

Town of New Canaan, Connecticut

**Adopted Budget
July 1, 2024 – June 30, 2025**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of New Canaan
Connecticut**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrell

Executive Director

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Town of New Canaan

Town Hall, 77 Main Street
New Canaan, CT 06840
Tel: (203) 594-3000

First Selectmen's Budget Message FY 2024-2025 Budget

June 30, 2024

To the Citizens of New Canaan

On June 11, 2024, the Board of Finance finalized the FY24-25 budget by setting the mill rate and determining the fund balance drawdown. This followed the Town Council's approval of a Total Expenditure Budget of \$174.93 million for FY24-25 on April 2, 2024. This budget represents a 4.99% increase over the current fiscal year's Expenditure Budget of \$166.62 million.

The budget approval concludes a process that began in November 2023 when the Board of Finance initiated discussions on budget guidance, followed by department's initial budget requests. The Board of Education approved the Superintendent's budget request in January 2024 and forwarded it to the Board of Finance. The Board of Selectmen, Board of Finance and Town Council each held several meetings with department managers and the Board of Education to review all budget requests.

The Total Expenditure Budget includes Board of Education operating expenses of \$91.40 million (up 3.50%) and Board of Education transfers to the Health Internal Service Fund expenses of \$17.74 million (up 20.46%) for a combined Board of Education expense budget of \$109.14 (up 5.93%). In addition to these Board of Education expenses, the budget also includes \$8.96 million of other Board of Education expenses paid from the Town's budget. Town department operational expenses are \$33.83 million (up 4.33%). Other budget items include a combined Town and Board of Education debt service of \$18.91 million (up 2.83%) and tax-funded capital projects of \$0.38 million (down 31.25%). To fund this budget, the amount to be raised from taxation is \$158.10 million (up 5.27%).

The FY24-25 budget considers the Town Assessor's reported 2023 Grand List increase of 23.53% to \$9.90 billion from the 2022 Grand List of \$8.01 billion. This increase, combined with a \$5.00 million budgeted fund balance drawdown, resulted in a Mill Rate decrease of 14.77%, from 18.940 to 16.144. Maintaining healthy reserves and a stable mill rate remains a priority of the Board of Finance.

Budget Highlights

Revenues	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>% Change</u>
Amount to be raised from Property Taxes	150,188,226	158,100,493	5.27%
Other Revenues	8,787,585	10,262,897	16.79%
State Grants/Aid	1,649,391	1,569,529	-4.84%
Total Revenues	160,625,202	169,932,919	5.79%
Expenditures			
Town Department Operations	32,429,485	33,832,188	4.33%
Town Health Insurance Contribution	6,109,350	6,720,067	10.00%
Other Town Expenses	1,781,492	1,655,611	-7.07%
BOE Operations	88,309,562	91,402,053	3.50%
BOE Health Internal Service Fund Transfer	14,729,646	17,743,435	20.46%
BOE Expenses Paid By Town Budget	225,912	287,730	27.36%
Tax Funded Capital	559,000	384,325	-31.25%
Town Debt Service	9,982,911	10,439,122	4.57%
BOE Debt Service	7,680,153	7,680,153	0.00%
BOE IT Leases	731,539	795,000	8.67%
Non Wage Contingency	400,000	350,000	-12.50%
Operating Transfers & Outside Agencies	3,686,152	3,643,235	-1.16%
Total Expenditures	166,625,202	174,932,919	4.99%

Revenues

The Adopted FY24-25 budget includes total budgeted revenues of \$169.93 million, an increase of 5.79% from the FY23-24 revenue of \$160.62 million. Funds to be raised by taxation increased to \$158.10 million from \$150.18 million in FY23-24, an increase of 5.27%. These increases are mitigated by State Aid revenues of \$1.56 million, which is 4.84% less than the FY23-24 revenues of \$1.64 million. Additionally, the utilization of \$1.96 million of Bond Premium as a Transfer to the General Fund reduces debt service interest. Increases in Interest on Investments to \$2.00 million offset the decrease in anticipated Parking and State Grant revenue. Revenue from parking is slowly returning to pre-Covid norms, while Building Permits and Conveyance Fees remain flat.

Expenditures

The Approved FY24-25 Expenditure budget of \$174.93 million is an \$8.30 million increase (4.99%) over the FY23-24 budget of \$166.62 million. The main drivers of this change include increases of \$3.09 million for BOE Operations, \$3.01 million for BOE Health Internal Services Transfer, and \$1.40 million for Town Department Operations.

Capital Budget

The Approved FY24-25 Capital Budget of \$27.80 million is comprised of \$19.52 million of Town Capital, \$3.45 million of Board of Education Capital projects and \$4.82 million of Sewer projects.

The Approved FY24-25 Capital Budget reflects the capital requests of the Town Departments and the Board of Education. The Town Capital Budget includes \$6.50 million for the renovation of Coppo Field, \$4.00 million for the replacement of a UV system at the Waste Water Treatment Facility, \$3.00 million for the Pavement Management Program, \$2.00 million for the reconstruction of a culvert on Lakeview Ave, \$0.75 million for sidewalk repairs and replacements, \$0.37 million for parking lot and curb repairs, and \$0.30 million for water and waste line replacements in Waveny House. The Board of Education Capital Budget includes \$0.20 million for innovation projects, \$0.25 million for floor tile replacement in East school, \$0.37 million for the renovation and repairs of parking lots and curbs at Saxe Middle School, and \$0.20 million for window repairs in the media center and main office of South school.

Based on the Board of Finance Debt Management Committee's recommendation regarding maintaining a sustainable debt level, capital projects costing less than \$50,000 will be paid from current taxation in FY24-25. In total, tax-funded capital projects of \$0.38 million are 31.25% less than the FY23-24 Budget of \$0.55 million.

The Approved FY24-25 Capital Budget includes \$6.66 million in projects being funded by other sources including the Local Capital Improvement Program, State grants, Police Extra Duty funds to pay for all Police Department capital projects, Sewer Major Maintenance fund to pay for Sewer capital projects, bond premium, and other Fund balances.

A detailed list of these projects is included in the Capital Budget section of the Budget Book.

Debt Service

Total Debt Service for the FY24-25 Budget of \$18.91 million is up by 2.83% from the current fiscal year total of \$18.39 million. This includes \$10.43 million of debt service for Town projects, \$7.68 million for Board of Education projects and \$0.79 million for Board of Education IT Technology Leases.

Contingency

Non-wage Contingency is budgeted at \$0.35 million for unknown and unanticipated expenses. A salary contingency of \$0.37 million has been budgeted for as yet to be determined wage increases for Town employees belonging to one of the three collective bargaining units as well cost of living adjustments for non-union staff.

Full Funding of Town Pension Plan and Substantial Funding to OPEB Trust

The Approved Budget includes fully funding the actuarially determined employer contribution (ADEC) to both the Pension Plan and OPEB Plan. Based upon the July 1, 2023 interim valuation report, the budgeted Pension ADEC is \$0.50 million as the Plan's funded ratio was 110.5% as of July 1, 2023. The OPEB Trust had a funded percent of 89.4% on July 1, 2023. Expected benefit payments for fiscal year 2025 are approximately \$1.2 million and these payments will be made directly by the Town. The OPEB ADEC for 2025 is \$0.94 million. Since the Town will be making the benefit payments directly for retiree health benefits, the \$1.2 million will be applied to the ADEC resulting in a higher funding level than is required.

Contribution from Fund Balance

The Adopted General Fund Operating Budget includes a contribution from Fund Balance of \$5.00 million. The FY23-24 approved budget included \$6.00 million in fund balance drawdown. The General Fund balance as of June 30, 2023 was \$27.29 million, of which \$19.88 million is unassigned. The projected General Fund ending balance on June 30, 2024 is approximately \$25.19 million.

The Town of New Canaan is committed to providing high quality public services. Town staff will continue to work with elected/appointed officials and the general public to help ensure our citizens continue to enjoy the safety, responsiveness, and accessibility to services which they have come to expect.

Respectfully submitted,

Dionna Carlson
First Selectman

Municipal Officials

<u>Board of Selectmen</u>		<u>Term Expires November</u>
Dionna Carlson, First Selectman.....		2025
Amy Murphy Carroll		2025
Stephen Karl.....		2025
<u>Town Council</u>		
Dionna Carlson, First Selectman, ex officio.....		2025
Michael Mauro, Chairman.....		2027
Cristina Aquirre-Ross, Vice Chairman and Secretary.....		2027
Hilary Ormond, Vice Chairman.....		2025
Rita Bettino.....		2025
Tom Butterworth.....		2025
Janet Fonss.....		2027
Luke J. Kaufman.....		2025
Maria Naughton.....		2027
Kimberly Norton.....		2025
Eric Thurnem.....		2027
Penny Young.....		2025
Jennifer Zonis.....		2027
<u>Board of Finance</u>		
Dionna Carlson, First Selectman, ex officio.....		2025
Todd Lavieri, Chairman		2025
Christian Le Bris, Secretary.....		2024
Victor Alvarez.....		2026
Michael Chen.....		2023
Colm Dobbyn.....		2026
Robert Hamill.....		2027
Thomas Schulte.....		2025
Maria Weingarten.....		2024
Nick Mitrakis (Alternate).....		2025
Janice Schaefer (Alternate).....		2025
James Yao (Alternate).....		2025
<u>Town Officials</u>		
Claudia A. Weber, Town Clerk.....		2025
Andrew Brooks, Town Treasurer.....		2025
<u>Employees</u>		
Anne Kelly-Lenz, Chief Financial Officer.....	Employee	
Tucker Murphy, Administrative Officer.....	Employee	
Diane Wilson, Comptroller.....	Employee	
Dr. Bryan Luizzi, Superintendent of Schools.....	Employee	

I. INTRODUCTION

On June 11, 2024 the Board of Finance took the final action on the FY25 budget by setting the mill rate and determining the fund balance draw down. This followed the April 2, 2024 meeting of the Town Council where they approved a Total Expenditure Budget of \$174.93 million for FY24-25, representing a 4.99% increase over the current fiscal year's Expenditure Budget of \$166.62 million. The Total Expenditure Budget includes Board of Education operating expenses of \$109.14 million (up 5.93%). In addition to these Board of Education expenses, the budget also includes \$0.28 million of other Board of Education expenses paid by the Town. Town department operational expenses were \$33.83 million (up 4.33%). Other budget items include a combined Town and Board of Education debt service of \$18.91 million (up 2.83%) and tax-funded capital projects of \$0.38 million (down 31.25%). To fund this budget, the amount to be raised from taxation is \$158.10 (up 5.27%).

Revenue Category	FY 21-22 ACTUAL	FY 22-23 ACTUAL	FY 23-24 ADOPTED	FY 23-24 REVISED	FY 24-25 ADOPTED	FY 24-25 ADOPTED VARIANCE	
Tax Collections	142,240,634	146,411,108	150,488,226	150,488,226	158,400,493	7,912,267	5.26%
Conveyance Fees	2,312,335	1,664,869	1,500,000	1,500,000	1,500,000	-	0.00%
State Aid						-	
<i>BOE Excess Grants</i>	955,713	793,339	1,096,032	1,096,032	916,577	(179,455)	-16.37%
<i>Education Cost Sharing</i>	457,654	514,483	422,138	422,138	437,012	14,874	3.52%
<i>Other State Aid</i>	187,152	378,362	131,221	131,221	215,940	84,719	64.56%
<i>COVID Relief</i>	839,174	8,452	-	-	-	-	0.00%
Parking Permits & Fees	745,168	781,429	930,000	930,000	876,200	(53,800)	-5.78%
Building Permits	1,022,248	947,742	850,000	850,000	850,000	-	0.00%
Net Investment Interest	(587,618)	1,361,001	900,000	900,000	2,000,000	1,100,000	122.22%
Transfer Station Tipping Fees	477,660	415,694	450,000	450,000	415,000	(35,000)	-7.78%
All Other Revenue	4,051,822	6,152,684	3,857,585	3,857,585	4,321,697	464,112	12.03%
Total Revenues	152,701,941	159,429,161	160,625,202	160,625,202	169,932,919	9,307,717	5.79%

Functional Area	FY 21-22 ACTUAL	FY 22-23 ACTUAL	FY 23-24 ADOPTED	FY 23-24 REVISED	FY 24-25 ADOPTED	FY 24-25 ADOPTED VARIANCE	
Board of Education	91,940,816	98,471,399	103,039,208	103,039,208	109,145,488	6,106,280	5.93%
Debt Service	17,414,551	18,111,717	18,394,603	18,394,603	18,914,275	519,672	2.83%
General Government	14,245,429	14,020,559	13,006,694	13,108,351	13,857,528	850,834	6.54%
Public Safety	12,299,053	13,188,541	13,890,051	13,636,892	14,260,950	370,899	2.67%
Public Works	9,929,747	10,242,203	11,057,206	11,080,257	11,347,825	290,619	2.63%
Library	2,425,633	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
Tax Supported Capital	1,726,862	232,000	559,000	559,000	384,325	(174,675)	-31.25%
Culture and Recreation	2,000,107	2,028,781	1,488,355	1,556,266	1,617,413	129,058	8.67%
Health & Welfare	1,248,801	1,214,506	1,293,008	1,321,106	1,298,380	5,372	0.42%
Transfers to Other Funds	25,940	88,506	-	-	-	-	0.00%
All Other	546,788	554,377	1,213,197	1,245,639	1,315,500	102,303	8.43%
Total Expenditures	153,803,726	160,715,407	166,625,202	166,625,202	174,932,919	8,307,717	4.99%

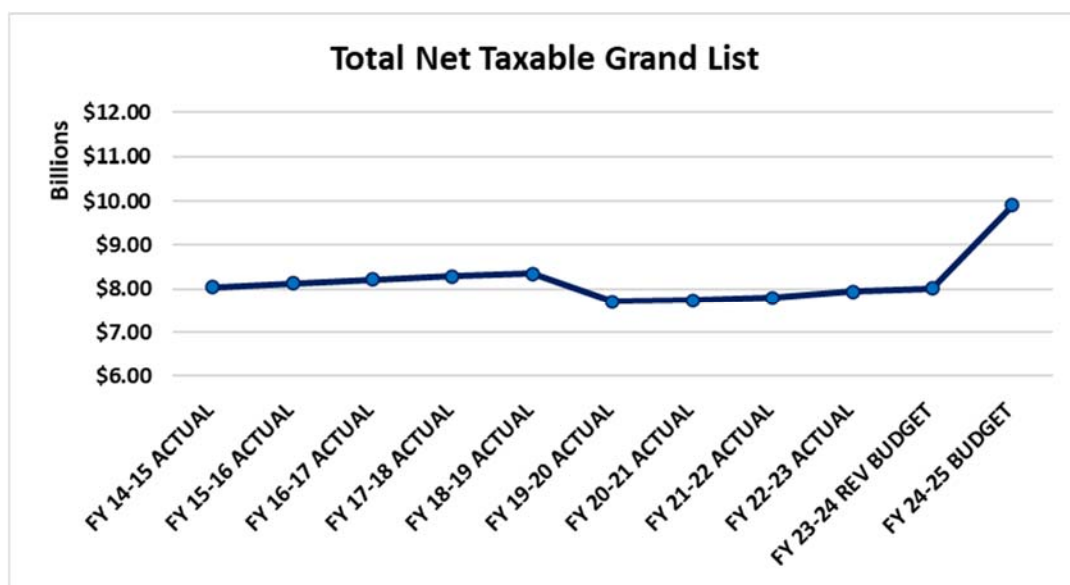


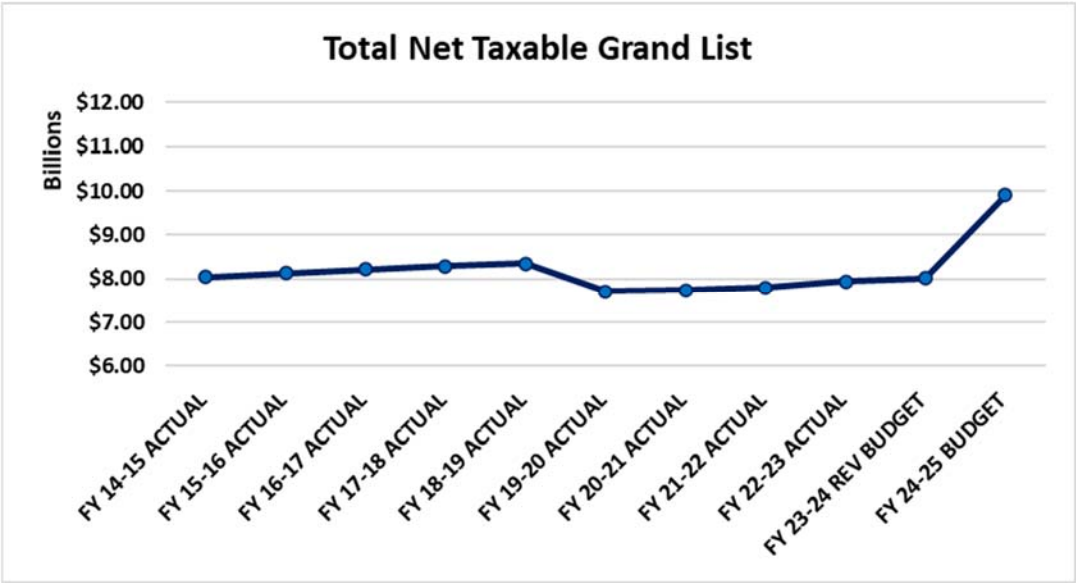
II. BUDGETED REVENUES & SIGNIFICANT VARIANCES

Grand List

The Grand List is the total assessed value of property in Town. The net taxable Grand List is the value of all taxable property located within the Town. Grand Lists are certified each October 1st and are the basis for tax revenue for the fiscal year that begins the following July 1st. Connecticut law requires that all property be revalued for assessment purposes periodically. A revaluation is required to be completed every five years. The purpose of this requirement is to ensure uniformity in real property valuations by eliminating inequities that may have developed since the previous revaluation. During the 2008 revaluation, the Town experienced a 16.2% growth in the net taxable Grand List, primarily driven by residential property values. However, the 2013 and 2018 revaluations saw 3.1% and 7.6% respective declines largely driven by residential property values. Most recently, the 2023 revaluation saw a large increase of the taxable Grand List of 23.53%. Below are some 2023 Grand List highlights:

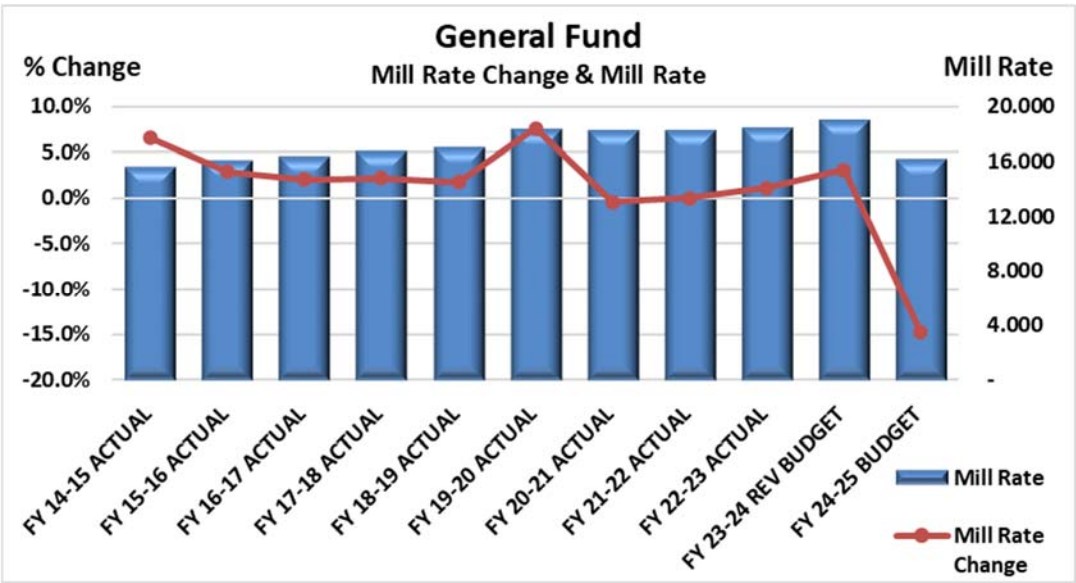
- Residential properties represent 89.7% of the gross total Grand List. It remains the main driver of Grand List trends. Residential property values increased 25.3% on the gross Grand List.
- Commercial properties represent 4.1% of the gross total Grand List. Commercial property values increased 9.9%.
- Vacant lands represent 0.8% of the gross Grand List. Vacant lands have decreased by 0.6% in value in the gross Grand List from last year.
- Apartments and condos represent 0.8% of the gross Grand List. Apartments and condos values increased 16.7%.
- Use assessment refers to property classified as forest land by Connecticut Public Act 490 and decreased in value by 16.5% this year.
- Motor vehicle values represent 3.22% of the gross Grand List. Motor vehicle values decreased 5.6%.





Mill Rate

The Mill Rate combined with the Grand List determines how much tax revenue is collected by the Town. The 2023 Net Taxable Grand List grew 23.53%. The FY24-25 Mill Rate of 16.144 is a decrease of 14.77% over last year. The decrease in mill rate is a primarily a function of the full Grand List revaluation and a \$5.00 million budgeted fund balance draw down.

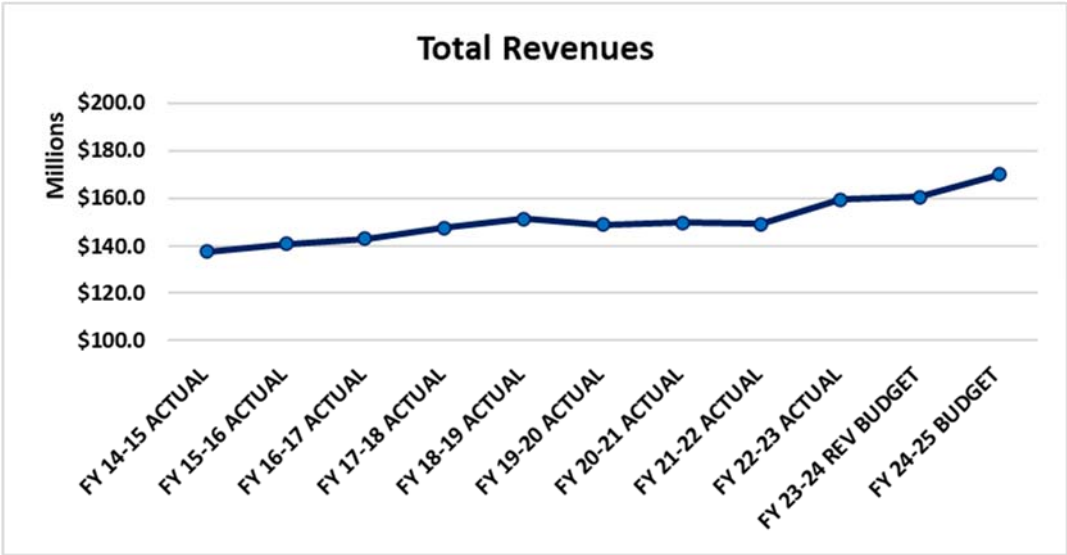


Total Revenues

The Town of New Canaan collects revenues from a variety of sources. For the General Fund, 93.04% of revenues are derived from taxes. As a result of this, the Town remains fairly immune to changes in State budget policies that impact Town revenues. However, as a result of the Town not heavily relying on State revenues, the burden of

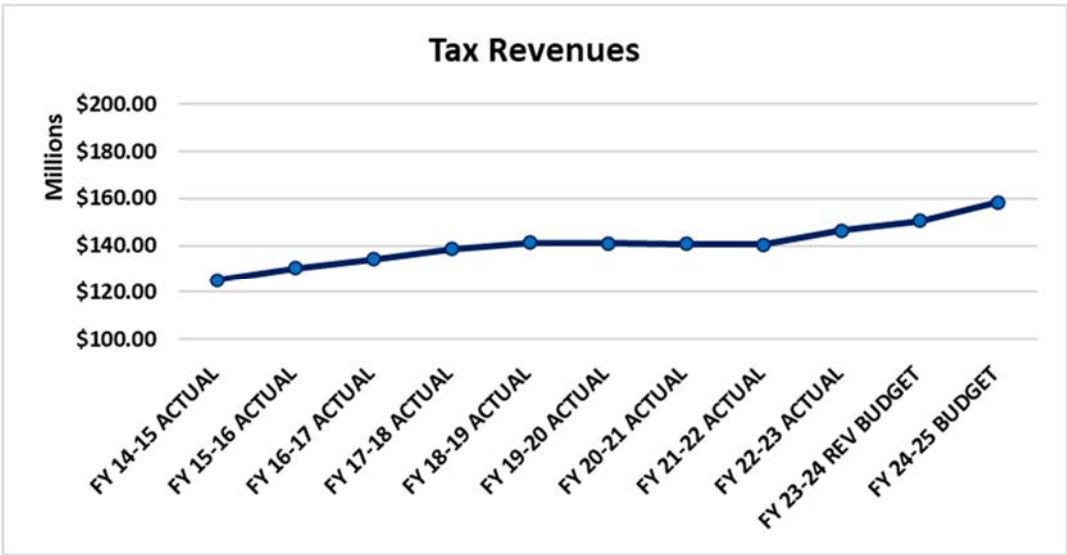


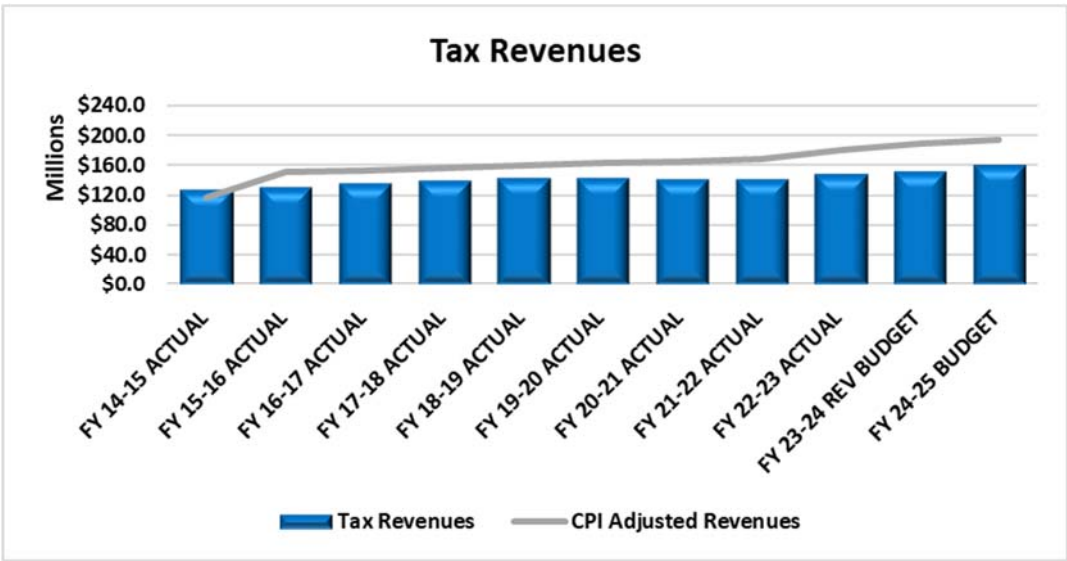
funding Town operations is shouldered by our residents. The \$169.93 million budgeted revenues for FY24-25 are 5.79% more than FY23-24 revenues of \$160.62 million. The increased budgeted revenue is a result of the approved FY24-25 expenditure budget’s increase compared to FY23-24 and a \$5.0 million budgeted fund balance drawn down. All other revenue assumptions are based on historical trends and anticipated State grant revenues.



