology offerings, including the addition of a new Accessibility Station that features a large touch screen, and several mouse options to accommodate a variety of visual and motor abilities.
- ◆ Expanded our technology outreach to include monthly visits to residents at Beachport housing as well as members and visitors of the Senior Center.

OBJECTIVES 2025-2026

- ◆ Update the Library’s expiring strategic plan.
- ◆ Hold a “One Book, One Town” event.
- ◆ Redesign the Library website to make it more user friendly.
- ◆ Conduct an ADA audit
- ◆ Increase our outreach to Cheshire Public Schools and early literacy centers in the community.
- ◆ Continue to develop strategies to increase and retain Cheshire library card holders.
- ◆ Continue to collaborate with Town Departments, community groups and local organizations to more efficiently and effectively provide programming and informational offerings for Cheshire residents of all ages.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual* 23-24	Estimated* 24-25	Projected* 25-26
Library visits	Output	154,716	166,166	170,000
Library visits per capita	Output	5.4	5.6	5.4
Visits to Library website	Output	40,452	52,000	55,000
Number of Cheshire library card holders	Output	9,300	9,000	9,300
Borrows of physical materials	Output	270,316	265,958	270,000
Borrows of electronic/downloadable materials	Output	21,000	20,981	22,000
Number of library programs held	Output	500	512	530
Program participation	Output	13,500	17,356	18,000
Study Room bookings	Output	2,500	2,974	3,200
Public Computer sessions logged*	Output	59,000	31,042	35,000
Reference/research questions received	Output	18,000	28,000	29,000
One-on-one technology assistance	Output	530	502	550
Number summer reading participants (youth/adults)	Output	800	1,449	1,500
Early literacy outreach (# of preschool visits)	Output	23	25	30
Library cost per use (visits, program attendance, items borrowed, computer sessions, study room use, reference questions asked, tech assistance.)	Efficiency	\$3.27	\$3.41	\$3.50
Cost per capita**	Efficiency	\$46.50	\$48.48	\$50.76

* Includes WiFi sessions

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

PLANNING AND DEVELOPMENT

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$268,477	\$282,944	\$265,993	\$310,567	\$310,567	\$309,823
SUPPLIES & SERVICES	13,681	14,000	8,145	14,200	12,700	12,700
UTILITIES	1,332	1,800	1,400	1,800	1,800	1,800
CONTRACTUAL SERVICES	0	0	0	2,632	2,632	2,632
PROFESSIONAL EXPENSE	<u>1,968</u>	<u>7,300</u>	<u>1,700</u>	<u>6,400</u>	<u>6,400</u>	<u>6,400</u>
TOTAL EXPENDITURES	\$285,458	\$306,044	\$277,238	\$335,599	\$334,099	\$333,355

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$35,000	None (Balance on 7/1/24 - \$26,783)	\$1,264,594	\$250,000

ACCOMPLISHMENTS 2024-2025

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

OBJECTIVES 2025-2026

- ◆ Engage the public in the updating phase of the Plan of Conservation and Development to ensure stakeholder input and participation.
- ◆ Continue to pursue open space grants to support acquisitions that preserve community character and satisfy various passive and active recreational needs discussed in the Community Facilities section of the Plan of Conservation and Development.
- ◆ Bolster enforcement activities for zoning and signage, wetlands, and blight to ensure compliance.
- ◆ Promote enrichment of staff including professional certifications.
- ◆ Continue work with Economic Development regarding CT BAR Planning grant.
- ◆ Continue to assist the Town Manager and Council regarding marketing former CTDOT property for economic development purposes.
- ◆ Continue to advance the goals and objectives of the 2016 Plan of Conservation and Development.
- ◆ Continue to provide high level of customer service and technical assistance on land use matters.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
# of IWWC applications reviewed	Output	6	10-20	20-30
# of Zoning Enforcement Cases	Output	65-75	65-75	65-75
# of Zoning Permits	Output	>100	>100	>100
# of PZC Applications	Output	8	15-25	25-30
# of ZBA Applications	Output	9	10-15	5-10
# of Reviewed Building Permits	Quality	>1,000	>1,000	>1,000
# of Reviewed Electrical Permits	Quality	700	>700	>700
# of Reviewed Blight Cases	Quality	20	>18	>18
Average length of application approval process	Outcome/Efficiency	45 days	30 days	30 days
Processing Individual Zoning Permits	Outcome/Efficiency	<3	<3	<3
Response to Individual Zoning Complaints	Outcome/Efficiency	2-4 days	1-3 days	1-3 days
Total hours of pre-application review	Output	250 hours	250 hours	250 hours
Open Space/Land Management planning	Output	250 hours	250 hours	250 hours
Cost per capita*	Efficiency	\$7.76	\$7.59	\$9.41

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

POLICE DEPARTMENT

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$5,819,164	\$6,129,749	\$6,103,808	\$6,545,512	\$6,503,512	\$6,479,644
SUPPLIES & SERVICES	376,777	307,800	273,840	302,850	299,350	299,350
UTILITIES	64,268	66,000	60,000	66,000	66,000	66,000
CONTRACTED SERVICES	408,885	417,730	406,700	453,271	429,771	429,771
PROFESSIONAL EXPENSE	6,370	5,300	6,100	6,300	6,300	6,300
EQUIPMENT	<u>158,735</u>	<u>144,000</u>	<u>143,900</u>	<u>144,000</u>	<u>144,000</u>	<u>144,000</u>
TOTAL EXPENDITURES	\$6,834,199	\$7,070,579	\$6,994,348	\$7,517,933	\$7,448,933	\$7,425,065

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$200,000	\$201,590 (balance on 7/1/24 - \$354,188)	\$34,987	None

ACCOMPLISHMENTS 2024-2025

- ◆ Successfully achieved re-accreditation from the Police Officer Standards and Training Council, a mandate of police accountability legislation.
- ◆ Hired six officers to fill vacancies created by resignations and retirements.
- ◆ Continued to provide child safety seat installations as a service to the community.
- ◆ Administered Rape Aggression Defense (RAD) training, a popular community program.
- ◆ Maintained the assignment of personnel to the Southington/Cheshire Auto Theft Task Force.
- ◆ Continued the upgrade of workspaces and offices with new furniture, flooring, and equipment.
- ◆ Completed all mandated in-service training, drug testing, and mental health check-ins in accordance with state law.
- ◆ Initiated a year long supervisor training curriculum for all sergeants.
- ◆ Successfully conclude the collective bargaining process with the police and dispatcher unions.
- ◆ Completed the purchase, training, and deployment of new industry standard firearms for CPD officers.
- ◆ Purchased and implemented “Power Ready” a new Field Training tool to improve feedback and communication between training officers and recruits.
- ◆ Entered into agreement with the Central Region Emergency Response team. This agreement replaces the Cheshire-Wallingford Team which was no longer meeting our needs.

OBJECTIVES 2025-2026

- ◆ Continue to work with the Town’s elected and appointed officials to manage the department’s budget within the context of the town and state’s fiscal challenges.
- ◆ Initiate and complete hiring, training, and promotional processes, as needed, to maintain the department at budgeted personnel levels.
- ◆ Continue to strive for excellence in the department’s core services as indicated in the Performance Measures below.
- ◆ Continue to improve traffic safety through proactive traffic enforcement, analysis of accident data and continued maintenance and upgrading of signs, signals and markings to the standards established in the Manual of Uniform Traffic Control Devices.
- ◆ Complete renovations to the animal control facility.
- ◆ Continue to support ongoing development projects through the chief’s role as the Local Traffic Authority and the input of traffic officers.
- ◆ Continue to support the prisoner cell upgrade project.
- ◆ Initiate the CALEA accreditation process to enhance our status as a State of Connecticut Tier 3 accredited agency.
- ◆ Explore technology upgrades to ensure that CPD is utilizing industry standard products and practices to enhance the services we provide to Cheshire’s stakeholders.
- ◆ Upgrade our schedule system to include the assignment and billing of extra duty jobs to an outside vendor, thereby freeing police supervisors and other town employees from this administrative task.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Violent Crime***	Output	1	5	3
Property Crimes***	Output	160	125	175
Criminal Arrests	Output	246	220	225
Motor Vehicle Arrests	Output	575	500	600
Accidents	Output	589	580	600
Total Incidents	Output	37,893	35,000	35,000
Avg. Incidents per Officer****	Output	789	729	729
Avg. Hours of Training per Officer per Year**	Efficiency	100	100	100
Cost per capita*	Efficiency	\$185.86	\$191.43	\$209.67

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

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

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

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

PUBLIC PROPERTY

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$185,334	\$190,287	\$180,650	\$196,120	\$196,120	\$195,669
SUPPLIES & SERVICES	88,602	90,000	90,160	90,245	90,245	90,245
UTILITIES	439,196	511,070	514,193	588,536	588,536	588,536
CONTRACTED SERVICES	514,260	519,578	524,877	534,751	523,251	523,251
EQUIPMENT	<u>1,764</u>	<u>3,600</u>	<u>3,600</u>	<u>3,600</u>	<u>2,600</u>	<u>2,600</u>
TOTAL EXPENDITURES	\$1,229,156	\$1,314,535	\$1,313,480	\$1,413,252	\$1,400,752	\$1,400,301

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	None	\$1,662,298	\$470,000

ACCOMPLISHMENTS 2024-2025

- ◆ Changed how building Work Orders are assigned to be the direct responsibility of the Building Maintainer Crew Leader, to improve the process for assigning and addressing various building requests.
- ◆ Responded to over 541 Building Work Orders in Fiscal Year 24/25.
- ◆ Cleaned up blight at 422 North Brooksvale Road property include a garage demolition and a well abandonment and began auctioning salvaged items.
- ◆ Continued to monitor the air quality at all Town owned facilities to maintain energy efficiency and air quality and began implementation of duct cleaning program to further improve air quality.
- ◆ Flooring upgrade at Senior Center.
- ◆ Managed the bidding administration and partial Roof Renovation Project at Town Hall.
- ◆ Moved Artsplace from West Main Street to their new location in the Ball & Socket Arts facility.
- ◆ Coordinated and monitored Public Building Commission projects including the design and bidding of the Pool Boiler, the partial roof replacement at the Community Pool, Improvements at the Harmon Leonard Jr. Youth Center, and the boiler project at the Police Department.
- ◆ Design/bidding/construction of the Town Hall Generator.
- ◆ Building crew performed preliminary tasks to construct Emergency Operations Center (EOC) at Town Hall.

- ◆ Added storage area for the Collector of Revenue and Assessor’s offices on the main floor of Town Hall.
- ◆ Worked with the Election Department to ensure voter privacy, lighting, and comfort to the large volume of residents who utilized the Town Hall for the first year of Early Voting.
- ◆ Utilized consortiums/consultants for purchasing initiatives including electricity, natural gas, heating oil, diesel, and gasoline to secure extremely competitive pricing resulting in Town wide savings.
- ◆ Identified and oversaw improvements to building Fire Monitoring System at Town Hall.
- ◆ Working with the Police Department to address conformance related improvements at the Animal Control Building.
- ◆ Installed upgraded wireless panic button system at Town Hall.
- ◆ Installed two (2) new gas fired unit heaters at the Public Works Garage.
- ◆ Painted, set up the office furniture, installed a partition, and added file cabinets to the new Human Resources office on the second floor of Town Hall.
- ◆ Reconfigured an office into a new conference room on the second floor of Town Hall.

OBJECTIVES 2025-2026

- ◆ Continue the efficient winter redeployment of Public Works and Public Property Maintainers to address Town building maintenance needs and minimize repair costs.
- ◆ Assess ways to improve emergency maintenance, safety and high energy efficiency in Town buildings.
- ◆ Continue to implement preventative maintenance programs at various Town buildings to avoid costly future repairs.
- ◆ Continue to monitor air quality at various buildings to insure there are no recurring issues.
- ◆ Continue to upgrade the fire alarm systems at various Town buildings to safeguard life and property.
- ◆ Continue to refine operational procedures and staffing to respond to work requests more effectively and efficiently.
- ◆ Continue to solicit RFP/bids for building related services: cleaning, generator maintenance, fire protection maintenance, electrical, mechanical, and plumbing work to ensure cost effective services.
- ◆ Continue operation of HVAC control systems at major Town buildings and supervise implementation of improved energy protocols to better control the interior air quality and continue to reduce operational costs and identify and evaluate building control programs.
- ◆ Complete outstanding capital and operating budget projects to improve the maintenance and working conditions at the various buildings.
- ◆ Contract for the design of the roof replacement at Police Headquarters for anticipated construction in 2025/2026, to prevent water intrusion and damage to this vital facility.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Continue to work with the Energy Commission and the Public Building Commission and take their recommendations under advisement on construction and maintenance projects and energy efficiency.
- ◆ Solicit for design of the South End Fire Department roof replacement and construction.
- ◆ Start physical evaluation of space at various municipal buildings.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Square Feet of Facilities Maintained	Output	207,000	207,000	207,000
# of Facilities Maintained	Output	22	22	22
# Work orders received	Output	700	541	600
# Repeat work orders	Efficiency/Outcome	2.5%	2%	2%
Work order addressed/day	Output	2	2	2
Man-hours/occupied building	Efficiency/Outcome	209	209	209
Cost per capita*	Efficiency	\$33.43	\$35.95	\$39.54

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

PUBLIC WORKS

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025* Approp.	FY 2025* Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$2,678,447	\$2,782,905	\$2,712,518	\$2,894,719	\$2,894,719	\$2,872,941
SUPPLIES & SERVICES	690,585	828,350	776,063	862,603	818,078	818,078
UTILITIES	97,885	127,219	127,278	159,941	159,941	159,941
CONTRACTED SERVICES	3,802,669	3,807,821	3,905,490	4,068,274	4,036,774	3,986,774
PROFESSIONAL EXPENSE	2,732	6,710	4,740	5,675	4,975	4,975
EQUIPMENT	<u>6,973</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>9,750</u>	<u>9,750</u>
TOTAL EXPENDITURES	7,279,291	\$7,563,005	\$7,536,089	\$8,001,212	\$7,924,237	\$7,852,459

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

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$693,953	\$12,000 (balance on 7/1/24 - \$120,250)	\$5,114,280	\$5,115,000

ACCOMPLISHMENTS 2024-2025

- ◆ In collaboration with the Engineering Department milled and overlaid asphalt on 3.2 miles of roads; chip sealed 5.2 miles; and patched numerous pavement defects, thereby replacing and/or extending the usable life of the road network greatly enhancing the safety and comfort of the motoring public.
- ◆ Successfully managed the solid waste and recycling collection program to ensure excellent service for our residents.
- ◆ Added monthly mattress and electronics recycling drop off events at the “old” Transfer Station and successfully removed excessive tonnage from the waste stream.
- ◆ Responded to several large storms and performed timely and proficient plowing operations to maintain the integrity of the Town’s infrastructure.
- ◆ Removed and trimmed hundreds of defective public trees in Town rights-of-way, parks, and open space for public safety and utility reliability.
- ◆ Performed street sweeping and leaf collection on 304 lane miles of Town roads to remove debris and ensure the safety of road users. Inspected and cleaned over 800 catch basins and performed maintenance on over 50% of them in preparation for our annual paving program. This maintains the integrity of the road surface, ensures the safety of the road users, and complies with MS-4 requirements.
- ◆ DPW staff made improvements on Pamela Lane drainage swale improving flows in that area.
- ◆ DPW staff constructed a storm water detention basin on Sharon Drive and re-routed existing storm drainage facilities to this basin, improving historic flooding issues and disconnecting a large drainage area from directly discharging into a waterway. This project supports MS4 compliance efforts.

- ◆ DPW and Engineering staff coordinated to evaluate and install under drains on Spring Street, mitigating long term ground water and winter icing issues in the area.
- ◆ Utilized the Bucket Truck to perform tree trimming around the perimeter of Bartlem Park South and numerous other locations within the Town.
- ◆ Served as liaison and staff support to the Public Building Commission, Energy Commission and Park & Recreation Commission.
- ◆ Participated in event setup, coordination, and cleanup during community events such as the Memorial Fishing Derby, Muck Run, Touch-a-Truck, Memorial Day Parade and Fall Festival.
- ◆ Coordinate with recreation to establish a group gathering permit for residential use of parks facilities.
- ◆ Renovated the bathroom at Quinnipiac Park as part of the Public Building Commission project, installed new drainage at Cheshire Park to preserve existing infrastructure and made Park more accessible for our residents, and make needed upgrades in the parks using existing capital appropriations to better serve our residents and sports programs.
- ◆ Decorated lamp posts along West Main Street and at Bartlem Park South for the holidays.
- ◆ Public Works staff played a major role in the holiday tree lighting event at Bartlem Park South. DPW staff also constructed a hay wagon for the event and provided hayrides to residents.
- ◆ Installed conveyance outlets for seasonal lighting on West Main Street.

OBJECTIVES 2025-2026

- ◆ Mill and pave, crack seal and chip seal Town roads to enhance the safety and comfort of the traveling public; the goal is to preserve and replace 10-12 miles of pavement annually to maintain a stable budget and excellent roads.
- ◆ Continue to implement comprehensive storm water system monitoring, cleaning, water testing, and documentation program to comply with the new DEEP statutory requirements which will continue to improve water quality.
- ◆ Implement additional storm system disconnections within impaired watersheds to comply with MS-4 requirements.
- ◆ Continue to effectively administer and coordinate proactive hazard tree mitigation.
- ◆ Continue to improve town parks, playing fields and open space to a high standard for the benefit of our residents.
- ◆ Respond to winter storm events and provide safe roads, sidewalks and parking lots for residents and building users.
- ◆ Continue to monitor and maintain Town Open Space and trails to ensure public safety.
- ◆ Focus on grant opportunities and sponsorships to take the pressure off the operating and capital budgets.
- ◆ Continue to support the Economic Development Coordinator with technical aspects related to the acquisition of a 50 ac+/- parcel of land on Highland Avenue from the State of Connecticut.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments and commissions.
- ◆ Explore options to maintain grounds at Cheshire Public Schools facilities.
- ◆ Continue to assist in oversight of Bartlem Park South - Phase I.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Work Orders Generated from Public	Output/Outcome	625	560	600
In-Service Training Hours per employee	Output	35	0	0
Mean Pavement Quality Rating	Outcome	81%	82.2%	82.2%
Miles of Pavement Overlaid/Reconstructed	Output	3.5	3.9	4.0
Paving Tests of 92% Compaction	Outcome	100%	100%	100%
Miles of Sidewalk Constructed	Output	1.2	0.0	0.5
Number of Hazardous Trees Removed	Output	0	0	0
% of Trees Addressed Within 60 Days	Outcome	20%	0%	0%
Tons of Residential Solid Waste Collected	Output	8,642	8,480	8,500
Number of Vehicle/Equipment Serviced	Output/Outcome	800	800	800
Number of Vehicles Maintained	Output	185	186	185
Miles of New Town Roads Accepted	Output	.25	.17	0.5
Playing Fields Maintained and Lined	Output	17	18	18
Cost per capita*	Efficiency	\$197.97	\$206.26	\$221.74

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

RECREATION

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$629,779	\$742,885	\$743,028	\$836,685	\$758,149	\$752,962
SUPPLIES & SERVICES	50,641	58,270	57,687	64,565	58,515	59,715
UTILITIES	4,340	4,880	4,880	5,350	5,350	5,350
CONTRACTED SERVICES	71,897	105,610	99,008	112,890	112,890	85,890
PROFESSIONAL EXPENSE	2,012	3,450	2,845	2,885	2,885	2,790
EQUIPMENT	1,127	0	0	0	0	0
MISCELLANEOUS	<u>304,794</u>	<u>304,794</u>	<u>404,794</u>	<u>534,662</u>	<u>500,000</u>	<u>400,000</u>
TOTAL EXPENDITURES	\$1,064,590	\$1,219,889	\$1,312,242	\$1,557,037	\$1,437,789	\$1,306,707

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$420,000	\$30,742 (balance on 7/1/24 - \$25,651)	\$1,093,516	\$690,000

ACCOMPLISHMENTS 2024-2025

- ◆ Oversaw substantial completion of Bartlem South Master Plan Phase I construction.
- ◆ Continued adult and youth field distribution open forums to advocate for improved facilities and relationships in developing master field schedules for practices, games and special events.
- ◆ Worked with Public Works and Planning Departments to plan for the implementation of the Mixville Master Plan.
- ◆ Bartlem Beats concerts sponsorship program raised \$12,500, up \$2,000 from previous year.
- ◆ Participated in the Sustainability Fair, and Town Employee Benefits & Wellness Fairs.
- ◆ Implemented continued changes to the PREC Youth Basketball Program (registration 570).
- ◆ Collaborated with Artsplace, Cheshire Public Library and Cheshire Chamber of Commerce for the Fourth Annual Town-wide Scarecrow Event fundraiser.
- ◆ Hosted several Youth Services activities, enabling them to offer a greater variety of programs to more youth.
- ◆ Provided free and/or low-cost special events to enhance community engagement including Bartlem Beats Concert Series, The Turkey Hunt, Winter Wonderland Tree & Menorah Lighting, Santa Hotline, Nights of Lights & Sights, You Are My Sunshine Dance, Puzzle Competition, Fishing Derby, Muck Run, Touch a Truck and Memorial Day Parade.
- ◆ Collaborated with Police, Fire, Public Works, and Building Departments as well as the Town Manager, Town Attorney and Chesprocott to develop a Public Gathering Permit System.
- ◆ Transitioned oversight of Artsplace from the Library to Recreation including move to Ball & Socket Arts location.

- ◆ Met with community groups including disc golf and mountain bike enthusiasts to discuss and plan potential park and open space enhancements; Honeypot Disc Golf Course construction underway.
- ◆ Worked with Cheshire Pollinator Pathways to develop and plan for a new garden at Mixville Park.
- ◆ Redeveloped a tennis court at Cheshire Park into two new pickleball courts, for a current total of eight.
- ◆ Requested proposals for mobile ice cream concession bid in all town parks to generate \$5,100 revenue for FY25-26.
- ◆ Worked with Environment Commission to develop a Volunteer Trail Steward Program to protect and preserve open spaces.
- ◆ Continued to provide recreational opportunities to the entire Cheshire community.
- ◆ Developed trends, goals and recommendations for the upcoming Cheshire POCD.
- ◆ Worked with Public Works and PBC to replace pool boiler and repair lobby roof system.

OBJECTIVES 2025-2026

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

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 2024	Estimated 24-25	Projected 25-26
# of recreation programs offered	Output	495	500	500
# of recreation program participants	Output	5,280	5,400	5,500
# of therapeutic programs offered	Output	26	28	30
# of therapeutic program participants	Output	194	230	250
# of community & special events	Output	20	20	20
# of community & special event attendees	Output	12,120	13,136	14,535
# of rentals (Pavilions)	Output	130	147	150
# of passes sold (Mixville Day & Season)	Output	1,050	725	1,000
# of hours of school gym use coordinated	Output	1,768	2,009	2,010
Annual Revenue Generated	Output	\$383,176	\$408,263	\$436,876
Cost Per Capita*	Efficiency	\$28.95	\$35.92	\$36.90

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

TOWN CLERK**MISSION STATEMENT**

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

ADMINISTRATIVE OVERVIEW

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$218,365	\$202,109	\$196,473	\$209,729	\$209,729	\$209,460
SUPPLIES & SERVICES	23,320	34,700	22,000	20,700	20,700	20,700
CONTRACTED SERVICES	29,517	49,900	46,400	48,800	48,800	48,800
PROFESSIONAL EXPENSE	3,072	3,000	3,300	3,300	3,300	3,300
TOTAL EXPENDITURES	\$274,274	\$289,709	\$268,173	\$282,529	\$282,529	\$282,260

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$800,000	\$19,082 (balance on 7/1/24 - \$56,671)	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ The Town Clerk earned the Certified Municipal Clerk designation from International Institute of Municipal Clerks.
- ◆ Staff pursued on-going education toward their designations of Certified Connecticut Town Clerks.
- ◆ Secured a \$7,500 State Historic Preservation Grant for digitizing land record images back to Volume 1.
- ◆ Digitized and uploaded over 30,000 images of land records to our system, dating back to 1780, providing greater access to the public as well as helping to increase online copy revenue.
- ◆ Researched and implemented a cost saving new Land Record book format.
- ◆ Recorded over 1,845 land record documents from July 2024 to January 2025, 570 via electronic filing.
- ◆ Along with the Elections Department, co-administered the 2024 Presidential Preference Primary, the August Primary and the November Election, issuing 1,701 absentee ballots.
- ◆ Safely stored 7,486+ Early Voting ballots securely in the Town Clerk vault after daily collection by the ROV during the 14 days of Early Voting.
- ◆ Ordered ballots with a new cost saving method, in collaboration with the Elections Department.
- ◆ Updated the Town Code of Ordinance book.