Tax Revenue

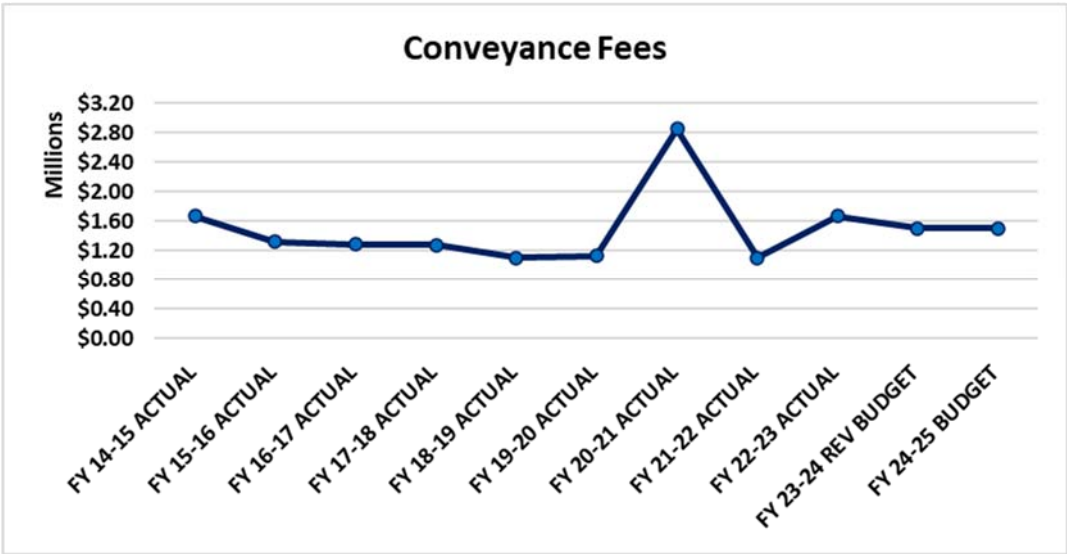
Tax revenues account for 93.04% of total revenues. Tax revenues are a function of the Grand List and the Mill Rate. The \$158.10 million budgeted tax revenues for FY24-25 are 5.27% higher than FY23-24 tax revenues of \$150.18 million. As stated above, the increased budgeted revenue is a result of the approved FY24-25 expenditure budget’s increase, growth of the Grand List and budgeted fund balance draw down. The FY24-25 budgeted tax collection rate is 98.5%.





Conveyance Fees

In the state of Connecticut, sellers are responsible for paying a conveyance tax upon the transfer of title to real property. There are two conveyance taxes to be paid, one to the state and one to the municipality where the property is located. The Town of New Canaan collects 0.25% of the sale price on properties that are not exempt. Conveyance fee revenues closely mirror the real estate market. The \$1.50 million budgeted Conveyance Fee revenue for FY24-25 is flat compared to the FY23-24 budget. The is a result of projecting the rates of property exchanges to have settled at their normal annual rates following their spike in FY20-21/FY21-22.

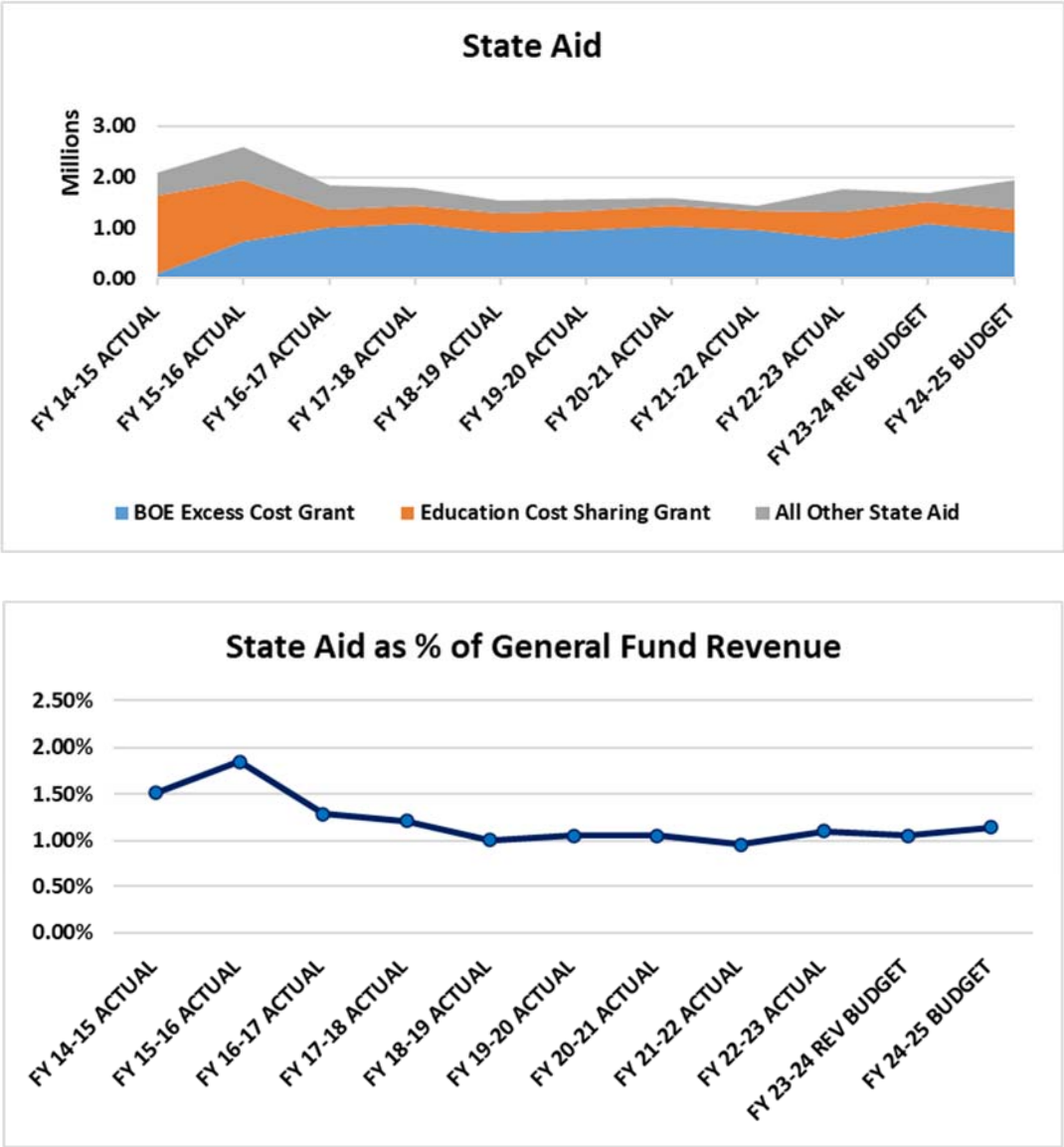


State Aid

The Special Education Excess Cost Grants and the Education Cost Sharing Grant make up 86.24% of total anticipated State Aid. During FY 14-15 these two education grants peaked at \$2.3 million, however in FY24-25 are anticipated



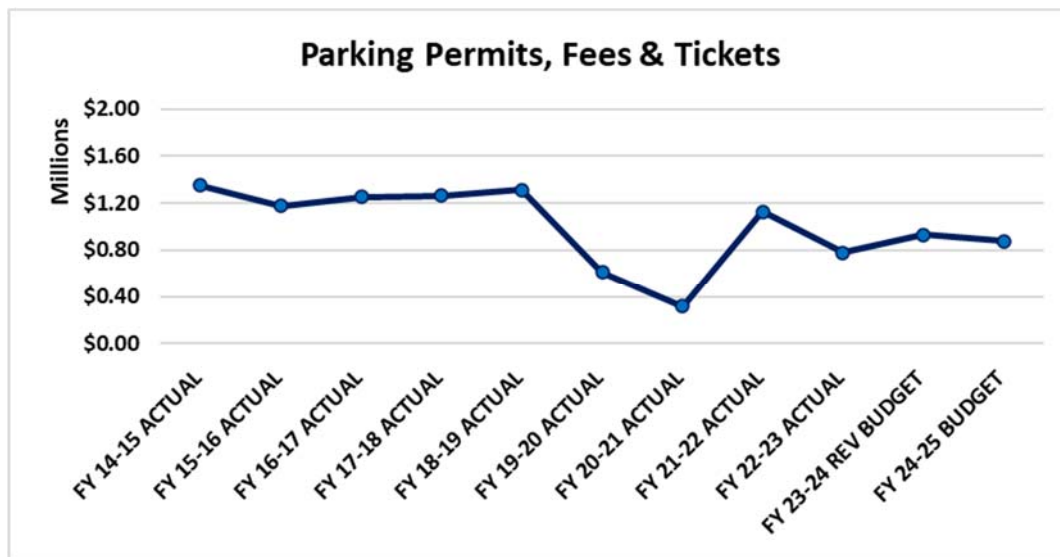
to total \$1.35 million. The Education Cost Sharing (ECS) grants are being phased out by the State of Connecticut. In the FY24-25 Budget, State Aid accounts for 0.92% of all revenues. The \$1.56 million budgeted State Aid revenues for FY24-25 are 4.84% less than the FY23-24 revenues of \$1.64 million. The FY25 increase in Other State Aid is due to the inclusion of the Town Aid Road grant in the General Fund, as opposed to the Small Capital Fund used in prior years.



Parking Permits & Fees

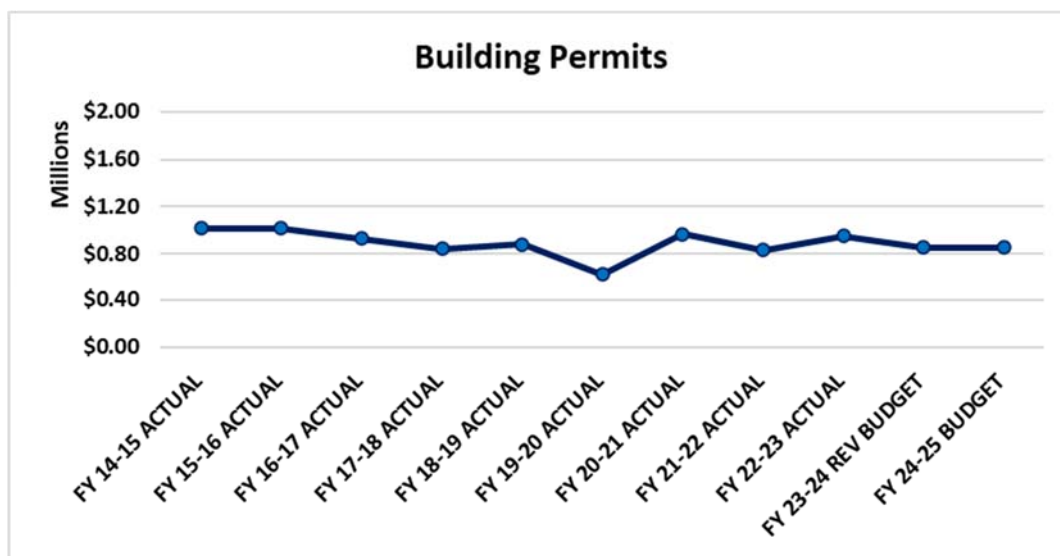
Parking Permits & Fees are associated with the following: permits, tickets, meters, day passes, and other parking fees. This revenue does not include railroad station parking, which is accounted for in the Railroad Fund. The \$0.87 million budgeted Parking Fees for FY24-25 are 5.78% lower than FY23-24 budgeted revenue of \$0.93 million. The decrease in budget is a result of the slow return of commuter parking as many employees continue to work from home and continue to commute less.





Building Permits

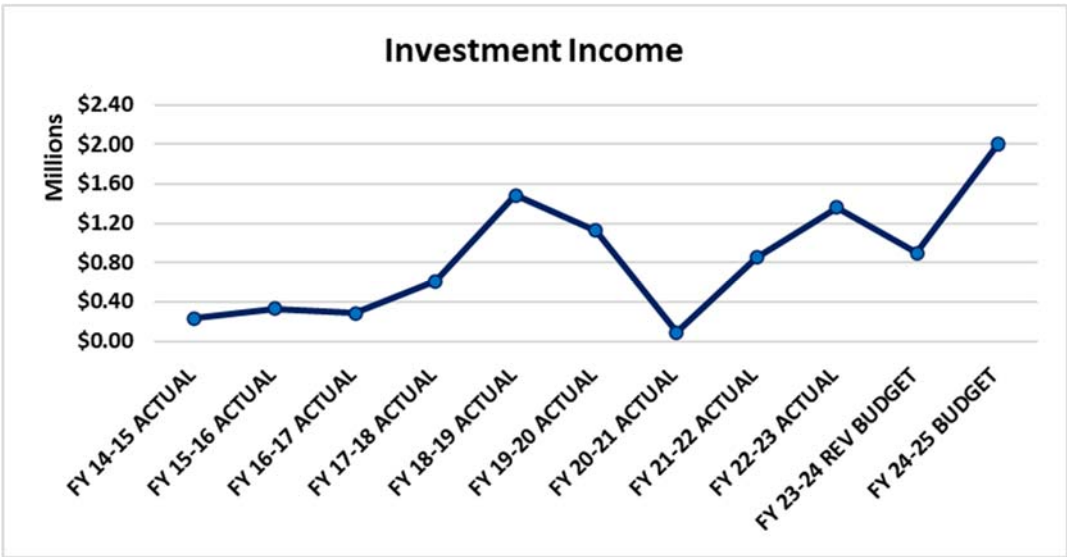
Building permits are required to defray the costs associated with ensuring that construction or remodeling projects of properties and their corresponding plans comply with standards for land use, zoning, and construction. Building permit revenue is driven not only by the number of building permits issued but also by the value of the building projects being undertaken. There are periods that have more permits issued but less permit value and vice versa. The \$0.85 million budgeted Building Permit revenues for FY23-24 is flat compared to FY22-23 budgeted revenue.



Investment Income

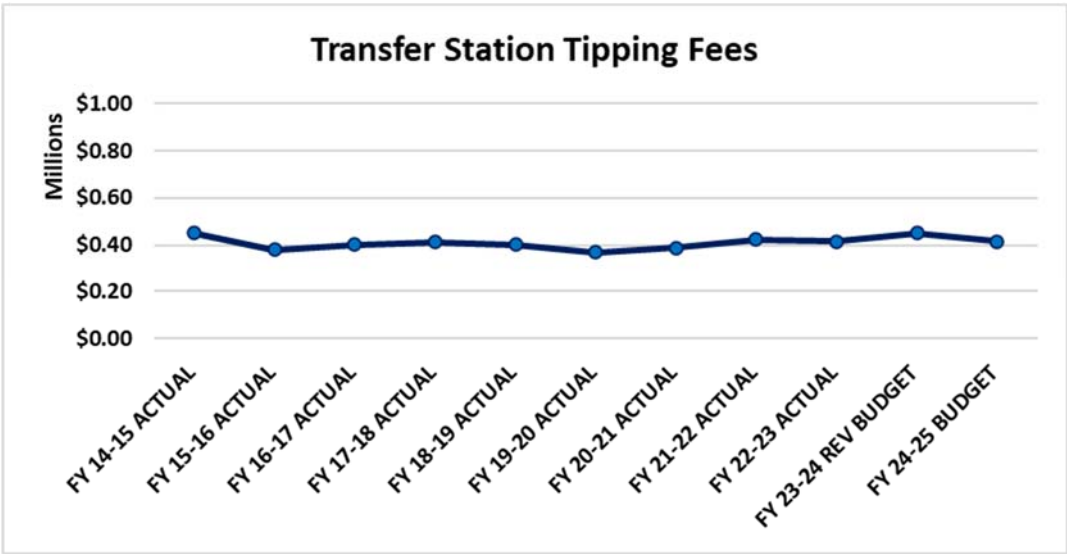
Investment income accounts for revenues generated from the investment of idle Town funds. The replenishment of cash to increase the amount of reserves to be invested by issuing bonds for completed projects and potential stability in forecasted interest rates could potentially increase future higher investment incomes. The \$2.00

million budgeted Investment Income revenues for FY24-25 are 122.22% higher than FY23-24 budgeted revenues of \$0.90 million.



Transfer Station Tipping Fees

Transfer Station Tipping Fees are paid by users of the transfer station for the disposal of waste. The \$0.41 million budgeted Transfer Station Tipping Fees revenues for FY24-25 represent a 7.78% decrease over the FY23-24 budget.

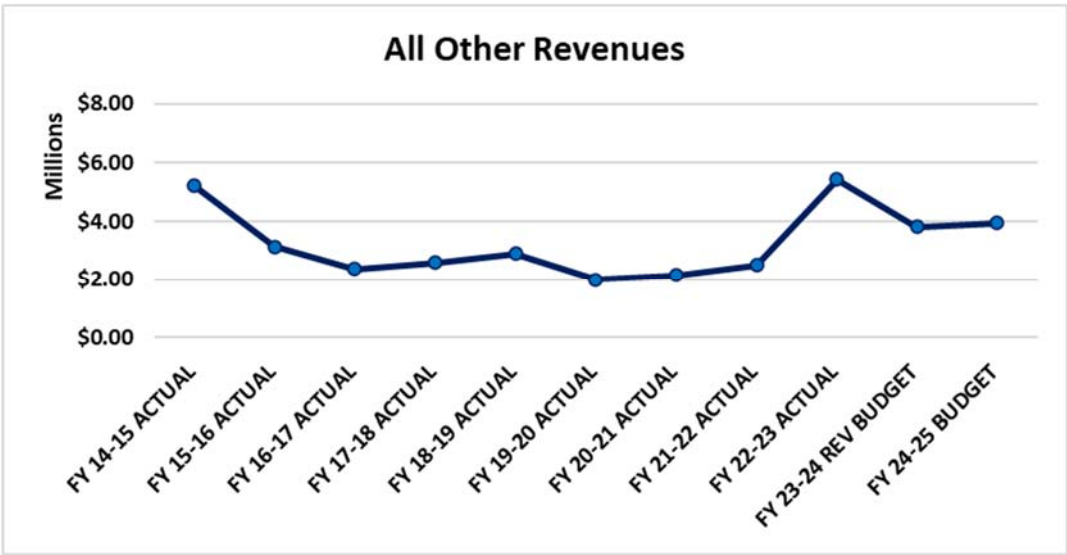


All Other Revenue

The majority of All Other Revenues are miscellaneous reimbursement and fees paid for a variety of Town services. The \$1.55 million All Other Revenues budget for FY24-25 represents a decrease of 8.92% when compared to the FY23-24 revenues of \$1.70 million. The Town will be transferring \$0.06 million from the fund balance reserves of the Dog Fund, which is to be closed, transferring \$1.96 million from bond premium reserves to the General Fund to

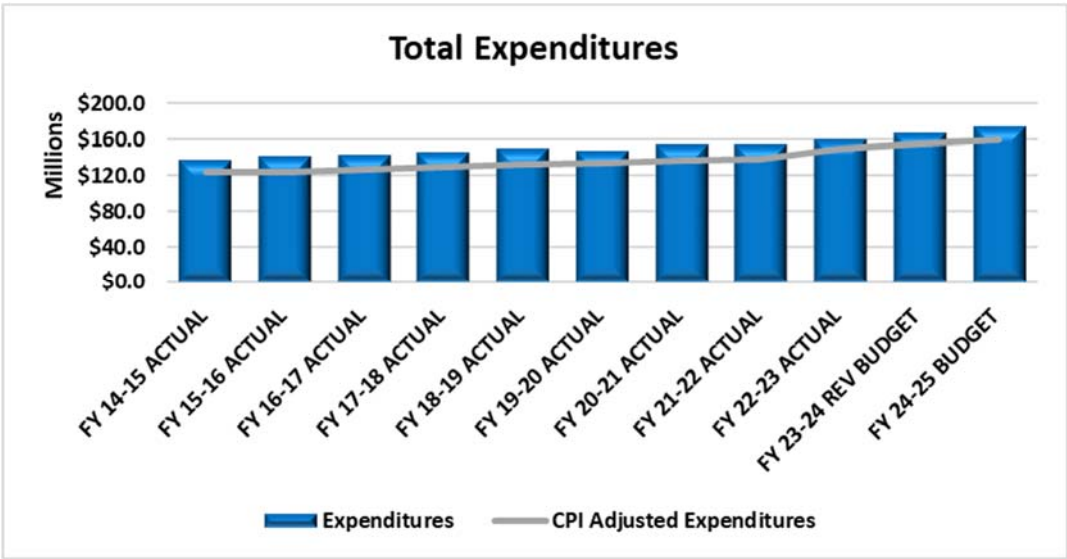


cover debt service interest, and lastly, transferring the remaining \$0.74 million in American Rescue Plan Act funds to reimburse the General Fund for lost revenue during the COVID-19 pandemic.



III. BUDGETED EXPENDITURES & SIGIFICANT VARIANCES

The Town of New Canaan Expenditure Budget is used to support a variety of services. These can be categorized by functional areas. For the General Fund, the Board of Education accounts for approximately 62.39% of total expenditures. The Town Council approved a Total Expenditure Budget of \$174.93 million for FY24-25, representing an increase of 4.99% over the current fiscal year’s adopted budget of \$166.62 million.

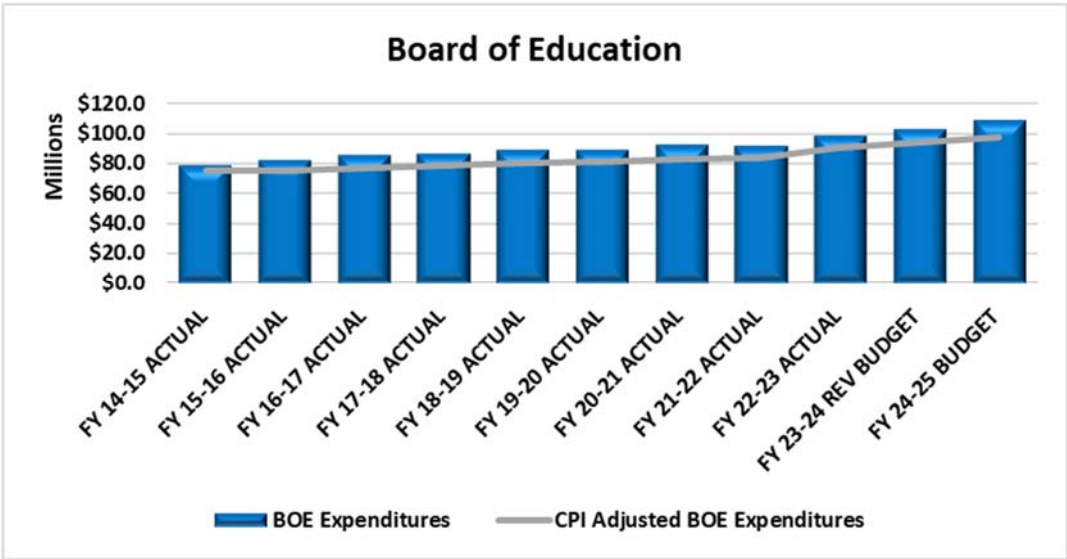


Board of Education

The Board of Education accounts for 62.39% of FY23-24 General Fund expenses, with wages and employee benefits accounting for 82.4% of these expenses. The Total Expenditure Budget includes Board of Education operating



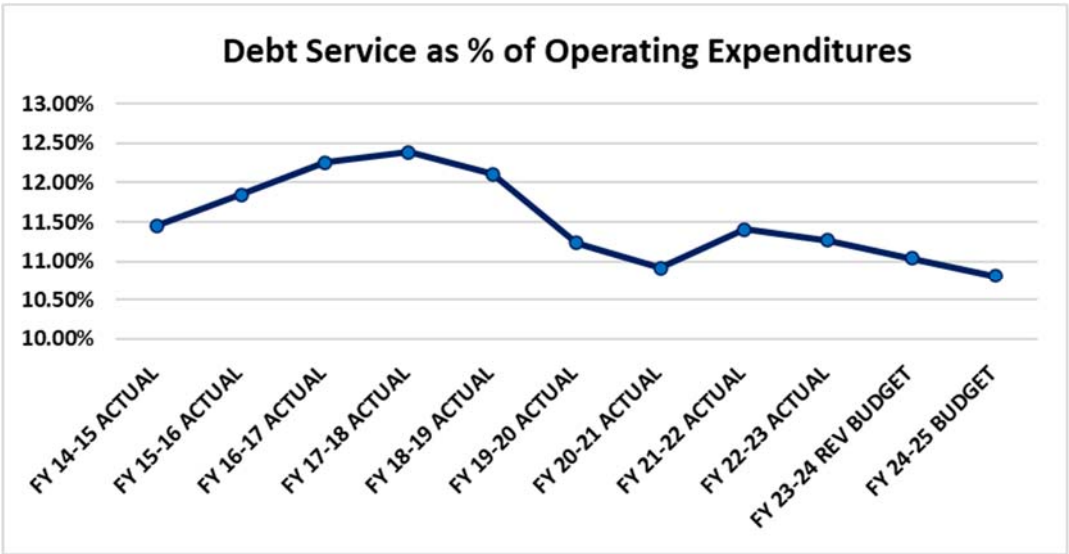
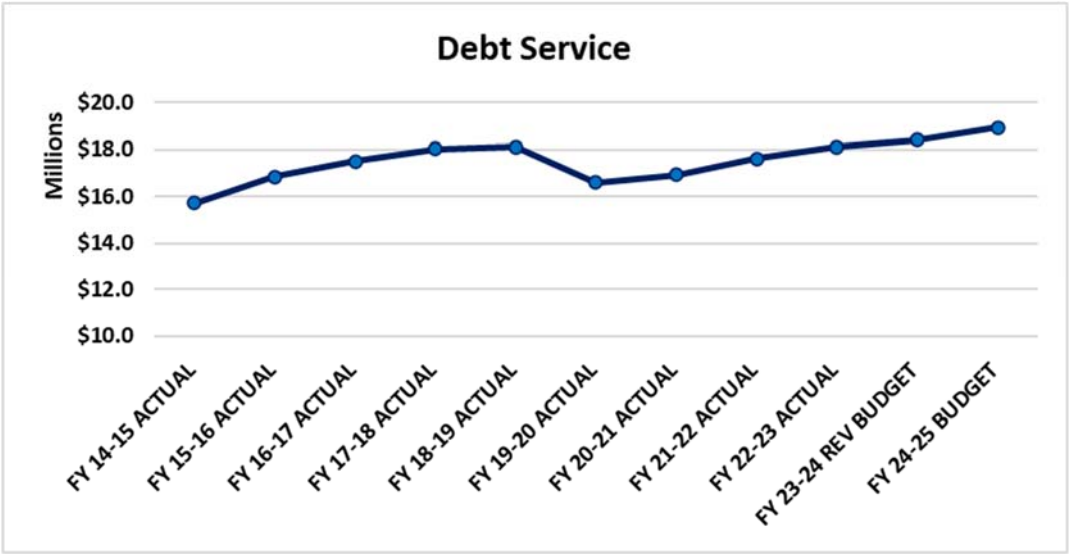
expenses of \$109.14 million. During FY20-21 a one-time \$3.52 million Special Appropriations to the Board of Education during was approved, \$1.98 million was approved for additional transfers to the Education Health Internal Service Fund and \$1.54 million for the Board of Education to address unbudgeted Covid-19 related expenses. In addition to these Board of Education expenses, the budget also includes \$0.28 million of other Board of Education expenses paid by the Town.



Debt Service

Debt Service accounts for 10.81% of FY24-25 General Fund expenses. The Board of Finance created a Debt Management Committee that established guidelines for responsible and sustainable debt management. The debt service projections are based on the most recent Five-Year Capital Plan and what funding would be required to finance projects included in the plan as requested. The plan is reviewed annually and projects are reviewed and approved individually each fiscal year. The \$18.91 million FY24-25 budgeted expenses for Debt Service represent a 2.83% increase over the FY23-24 adopted budget of \$18.39 million.