- ◆ Disposed of dated records as authorized by the State Library, freeing up storage space.
- ◆ Continued maintaining Town commission lists.
- ◆ Began filming commission agendas and minutes in-house, with a cost saving new format.
- ◆ Continued the indexing of military discharges and maintaining a master index.
- ◆ Maintained and updated vital statistics master index.

OBJECTIVES 2025-2026

- ◆ Implement CT Voter Registration System & Election Management System, TotalVote (new State release date is June 2025).
- ◆ Implement pilot program for State Trade Name portal.
- ◆ Implement online vital records request system.
- ◆ Co-administer the 2025 November Municipal Election in conjunction with the Elections Department.
- ◆ Update the Town Code of Ordinance book and digital version as new and amended ordinances are approved by the Town Council.
- ◆ Review record retention schedules to identify records being stored longer than required, creating valuable space for new records.
- ◆ Use best practices to provide excellent service to the community.
- ◆ Participate in training toward advanced certifications to ensure professionalism and the capabilities required for continually changing technology.
- ◆ Maintain a high level of coordination and cooperation with Town Manager and other departments.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
# of land records documents recorded	Output	3,788	3,800	3,800
\$ of Conveyance Taxes collected	Outcome	\$592,084	\$610,000	\$620,000
Total licenses issued (<i>dog, marriage</i>)	Output	2,277	2,300	2,300
# of Absentee Ballots issued	Output	553	1,626	500
Cost per capita*	Efficiency	\$7.46	\$7.34	\$7.97

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

TOWN MANAGER

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

The Town Manager is the Chief Executive Officer, and is appointed by the Town Council. Department staff includes the Town Manager, the Assistant Town Manager, and a Management Specialist.

Responsibilities include managing all Town departments and supervising staff according to the Town Charter and Ordinances; preparing and administering the operating and capital expenditure budgets; preparing all agendas, reports, documents, plans and studies as needed; negotiating and executing contracts and agreements; overseeing personnel functions; and managing internal and public communications.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Approp.	Estimated	Dept.	Manager	Council
			Expend.	Request	Recomm.	Approval
PERSONNEL SERVICES	\$402,375	\$410,495	\$438,577	\$482,264	\$482,264	\$481,562
SUPPLIES & SERVICES	2,624	3,000	3,325	2,900	2,900	2,900
PROFESSIONAL EXPENSE	14,630	12,250	14,970	15,400	15,400	15,400
EQUIPMENT	0	1,500	1,000	1,000	1,000	1,000
TOTAL EXPENDITURES	\$419,629	\$427,245	\$457,872	\$501,564	\$501,564	\$500,862

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
None	\$44,829	None	None

ACCOMPLISHMENTS 2024-2025

- ◆ Completed the upgrade to a new Town website that improves accessibility, incorporates additional features including online job application capability and subscription service to better serve and inform the public.
- ◆ Implemented electronic agenda and minutes program for more efficient development, distribution, and accessibility of Town Council meeting materials.
- ◆ Worked toward completion of construction of the park improvements associated with Phase 1 of the Chapman/Bartlem Park South Master Plan Project.
- ◆ Supported the Next Generation School Building Committee and the construction of two new elementary schools.
- ◆ Continued to preserve a strong fiscal foundation for Town operations by producing a healthy surplus, maintaining a strong fund equity position, ensuring affordable debt obligation, exercising prudent use of various reserve fund accounts, maintaining our AAA crediting rating, and protecting fringe benefit obligations with the overall goal of preserving the Town's fiscal sustainability.
- ◆ Continued to support economic development initiatives and alternatives to enhance Cheshire's commercial base, including the successful TIF program and the marketing of former state property in the north end.
- ◆ Enhanced applied technology, including the initiation of new website to better inform and engage our residents.
- ◆ Continued to be responsive to stakeholders while successfully managing the critical daily operations to ensure that core and necessary services and programs are sustained.
- ◆ Filled key positions, including Assistant Town Manager, Deputy Director of Public Works, and Assistant Town Planner.
- ◆ Supported the implementation of improvements to Mixville Park as part of the developed Master Plan.
- ◆ Assisted with the relocation of Chesprocott Health District from a leased space to a town owned building.
- ◆ With the Town Council, identified priorities to guide goal setting, planning and resource allocation decisions.

OBJECTIVES 2025-2026

- ◆ Accomplish the Town Council’s approved Town Manager Goals and Objectives, which can be found on page 49.
- ◆ Hold a successful bond sale and maintain the Town’s AAA bond rating from both Standard & Poor’s and Fitch.
- ◆ Develop a fiscally responsible FY27 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible.
- ◆ Recruit and hire a new position within the Town Managers Office, Community Engagement and Grants Coordinator.
- ◆ Transition key functions of Economic Development to the Assistant Town Manager and newly created Community Engagement and Grants Coordinator.
- ◆ Oversee the closeout of construction of the Bartlem Park South project with the installation of the band shell / performance space.
- ◆ Evaluate and pursue appropriate open space land acquisition opportunities and coordinate the development of updated and new open space management plans. Explore additional access for Yankee Highlands open space.
- ◆ Support additional town-wide park upgrades including: Mixville Master Plan Phase II, splash pad and other improvements at the community pool, and the development of an Adaptive Turf Field.
- ◆ Continue to support economic development efforts to enhance Cheshire’s commercial base with appropriate businesses, construction, and land use. Support development of West Main with the adoption of a form-based code. Begin to look at improvements to the South Main Street Business Corridor.
- ◆ Oversee the selection process for the RFP that sought development proposals for the 58 acres.
- ◆ Provide assistance in the planning and organizing of Cheshire’s participation in the America 250 – CT commemoration of the 250th anniversary of the signing of the Declaration of Independence (July 4, 2026).
- ◆ Ensure the implementation of updated processes and procedures at the Animal Control Facility consistent with the Dept. of Agriculture’s consent order agreement and complete necessary facility upgrades.
- ◆ Monitor the Chesprocott Health District’s finances and future goals/plans including relocation of their headquarters to the former Artsplace.
- ◆ Continue to provide financial, planning, and other technical support to advance the Town of Cheshire’s Next Generation school modernization capital projects.
- ◆ Conclude the selection process for the Town Labor Counsel RFP and successfully negotiate the four actively open (or opening July 1, 2025) Town collective bargaining agreements.
- ◆ Complete construction of a new grant-funded Emergency Operations Center in Town Hall.
- ◆ Closely monitor Fire Department staffing and equipment, including volunteer numbers and response times.
- ◆ Develop a plan for the future of Chapman, Darcey and Humiston school buildings/properties.
- ◆ Explore options for addressing the growing traffic concerns in the Cheshire High School/Bartlem Park area.
- ◆ Pursue initiatives around improved multi-modal transportation options.
- ◆ Continue pursuing resolutions to emerging sustainability, energy, transportation and solid waste issues.
- ◆ Explore opportunities to address emerging social service issues in Town including expanded case management support and the potential for a local emergency/temporary housing facility.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Unassigned fund balance as a % of budget	Outcome	13.2%	12.4%	12.0%
Debt as a % of budget	Outcome	5.7%	6.6%	7.9%
Principal amount of debt outstanding	Outcome	\$115M	\$167M	\$177M
Bond Rating	Outcome	AAA	AAA	AAA
Number of Town Council and Committee meetings and public hearings supported	Output	81	53	60
Cost per capita*	Efficiency	\$11.41	\$12.53	\$14.14

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

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COUNCIL, BOARDS
COMMISSIONS AND COMMITTEE
BUDGET APPROPRIATIONS

Council, Boards, Commissions and Committees

010 - Town Council - \$43,700

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

080 - Board of Assessment Appeals - \$2,150

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

130 - Planning and Zoning Commission - \$4,910

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

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

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

155 - Town Beautification Committee - \$8,300

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

160 - Public Building Commission - \$225

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

170 - Inland Wetland and Watercourses Commission - \$3,040

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

180 - Environment Commission - \$860

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

185 – Historic District Commission - \$1,150

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

190 - Energy Commission - \$500

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

225 - Public Safety Commission - \$800

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

280 - Water Pollution Control Authority - \$500

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

336 – Youth and Human Services Committee - \$0

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

350 - Library Board - \$300

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

370 - Parks and Recreation Commission - \$600

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

OTHER

BUDGET APPROPRIATIONS

Other Budget Appropriations

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

030 - Town Attorney - \$280,000

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

060 - Probate Court - \$2,000

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

220 - Office of Civil Preparedness - \$37,600

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

290 - Public Health - \$598,188

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

380 - Contingency - \$100,000

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

390 - Debt Service - \$11,542,771

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

<u>CATEGORY</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
GENERAL PURPOSE BONDS.....	\$4,166,000	\$1,643,101	\$5,809,101
SEWER BONDS.....	472,000	139,564	611,564
WWTP STATION/PLANT NOTES (2%).....	1,615,535	282,068	1,897,603
EDUCATION BONDS.....	2,192,000	3,080,781	5,272,781
TOTAL DEBT SERVICE	8,445,535	5,145,514	13,591,049
PAYMENTS FROM WATER POLLUTION CONTROL FUND:			
WATER POLLUTION CONTROL FUND DEBT.....	(583,478)	(48,885)	(632,363)
REIMBURSEMENTS TO GENERAL FUND FOR SEWER DEBT.....	(651,181)	-	(651,181)
PAYMENTS FROM DEBT RESERVE FUND.....	(764,734)	-	(764,734)
TOTAL GENERAL FUND DEBT SERVICE	\$6,446,142	\$5,096,629	\$11,542,771

Below is an analysis of the Debt Reserve Fund for both current and projected debt based on the recommended FY 2026 Capital Budget:

	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
TOTAL DEBT SERVICE	\$9,638,883	\$9,468,482	\$11,025,235	\$13,591,049
LESS: WPCD DEBT SERVICE	(1,021,600)	(1,295,722)	(1,289,720)	(1,283,544)
GROSS GENERAL SERVICE DEBT	8,617,283	8,172,760	9,735,515	12,307,505
USE OF DEBT RESERVE FUNDS	(1,213,960)	(538,267)	(513,923)	(764,734)
BUDGETED DEBT	<u>\$7,403,323</u>	<u>\$7,634,493</u>	<u>\$9,221,592</u>	<u>\$11,542,771</u>
RESERVE BEGINNING OF F.Y.	\$3,243,126	\$3,420,101	\$4,409,703	\$4,045,780
INVESTMENT INCOME	73,871	143,025	150,000	75,000
BOND PREMIUM	1,317,064	1,384,844	-	-
USE OF DEBT RESERVE FUND	(1,213,960)	(538,267)	(513,923)	(764,734)
RESERVE END OF F.Y.	<u>\$3,420,101</u>	<u>\$4,409,703</u>	<u>\$4,045,780</u>	<u>\$3,356,046</u>

410 - Capital Non Recurring - \$500,000

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

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GENERAL FUND

REVENUE ANALYSIS

TREND INFORMATION

REVENUE BUDGET ANALYSIS & TREND INFORMATION

I. Summary

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

- A. Property Taxes levied on real and personal property represent 81.3% of the Town Council adopted FY 26 budget.
- B. Revenue from State Aid is 10.9% of the adopted budget.
- C. Revenue from non-State Payments In Lieu of Taxes (PILOT) and other sources is 6.4% of the adopted budget.
- D. Use of General Fund Equity represents 1.4% of the adopted budget.

The total adopted General Fund revenues for FY 26 are \$146,000,547, an increase of \$6,046,979 or 4.3% over FY 25 budgeted revenues. The principal components for the revenue increases follow:

Current Tax Levy:

Grand List Growth	\$ 282,704
Mill Rate Increase	9,005,326
Local Tax Relief	<u>(132,490)</u>
Total Current Tax Levy Increase	9,155,540
All Other Revenue Sources	<u>(3,108,561)</u>
Total Increase in Revenue	<u>\$ 6,046,979</u>

The chart below is a revenue summary comparing actual revenues from FY 21 to FY 24 and appropriated revenues for FY 25 and FY 26.

II. Comparison

REVENUE	FY 21 ACTUAL		FY 22 ACTUAL		FY 23 ACTUAL		FY 24 ACTUAL		FY 25 ADOPTED		FY 26 ADOPTED	
TAXES	94,603,233	80.7%	97,986,673	78.6%	102,300,928	79.5%	106,656,788	82.9%	110,319,342	78.8%	118,756,033	81.3%
STATE AID	15,132,816	12.9%	19,935,176	16.0%	17,183,789	13.4%	18,138,996	14.1%	18,378,690	13.1%	15,880,513	10.9%
OTHER	5,230,566	4.5%	5,609,337	4.5%	7,518,667	5.8%	9,342,771	7.3%	9,005,536	6.4%	9,364,001	6.4%
FUND EQUITY	2,180,000	1.9%	1,175,000	0.9%	1,700,000	1.3%	2,000,000	1.6%	2,250,000	1.6%	2,000,000	1.4%
TOTAL	117,146,615	100.0%	124,706,186	100.0%	128,703,384	100.0%	136,138,555	105.8%	139,953,568	100.0%	146,000,547	100.0%
REV. GROWTH	2,581,817	2.3%	7,559,571	6.5%	3,997,198	3.2%	7,435,171	5.8%	3,815,013	2.8%	6,046,979	4.3%

III. Revenue Overview

A. Property Taxes:

Connecticut State Statutes limit municipal taxes to property taxes on real estate, motor vehicles and business personal property. Local income taxes, commuter taxes and sales taxes cannot be levied by municipalities; and, unlike other states, there are no countywide or regional property taxes available to support local government activities. Therefore, the Town derives most of its property tax revenues from residential and commercial property owners within the Town. In the FY 26 Town Council adopted budget, this will account for \$118.756 Million (M) or 81.3% of all budgeted revenues.

The 2024 Grand List, upon which the FY26 budget is based, is comprised of approximately 10,960 real property accounts, 26,821 motor vehicle accounts and 1,003 business personal property accounts which represent 28.26%, 69.15% and 2.59% of the total number of Grand List accounts respectively.

Although the growth in the Grand List is clearly an important component of revenue from property taxes, the ability to collect those taxes is of equal importance. Through timely and frequent reminder notices, utilization of tax warrants for delinquent taxes receivable, contracting out for most delinquent motor vehicle taxes receivable, and tax lien assignments of delinquent real properties, the Town has achieved a consistently high rate of tax collections ranging from 99.62% to 99.71% for the five fiscal years ending June 30, 2024. This consistently high rate of collection has been a major contributing factor in the operating budget surpluses in each of the past five fiscal years. The Town used an estimated tax collection rate of 99.2% for the FY 26 adopted budget.

B. State Aid:

State grant revenue of \$15.881M, or 10.9% of the budget, is appropriated in FY 26. State budget cuts have precipitated a decline in grant revenue as a percentage of the overall budget from a high of 16.0% during the five-year period ending in FY 25. State grant programs can be categorized as follows:

- 1. State Payments in Lieu of Taxes (PILOT)** - This category of revenue totals \$3.968M, net of \$1.104M of non-state PILOT programs, and includes State owned properties, colleges, various tax relief programs for certain disabled residents and veterans. The State makes PILOTs to municipalities to compensate for tax-exempt properties/programs, but funds these payments at less than 100%, sometimes significantly less. This category also consists of gaming revenue distributions from the Mashantucket Pequot and Mohegan Tribe casinos.
- 2. Grants-Education** - These grant programs total \$10.223M mostly from the Education Cost Sharing (ECS) and Special Education-Excess Cost grants.
- 3. Other Miscellaneous Grants** - These grant programs amount to \$1.689M in FY 26 and consist primarily of the Town Aid Road Grant of \$.397M, a Municipal Revenue Sharing Bond Distribution grant of \$.737M, a Local Capital Improvement Grant (LOCIP) of \$.271M, and a Supplemental Revenue Sharing Grant of \$.241M. Various youth, police and other grants are also included in this category.

C. Other Non-Tax Revenue and Fund Equity:

The remaining \$11.364M in FY 26 adopted revenue includes Other Revenues of \$9.364M coming from a variety of non-tax revenue sources, and Fund Equity of \$2.000M.

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

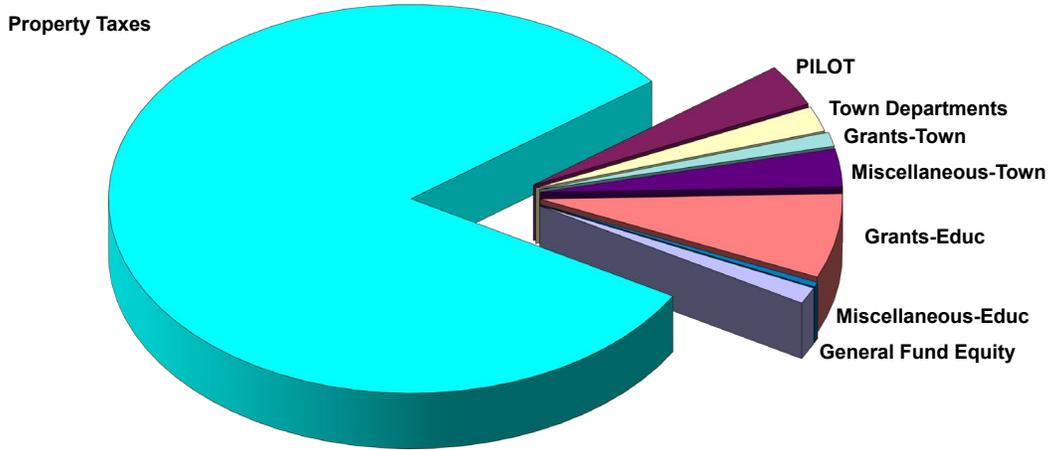
Each year, various gifts, grants and endowment funds support departmental operations in addition to the General Fund revenues detailed above. During FY 24, the Town realized gift, grant and endowment fund revenue totaling \$2.125M in support of operations in the Economic Development, Fire, Human Services, Library, Recreation, Fine Arts, Police, Public Works, Town Clerk and Town Manager departments.

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**SUMMARY AND
DESCRIPTION OF
GENERAL FUND
REVENUE**

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**GENERAL FUND REVENUES
BY CATEGORY
JULY 1, 2025 THROUGH JUNE 30, 2026**



<u>Revenues</u>	<u>Budget</u>	<u>Percentage</u>
Property Taxes	\$ 118,756,033	81.34%
PILOT	5,072,622	3.47%
Town Departments	3,070,000	2.10%
Grants-Town	1,688,739	1.16%
Miscellaneous-Town	4,609,675	3.16%
Grants-Educ	10,223,478	7.00%
Miscellaneous-Educ	580,000	0.40%
General Fund Equity	2,000,000	1.37%
Total	\$ 146,000,547	100.00%

SUMMARY OF GENERAL FUND REVENUES
2025-2026 BUDGET

05 Property Taxes

Property taxes are the Town's largest source of General Fund Revenue, comprising 81.34% of the General Fund Budget.

Current Tax Levy

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

The FY 25-26 budget for real estate, personal property taxes and motor vehicle taxes is based on the October 1, 2024 Net Grand List of \$4,030,914,058 reduced by \$1,250,000 for estimated court settlements from the October 1, 2023 Grand List revaluation and assessments related to the Tax Increment Financing (TIF) district, \$34,028,640 under a credit enhancement agreement and \$422,183 from other parcels. In addition, there were several other adjustments to the grand list that resulted in a net reduction of \$4,073,760. Tax revenue appropriations are net of projected local elderly tax credit and freeze programs totaling \$598,000 and volunteer firefighter tax abatements of \$32,000.

In computing the amount of budgeted current taxes to be collected in FY 25-26, a collection rate of 99.2% and a mill rate of 29.74 mills was applied. The value of one mill is \$3,933,565. The collection rate is a conservative rate based on prior year collection trends.

Certificate of Occupancy

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

Supplemental Motor Vehicle Taxes

Supplemental Motor Vehicle Taxes are budgeted separately from the regular July 1 tax levy. These taxes are levied on January 1 for motor vehicles acquired after the October 1 assessment date. The assessed value is prorated based on 70% of market value as of the previous October 1. For FY 25-26, the budget assumes that the Supplemental Motor Vehicle assessed value will be approximately \$44,000,000 with a collection rate of 96.35%, which is based on collection trends of prior fiscal years.

Motor Vehicle Tax Grant

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

Prior Year Levies

Pursuant to State Statutes, property taxes are subject to a fifteen-year statute of limitations. All taxes collected for Grand Lists 2009 to 2023 are budgeted in Prior Year Levies. Collection of these taxes is enforced through liens, foreclosures, alias tax warrants, tax sales, sale of tax liens and other legal procedures established by Statute. The amount of taxes to be collected is based on collection trends of prior fiscal years with consideration given to individual accounts and projected receivables at the start of the fiscal year.

Interest and Lien Fees

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

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		Manager Recommended	Council Approved	FY 2026	
		Actual	Appropriation	Estimated Revenues			FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
05 PROPERTY TAXES								
10 4101	CURRENT TAX LEVY	\$104,421,395	\$107,828,680	\$108,379,662	\$122,615,531	\$116,984,220	\$9,155,540	8.49%
10 4102	CERTIFICATE OF OCCUPANCY	\$0	\$54,481	\$0	\$216,375	\$206,515	\$152,034	279.06%
10 4103	CERTIFICATE EXEMPTION	\$0	\$4,500	\$0	\$4,500	\$4,500	\$0	0.00%
10 4104	SUPPLEMENTAL MOTOR VEHICLE TAX	\$1,194,635	\$1,084,766	\$1,168,000	\$1,320,997	\$1,260,798	\$176,032	16.23%
10 4106	MOTOR VEHICLE TAX GRANT	\$690,881	\$1,046,915	\$1,046,915	\$0	\$0	(\$1,046,915)	-100.00%
10 4111	PRIOR YEAR LEVIES	\$3,057	\$50,000	\$175,000	\$50,000	\$50,000	\$0	0.00%
10 4112	INTEREST & LIEN FEES	\$346,821	\$250,000	\$275,000	\$250,000	\$250,000	\$0	0.00%
TOTAL 05 PROPERTY TAXES		\$106,656,788	\$110,319,342	\$111,044,577	\$124,457,403	\$118,756,033	\$8,436,691	7.65%

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

The Town receives Payments-in-Lieu-of-Taxes (PILOT) as reimbursement for the tax loss on property exempt from the property tax levy. This category of revenue comprises 3.47% of the General Fund budget and is determined by statutory formulas and requirements.

The largest source of PILOT revenue, Tiered State PILOT, is for State and college property located in Town. The reimbursement rate is 100% for State prison facilities used for incarceration in the prior fiscal year, 45% for other State property, and 77% for colleges. If the State does not fully fund these PILOTs, which it consistently has not, municipal PILOT funds are distributed pro rata based on a tiered system. Tier 1 is for municipalities with an Equalized Net Grand List Per Capita (ENGLPC) of less than \$100,000, Tier 2 between \$100,000 and \$200,000 and Tier 3 greater than \$200,000. Available PILOT funds are prorated and distributed at 53% to Tier 1 municipalities, 43% to Tier 2, and 33% to Tier 3. Previously Cheshire was in Tier 2 and for FY 25-26 Cheshire will be in Tier 3. The FY 25-26 reimbursement is based on the October 1, 2023 Grand List and FY 24-25 mill rate.

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

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

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

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

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		Manager Recommended	Council Approved	FY 2026	
		Actual	Appropriation	Estimated Revenues			FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
10 P I L O T								
10 4202	CHESHIRE ACADEMY	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0	0.00%
10 4203	CHESHIRE HSG AUTHORITY	\$27,589	\$23,000	\$25,000	\$25,000	\$25,000	\$2,000	8.70%
10 4204	SO CNTRL REG WATER AUTH	\$781,736	\$707,274	\$659,498	\$773,579	\$738,326	\$31,052	4.39%
10 4208	DISABLED PERSONS EXEMPT	\$2,472	\$1,528	\$1,985	\$1,545	\$1,545	\$17	1.11%
10 4210	ADDITIONAL VETERANS EXEMPT	\$6,920	\$7,195	\$5,176	\$5,355	\$5,355	(\$1,840)	-25.57%
10 4212	MASHANTUCKET PEQUOT/MOHEGAN GRANT	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$1,962,440	\$0	0.00%
10 4213	TELECOMM PROPERTY TAX	\$165,803	\$160,000	\$192,285	\$175,000	\$190,000	\$30,000	18.75%
10 4214	NEW TIERED REIMBURSEMENT-PILOT	\$2,532,454	\$2,580,634	\$2,580,634	\$1,998,956	\$1,998,956	(\$581,678)	-22.54%
10 4218	POLICE GIFT	\$0	\$0	\$0	\$0	\$75,000	\$75,000	0.00%
10 4219	FIRE GIFT	\$0	\$0	\$0	\$0	\$75,000	\$75,000	0.00%
TOTAL 10 P I L O T		\$5,480,413	\$5,443,071	\$5,428,018	\$4,942,875	\$5,072,622	(\$370,449)	-6.81%

15 Town Departments

This revenue category encompasses a broad range of user charges that are established through Town Ordinances, Resolutions, or Connecticut General Statutes. It comprises 2.10% of the General Fund budget and includes: payment for participation in certain Town sponsored programs and activities, fees for the recording or copying of various Town documents and for certain Town services, fines for failing to comply with certain Town regulations, and licenses and permits that regulate certain activities.

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

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		Manager Recommended	Council Approved	FY 2026	
		Actual	Appropriation	Estimated Revenues			FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
15 TOWN DEPARTMENTS								
10 4301	BUILDING OFFICIAL	\$1,807,906	\$1,416,720	\$2,107,344	\$1,100,000	\$1,200,000	(\$216,720)	-15.30%
10 4302	TOWN CLERK	\$764,217	\$800,000	\$793,500	\$798,500	\$825,000	\$25,000	3.13%
10 4303	PARKS & RECREATION	\$383,176	\$420,000	\$408,000	\$437,000	\$500,000	\$80,000	19.05%
10 4304	POLICE DEPT	\$232,785	\$200,000	\$245,000	\$225,000	\$260,000	\$60,000	30.00%
10 4306	PUBLIC LIBRARY	\$10,513	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.00%
10 4307	ANIMAL CONTROL	\$6,645	\$7,000	\$7,000	\$7,000	\$7,000	\$0	0.00%
10 4310	SOLID WASTE	\$1,294	\$2,500	\$2,500	\$2,000	\$2,000	(\$500)	-20.00%
10 4311	PUBLIC WORKS	\$24,609	\$25,000	\$32,000	\$2,000	\$10,000	(\$15,000)	-60.00%
10 4312	PLANNING	\$30,727	\$35,000	\$10,000	\$20,000	\$30,000	(\$5,000)	-14.29%
10 4313	SENIOR SERVICES	\$21,932	\$24,000	\$24,000	\$24,000	\$24,000	\$0	0.00%
10 4314	YOUTH ACTIVITIES	\$7,304	\$4,500	\$5,000	\$6,000	\$22,000	\$17,500	388.89%
10 4315	ARTSPPLACE	\$114,782	\$175,000	\$165,000	\$175,000	\$180,000	\$5,000	2.86%
TOTAL 15 TOWN DEPARTMENTS		\$3,405,890	\$3,119,720	\$3,809,344	\$2,806,500	\$3,070,000	(\$49,720)	-1.59%

20 Grants - Town

This category consists of the various state grants received by the Town for other than Payments-in-Lieu-of-Taxes or Education grants. These grants are mostly based on statutory formulas and comprise 1.16% of the General Fund budget. The Town Aid Road grant is calculated based upon mileage of improved roads and population. The Municipal Revenue Sharing-Bonded Distribution grant can be used for all broad purposes outlined in CGS 13a-175a (Town Aid Road), or other capital project purposes approved by the Secretary of the State Office of Policy and Management (OPM). The MRSA (Municipal Revenue Sharing Account) grant is a state sales tax sharing distribution to municipalities per Public Act 22-118 based on attributes including mill rate and population, but only if moneys remain in the sales tax funding account after certain other funding obligations are satisfied. Local Capital Improvement Program (LOCIP) funds can only be used for municipal capital expenditure projects pursuant to CGS 7-535 to 7-538. The American Rescue Plan Act is a federal grant to support local government response to and recovery from the COVID-19 public health emergency. The Supplemental Revenue Sharing grant provides state financial assistance to municipalities to help offset losses they might experience due to factors like tax exemptions on certain properties, allowing them to maintain essential services despite reduced tax revenue.

25 Miscellaneous - Town

A variety of revenues not otherwise categorized is budgeted as Miscellaneous and comprise 3.16% of the General Fund budget. Investment Income, derived from the investment of available funds in accordance with State statutes, is budgeted in this category. Sewer and Water Assessments are payments from property owners for a portion of annual debt payments made on sewer and water line extensions. The WPCD-Administrative/Debt Reimbursement consists of a reimbursement from the Water Pollution Control Fund for the administrative expenses incurred by the General Fund for the operation of the Treatment Plant, as well as a portion of the annual debt payments paid by the General Fund. The Wallingford Solid Waste Distribution is a transfer from a special revenue fund that was established in FY 21-22 from a Wallingford Solid Waste Project reserve fund distribution that was initially funded by five participating towns. The funds are to be used to mitigate subsequent increases in solid waste disposal costs.

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

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

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		Manager Recommended	Council Approved	FY 2026	
		Actual	Appropriation	Estimated Revenues			FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
20 GRANTS - TOWN								
10 4408	YOUTH SERVICES GRANT	\$17,098	\$17,098	\$17,098	\$17,098	\$17,098	\$0	0.00%
10 4410	GRANTS - TOWN	\$112,248	\$40,000	\$63,726	\$25,000	\$25,000	(\$15,000)	-37.50%
10 4412	TOWN AID ROADS	\$397,475	\$397,475	\$397,475	\$397,475	\$397,475	\$0	0.00%
10 4416	MUNICIPAL REVENUE SHARING BOND DISTR	\$736,700	\$736,700	\$736,700	\$736,700	\$736,700	\$0	0.00%
10 4417	MRSA	\$726,900	\$500,000	\$0	\$0	\$0	(\$500,000)	-100.00%
10 4418	LOCIP	\$268,978	\$268,978	\$271,332	\$271,332	\$271,332	\$2,354	0.88%
10 4419	MUNICIPAL STABILIZATION GRANT	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10 4420	AMERICAN RESCUE PLAN ACT	\$800,000	\$1,300,000	\$1,298,372	\$0	\$0	(\$1,300,000)	-100.00%
10 4421	SUPPLEMENTAL REVENUE SHARING	\$241,134	\$241,134	\$241,134	\$241,134	\$241,134	\$0	0.00%
TOTAL 20 GRANTS - TOWN		\$3,300,532	\$3,501,385	\$3,025,837	\$1,688,739	\$1,688,739	(\$1,812,646)	-51.77%
MISCELLANEOUS-TOWN								
10 4501	INVESTMENT INCOME	\$2,796,499	\$3,010,000	\$3,020,843	\$3,160,000	\$3,360,000	\$350,000	11.63%
10 4503	SEWER ASSESSMENTS	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.00%
10 4505	MISCELLANEOUS REVENUES	\$645,870	\$540,000	\$392,000	\$375,000	\$400,000	(\$140,000)	-25.93%
10 4506	POLICE SPECIAL DUTY	\$111,168	\$125,000	\$125,000	\$125,000	\$125,000	\$0	0.00%
10 4507	WPCD ADMIN/DEBT REIMB.	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$0	0.00%
10 4514	EXCAVATION FEES	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	0.00%
10 4517	WALLINGFORD SOLID WASTE DIST	\$81,813	\$54,542	\$54,542	\$27,271	\$39,675	(\$14,867)	-27.26%
TOTAL 25 MISCELLANEOUS - TOWN		\$4,320,350	\$4,414,542	\$4,277,385	\$4,372,271	\$4,609,675	\$195,133	4.42%

30 Grants - Education

This category consists of Education Grants and comprises 7.00% of the General Fund budget. All of the items in this category are based on statutory formulas.

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

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

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

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		Manager Recommended	Council Approved	FY 2026	
		Actual	Appropriation	Estimated Revenues			FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
30 GRANTS - EDUCATION								
10 4602	MAGNET SCHOOL TRANSPORTATION	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600	\$0	0.00%
10 4606	ADULT EDUCATION	\$11,790	\$9,733	\$12,137	\$11,558	\$11,558	\$1,825	18.75%
10 4614	EDUCATION COST SHARING	\$9,444,400	\$9,484,675	\$9,484,675	\$9,185,276	\$9,185,276	(\$299,399)	-3.16%
10 4615	SPECIAL ED-EXCESS COST	\$850,560	\$800,000	\$963,664	\$900,000	\$1,000,000	\$200,000	25.00%
10 4616	NON-PUBLIC HEALTH	\$11,829	\$15,500	\$11,044	\$11,044	\$11,044	(\$4,456)	-28.75%
TOTAL 30 GRANTS - EDUCATION		\$10,334,179	\$10,325,508	\$10,487,120	\$10,123,478	\$10,223,478	(\$102,030)	-0.99%

35 Miscellaneous - Education

This category comprises .40% of the General Fund budget and is derived through prior year trends and projected enrollments and activity.

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

45 Fund Equity

A portion of the Town's General Fund Equity is used as taxpayer relief each year. The FY 25-26 budget includes \$2,000,000 in fund equity, or 1.37% of the General Fund Budget.

**Town of Cheshire
Revenue Budget Report
Fiscal Year 2025-2026**

Account	Description	FY 2024	FY 2025		FY 2026			
		Actual	Appropriation	Estimated Revenues	Manager Recommended	Council Approved	FY 26 Council Approved Minus FY 25 Appropriation	\$ Variance Divided by FY 25 Appropriation
							\$ Variance	% Variance
35 MISC - EDUCATION								
10 4701	TUITION	\$185,121	\$170,000	\$170,000	\$170,000	\$170,000	\$0	0.00%
10 4702	RENTALS & MISCELLANEOUS	\$6,310	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.00%
10 4703	BIRTH TO THREE SERVICES	\$448,971	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0.00%
TOTAL 35 MISC - EDUCATION		\$640,402	\$580,000	\$580,000	\$580,000	\$580,000	\$0	0.00%
45 GENERAL EQUITY								
10 4901	GENERAL FUND EQUITY	\$2,000,000	\$2,250,000	\$2,250,000	\$1,250,000	\$2,000,000	(\$250,000)	-11.11%
TOTAL 45 GENERAL EQUITY		\$2,000,000	\$2,250,000	\$2,250,000	\$1,250,000	\$2,000,000	(\$250,000)	-11.11%
GENERAL FUND GRAND TOTAL		\$136,138,555	\$139,953,568	\$140,902,281	\$150,221,266	\$146,000,547	\$6,046,979	4.32%

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**WATER POLLUTION
CONTROL FUND**

WATER POLLUTION CONTROL DEPARTMENT (WPCD)

MISSION STATEMENT

The WPCD operates a well-maintained wastewater collection and conveyance system, protecting public health and the environment. Our goal is to provide sanitary sewer needs in an efficient and cost-effective way while continually planning, maintaining, and upgrading our facilities to meet current and future needs.

ADMINISTRATIVE OVERVIEW

Nine (9) full-time staff and one (1) part-time administrative assistant operate and maintain the Waste-Water Treatment Plant, ten pump stations, and approximately 120 miles of collection system piping, as well as the control and operate sludge handling and disposal equipment. Staff works in conjunction with Water Pollution Control Authority (WPCA) to best serve Town residents and maintain environmentally safe operations. The WPCD budget is independent of the General Fund.

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$863,750	\$936,711	\$929,291	\$976,000	\$976,000	\$973,833
SUPPLIES & SERVICES	482,399	407,225	477,125	552,225	552,225	452,225
UTILITIES	658,833	655,000	655,000	655,000	655,000	655,000
CONTRACTED SERVICES	415,222	589,300	590,000	589,300	589,300	539,300
PROFESSIONAL EXPENSE	2,788	6,300	3,400	6,300	6,300	6,300
EQUIPMENT	7,815	1,650	1,150	1,650	1,650	1,650
MISCELLANEOUS	<u>2,893,838</u>	<u>2,485,505</u>	<u>2,489,816</u>	<u>2,529,409</u>	<u>2,529,409</u>	<u>2,525,441</u>
TOTAL EXPENDITURES	\$5,324,645	\$5,081,691	\$5,145,782	\$5,309,884	\$5,309,884	\$5,153,749

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$5,081,691	None (balance on 7/1/24 - \$4,150)	\$1,381,366	\$1,900,000

ACCOMPLISHMENTS 2024-2025

- ◆ The Wastewater Treatment Plant staff continued to successfully monitor and adjust all plant equipment to keep the plant running in a cost effective and efficient manner.
- ◆ The phosphorus removal process was again successful, reducing the levels well below the permitted concentration. The UV disinfection system has also been successful in meeting permit requirements for disinfection.
- ◆ The Plant continues to achieve effluent nitrogen in a manner which generates a nitrogen credit payment from the Department of Energy and Environmental Protection (DEEP) while also enhancing water quality.
- ◆ Continued bidding various chemicals to reduce operating costs.
- ◆ Started bidding methanol annually for the Town of Cheshire.
- ◆ Cleaned all pump station wet wells.
- ◆ Repaired and upgraded various components at the WWTP.
- ◆ Replaced all three pumps at Elmwood with new Flygt pumps/telemetry/VFD.
- ◆ Fully rebuilt three influent pumps, replaced one with a new HOMA pump.
- ◆ The WWTP Superintendent achieved his Class IV license, satisfying DEEP licensing requirements.
- ◆ Two staff members achieved their Class 1 operator licenses.
- ◆ Fully rebuilt two Denitrification pumps and one Effluent pump station pump.

WATER POLLUTION CONTROL DEPARTMENT

- ◆ Constructed new leveling screw for sludge hauling of roll off containers, sub-contracted sludge hauling to become more efficient at the facility.
- ◆ Created a FOG ordinance to protect the town’s sewer infrastructure.
- ◆ Ensured CDOC prison installed new flow meter at their facility to properly report their discharge.
- ◆ Launched a Town wide I/I & Plant Capacity Study, which is eligible for a 55% planning grant through the Clean Water Fund program.
- ◆ Updated the Sewer Service Area Map.
- ◆ Upgraded the WWTP SCADA system.
- ◆ Identified and repaired defects and eliminated infiltration on portions of the Honeypot Brook Interceptor.

OBJECTIVES 2025-2026

- ◆ Continue to investigate and resolve I/I issues to reduce stress on plant.
- ◆ Continue to utilize Jet Truck for preventative sewer line cleaning maintenance program.
- ◆ Continue to adjust and fine tune equipment and plant processes to operate in a cost effective and safe manner, maintaining plant effluent within permit criteria.
- ◆ Continue to explore new and innovative ways to save costs on plant operation and maintenance, including energy efficient replacement equipment and alternative methods of fuel.
- ◆ Continue to monitor and refine biological anoxic filter operation and disc filter operation for optimum performance to save on chemical consumption.
- ◆ Continue to adjust process parameters to lower total nitrogen concentration which will increase credit payments from DEEP.
- ◆ Maintain plant effluent quality within State and Federal permit requirements to protect the environment and public health.
- ◆ Continue to maintain a high level of coordination and cooperation with other departments.
- ◆ Complete upgrades to the Moss Farms pump station.
- ◆ Complete design and construction of our Denitrification Upgrade.
- ◆ Continue to maintain pump stations to a high standard.
- ◆ Complete design of upgrades to Elmwood Pump Station.
- ◆ Upgrade the failing HVAC in various WPCD buildings.
- ◆ Recommend the purchase of a Vac-Truck to become more self-sufficient with the 10 Pump Station wet well cleanings and various road work.
- ◆ Upgrade return sludge pump process.
- ◆ Continue upgrading UV system for continuous full disinfection.
- ◆ Update sewer regulations.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Methanol usage / price per gallon	Efficiency	72,000 gal \$1.65 /gal	72,000 gal \$1.67 /gal	0 gal \$1.67 /gal
Resident complaints / sewer back-up	Outcome	1	1	1
Average monthly nitrogen permitted quantity verses output (pounds)	Efficiency	103 lbs. 75 lbs.	103 lbs. 101 lbs.	103 lbs. 90 lbs.
Average daily flow as a percentage of design flow (design flow=4 million gallons/day)	Output	60.0%	90%	70%
Prison daily flow as a percentage of actual flow	Output	18%	24%	24%

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

Account #	Account	FY 2024 Actual	FY 2025 Appropriation	FY 2025 Estimated	FY 2026 Manager Recommended	FY 2026 Council Approved
60-4112	SEWER USE INT/LIEN	\$ 35,554	\$ 32,900	\$ 30,000	\$ 36,100	\$ 36,100
60-4308	SEWER USE	4,463,097	4,547,326	4,613,893	4,695,935	4,873,532
60-4309	CONNECTION FEES	268,870	252,300	315,000	211,600	211,600
60-4316	PLAN REVIEW APPLICATION FEES	2,450	1,800	1,800	1,800	1,800
60-4502	NITROGEN CREDITS	3,368	15,000	3,500	3,500	3,500
60-4505	SEPTIC WASTE DUMP PERMITS	67,080	100,000	40,000	40,000	40,000
60-4535	MISC. REVENUES	10,000	-	-	-	-
60-4901	W.P.C.D. FUND EQUITY	474,226	132,365	141,589	320,949	(12,783)
TOTAL REVENUES		\$ 5,324,645	\$ 5,081,691	\$ 5,145,782	\$ 5,309,884	\$ 5,153,749
TOTAL EXPENDITURES		\$ 5,324,645	\$ 5,081,691	\$ 5,145,782	\$ 5,309,884	\$ 5,153,749

The FY 26 Department Request was \$ 5,309,884

Year Ending June 30	Restricted Fund Balance	User Fee
2017	1,088,544	400
2018	2,314,451	405
2019	1,767,282	415
2020	1,500,620	425
2021	1,560,755	425
2022	1,336,066	435
2023	1,158,200	445
2024	683,974	465
2025	542,385 (1)	465
2026	555,168 (2)	485 (2)

(1) Projected

(2) Town Council Approved

**COMMUNITY POOL
FUND**

COMMUNITY POOL

MISSION STATEMENT

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

ADMINISTRATIVE OVERVIEW

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

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

BUDGET SUMMARY BY MAJOR OBJECT

	FY 2024 Actual	FY 2025 Approp.	FY 2025 Estimated Expend.	FY 2026 Dept. Request	FY 2026 Manager Recomm.	FY 2026 Council Approval
PERSONNEL SERVICES	\$613,356	\$667,612	\$669,587	\$694,022	\$694,022	\$693,122
SUPPLIES & SERVICES	61,926	74,200	73,300	74,750	74,750	74,750
UTILITIES	262,461	181,700	253,700	193,700	193,700	193,700
CONTRACTED SERVICES	156,603	77,750	137,260	117,750	117,750	117,750
PROFESSIONAL EXPENSE	105	100	100	100	100	100
EQUIPMENT	6,590	6,100	7,615	6,100	6,100	6,100
MISCELLANEOUS EXPENSE	<u>193,114</u>	<u>199,791</u>	<u>200,504</u>	<u>223,240</u>	<u>223,240</u>	<u>223,240</u>
TOTAL EXPENDITURES	\$1,294,155	\$1,207,253	\$1,342,066	\$1,309,662	\$1,309,662	\$1,308,762

OTHER FUNDS MANAGED

FY 24-25 APPROPRIATED GENERAL FUND REVENUE	FY 23-24 GRANTS, GIFTS & OTHER FUNDING SOURCES	CAPITAL FUNDING AVAILABLE AS OF 7/1/24	FY 24-25 CAPITAL BUDGET APPROPRIATION
\$1,207,253	None (balance on 7/1/24 - \$500)	\$121,422	None

ACCOMPLISHMENTS 2024-2025

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

OBJECTIVES 2025-2025

- ◆ Expand the revenue base by continuing to increase the number of annual and seasonal pass holders as well as the number of programs offered.
- ◆ Pursue new amenities to the facility including a smaller slide for the younger non-swimming patrons, a bocce court, and an obstacle course, to create a family destination and increase usage of the facility.
- ◆ Develop new programs such as Water Polo and Deep Water Fitness Training to broaden facility interest.
- ◆ Continue to pursue community and business sponsorships to help enhance the facility and reduce the cost to taxpayers.
- ◆ Continue to implement popular programs including adaptive lessons, senior exercise, lap swimming, public lessons (both group and private), birthday parties, team rentals, summer family swim times, and camp experiences at the pool.
- ◆ Seek new avenues and opportunities to market the community pool, its programs, and events.
- ◆ Support staff involvement in the Statewide Aquatics Section of Connecticut Recreation and Parks Association and other opportunities to learn about trends, best practices and expand our network of potential pool users.
- ◆ Make necessary repairs and capital improvements to the Community Pool including vestibule roof, boiler, deck repairs, Kidde pool rehab, new sand /laterals for main pool sand filters.
- ◆ Oversee construction of new Splash Pad facility at Community Pool outdoor grounds.

PERFORMANCE MEASURES

Performance Measure	Type of Measure	Actual 23-24	Estimated 24-25	Projected 25-26
Number of Community Pool members	Outcome	2,615	2,500	2,600
Number of day passes sold	Outcome	17,071	17,000	17,000
Number of aquatic programs offered	Output	275	270	270
Number of aquatics programs participants	Output	2,938	2,300	2,300
% of participants satisfied with aquatic programs	Outcome	95	95	95
Number of special events at community pool	Output	3	3	3
Number of attendees at special events	Output	500	500	500
Number of rentals (Birthday parties, swim meets)	Output	260	260	260
Annual Revenue Generated	Output	\$798,608	\$750,000	\$750,000

CHESHIRE COMMUNITY POOL FUND REVENUE BUDGET REPORT

Account #	Account	FY 2024 Actual	FY 2025 Appropriation	FY 2025 Estimated	FY 2026 Manager Recommended	FY 2026 Council Approved
30-4375	POOL FEES	\$ 798,609	\$ 775,000	\$ 775,000	\$ 809,662	\$ 908,762
30-4900	GENERAL FUND SUBSIDY	304,794	304,794	404,794	500,000	400,000
30-4901	POOL FUND EQUITY	190,751	127,459	162,272	-	-
TOTAL REVENUES		\$ 1,294,154	\$ 1,207,253	\$ 1,342,066	\$ 1,309,662	\$ 1,308,762
TOTAL EXPENDITURES		\$ 1,294,154	\$ 1,207,253	\$ 1,342,066	\$ 1,309,662	\$ 1,308,762

The FY 26 Department Request was \$ 1,309,662

Year Ending June 30	Unassigned Fund Balance
2017	45,260
2018	7,596
2019	41,461
2020	(2,808)
2021	19,001
2022	202,459
2023	358,495
2024	167,744
2025	5,472 (1)
2026	5,472 (2)

(1) Projected

(2) Town Council Approved

DEBT AND FINANCIAL ANALYSES

TOWN OF CHESHIRE DEBT/FINANCIAL ANALYSIS

The financial impact of project appropriations, including FY 26-30 Capital Expenditure Plan (CEP) \$152,651,000 is shown on the following schedules, a brief description of which is provided below:

FIVE YEAR CAPITAL EXPENDITURE PLAN - APPROVED FUNDING: This schedule shows the sources of funding for the projects approved in the prior FY 26-30 Capital Expenditure Plan including amounts projected to be financed with the proceeds from long-term bonds.