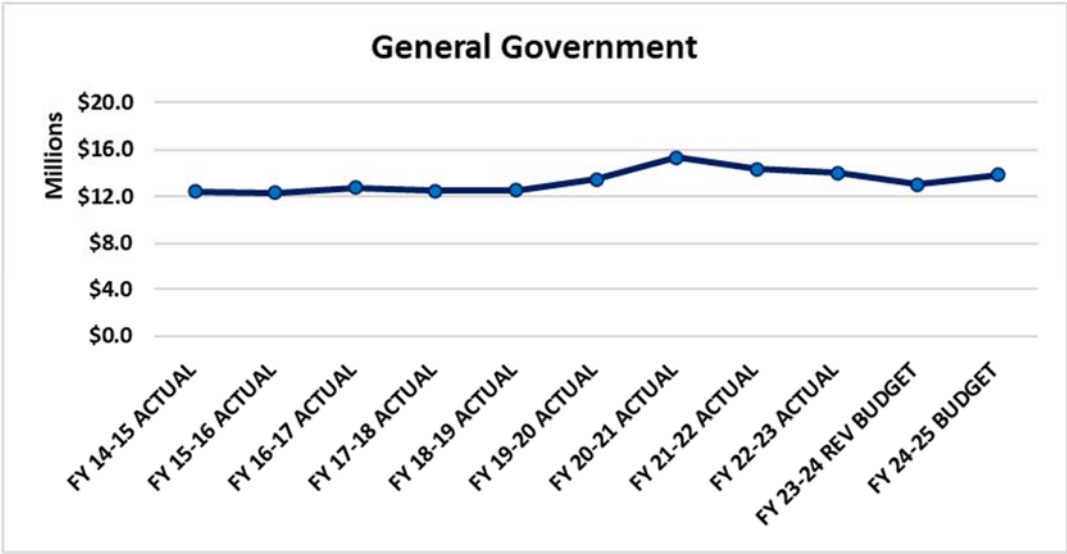




General Government

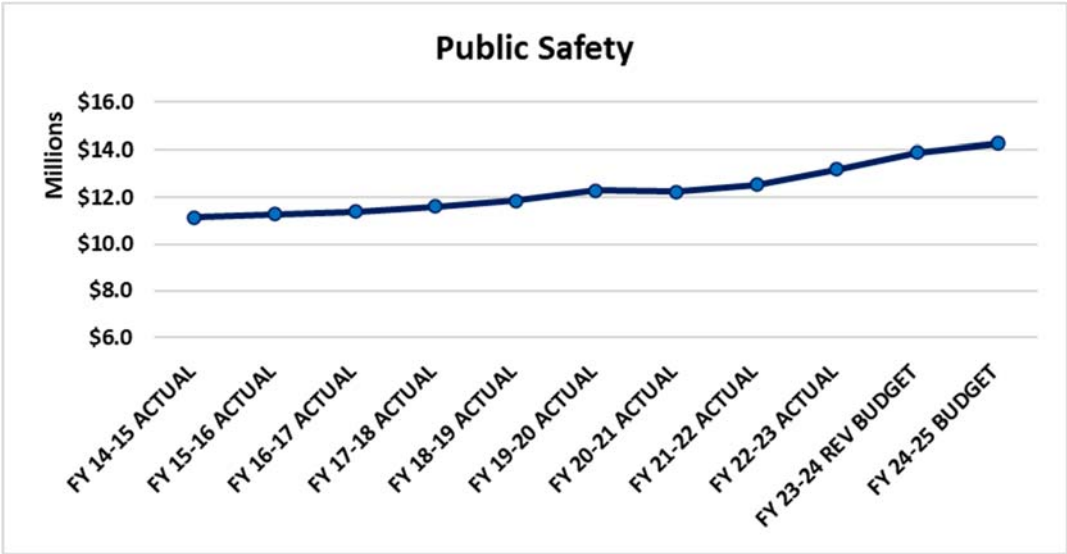
General Government encompasses the general-purpose and administrative functions of the Town and accounts for 7.92% of FY24-25 General Fund expenses. The major drivers of General Government expenses are wages and employee benefits. The \$13.85 million budgeted expenses for the General Government represent a 5.72% increase over the FY23-24 budget of \$13.10 million.





Public Safety

Public Safety includes Police, Fire, EMS, and Emergency Management, which accounts for 8.15% of General Fund expenses. The major drivers of expenses are wages and employee benefits. The Police Department accounts for 54% of all public safety expenses. The \$14.26 million budgeted expenses for Public Safety represent a 4.58% increase over the FY23-24 budget of \$13.63 million and primarily funds negotiated union wage contracts which account for over approximately 70% of Public Safety expenses.

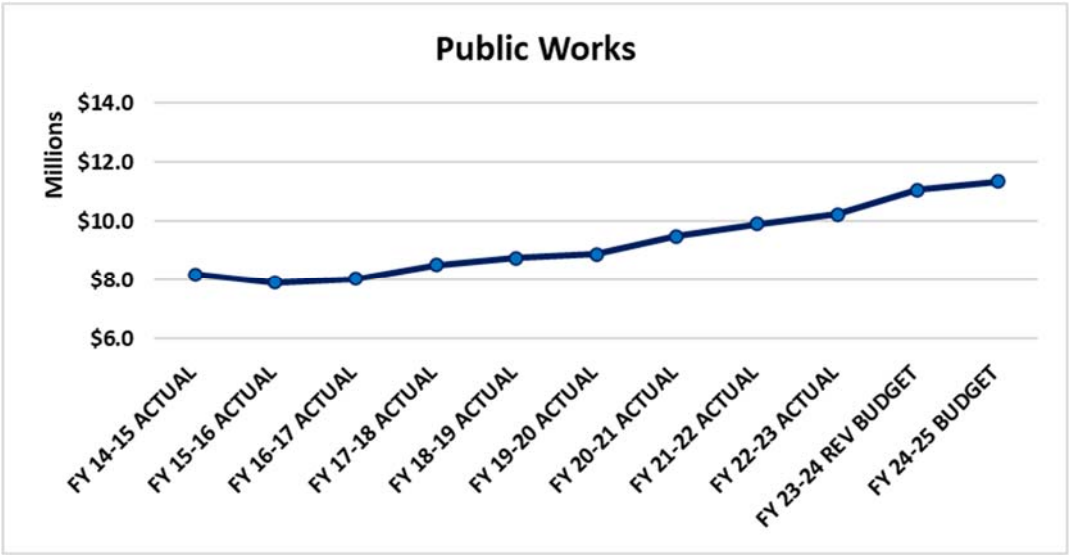


Public Works

Public Works accounts for 6.48% of General Fund expenses, with wages and employee benefits accounting for a majority of these expenses. The Highway Division is the largest segment of the Public Works Department. The Highway Division is responsible for maintaining the Town’s roadways, sidewalks, and drainage systems and ensures the safe transport for all residents, visitors, and guests through the Town’s roadway system during all types of

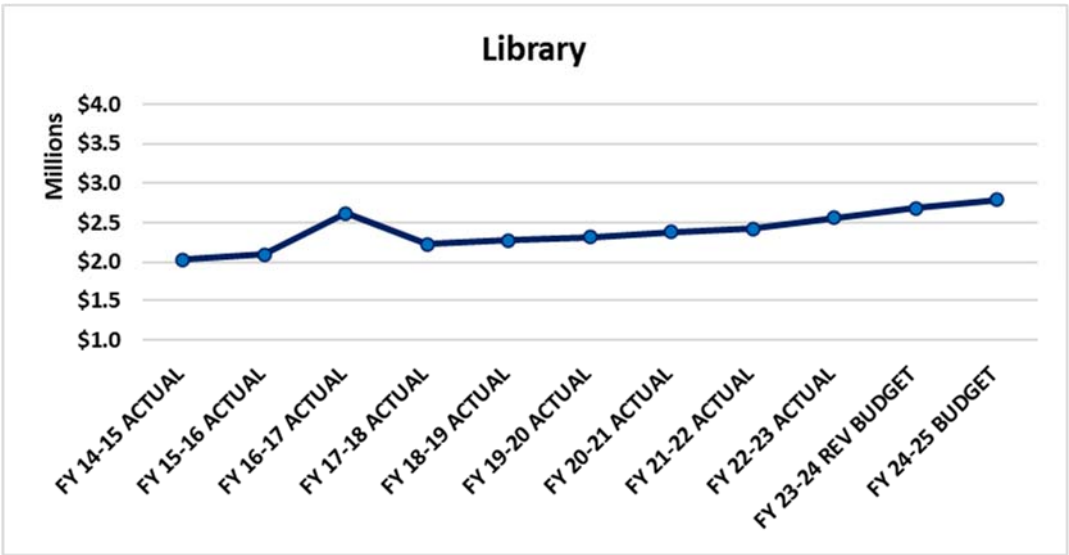


weather. The \$11.33 million budgeted expenses for Public Works represent an 2.29% increase over the FY23-24 budget of \$11.08 million. Among the drivers for the increase are various contractual increases including building services, garbage hauling, and grass treatments.



Library

The Town of New Canaan provides approximately 75% of the operating budget for the New Canaan Library. The remaining 25% and all building and grounds expenses are generated by the library’s development efforts and fundraising activities. The \$2.79 million budgeted contribution to expenses for the library represents a 4.00% increase over the FY23-24 budget of \$2.68 million.

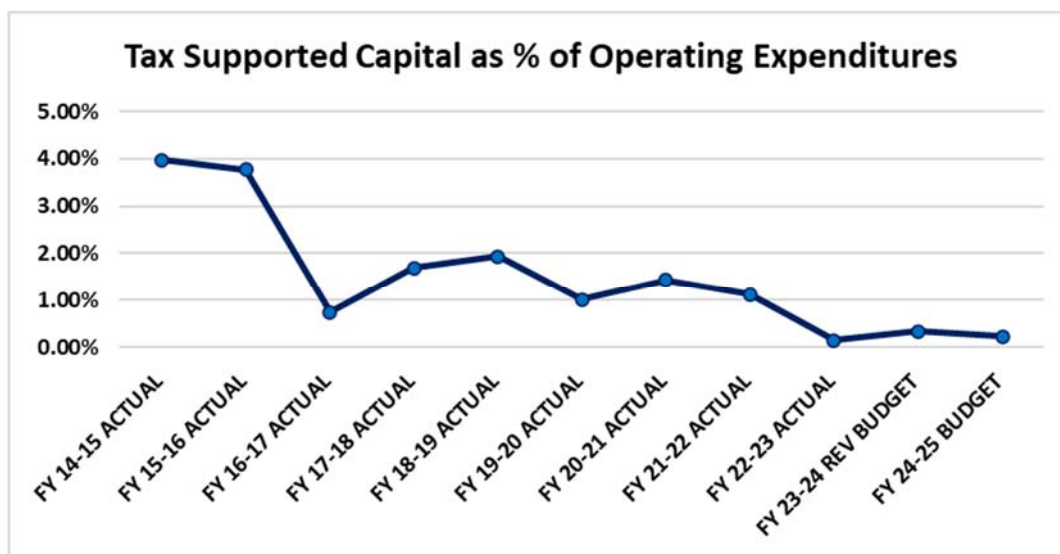
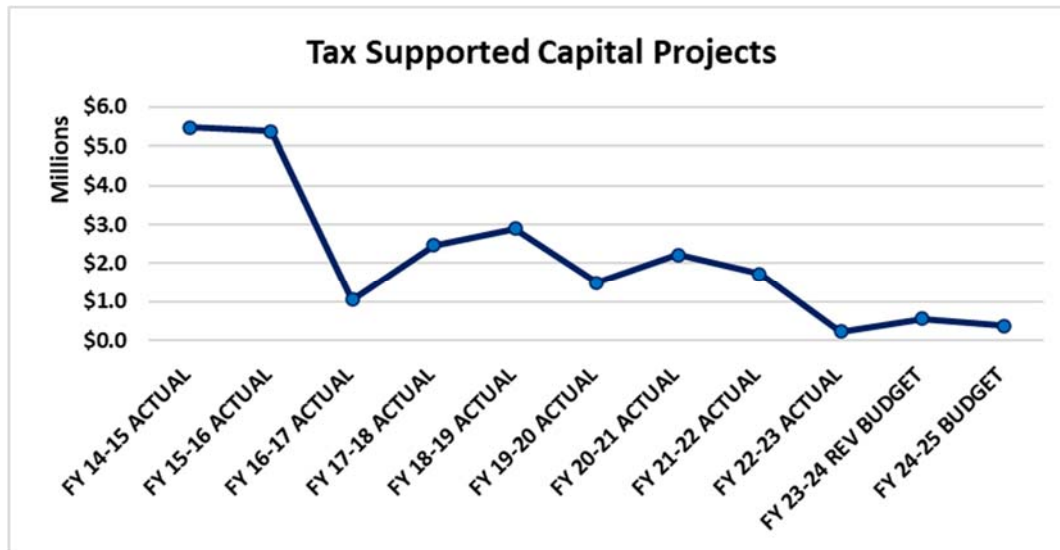


Tax Supported Capital Projects

Rather than borrow to fund all capital projects, the Town of New Canaan funds certain projects on a pay as you go basis. This involves paying for capital projects without borrowed money, but by taxing residents to support projects.

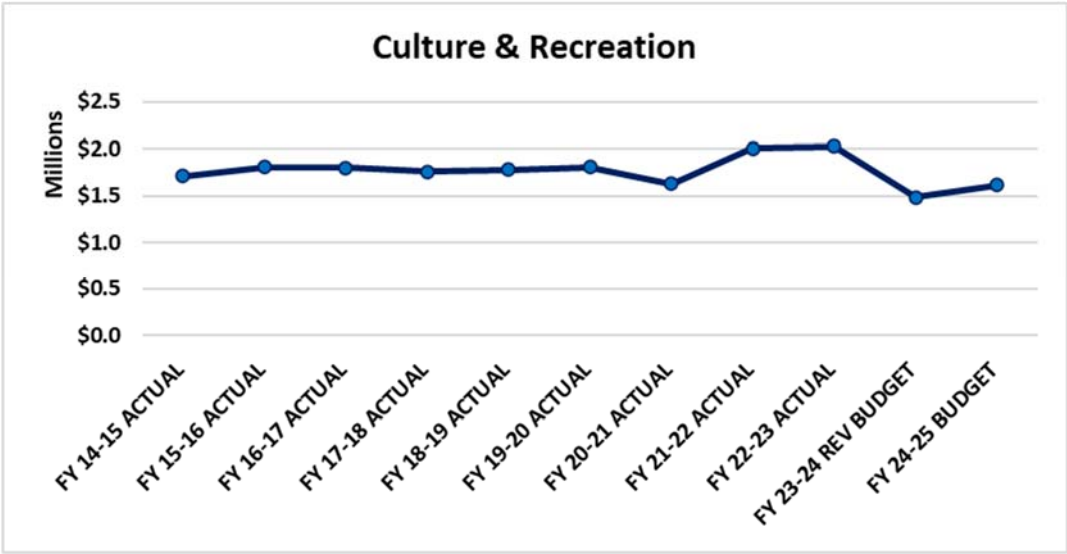


Tax Supported Capital accounts for 0.22% of General Fund expenses. The \$0.38 million budgeted expenses for Tax Supported Capital represent a 31.25% decrease over the FY23-24 budget of \$0.56 million. As Bond Premium and remaining Tax Supported Fund balances are depleted, these previous offsets are no longer available and this expenditure will trend back towards its yearly averages.



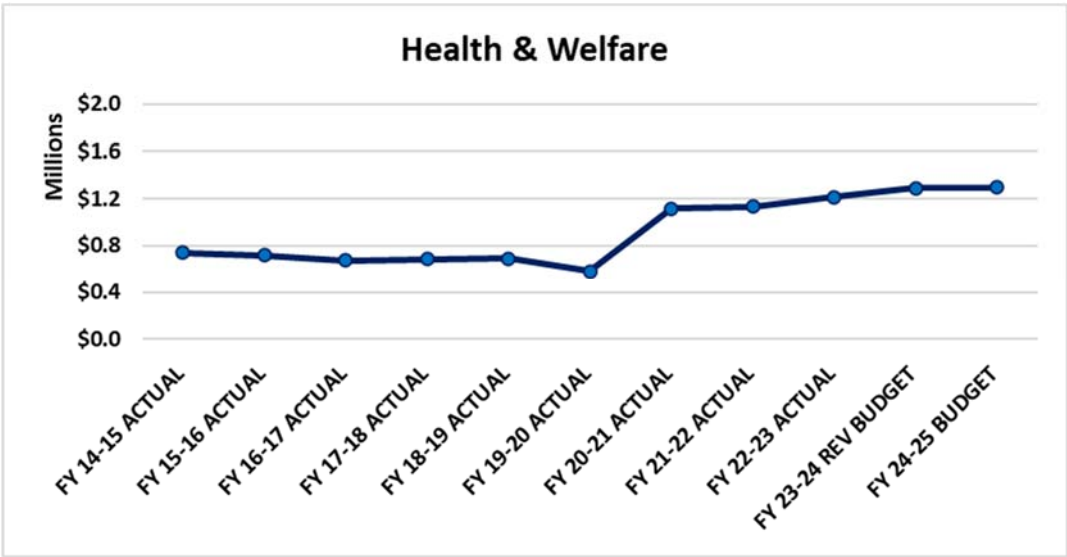
Culture & Recreation

Culture and Recreation accounts for 0.93% of General Fund expenses, with wages and employee benefits accounting for a majority of these expenses. The \$1.63 million budgeted expenses for Culture & Recreation is a 4.80% increase over the FY23-24 budget for \$1.55 million.



Health & Welfare

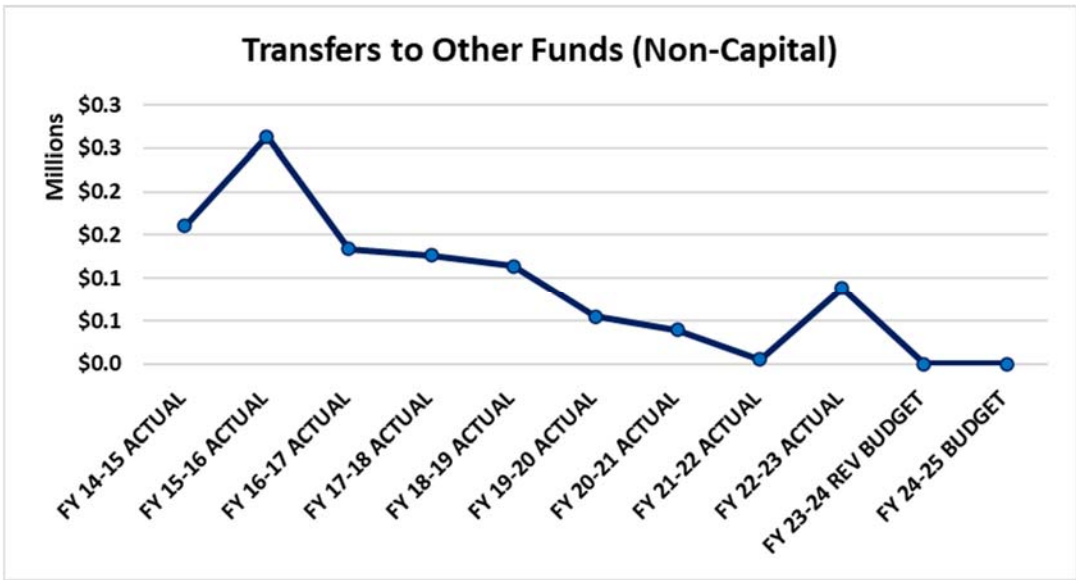
Health & Welfare accounts for 0.75% of General Fund expenses. Funding to outside agencies that provide services to residents of New Canaan accounts for approximately 20% of the Health and Welfare, a breakdown of which can be found in the Expenses by Department section. The \$1.29 million budgeted expenses for Health and Welfare represent a 1.72% decrease over the FY23-24 budget.



Transfer to Others Funds (Non-Capital)

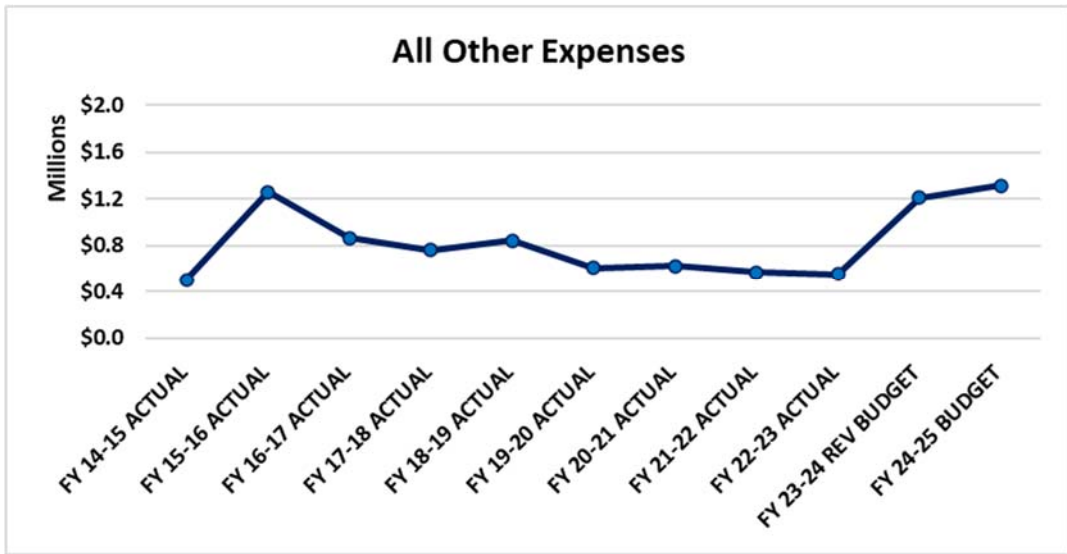
Transfer to Others Funds (Non-Capital) are transfers from the General Fund to other funds. In FY24-25 this currently has no budgeted funds.





All Other Expenses

All Other Expenses account for 0.75% of the General Fund Budget. The \$1.31 million includes funding for non-Human Service’s outside agencies (a breakdown of which can be found in the Expenses by Department section.), operational contingencies, salary contingencies for yet to be settled collective bargaining agreements and budgeted personnel savings due to unanticipated staff turnover. Funding for Outside Agencies remains mostly flat, however salary contingency funding has been increased due to unsettled collective bargaining unit agreements.

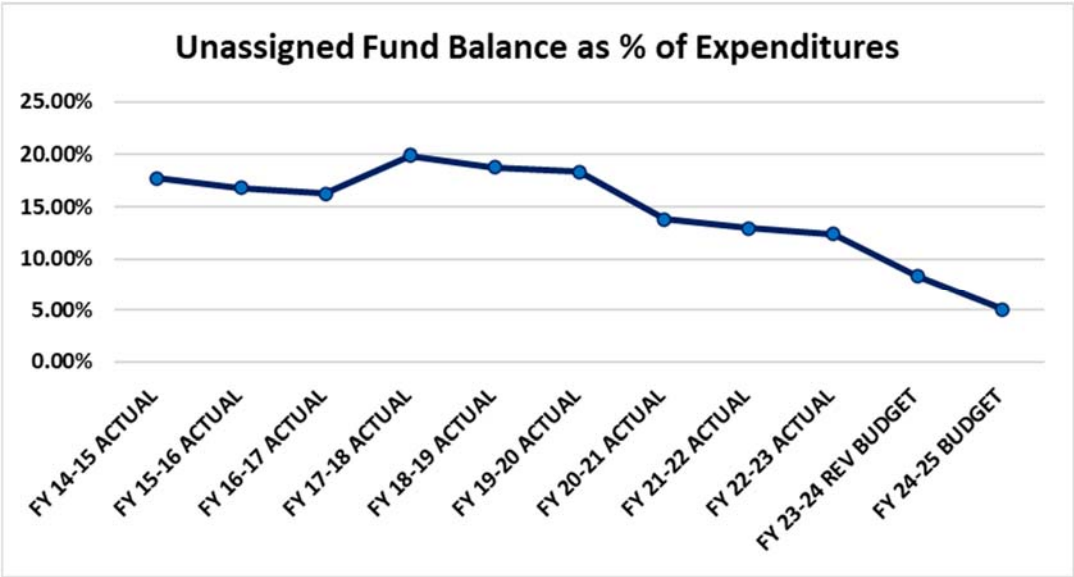
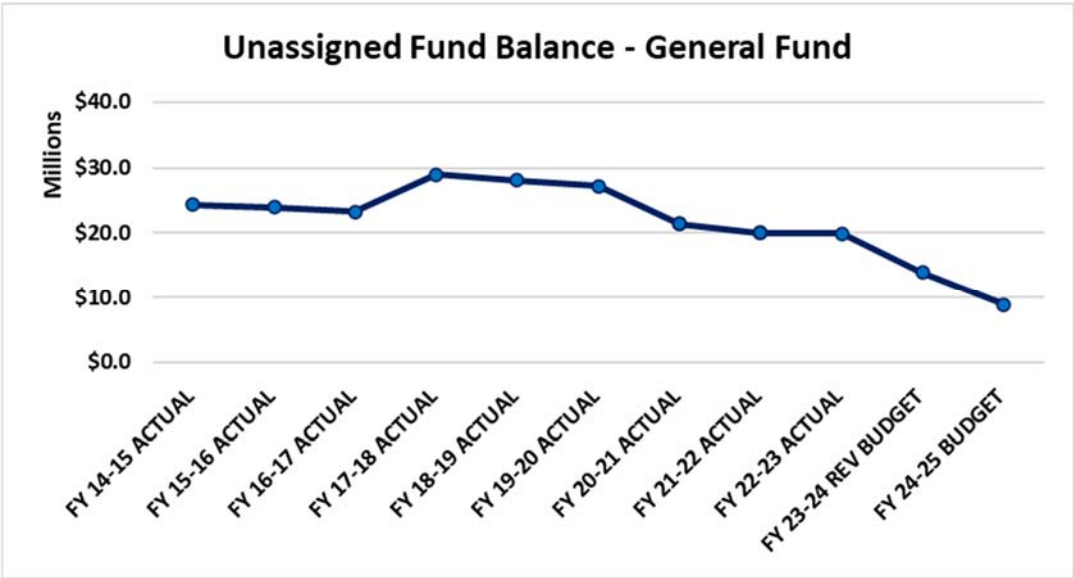


Fund Balance

In the context of financial reporting, the Fund Balance is the amount of unencumbered cash that ensures services could be provided for a short time even if commitments exceeded revenues. As an indicator of fiscal health, the fund balance plays a factor in the Town’s bond rating, creating opportunities for the Town to borrow money and lower interest rates. The GFOA recommends an Unassigned General Fund balance of 5%-15% of total budgeted



expenses, or approximately two months of working capital, the Board of Finance guideline is 10%. The audited FY22-23 year-end Unassigned General Fund Balance was 12.38% of General Fund expenditures. The below graphs assume that the Fund Balance Drawdown takes place as budgeted, which is a very uncommon occurrence.