DEBT SERVICE PAYMENT FOR EXISTING CEP/UNISSUED DEBT/PROJECTED DEBT: This schedule projects the gross General Fund debt service requirements of the Town, including principal and interest for existing bonded debt as well as projected debt attributable to projects previously approved with authorized, unissued debt outstanding, projects in the prior FY 26-30 Five Year Plan, and projects projected for subsequent FY 31-35 based on the average annual borrowing requirements from the Five Year Plan. The projected Use of Reserve Funds is also reported on this schedule.

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

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

FUND BALANCE ANALYSIS

SUMMARY OF CAPITAL PROJECTS APPROVED FOR BONDING: N/A.

SUMMARY OF CAPITAL NONRECURRING FUNDS: N/A.

This exhibit depicts planned use of capital non-recurring funds for projects as proposed in the FY 2026 Five Year Capital Expenditure Plan.

SUMMARY OF GRANTS, AND OTHER FUNDING SOURCES: N/A.

**FIVE YEAR CAPITAL EXPENDITURE PLAN
FISCAL YEARS 2025 TO 2029
TOWN COUNCIL APPROVED JULY 9, 2024 AND REFERENDUM NOVEMBER 5, 2024**

FISCAL YEAR ENDING	(1) PROJECTED CAPITAL NONRECURRING FUNDS APPROPRIATION	(2) TOTAL CAPITAL BUDGET	-	LESS: CAPITAL / NONRECURRING FUNDS APPLIED	-	LESS GRANTS, CWF LOANS, & OTHER FUNDING SOURCES	=	NET LONG TERM BONDING REQUIREMENTS
2025	1,250	10,670		1,150		100		9,420
2026	1,518	36,381		1,668		4,670		30,043
2027	1,585	31,974		1,435		2,950		27,589
2028	1,563	30,172		1,563		8,725		19,884
2029	1,474	43,454		1,474		320		41,660
TOTALS	<u>7,390</u>	<u>152,651</u>		<u>7,290</u>		<u>16,765</u>		<u>128,596</u>

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

(2) Town Council Approved July 9, 2024 and Referendum November 5, 2024

**FIVE YEAR CAPITAL EXPENDITURE PLAN
FISCAL YEARS 2025 TO 2035
PROJECTED DEBT ANALYSIS - GENERAL FUND
TOWN COUNCIL APPROVED JULY 9, 2024 AND REFERENDUM NOVEMBER 5, 2024**

GROSS DEBT

FISCAL YEAR	ANNUAL DEBT SERVICE ON				GENERAL FUND DEBT SERVICE BEFORE USE OF RESERVES	(5) LESS USE OF VARIOUS RESERVE FUNDS	NET GENERAL FUND DEBT SERVICE	INCREASE/ (DECREASE)	
	(1) EXISTING BONDED DEBT	(2) PROJECTED UNISSUED DEBT FOR EXISTING CEP	(3) PROJECTED NEW CEP DEBT EXCLUDING TWO NEW SCHOOLS	(4) PROJECTED UNISSUED DEBT FOR TWO NEW SCHOOLS				OVER PRIOR YEAR	CUMMULATIVE OVER FY 2025 BASE YEAR
2025	10,386,696	-	-	-	10,386,696	(1,165,104)	9,221,592	-	-
2026	11,078,708	46,383	172,700	2,084,915	13,382,706	(965,104)	12,417,602	3,196,010	3,196,010
2027	10,782,773	117,139	436,146	5,060,658	16,396,716	(965,104)	15,431,612	3,014,010	6,210,020
2028	10,221,895	114,477	2,206,311	4,946,935	17,489,619	(965,104)	16,524,515	1,092,903	7,302,923
2029	9,948,766	111,816	4,911,825	4,833,213	19,805,620	(937,978)	18,867,642	2,343,127	9,646,050
2030	9,376,650	109,154	6,798,416	5,932,420	22,216,640	(830,754)	21,385,886	2,518,245	12,164,294
2031	9,119,045	106,493	9,735,204	7,549,879	26,510,621	(830,754)	25,679,867	4,293,981	16,458,275
2032	8,477,698	103,831	11,232,971	7,369,997	27,184,498	(830,754)	26,353,744	673,876	17,132,152
2033	8,266,244	101,170	13,636,888	7,190,114	29,194,416	(830,754)	28,363,662	2,009,918	19,142,070
2034	7,574,440	98,508	14,592,180	7,010,232	29,275,360	(830,754)	28,444,606	80,944	19,223,014
2035	7,381,987	95,847	16,220,572	6,830,349	30,528,754	(830,754)	29,698,000	1,253,394	20,476,408
	<u>92,228,206</u>	<u>1,004,818</u>	<u>79,943,214</u>	<u>58,808,712</u>	<u>231,984,950</u>	<u>(8,817,814)</u>	<u>223,167,136</u>		

- (1) Based on actual debt service at June 30, 2024, General Fund only - excludes debt being paid from the WPCD Fund.
- (2) Unissued debt relates to capital projects already authorized, but bonds/notes have not yet been issued - excludes authorized and unissued debt to be paid by the WPCD. Interest rates projected at 4.0%. Also excludes unissued debt for two new schools.
- (3) Projected CEP debt resulting from FY 25 to FY 29, 5 - Year Capital Expenditure Plan (CEP) as approved by the Town Council July 9, 2024. excluding debt for two new schools. For subsequent years 6 - 10, the 10-Year historical average annual adopted appropriation was used. Interest rates projected at 4.0%.
- (4) Projected unissued debt for two new schools. Interest rates projected at 4%.
- (5) Based on the proposed use of reserve funds based on FY 2024 operating budget workshop (April 15, 2024).

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

FISCAL YEAR	GROSS GENERAL FUND DEBT (1)	DEBT RESERVE FUND (2)	WPCD FUND (3)	2023 BOND SALE PREMIUM (4)	2024 BOND SALE PREMIUM (5)	TOTAL OFFSETTING RESOURCES	REVISED NET DEBT (6)	INC / (DEC) FROM PREVIOUS YEAR
2025	\$ 10,386,696	\$ 177,828	\$ 651,181	\$ 66,853	\$ 269,242	\$ 1,165,104	\$ 9,221,592	\$ 2,690,768
2026	13,382,706	177,828	651,181	66,853	69,242	965,104	12,417,602	3,196,010
2027	16,396,716	177,828	651,181	66,853	69,242	965,104	15,431,612	3,014,010
2028	17,489,619	177,828	651,181	66,853	69,242	965,104	16,524,515	1,092,903
2029	19,805,620	150,702	651,181	66,853	69,242	937,978	18,867,642	2,343,127
2030	22,216,640	43,478	651,181	66,853	69,242	830,754	21,385,886	2,518,244
2031	26,510,621	43,478	651,181	66,853	69,242	830,754	25,679,867	4,293,981
2032	27,184,498	43,478	651,181	66,853	69,242	830,754	26,353,744	673,877
2033	29,194,416	43,478	651,181	66,853	69,242	830,754	28,363,662	2,009,918
2034	29,275,360	43,478	651,181	66,853	69,242	830,754	28,444,606	80,944
2035	30,528,754	43,478	651,181	66,853	69,242	830,754	29,698,000	1,253,394
TOTAL		\$ 1,122,882	\$ 7,162,991	\$ 735,383	\$ 961,664	\$ 9,982,920		

(1) Actual debt service as of FY 2025 plus projected debt service for FY 2026 to 2035 based on Town Council Five Year Expenditure Plan for FY 2025 to 2029, adopted July 9, 2024. Interest rates were projected at 4.0%.

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

(3) Debt service paid by WPCD fund, in addition to certain Clean Water Fund Notes and sewer debt paid directly by that fund, based on a prior year rate revision of \$324,549 and fund balance allocation of \$46,632 beginning in FY 2022. Council approved additional \$280,000 from the WPCD fund beginning in FY 24.

(4) Includes allocation of FY 23 bond premium of \$1,462,772.40, less bond sale expenses of \$125,708.50, over 20 years through FY 44.

(5) Includes allocation of FY 24 bond premium of \$1,384,844.00, less bond sale expenses of zero, over 20 years through FY 44, with \$200,000 additional, front loaded allocation in 2025.

(6) Net debt after use of offsetting resources.

Town of Cheshire, Connecticut

**Schedule of Debt Limitation
June 30, 2024
(Unaudited)**

Total tax collections (including interest and lien fees) for year ended June 30, 2023	\$ 101,960,463
Reimbursement for revenue loss on: Tax relief for the elderly freeze	<u>-</u>
Base for debt limitation computation	<u>\$ 101,960,463</u>

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation: ⁽¹⁾					
2-1/4 times base	\$ 229,411,042	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	458,822,084	-	-	-
3-3/4 times base	-	-	382,351,736	-	-
3-1/4 times base	-	-	-	331,371,505	-
3 times base	-	-	-	-	305,881,389
Total debt limitation	<u>229,411,042</u>	<u>458,822,084</u>	<u>382,351,736</u>	<u>331,371,505</u>	<u>305,881,389</u>
Indebtedness: ⁽²⁾					
Bonds and notes	56,096,080	37,921,757	21,396,132	-	-
Leases payable	713,233	-	-	-	-
Subscriptions payable	202,758	-	-	-	-
Bonds authorized but unissued	7,124,246	156,516,813	850,000	-	-
Total net indebtedness	<u>64,136,317</u>	<u>194,438,570</u>	<u>22,246,132</u>	<u>-</u>	<u>-</u>
Debt limitation in excess of outstanding and authorized debt	<u>\$ 165,274,725</u>	<u>\$ 264,383,514</u>	<u>\$ 360,105,604</u>	<u>\$ 331,371,505</u>	<u>\$ 305,881,389</u>

The total net indebtedness above amounts to: \$ 280,821,019

In no event shall total indebtedness exceed seven times the base for debt limitation computation: \$ 713,723,241

⁽¹⁾ Per Connecticut General Statutes, Section 7-347(b).

⁽²⁾ There is no overlapping debt.

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

**GENERAL FUND
FUND BALANCE ANALYSIS**

Available fund balance, July 1, 2024	\$	19,685,558		
Fund balance appropriated to 2024-2025 budget		<u>(2,250,000)</u>		% of Actual FY24 GF Expenditures
Unassigned fund balance, July 1, 2024		17,435,558	or	13.19%
 <i>Fiscal Year 2025 Estimated Activity:</i>				
	<u>Budget</u>	<u>Estimated</u>	<u>Budget Comparison</u>	
Revenues and other financing sources	\$ 139,953,568	\$ 140,902,281	\$ 948,713	
Expenditures and other financing uses	139,953,568	139,802,728	150,840	
Results from Fiscal Year 2025 estimated activity			<u>1,099,553</u>	
Projected available fund balance, June 30, 2025			18,535,111	
Fund balance appropriation to 2025-2026 budget			<u>(2,000,000)</u>	% of Estimated FY25 GF Expenditures
Projected unassigned fund balance, July 1, 2025			16,535,111	11.83%
			<u>(13,980,273)</u>	or 10.00% of GF Expenditures
			<u><u>\$ 2,554,838</u></u>	Over/(Under)

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CAPITAL EXPENDITURE PLAN/BUDGET AND INFORMATION

Note: At the time of this publication, we are still finalizing the cost projections and expenditure requests for various town departments. As a result, we will be publishing a separate book containing the Adopted Annual Capital Budget once all requests are finalized.

**TOWN OF CHESHIRE
CAPITAL EXPENDITURE PLAN / BUDGET**

OVERVIEW

Under the Town's current policy, a proposed capital project must meet certain criteria to be given consideration in the Capital Expenditure Plan/Budget. A capital project, including construction, purchase of equipment, or acquisition of land, must have a cost of \$110,000 or more, an expected life of five years or more and be of a nonrecurring nature. A study or design project that has a cost in excess of \$110,000, which is prepared in conjunction with a future capital expenditure project, may also be included in the Capital Expenditure Plan. See the Town's Capital Expenditure Plan Policy and Debt Policy included herein.

GOALS AND OBJECTIVES

The Town plans to maintain its annual appropriations to the Capital and Nonrecurring Expenditures Fund (CNR) in an effort to reduce debt service. Due to the costs associated with borrowing, the Town is striving to finance projects on a "pay-as-you-go" basis. The Town plans to contribute at least \$1,000,000 to the CNR fund on an annual basis.

2024-2025 CAPITAL EXPENDITURE BUDGET - APPROVED PROJECTS

For the fiscal year ending June 30, 2025, the Town Council, and citizen referendum as required for project appropriations of \$500,000 or more, approved a Capital Expenditure Budget totaling \$10,670,000 including borrowing authorizations of \$9,520,000 and CNR appropriations of \$1,150,000. Grants totaling \$100,000 are projected to be available to reduce borrowing requirements for these projects. A description of the projects that were approved in the 2024-2025 Capital Expenditure Budget follows:

ADMINISTRATION & FINANCE

Finance - \$360,000: \$250,000 Technology Reserve Fund - Replacement Equipment and \$110,000 for Town and School Security Project.

General Services - \$395,000: for Vehicle/Equipment Replacement.

Public Property - \$470,000: \$50,000 for Boiler Replacement at Police Station, \$310,000 for Various Town Building Improvements, \$25,000 for Roof Replacements at Police Station, \$50,000 for Salt Shed at Public Work Garage, and \$35,000 for Improvements to Harmon Leonard Jr. Youth Center.

PLANNING & DEVELOPMENT

Planning & Development - \$250,000: \$100,000 for West Main Street Canal Dredging and \$150,000 for Town-wide Transportation Assessments.

PUBLIC WORKS

Road, Vehicles, Sidewalks, Drainage, Trees and Grounds - \$5,115,000: \$380,000 for Public Works Dump Trucks and Plows, \$2,800,000 for Road Improvement Program and East Johnson Avenue, Section 2 Road Reconstruction, \$100,000 for Sidewalk Maintenance Program, \$100,000 for Sidewalk Extension Program, \$300,000 for Jarvis/Marion Sidewalk Extension, \$110,000 for Storm Water Drainage Disconnects (MS4)/Sediment Disposal, \$385,000 for Paving of Parking Lots and Access Drives-Bartlem Park, \$340,000 for Lakeview Culvert Improvements, \$35,000 for Intersection Re-alignment of Weeks Road, \$435,000 for

Road Reconstruction Industrial Avenue (Supplemental), and \$130,000 for Public Works Grounds Equipment.

Sewer and Water - \$1,900,000: \$200,000 for Elmwood Pump Station Upgrade, \$500,000 for Denitrification Facility Upgrade, \$300,000 for In-Kind Treatment Plant & Pump Stations Equipment Replacement, \$250,000 for SCADA Notification System Upgrade, \$400,000 for Inflow & Infiltration (I & I) Investigation and Remediation, and \$250,000 for HVAC Upgrade at Water Pollution Control Facility.

LEISURE SERVICES

Recreation - \$690,000: \$110,000 for Bartlem Park Skate Park - Bituminous Surface and New Additional Ramps, \$100,000 Park/Open Space Improvements - Signage, Bleachers, CP Disc Golf, Court Conversion Pickle Ball, \$155,000 for Replacement of Parking Lot at Cheshire Community Pool, \$225,000 for Pool Boiler Replacement and Roof Repair, and \$100,000 for Adaptive Turf Field.

EDUCATION

Code Compliance - \$125,000: for District Roof Ladder Replacement/Installation

Roof Replacement - \$400,000: \$350,000 for Roof Replacement - Dodd Middle School and \$50,000 for Roof Replacement - Highland Elementary.

Renovation - \$965,000: \$115,000 for District Lavatory Improvements, \$150,000 for HVAC Replacement - RTU Dodd Middle School, \$175,000 for Unit Ventilator Replacements - CHS, Dodd and Doolittle, \$100,000 for Fire Alarm Control System - CHS and Doolittle, \$50,000 for Auditorium Replace Roof Top Units (RTU) - CHS, \$125,000 for Districtwide Storm Water Management Improvements, \$50,000 for Main Office and Cafeteria HVAC Improvements - Highland, and \$200,000 for Electrical Upgrade and Emergency Generator Additional Funding - Highland.

**ADOPTED C.E.P.
FISCAL YEARS 2024 - 2025 TO 2028-2029**

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2024-25 TO 2028-29 PROGRAM ELEMENT SUMMARY								
SUMMARY								
PROGRAM ELEMENT		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL	
ADMINISTRATION & FINANCE	DR	360	360	660	485	360	2,225	
	- FINANCE	TM	360	360	660	485	360	2,225
	TC	360	360	660	485	360	2,225	
- GENERAL SERVICES	DR	789	325	506	334	891	2,845	
	TM	507	473	330	408	394	2,112	
	TC	395	473	330	408	394	2,000	
- PUBLIC PROPERTY	DR	1,120	1,780	3,850	310	0	7,060	
	TM	1,200	1,545	1,320	1,420	0	5,485	
	TC	470	1,935	2,745	1,420	0	6,570	
- PLANNING	DR	150	0	0	0	0	150	
	TM	150	0	0	0	0	150	
	TC	250	250	0	0	0	500	
PUBLIC SAFETY	DR	400	0	0	0	0	400	
	- POLICE	TM	400	0	0	0	400	
	TC	0	1,975	0	0	0	1,975	
- FIRE	DR	7,775	1,450	1,275	1,400	1,500	13,400	
	TM	0	1,275	2,150	6,000	1,300	10,725	
	TC	0	1,275	2,150	6,000	1,300	10,725	
PUBLIC WORKS	DR	7,681	7,247	6,949	7,639	4,265	33,781	
	- PUBLIC WORKS - ROADS, SIDEWALKS, DRAINAGE, TREES AND GROUNDS	TM	6,167	6,841	7,469	6,519	4,015	31,011
	TC	5,115	7,093	7,469	6,519	4,015	30,211	
PUBLIC WORKS	DR	2,130	3,720	4,350	2,950	29,300	42,450	
	- SEWER & WATER	TM	2,130	3,720	4,350	2,950	29,300	42,450
	TC	1,900	3,420	4,050	2,650	29,000	41,020	
LEISURE SERVICES	DR	708	115	130	215	0	1,168	
	- RECREATION	TM	545	100	0	0	645	
	TC	690	1,800	100	0	0	2,590	
EDUCATION	DR	5,100	16,425	13,745	12,190	8,385	55,845	
	TM	4,050	16,425	13,745	12,190	8,385	54,795	
	TC	1,490	17,800	14,470	12,690	8,385	54,835	
TOTAL	DR	26,213	31,422	31,465	25,523	44,701	159,324	
	TM	15,509	30,739	30,024	29,972	43,754	149,998	
	TC	10,670	36,381	31,974	30,172	43,454	152,651	

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	1,150	1,668	1,435	1,563	1,474	7,290
STATE / FEDERAL / LOCAL	100	4,670	2,950	8,725	320	16,765
TOTAL REDUCTIONS	1,250	6,338	4,385	10,288	1,794	24,055
NET TOTAL	9,420	30,043	27,589	19,884	41,660	128,596

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

DEPARTMENT: FINANCE

PROGRAM ELEMENT: ADMINISTRATION & FINANCE

PROJECT TITLE							
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
Revaluation	DR	0	0	300	125	0	425
	TM	0	0	300	125	0	425
	TC	0	0	300	125	0	425
Technology Reserve Fund - Replacement Equipment	DR	250	250	250	250	250	1,250
	TM	250	250	250	250	250	1,250
	TC	250	250	250	250	250	1,250
Town and School Security Project	DR	110	110	110	110	110	550
	TM	110	110	110	110	110	550
	TC	110	110	110	110	110	550
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	360	360	660	485	360	2,225
	TM	360	360	660	485	360	2,225
	TC	360	360	660	485	360	2,225

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

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

* New Projects

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

DEPARTMENT: GENERAL SERVICES		PROGRAM ELEMENT: ADMINISTRATION & FINANCE					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
Vehicle / Equipment Replacement Fund Total	DR	689	325	406	334	791	2,545
	TM	507	373	330	308	394	1,912
	TC	395	373	330	308	394	1,800
Police	DR	231	231	231	231	231	1,155
	TM	231	231	231	231	231	1,155
	TC	174	231	231	231	231	1,098
Public Works	DR	166	94	175	103	500	1,038
	TM	93	75	99	77	103	447
	TC	93	75	99	77	103	447
WPCD	DR	135	0	0	0	60	195
	TM	135	0	0	0	60	195
	TC	80	0	0	0	60	140
Fire	DR	67	0	0	0	0	67
	TM	0	67	0	0	0	67
	TC	0	67	0	0	0	67
Building	DR	42	0	0	0	0	42
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Recreation	DR	48	0	0	0	0	48
	TM	48	0	0	0	0	48
	TC	48	0	0	0	0	48
Capital Planning Account and Building Assessment/Design - Town	DR	100	0	100	0	100	300
	TM	0	100	0	100	0	200
	TC	0	100	0	100	0	200
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	789	325	506	334	891	2,845
	TM	507	473	330	408	394	2,112
	TC	395	473	330	408	394	2,000

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	395	473	330	408	394	2,000
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	395	473	330	408	394	2,000
NET TOTAL	0	0	0	0	0	0

* New Projects

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

DEPARTMENT: PUBLIC PROPERTY

PROGRAM ELEMENT: ADMINISTRATION & FINANCE

PROJECT TITLE							TOTAL
	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29		
Boiler Replacement at Police Station	DR	50	200	0	0	0	250
	TM	50	200	0	0	0	250
	TC	50	200	0	0	0	250
Various Town Building Improvements	DR	310	0	310	0	0	620
	TM	310	0	310	0	0	620
	TC	310	0	310	0	0	620
Parking Lot Replacement at Senior Center	DR	0	330	0	0	0	330
	TM	0	330	0	0	0	330
	TC	0	330	0	0	0	330
Roof Replacements at Police Station	DR	25	150	0	0	0	175
	TM	25	150	0	0	0	175
	TC	25	150	0	0	0	175
Replace Storage Building at Public Works Garage	DR	0	250	0	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
Salt Shed at Public Works Garage	DR	700	0	0	0	0	700
	TM	700	0	0	0	0	700
	TC	50	650	0	0	0	700
Improvements to Harmon Leonard Jr. Youth Center	DR	35	300	0	0	0	335
	TM	35	300	0	0	0	335
	TC	35	300	0	0	0	335
* Public Works Garage Site Improvements	DR	0	85	210	0	0	295
	TM	0	0	85	210	0	295
	TC	0	0	85	210	0	295
Parking Lot Replacement at Firehouse #2 (Byam Road)	DR	0	130	0	0	0	130
	TM	0	130	0	0	0	130
	TC	0	130	0	0	0	130
Roof & Siding Replacements at Public Works Outbuildings & Grounds Garage	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	TC	0	0	150	0	0	150
* Wash Bay at Public Works Garage	DR	0	80	900	0	0	980
	TM	0	0	80	900	0	980
	TC	0	0	80	900	0	980
* Town Hall Office Space Reconfiguration (Phase 1)	DR	0	80	410	0	0	490
	TM	80	410	0	0	0	490
	TC	0	0	0	0	0	0

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

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

DEPARTMENT: PUBLIC PROPERTY		PROGRAM ELEMENT: ADMINISTRATION & FINANCE					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
* Improvements & Preservation to Hitchcock Phillips House	DR	0	25	445	0	0	470
	TM	0	25	445	0	0	470
	TC	0	25	445	0	0	470
* Municipal Animal Control Facility Upgrades	DR	0	150	1,425	0	0	1,575
	TM	0	0	0	0	0	0
	TC	0	150	1,425	0	0	1,575
* Replacement of Wood Guiderails at Mixville, Quinnipiac, McNamara Legion Cheshire, Lock 12, & Bartlem Park	DR	0	0	0	310	0	310
	TM	0	0	0	310	0	310
	TC	0	0	0	310	0	310
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	1,120	1,780	3,850	310	0	7,060
	TM	1,200	1,545	1,320	1,420	0	5,485
	TC	470	1,935	2,745	1,420	0	6,570

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	25	150	335	210	0	720
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	25	150	335	210	0	720
NET TOTAL	445	1,785	2,410	1,210	0	5,850

* New Projects

TOWN OF CHESHIRE							
FIVE YEAR CAPITAL EXPENDITURE PLAN							
FISCAL YEARS 2024-25 TO 2028-29							
PROGRAM ELEMENT SUMMARY							
DEPARTMENT: PLANNING & DEVELOPMENT				PROGRAM ELEMENT: PLANNING & DEVELOPMENT			
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
West Main Street Canal Dredging	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	TC	100	0	0	0	0	100
* Town-wide Transportation Assessments	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	150	250	0	0	0	400
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	150	0	0	0	0	150
	TM	150	0	0	0	0	150
	TC	250	250	0	0	0	500

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	150	250	0	0	0	400
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS:	150	250	0	0	0	400
NET TOTAL	100	0	0	0	0	100

* New Projects

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

DEPARTMENT: POLICE

PROGRAM ELEMENT: POLICE

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
Prisoner Cell Renovations	DR	400	0	0	0	0	400
	TM	400	0	0	0	0	400
	TC	0	1,975	0	0	0	1,975
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	400	0	0	0	0	400
	TM	400	0	0	0	0	400
	TC	0	1,975	0	0	0	1,975

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS:	0	0	0	0	0	0
NET TOTAL	0	1,975	0	0	0	1,975

* New Projects

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

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

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

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

* New Projects

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

DEPARTMENT: PUBLIC WORKS

PROGRAM ELEMENT: PUBLIC WORKS

PROJECT TITLE							
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
South Brooksvale Bridge over Willow Brook	DR	0	300	2,300	0	0	2,600
	TM	0	300	2,300	0	0	2,600
	TC	0	300	2,300	0	0	2,600
Tree Removals	DR	150	0	0	150	0	300
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Street Light Installation & Pole Replacement	DR	110	0	110	0	110	330
	TM	0	110	0	110	110	330
	TC	0	110	0	110	110	330
Public Works Dump Trucks and Plows	DR	380	380	385	385	390	1,920
	TM	380	380	385	385	390	1,920
	TC	380	380	385	385	390	1,920
Public Works Vehicles (Non Dump Trucks) and Equipment	DR	252	1,005	228	88	130	1,703
	TM	252	1,005	228	88	130	1,703
	TC	0	1,257	228	88	130	1,703
Road Improvement Program and East Johnson Avneue, Section 2 Road Reconstruction	DR	2,250	2,250	2,300	2,300	2,350	11,450
	TM	2,000	2,000	2,100	2,100	2,100	10,300
	TC	2,800	2,000	2,100	2,100	2,100	11,100
Sidewalk Maintenance Program	DR	300	300	300	300	300	1,500
	TM	100	300	300	300	300	1,300
	TC	100	300	300	300	300	1,300
Cheshire Street Sidewalks to Quinnipiac Park	DR	550	0	0	0	0	550
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Sidewalk Extension Program	DR	300	300	300	300	300	1,500
	TM	100	300	300	300	300	1,300
	TC	100	300	300	300	300	1,300
* Jarvis/Marion Sidewalk Extensions	DR	300	0	0	0	0	300
	TM	300	0	0	0	0	300
	TC	300	0	0	0	0	300
Weeks Pond Dam Improvements	DR	0	80	500	0	0	580
	TM	0	80	500	0	0	580
	TC	0	80	500	0	0	580
* Notch Road Bridge Replacement	DR	0	0	200	2,000	0	2,200
	TM	0	0	200	2,000	0	2,200
	TC	0	0	200	2,000	0	2,200

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

* New Projects

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

DEPARTMENT: PUBLIC WORKS

PROGRAM ELEMENT: PUBLIC WORKS

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

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

DEPARTMENT: PUBLIC WORKS		PROGRAM ELEMENT: PUBLIC WORKS					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
* Road Reconstruction Industrial Avenue (Supplemental)	DR	435	0	0	0	0	435
	TM	435	0	0	0	0	435
	TC	435	0	0	0	0	435
Public Works Grounds Equipment	DR	130	127	110	86	75	528
	TM	130	127	110	86	75	528
	TC	130	127	110	86	75	528
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	7,681	7,247	6,949	7,639	4,265	33,781
	TM	6,167	6,841	7,469	6,519	4,015	31,011
	TC	5,115	7,093	7,469	6,519	4,015	30,211

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	110	260	110	260	720	1,460
STATE / FEDERAL / LOCAL	0	150	1,250	1,000	0	2,400
TOTAL REDUCTIONS	110	410	1,360	1,260	720	3,860
NET TOTAL	5,005	6,683	6,109	5,259	3,295	26,351

* New Projects

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

DEPARTMENT: PUBLIC WORKS - SEWER & WATER PROGRAM ELEMENT: PUBLIC WORKS

PROJECT TITLE							
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
Elmwood Pump Station Upgrade	DR	200	0	2,000	0	0	2,200
	TM	200	0	2,000	0	0	2,200
	TC	200	0	2,000	0	0	2,200
Moss Farms Pump Station Upgrade	DR	0	1,500	0	0	0	1,500
	TM	0	1,500	0	0	0	1,500
	TC	0	1,500	0	0	0	1,500
East Johnson Pump Station Upgrade	DR	0	0	150	750	0	900
	TM	0	0	150	750	0	900
	TC	0	0	150	750	0	900
Denitrification Facility Upgrade	DR	500	1,500	0	0	0	2,000
	TM	500	1,500	0	0	0	2,000
	TC	500	1,500	0	0	0	2,000
In-Kind Treatment Plant & Pump Stations Equipment Replacement	DR	300	300	300	300	300	1,500
	TM	300	300	300	300	300	1,500
	TC	300	0	0	0	0	300
SCADA Notification System Upgrade	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	250	0	0	0	0	250
Inflow & Infiltration (I & I) Investigation and Remediation	DR	400	400	400	400	400	2,000
	TM	400	400	400	400	400	2,000
	TC	400	400	400	400	400	2,000
* Facilities Plant Upgrade	DR	0	0	0	0	20,000	20,000
	TM	0	0	0	0	20,000	20,000
	TC	0	0	0	0	20,000	20,000
* Belt Filter Press Replacement	DR	0	0	1,500	1,500	0	3,000
	TM	0	0	1,500	1,500	0	3,000
	TC	0	0	1,500	1,500	0	3,000
* HVAC Upgrade at Water Pollution Control Facility	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	250	0	0	0	0	250
Heavy Duty Vehicles & Equipment (WPCD)	DR	230	20	0	0	0	250
	TM	230	20	0	0	0	250
	TC	0	20	0	0	0	20
* Force Main Rehabilitation	DR	0	0	0	0	8,600	8,600
	TM	0	0	0	0	8,600	8,600
	TC	0	0	0	0	8,600	8,600
PROGRAM ELEMENT TOTAL	DR	2,130	3,720	4,350	2,950	29,300	42,450
	TM	2,130	3,720	4,350	2,950	29,300	42,450
	TC	1,900	3,420	4,050	2,650	29,000	41,020

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	0	0	0
NET TOTAL	1,900	3,420	4,050	2,650	29,000	41,020

* New Projects

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

DEPARTMENT: RECREATION		PROGRAM ELEMENT: LEISURE SERVICES					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		Bartlem Park Skate Park - Bituminous Surface and New Additional Ramps	DR	273	0	0	0
	TM	110	0	0	0	0	110
	TC	110	0	0	0	0	110
Various Pool Improvements - New Sand/Laterals Main Pool Filter, Kidde Pool Rehab	DR	0	115	60	0	0	175
	TM	0	100	0	0	0	100
	TC	0	100	0	0	0	100
* Park/Open Space Improvements- Signage, Bleachers, CP Disc Golf, Court Conversion Pickle Ball	DR	100	0	0	0	0	100
	TM	100	0	0	0	0	100
	TC	100	0	0	0	0	100
Quinnipiac Multi-Purpose Roller Rink	DR	0	0	0	215	0	215
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
Mixville Park Basketball Court Reconstruction	DR	0	0	70	0	0	70
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
* Replacement of Parking Lot at Cheshire Community Pool	DR	155	0	0	0	0	155
	TM	155	0	0	0	0	155
	TC	155	0	0	0	0	155
* Pool Boiler Replacement and Roof Repair	DR	180	0	0	0	0	180
	TM	180	0	0	0	0	180
	TC	225	0	0	0	0	225
* Linear Trail Resurfacing	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	500	0	0	0	500
* Linear Trail Bridge Deck Replacement	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	100	0	0	100
* Yankee Expressway Property Access Study	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	100	0	0	0	100
* Adaptive Turf Field	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	100	1,100	0	0	0	1,200
PROGRAM ELEMENT TOTAL	DR	708	115	130	215	0	1,168
	TM	545	100	0	0	0	645
	TC	690	1,800	100	0	0	2,590

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	110	0	0	0	0	110
STATE / FEDERAL / LOCAL	63	688	0	0	0	751
TOTAL REDUCTIONS	173	688	0	0	0	861
NET TOTAL	517	1,112	100	0	0	1,729

* New Projects

TOWN OF CHESHIRE FIVE YEAR CAPITAL EXPENDITURE PLAN FISCAL YEARS 2024-25 TO 2028-29 PROGRAM ELEMENT SUMMARY							
DEPARTMENT: EDUCATION		PROGRAM ELEMENT: SUMMARY					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
EDUCATION CODE COMPLIANCE	DR	625	150	150	500	750	2,175
	TM	500	150	150	500	750	2,050
	TC	125	150	650	500	750	2,175
EDUCATION ROOF REPLACEMENT	DR	525	4,375	950	0	0	5,850
	TM	400	4,375	950	0	0	5,725
	TC	400	4,375	950	0	0	5,725
EDUCATION RENOVATION	DR	3,950	11,900	12,645	11,690	7,635	47,820
	TM	3,150	11,900	12,645	11,690	7,635	47,020
	TC	965	13,275	12,870	12,190	7,635	46,935
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
	DR						0
	TM						0
	TC						0
PROGRAM ELEMENT TOTAL	DR	5,100	16,425	13,745	12,190	8,385	55,845
	TM	4,050	16,425	13,745	12,190	8,385	54,795
	TC	1,490	17,800	14,470	12,690	8,385	54,835

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	37	3,832	1,250	3,225	320	8,664
TOTAL REDUCTIONS:	37	3,832	1,250	3,225	320	8,664
NET TOTAL	1,453	13,968	13,220	9,465	8,065	46,171

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

DEPARTMENT: EDUCATION

PROGRAM ELEMENT: CODE COMPLIANCE

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		Athletic Complex Improvements Cheshire High School	DR	500	0	0	500
	TM	500	0	0	500	750	1,750
	TC	0	0	500	500	750	1,750
District Roof Ladder Replacement/Installation	DR	125	150	150	0	0	425
	TM	0	150	150	0	0	300
	TC	125	150	150	0	0	425
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	625	150	150	500	750	2,175
	TM	500	150	150	500	750	2,050
	TC	125	150	650	500	750	2,175

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND

STATE / FEDERAL / LOCAL

TOTAL REDUCTIONS:

NET TOTAL

0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
125	150	650	500	750	2,175	

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

DEPARTMENT: EDUCATION		PROGRAM ELEMENT: ROOF REPLACEMENT					
PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
District Roof Repairs and Replacements	DR	125	125	125	0	0	375
	TM	0	125	125	0	0	250
	TC	0	125	125	0	0	250
Roof Replacement - Doolittle Elementary	DR	0	3,000	0	0	0	3,000
	TM	0	3,000	0	0	0	3,000
	TC	0	3,000	0	0	0	3,000
Roof Replacement - Dodd Middle School	DR	350	0	0	0	0	350
	TM	350	0	0	0	0	350
	TC	350	0	0	0	0	350
Roof Replacement - Cheshire High School	DR	0	500	0	0	0	500
	TM	0	500	0	0	0	500
	TC	0	500	0	0	0	500
Roof Replacement - Highland Elementary	DR	50	750	825	0	0	1,625
	TM	50	750	825	0	0	1,625
	TC	50	750	825	0	0	1,625
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	525	4,375	950	0	0	5,850
	TM	400	4,375	950	0	0	5,725
	TC	400	4,375	950	0	0	5,725

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	0	750	165	0	0	915
TOTAL REDUCTIONS:	0	750	165	0	0	915
NET TOTAL	400	3,625	785	0	0	4,810

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

DEPARTMENT: EDUCATION

PROGRAM ELEMENT: RENOVATION

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		Cafeteria Renovations - Highland and CHS	DR	0	0	0	670
	TM	0	0	0	670	5,460	6,130
	TC	0	0	0	670	5,460	6,130
Replace Walk-in Freezer/Refrigerator - CHS	DR	0	200	0	0	0	200
	TM	0	200	0	0	0	200
	TC	0	200	0	0	0	200
Loading Dock, Drainage and Refrigeration Improvements - CHS	DR	0	800	0	0	0	800
	TM	0	800	0	0	0	800
	TC	0	800	0	0	0	800
Window Replacements - Highland, Dodd and Doolittle	DR	150	0	3,000	3,000	1,250	7,400
	TM	150	0	3,000	3,000	1,250	7,400
	TC	0	150	3,000	3,000	1,250	7,400
Window Replacements - Cheshire High School	DR	500	500	450	0	0	1,450
	TM	0	500	450	0	0	950
	TC	0	500	450	500	0	1,450
Exterior Lighting Improvements - CHS	DR	0	0	220	0	0	220
	TM	0	0	220	0	0	220
	TC	0	0	220	0	0	220
District Lavatory Improvements	DR	400	400	500	0	500	1,800
	TM	400	400	500	0	500	1,800
	TC	115	400	500	0	500	1,515
* Renovation of Outdoor Classroom - Highland	DR	0	100	80	0	0	180
	TM	0	100	80	0	0	180
	TC	0	100	80	0	0	180
District Driveway and Parking Lot Repaving	DR	250	250	250	250	0	1,000
	TM	250	250	250	250	0	1,000
	TC	0	250	250	250	0	750
District Sidewalk and Masonry Repairs	DR	0	275	275	0	0	550
	TM	0	275	275	0	0	550
	TC	0	275	275	0	0	550
Highland Exterior Building Envelope Restoration	DR	0	0	150	0	0	150
	TM	0	0	150	0	0	150
	TC	0	0	150	0	0	150
Stage Improvements Dodd Middle School	DR	0	0	250	0	0	250
	TM	0	0	250	0	0	250
	TC	0	0	250	0	0	250
HVAC Improvements - Dodd Middle School Stage Area	DR	0	500	0	0	0	500
	TM	0	500	0	0	0	500
	TC	0	500	0	0	0	500
HVAC Replacement - RTU Dodd Middle School	DR	150	200	0	0	0	350
	TM	150	200	0	0	0	350
	TC	150	200	0	0	0	350
Synthetic Turf Field Replacement - CHS	DR	0	0	0	600	0	600
	TM	0	0	0	600	0	600
	TC	0	0	0	600	0	600

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

* New Projects

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

DEPARTMENT: EDUCATION

PROGRAM ELEMENT: RENOVATION

PROJECT TITLE	PROGRAM ELEMENT: RENOVATION						
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
HVAC Improvements - CHS	DR	25	200	200	200	175	800
	TM	25	200	200	200	175	800
	TC	0	0	425	200	175	800
Steam Boiler Replacement - CHS	DR	0	0	800	0	0	800
	TM	0	0	800	0	0	800
	TC	0	0	800	0	0	800
Hot Water Boiler Replacement - CHS	DR	0	0	900	0	0	900
	TM	0	0	900	0	0	900
	TC	0	0	900	0	0	900
District Replace Pneumatic Controls with DDC	DR	100	100	100	100	100	500
	TM	100	100	100	100	100	500
	TC	0	200	100	100	100	500
HVAC Improvements Comprehensive Upgrade Project - Dodd & Doolittle	DR	0	6,900	0	5,800	0	12,700
	TM	0	6,900	0	5,800	0	12,700
	TC	0	6,900	0	5,800	0	12,700
Unit Ventilator Replacements - CHS, Dodd and Doolittle	DR	225	325	0	0	0	550
	TM	225	325	0	0	0	550
	TC	175	325	0	0	0	500
Highland Elementary School Building Improvements/Additions	DR	0	0	750	0	0	750
	TM	0	0	750	0	0	750
	TC	0	0	750	0	0	750
District Acoustical Ceiling Tile Replacement	DR	100	100	100	100	0	400
	TM	0	100	100	100	0	300
	TC	0	100	100	100	0	300
District Flooring Replacement	DR	200	200	200	0	0	600
	TM	0	200	200	0	0	400
	TC	0	200	200	0	0	400
School Offices Reconfiguration - CHS	DR	0	50	120	0	0	170
	TM	0	50	120	0	0	170
	TC	0	50	120	0	0	170
District Elementary School Playground Equipment Replacement	DR	200	0	200	0	0	400
	TM	200	0	200	0	0	400
	TC	0	200	200	0	0	400
Expand Parking and General Paving - Highland	DR	350	0	400	0	0	750
	TM	350	0	400	0	0	750
	TC	0	350	400	0	0	750

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

* New Projects

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

DEPARTMENT: EDUCATION

PROGRAM ELEMENT: RENOVATION

PROJECT TITLE		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL
		District Interior Door Replacement	DR	100	100	0	100
	TM	100	100	0	100	0	300
	TC	0	200	0	100	0	300
Fire Alarm Control System - CHS and Doolittle	DR	100	0	1,650	0	0	1,750
	TM	100	0	1,650	0	0	1,750
	TC	100	0	1,650	0	0	1,750
CHS Maintenance Garage	DR	250	0	0	0	0	250
	TM	250	0	0	0	0	250
	TC	0	250	0	0	0	250
Greenhouse Replacement - CHS	DR	0	0	50	750	0	800
	TM	0	0	50	750	0	800
	TC	0	0	50	750	0	800
* Fire Main/Water Main Replacements - Dodd	DR	200	0	0	0	0	200
	TM	200	0	0	0	0	200
	TC	0	200	0	0	0	200
* Utility Tunnel Renovations - CHS	DR	75	150	150	120	0	495
	TM	75	150	150	120	0	495
	TC	0	225	150	120	0	495
* Auditorium Replace Roof Top Units (RTU) - CHS	DR	50	400	0	0	0	450
	TM	50	400	0	0	0	450
	TC	50	400	0	0	0	450
* Districtwide Gymnasium Equipment Replacement	DR	150	0	150	0	150	450
	TM	150	0	150	0	150	450
	TC	0	150	150	0	150	450
* Districtwide Storm Water Management Improvements	DR	125	0	125	0	0	250
	TM	125	0	125	0	0	250
	TC	125	0	125	0	0	250
* Main Office and Cafeteria HVAC Improvements - Highland	DR	50	0	400	0	0	450
	TM	50	0	400	0	0	450
	TC	50	0	400	0	0	450
* Electrical Upgrade and Emergency Generator Additional Funding - Highland	DR	200	0	0	0	0	200
	TM	200	0	0	0	0	200
	TC	200	0	0	0	0	200

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

* New Projects

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

DEPARTMENT: EDUCATION

PROGRAM ELEMENT: RENOVATION

PROJECT TITLE							TOTAL
		FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
* Electrical Distribution Improvements - Highland	DR	0	50	300	0	0	350
	TM	0	50	300	0	0	350
	TC	0	50	300	0	0	350
* Courtyard Restoration Improvements - Highland	DR	0	50	250	0	0	300
	TM	0	50	250	0	0	300
	TC	0	50	250	0	0	300
* Gym HVAC Improvements - Highland	DR	0	25	325	0	0	350
	TM	0	25	325	0	0	350
	TC	0	25	325	0	0	350
* HVAC Balancing Improvements - Highland	DR	0	25	300	0	0	325
	TM	0	25	300	0	0	325
	TC	0	25	300	0	0	325
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
	DR	0	0	0	0	0	0
	TM	0	0	0	0	0	0
	TC	0	0	0	0	0	0
PROGRAM ELEMENT TOTAL	DR	3,950	11,900	12,645	11,690	7,635	47,820
	TM	3,150	11,900	12,645	11,690	7,635	47,020
	TC	965	13,275	12,870	12,190	7,635	46,935

DR=Department Request

TM=Town Manager Recommendation

TC=Town Council

TOWN COUNCIL PROPOSED:

CAPITAL & NONRECURR. FUND	0	0	0	0	0	0
STATE / FEDERAL / LOCAL	37	3,082	1,085	3,225	320	7,749
TOTAL REDUCTIONS	37	3,082	1,085	3,225	320	7,749
NET TOTAL	928	10,193	11,785	8,965	7,315	39,186

* New Projects

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OTHER SIGNIFICANT DATA

OTHER SIGNIFICANT DATA INTRODUCTION

The information and data in this section, while perhaps not direct elements of the General Operating Budget, provides background and summary information that is meaningful in developing the budget, and identifies emerging trends that have financial implications.

Graphs of Significant Financial Trends:

General Fund Results from Operations – Surplus: This graph reports results from operations – budgetary revenue / expenditure variances, the net result of which has been consistently favorable. These surpluses add to the Town’s general fund balance, a portion of which is generally appropriated to fund the subsequent year’s budget.

General Fund Unassigned Fund Balance: This graph reports General Fund Unassigned Fund Balance which is the cumulative results from annual operations less any amount appropriated to fund the subsequent year’s budget and less any additional appropriations approved after the original budget was adopted.

General Fund Unassigned Fund Balance as a Percentage of Actual Budgetary Expenditures: This graph reports General Fund Unassigned Fund Balance as a percentage of General Fund budgetary expenditures, including operating transfers out.

Assessed Valuation of Taxable Property: This graph reports the net grand list as of October 1 of each year, as subsequently adjusted by the Board of Assessment Appeals.

Mill Rate History: This graph reports the property tax mill rates approved by the Town Council to support the Town’s annual General Fund budget.

Tax Collection Rate – Current Levy, Actual vs. Budget: This graph reports the actual percentage of taxes collected on the current levy and the percentage used to estimate these revenues for budgeting purposes.

Combined Town and Police Pension Plans Actuarial Values of Assets vs. Accrued Liabilities: This graph compares the actuarial value of assets with corresponding accrued liabilities on a combined basis for both the Town and Police Pension Plans. Actuarial accrued liabilities consist of the portion of the actuarial present value of pension plan benefits and expenses that are not provided for by future normal costs. The actuarial value of assets consists of cash, investments and other property belonging to the pension plan, as used by the actuary for the purpose of an actuarial valuation.

The **Personnel Summary and Staffing Analysis** provides a consolidated summary of staffing information that is detailed by department throughout both this and the Detail budget documents.

The **Employee Bargaining Organizations** detail the organizations representing Cheshire, and their membership. The results of collective bargaining have a significant impact on salaries and benefits, which represent a significant portion of the operating budget.