SUMMARY OF SIGNIFICANT GENERAL FUND SERVICES LEVEL CHANGES

Information Technology

- Addition of a Network System Engineer position

Town Clerk

- Implementation of Early Voting procedures

Registrar of Voters

- Implementation of Early Voting procedures

Fire

- Addition of an Assistant Fire Chief position

Police

- Addition of three School Resource Officers for the New Canaan school system



Summary of Fund Balances Changes

	FY 21-22 ACTUAL	FY 22-23 ACTUAL	FY 23-24 ADOPTED	FY 23-24 REVISED	FY 24-25 ADOPTED	FY24 REV-FY25 ADOPTED VARIANCE	
General Fund Revenues	164,800,518	171,341,907	160,625,202	160,625,202	169,932,919	9,307,717	5.8%
General Fund Expenditures	165,629,772	172,855,399	166,625,202	166,625,202	174,932,919	8,307,717	5.0%
Beginning Fund Balance	29,641,287	28,812,033	27,298,541	27,298,541	21,298,541	(6,000,000)	-22.0%
Ending Fund Balance	28,812,033	27,298,541	21,298,541	21,298,541	16,298,541	(5,000,000)	-23.5%
Sewer Operating Fund Revenues	1,962,694	1,899,116	2,025,470	2,025,470	2,076,091	50,621	2.5%
Sewer Operating Fund Expenditures	1,406,962	1,399,236	1,921,699	1,921,699	1,919,820	(1,879)	-0.1%
Beginning Fund Balance	246,357	802,089	1,301,969	1,301,969	1,405,740	103,771	8.0%
Ending Fund Balance	802,089	1,301,969	1,405,740	1,405,740	1,562,011	156,271	11.1%
Parking Fund Revenues	85,026	252,019	120,000	120,000	135,000	15,000	12.5%
Parking Fund Expenditures	-	233,886	120,000	120,000	135,000	15,000	12.5%
Beginning Fund Balance	1,007,260	1,092,286	1,110,419	1,110,419	1,110,419	-	0.0%
Ending Fund Balance	1,092,286	1,110,419	1,110,419	1,110,419	1,110,419	-	0.0%
Railroad Fund Revenues	93,988	154,826	96,337	96,337	168,000	71,663	74.4%
Railroad Fund Expenditures	129,723	161,491	96,337	96,337	168,000	71,663	74.4%
Beginning Fund Balance	183,367	147,632	140,967	140,967	140,967	-	0.0%
Ending Fund Balance	147,632	140,967	140,967	140,967	140,967	-	0.0%
Property Rental Fund Revenues	157,052	25,232	12,195	12,195	15,000	2,805	23.0%
Property Rental Fund Expenditures	2,411	736	12,195	12,195	40,000	27,805	228.0%
Beginning Fund Balance	43,174	197,815	222,311	222,311	222,311	-	0.0%
Ending Fund Balance	197,815	222,311	222,311	222,311	197,311	(25,000)	-11.2%
Benko Pool Fund Revenues	398,914	581,821	568,800	568,800	585,415	16,615	2.9%
Benko Pool Fund Expenditures	364,369	621,602	568,800	568,800	585,415	16,615	2.9%
Beginning Fund Balance	1,232,652	1,267,197	1,227,416	1,227,416	1,227,416	-	0.0%
Ending Fund Balance	1,267,197	1,227,416	1,227,416	1,227,416	1,227,416	-	0.0%
Movie Theater Revenues	40,587	34,529	198,571	198,571	125,000	(73,571)	-37.1%
Movie Theater Expenditures	58,131	708,774	198,571	198,571	125,000	(73,571)	-37.1%
Beginning Fund Balance	791,424	773,880	99,635	99,635	99,635	-	0.0%
Ending Fund Balance	773,880	99,635	99,635	99,635	99,635	-	0.0%



History

In 1731, Connecticut's colonial legislature established Canaan Parish as a religious entity in northwestern Norwalk and northeastern Stamford. The right to form a Congregational church was granted to the few families scattered through the area. As inhabitants of Norwalk or Stamford, Canaan Parish settlers still had to vote, pay taxes, serve on juries, and file deeds in their home towns. Because Canaan Parish was not planned as a town when it was first settled in 1731, when New Canaan was incorporated in 1801, it found itself without a central common, a main street, or a town hall.

Until the Revolutionary War, New Canaan was primarily an agricultural community. After the war, New Canaan's major industry was shoe making. As New Canaan's shoe business gathered momentum early in the nineteenth century, instead of a central village, regional settlements comprised of clustered houses, mill, and schools developed into distinct district centers. During the late 1940s and 50s, a group of students and teachers from the Harvard Graduate School of Design migrated to New Canaan. Philip Johnson, Marcel Breuer, Landis Gores, John M. Johansen, and Eliot Noyes—known as the Harvard Five—began creating homes in a style that emerged as the complete antithesis of the traditional build, using new materials and open floor plans, best captured by Johnson's Glass House.

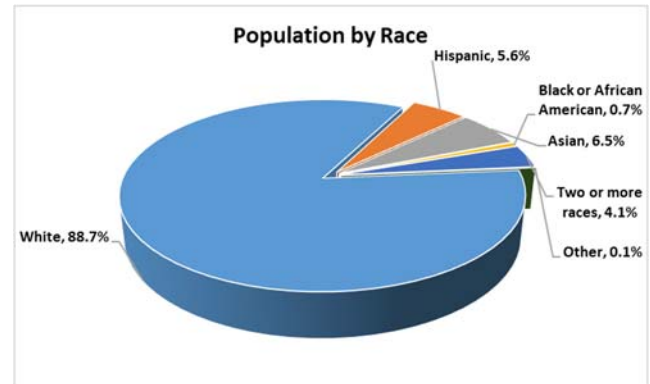
Location

The town has a total area of 22.5 square miles (58 km²), of which 22.1 square miles (57.2 km²) is land and 0.4 square miles (0.80 km²), or 1.56%, is water. Some refer to the Town by its nickname, “The Next Station to Heaven,” situated at the end of a Metro-North Railroad branch line. New Canaan is the only municipality on the Connecticut Panhandle that does not border the coast. Such proximity to New York City proved worthy of its own connection to the New Haven Railroad, being the only town to do so. New

Canaan station and Talmadge Hill station are both on the New Canaan Branch of the New Haven Line, and transfer is possible in Stamford south to Manhattan. Many New Canaan residents commute to New York regularly, with travel time to Grand Central Terminal approximately 65 minutes. New Canaan is also heavily served by the historic Merritt Parkway, as the third municipality when driving through Connecticut from New York City. The Town is primarily a suburban residential community with high quality single-family homes and few commercial properties.

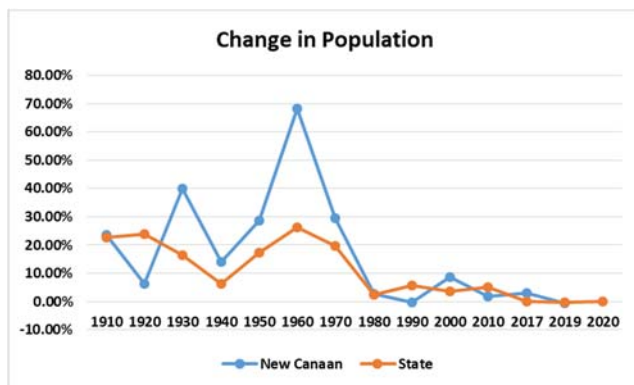


The Town, rich in its antiquity, developed from its early years as a New England village with a heritage primarily of agriculturalists and shoemakers into a cultured suburban community. Most residents are in the executive, professional, financial, technical, and managerial categories employed in New York City and Westchester and Fairfield Counties. Area residents all relish the unique New England downtown, offering a variety of exclusive retail shops, restaurants, banking institutions, and businesses.



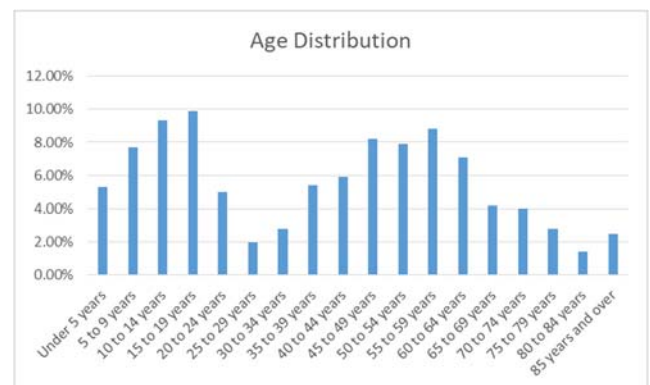
Population

According to the U.S. Census Bureau, 2021 American Community Survey 5-Year Estimates, the Town's current population is 20,574 with 7,707 housing units and 5,553 families residing in the town. The Town's 2021 population census increased 4.2% from 2010, while the State population increased 0.8% during that period.



The town's racial composition was as follows: 88.7% White (non-Hispanic), 5.6% Hispanic or Latino, 6.5% Asian, 0.7% Black or African American, 4.1% identifying as two or more races, and 0.1% as Other.

There were 6,917 households, of which 40.2% had children under the age of 18 living with them. Among these households, 67.7% were married couples living together, 6.5% had a female householder with no spouse present, and 3.7% had a male householder with no spouse present. Additionally, 22.2% were non-family households. Of all households, 20.6% consisted of individuals, and 13.4% had someone living alone who was 65 years of age or older. The average household size was 2.96, and the average family size was 3.46. The median age in New Canaan is 42.5 years. New Canaan is a relatively young community with 85.1% of the population below the age of 65.

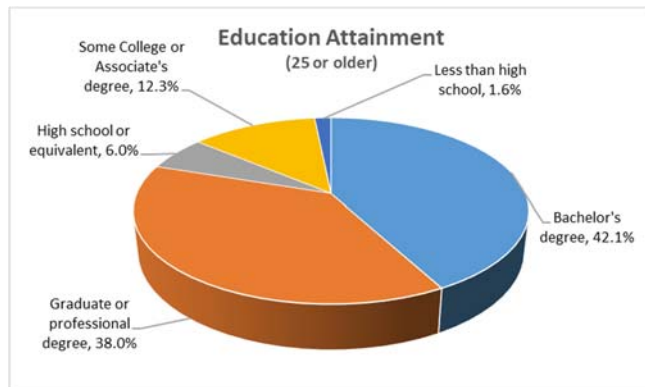


Education & Education Attainment

The Town of New Canaan takes pride in its excellent school system. The New Canaan Public Schools system is considered to be one of the best in Connecticut. It has also gained national recognition for its high performance; for example, a recent

edition of Forbes magazine rated New Canaan as the second-ranked school district in the United States "for home value" for communities with a median home price of \$800,000 or greater. In 2018, New Canaan High School was ranked the best public high school in Connecticut, and one of the top 200 in the nation. The New Canaan Public Schools system includes three elementary schools, a middle school, and a high school, providing facilities for 4,043 students in school year 2023. The New Canaan Country School (grades K-9) and Saint Luke's School (grades 7-12) are private schools located in the Town.

High school graduates account for 98.4% of the of the New Canaan population. Of the population older than 25, 80.1% have a Bachelor's degree or higher and 38.0% hold a graduate or professional degree.



Arts & Culture

The Town of New Canaan is a destination for arts, architecture, and open space. New Canaan features the 1949 Philip Johnson's Glass House and The River Building at Grace Farms designed by the prestigious Japanese architectural firm SANAA, as well as the Waveny property with 250 acres of woods, meadows, running trails, sports fields, paddle tennis courts, pool and buildings housing the Lapham Community Center, Carriage Barn and the Powerhouse Theatre. The Mead Memorial Park, Kiwanis Park, and Irwin Park provide playgrounds, playing fields, walking trails, and a swimming pond.

The pleasant Town center provides numerous restaurants offering a vast array of menu options, an impressive variety of independent family-owned shops, top-notch national retailers, and a range of business services. Without flashy signage or fast-moving traffic, everything is contained in a walkable few blocks that become the focus of celebration and community spirit during holidays and times of remembrance. It is a town that draws visitors from the tri-state area who come for an enjoyable day of shopping, dining, playing, or just strolling.



Government

The Town operates under a Charter adopted in 1935 and most recently amended November 9, 2016. The Town is governed by a First Selectman, Town Council form of government and provides a full range of municipal services to its citizens. The Board of Selectmen is the Town's executive body. Three members are elected in odd-numbered years to serve a two-year term, with the First Selectman serving in a full-time, salaried position. The Selectmen appoint all members of non-elected Boards and Commissions, choosing from candidates recommended to them from the Republican and Democratic Town Committees. They also hire all Town employees, except those employed by the Board of Education and the Police Department.

The Town Council is New Canaan's legislative body. Twelve members are elected, six members in every odd-numbered year to serve four-year, staggered terms. The primary responsibilities of the Council encompass bylaws, ordinances, and approval of appropriations. The Town Council also has the authority to approve, disapprove, or reduce appropriations recommended by the Board of Finance, including, but not limited to, the annual Town Budget.

The Board of Finance is made up of eight members and three alternate members. The Board of Selectmen in November of each year appoints two members to hold office for a term of four years. These appointments are confirmed by the Town Council. In addition to the eight members, the First Selectman is an *ex officio* member. The First Selectman has no vote except in the case of a tie vote. The Board of Finance oversees the finances of the Town, making budget recommendations and setting the Mill Rate. It also makes recommendations on the authorization of bonds and is the Town's Sewer Authority.

The nine-member elected Board of Education's primary duties are the identification of educational goals to be met by the School District; the consideration and approval of an annual budget for submission to the Board of Selectman, the Board of Finance, and the Town Council; the selection of a Superintendent, who serves as the executive officer of the Board; and the employment of principals, teachers, and other school employees. Terms are staggered.

Town Services

The Town of New Canaan is a full-service local government providing a variety of citizen services. These include: education; police and fire protection; public works and sanitation; highways, streets and infrastructure maintenance; parks, recreational, cultural services; health and social services; volunteer

ambulance service; full-scope land use, with planning and development and general administrative services.

ECONOMIC OUTLOOK

Overview

Connecticut is one of the wealthiest states in the nation based on key income and population statistics according to the US Bureau of Economic Analysis. Specifically, in 2024, Connecticut's per capita personal income was \$89,242, third highest of any state. Through June 2024, Connecticut has added 15,600 jobs since from the same time last year, continuing one of the strongest periods of job growth since 2006. Connecticut's unemployment remains at 4.2%, just 0.1% above the national average. "Connecticut's financial discipline and strategic management have kept us in a strong position to end our sixth consecutive fiscal year with a surplus," said State Comptroller Sean Scanlon. "Our commitment to fiscal responsibility continues to yield positive results and, as we begin a new fiscal year, I remain optimistic that Connecticut's economic and fiscal progress will continue."

Employment

As a result of recent employment recovery, and despite recent spikes in inflation and other economic stressors the State's unemployment rate has seen a minor decline year over year, while New Canaan remained essentially flat year over year. The Connecticut Department of Labor, in its 2023 release of Labor Force Data, reported that year to date 3.7% of the labor force remain unemployed statewide compared to 4.2% for the same period a year ago. The Town of New Canaan February 2023 unemployment rate was 3.7%.

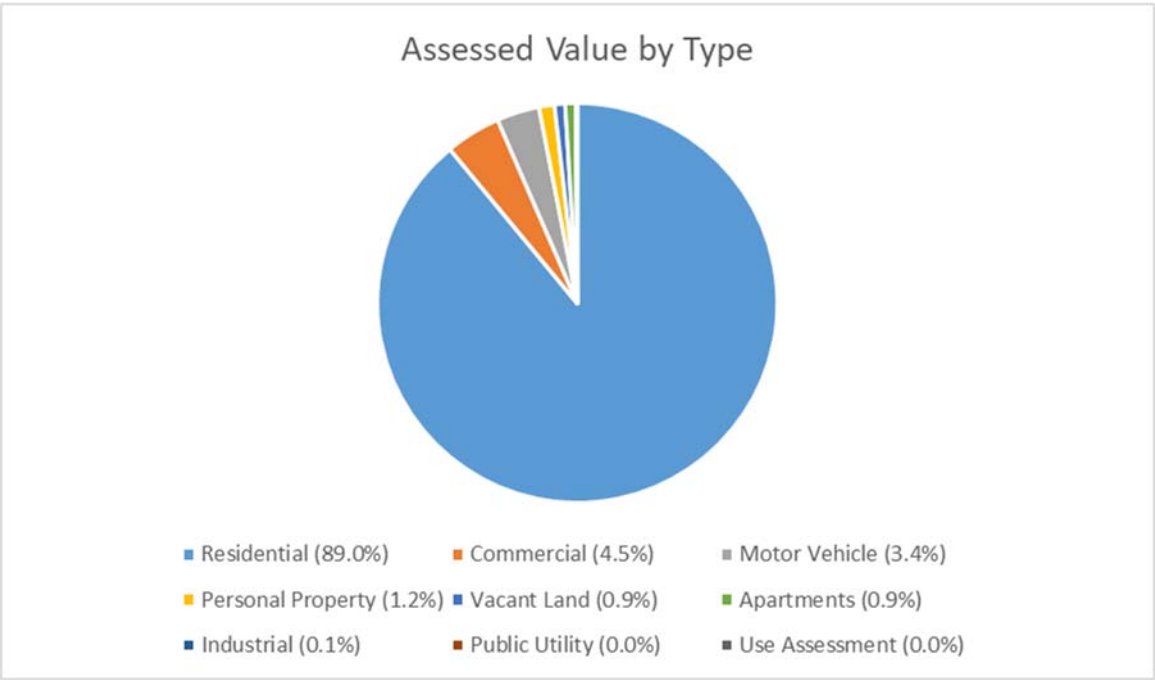
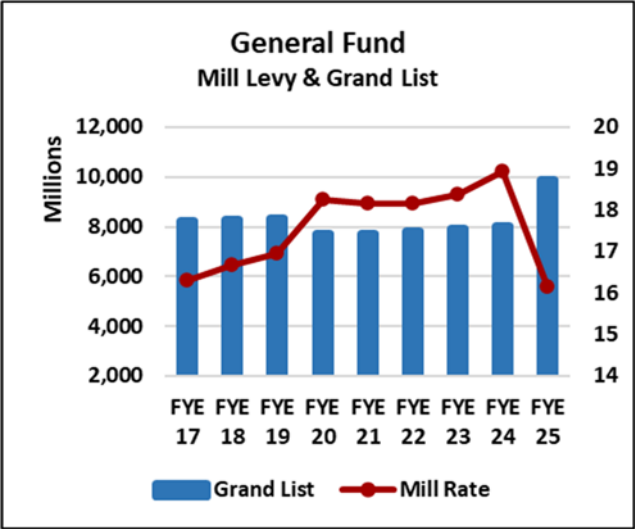
Property Values

Tax Collections are a function of the Grand List and the Mill Rate. The 2023 Grand List for the FY 24-25



Budget increased by 23.53% to \$9.903 billion from the 2022 Grand List of \$8.016 billion. The Mill Rate for the FY 24-25 Budget decreased 14.77% to 16.144 from the FY 23-24 Mill Rate of 18.940. Every five (5) years, the Town is required to appraise all real estate and once within a 10-year span full revaluations of all real estate must occur. The total of these new revaluations, referred to as the “Grand List”, will be used to determine the new Mill Rate. The Mill Rate is calculated by dividing the amount that needs to be raised from taxation by the Grand List. This new Mill Rate when multiplied by the new appraised values determines the real estate tax levy for each home or business. Real estate that moves on or off the Grand List also impacts the Mill Rate. Fortunately, New Canaan’s primary source of revenue—the property tax at over 90% of total revenue—is not as susceptible to fluctuation as state aid during a recession. In good economic times, property tax revenues grow more slowly than income or sales taxes; but in time of

economic downturn, property taxes are also the least likely to contract. This is especially true in the State of Connecticut, where real property is reassessed every five years.



Grand List 2022 Top 10 Taxpayers		
	Total Estimated Assessed Valuation	Percent of Taxable Assessed Valuation
Eversource Energy	55,990,205	0.70%
New England 15-21 LLC	26,446,560	0.33%
Town Close Assoc. LTD Partners	26,020,890	0.32%
M2 Partners LLC	22,813,210	0.28%
Country Club of New Canaan	20,582,170	0.26%
Canaan Parish Redevelopment LTC	19,782,438	0.25%
New Canaan Lumber Company	17,491,880	0.22%
Krakoff Reed	11,892,020	0.15%
Tropin, Kenneth G. Trustee	10,500,000	0.13%
Kensho Trust	10,150,000	0.13%
	221,669,373	2.77%

Principal Employers		
Name of Employer	Nature of Entity	Employees
Town of New Canaan	Municipality	956
Waveny Care Center/New Canaan Inn	Short-Term-Intermediate Medical Care Facilities	500
Silver Hill Hospital	Rehabilitation Hospital	334
YMCA	Health, Education	250
New Canaan Country School	Education	164
St. Luke's School	Education	142
Walter Stewart Market	Grocery Store	133
Bankwell Bank	Banking	103
ACME Markets	Retail	85
Moran Towing	Marine Towing / Transportation services	75
		2,742

Wealth Indicators				
	Median Household Income		Per Capita Income	
	2000	2021	2000	2021
Town of New Canaan	\$175,331	\$250,000	\$82,049	\$119,935
Fairfield County	77,690	125,563	38,350	61,651
Connecticut	65,521	106,441	28,766	47,869
United States	49,600	85,028	21,690	37,638

Source: Bureau of Census, American Community Survey, 2017-21



Employment Sector						
	Town of New Canaan		Fairfield County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, Hunting & Mining.....	10	0.1	1,150	0.2	7,314	0.4
Construction.....	169	1.9	33,321	6.9	113,665	6.2
Manufacturing.....	529	6.1	38,723	8.0	192,688	10.6
Wholesale Trade.....	134	1.5	11,495	2.4	41,165	2.3
Retail Trade.....	727	8.4	49,967	10.3	194,081	10.6
Transportation, Warehousing & Utilities.....	139	1.6	18,276	3.8	80,481	4.4
Information.....	378	4.4	12,646	2.6	36,259	2.0
Finance, Insurance & Real Estate.....	2,628	30.3	58,062	12.0	164,657	9.0
Professional, Scientific & Management.....	1,623	18.7	75,723	15.6	212,866	11.7
Educational Services & Health Care.....	1,415	16.3	111,400	23.0	482,274	26.5
Arts, Entertainment, Recreation & Food Services.....	501	5.8	37,782	7.8	148,835	8.2
Other Service (including nonprofit).....	315	3.6	23,814	4.9	82,217	4.5
Public Administration.....	106	1.2	12,482	2.6	66,493	3.6
Total	8,674	100.0	484,841	100.0	1,822,995	100.0

Source: Bureau of Census, American Community Survey, 2017-21

Per Capita Personal Income - by Metropolitan Area, 2020-2022			
Metropolitan Statistical Area	2020	2021	2022
Midland, TX.....	\$ 106,217	\$ 123,682	\$ 143,728
San Jose-Sunnyvale-Santa Clara, CA.....	122,544	141,739	141,516
Naples-Marco Island, FL.....	110,993	126,031	131,160
Bridgeport-Stamford-Norwalk, CT.....	115,859	119,982	125,185
San Francisco-Oakland-Berkeley, CA.....	107,815	124,398	123,736
Sebastian-Vero Beach, FL.....	87,110	99,515	105,250
Boulder, CO.....	81,673	93,472	98,553
Boston-Cambridge-Newton, MA-NH.....	84,684	92,402	94,082
Seattle-Tacoma-Bellevue, WA.....	81,785	90,194	92,113
Napa, CA.....	81,905	87,422	86,863
State of Connecticut.....	77,383	80,691	82,938
United States.....	59,153	64,430	65,470

Source: U.S. Bureau of Economic Analysis, November 2023

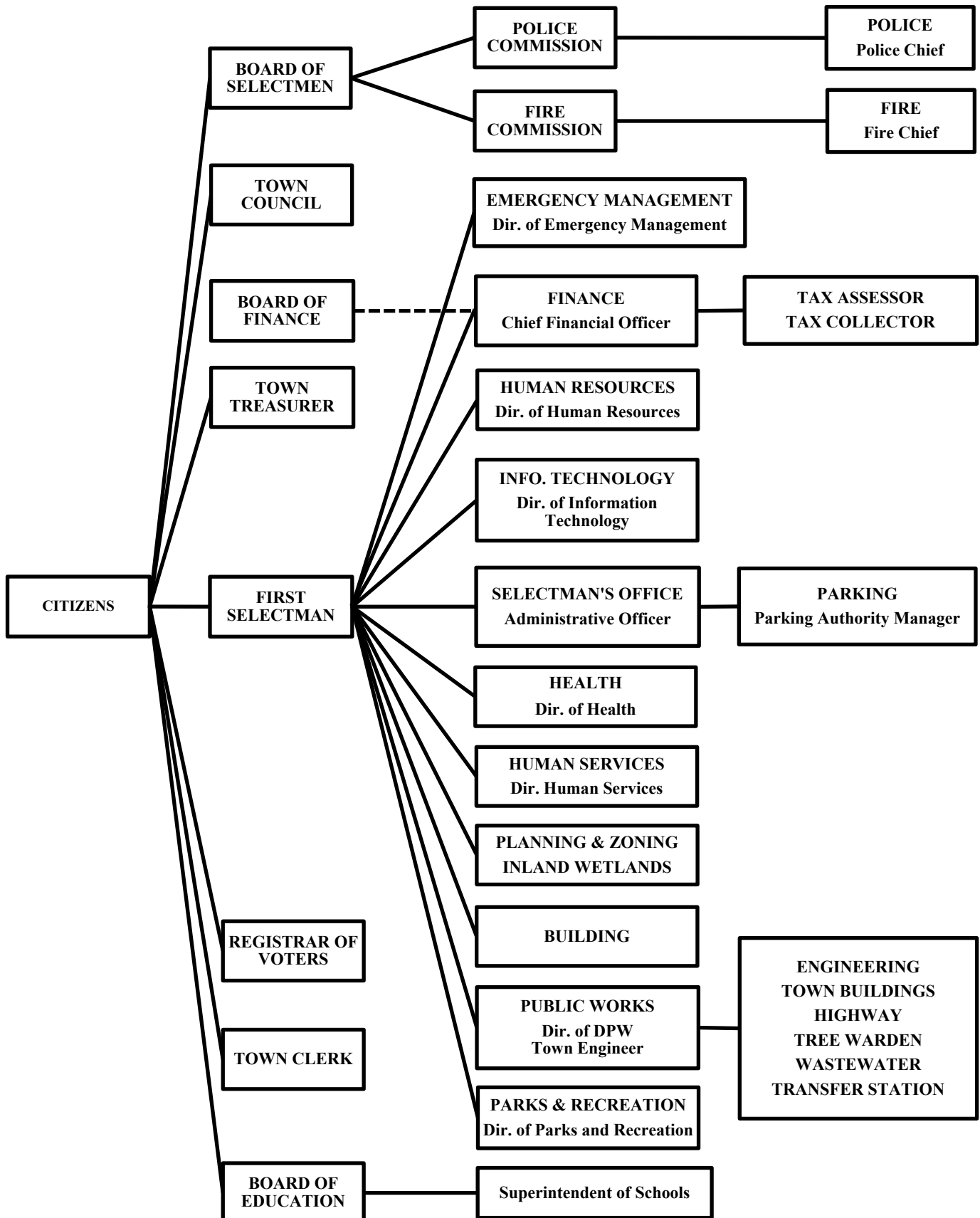


Unemployment					
Period	Town of New Canaan		Percentage Unemployed		
	Employed ¹	Unemployed ¹	Town of New Canaan (%) ¹	Bridgeport Labor Market (%) ¹	State of Connecticut (%) ¹
2023	8,082	307	3.7	3.9	3.7
Annual Average					
2022	8,188	310	3.6	4.2	4.2
2021	7,999	283	3.4	4.4	4.3
2020	7,631	449	5.6	8.0	7.8
2019	8,312	251	2.9	3.5	3.5
2018	8,215	256	3.0	3.9	3.9
2017	8,174	310	3.7	4.4	4.4
2016	8,081	312	3.7	4.8	4.8
2015	8,008	349	4.2	5.5	5.6
2014	7,880	412	5.0	6.4	6.6
2013	7,661	496	6.1	7.7	8.0

¹ Non-seasonally adjusted

Source: State of Connecticut, Department of Labor; United States Department of Labor, Bureau of Labor Statistics





**PRESERVE
NEW CANAAN'S
WELCOMING, SMALL-
TOWN IDENTITY**

- Embrace New Canaan's Small-Town Identity
- Preserve and Enhance Historic Resources and Cultural Amenities in Town
- Encourage Downtown Vibrancy
- Encourage Continued Community Involvement and Civic Engagement

**PROMOTE CREATIVE,
BALANCED
DEVELOPMENT**

- Support Balanced and Appropriate Development and Redevelopment Opportunities
- Provide a Diverse Housing Portfolio that Supports Residents of All Circumstances

**EMBRACE
SUSTAINABILITY AND
RESILIENCY**

- Preserve and Enhance Open Spaces in New Canaan
- Preserve and Maintain the Natural Environment
- Promote Sustainability & Reduce the Community's Environmental Impacts
- Build Resiliency to Changing Environmental Conditions

**ENHANCE
COMMUNITY
INFRASTRUCTURE
AND FACILITIES**

- Maintain and Enhance Community Facilities and Services
- Enhance Transportation Services and Infrastructure
- Ensure that the Utility Infrastructure Matches the Evolving Needs of the Community



General Timeline & Budget Cycle

The annual budget serves as the foundation for the Town of New Canaan's financial planning and control. The Board of Finance is responsible for annual budget reviews and approvals, the setting of the annual Mill Rate, approving account transfers and special appropriations, administering the pension fund, and bond issues. The Board of Finance also serves as the Water Pollution Control Authority to oversee the activities of the Sewer District. As part of their budget preparation roles, the Board of Finance works closely with the Finance Department in managing the budget cycle. The funds subject to the annual appropriation are the General Fund; Bond Funded Capital Projects; Tax Funded Capital Projects; Sewer; Waveny Pool; Railroad Property; Property Rental; Movie Theater; Dog License; and Parking.

The Board of Finance, after receipt of the recommended budget from the Board of Selectmen holds meetings and at least one public hearing to consider the estimates and requests for funding.

The recommendations for appropriations prepared by the Board of Finance are delivered back to the Selectmen not later than the seventh Tuesday following the first Tuesday of February in each year in the form of a written report signed by the Chairman of the Board of Finance and a majority of its members. The Selectmen publish the recommendations once a week for two successive weeks with a notice of a meeting of the Town Council to act upon such recommendations, stating the time and place of the meeting. The first of such notices includes the publication in full of the recommendations of the Board of Finance.

The Board of Finance recommendations to the Town Council includes expenditures, Town debt and contingency, as well as the projected amount of revenue the Town will receive from all sources except taxation and an itemized list of debts and obligations of the Town. These recommendations also include a detailed statement showing the amount of increase or decrease of the proposed appropriations as compared to the previous appropriations. The meeting of the Town Council is held not later than 11 weeks after the first Tuesday of February in each year. If the Town Council reduces the proposed appropriations in an amount exceeding five percent (5%), then the Board of Finance reconsiders the budget before final action.

The Chief Financial Officer/Budget Manager and Comptroller are responsible for monitoring the budget. The Chief Financial Officer/Budget Manager is responsible for making budget transfers within sub-function (e.g., transferring funds between one budget line to another budget line, these are known as administrative transfers). Budget transfer requests must be made in writing and sent to the Chief Financial Officer/Budget Manager for review and approval. The Chief Financial Officer/ Budget Manager can process transfers once approved. All Administrative Transfers processed are brought to the Board of Finance at their next meeting for disclosure.

All transfers from Contingency are submitted to the Board of Finance for approval.



The FY 24-25 Budget Development Calendar

General - Town and Board of Education (BOE) budgets are generally prepared in October and November. Budgets are then reviewed by Town and BOE leadership in December. The First Selectman finalizes the Town budget in early January. The Superintendent presents the schools budget to the BOE in early to mid-January.

Meetings - The Freedom of Information Act (FOIA), in Section 1-200, defines a meeting as “any hearing or other proceeding of a public agency, any convening or assembly of a quorum of a multimember public agency, and any communications by or to a quorum of a multimember public agency, whether in person or by means of electronic equipment, to discuss or act upon a matter over which the public agency has supervision, control, jurisdiction or advisory power and shall be open to the public. Subcommittees are also subject to the definition of a meeting as described above.

Operating Budgets - All requests for annual appropriations (operating budgets) shall be submitted to the Board of Selectmen (BOS) for review not later than January 16, 2024. The Board of Education (BOE) preliminary operating budget estimates shall be submitted for review. The due date is determined by Paragraph C5-6 of the Town Charter as not later than the third Tuesday (January 16, 2024) preceding the first Tuesday in February (February 6, 2024).

February 6, 2024 - Operating Budgets Submitted to Board of Finance (BOF) - The BOS shall review all operating budgets, including the preliminary budget estimates submitted by the BOE, and then compile a recommended budget for submission to the BOF not later than the first Tuesday in February (February 6, 2024). The BOE submits its recommended operating budget directly to the BOF, with a copy to the BOS. The due date is determined by Paragraph C5-6 of the Town Charter as not later than the first Tuesday in February (February 6, 2024).

Capital Budgets - All requests for estimated capital expenditures for the next five fiscal years shall be submitted to the BOS for review. The BOS shall submit a recommended budget of such capital expenditures to the BOF not later than February 20, 2024. The due date is determined by Paragraph C5-7 of the Town Charter as not later than two weeks after the first Tuesday of February. (February 20, 2024)

March 5, 2024 - BOF Public Hearing - The BOF shall prepare budget recommendations and publish such recommendations at least once, together with a notice of a public hearing. The public hearing shall be held not later than the sixth Tuesday (March 19, 2024) following the first Tuesday in February. The budget recommendations and public hearing notice should be published on February 29, 2024. These requirements and due dates are determined by Paragraph C5-9 of the Town Charter.

March 7, 2024 - BOF Vote on Budget Recommendations - The BOF shall prepare budget recommendations and publish such recommendations at least once, together with a notice of a public hearing. The public hearing shall be held not later than the sixth Tuesday (March 19, 2024) following the first Tuesday in February. The budget recommendations shall include appropriations, the amount of any unexpended balances or surplus to be applied against appropriations (fund balance contribution) and a reserve for uncollectible taxes (collection rate). The recommendations shall be accompanied by revenue estimates and an itemized list of the debts and obligations of the Town. These requirements and due dates are determined by Paragraph C5-9 of the Town Charter.



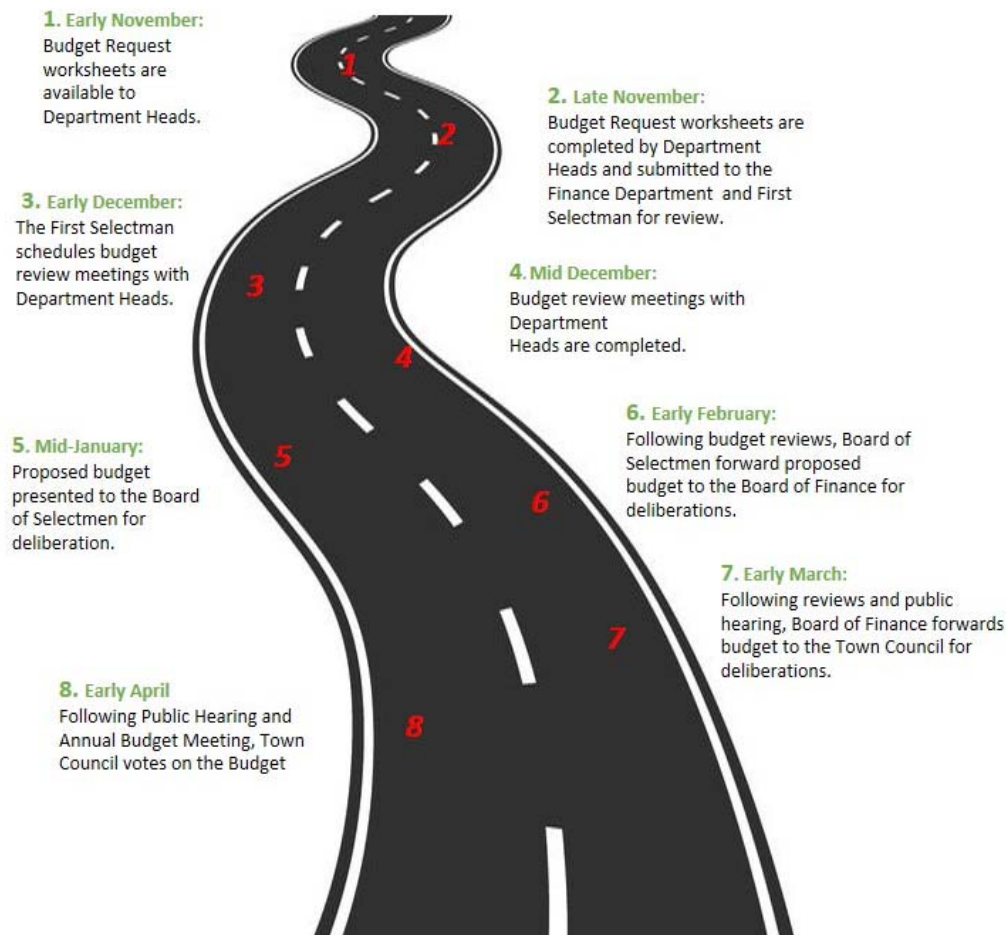
The Week of March 7, 2024 - Budgets Submitted to Town Council (TC) - The BOF shall present its budget recommendations to the BOS, for submission to the TC, not later than the seventh Tuesday (March 26, 2024) following the first Tuesday in February. (Note: It is not necessary to have a BOS meeting to submit (pass along) the budget to the TC). These requirements and due dates are determined by Paragraph C5-10 of the Town Charter.

March 28, 2024 - TC Public Hearing - The Selectmen must cause to be published a notice of a TC meeting to review the budget recommendations. The notice must be published for two successive weeks. The first notice must include the publication in full of the budget recommendations of the BOF. The dates of publication will likely be March 22 and March 29, 2024. These requirements and due dates are determined by Paragraph C5-10 of the Town Charter.

April 2, 2024 - TC Vote on Budget Recommendations - The TC shall act upon the budget recommendations not later than 11 weeks (April 23, 2024) after the first Tuesday of February. These requirements and due dates are determined by Paragraph C5-10 and C5-11 of the Town Charter.

Budget Process Road Map

The budget calendar is governed by the Town's Charter. Key tasks, specific dates, and deadlines are listed for the review and adoption of the budget.



Financial Policies and Goals

The Town of New Canaan recognizes the foundation for strong fiscal management rests in the adherence to sound financial policies and goals. Comprehensive financial policies and goals are essential tools used to publicly disclose current and future financial management plans and broad-based policy initiatives, in addition to ensuring fiscal accountability.

Purchasing Policies

All purchases must go through the formal request and approval process detailed in the Purchasing Policy, and an up-to-date signed W-9 must be on file for each vendor. Exceptions to the process include the emergency purchases which are detailed in the Purchasing Policy.

Purchasing Cards

The Town of New Canaan utilizes purchasing cards (P-Cards) that are administered by a third party. P-Cards are issued to the First Selectman, Chief Financial Officer, and multiple department heads. The Chief Financial Officer holds two Town P-Cards that can be made available upon request to employees who are not issued a department P-Card. The P-Cards are to be used when it is not advantageous or cost effective to issue a Purchase Order, and do not replace the normal purchasing procedures.

Accrued Benefits/Retirement Policies

The Human Resources department is responsible for tracking and maintaining the listing of retirees and reporting of retiree benefits to the Town. This includes: calculating the premium contribution for each retiree, establishing new worksheets for each person and notification letters to the retiree.

Capitalization Threshold

Capital assets are items that have a useful life of at least two years and a value of \$10,000 or more.

Reconciliation Procedures - With Board of Education

It is the policy of the responsible for the reconciliation to the Board of Education each month. It is also the policy that the Town's general ledger will have one balance sheet account for each one balance sheet

account of the Board of Education that is impacted by expense activity recorded by the Town. This will allow the Town Finance Department to easily ascertain whether the balance sheet accounts of the Town match the balance sheet accounts of the Board of Education.

State Budget Laws

In addition to the Town's various finance policies outlined in the Finance Department Policy and Procedures Manual, budget procedure for towns is set out in Section 7-388 of the Connecticut General Statutes. The Budget law states that municipalities must:

- prepare an annual budget;
- account for prior, current, and ensuing years;
- maintain a fund balance within prescribed limits;
- hold formal hearings with appropriate publication and notice;
- convene annual budget meeting for purpose of reviewing and adopting a budget.

Budgetary Amendments & Controls

In a household, a budget is a plan that can be easily modified. If one member of the household gets a bonus, for example, the family can spend more money than it had originally budgeted. Business budgeting operates in much the same way: if sales are up, the business can spend more than budgeted to buy new inventory. This is one of the major ways in which governmental budgeting differs from other budgets. Budgets for local governments are a plan for spending, but they also have the force of law. The Town of New Canaan has a process for departments to transfer funds within their budget and between departments within the same fund. Budget adjustments and amendments may also be requested through the Board of Finance.

Connecticut statutes require annual budgets to be legally adopted for all fund types unless exempted by a specific statute. Financial commitments cannot exceed the total amount of the adopted budget. The



Town of New Canaan further restricts budgetary spending by requiring the breakdown of individual divisions and funds into specific expenditure categories such as personnel and contractual services. Allocations for funds and divisions cannot exceed the approved and budgeted amount in any of the expenditure categories. The only method to increase funding after the budget is approved is through a transfer from one category or program to another.

As per Section C5-12 of the Town Charter the budget can be amended by way of special appropriation. *“Whenever the Board of Selectmen or the First Selectman requests a special appropriation, or whenever a special appropriation, in the opinion of the Board of Finance, shall be necessary for any purpose, the Board of Finance shall deliver a recommendation to the Selectmen and the Selectmen shall present the recommendation to a meeting of the Town Council or may present the recommendation of the Board of Finance to a meeting called for that purpose. The Selectmen shall cause to be published once a week for two successive weeks a notice of a meeting of the Town Council to consider and act upon the recommendation of the Board of Finance for such special appropriation. The Board of Finance includes in its recommendation that such special appropriation shall be paid from moneys in the Town treasury (Contingency) not otherwise appropriated or by the levying of a special tax. If and when such special appropriation shall be made by the Town Council and the levying of a special tax to pay such special appropriation shall be approved by the Town Council, the Board of Finance shall lay a special tax upon the grand list last completed and fix the date or dates upon which such special tax shall become due and payable and shall thereupon issue a warrant to the Tax Collector to receive and collect the same in the manner provided by the General Statutes for the collection of taxes.”* Special appropriations may also be funded by drawing down the Fund Balance.

Basis of Accounting

When households pay their monthly bills, they are faced with a timing problem; specifically, when to consider the money for the bills spent, when the checks are written, when the bill payments are

mailed, when the companies can be expected to actually *receive* the checks, or when the bank statement arrives at the end of the month showing the checks have actually been cashed. Obviously, the earlier monies are considered spent, the less likelihood there is to overspend the balance in the account. Similarly, it is important for governments to spend only the money they have on hand. For governments, then, the answer to this timing question for earnings (revenues) as well as expenditures is provided by the “basis of accounting.”

The basis of accounting relates to the time when revenues and expenditures are recorded. The possible bases range from a simple cash basis to a full accrual basis. Under a simple cash system, revenues are recorded when they are actually received, and expenditures are recorded when they are actually paid out in cash. Under a full accrual system, revenues are recorded as income when they become due and expenditures are recorded when the obligation is initially incurred. For example, under a full accrual system, taxes are considered income when they are billed; under a simple cash basis, taxes are not recorded as income until they are paid. Some form of accrual accounting is recommended for government units because it provides the most accurate relationship within a specific fiscal period between revenues, expenditures of revenues, and the receipt of benefits from these outlays.

In actual practice, full accrual accounting is not used by governments. Some revenues, such as license fees, are not billed and consequently are recorded when paid. Some expenses, such as accrued interest on long-term debt, are not recorded when incurred. The Governmental Accounting Standards Board recommends a modified accrual basis whereby all expenditures, except interest on long-term debt, are recorded at the time liabilities are incurred and property taxes, charges for current services, and grants from other governments are accrued when levied or authorized. Under this basis fines, forfeitures, and license fees are accrued when received.

Connecticut legally requires a modified accrual basis of accounting in which revenues are not recognized



until received. Encumbrances (purchase orders, contracts, and other commitments of funds) are reported as a charge to the current budget. At the end of the fiscal year, unencumbered appropriations (monies budgeted but not yet committed to be spent) lapse except for capital project funds and some grant funds. Capital project funds are carried forward until the project has reached completion. Due to the modified accrual basis of accounting, the actual data presented in the budget document differs from the Town of New Canaan's annual financial statements, which are prepared according to Generally Accepted Accounting Principles. Enterprise Funds are accounted for on an accrual basis.

Independent Audit

State statutes require an annual audit of the books of accounts, financial records, and transactions of all administrative departments of the Town by independent certified public accountants. The firm of PKF O'Connor Davies, LLP is the current Town independent auditor.

Balanced Budget

State law requires all local governments to operate with a balanced budget for funds that levy a tax. A balanced budget is defined as a budget in which projected revenues and available unencumbered cash are equal to expenditures. All New Canaan FY 24-25 tax supported and fee supported funds are balanced.

Long-Range Financial Planning

Long-range financial planning is the projection over a multi-year period of a program of public services, expansion of physical facilities, and the means of financing both. A long-range financial plan includes estimates of a municipality's expenditures for public services and for capital improvements, together with estimates of revenue from taxes, borrowing, and other sources that will be needed to finance these expenditures.

The Board of Finance initiated discussion about the impact of the revaluation along with Congressional action on the State and Local Tax Deduction and the growth of the municipal budget on next year's Mill Rate. Budget guidance was developed for the next

fiscal year with those factors in mind. The Board of Finance continues to watch the State and has once again removed the State revenues that were in doubt during the last legislative session to ensure that the Town can withstand further cuts to municipal aid by the State. Additionally, the potential liability from the State with regard to the Teachers Retirement Board and proposed changes to the Town's responsibility for contribution of a portion of the teachers' pension expense remains a concern.

Plan of Conservation & Development (POCD)

A POCD is an official municipal policy document that sets forth a community's conservation and development goals. The POCD presents existing conditions data, incorporates local knowledge and input through community engagement initiatives, establishes a future land use plan, and recommends next steps policies and actions to create an implementation roadmap and timeline for community use. Connecticut General Statutes (CGS) Chapter 126 §8-23 requires Planning and Zoning Commissions to prepare, adopt, and amend their POCD at least once every 10 years. While preparing the POCD, the Commission must consider physical, economic, social, and governmental trends, community needs, current and proposed housing, transportation, utility, water supply, land use, and zoning conditions. The Plan should also consider the contents of, and its consistency with, the State's Conservation and Development Policies Plan and the Regional Plan of Conservation and Development.

An effective POCD provides the Town with an action-oriented implementation schedule. Identifying goals, strategies, policies, and actions aligned with the Town's vision and themes is crucial for successful implementation of the Plan. Goals and strategies defined in New Canaan's 2014 POCD were reviewed; those that remain consistent with the Town's current vision were carried forward into this POCD. Where gaps existed, new goals and strategies were developed to address additional community priorities and needs. Policies and actions were then woven into the POCD to provide the Town, Commissions, and Boards with the means to implement the goals and strategies that were identified.



Capital Planning

The Town prepares a five-year capital improvement plan and annually adopts a capital budget that authorizes the expenditure of capital funds for new building construction and major renovations of the Town's capital infrastructure. Capital projects are financed primarily through issuance of bonds or through tax support. Bonded Capital Projects are bondable projects that are considered with regard to the Town's intent to authorize, by resolution, those projects moving forward. Those bond resolutions are put forward immediately following conclusion of the regular budget cycle. The approved resolutions authorize the subject program to be initiated with the understanding that a future sale of bonds will cover up to the amount of the program costs as stated in the resolution. The Tax Supported Capital Fund funds projects that are not eligible for bonding or those that the Board of Finance wishes to pay for on a pay as you go basis. The funded projects are periodically reviewed for projects to be closed out or to be carried forward for an additional year. New capital projects are considered for inclusion in this fund.

Debt Financing

The Board of Finance recently created a Debt Committee with the intent of developing and maintaining a comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities. The committee developed Debt Management Guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them:

- Underscore the Town's commitment to the strategic management of its capital financing process;
- Identify the acceptable parameters of debt issuance and management;
- Provide a framework for monitoring capital financing practices and results; and
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing.

The Debt Management Guidelines also include

the following debt ratios:

- *Debt Burden*: The Town's Debt Burden ratio should not exceed 1.25%, with a target ratio level approximating the rolling average of the prior 5 fiscal years.
- *Debt Per Capita*: The Town's Debt Per Capita ratio should not exceed 125% of the rolling average of the prior 5 fiscal years, with a target level approximating the rolling average of the prior 5 years.
- *Debt Per Capita/Per Capita Income*: The Town's per capita debt as a percentage of its per capita income should not exceed 8.5% with a target level approximating the rolling average of the prior 5 fiscal years.
- *Carrying Charge for Debt Service*: The Town's carrying charge for annual debt service should not exceed 15% with a target level not to exceed 11% within two to three (2-3) years from the date of implementation of these Guidelines, and below 10% within five (5) years from the date of implementation of these Guidelines.

- Security of Town funds and investments;
- Preservation of capital and protection of principle;
- Maintenance of sufficient liquidity to meet operating needs;
- Diversification of investments to avoid unreasonable or avoidable risks; and
- Maximization of return on the portfolio.

Eligible investments include obligations of the United States Government, repurchase agreements between the Town and commercial banks, interest-bearing time deposit instruments, and temporary or no-fund warrants.

Cash Management

Effective cash management is recognized as essential to good fiscal management. The Town pursues an aggressive cash management and investment policy to enhance investment interest as a viable and material revenue source for all operating and capital funds. The Town's portfolio is designed and managed in a manner responsive to the public trust



and consistent with State and local law. Investments are made with the primary objectives of:

Grand List & Property Tax (Mill Rate)

What is the Grand List?

The Grand List is the aggregate valuation of taxable property within a given town as of October 1. The Town Assessor locates and values taxable property as of the prior October 1 and then certifies the Grand List annually by February 1.

What is a “Mill Rate?”

A mill is \$1 of tax for every \$1,000 of assessed value on real and personal property. The mill rate is recalculated every year and is based on the amount of property tax dollars needed to finance the Town budget. After the budget is adopted, the Town is required by the State to file the proper budget forms with the County Clerk. These forms demonstrate compliance with budget development and tax limitation legislation. Summaries of budgeted expenditures are also submitted to the Clerk.

Mill Rate Calculation

The Board of Finance calculates the annual mill rate by dividing the total revenue to be obtained from *ad valorem* taxes for each fund by the total assessed value located in a specific jurisdiction. The result is then multiplied by one thousand (1,000) to convert the rate to mills. These individual fund levies are then added to determine the total mill levy rate for a jurisdiction.

Fair Markey Value	\$ 1,000,000
Assessment Factor	70%
Assessed Value	\$ 700,000
Mill Rate	16.144
Annual Property Tax	\$ 11,300.80

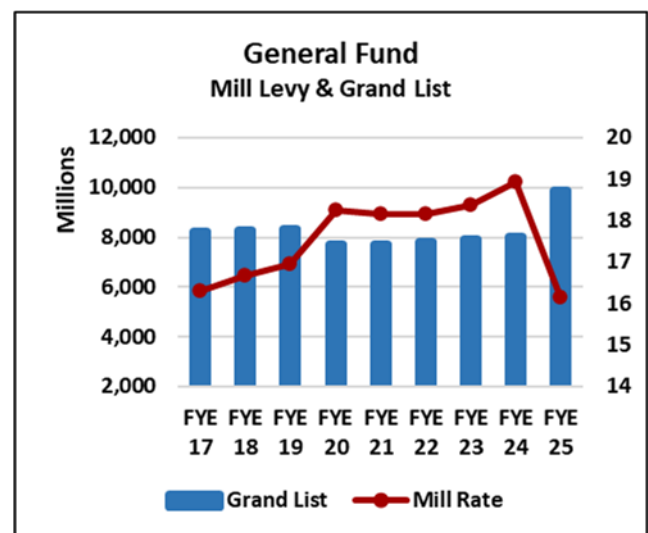
The Tax Collector mails tax statements to

property owners. One-half of the total tax bills are due in January and the balance is due in July of the next calendar year. Taxes are levied in the previous year to finance the current budget. For example, the October 1, 2022 Grand List is used to finance the FY 23-24 budget.

What is Revaluation?

Revaluation is the process of estimating new real estate values, based on specific rules and current data. This requires revaluing all properties at the same point in time to provide uniformity in property assessments and to ensure that all property owners are paying only their fair share of the cost of community services. State statute requires that properties are assessed at 70% of their current fair market value as of the date of the revaluation. The State of Connecticut, under provisions of Section 12-62 of the CT General Statutes, requires a revaluation of all real estate at least once every five years. The most recent revaluation in the Town of New Canaan was conducted in 2018.

Grand List & Mill Rate History



What is a “fund”?

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. The Town of New Canaan budget uses funds to account for expenditures and revenues. Funds are comparable to individual bank accounts. Most

Town services and projects are accounted for in a general category referred to as Governmental Funds. These concise descriptions provide a better understanding of the Town fund structure.

Governmental Funds

Governmental Funds are those through which most governmental functions of the Town are financed. The Town's major Governmental Funds are as follows:

- **General Fund:** Account for revenues and expenditures associated with the general operations of the City that are not required to be accounted for in separate funds.
- **Special Revenue Funds:** Account for proceeds of specific revenue sources that are legally restricted for specific purposes (e.g., Sewer Taxing District Fund, Special Projects Fund, Railroad Fund, Parking Fund, etc.).
- **Capital Project Funds:** Account for the financial resources used for the construction and/or acquisition of major capital facilities (e.g. Road Paving Fund, Small Bonded Capital Projects Fund, and Tax Funded Capital Projects Fund).

Propriety Funds

These funds include enterprise funds and internal service funds. The most significant of these is the internal service funds for self-insurance.

- **Internal Service Funds:** Account for operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis. The only internal service fund utilized by the Town is a combined Town and Board of Education Health Benefits Fund which are used to account for the risk and financing of the self-insured health plan.
- **Enterprise Funds:** The Waveny Pool Fund is the Town's only enterprise fund and charges fees to users to help it cover all or most of the cost of the Waveny Pool Operation.

Fiduciary Funds

The Fiduciary Funds are used to account for assets held by the Town in an agency capacity on behalf of others. These include Pension Trust, Private-Purpose Trust, and Custodial funds.

Fund Balance

Fund balance is the amount of unencumbered cash that ensures services could be provided for a short time even if commitments exceeded revenues. The Government Finance Officers Association recommends a minimum fund balance of 16.6%, which would provide two months of working capital. The Town's Board of Finance guideline is 10%.



The Town's Fund Structure

Governmental Funds	
<p><u>General Funds</u> General Fund (A)</p> <p><u>Capital Projects Funds</u> Small Capital Projects (A) Tax Supported Capital (A) Special Bonding Sewer Improvement Fund Land Acquisition Fund</p> <p><u>Proprietary Funds</u> Steve Benko Pool Fund (A) Internal Service Fund (Town and Board of Education)</p> <p><u>Fiduciary Funds</u> Pension Trust Funds Private Purpose Turst Funds Custodial Funds</p>	<p><u>Special Revenue Funds</u> Movie Theater Fund (A) Parking Fund (A) Property Rental Fund (A) Railroad Fund (A) Sewer Operaing Fund (A) Special Projects Fund Town Clerk Fund (A) Affordable Housing Extra Duty Fund Facilites Rental Fund School Activity School Lunch Fund School Scholarships Fund Self-Sustaining Recreation Fund State and Federal Ed Grant Fund Summer Learning Fund Town Grants Visual and Performing Arts Funds</p>

Notes

- (A) All Town funds are subject to appropriation, however not all appropriations are made during the annual budget process. Funds designated by (A) are appropriated during the annual budget process.



NOTICE AND WARNING TOWN OF NEW CANAAN

Town Council Public Hearing on 2024-2025 Budget

Notice is Hereby Given that a Public Hearing will be held by the Town Council of the Town of New Canaan in the Town Hall Meeting Room and via Zoom, on Thursday March 28, 2024 at 5:00 PM on the tentative budget recommendations for the Town and the Sewer Utility for Fiscal Year July 1, 2024 through June 30, 2025.