The **Net Grand List** provides the total value of assessed property to which taxes are applied. The mill rate is determined by the value of the Grand List and the total tax revenue appropriated in a given fiscal year. The **Ten Highest Taxpayers** details the assessed value of the top ten taxpayers.

Ratios of Outstanding Debt illustrates the steady decline in the per capita obligation of the Town's outstanding debt, which represents a corollary reduction in debt service expenditures in the operating budget.

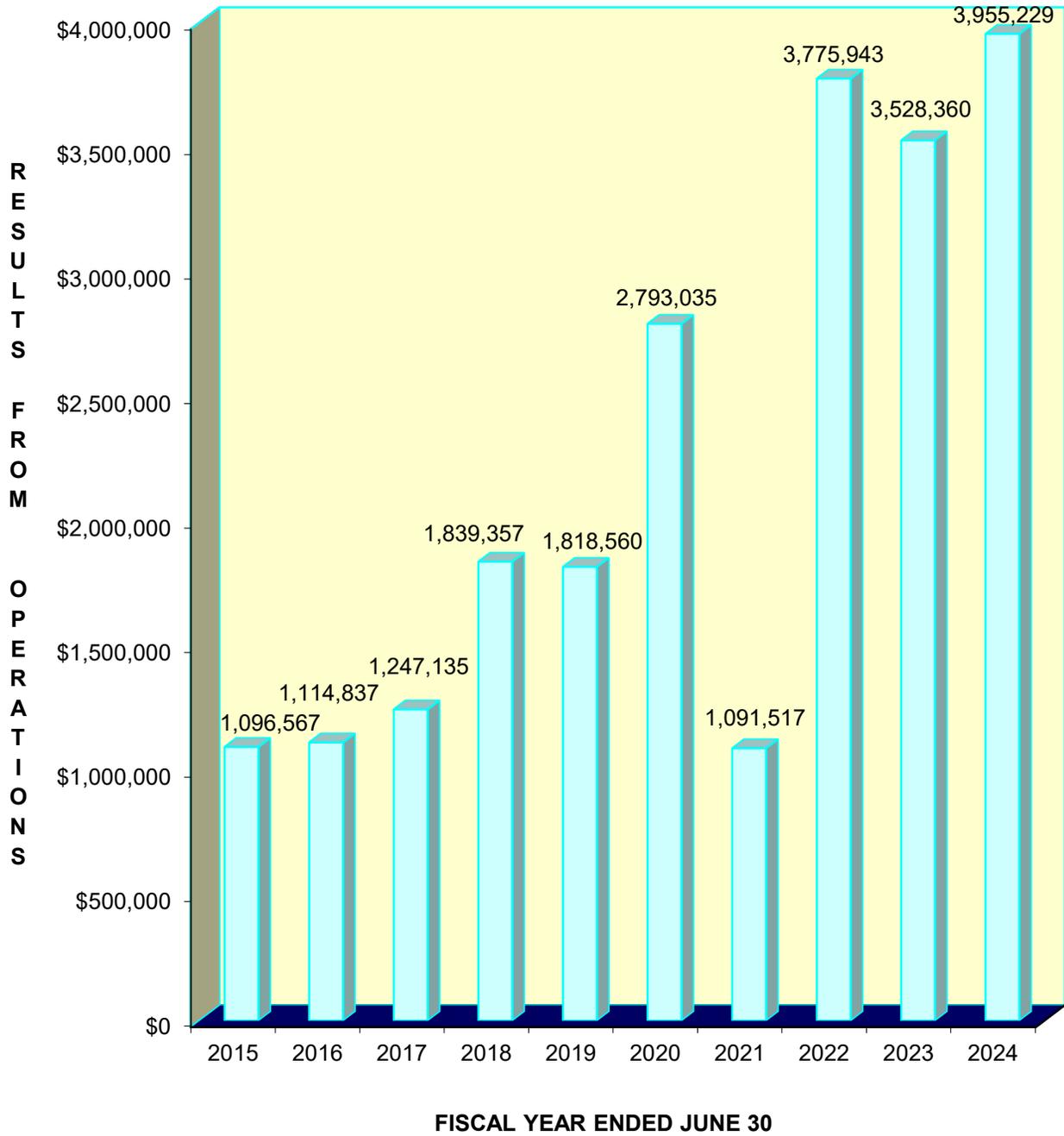
Miscellaneous Statistics offer data on facilities, property, and demographics on the Town which helps define our community's makeup and its program and service needs.

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

Amortization Schedule for \$1 Million Bond Issue.

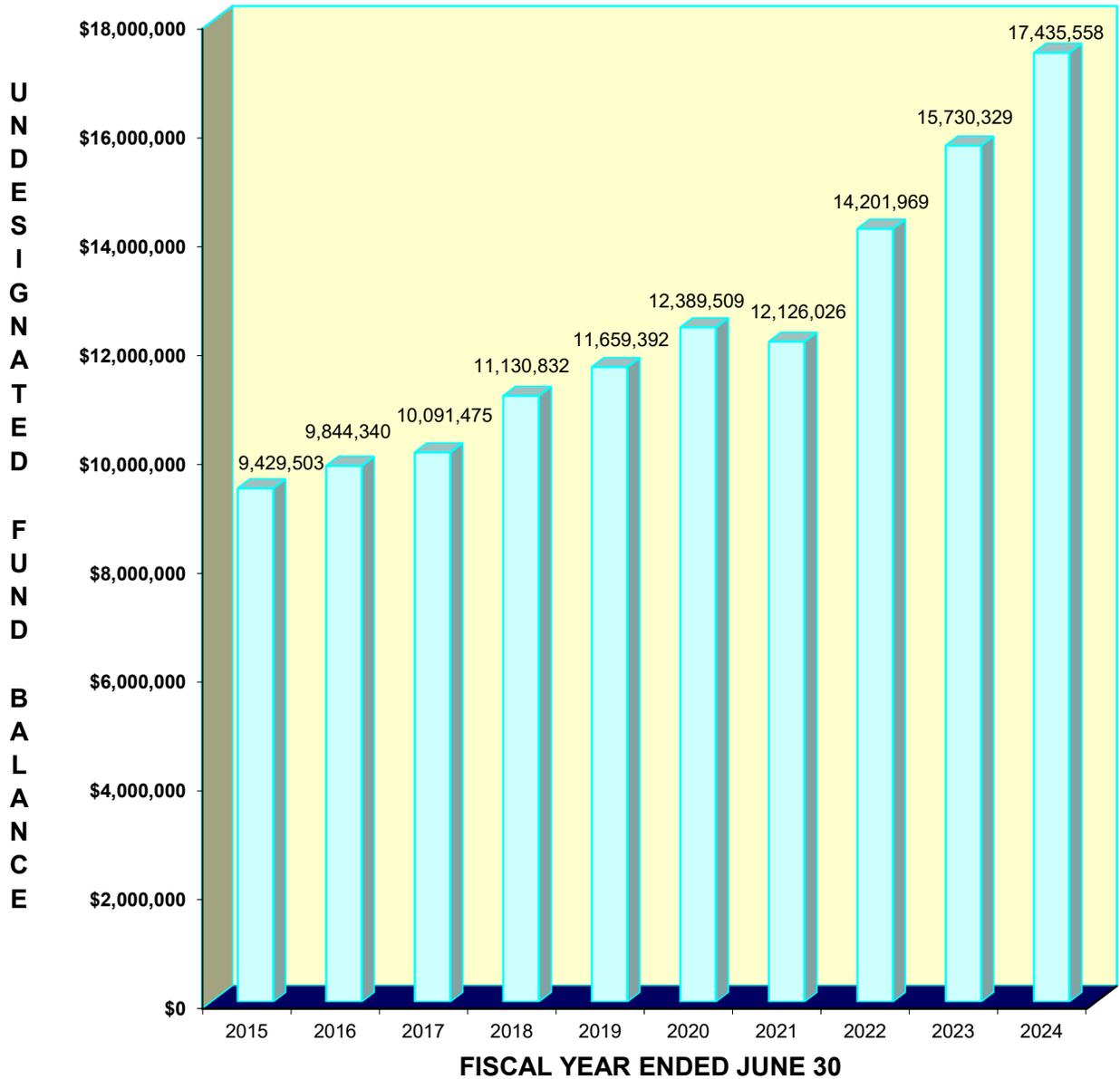
Comparative Towns Data compares Cheshire statistics with those of other comparable municipalities.

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



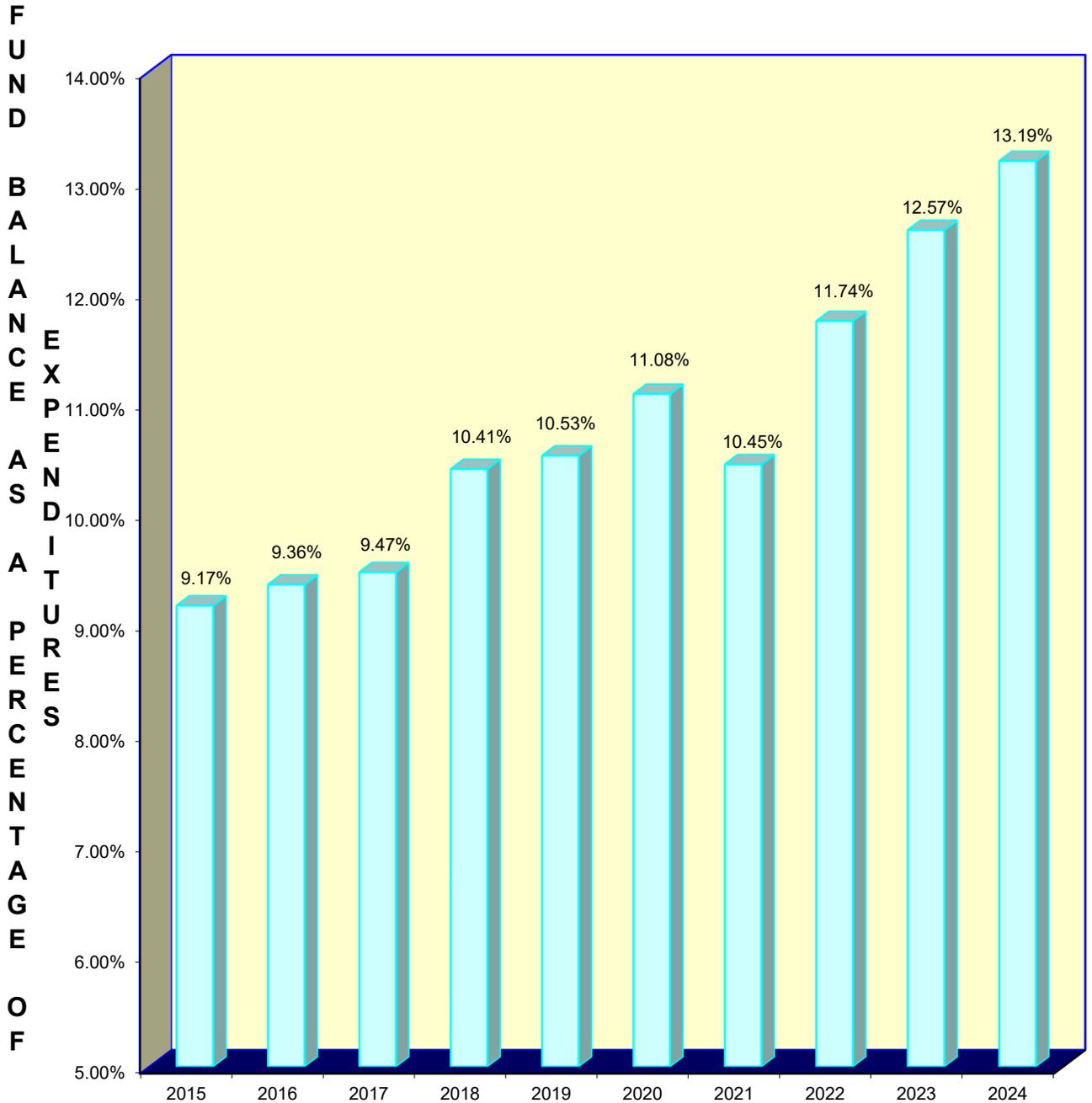
This graph identifies the amount of the Town's operating budget surpluses, or combined budgetary revenue/expenditure variances, for each fiscal year. It indicates that the Town has achieved consistently favorable results from operations, the main contributing factor to the Town's fund balance, or reserve,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

TOWN OF CHESHIRE GENERAL FUND UNASSIGNED FUND BALANCE TEN YEAR HISTORY



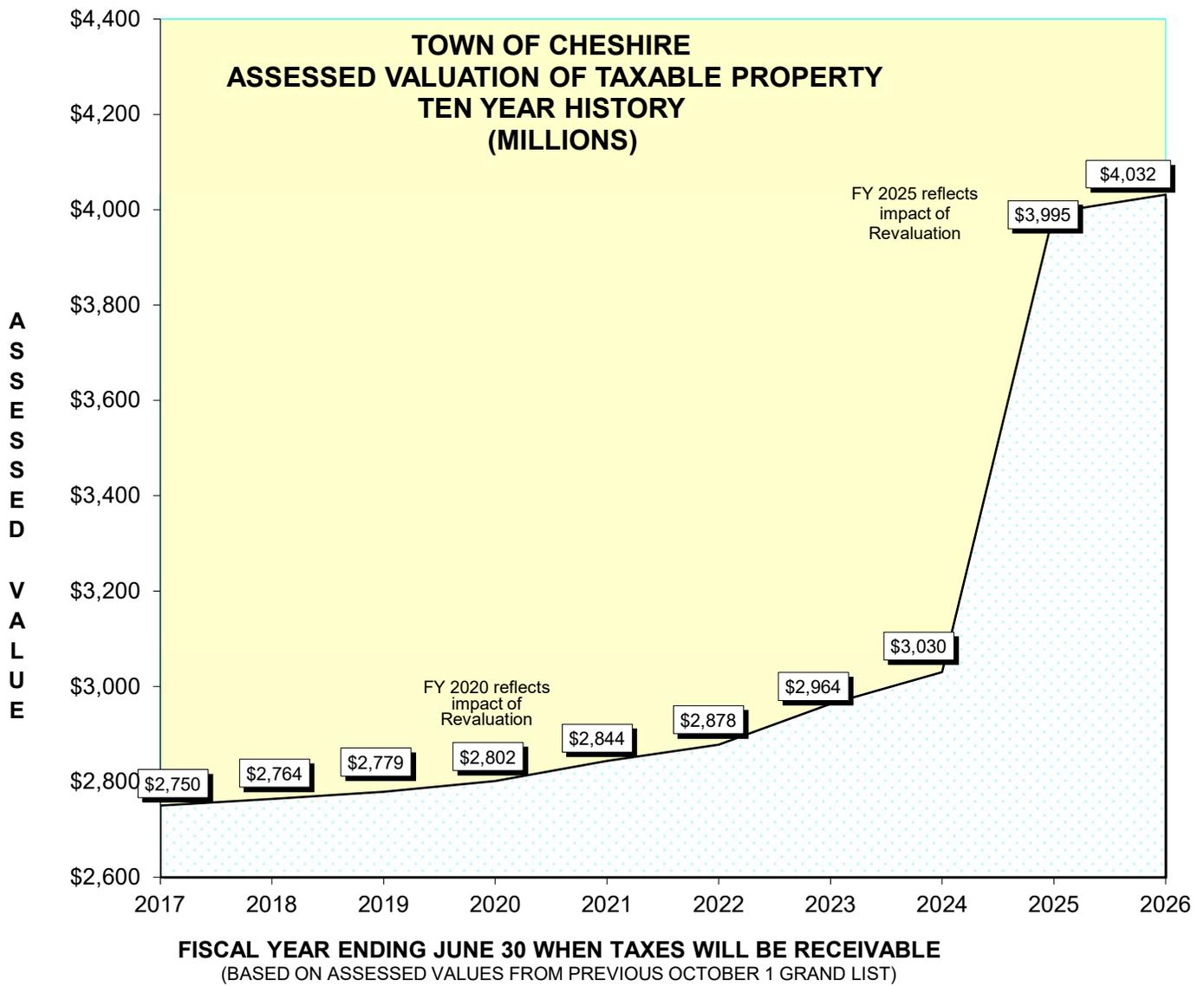
The previous page explains fund balance and provides the dollar amounts pertaining to this graph. While the total amount of fund balance is very important, the determining indicator as to its sufficiency is the percentage that the fund balance represents of the general fund budgetary expenditures. The Town's fund balance policy dictates that the Town should maintain an unassigned general fund balance of 9.25% of the previous fiscal year's budgetary operating expenditures, as recommended by best practices and credit rating agencies

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



FOR THE YEAR ENDED JUNE 30

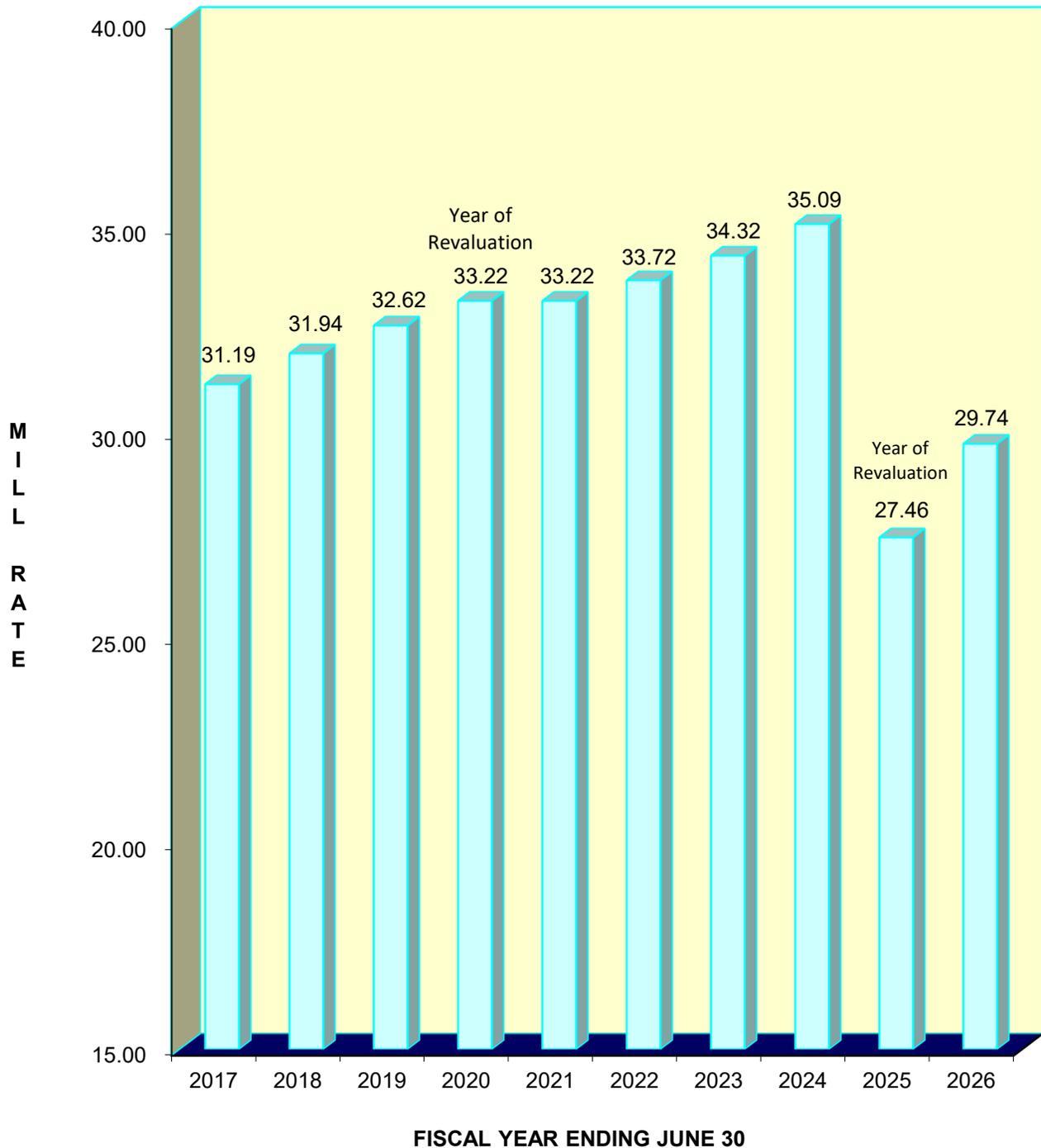
This graph identifies the amount of the Towns' fund balance reserve, which is the cumulative results from operations (surplus or deficit) less any amount appropriated from this fund. Since this represents the Towns' reserve or savings fund, it is important that it at least stays relatively constant, or ideally increases each year as the Town's total budget increases.



PERCENTAGE OF ASSESSED PROPERTY BY TYPE					
GL Year	Residential Real Property	Commercial and Industrial Property	Other Real Property	Personal Property	Motor Vehicle
2024	71.0	14.1	1.6	5.5	7.8
2023	71.0	14.2	0.9	5.3	8.5
2022	68.0	13.2	0.7	6.4	11.8
2021	68.8	13.4	0.7	6.0	11.1
2020	70.5	13.6	0.7	6.0	9.2
2019	71.1	13.4	0.8	5.9	8.8
2018	71.5	13.8	0.8	5.5	8.4
2017	71.4	14.1	0.7	5.3	8.5
2016	70.7	13.3	0.7	6.5	8.8
2015	70.3	13.3	0.7	7.2	8.5
2014	70.5	13.4	0.7	6.9	8.5

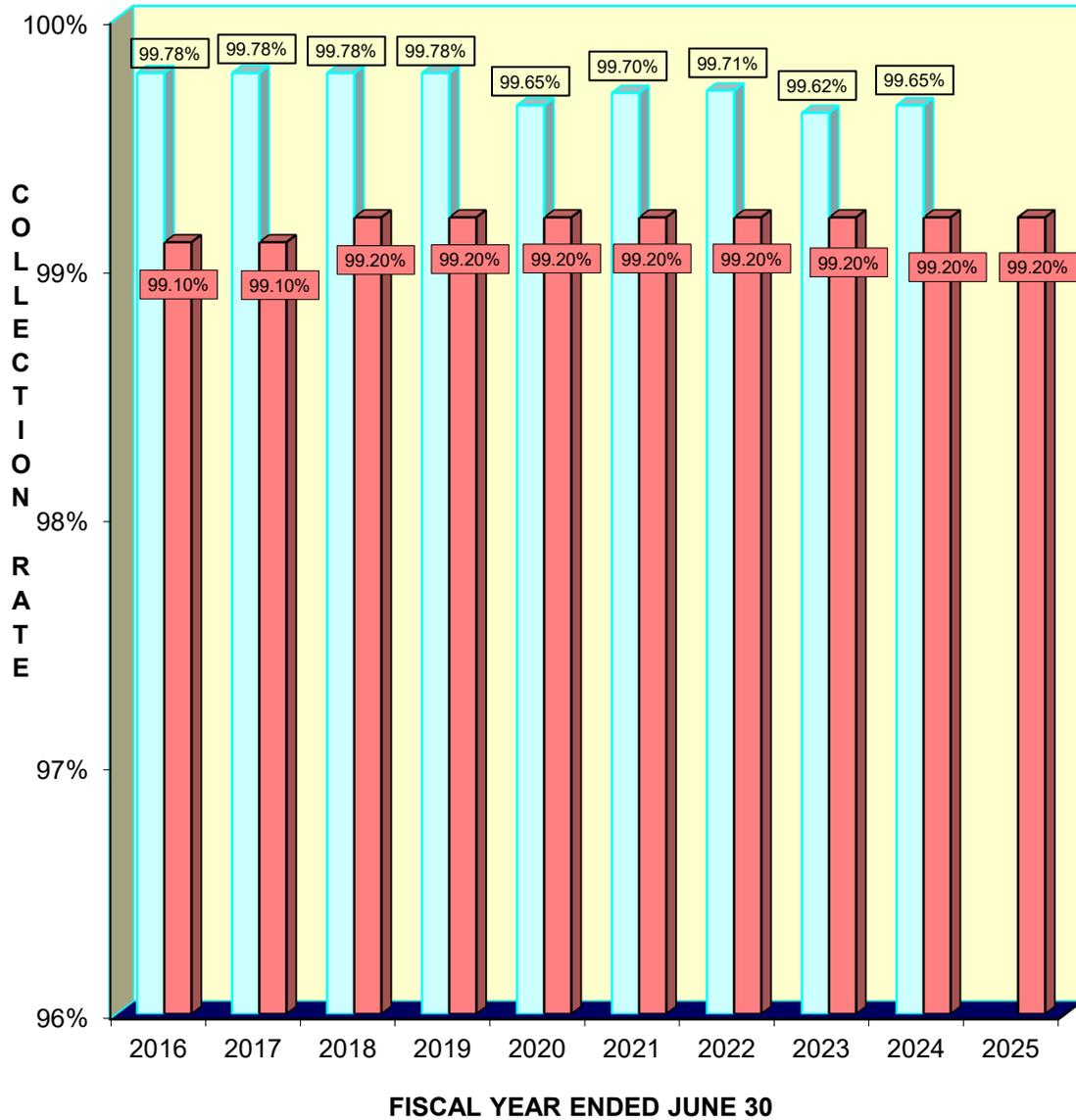
This graph identifies the aggregate value of all taxable property on the Grand List (real estate, motor vehicle and personal property), as of October 1 for the succeeding fiscal year. The State requires that property assessment represents 70% of the market value of the property. The anomaly on this graph in 2025 is associated with a State mandated property revaluation. The 2020 revaluation with a .83% increase is more in line with a typical non-reval year. The detail at the bottom of the graph illustrates the shift in percentages of each type of property. An increase in the value of taxable property reduces the tax burden and generates more revenue at the existing mill rate. The increase from one year to the next when multiplied by the existing mill rate indicates the amount of additional tax revenue available for the budget.