Notice is Also Hereby Given that pursuant to Section C5-10 of the Town Charter, a Town Council meeting will be held at the Town Hall, in the Town of New Canaan, CT on Tuesday April 2, 2024 at 7:00 PM, to hear and act upon a Report and Recommendation made by the Board of Finance under date March 7, 2024, relating to Town Appropriations for the budget period July 1, 2024 through June 30, 2025 the following being a full and complete copy thereof:

<u>Expenditures</u>	2023-24 Approved Budget	2024-25 Proposed Budget	\$ Change From FY24 Budget	% Change From FY24 Budget
General Government				
Non Department	(70,000)	-	70,000	-100.00%
Selectmen	615,531	607,591	(7,940)	-1.29%
Finance	1,180,868	1,243,047	62,179	5.27%
Assessor	363,009	382,635	19,626	5.41%
Tax Collector	265,937	274,349	8,412	3.16%
Legal	400,000	400,000	-	0.00%
Human Resources	424,045	435,173	11,128	2.62%
Information Technology	489,849	621,994	132,145	26.98%
Town Clerk	468,923	517,813	48,890	10.43%
Registrar of Voters	199,688	236,717	37,029	18.54%
Parking	378,934	384,845	5,911	1.56%
Utilities Commission	-	30,000	30,000	
Conservation Commission	26,000	11,000	(15,000)	-57.69%
Total General Government	4,742,784	5,145,164	402,380	8.48%
Benefits and Insurance				
Health & Security Benefits	6,134,350	6,342,317	207,967	3.39%
Pensions & Other Post Employment Benefits	155,737	405,250	249,513	160.21%
Insurance Liability	1,600,755	1,628,111	27,356	1.71%
Total Benefits and Insurance	7,890,842	8,375,678	484,836	6.14%
Public Safety				
Police	7,110,079	7,685,300	575,221	8.09%
Animal Control / Park Ranger	93,570	100,500	6,930	7.41%
Fire & Fire Marshal	4,531,730	4,656,457	124,727	2.75%
EMS	699,085	642,888	(56,197)	-8.04%
Emergency Management	214,344	200,174	(14,170)	-6.61%
Building	1,256,243	553,101	(703,142)	-55.97%
Land Use	-	596,618	596,618	
Total Public Safety	13,905,051	14,435,038	529,987	3.81%
Public Works				
Administration	336,425	351,783	15,358	4.57%
Highway	3,751,854	3,860,946	109,092	2.91%
Engineering	402,799	400,990	(1,809)	-0.45%
Town Buildings	1,427,946	1,338,733	(89,213)	-6.25%
Town Utilities	563,307	581,743	18,436	3.27%
Transfer Station	1,764,046	1,910,442	146,396	8.30%
Parks	2,186,759	2,266,350	79,591	3.64%
Town Hall Annex	-	-	-	
Nature Center	82,757	80,972	(1,785)	-2.16%
Tree Service	539,413	539,413	-	0.00%
Total Public Works	11,055,306	11,331,372	276,066	2.50%
Recreation				
Civic Activities	6,500	16,500	10,000	153.85%
Administration / Programs	620,493	576,835	(43,658)	-7.04%
Waveny	159,837	123,228	(36,609)	-22.90%
Paddle Tennis	31,900	31,900	0	0.00%
Park Buildings	255,653	288,290	32,637	12.77%
Lapham Comm Center	340,762	357,127	16,365	4.80%
Kiwanis Park	75,110	81,693	6,583	8.76%
Total Recreation	1,490,255	1,475,573	(14,682)	-0.99%
Health & Human Services				
Health	550,265	583,154	32,889	5.98%
Human Services	471,743	489,731	17,988	3.81%
Total Human Services	1,022,008	1,072,885	50,877	4.98%
Human Services Agencies				
Getabout	47,000	50,000	3,000	6.38%
Kids In Crisis	96,000	96,000	-	0.00%
New Canaan Cares	18,000	8,000	(10,000)	-55.56%

Child Guidance Center	5,000	5,000	0	0.00%
Domestic Violence Crisis Centre	10,000	10,000	0	0.00%
Meals On Wheels	5,000	5,000	0	0.00%
Community Program Mental Wellness	5,000	2,500	(2,500)	-50.00%
New Canaan Urgent Assessment	50,000	25,000	(25,000)	-50.00%
Catholic Charities of Fairfield County	2,500	-	(2,500)	-100.00%
Elder House	2,500	-	(2,500)	-100.00%
Family Centers	2,500	-	(2,500)	-100.00%
Community Action Agency of Western CT	2,500	-	(2,500)	-100.00%
Total Human Service Agencies	246,000	201,500	(44,500)	-18.09%
Other Agencies				
Health/Welfare	271,000	226,000	(45,000)	-16.61%
Day Care Center	32,000	32,000	0	0.00%
New Canaan Historical Society	25,000	25,000	0	0.00%
Trans Private Schools	280,000	280,000	0	0.00%
Channel 79 TV	38,197	40,500	2,303	6.03%
Probate Court	12,000	12,000	0	0.00%
Total Other Agencies	658,197	615,500	(42,697)	-6.49%
Library				
Library Operating	2,683,880	2,898,590	214,710	8.00%
Total Library	2,683,880	2,898,590	214,710	8.00%
Town Only Operating Expense	43,694,323	45,551,300	\$ 1,856,977	4.25%
Contingency	650,000	725,000	75,000	11.54%
Volunteer Tax Abatement	62,156	62,156	-	0.00%
BOE Pension	51,912	100,730	48,818	94.04%
BOE 401A Match	174,000	187,000	13,000	7.47%
Total Operating Expense	44,632,391	46,626,186	\$ 1,993,795	4.47%
Tax Supported Capital Projects				
Transfer to Tax Funded Capital Projects	559,000	384,325	(174,675)	-31.25%
Total Interfund Transfers	559,000	384,325	(174,675)	-31.25%
Debt Service				
Town	9,982,911	10,439,122	456,211	4.57%
School	7,680,153	7,680,153	-	0.00%
School IT Lease	731,539	795,000	63,461	8.67%
Total Debt Service	18,394,603	18,914,275	519,672	2.83%
Board of Education				
Operating Expense	88,309,562	91,802,053	3,492,491	3.95%
Health Internal Service Fund Transfer	14,729,646	17,593,435	2,863,789	19.44%
Total Board of Education	103,039,208	109,395,488	6,356,280	6.17%
Total Town Operating, All Debt Service, All Capital Expenditures and Board of Education Operating Expenses	166,625,202	175,320,274	\$ 8,695,072	5.22%

Revenues

	2023-24 Approved Budget	2024-25 Proposed Budget	\$ Change From FY24 Budget	% Change From FY24 Budget
Parking Permits, Fees, Tickets	930,000	876,200	(53,800)	-5.78%
Investment Income	900,000	2,000,000	1,100,000	122.22%
Conveyance Fees	1,500,000	1,500,000	-	0.00%
Tax Collections - Prior Yrs	300,000	300,000	-	0.00%
BOE Excess Cost Grant	1,096,032	916,577	(179,455)	-16.37%
Building Permits	850,000	850,000	-	0.00%
Educational Cost Sharing	422,138	437,012	14,874	3.52%
Tipping Fees	450,000	415,000	(35,000)	-7.78%
Other State Aid	131,221	215,940	84,719	64.56%
Bond Premium	152,375	1,961,000	1,808,625	1186.96%
Transfer from Other Funds	2,000,000	60,000	(1,940,000)	-97.00%
All Other Revenues	1,705,210	1,553,063	(152,147)	-8.92%
Total Estimated Revenue	10,436,976	11,084,792	647,816	6.21%
Contribution from Fund Balance	6,000,000	5,000,000	(1,000,000)	-16.67%
Amount to be Raised by Taxation for General Fund	150,188,226	159,235,482	\$ 9,047,256	6.02%
(Budgeted Expenses Less Est. Revenue)				

Capital Projects - Town	2023-24 Approved	2024-25 Proposed	2024-25 Recommended for Bonding	2024-25 Recommended for Tax Funding	2024-25 Recommended Other Funding
Tax Assessor					
2023 Town-wide Revaluation	215,000	-	-	-	-
Information Technology					
IT-Hardware/Software	130,000	90,000	90,000	-	-
WAN Software / Hardware	80,000	80,000	80,000	-	-
Cyber Security Mitigation	40,000	55,000	55,000	-	-
Health Department					
Vehicles	25,000	-	-	-	-
Parking					
New Permitting/Ticketing Software Program	-	62,000	62,000	-	-
Fire					
SCBA Air Bottles	16,800	-	-	-	-
Tri-Band Radio Addition	25,000	-	-	-	-
Personal Protective Equipment	50,000	40,000	-	-	40,000
Radio Replacement	4,000	12,000	-	12,000	-
Equipment / Tools	15,000	15,000	-	-	15,000
Staff Vehicle Addition	-	80,000	80,000	-	-
Water Supply Improvement	10,000	-	-	-	-
Pumper Replacement (Engine 2)	1,000,000	-	-	-	-
Building Improvement- Training/meeting room	30,000	-	-	-	-
Building Improvement- Alarm Room	8,500	-	-	-	-
Water Rescue	20,000	3,325	-	3,325	-
Station Exhaust System	-	15,000	-	-	15,000
Gear Washer	-	12,000	-	-	12,000
Search maze	-	20,000	-	-	20,000
Emergency Management					
Motorola Radio Hardware & Software Update Agreement	136,216	139,226	139,226	-	-
Fuel Trailer (1,204gal - Emerg Generators)	31,500	-	-	-	-
Body Armor - EMS/FD	14,500	-	-	-	-
Stop the bleed kits (Town buildings, Schools)	5,000	-	-	-	-
Motorola Tri-Band Radios	27,000	33,000	-	-	33,000
EMS					
New Ambulance	280,000	-	-	-	-
Police Department					
Police vehicles (1)	280,000	52,500	52,500	-	-
Equipment for new vehicles (1)	80,000	26,600	-	-	26,600
Vehicle changeover costs (1)	28,000	12,000	-	-	12,000
Bullet Proof Vest Replacement	10,000	10,000	-	-	10,000
Portable radio replacement	15,000	15,000	-	-	15,000
Mobile Radio Replacement	5,000	5,000	-	-	5,000
Taser Replacement (7)	5,500	15,000	-	-	15,000
Mobile Data Terminal Replacement	7,500	4,800	-	-	4,800
Duty Firearm Replacement (10 in FY25 and 45 in FY26)	-	12,000	-	-	12,000
Fixed License Plate Readers (10)	25,000	28,000	-	-	28,000
Defibrillators (AEDs) (4)	7,500	7,500	-	-	7,500
Body Cameras (4)	-	7,000	-	-	7,000
Dispatch Backup Battery Replacement (1)	8,500	-	-	-	-
In-Car Cameras	-	13,000	-	-	13,000
Body Camera/In Car Camera Licensing + Storage (54 BWC/27,000) (16 Fleet Cars/13,600)	-	40,600	-	-	40,600
Public Works -Town Buildings					
Town Hall Repairs and Upgrades	-	65,000	65,000	-	-
Town Hall Annex Docking Station (Engineering)	15,000	-	-	-	-
Town Hall Annex HVAC Replacement	-	65,000	65,000	-	-
Town Hall Annex Roof Replacement	-	85,000	85,000	-	-
Vine Cottage Electric Vehicle Docking Station	15,000	-	-	-	-
Firehouse Raise and Replace OH Doors	-	10,000	-	-	10,000
Firehouse Boiler and Controls	120,000	-	-	-	-
Firehouse Garage Heating Upgrades	-	35,000	35,000	-	-
Police Station Renovation	27,500,000	-	-	-	-
EMS Building Repairs	74,750	-	-	-	-
Parks Garage Saxe	341,000	-	-	-	-
Waveny House Re-Pointing, Drainage	500,000	-	-	-	-
Waveny House Abatement	-	200,000	200,000	-	-
Waveny House Water and Waste Lines Replacement	-	300,000	300,000	-	-
Waveny House Drainage	-	50,000	50,000	-	-
Waveny Park Powerhouse Theatre	250,000	-	-	-	-
Waveny Park LCC, Drainage & Chimney Caps	-	50,000	50,000	-	-
Waveny Park Pool - Gas Conversion	20,000	-	-	-	-
Waveny Pool-Building System Upgrades	-	50,000	-	-	50,000
Waveny Park Lamp Post Replacement Project	-	280,000	280,000	-	-
Highway Garage Building Systems Audit	-	50,000	50,000	-	-

Transfer Station Platform	50,000	-	-	-	-
Irwin Park Barn - Roof Support	250,000	-	-	-	-
Irwin Park Main House-Roof Eng & Painting & Repairs	-	150,000	150,000	-	-
Irwin Park Guest Apartment - HVAC	20,000	-	-	-	-
Irwin Park Pump House	30,000	-	-	-	-
Nature Center Visitor Center/Greenhouse Boiler Conversion to propane/ Oil Tank Removals	-	150,000	150,000	-	-
Nature Center Audubon House Renovation	-	50,000	50,000	-	-
Nature Center Visitor Center Demo Ramp install Stairs	-	50,000	50,000	-	-
Nature Center Rock House Door Replacement, Rot Repairs	-	25,000	25,000	-	-
Playhouse Movie Theatre HVAC	4,085,000	-	-	-	-
School House Apts / Daycare-Drainage, Rebuild entrance cover	-	50,000	50,000	-	-
Train Station DOT Requested Repairs	150,000	150,000	150,000	-	-
Old Incinerator Buildings Demo Engineering (2)	75,000	-	-	-	-
Chimney Inspection and Cleaning Town Buildings	-	50,000	50,000	-	-
Utility Van - Maintenance Operations	-	65,000	65,000	-	-
Signs (Interior and Exterior)	8,500	-	-	-	-
Carpets	10,000	10,000	-	-	10,000
Furniture and Furnishings	35,000	25,000	-	-	25,000
Repair lighting fixtures	75,000	-	-	-	-
AC Bridal and grooms rooms	20,000	-	-	-	-
Chairs (250 x \$65)	16,250	-	-	-	-
Electric Updates	8,500	-	-	-	-
Wallpaper/wall repairs	-	40,000	40,000	-	-
China	-	25,000	-	-	25,000
Silverware	-	5,000	-	5,000	-
Bridal and Grooms room Upgrades	-	40,000	40,000	-	-
Public Works - Administration & Engineering					
Pavement Management Program	2,513,100	3,000,000	2,881,503	-	118,497
ADA Improvements - Townwide	500,000	250,000	250,000	-	-
Sidewalks - Improvements & New	500,000	750,000	750,000	-	-
Parking Lots	300,000	300,000	-	-	300,000
Traffic Calming - Rotary/Intersection Improvements	150,000	150,000	150,000	-	-
Pavement Preservation	250,000	250,000	250,000	-	-
Drainage	100,000	100,000	100,000	-	-
Guide Rails	50,000	50,000	50,000	-	-
Cameras and Security Measures	50,000	-	-	-	-
Signage and Striping	25,000	25,000	-	-	25,000
Energy Savings Initiative Master Plan	25,000	-	-	-	-
Electric Vehicle Charging Stations	15,000	-	-	-	-
Electric Vehicles - Land Use Departments	70,000	-	-	-	-
Bridges < 20' - Engineering & Construction	250,000	-	-	-	-
Lakeview Avenue Culvert Reconstruction - Engineering	-	200,000	200,000	-	-
Lakeview Avenue Culvert Reconstruction - Construction	-	2,000,000	2,000,000	-	-
Traffic Signal Upgrades - APS Systems - Downtown	150,000	-	-	-	-
Intersection Improve - Various Locations - Engineering	-	50,000	50,000	-	-
Town Parcel Surveys - Various Locations	-	50,000	50,000	-	-
Parking Lot - North Railroad Lot at Elm Street Station	-	250,000	250,000	-	-
Parking Lot - Benko Pool	-	300,000	-	-	300,000
Tree Replacement	-	25,000	-	-	25,000
Public Works - Highway					
2 WD Dump/Sander Truck	220,000	275,000	275,000	-	-
Sweeper	200,000	-	-	-	-
Pick-Up Truck	-	90,000	90,000	-	-
Boom Mower	150,000	-	-	-	-
Equipment Refurbishing	25,000	25,000	-	-	25,000
Road Striping	-	25,000	-	-	25,000
Leaf Collection System	75,000	85,000	85,000	-	-
Forklift	-	40,000	40,000	-	-
Cemetery Maintenance	-	25,000	-	-	25,000
Public Works - Transfer Station					
Wheeled Loader	-	270,000	270,000	-	-
Container Replacement	23,400	-	-	-	-
Repair Black top Area around Containers	-	30,000	-	-	30,000
Public Works - Parks Infrastructure					
Field Improvements	60,000	60,000	60,000	-	-
Irrigation Upgrades	100,000	100,000	100,000	-	-
Exterior Wall Reconstruction	100,000	100,000	100,000	-	-
Playground Safety Inspections and Repairs	-	7,000	-	7,000	-
Disc Golf Course	10,000	-	-	-	-
Fence/ Backstops Replacement	60,000	60,000	60,000	-	-
Water fountains	4,500	9,000	-	9,000	-
Dunning Stadium	7,000	9,500	-	9,500	-
Bleacher Repairs	-	8,000	-	8,000	-
Lightning Detection System	-	100,000	100,000	-	-
Bristow Bird Sanctuary	97,500	-	-	-	-
Waveny Trail Reconstruction	30,000	30,000	-	30,000	-
Lapham Center Furniture Replacement	-	15,000	-	-	15,000
Mead Park Tennis Walkways	-	20,000	-	20,000	-
Mead Park Snack Bar Appliances	35,000	-	-	-	-

Tennis Hut Replacement	20,000	-	-	-	-
Mead Park Pickleball Plaza	75,000	-	-	-	-
Mead Park Walkway	150,000	-	-	-	-
Nature Center Pond Dredging	-	250,000	250,000	-	-
Coppo Field	-	6,500,000	2,000,000	-	4,500,000
Dunning Stadium Enterprise Zone Phase I-4	4,000,000	-	-	-	-
Waveny Park Conservancy	300,000	300,000	300,000	-	-

Public Works - Parks Equipment

Vehicle w/accessories	135,000	85,000	85,000	-	-
Utility Carts	10,000	42,000	42,000	-	-
72" Mower	-	42,000	42,000	-	-
Ride on Mowers	12,500	14,000	-	14,000	-
Articulating Loader	-	65,000	65,000	-	-
Blowers	8,500	14,000	-	14,000	-
Trailers	-	14,000	-	14,000	-
Brush cutters	10,000	-	-	-	-
Paint Machines	45,000	26,500	-	26,500	-
Field Mower	-	12,000	-	12,000	-
Sidewalk Plow	180,000	-	-	-	-
Salt Spreader Body	11,000	-	-	-	-
Sidewalk Sander	5,000	-	-	-	-
Skid Steer Loader	70,000	-	-	-	-

Total Town Capital Expenditures	47,482,016	19,528,551	13,504,229	184,325	5,839,997
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Capital Expenditures - Board of Education

	2023-24 Approved	2024-25 Proposed	2024-25 Recommended for Bonding	2024-25 Recommended for Tax Funding	2024-25 Recommended Other Funding
District	500,000	560,000	510,000	50,000	-
East	495,000	637,500	617,500	20,000	-
South	611,000	365,000	345,000	20,000	-
West	814,750	270,000	220,000	50,000	-
Saxe	797,000	1,220,000	1,220,000	-	-
HS	462,000	160,000	100,000	60,000	-
SPED	240,000	240,000	240,000	-	-
Total BOE Capital Expenditures	3,919,750	3,452,500	3,252,500	200,000	-

Total Town Wide Capital Expenditures	51,401,766	22,981,051	16,756,729	384,325	5,839,997
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	2023-24 Approved Budget	2024-25 Proposed Budget	\$ Change From FY24 Budget	% Change From FY24 Budget
Capital Expenditures - Town				
Proposed Bonded Capital-Town	\$ 43,926,401	\$ 13,504,229	\$ (30,422,172)	-69.26%
Other Capital Funding	3,508,615	5,839,997	\$ 2,331,382	66.45%
Town Tax Funded Capital-Town	47,000	184,325	137,325	292.18%
	47,482,016	19,528,551	(27,953,465)	-58.87%
Capital Expenditures - Board of Education				
Proposed Bonded Capital-BOE	3,250,750	3,252,500	1,750	0.05%
Other Capital Funding	157,000	-	(157,000)	0.00%
BOE Tax Funded Capital-BOE	512,000	200,000	(312,000)	-60.94%
Total School Capital Expenditures	3,919,750	3,452,500	(467,250)	-11.92%
Total Town Wide Capital Expenditures	51,401,766	22,981,051	\$ (28,420,715)	-55.29%

Sewer

Expenditures

Administration (Tax Collector sewer expense)	\$ 70,211	\$ 71,494	\$ 1,284	1.83%
Operation of Plant	1,511,893	1,559,942	48,049	3.18%
Insurance	87,550	88,384	834	0.95%
Debt Service	8,100	0	(8,100)	-100.00%
Contingency	243,946	200,000	(43,946)	-18.01%
Total Sewer Operating Expense	1,921,699	1,919,820	(1,879)	-0.10%

<u>Capital</u>	<u>FY24 Budget</u>	<u>FY25 Budget</u>	<u>Difference</u>	
UV Re-Hab	25,000	-	(25,000)	
Motor Control Electrical Rehab	-	15,000	15,000	
Engineering Services (Zn, P, WPCF upgrades)	20,000	20,000	-	
Sewer Rehab	10,900	30,000	19,100	
Sensor Replacements	23,000	-	(23,000)	
UV Replacement	285,000	4,000,000	3,715,000	
Chemical Totes	7,000	-	-	
Inflow and Infiltration -Sewer Remeadiation	500,000	500,000	-	
Replacement Mechanic's Vehicle	100,000	-	(100,000)	
Replacement Supervisor's Vehicle	-	50,000	50,000	
Lab Equipment /Auto Samplers	-	35,000	35,000	
Sewer Relining	-	100,000	100,000	
Waste Water Treatment Control Building - Floor, Ceiling, Light	-	75,000	75,000	
Total Sewer Capital Expense	970,900	4,825,000	3,854,100	396.96%

Total Sewer Expenditures	2,892,599	6,744,820	3,852,221	133.18%
Revenues				
Tax Collections - Prior Yrs	3,000	3,500	500	16.67%
Lien Fees And Interest	6,000	6,000	-	0.00%
Interest On Investments	750	-	(750)	-100.00%
Sewer Connection Permits	2,400	2,400	-	0.00%
Nitrogen Credit	1,900	8,400	6,500	342.11%
Disposal Fees	244,000	200,000	(44,000)	-18.03%
Total Sewer Revenues	258,050	220,300	(37,750)	-14.63%
Contribution from Major Maint.Reserve	970,900	825,000	(145,900)	-15.03%
Amount to be Raised by Sewer Billing	1,767,420	\$ 1,855,791	\$ 88,371	5.00%

Other Fund Budgets

Steve Benko Pool Fund

Total Revenues	\$ 568,800	\$ 585,415	16,615	2.92%
Total Operating Expenses	568,800	585,415	16,615	2.92%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Railroad Fund

Total Revenues	\$ 96,337	\$ 168,000	\$ 71,663	74.39%
Total Operating Expenses	96,337	168,000	71,663	74.39%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Property Rental Fund

Total Revenues	12,195	\$ 15,000	2,805	23.00%
Total Operating Expenses	12,195	40,000	27,805	228.00%
Revenues Over (Under) Expenditures	-	\$ (25,000)	\$ (25,000)	

Movie Theater Fund

Total Revenues	198,571	\$ 125,000	(73,571)	-37.05%
Total Operating Expenses	198,571	125,000	(73,571)	-37.05%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Parking Fund

Total Revenues	\$ 195,000	\$ 135,000	\$ (60,000)	-30.77%
Total Operating Expenses	195,000	135,000	(60,000)	-30.77%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Recreation Fund

Total Revenues	\$ 1,026,000	\$ 1,359,580	\$ 333,580	32.51%
Total Operating Expenses	1,026,000	1,363,499	337,499	32.89%
Revenues Over (Under) Expenditures	-	\$ (3,919)	\$ (3,919)	

*Please note that the figures presented in this budget represent the Board of Finance recommended FY25 budget and are subject to change pending the Town Council review.

GENERAL FUND MILL RATE CALCULATION
2024-2025

	2023-2024	2024-2025		
	Budget	Budget	Variance	% Change
	<u>Adopted</u>	<u>Adopted</u>		
Town Operating	38,315,392	39,668,034	1,352,642	3.53%
Town Health Benefits Transfers	6,109,350	6,314,817	205,467	3.36%
Town Capital	47,000	184,325	137,325	292.18%
Town Debt	9,982,911	10,439,122	456,211	4.57%
Town Expenditures	54,454,653	56,606,298	2,151,645	3.95%
Town Revenue	8,918,806	10,478,837	1,560,031	17.49%
Town Expenditures net of Revenue	45,535,847	46,127,461	591,614	1.30%
OPEB Contribution	-	-	-	
Pension Contribution	207,649	505,980	298,331	143.67%
Pension & OPEB Contributions	207,649	505,980	298,331	143.67%
BOE Operating	88,309,562	91,402,053	3,092,491	3.50%
BOE Health Benefits Transfers	14,729,646	17,743,435	3,013,789	20.46%
BOE Capital	512,000	200,000	(312,000)	-60.94%
BOE Debt	8,411,692	8,475,153	63,461	0.75%
BOE Expenditures	111,962,900	117,820,641	5,857,741	5.23%
BOE Grant Revenues	1,518,170	1,353,589	(164,581)	-10.84%
BOE Expenditures net of Revenues	110,444,730	116,467,052	6,022,322	5.45%
Total Expenditure Budget	166,625,202	174,932,919	8,307,717	4.99%
Total Revenue Budget	10,436,976	11,832,426	1,395,450	13.37%
Total Budget net of Revenues	156,188,226	163,100,493	6,912,267	4.43%
Contribution from Fund Balance	6,000,000	5,000,000	(1,000,000)	-16.67%
Amount to be Raised by Taxation	150,188,226	158,100,493	7,912,267	5.27%
Taxable Grand List	8,016,779,650	9,903,208,136	1,886,428,486	23.53%
Budgeted Collection Rate	98.5%	98.5%	0.00%	0.00%
Mill Rate	18.940	16.144	(2.796)	-14.76%
Collection at Estimated Collection Rates	151,840,839	159,873,597	8,032,758	5.29%
Amount to be Collected	149,563,226	157,475,493	7,912,267	5.29%
January Supplemental Tax Collection	625,000	625,000	-	0.00%

TOWN OF NEW CANAAN
General Fund Revenue By Department

Revenues		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Finance									
10054117	46101 Interest On Investments	211,387	160,646	1,363,390	900,000	900,000	2,000,000.00	1,100,000	122.22%
10054117	43530 Educational Cost Sharing Grant	394,616	457,654	514,483	422,138	422,138	437,012.00	14,874	3.52%
10054117	47202 Rental of Property-Finance	252,948	84,324	61,153	380,000	380,000	-	(380,000)	-100.00%
10054117	43805 Municipal Revenue Sharing	-	26,672	178,613	-	-	101,728.00	101,728	
10054117	44040 State Telephone Line Grant	24	47,546	55,882	67,513	67,513	50,000.00	(17,513)	-25.94%
10054117	48995 School H&W Reimbursements	16,383	17,451	16,400	15,496	15,496	16,000.00	504	3.25%
10054117	49200 Sale Of Assets	1,325	35,600	69,490	15,000	15,000	-	(15,000)	-100.00%
10054117	47901 School Rental Fees	-	10,000	10,000	10,000	10,000	10,000.00	-	0.00%
10054117	44930 Copier Revenue	4,729	3,032	2,024	8,000	8,000	2,500.00	(5,500)	-68.75%
10054117	43330 State Grants	0	200	65,110	20,000	20,000	352,668.00	332,668	1663.34%
10054117	49052 NSF Fees	175	100	200	100	100	100.00	-	0.00%
10054117	43420 State Reimb School Proj - Prin/Int	-	-	-	-	-	-	-	
10054117	43806 COVID19 State Reimbursements	424,821	839,174	-	-	-	-	-	
10054117	46525 Unrealized Gain/Loss	(122,491)	(748,264)	(2,389)	-	-	-	-	
10054117	44960 Miscellaneous Income	21,859	160,445	193,653	-	-	10,000.00	10,000	
10054117	44969 Elderly Tax Exemption	98	103	116	-	-	-	-	
10054117	48105 Insurance Recoveries	-	10,000	-	-	-	-	-	
10054117	49055 Operating Transfers In	-	168,667	-	-	-	-	-	
		1,205,874	1,273,350	2,528,124	1,838,247	1,838,247	2,980,008.00	1,141,761	62.11%
Tax Assessor									
10054131	48225 State Property Rebate	101,728	75,056	101,728	28,112	28,112	28,112.00	-	0.00%
10054131	48240 Additional Veterans Exemption	727	799	882	-	-	-	-	
		102,455	75,855	102,610	28,112	28,112	28,112.00	-	0.00%
Tax Collector									
10054135	41101 Tax Collections - Current	140,201,937	141,895,873	145,895,095	150,188,226	150,188,226	158,100,492.74	7,912,267	5.27%
10054135	41102 Tax Collections - Prior Yrs	467,839	344,761	516,013	300,000	300,000	300,000.00	-	0.00%
10054135	41901 Lien Fees And Interest	394,182	420,407	431,940	250,000	250,000	250,000.00	-	0.00%
		141,063,958	142,661,041	146,843,048	150,738,226	150,738,226	158,650,492.74	7,912,267	5.25%
Legal									
10054139	48106 Legal Reimbursement	56,000	-	-	-	-	-	-	
		56,000	-	-	-	-	-	-	
Town Clerk									
10054147	44965 Conveyance Fees	2,852,256	2,312,335	1,664,869	1,500,000	1,500,000	1,500,000.00	-	0.00%

Revenues			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054147	44740	Recording Fees	106,939	100,697	59,581	75,000	75,000	60,000.00	(15,000)	-20.00%
10054147	44741	MERS-Town GF Fees	95,777	74,163	27,359	55,000	55,000	27,000.00	(28,000)	-50.91%
10054147	44501	Vital Statistics Fees	22,424	20,305	23,045	20,000	20,000	20,000.00	-	0.00%
10054147	44930	Copier Revenue	18,599	15,864	10,526	25,000	25,000	12,000.00	(13,000)	-52.00%
10054147	42130	Sales Of Codes And Regulations	7,328	6,112	4,220	4,500	4,500	4,500.00	-	0.00%
10054147	42261	Dog Lic. Clerk Fees	3,571	2,701	2,795	3,000	3,000	3,000.00	-	0.00%
10054147	44502	Marriage License Fees-Town	1,440	1,200	920	1,200	1,200	1,000.00	(200)	-16.67%
10054147	44960	Miscellaneous Income-Town Clerk	1,311	2,782	1,572	1,300	1,300	1,300.00	-	0.00%
10054147	44742	Notary Fees	625	775	490	700	700	600.00	(100)	-14.29%
10054147	44743	Trade Names	580	429	620	550	550	600.00	50	9.09%
10054147	42110	Liquor Licenses	280	280	460	300	300	300.00	-	0.00%
10054147	42270	Peddlers And Vendors Licenses	-	-	-	-	-	35.00	35	
10054147	43806	COVID19 State Reimbursements	14,192	-	8,452	-	-	-	-	
			3,125,321	2,537,643	1,804,907	1,686,550	1,686,550	1,630,335.00	(56,215)	-3.33%
Building										
10054151	42201	Building Permits	966,039	1,022,248	947,742	850,000	850,000	850,000.00	-	0.00%
10054151	42335	Zoning Permits	94,395	91,464	90,315	60,000	-	-	(60,000)	
10054151	44722	Inland Wetland App/Violation Fees	37,378	36,270	32,632	30,000	-	-	(30,000)	
10054151	44720	Planning And Zoning Application Fee	15,200	16,200	17,400	10,000	-	-	(10,000)	
10054151	44103	Zoning Board Of Appeals Fees	2,800	5,500	5,100	3,000	-	-	(3,000)	
10054151	48232	DEEP Admin Cost Revenue-P&Z	1,157	1,020	728	1,100	-	-	(1,100)	
10054151	42325	Sign Permits	1,600	1,500	2,000	-	-	-	-	
			1,118,568	1,174,202	1,095,917	954,100	850,000	850,000.00	(104,100)	0.00%
Land Use										
10054155	42335	Zoning Permits					60,000	60,000.00	60,000	0.00%
10054155	44722	Inland Wetland App/Violation Fees					30,000	30,000.00	30,000	0.00%
10054155	44720	Planning And Zoning Application Fee					10,000	10,000.00	10,000	0.00%
10054155	44103	Zoning Board Of Appeals Fees					3,000	3,000.00	3,000	0.00%
10054155	48232	DEEP Admin Cost Revenue-P&Z					1,100	1,100.00	1,100	0.00%
10054155	42325	Sign Permits	-	-	-	-	-	1,000.00	1,000	
							104,100	105,100.00	105,100	0.96%
Insurance Liability										
10054159	48104	Workers Comp Offset	56,742	76,411	60,053	60,000	60,000	60,000.00	-	0.00%
10054159	48107	Member Equity	47,161	125,063	121,560	50,000	50,000	-	(50,000)	-100.00%
			103,903	201,474	181,613	110,000	110,000	60,000.00	(50,000)	-45.45%
Parking										
10054178	44925	Parking Permits	64,900	319,477	330,468	500,000	500,000	400,000.00	(100,000)	-20.00%
10054178	45005	Parking Tickets	174,994	197,528	166,006	200,000	200,000	175,000.00	(25,000)	-12.50%
10054178	44920	Parking Meters	71,008	218,100	247,801	210,000	210,000	250,000.00	40,000	19.05%
10054178	44929	Parking - Box Car	625	7,909	32,573	16,000	16,000	46,000.00	30,000	187.50%

Revenues			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054178	44923	Parking Permit Waiting Fee	3,979	950	916	1,500	1,500	1,500.00	-	0.00%
10054178	44924	Parking-Day Passes	(42)	1,203	3,642	2,500	2,500	3,700.00	1,200	48.00%
			315,464	745,168	781,429	930,000	930,000	876,200.00	(53,800)	-5.78%
Police										
10054201	45102	False Alarm Fines-Police	14,870	20,130	19,500	20,000	20,000	20,000.00	-	0.00%
10054201	42315	Pistol Permits	14,280	6,580	4,340	8,000	8,000	8,000.00	-	0.00%
10054201	45020	CT Judicial Revenue Distributions	13,612	18,505	24,013	19,000	19,000	19,000.00	-	0.00%
10054201	44968	Fingerprint Fees	9,770	6,360	7,650	7,000	7,000	7,000.00	-	0.00%
10054201	44930	Copier Revenue-Police	1,042	1,550	1,795	1,750	1,750	1,750.00	-	0.00%
10054201	42002	Amusement Permits	250	305	355	310	310	310.00	-	0.00%
10054201	42315	State Grants	13,719	17,473	1,998	25,000	25,000	25,000.00	-	0.00%
			67,543	70,903	59,651	81,060	81,060	81,060.00	-	0.00%
Fire										
10054203	42305	Blasting Permit Fees	240	180	-	-	-	-	-	
10054203	45102	False Alarm Fines-Fire	200	-	-	-	-	-	-	
			440	180	-	-	-	-	-	
EMS										
10054209	49200	Sale Of Assets	-	16,000	-	-	-	-	-	
			-	16,000	-	-	-	-	-	
Animal Control										
10054215	42262	Dog Lic. Clerk Fees	-	-	-	-	-	8,000.00	8,000	
10054215	45015	Warden Redemption Fees (Impound)	-	-	-	-	-	1,000.00	1,000	
ontrol			-	-	-	-	-	9,000.00	9,000	
Engineering										
10054305	44971	Drainage Review	4,500	10,000	9,500	3,000	3,000	3,000.00	-	0.00%
10054305	42330	Street Opening Permits	25,769	31,936	12,264	25,000	25,000	25,000.00	-	0.00%
10054305	44970	Storm Sewer Connection Fee	-	7,488	750	1,500	1,500	1,500.00	-	0.00%
10054305	42310	Driveway Permits	2,250	2,150	2,150	1,000	1,000	1,000.00	-	0.00%
10054305	42322	Sewer Connection Permits	950	-	-	-	-	-	-	
			33,469	51,574	24,664	30,500	30,500	30,500.00	-	0.00%
Town Buildings										
10054306	43806	COVID19 State Reimbursements	3,270	-	-	-	-	-	-	
10054306	48121	Solar Credits	23,529	23,662	25,949	23,000	23,000	23,000.00	-	0.00%
			26,799	23,662	25,949	23,000	23,000	23,000.00	-	0.00%
Transfer Station										
10054380	44022	Transfer Station Tipping Fees	388,715	477,660	415,694	450,000	450,000	415,000.00	(35,000)	-7.78%
10054380	44026	Transfer Station Sticker Fees	220,239	84,855	155,392	120,000	120,000	130,000.00	10,000	8.33%

Revenues			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054380	44020	Transfer Station Dump Fees	81,867	82,191	82,302	75,000	75,000	80,000.00	5,000	6.67%
10054380	44023	Transfer Station Recycling	12,195	146,652	43,952	35,000	35,000	35,000.00	-	0.00%
			703,016	791,358	697,340	680,000	680,000	660,000.00	(20,000)	-2.94%
		Health								
10054401	42350	Plan Review	68,750	64,850	57,600	60,000	60,000	60,000.00	-	0.00%
10054401	42320	Septic Permits	58,800	53,550	43,450	47,500	47,500	47,500.00	-	0.00%
10054401	42020	Restaurant Permits	30,300	35,800	37,725	35,000	35,000	35,000.00	-	0.00%
10054401	42323	Well Permits	5,950	7,800	11,800	5,000	5,000	5,000.00	-	0.00%
10054401	42005	Refuse & Septic Inspections	5,250	6,450	5,100	5,000	5,000	5,000.00	-	0.00%
10054401	42025	Barbers & Salons	4,325	3,825	4,075	4,000	4,000	4,000.00	-	0.00%
10054401	43806	COVID19 State Reimbursements	30,964	-	-	-	-	-	-	-
10054401	43810	Covid Testing - Community	(270)	-	-	-	-	-	-	-
			204,069	172,275	159,750	156,500	156,500	156,500.00	-	0.00%
		Human Services								
10054427	44504	Flu Clinics	11,376	9,336	4,650	-	-	-	-	-
			11,376	9,336	4,650	-	-	-	-	-
		Recreation Administration								
10054520	44868	Programs and Activities Offset	379,439	583,771	650,445	-	-	-	-	-
10054520	44709	Park and Recreation Fees	142,763	182,124	27,192	-	-	-	-	-
10054520	44736	Dog Park Fees	8,885	8,970	5,069	15,000	15,000	8,000.00	(7,000)	-46.67%
10054520	44704	Concessions and Commissions	-	9,074	1,156	6,000	6,000	-	(6,000)	-100.00%
10054520	44867	Waveny Custodial Fees	-	750	-	-	-	-	-	-
10054520	47202	Rental Of Property-Recreation	13,550	28,338	10,486	23,000	23,000	22,400.00	(600)	-2.61%
			544,637	813,027	694,348	44,000	44,000	30,400.00	(13,600)	-30.91%
		Recreation - Waveny								
10054521	47202	Rental of Property-Waveny	10,000	133,325	107,698	-	-	-	-	-
10054521	44867	Waveny Custodial Fees	300	1,793	1,125	-	-	-	-	-
			10,300	135,118	108,823	-	-	-	-	-
		Recreation - Paddle Tennis								
10054522	44940	Paddle Tennis Fees	78,591	76,515	63,540	-	-	-	-	-
			78,591	76,515	63,540	-	-	-	-	-
		Recreation - Lapham Center								
10054524	44708	Senior Citizens Program	50,950	76,485	68,117	76,500	76,500	77,000.00	500	0.65%
			50,950	76,485	68,117	76,500	76,500	77,000.00	500	0.65%
		Education								
10054700	43336	BOE - Excess Cost Grant	1,043,238	955,713	793,339	1,096,032	1,096,032	916,577.00	(179,455)	-16.37%
			1,043,238	955,713	793,339	1,096,032	1,096,032	916,577.00	(179,455)	-16.37%

Revenues			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Miscellaneous										
10055030	49090	FEMA Reimbursement	-	126,062	477,329	-	-	-	-	
10059910	49055	Operating Transfers In	-	715,000	2,914,015	2,152,375	2,152,375	2,768,634.26	616,259	28.63%
			-	841,062	3,391,344	2,152,375	2,152,375	2,768,634.26	616,259	28.63%
TOTAL GENERAL FUND REVENUES			149,865,971	152,701,941	159,429,161	160,625,202	160,625,202	169,932,919.00	9,307,717	5.79%