TOWN OF CHESHIRE MILL RATE TEN YEAR HISTORY



A resident's or business's tax obligation is determined by multiplying the mill rate times their assessed value, and since the assessed value of a parcel of real estate stays relatively constant except for revaluation years, the mill rate is the critical variable impacting a property owner's taxes. A mill is the value in dollars that a homeowner pays per \$1,000 of assessed value. As illustrated above, the mill rate follows a trend of moderate increases, except in fiscal year 2025 when fluctuations generated from property revaluations disrupted this trend.

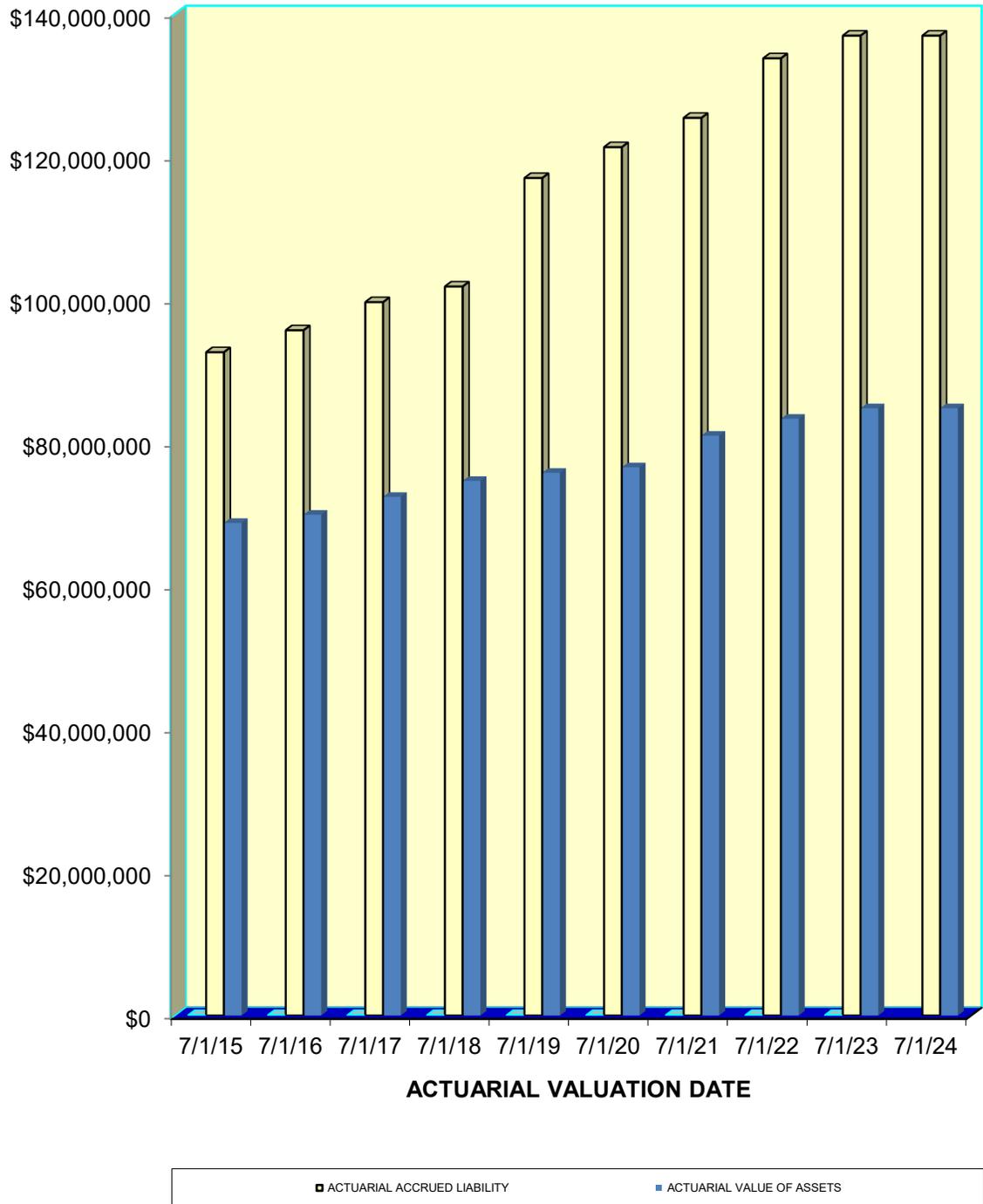
**TOWN OF CHESHIRE
TAX COLLECTION RATE - CURRENT LEVY
ACTUAL VS. BUDGET
TEN YEAR HISTORY**



This graph compares the percentage of taxes estimated to be collected when the budget was developed to the actual percentage of taxes collected at the close of the fiscal year. The graph depicts some critical financial elements:

1. The continuing and extremely high percentage of tax collections.
2. The percentage difference between the estimated and actual collection rates has resulted in surplus revenue ranging from approximately \$419,000 to \$645,000 over the ten years depicted in this graph.

**TOWN OF CHESHIRE
COMBINED TOWN AND POLICE PENSION PLANS
ACTUARIAL VALUES OF ASSETS VS. ACCRUED LIABILITIES
TEN YEAR HISTORY**



The two pension plans represented in this graph, Town (General Government and non-certified Education employees) and Police Officers, have been closed out to new hires in the past few years. The Pension plans still represent a large potential future liability to the Town’s financial operations. The level of pension funding is also one of the critical factors considered in a credit rating review, therefore it is important to adequately fund these plans.

**TOWN OF CHESHIRE ADOPTED 2025-2026 BUDGET
PERSONNEL SUMMARY - STAFFING ANALYSIS**

Key: FTE = Full Time Equivalent

DEPARTMENT	FY 2025 APPROPRIATION		FY 2025 ACTUAL		FY 2026 DEPT. REQUEST		FY 2026 MGR. RECOMMENDED		FY 2026 COUNCIL APPROVED	
	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs	STAFF	FTEs
Town Manager	3	3.00	3	3.00	4	4.00	4	4.00	4	4.00
Human Resources	2	2.00	2	2.00	2	2.00	2	2.00	2	2.00
Town Clerk	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00
Elections	4	2.03	4	2.03	4	2.03	4	2.03	4	2.03
Finance	16	14.37	16	14.37	16	14.37	16	14.37	15	13.80
General Services	13	1.85	15	1.85	15	1.85	15	1.85	15	1.85
Public Property	3	2.34	3	2.34	3	2.34	3	2.34	3	2.34
Planning	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00
Economic Development	1	1.00	1	1.00	0	0.00	0	0.00	0	0.00
Police	70	61.57	70	61.57	70	61.57	70	61.57	69	61.00
Animal Control	2	1.75	2	1.75	2	1.75	2	1.75	2	1.75
Fire	9	7.52	9	7.52	9	7.52	9	7.52	9	7.52
Building Inspector	6	5.60	6	5.60	6	5.60	6	5.60	6	5.60
Public Works*	31	31.00	31	31.00	31	31.00	31	31.00	31	31.00
Engineering*	3	3.00	3	3.00	3	3.00	3	3.00	3	3.00
Water Pollution Control	10	9.57	10	9.57	10	9.57	10	9.57	10	9.57
Human Services	33	18.87	33	18.87	33	18.87	33	18.87	33	18.87
Library	24	21.14	24	21.14	24	21.14	24	21.14	23	20.14
Artsplace	8	3.85	8	3.85	8	3.85	8	3.85	8	3.85
Recreation	6	5.25	6	5.25	6	5.54	6	5.25	6	5.54
Community Pool	29	13.63	29	13.63	29	13.63	29	13.63	29	13.63
TOTALS	279	215.34	281	215.34	281	215.63	281	215.34	278	213.49

** See notes on department Staffing Summaries.*

NOTE: Board of Education staffing and FTEs are available in the Board of Education budget document.

Employees Bargaining Organizations

<i>Employee Group</i>	<i>Bargaining Organization</i>	<i># Member Employees</i>	<i>Contract Exp. Date</i>
GENERAL GOVERNMENT			
Dispatchers	UPSEU Local 424 Unit 101	8	June 30, 2026
Library	Local 1303-431 AFSCME	17	June 30, 2026
Police	Cheshire Police Union	46	June 30, 2024
Public Works	Local 1303-202 AFSCME, CT Council 4, AFL-CIO	35	June 30, 2025
Town Hall Employees	Local 1303-347 AFSCME, CT Council 4, AFL-CIO	<u>43</u>	June 30, 2025
		<i>Total</i>	<i>149</i>
BOARD OF EDUCATION			
Administrators	Cheshire Administrative Personnel	19	June 30, 2028
Teachers	Educational Association of Cheshire	408	June 30, 2029
Clerical	Cheshire Educational Secretaries and Technicians United	52	June 30, 2027
Custodial	Cheshire Custodians Local 424- Unit 19 of United Public Service Employees Union	24	June 30, 2027
Paraeducators/Lunch Room and Playground Aides	Cheshire Paraeducators, CSEA/SEIU Local 2001/76	<u>236</u>	June 30, 2025
		<i>Total</i>	<i>739</i>

March 10, 2025

TOWN OF CHESHIRE
DEPT OF FINANCE
NET GRAND LIST OF **OCTOBER 1, 2024**
AFTER BOARD OF ASSESSMENT APPEALS

	<u>10/1/2023</u>	10/1/2024	<i>CHANGE</i>	<i>INCREASE</i>
REAL ESTATE	3,442,042,268	3,496,972,119	54,929,851	1.60%
PERS PROPERTY	211,838,460	220,893,441	9,054,981	4.27%
MOTOR VEHICLES	<u>340,653,086</u>	313,048,498	<u>-27,604,588</u>	<u>-8.10%</u>
TOTALS	<u>3,994,533,814</u>	<u>4,030,914,058</u>	<u>36,380,244</u>	<u>0.91%</u>

TEN HIGHEST TAXPAYERS
REAL ESTATE, MV, AND PERSONAL PROPERTY

TAXPAYER	NATURE OF BUSINESS	TAXABLE VALUATION AS OF 10/1/2024	% OF NET TAXABLE GL
1. CONNECTICUT LIGHT AND POWER	<i>Utility</i>	58,088,400	1.44%
2. BOZZUTOS	<i>Wholesale Food Dist.</i>	51,203,504	1.27%
3. INDUSTRIAL AVE LLC	<i>Wholesale Food Dist.</i>	41,863,640	1.04%
4. CHESHIRE SURGERY CENTER	<i>Real Estate/Medical</i>	24,791,800	0.62%
5. 181 W JOHNSON HOLDINGS LLC	<i>Real Estate</i>	24,746,680	0.61%
6. EASTPOINTE CHESHIRE OWNER LLC	<i>Real Estate</i>	23,711,240	0.59%
7. WFM PROPERTIES CHESHIRE LLC	<i>Real Estate</i>	21,631,120	0.54%
8. YANKEE GAS	<i>Utility</i>	18,572,430	0.46%
9. CHESHIRE INDUSTRIAL OWNER LLC	<i>Real Estate</i>	16,413,600	0.41%
10. LAKESIDE OF CHESHIRE LLC	<i>Real Estate</i>	<u>15,532,020</u>	<u>0.39%</u>
TOTAL		<u>296,554,434</u>	<u>7.36%</u>

Town of Cheshire, Connecticut

**Ratios of Net General Bonded Debt Outstanding
Last Ten Fiscal Years
(Unaudited)**

Fiscal Year	General Obligation Bonds ⁽¹⁾	Less: Amount Available in Debt Service Reserve ⁽²⁾	Total	Percentage of Actual Taxable Value of Property ⁽³⁾	Per Capita ⁽⁴⁾
2015	61,840,929	137,875	61,703,054	2.23%	2,083
2016	56,739,246	169,825	56,569,421	2.02%	1,905
2017	69,314,732	204,218	69,110,514	2.44%	2,362
2018	63,930,680	643,248	63,287,432	2.22%	2,163
2019	73,120,624	597,509	72,523,115	2.52%	2,477
2020	67,393,592	659,648	66,733,944	2.32%	2,290
2021	76,977,021	555,160	76,421,861	2.62%	2,622
2022	69,594,270	420,706	69,173,564	2.34%	2,405
2023	82,401,265	308,991	82,092,274	2.69%	2,857
2024	98,065,316	149,121	97,916,195	3.15%	3,401

Note: Details regarding the Town's outstanding debt, including general obligation bonds and notes, may be found in the notes to the basic financial statements.

⁽¹⁾ This is the general bonded debt of governmental activities, net of original issuance discounts and premiums.

⁽²⁾ This is the amount committed for debt service principal payments.

⁽³⁾ See the Schedule of Assessed Value and Estimated Actual Value of Taxable Property for property value data.

⁽⁴⁾ Population data can be found in the Schedule of Demographic and Economic Statistics.

MISCELLANEOUS STATISTICS

(As of year-end 2024)

GENERAL

◆ Date of Incorporation:	1780	◆ First Charter Adopted:	June 9, 1971
◆ Form of Government:	Council/Manager	◆ Present Charter Amended:	January 1, 2018

FACILITIES AND INFRASTRUCTURE

<i>Town Facilities</i>	#	<i>Town Infrastructure and property</i>	
Animal Control Facility	1	Miles of streets	153
1220 Waterbury Road	1	Miles of sidewalks	115
Community Pool	1	Miles of sanitary sewers	120
Fire Stations and Annex	4	Acres of parks and recreation areas	335
Hitchcock-Phillips House	1	Acres of Land Acquisition/Open Space	1,576
Human Services Facility	1		
Parks and Recreation Garage	1		
Police Station	1		
Public Library	1	<i>School Facilities</i>	#
Public Works Complex	1	Kindergartens	1
Pumping Stations	10	Elementary Schools	4
Senior Center	1	Middle Schools	1
Town Hall	1	High Schools	1
Waste Water Treatment Plant	1	Board of Education	1
Yellow House	1		
Youth Center	1	TOTAL ENROLLMENT	4,257
Residential property:			
Lassen Farm house	1		
Lock 12 house	1		

TAX EXEMPT PROPERTY (as of October 1, 2024)

<i>Private</i>	<i>Assessed Value</i>	<i>Public</i>	<i>Assessed Value</i>
Scientific	5,109,930	State of Connecticut	196,291,760
Educational	24,236,660	Town of Cheshire	195,688,150
Historical	313,040	City of Meriden	1,923,810
Charitable	4,893,910	South Central Connecticut/ Regional Water Authority	24,826,027
Cemeteries	1,195,320	<i>Subtotal Public</i>	<u>418,729,747</u>
Churches	28,609,070		
Hospitals and Sanitariums	58,473,800	TOTAL EXEMPT	570,369,837
Private Colleges	28,808,360	% OF NET TAXABLE GRAND LIST	14.15%
<i>Subtotal Private</i>	<u>151,640,090</u>		

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

Fiscal Year Ended June 30	Population ⁽¹⁾	Per Capita Personal Income ⁽¹⁾	Personal Income ⁽²⁾	Median Household Income ⁽²⁾	Median Age ⁽²⁾	School Enrollment ⁽³⁾	Unemployment Rate ⁽⁴⁾
2015	29,620	43,583	1,290,928,460	107,716	42.9	4,523	3.3%
2016	29,694	44,280	1,314,850,320	106,489	43.7	4,393	4.6%
2017	29,254	45,164	1,321,227,656	108,559	45.1	4,342	2.8%
2018	29,254	45,164	1,321,227,656	108,559	45.0	4,284	2.9%
2019	29,274	47,012	1,376,229,288	107,579	45.8	4,270	2.4%
2020	29,147	48,968	1,427,270,296	112,945	46.0	4,188	4.7%
2021	29,147	52,013	1,516,022,911	120,546	46.2	4,122	5.0%
2022	28,766	57,006	1,639,834,596	132,682	45.4	4,160	2.2%
2023	28,732	64,033	1,839,796,156	143,418	46.2	4,202	2.5%
2024	28,791 ⁽⁵⁾	64,033 ⁽⁶⁾	1,843,574,103 ⁽⁶⁾	147,969 ⁽⁵⁾	43.0 ⁽⁵⁾	4,211 ⁽⁵⁾	1.7%

(1) U.S. Census Bureau
(2) Connecticut Economic Resource Center Data Finder - Applied Geographic Solutions
(3) Cheshire Public Schools
(4) Connecticut Department of Labor
(5) FY 2024 estimates received from Advance CT
(6) FY 2024 information not yet available, therefore use 2023 information

Age Distribution of the Population

Age	Town of Cheshire		State of Connecticut	
	Number	Percent	Number	Percent
Under 5 years	1,147	4.0%	182,768	5.1%
5 to 9 years	1,769	6.1	196,600	5.4
10 to 14 years	2,155	7.5	222,267	6.2
15 to 19 years	2,181	7.6	247,501	6.9
20 to 24 years	1,758	6.1	241,391	6.7
25 to 34 years	2,981	10.4	449,466	12.4
35 to 44 years	3,229	11.2	445,052	12.3
45 to 54 years	4,554	15.8	475,109	13.2
55 to 59 years	1,928	6.7	266,117	7.4
60 to 64 years	1,917	6.7	255,938	7.1
65 to 74 years	2,951	10.2	362,365	10.0
75 to 84 years	1,434	5.0	178,746	4.9
85 years and over.....	787	2.7	87,997	2.4
Total.....	28,791	100.0%	3,611,317	100.0%

Source: American Community Survey, 2018-2022.

Income Distribution

	Town of Cheshire		State of Connecticut	
	Families	Percent	Families	Percent
\$ 0 - \$ 9,999.....	52	0.8%	21,866	2.4%
10,000 - 14,999.....	43	0.6	13,844	1.5
15,000 - 24,999.....	13	0.2	32,363	3.5
25,000 - 34,999.....	61	0.9	38,177	4.2
35,000 - 49,999.....	263	3.8	65,393	7.2
50,000 - 74,999.....	677	9.8	112,628	12.4
75,000 - 99,999.....	480	6.9	109,739	12.0
100,000 - 149,999.....	1,048	15.1	184,504	20.2
150,000 - 199,999.....	1,350	19.5	125,406	13.8
200,000 and over.....	2,931	42.4	207,948	22.8
Total.....	6,918	100.0%	911,868	100.0%

Source: American Community Survey, 2018-2022.

Educational Attainment (Years of School Completed Age 25 and Over)

	Town of Cheshire		State of Connecticut	
	Number	Percentage	Number	Percentage
Less than 9th grade.....	506	2.6%	101,820	4.0%
Grades 9-12 – no diploma.....	715	3.6	118,256	4.7
High School graduate.....	3,029	15.3	650,788	25.8
Some College - no degree.....	2,170	11.0	414,533	16.4
Associate Degree.....	1,085	5.5	192,167	7.6
Bachelors Degree.....	6,338	32.0	573,917	22.8
Graduate or Professional Degree....	5,938	30.0	469,309	18.6
Totals.....	19,781	100.0%	2,520,790	100.0%

Percent High School Graduate or Higher..... 93.8% 91.3%

Percent Bachelor Degree or Higher..... 62.1% 41.4%

Source: American Community Survey, 2018-2022.

Breakdown of Land Use

Land Use Category	Total Area		Residential		Commercial		Industrial	
	Acres	Percent	Acres	Percent	Acres	Percent	Acres	Percent
Developed	8,606.94	40.7%	6,801.00	37.2%	97.30	49.6%	1,708.64	64.2%
Undeveloped	12,521.06	59.3	11,471.00	62.8	98.70	50.4	951.36	35.8
Total.....	21,128.00	100.0%	18,272.00	100.0%	196.00	100.0%	2,660.00	100.0%

Source: Town Planner, Town of Cheshire, 2024.

V. Debt Summary
Long-Term Bonded Debt
As of April 15, 2025
(Pro Forma)

Date of Issue	Date of Maturity	Rate	Purpose	Original Issue Amount	Balance Outstanding²
General Purpose					
02/26/15	07/15/34	2.00-5.00	General Purpose Bonds	\$ 12,044,268	\$ 6,337,000
03/13/15	01/15/29	2.00-5.00	General Purpose Refunding Bonds	2,977,000	944,000
03/31/16	07/15/30	2.00-4.00	General Purpose Refunding Bonds	3,226,000	1,523,000
03/06/17	07/15/36	2.00-5.00	General Purpose Bonds	12,015,000	7,584,000
03/06/19	07/15/38	3.00-5.00	General Purpose Bonds	10,016,472	7,395,000
04/20/21	07/15/40	2.00-4.00	General Purpose Bonds	10,690,000	8,995,000
04/20/21	07/15/32	2.00-4.00	General Purpose Refunding Bonds	6,200,000	2,901,000
04/18/23	07/15/42	4.00-5.00	General Purpose Bonds	10,828,303	10,260,000
04/18/24	07/15/43	4.00-5.00	General Purpose Bonds	4,617,000	4,617,000
Sub-total General Purpose				\$ 72,614,043	\$ 50,556,000
Schools					
02/26/15	07/15/34	2.00-5.00	School Bonds	\$ 2,909,732	\$ 1,533,000
03/13/15	01/15/29	2.00-5.00	School Refunding Bonds	980,000	308,000
03/31/16	07/15/30	2.00-4.00	School Refunding Bonds	1,476,000	716,000
03/06/17	07/15/36	2.00-5.00	School Bonds	2,985,000	1,882,000
03/06/19	07/15/38	3.00-5.00	School Bonds	3,533,500	2,605,000
04/20/21	07/15/40	2.00-4.00	School Bonds	2,860,000	2,400,000
04/20/21	07/15/32	2.00-4.00	School Refunding Bonds	2,940,000	1,464,000
04/18/23	07/15/42	4.00-5.00	School Bonds	6,506,697	6,160,000
04/18/24	07/15/43	4.00-5.00	School Bonds	14,803,000	14,803,000
Sub-total Schools				\$ 38,993,929	\$ 31,871,000
Sewers					
09/30/07	03/31/27	2.00	CWF 481-C / WWT Plant ^{1,3}	\$ 5,226,439	\$ 615,741
09/30/07	03/31/27	2.00	CWF 112-CSL / WWT Plant ^{1,3}	1,497,614	176,438
02/26/15	07/15/34	2.00-5.00	Sewer Bonds	46,000	20,000
03/13/15	01/15/29	2.00-5.00	Sewer Refunding Bonds	1,008,000	308,000
03/31/16	07/15/30	2.00-4.00	Sewer Refunding Bonds	1,238,000	591,000
03/06/17	07/15/36	2.00-5.00	Sewer Bonds	2,500,000	1,574,000
07/01/17	07/01/37	2.00	CWF 618-DC / WWT Plant ^{1,3}	24,428,785	14,351,911
03/06/19	07/15/38	3.00-5.00	Sewer Bonds	950,028	700,000
04/20/21	07/15/40	2.00-4.00	Sewer Bonds	450,000	385,000
04/20/21	07/15/32	2.00-4.00	Sewer Refunding Bonds	585,000	170,000
04/18/23	07/15/42	4.00-5.00	Sewer Bonds	165,000	155,000
04/18/24	07/15/43	4.00-5.00	Sewer Bonds	580,000	580,000
Sub-total Sewers				\$ 38,674,866	\$ 19,627,089
Total Outstanding Long Term Debt				\$ 150,282,838	\$ 102,054,089
This Issue					
04/15/25	07/15/45	4.00-5.00	School Bonds	40,000,000	40,000,000
Sub-Total This Issue				\$ 40,000,000	\$ 40,000,000
Grand-Total				\$ 190,282,838	\$ 142,054,089

¹ Permanently financed under the State of Connecticut Clean Water Fund Program.

² Excludes bonds previously refunded.

³ Debt service will be paid directly from the Water Pollution Control Fund with usage fees.

**Authorized but Unissued Debt
As of April 15, 2025
(Pro Forma)**

Project	Amount Authorized	Amount Previously Bonded	Grants Received	This Issue:		Authorized & Unissued	Estimated Grants Receivable ¹
				Notes Due: 4/7/26	Bonds		
General Purpose ...	\$ 64,452,693	\$ 42,605,701	\$ 8,877,430	\$ 3,300,000	\$ -	\$ 9,669,562	\$ 1,083,486
Schools	190,763,000	32,487,801	384,163	15,350,000	40,000,000	102,541,036	73,111,811
Sewers	4,260,000	1,593,938	270,000	1,350,000	-	1,046,062	150,000
Total	\$ 259,475,693	\$ 76,687,440	\$ 9,531,593	\$ 20,000,000	\$ 40,000,000	\$ 113,256,660	\$ 74,345,297

¹ Subject to audit.

**Principal Amount of Outstanding Debt
Last Five Fiscal Years**

Fiscal Year Ending 6/30	2024	2023	2022	2021	2020
Long-Term Debt	\$ 115,413,696	\$ 107,246,644	\$ 96,839,038	\$ 98,499,218	\$ 90,285,983
Short-Term Debt	-	-	-	-	-
Total	\$ 115,413,696	\$ 107,246,644	\$ 96,839,038	\$ 98,499,218	\$ 90,285,983

Source: Annual audited financial statements.

**Current Debt Ratios
As of April 15, 2025
(Pro Forma)**

Population (2023) ²	28,852
Net Taxable Grand List (10/1/24)	\$ 4,032,081,938
Estimated Full Value	\$ 5,760,117,054
Equalized Net Taxable Grand List (10/1/22) ¹	\$ 6,153,365,727
Income per Capita (2010) ³	\$ 40,498
Income per Capita (2023) ²	\$ 66,874

	Total Direct Debt \$162,054,089	Total Net Direct Debt \$162,023,323	Total Overall Net Debt \$162,023,323
Per Capita	\$5,616.74	\$5,615.67	\$ 5,615.67
Ratio to Net Taxable Grand List	4.02%	4.02%	4.02%
Ratio to Estimated Full Value	2.81%	2.81%	2.81%
Ratio to Equalized Net Taxable Grand List	2.63%	2.63%	2.63%
Debt per Capita to Income per Capita (2010) ...	13.87%	13.87%	13.87%
Debt per Capita to Income per Capita (2023) ...	8.40%	8.40%	8.40%

¹ Office of Policy and Management, State of Connecticut.

² American Community Survey, 2019-2023.

³ U.S. Bureau of Census.

TOWN OF CHESHIRE SUMMARY OF REFERENDA RESULTS 1995 TO 2024

YEAR REFEREND HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2024	3	3	\$3,585,000	\$2,800,000	Road Improvement Program and East Johnson Avenue Section 2 Road Reconstruction	16,308	59%				
				\$435,000	Road Reconstruction of Industrial Avenue	16,273	59%				
				\$350,000	Replacement of a Portion of Dodd Middle School Roof	16,423	81%				
2023	5	5	\$5,910,000	\$2,500,000	Acquisition and Replacement of Two Firetrucks	7,354	71%				
				\$1,600,000	Road Improvement Program Industrial Avenue Culvert Bridge Replacement	7,321	76%				
				\$460,000	Replacement	7,256	64%				
				\$600,000	Acquisition, Replacement of Boilers at Dodd Middle School	7,365	76%				
				\$750,000	Window Replacement at Cheshire High School	7,349	71%				
2022	2	2	\$169,000,000	\$2,400,000	Road Improvement Program	13,402	73%				
				\$166,600,000	Design and Construction of new North End Elementary School and New Norton Elementary School	13,431	59%				
2021	2	2	\$9,600,000	\$1,700,000	Road Improvement Program	7,596	77%				
				\$7,900,000	Development of Chapman/Bartlem Park South	7,581	53%				
2020	3	3	\$3,620,000	\$1,400,000	HVAC & Locker Room Improvements at Police Station	16,877	57%				
				\$1,600,000	Road Improvement Program	16,579	78%				
				\$620,000	Road Reconstruction of Industrial Avenue	16,623	61%				
2019	7	7	\$5,210,000	\$310,000	Technology - Town and School Security	7,202	76%				
				\$100,000	Land Acquisition	7,128	77%				
				\$1,700,000	Road Improvement Program	7,186	73%				
				\$1,800,000	West Johnson Ave. Bridge Repairs	7,120	56%				
				\$250,000	Cheshire High School Window Replacements	7,157	70%				
				\$600,000	Doolittle School Boiler Replacements	7,143	75%				
				\$450,000	Highland School HVAC Improvements	7,125	71%				

YEAR REFEREND HELD	# OF PROJECT S TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2018	6	6	\$4,070,000	\$640,000	Fire Truck Pumping Engine	13,345	66%				
				\$1,500,000	Road Improvement Program	13,354	75%				
				\$250,000	Cheshire High School Window Replacements	13,352	61%				
				\$250,000	District Lavatory Improvements Program	13,244	59%				
				\$340,000	Removal/Replacement Underground Oil Storage Tanks @ Doolittle, Humiston, Chapman and Dodd	13,318	71%				
				\$1,090,000	Districtwide School Security Improvements	13,400	73%				
2017	8	6	\$3,913,000					2	\$1,350,000		
				\$400,000	Cook Hill Pump Station Rehabilitation	6,158	66%				
				\$250,000	Norton & Doolittle Lavatory Improvments	6,249	71%				
				\$1,313,000	Public Safety Radio	6,182	55%				
				\$1,700,000	Road Repavement	6,620	71%				
				\$250,000	CHS Window Replacement	6,266	68%				
				\$0	Town Charter	5,768	62%				
						6,083	45%			\$0	Charter Revision Town Clerk to Appointed Position
						6,098	44%			\$1,350,000	Interchange Zone Infrastructure Improvements
2016	7	7	\$11,098,000	\$3,163,000	Public Safety Radio	14,967	55%	0			
				\$635,000	Fire Truck Pumping Engine	15,076	68%				
				\$1,650,000	Road Repavement Program	15,137	73%				
				\$3,500,000	West Johnson Pump Station	14,803	55%				
				\$375,000	School Lavatory Improvements	15,134	71%				
				\$275,000	CHS Window Replacement	15,114	65%				
*				\$1,500,000	Land Acquisition (Chapman)*	2,567	66%				
2015	6	6	\$7,208,000					0			
				\$500,000	Land Acquisition	6,507	64%				
				\$1,750,000	Road Repavement	6,516	75%				
				\$3,125,000	East Johnson Bridge at Quinnipiac River	6,460	57%				
				\$1,383,000	Interior Improvements to CHS	6,525	69%				
				\$200,000	CHS Science Classrooms and Lab Improvements	6,239	75%				
				\$250,000	CHS Window Replacement	6,218	73%				

YEAR REFEREND HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2014	5	5	\$4,930,000					0			
				\$1,000,000	Land Acquisition	10,971	51%				
				\$1,080,000	Aerial Fire Truck	11,190	62%				
				\$850,000	Creamery Rd Bridge	11,014	63%				
				\$1,750,000	Road Repavement	11,135	76%				
				\$250,000	CHS Locker Room	11,163	62%				
2013	4	4	\$6,451,000					0			
				\$651,000	Technology Reserve Fund	7,739	63%				
				\$850,000	Blacks Rd Bridge	7,739	65%				
				\$1,750,000	Road Repavement	7,805	76%				
				\$3,200,000	Pool Membrane	7,916	56%				
2012	3	3	\$34,400,000					0			
				\$750,000	Technology Reserve Fund	13,750	56%				
				\$1,500,000	Road Repavement	13,908	68%				
				\$32,150,000	WWTP Upgrades	13,503	68%				
2011	2	1	\$1,500,000					1	\$30,000,00	0	
				\$1,500,000	Road Repavement	5,579	68%				
						5,575	49%			\$30,000,000	WWTP Upgrades
2010	6	4	\$3,175,000					2	\$7,393,000		
				\$425,000	CFD Breathing Apparatus	11,575	76%				
				\$1,500,000	Road Repavement	11,517	62%				
				\$1,000,000	District Roof Updates	11,438	55%				
				\$250,000	Dodd Cafeteria Imp.	11,498	52%				
						11,504	39%			\$325,000	CHS Track Permanent Pool Enclosure*
*						4,205	39%			\$7,068,000	
2009	7	7	\$5,450,000					0			
				\$600,000	Country Club Rd Bridge	6,393	61%				
				\$1,000,000	Road Repavement	6,356	54%				
				\$1,150,000	Mixville Pump Station	6,377	60%				
				\$1,500,000	WWTP Upgrade Design	6,386	67%				
				\$450,000	Plant/Pump Stat. Impvmnts	6,189	64%				
				\$500,000	CHS Infrastructure	6,220	57%				
				\$250,000	BOE Energy/Windows	6,174	53%				

YEAR REFERND HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECTED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
2008	6	5	\$2,600,000					1	\$1,000,000	\$1,000,000	
				\$1,000,000	Road Improvement Bridge/Culvert/Dam	13,712	59%				
				\$500,000	Impvmnts	13,958	59%				
				\$200,000	Sanitary Sewer Expansion	13,827	56%				
				\$400,000	CHS Infrastructure	14,047	57%				
				\$500,000	BOE Energy/Windows	13,512	58%				
						13,760	45%		\$1,000,000	\$1,000,000	Mixville Pump Station
2007	5	5	\$2,765,000					0			
				\$1,000,000	Land Acquisition	6,268	61%				
				\$455,000	Replace Pump Engine	6,277	70%				
				\$210,000	Sanitary Sewer Expansion	6,258	68%				
				\$500,000	WWTP Upgrade	6,255	74%				
				\$600,000	Humiston Fire Safety	6,180	58%				
2006	3	3	\$2,650,000					0			
				\$1,400,000	Fire Station #3 Renovation	9,267	64%				
				\$500,000	Norton School Energy	9,143	67%				
				\$750,000	Lilac Pump Station Rehab	9,020	58%				
2005	3	2	\$3,000,000					1	\$900,000	\$900,000	
				\$2,500,000	Roads and Sidewalks	6,642	67%				
				\$500,000	CHS Roof	6,647	72%				
						6,578	34%		\$900,000	\$900,000	Linear Trail
2004	3	3	\$3,905,000					0			
				\$375,000	Replace Pump Engine #2	12,264	71%				
				\$2,130,000	Landfill Remediation	12,059	61%				
				\$1,400,000	Mansion Rd Pump	11,967	60%				
2003	1	1	\$6,400,000	\$6,400,000	WWTP Denitrification	5,606	65%	0			
2002	3	3	\$5,350,000					0			
				\$3,000,000	Land Acquisition	9,600	63%				
				\$450,000	WWTP Denitrification	9,527	71%				
				\$1,900,000	Dodd MS Addition	9,501	51%				
2001	2	2	\$1,225,000					0			
				\$425,000	Replace Rescue Fire 1	5,892	70%				
				\$800,000	Mountain Rd Pump Station	5,715	58%				
2000	1	1	\$1,200,000	\$1,200,000	Glenbrook Dr Sewer	11,346	56%	0			
1999	4	4	\$5,900,000					0			
				\$1,450,000	Highland School Roof/Code	6,088	71%				
				\$500,000	Land Acquisition	6,073	65%				
				\$3,000,000	Rd Repave/Waterlines	6,082	66%				
*				\$950,000	Senior Center Renovation*	1,599	52%				

YEAR REFERND HELD	# OF PROJECTS TO REF	# ACCEPTED	TOTAL \$ VALUE ACCEPTED	TOTAL \$ VALUE ACCEPTED PER PROJECT	ACCEPTED PROJECTS	TOTAL VOTES	% OF YES VOTES	# REJECT ED	TOTAL \$ VALUE REJECTED	TOTAL \$ VALUE REJECTED PER PROJECT	REJECTED PROJECTS
1998	4	3	\$10,650,000					1	\$600,000		
				\$1,000,000	Land Acquisition	9,699	48%			\$600,000	Pool
				\$650,000	Byam Rd Fire Station	9,589	60%				
				\$9,000,000	CHS Reno/Addition	9,529	62%				
						9,692	69%				
1997	3	3	\$5,500,000					0			
				\$1,000,000	Senior Ctr Additions	6,255	67%				
				\$1,000,000	Land Acquisition	6,182	64%				
				\$3,500,000	Road s and Watermains	6,218	71%				
1996	2	2	\$3,900,000					0			
				\$1,000,000	Land Acquisition	12,081	61%				
				\$2,900,000	Pool Construction	12,270	56%				
1995	7	7	\$7,931,029					0			
				\$0	Town Charter Amendment	5,734	67%				
				\$500,000	Land Acquisition	6,010	62%				
				\$700,000	Elmwood Dr Pump Station	5,918	67%				
				\$300,000	Water Line Extensions	5,891	66%				
				\$675,000	Fire Ladder Truck	5,979	61%				
				\$1,200,000	BOE Code and Energy	5,960	62%				
*				\$4,300,000	Roads and Watermains*	1,812	72%				
*				\$256,029	Darcey Birth-to-3*	1,808	70%				
TOTA			\$163,601,02								
LS	113	105	9	\$163,601,029		(average % of yes votes)	63%	8	\$43,143,000	\$43,143,000	
PERCENTAGE		92.9%	79.1%					7.1%	20.9%		

*Separate Referendum Election

**\$ 1 MILLION BOND ISSUE
AMORTIZATION SCHEDULE
4%**

YEAR	PRINCIPAL	INTEREST	TOTAL	Mill Rate Increase (4)
0	\$ -	\$ -	\$ -	-
1	-	36,667	36,667	0.0093
2	52,600	40,000	92,600	0.0236
3	52,600	37,896	90,496	0.0230
4	52,600	35,792	88,392	0.0225
5	52,600	33,688	86,288	0.0220
6	52,600	31,584	84,184	0.0214
7	52,600	29,480	82,080	0.0209
8	52,600	27,376	79,976	0.0204
9	52,600	25,272	77,872	0.0198
10	52,600	23,168	75,768	0.0193
11	52,600	21,064	73,664	0.0188
12	52,600	18,960	71,560	0.0182
13	52,600	16,856	69,456	0.0177
14	52,600	14,752	67,352	0.0171
15	52,600	12,648	65,248	0.0166
16	52,600	10,544	63,144	0.0161
17	52,600	8,440	61,040	0.0155
18	52,600	6,336	58,936	0.0150
19	52,600	4,232	56,832	0.0145
20	53,200	2,104	55,304	0.0141
TOTAL	\$ 1,000,000	\$ 436,859	\$ 1,436,859	\$ 0.3658

ASSUMPTIONS

- | | | | |
|--|---------|----|--------|
| | Average | \$ | 0.0183 |
|--|---------|----|--------|
- 1) 4.00% interest rate
 - 2) Straight-line principal amortization, 20 years.
 - 3) First interest payment due 11 months after issue and delayed principal from one-year of first principal payment.

GLOSSARY OF TERMS

GLOSSARY OF TERMS

[A]

ACCRUAL BASIS - Method of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

ADOPTED BUDGET - The official expenditure plan as authorized by the Town Council for a specified fiscal year.

ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR) - The annual financial report of a government that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

APPROPRIATION - An authorization made by the Town Council permitting officials to incur obligations and make expenditures for specific purposes. Appropriations are usually for fixed amounts and are typically granted for a one-year period.

ASSESS - To establish an official property value for taxation.

ASSESSED VALUATION - A valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSET - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

AUDIT - A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

AUTHORIZED BONDS - Bonds that are legally authorized to be sold which may or may not have been sold.

[B]

BALANCED BUDGET - A budget is balanced when current expenditures are equal to revenues.

BOND ANTICIPATION NOTES (BANs) - Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

BOND (DEBT INSTRUMENT) - A written promise to pay a specific sum of money, principal plus interest, within a specific period of time (maturity date). Bonds are typically used for long term debt to pay for specific capital expenditures.

BONDS AUTHORIZED AND UNISSUED - Bonds that have been authorized legally but not issued and that can be issued and sold without further authorization.

GLOSSARY OF TERMS, continued

BUDGET - A financial plan containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.

BUDGET MESSAGE - A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

BUDGET ORDINANCE - Legal instrument used by the Town Council to establish spending authority for the Town.

[C]

CAPITAL ASSETS - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

CAPITAL EXPENDITURE BUDGET - A financial plan for proposed capital expenditures and the means of financing them. The capital expenditure budget is the first year of the Capital Expenditure Plan and must be adopted by Ordinance.

CAPITAL EXPENDITURE PLAN (CEP) - A long-range plan covering 5 years which outlines proposed capital improvement projects, estimates their costs and identifies funding sources for those projects.

CAPITAL NON RECURRING (CNR) - An account established to pay for capital needs on a "cash" basis in lieu of borrowing funds through the issuance of debt financing.

CAPITAL PROJECT - A project which is expected to have a useful life of 5 years or more and which constitutes an expense in excess of \$110,000.

[D]

DEBT SERVICE - Payment of interest and repayment of principal to the holders of the Town's bonds.

DEBT SERVICE FUND - Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFERRED COMPENSATION PLANS - Retirement plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

GLOSSARY OF TERMS, continued

DEFINED BENEFIT PENSION PLAN - A pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service and final average compensation.

DELINQUENT TAXES - Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached.

DEPRECIATION - In accounting, is the process of allocating in a systematic and rational manner the cost of a capital asset over the period of its useful life.

[E]

EFFICIENCY - Indicator of how well an organization is using its resources, expressed as a ratio between input and outcome or output.

ENCUMBRANCE - A reserve of financial resources (i.e. purchase order) that will be used to pay for specified goods and services that have not yet been delivered.

ENTERPRISE FUND - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

EXPENDITURES - The total amount of funds paid out by a government to acquire various goods and services.

EQUALIZED MILL RATE - The adjusted tax levy divided by the equalized net Grand List.

EQUALIZED NET GRAND LIST - The estimate of the market value of all taxable property in a municipality.

[F]

FIDUCIARY FUND - Funds used to account for assets in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

FIXED COSTS - Cost of providing goods or services that do not vary proportionately to the volume of goods or services provided (e.g., insurance and contributions to retirement systems).

FORECLOSURE - The seizure of property as payment for delinquent tax or special assessment obligations. Ordinarily, property foreclosed is resold to liquidate delinquent tax or special assessment obligations, but on occasion governments retain possession for their own needs.

FTE - Full Time Equivalent.

GLOSSARY OF TERMS, continued

FUNCTION - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

FUND - A fiscal and accounting entity, with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE - The difference between fund assets and liabilities reported in a governmental fund.

FUND TYPE - Any one of eleven classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

[G]

GENERAL FUND - The fund supported by taxes, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - GAAP refers to a set of accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

GENERAL OBLIGATION BONDS - Bonds issued by the government that are secured by the issuers full faith and credit.

GFOA - Government Finance Officers Association

GRAND LIST - Compilation of all taxable and non-taxable real estate, personal property, and motor vehicles within the boundaries of the Town of Cheshire. This list shows all gross assessments and exceptions and is filed in the Town Clerk's Office by the Assessor annually by January 31st, unless otherwise specifically provided by law.

GRANT - A contribution by a government or other organization to support a particular function or program (i.e. education).

GROSS BONDED DEBT - The total amount of direct debt of a government, represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

[H]

HSA - Health Savings Account.

GLOSSARY OF TERMS, continued

[I]

INPUT - The amount of resources used to produce a program or provide a service, generally expressed in expenditure or labor units.

INTERNAL SERVICE FUND - Proprietary fund type that may be used to account for the financing of goods or services provided by one department to another on a cost-reimbursement basis.

[J], [K], [L]

LEVY - (1) [Verb] To impose taxes, special assessments or service charges for the support of government activities. (2) [Noun] The total amount of taxes, special assessments or service charges imposed by a government.

[M]

MILL - One one-thousandth of a dollar of assessed value.

MILLAGE - Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

MODIFIED ACCRUAL - A method of accounting for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

[N]

NET BONDED DEBT - Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

[O]

OBJECT/OBJECT OF EXPENDITURE - As used in expenditure classification, applies to the article purchased or the service obtained, rather than to the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

OPERATING BUDGET - Plans for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

OPERATING RESULTS - The amount by which actual revenues varied from budgeted revenues and actual expenditures varied from budgeted expenditures, aggregated in total, during a fiscal period.

GLOSSARY OF TERMS, continued

ORDINANCE - A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

OUTCOME - Indicator of how well a program or service is accomplishing its mission.

OUTPUT - The amount of a service or program provided expressed in units of service delivered.

[P]

PERFORMANCE BUDGET - A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classification, such as character and object class, but these are secondary to activity performance.

PERFORMANCE MEASURE - A systematic collection of data measuring an organization's effectiveness and efficiency in delivering a service.

P.I.L.O.T. - An acronym for payment in lieu of taxes.

PROPERTY TAX - A tax levied on the value of real property set annually by the Town Council to fund general government expenditures. The property tax is expressed as a dollar value per \$1,000 of assessed valuation.

[Q], [R]

REFUNDING BONDS - Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

RESOLUTION - A special or temporary order of a legislative body; an order of legislative body requiring less legal formality than an ordinance or statute.

REVALUATION - Involves the reappraisal of all real estate in town in order to bring about uniformity in property valuations and to assure all property owners that they are paying only their fair share of taxes.

REVENUES - The gross income received by a government to be used for the provision of programs and services.

GLOSSARY OF TERMS, continued

[S]

SPECIAL ASSESSMENT - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

STATUTE - A written law enacted by a duly organized and constituted legislative body.

SURPLUS - The amount by which revenues exceed expenditures during a fiscal period.

[T]

TAXES - Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

TRANSFERS - Movement of funds from one distinct accounting entity to another.

[U]

UNASSIGNED FUND BALANCE - The residual amount not allocated to any other fund balance category in the General Fund and any residual deficit balance of any other governmental funds.

[V], [W], [X], [Y], [Z]

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