TOWN OF NEW CANAAN
General Fund Expenditure By Department

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
COVID Expenses			508,436	87,775	5,624	-	-	-	-	
Isaia's Expenses			359,382	-	-	-	-	-	-	
10054050	51930	Salary Offsets	-	-	-	(70,000)	(70,000)	-	70,000	-100.00%
Adjustments & Offsets			-	-	-	(70,000)	(70,000)	-	80,000	-53.33%
First Selectman										
10054111	51610	Salaries F/T	451,980	427,242	440,236	430,554	447,445	453,445	22,891	5.32%
10054111	51620	Salaries P/T	15,924	33,165	33,059	41,452	41,452	29,000	(12,452)	-30.04%
10054111	51630	Salaries O/T	2,077	2,227	2,581	2,400	2,400	2,400	-	0.00%
10054111	52200	Social Security	33,650	34,039	35,003	36,293	38,082	37,092	799	2.20%
10054111	52205	401A Employer Contributions	19,817	23,382	25,038	24,132	24,132	26,354	2,222	9.21%
10054111	52901	Longevity	400	400	400	400	400	400	-	0.00%
10054111	52906	Accrued Benefits Payout	11,326	-	-	-	-	-	-	
10054111	53015	O/S Contract Service	-	-	21,155	-	-	-	-	
10054111	53954	Economic Development	25,199	15,551	17,936	50,000	50,000	26,000	(24,000)	-48.00%
10054111	53955	Prof Service Research / Planning	-	-	1,265	2,500	2,500	2,500	-	0.00%
10054111	54445	Office Equip Lease/Rental	2,108	1,987	2,147	2,500	2,500	3,000	500	20.00%
10054111	55301	Postage	245	85	253	400	400	400	-	0.00%
10054111	55400	Advertising	-	-	241	500	500	500	-	0.00%
10054111	55800	Travel	-	-	86	400	400	400	-	0.00%
10054111	55972	Meals & Events	3,167	2,738	1,684	5,000	5,000	6,500	1,500	30.00%
10054111	56120	Supplies Office	1,461	1,320	2,091	1,500	1,500	2,500	1,000	66.67%
10054111	56625	Equip Office	-	1,666	-	-	-	-	-	
10054111	56500	Voice / Data	2,261	2,476	1,750	2,500	2,500	3,100	600	24.00%
10054111	58115	Dues And Subscriptions	7,536	13,797	13,797	15,000	15,000	14,000	(1,000)	-6.67%
			577,150	560,076	598,722	615,531	634,211	607,591	(7,940)	-1.29%
Finance										
10054117	51610	Salaries F/T	628,541	634,124	737,504	753,143	775,500	792,422	39,279	5.22%
10054117	51620	Salaries P/T	105,109	56,335	51,446	58,400	58,400	68,500	10,100	17.29%
10054117	51630	Salaries O/T	9,910	13,922	58,369	4,545	4,545	10,000	5,455	120.02%
10054117	52200	Social Security	53,110	52,979	61,079	62,431	65,266	66,625	4,194	6.72%
10054117	52205	401A Employer Contributions	44,225	37,328	39,456	35,613	35,613	49,535	13,922	39.09%
10054117	52901	Longevity	-	400	450	400	400	400	-	0.00%
10054117	52906	Accrued Benefits Payout	-	39,807	-	-	-	-	-	
10054117	53010	Service Contracts	43,007	44,297	46,151	48,626	48,626	51,050	2,424	4.98%
10054117	53011	Prof Service	1,945	8,798	-	3,000	3,000	-	(3,000)	-100.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054117	53200	Training	1,015	7,285	315	100	100	5,000	4,900	4900.00%
10054117	53310	Prof Service Audit	43,025	88,530	40,365	97,000	97,000	83,000	(14,000)	-14.43%
10054117	53311	Prof Service Special Audit	47,000	7,850	9,570	75,000	75,000	75,000	-	0.00%
10054117	54340	Repairs Office Equipment	40	-	-	-	-	-	-	-
10054117	54445	Office Equip Lease/Rental	3,976	2,856	3,340	4,000	4,000	4,000	-	0.00%
10054117	55301	Postage	4,477	4,864	5,841	4,000	4,000	5,000	1,000	25.00%
10054117	55400	Advertising	142	40	55	1,600	1,600	300	(1,300)	-81.25%
10054117	55800	Travel	191	7,149	768	6,500	6,500	6,500	-	0.00%
10054117	55970	Program Meeting Expense	235	100	-	200	200	-	(200)	-100.00%
10054117	55972	Meals & Events	-	-	-	-	-	200	200	-
10054117	56120	Supplies Office	3,666	4,424	12,741	5,610	5,610	5,500	(110)	-1.96%
10054117	56625	Equip Office	-	2,084	-	-	-	-	-	-
10054117	56500	Voice / Data	1,221	956	679	2,000	2,000	1,000	(1,000)	-50.00%
10054117	58115	Dues And Subscriptions	3,264	2,215	1,945	1,900	1,900	2,215	315	16.58%
10054117	58144	Banking & Transaction Fees	281	1,318	13,246	16,800	16,800	16,800	-	0.00%
			994,381	1,017,660	1,083,318	1,180,868	1,206,060	1,243,047	62,179	5.27%
Tax Assessor										
10054131	51610	Salaries F/T	277,614	273,103	279,215	278,201	288,866	296,914	18,713	6.73%
10054131	51620	Salaries P/T	13,110	16,467	6,747	15,000	15,000	15,000	-	0.00%
10054131	51630	Salaries O/T	-	-	-	200	200	200	-	0.00%
10054131	52200	Social Security	22,628	22,258	21,795	22,445	23,260	23,877	1,432	6.38%
10054131	52205	401A Employer Contributions	3,839	6,690	8,646	8,652	8,652	11,169	2,517	29.09%
10054131	52901	Longevity	800	400	400	400	400	400	-	0.00%
10054131	52906	Accrued Benefits Payout	-	-	-	-	-	-	-	-
10054131	53010	Service Contracts	16,803	17,128	18,496	23,400	23,400	20,900	(2,500)	-10.68%
10054131	53015	O/S Contract Service	-	2,432	(434)	3,750	3,750	3,400	(350)	-9.33%
10054131	53200	Training	-	350	426	1,000	1,000	1,000	-	0.00%
10054131	54340	Repairs Office Equipment	-	-	-	200	200	200	-	0.00%
10054131	54445	Office Equip Lease/Rental	1,708	1,570	1,680	2,000	2,000	2,000	-	0.00%
10054131	55301	Postage	717	976	1,011	1,800	1,800	1,800	-	0.00%
10054131	55400	Advertising	228	300	235	500	500	500	-	0.00%
10054131	55800	Travel	-	-	-	800	800	800	-	0.00%
10054131	56120	Supplies Office	1,603	1,451	585	2,000	2,000	2,000	-	0.00%
10054131	56260	Gasoline/Oil	312	182	213	389	389	-	(389)	-100.00%
10054131	56500	Voice / Data	1,170	1,315	529	1,522	1,522	1,600	78	5.12%
10054131	58115	Dues And Subscriptions	580	295	310	750	750	875	125	16.67%
			341,112	344,918	339,853	363,009	374,489	382,635	19,626	5.41%
Tax Collector										
10054135	51610	Salaries F/T	190,447	196,595	198,955	198,296	198,296	207,588	9,292	4.69%
10054135	51620	Salaries P/T	7,358	5,691	5,100	6,800	6,800	3,400	(3,400)	-50.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054135	51630	Salaries O/T	1,125	423	597	720	720	576	(144)	-20.00%
10054135	52200	Social Security	13,476	14,786	14,458	15,745	16,106	15,924	179	1.14%
10054135	52205	401A Employer Contributions	3,031	2,934	2,980	2,986	2,986	3,761	775	25.95%
10054135	52901	Longevity	750	650	750	640	640	750	110	17.19%
10054135	52906	Accrued Benefits Payout	-	6,372	-	-	-	-	-	
10054135	53010	Service Contracts	9,852	10,077	10,056	15,400	15,400	15,500	100	0.65%
10054135	53011	Prof Service	600	636	475	450	450	450	-	0.00%
10054135	53200	Training	-	90	270	800	800	1,500	700	87.50%
10054135	53946	DMV Services	250	250	250	500	500	500	-	0.00%
10054135	54445	Office Equip Lease/Rental	2,234	2,076	1,800	2,300	2,300	2,300	-	0.00%
10054135	55301	Postage	15,313	18,372	13,397	17,000	17,000	17,600	600	3.53%
10054135	55400	Advertising	904	-	-	1,400	1,400	1,400	-	0.00%
10054135	55800	Travel	-	-	-	200	200	350	150	75.00%
10054135	56120	Supplies Office	1,841	996	991	2,000	2,000	2,050	50	2.50%
10054135	56500	Voice / Data	408	476	(237)	500	500	500	-	0.00%
10054135	58115	Dues And Subscriptions	175	-	160	200	200	200	-	0.00%
			247,762	260,423	250,002	265,937	266,298	274,349	8,412	3.16%
Legal										
10054139	53020	Prof Service Legal	251,604	177,883	210,242	400,000	400,000	400,000	-	0.00%
10054139	53700	Assessor	41,852	13,937	13,843	-	-	-	-	
10054139	53701	Personnel	23,677	26,462	5,427	-	-	-	-	
10054139	53030	Settlement Payment	164,333	-	-	-	-	-	-	
10054139	53704	Planning And Zoning	5,241	88,763	175,960	-	-	-	-	
10054139	53707	Zoning Board Of Appeals	39,151	14,241	1,410	-	-	-	-	
10054139	53708	Police	188	7,438	11,445	-	-	-	-	
10054139	53709	F.O.I.	63,927	17,071	20,155	-	-	-	-	
10054139	53711	Inland Wetlands	-	7,764	30,621	-	-	-	-	
10054139	55763	Fire	2,115	-	-	-	-	-	-	
			592,087	353,557	469,102	400,000	400,000	400,000	-	0.00%
Human Resources										
10054141	51610	Salaries F/T	276,572	285,752	295,253	296,519	303,923	306,448	9,929	3.35%
10054141	51620	Salaries P/T	3,693	1,347	-	-	-	-	-	
10054141	51630	Salaries O/T	922	754	132	1,000	1,000	1,000	-	0.00%
10054141	52200	Social Security	19,672	19,772	20,708	22,761	23,327	23,520	759	3.33%
10054141	52205	401A Employer Contributions	9,996	10,162	10,425	10,565	10,565	11,005	440	4.16%
10054141	52500	Training - Tuition Reimbursement	356	2,092	3,744	3,500	3,500	3,500	-	0.00%
10054141	52901	Longevity	500	500	500	500	500	500	-	0.00%
10054141	53011	Prof Service	-	-	7,250	-	-	-	-	
10054141	53019	O/S Payroll Processing	68,963	58,281	68,310	70,000	70,000	70,000	-	0.00%
10054141	53072	State Drug And Alcohol Testing	3,007	2,985	4,135	5,000	5,000	6,000	1,000	20.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054141	53200	Training	735	2,396	6,053	3,000	2,000	4,000	1,000	33.33%
10054141	53915	Physicals	2,005	1,405	2,155	2,200	2,200	2,500	300	13.64%
10054141	54445	Office Equip Lease/Rental	1,669	1,583	1,644	1,600	1,600	1,600	-	0.00%
10054141	55005	Background/Security Checks	649	506	665	800	800	800	-	0.00%
10054141	55301	Postage	756	429	717	600	600	600	-	0.00%
10054141	55400	Advertising	50	300	300	3,000	3,000	500	(2,500)	-83.33%
10054141	55800	Travel	-	-	-	100	100	-	(100)	-100.00%
10054141	55970	Program Meeting Expense	207	1,130	2,887	1,200	1,200	-	(1,200)	-100.00%
10054141	55972	Meals & Events	-	-	-	-	-	1,500	1,500	
10054141	56120	Supplies Office	866	502	365	700	700	700	-	0.00%
10054141	56500	Voice / Data	699	800	784	1,000	1,000	1,000	-	0.00%
			391,318	390,696	426,026	424,045	431,015	435,173	11,128	2.62%
Information Technology										
10054143	51610	Salaries F/T	330,275	340,095	344,660	357,562	371,676	442,307	84,745	23.70%
10054143	51620	Salaries P/T	-	-	-	-	-	-	-	
10054143	51630	Salaries O/T	-	-	390	-	-	-	-	
10054143	52200	Social Security	23,525	24,164	25,598	27,353	28,433	33,837	6,484	23.70%
10054143	52205	401A Employer Contributions	-	-	3,486	5,434	5,434	5,650	216	3.97%
10054143	52901	Longevity	1,250	1,300	900	1,000	1,000	1,000	-	0.00%
10054143	52906	Accrued Benefits Payout	-	-	12,508	-	-	-	-	
10054143	53010	Service Contracts	44,739	51,779	152,779	90,000	90,000	130,000	40,000	44.44%
10054143	55301	Postage	121	87	5	100	100	100	-	0.00%
10054143	55800	Travel	50	-	-	100	100	100	-	0.00%
10054143	56120	Supplies Office	1,538	1,112	356	500	500	500	-	0.00%
10054143	56260	Gasoline/Oil	-	-	2,560	4,500	4,500	4,500	-	0.00%
10054143	56500	Voice / Data	3,254	2,346	1,925	3,300	3,300	4,000	700	21.21%
10054143	56511	Voice / Data Allocation	-	-	-	-	-	-	-	
			404,751	420,884	545,167	489,849	505,043	621,994	132,145	26.98%
Town Clerk										
10054147	51610	Salaries F/T	259,613	235,931	268,652	338,219	350,883	363,087	24,868	7.35%
10054147	51620	Salaries P/T	69,504	81,300	39,988	30,000	30,000	32,000	2,000	6.67%
10054147	51622	PT Elections	6,096	-	-	2,660	2,660	6,000	3,340	125.56%
10054147	51630	Salaries O/T	10,194	5,054	5,466	2,000	2,000	5,000	3,000	150.00%
10054147	52906	Accrued Benefits Payout	-	7,496	-	-	-	-	-	
10054147	52200	Social Security	27,869	25,150	23,490	28,321	29,494	31,066	2,745	9.69%
10054147	52205	401A Employer Contributions	-	2,068	4,231	4,323	4,323	10,010	5,687	131.55%
10054147	52901	Longevity	1,300	900	950	1,300	1,300	1,000	(300)	-23.08%
10054147	53010	Service Contracts	525	525	525	600	600	600	-	0.00%
10054147	53011	Prof Service	138	79	312	500	500	600	100	20.00%
10054147	53015	O/S Contract Service	15,116	15,659	14,324	18,000	18,000	19,000	1,000	5.56%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054147	53200	Training	-	-	-	-	1,494	-	-	
10054147	53410	O/S Micro Filming	2,766	2,655	2,089	2,500	2,500	2,500	-	0.00%
10054147	54310	Repairs Record Books	-	-	-	250	250	-	(250)	-100.00%
10054147	54340	Repairs Office Equipment	731	425	2,190	1,000	1,000	1,000	-	0.00%
10054147	54445	Office Equip Lease/Rental	5,528	6,462	6,854	6,500	6,500	7,000	500	7.69%
10054147	55301	Postage	7,432	4,884	3,919	5,000	5,000	7,000	2,000	40.00%
10054147	55400	Advertising	4,748	9,249	7,521	10,000	10,000	10,000	-	0.00%
10054147	55800	Travel	165	215	251	500	500	250	(250)	-50.00%
10054147	56120	Supplies Office	23,690	22,620	23,649	13,750	12,256	17,000	3,250	23.64%
10054147	56500	Voice / Data	357	416	(207)	500	500	500	-	0.00%
10054147	58115	Dues And Subscriptions	3,014	1,874	1,752	3,000	3,000	4,200	1,200	40.00%
			438,788	422,963	405,957	468,923	482,760	517,813	48,890	10.43%
Registrar of Voters										
10054149	51620	Salaries P/T	80,444	101,552	167,174	80,000	80,000	80,000	-	0.00%
10054149	51621	PT Salary Office	-	-	-	10,000	10,000	20,000	10,000	100.00%
10054149	51622	PT Elections	13,668	-	-	15,000	15,000	18,000	3,000	20.00%
10054149	52200	Social Security	6,359	7,139	9,827	10,328	10,328	12,699	2,371	22.96%
10054149	53200	Training	600	831	120	7,140	7,140	5,000	(2,140)	-29.97%
10054149	53204	Education and Outreach	-	-	-	255	255	255	-	0.00%
10054149	53306	Elections-Personnel	30,356	6,537	-	30,000	30,000	48,000	18,000	60.00%
10054149	53307	Elections-Town Services	5,192	1,710	4,018	10,500	10,500	11,000	500	4.76%
10054149	53308	Elections-Support	5,178	2,298	5,988	3,300	1,200	5,988	2,688	81.45%
10054149	53018	O/S Contractors	4,549	770	-	-	-	-	-	
10054149	54346	Election Equipment-Repair and	6,531	10,665	9,727	11,000	10,100	11,000	-	0.00%
10054149	54445	Office Equip Lease/Rental	1,742	1,535	1,666	1,650	1,650	1,650	-	0.00%
10054149	54905	Canvassing	269	120	-	500	500	1,200	700	140.00%
10054149	55301	Postage	4,808	4,589	4,612	5,500	5,500	6,000	500	9.09%
10054149	55400	Advertising	-	-	50	255	255	255	-	0.00%
10054149	55800	Travel	-	260	790	765	765	765	-	0.00%
10054149	55972	Meals & Events	-	-	-	-	3,000	-	-	
10054149	56120	Supplies Office	2,064	3,443	2,249	12,450	12,450	13,450	1,000	8.03%
10054149	56500	Voice / Data	153	178	(89)	230	230	230	-	0.00%
10054149	58115	Dues And Subscriptions	245	485	1,225	815	815	1,225	410	50.31%
			162,159	142,112	207,647	199,688	199,688	236,717	37,029	18.54%
Building										
10054151	51610	Salaries F/T	753,139	779,093	868,854	889,350	418,973	426,391	7,418	1.77%
10054151	51620	Salaries P/T	55,962	43,752	88,226	48,500	33,500	36,000	2,500	7.46%
10054151	51630	Salaries O/T	21,393	18,187	20,169	15,000	10,000	10,000	-	0.00%
10054151	52200	Social Security	61,115	61,091	71,025	72,894	34,599	36,138	1,539	4.45%
10054151	52205	401A Employer Contributions	17,529	22,327	28,057	22,256	4,852	8,481	3,629	74.79%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054151	52901	Longevity	1,350	1,400	1,400	1,400	900	800	(100)	-11.11%
10054151	52906	Accrued Benefits Payout	-	2,245	-	-	-	-	-	-
10054151	53010	Service Contracts	18,000	-	242	21,000	4,250	-	(4,250)	-100.00%
10054151	53011	Prof Service	51,044	24,096	35,701	132,500	15,750	20,000	4,250	26.98%
10054151	53201	Training-Commissioners	690	-	115	1,500	-	-	-	-
10054151	53960	Professional Memberships	12,771	14,021	16,269	16,500	500	600	100	20.00%
10054151	54335	Repairs Mobile Equipment	-	363	-	1,000	500	500	-	0.00%
10054151	54340	Repairs Office Equipment	-	-	-	100	100	100	-	0.00%
10054151	54445	Office Equip Lease/Rental	3,901	5,206	4,382	7,000	3,500	3,500	-	0.00%
10054151	55301	Postage	594	597	2,337	1,810	598	598	-	0.00%
10054151	55400	Advertising	-	5,857	8,842	7,500	250	250	-	0.00%
10054151	55800	Travel	-	-	2,595	660	330	330	-	0.00%
10054151	56120	Supplies Office	5,550	6,618	9,748	6,000	3,000	3,000	-	0.00%
10054151	56260	Gasoline/Oil	1,290	1,671	2,023	1,293	1,293	1,293	-	0.00%
10054151	56500	Voice / Data	5,037	5,107	5,897	8,000	3,800	3,800	-	0.00%
10054151	56615	Equip Hand/Shop Tools	237	237	588	660	660	660	-	0.00%
10054151	56630	Uniforms & Equipment	1,594	1,017	1,267	1,320	660	660	-	0.00%
10054151	58115	Dues And Subscriptions	-	-	-	-	-	-	-	-
			1,011,197	992,886	1,167,738	1,256,243	538,015	553,101	15,086	2.80%
Land Use										
10054155	51610	Salaries F/T				-	408,975	414,574	5,599	1.37%
10054155	51620	Salaries P/T				-	15,000	15,000	-	0.00%
10054155	51630	Salaries O/T				-	5,000	7,000	2,000	40.00%
10054155	52200	Social Security				-	32,818	33,400	582	1.77%
10054155	52205	401A Employer Contributions				-	17,404	19,614	2,210	12.70%
10054155	52901	Longevity				-	500	500	-	0.00%
10054155	53010	Service Contracts				-	1,000	1,000	-	0.00%
10054155	53011	Prof Service				-	138,500	65,000	(73,500)	-53.07%
10054155	53201	Training-Commissioners				-	1,500	1,500	-	0.00%
10054155	53960	Professional Memberships				-	16,000	16,000	-	0.00%
10054155	54335	Repairs Mobile Equipment				-	500	500	-	0.00%
10054155	54445	Office Equip Lease/Rental				-	3,500	3,500	-	0.00%
10054155	55301	Postage				-	1,212	1,500	288	23.76%
10054155	55400	Advertising				-	7,250	8,000	750	10.34%
10054155	55800	Travel				-	330	330	-	0.00%
10054155	56120	Supplies Office				-	3,000	4,000	1,000	33.33%
10054155	56260	Gasoline/Oil				-	-	-	-	-
10054155	56500	Voice / Data				-	4,200	4,200	-	0.00%
10054155	56630	Uniforms & Equipment				-	660	1,000	340	51.52%
						-	657,349	596,618	(60,731)	-9.24%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Health Department										
10054401	51610	Salaries F/T	363,027	398,873	409,473	407,619	419,262	434,047	26,428	6.48%
10054401	51620	Salaries P/T	41,724	65,868	60,386	45,000	45,000	45,000	-	0.00%
10054401	51630	Salaries O/T	15,287	39,673	22,828	15,000	15,000	15,000	-	0.00%
10054401	52200	Social Security	40,791	39,083	42,366	35,775	36,664	37,797	2,022	5.65%
10054401	52205	401A Employer Contributions	15,129	18,128	20,696	20,175	20,175	25,045	4,870	24.14%
10054401	52901	Longevity	200	200	200	200	200	200	-	0.00%
10054401	52906	Accrued Benefits Payout	-	13,576	8,053	-	-	-	-	
10054401	53010	Service Contracts				-	-	1,000	1,000	
10054401	53011	Prof Service	1,800	-	4,425	10,000	9,800	-	(10,000)	-100.00%
10054401	53960	Professional Memberships	527	928	607	1,200	1,400	1,200	-	0.00%
10054401	54445	Office Equip Lease/Rental	5,813	5,471	4,647	6,000	6,000	6,000	-	0.00%
10054401	55301	Postage	-	97	100	350	350	300	(50)	-14.29%
10054401	55800	Travel	-	87	-	340	340	340	-	0.00%
10054401	56120	Supplies Office	3,140	3,296	4,806	3,230	3,230	2,200	(1,030)	-31.89%
10054401	56916	Supplies - Medical	-	-	-	-	-	10,000	10,000	
10054401	56260	Gasoline/Oil	-	-	-	576	576	325	(251)	-43.58%
10054401	56500	Voice / Data	1,538	1,836	2,803	3,000	3,000	3,000	-	0.00%
10054401	56615	Equip Hand/Shop Tools	90	237	-	300	300	200	(100)	-33.33%
10054401	56630	Uniforms & Equipment	2,339	1,566	2,256	1,500	1,500	1,500	-	0.00%
			491,406	588,919	583,646	550,265	562,797	583,154	32,889	5.98%
Conservation Commission										
10054154	53015	O/S Contract Service	14,516	17,054	24,000	26,000	26,000	11,000	(15,000)	-57.69%
			14,516	17,054	24,000	26,000	26,000	11,000	(15,000)	-57.69%
Health & Security Benefits										
10054158	52104	Contribution to Town Bens Fund	6,381,032	6,247,000	6,409,350	6,109,350	6,109,350	6,314,817	205,467	3.36%
10054158	52205	401A Employer Contributions - BOE	127,231	139,434	160,005	174,000	174,000	187,000	13,000	7.47%
10054158	52600	Unemployment Comp	75,044	4,138	5,637	10,000	10,000	10,000	-	0.00%
10054158	52902	Wellness	12,870	12,214	14,726	15,000	15,000	17,500	2,500	16.67%
10054158	53011	Prof Service	-	(48)	1,208	-	-	-	-	
10054158	55972	Meals & Events	-	-	-	-	1,000	-	-	
			6,596,177	6,402,738	6,590,926	6,308,350	6,309,350	6,529,317	220,967	3.50%
Pensions & OPEB										
10054158	52301	Town Pension Contribution	1,543,662	1,647,180	1,090,794	207,649	207,649	505,980	298,331	143.67%
10054158	53906	OPEB Gasb 45	419,083	279,981	-	-	-	-	-	
			1,962,745	1,927,161	1,090,794	207,649	207,649	505,980	298,331	143.67%
Insurance Liability										
10054159	52700	Workers Compensation	813,071	813,026	835,455	917,869	911,869	939,225	21,356	2.33%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054159	55205	Deductibles Heart/Hypertension	190,708	59,157	39,582	110,000	101,000	101,000	(9,000)	-8.18%
10054159	55210	Ins Blanket Coverage	498,161	554,396	549,211	572,886	587,886	587,886	15,000	2.62%
			1,501,939	1,426,579	1,424,249	1,600,755	1,600,755	1,628,111	27,356	1.71%
Parking										
10054178	51610	Salaries F/T	236,030	233,199	238,351	237,460	243,398	247,131	9,671	4.07%
10054178	51616	Salaries Cleaning Allowance	-	-	-	400	400	400	-	0.00%
10054178	51630	Salaries O/T	375	287	1,068	7,000	7,000	2,000	(5,000)	-71.43%
10054178	52200	Social Security	18,326	16,566	17,224	18,731	19,186	19,089	358	1.91%
10054178	52205	401A Employer Contributions	3,789	3,750	3,825	3,903	3,903	3,903	-	0.00%
10054178	52901	Longevity	1,100	1,200	1,250	900	900	1,300	400	44.44%
10054178	53010	Service Contracts	1,791	2,391	2,029	2,792	2,792	2,792	-	0.00%
10054178	53015	O/S Contract Service	22,498	22,509	18,633	30,000	30,000	25,000	(5,000)	-16.67%
10054178	54335	Repairs Mobile Equipment	(85)	1,586	337	2,300	2,300	2,000	(300)	-13.04%
10054178	54347	Repairs Parking Meters	7,628	1,633	1,400	3,500	3,500	3,500	-	0.00%
10054178	54355	Property Service Contract	8,345	8,345	8,440	8,441	8,441	-	(8,441)	-100.00%
10054178	54445	Office Equip Lease/Rental	1,356	1,274	1,534	1,377	1,377	1,600	223	16.19%
10054178	55301	Postage	1,383	1,622	1,409	2,500	2,500	1,500	(1,000)	-40.00%
10054178	56040	Supplies Signs	4,000	140	963	4,000	4,000	-	(4,000)	-100.00%
10054178	56120	Supplies Office	39	3,599	613	3,500	3,500	3,500	-	0.00%
10054178	56260	Gasoline/Oil	1,504	1,491	3,063	4,330	4,330	4,330	-	0.00%
10054178	56500	Voice / Data	8,045	8,006	7,323	9,800	9,800	9,800	-	0.00%
10054178	56630	Uniforms & Equipment	1,949	1,711	1,490	2,000	2,000	2,000	-	0.00%
10054178	58144	Banking & Transaction Fees	8,934	29,481	41,370	36,000	36,000	55,000	19,000	52.78%
			327,052	338,790	350,324	378,934	385,327	384,845	5,911	1.56%
Police										
10054201	51930	Salary Offset	-	-	-	(142,074)	(142,074)	-	142,074	-100.00%
10054201	51610	Salaries F/T	4,923,680	5,054,890	5,221,022	5,423,915	5,287,974	5,654,007	230,092	4.24%
10054201	51615	Salaries Actg Sgt/Lt	15,783	17,090	15,469	20,000	20,000	20,000	-	0.00%
10054201	51616	Salaries Cleaning Allowance	15,050	15,400	15,400	15,400	15,400	16,400	1,000	6.49%
10054201	51617	Salaries Educational	43,240	61,031	64,469	56,000	56,000	60,000	4,000	7.14%
10054201	51620	Salaries P/T	34,682	30,900	40,909	58,000	58,000	88,000	30,000	51.72%
10054201	51630	Salaries O/T	278,547	296,873	406,067	265,000	265,000	295,000	30,000	11.32%
10054201	51633	Salaries O/T-Sick	41,114	54,638	60,719	50,000	50,000	60,000	10,000	20.00%
10054201	51636	Salaries O/T Traffic Enforcement	884	238	-	5,000	5,000	-	(5,000)	-100.00%
10054201	51645	Salaries O/T Injury	8,182	6,667	23,294	8,000	8,000	10,000	2,000	25.00%
10054201	51650	Salaries Detective Stand-By Pay	15,554	15,820	15,840	16,000	16,000	16,000	-	0.00%
10054201	51660	Salaries O/T Training	69,217	78,194	86,094	110,000	110,000	125,000	15,000	13.64%
10054201	51665	Salaries O/T Accumulated Time	71,911	78,377	124,877	85,000	85,000	100,000	15,000	17.65%
10054201	51905	Salaries Shift Differential	104,898	99,991	104,372	110,000	110,000	110,000	-	0.00%
10054201	51915	Salaries Holiday Sellback	235,058	262,952	279,012	270,000	270,000	290,000	20,000	7.41%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054201	52200	Social Security	114,987	121,065	137,523	148,441	145,461	153,191	4,750	3.20%
10054201	52205	401A Employer Contributions	-	-	-	-	-	5,182	5,182	
10054201	52901	Longevity	16,300	16,550	15,350	17,000	17,000	15,350	(1,650)	-9.71%
10054201	52906	Accrued Benefits Payout	-	21,235	51,357	-	-	-	-	
10054201	53010	Service Contracts	37,293	43,827	44,237	50,000	50,000	59,950	9,950	19.90%
10054201	53020	Prof Serv Legal	-	-	6,171	-	-	-	-	
10054201	53070	Prof Service Cons/Testing Promotion	4,304	10,125	30,947	12,500	13,500	12,500	-	0.00%
10054201	53200	Training	36,605	26,189	40,259	45,000	45,000	47,700	2,700	6.00%
10054201	53649	Substance Reduction Initiative	1,619	300	-	2,500	2,500	-	(2,500)	-100.00%
10054201	53691	K-9 Program	-	-	-	-	-	7,500	7,500	
10054201	53957	Accreditation	8,365	8,943	9,492	12,000	12,000	10,000	(2,000)	-16.67%
10054201	53958	Medical Certification Stipend	18,300	18,300	38,700	43,500	43,500	46,200	2,700	6.21%
10054201	54200	Property Cleaning	741	175	-	1,000	1,000	1,000	-	0.00%
10054201	54301	Property Repair / Maintenance	1,442	2,204	368	2,000	2,000	2,000	-	0.00%
10054201	54320	Repairs Traffic Lights	750	500	-	-	-	-	-	
10054201	54326	Repairs Emergency Equipment	2,485	5,029	11,699	5,000	5,000	5,000	-	0.00%
10054201	54335	Repairs Mobile Equipment	30,707	31,075	28,159	36,000	36,000	36,000	-	0.00%
10054201	54340	Repairs Office Equipment	-	-	-	750	750	-	(750)	-100.00%
10054201	54355	Property Service Contract	465	498	499	750	750	750	-	0.00%
10054201	54445	Office Equip Lease/Rental	7,397	6,586	6,880	7,500	7,500	7,500	-	0.00%
10054201	55301	Postage	1,425	1,543	1,847	1,600	1,600	1,600	-	0.00%
10054201	55400	Advertising	-	545	-	500	500	-	(500)	-100.00%
10054201	55800	Travel	2,534	2,304	1,931	6,000	6,000	6,000	-	0.00%
10054201	55970	Program Meeting Expense	300	1,413	1,308	1,500	1,200	-	(1,500)	-100.00%
10054201	55972	Meals & Events	-	-	-	-	1,100	1,950	1,950	
10054201	56020	Supplies Auto Truck	6,502	5,791	5,852	11,000	10,000	10,000	(1,000)	-9.09%
10054201	56025	Supplies Building / Grounds	6,779	7,869	6,694	10,000	10,000	6,500	(3,500)	-35.00%
10054201	56030	Supplies Photo / Fingerprint	6,342	10,045	9,567	10,000	10,000	10,000	-	0.00%
10054201	56100	Supplies - General	2,910	4,587	5,501	5,000	4,200	5,000	-	0.00%
10054201	56120	Supplies Office	6,034	7,111	9,911	10,000	10,000	10,000	-	0.00%
10054201	56220	Electricity	52,176	55,821	55,188	59,400	59,400	64,570	5,170	8.70%
10054201	56240	Fuel Oil / Propane	6,473	7,994	7,221	4,400	4,400	4,510	110	2.50%
10054201	56260	Gasoline/Oil	51,502	57,191	81,018	85,877	85,877	105,000	19,123	22.27%
10054201	56270	Water	4,154	4,175	4,229	4,620	4,620	4,440	(180)	-3.90%
10054201	56500	Voice / Data	30,758	33,010	23,948	35,000	35,000	38,000	3,000	8.57%
10054201	56515	Information Services	33,528	36,689	34,410	37,000	37,000	40,000	3,000	8.11%
10054201	56630	Uniforms & Equipment	38,268	39,579	55,013	52,000	52,000	66,500	14,500	27.88%
10054201	56631	SRT Personnel Equipment	5,485	1,300	8,076	9,000	9,000	10,000	1,000	11.11%
10054201	56635	Equip - Emergency	4,942	2,540	5,491	4,000	4,000	4,000	-	0.00%
10054201	56920	Equip Ammo / Weapons	21,592	19,658	26,439	26,000	26,000	40,000	14,000	53.85%
10054201	58115	Dues And Subscriptions	3,133	3,461	2,998	3,000	3,000	3,000	-	0.00%
			6,424,400	6,688,289	7,225,827	7,110,079	6,971,158	7,685,300	575,221	8.09%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Fire										
10054203	51610	Salaries F/T	2,475,955	2,479,826	2,497,543	2,667,474	2,612,440	2,841,144	173,670	6.51%
10054203	51615	Salaries Actg Sgt/Lt	8,294	6,144	6,796	8,500	8,500	8,500	-	0.00%
10054203	51617	Salaries Educational	-	53,900	55,400	-	-	60,000	60,000	
10054203	51620	Salaries P/T	38,666	70,048	85,355	90,000	90,000	77,750	(12,250)	-13.61%
10054203	51630	Salaries O/T	186,538	52,441	108,085	55,000	55,000	55,000	-	0.00%
10054203	51631	Salaries O/T Vacation	323,664	327,147	343,281	350,000	350,000	362,750	12,750	3.64%
10054203	51632	Salaries O/T Holiday	247,303	258,509	283,041	312,530	312,530	316,000	3,470	1.11%
10054203	51633	Salaries O/T-Sick	207,278	170,965	131,464	225,000	225,000	190,000	(35,000)	-15.56%
10054203	51635	Salaries O/T Callback	3,068	9,658	10,798	5,000	5,000	10,000	5,000	100.00%
10054203	51645	Salaries O/T Injury	75,551	10,336	3,261	90,630	90,630	45,630	(45,000)	-49.65%
10054203	51920	Salaries Training	43,628	74,366	67,435	132,000	132,000	85,000	(47,000)	-35.61%
10054203	51931	Promotional Testing	9,100	-	-	10,000	10,000	10,000	-	0.00%
10054203	52200	Social Security	70,250	69,354	71,116	78,802	78,422	89,725	10,923	13.86%
10054203	52205	401A Employer Contributions	2,155	7,529	13,143	10,331	10,331	13,376	3,045	29.47%
10054203	52901	Longevity	700	400	400	600	600	600	-	0.00%
10054203	52905	Employee Fitness Program	691	2,625	-	3,500	3,500	5,000	1,500	42.86%
10054203	52906	Accrued Benefits Payout	14,711	5,237	3,110	-	-	-	-	
10054203	53010	Service Contracts	6,127	10,808	26,435	32,000	32,000	40,000	8,000	25.00%
10054203	53018	O/S Contractors	700	450	-	-	-	-	-	
10054203	53200	Training	41,096	42,603	53,080	45,000	45,000	65,000	20,000	44.44%
10054203	53405	O/S Laundry Service	2,924	4,222	5,553	4,500	4,500	5,000	500	11.11%
10054203	53915	Physicals	8,000	12,156	19,880	32,000	32,000	42,000	10,000	31.25%
10054203	53942	Public Education Initiatives	-	-	-	-	-	1,000	1,000	
10054203	53956	Education Incentive	34,350	-	-	59,600	59,600	-	(59,600)	-100.00%
10054203	53959	Volunteer Recruitment & Retention	1,832	570	610	4,000	4,000	3,000	(1,000)	-25.00%
10054203	54301	Property Repair / Maintenance	2,664	2,747	3,790	5,000	5,000	5,000	-	0.00%
10054203	54326	Repairs Emergency Equipment	20,947	17,802	21,161	18,500	22,500	22,000	3,500	18.92%
10054203	54335	Repairs Mobile Equipment	58,585	48,838	76,716	69,000	65,000	80,000	11,000	15.94%
10054203	54445	Office Equip Lease/Rental	97	409	-	1,900	1,900	1,900	-	0.00%
10054203	55301	Postage	98	66	98	180	180	100	(80)	-44.44%
10054203	55800	Travel	95	331	512	2,500	2,500	2,500	-	0.00%
10054203	55400	Advertising	-	-	-	500	500	-	(500)	-100.00%
10054203	55972	Meals & Events	-	-	-	-	-	5,000	5,000	
10054203	56020	Supplies Auto Truck	933	1,230	962	1,000	1,000	1,500	500	50.00%
10054203	56100	Supplies - General	8,073	9,146	8,361	9,000	9,000	9,100	100	1.11%
10054203	56120	Supplies Office	674	712	608	1,000	1,000	1,000	-	0.00%
10054203	56220	Electricity	18,931	16,164	16,055	24,200	24,200	18,780	(5,420)	-22.40%
10054203	56240	Fuel Oil / Propane	10,512	17,015	19,744	18,700	18,700	20,237	1,537	8.22%
10054203	56260	Gasoline/Oil	10,388	13,421	19,096	17,600	17,600	21,200	3,600	20.45%
10054203	56270	Water	2,354	2,211	2,489	2,833	2,833	2,615	(218)	-7.70%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054203	56300	Food	4,210	4,385	4,486	5,000	5,000	-	(5,000)	-100.00%
10054203	56500	Voice / Data	8,376	8,881	8,196	11,000	11,000	9,400	(1,600)	-14.55%
10054203	56515	Information Services	80,096	80,850	79,500	81,250	81,250	81,250	-	0.00%
10054203	56615	Equip Hand/Shop Tools	125	475	499	500	500	500	-	0.00%
10054203	56630	Uniforms & Equipment	29,974	24,853	22,871	28,000	28,000	30,300	2,300	8.21%
10054203	56632	Equip Personnel/Pep	1,283	1,732	3,957	4,000	4,000	4,000	-	0.00%
10054203	56635	Equip - Emergency	1,769	6,387	5,843	7,000	7,000	7,000	-	0.00%
10054203	58115	Dues And Subscriptions	5,185	5,266	5,536	6,600	6,600	6,600	-	0.00%
			4,067,955	3,932,215	4,086,262	4,531,730	4,476,316	4,656,457	124,727	2.75%
EMS										
10054209	53425	O/S Paramedic Service	399,840	399,840	399,840	525,600	524,400	465,000	(60,600)	-11.53%
10054209	54301	Property Repair / Maintenance	500	-	-	-	-	-	-	
10054209	54335	Vehicle Repairs and Maintenance	-	6,980	-	-	-	9,995	9,995	
10054209	54445	Office Equip Lease/Rental	1,214	1,100	1,195	-	1,200	1,200	1,200	
10054209	55067	Town Contribution	53,000	63,465	63,465	63,465	63,465	-	(63,465)	-100.00%
10054209	56220	Electricity	12,528	11,587	11,172	16,933	16,933	13,075	(3,858)	-22.78%
10054209	56240	Fuel Oil / Propane	2,061	5,192	6,166	13,872	13,872	14,218	346	2.49%
10054209	56260	Gasoline/Oil	6,618	9,611	13,102	10,771	10,771	14,000	3,229	29.98%
10054209	56270	Water	2,455	2,340	2,276	2,765	2,765	2,390	(375)	-13.56%
10054209	56916	Medical Supplies and Equipment	-	-	-	-	-	56,643	56,643	
10054209	56500	Voice / Data	2,913	2,499	(657)	3,750	3,750	3,750	-	0.00%
10054209	56515	Information Services	57,723	58,396	60,299	61,929	61,929	62,617	688	1.11%
			538,852	561,011	556,857	699,085	699,085	642,888	(56,197)	-8.04%
Animal Control										
10054215	51610	Salaries F/T	88,129	89,911	92,975	75,000	75,000	76,482	1,482	1.98%
10054215	51620	Salaries P/T	-	-	3,663	4,500	4,500	-	(4,500)	-100.00%
10054215	51630	Salaries O/T	711	914	2,816	500	500	500	-	0.00%
10054215	52200	Social Security	6,291	6,304	6,729	6,120	5,914	5,889	(231)	-3.77%
10054215	52205	401A Employer Contributions	6,404	6,382	6,523	5,950	5,950	4,589	(1,361)	-22.87%
10054215	52906	Accrued Benefits Payout	-	-	-	-	-	-	-	
10054215	53011	Prof Service	-	-	-	-	-	3,500	3,500	
10054215	53018	O/S Contractors	2,570	13	475	1,500	1,500	1,500	-	0.00%
10054215	53200	Training	-	-	-	-	-	1,000	1,000	
10054215	54301	Property Repair / Maintenance	-	-	-	-	-	500	500	
10054215	54335	Repairs Mobile Equipment	-	-	-	-	-	500	500	
10054215	55301	Postage	-	-	-	-	-	2,500	2,500	
10054215	55400	Advertising	-	-	-	-	-	90	90	
10054215	56100	Supplies - General	-	-	-	-	-	850	850	
10054215	56120	Supplies Office	-	-	-	-	-	1,600	1,600	
10054215	56630	Uniforms & Equipment	-	-	-	-	-	1,000	1,000	

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
			104,105	103,525	113,182	93,570	93,364	100,500	6,930	7.41%
Emergency Management										
10054223	51610	Salaries F/T	-	-	-	130,415	134,002	137,352	6,937	5.32%
10054223	51620	Salaries P/T	32,058	81,360	142,868	15,000	15,000	-	(15,000)	-100.00%
10054223	51660	Salaries O/T Training	-	-	-	3,000	3,000	-	(3,000)	-100.00%
10054223	52200	Social Security	2,167	6,131	10,722	11,125	11,399	10,507	(618)	-5.56%
10054223	52205	401A Employer Contributions	-	-	6,186	9,129	9,129	9,615	486	5.32%
10054223	53010	Service Contracts	-	-	-	19,075	19,075	17,500	(1,575)	-8.26%
10054223	53018	O/S Contractors	65,542	7,756	7,980	5,000	2,250	-	(5,000)	-100.00%
10054223	53200	Training	-	9,000	764	5,000	3,800	5,000	-	0.00%
10054223	54326	Repairs Emergency Equipment	-	-	2,355	2,000	2,000	2,000	-	0.00%
10054223	55972	Meals & Events	-	-	-	-	500	500	500	
10054223	56100	Supplies - General	564	913	1,153	700	700	700	-	0.00%
10054223	56500	Voice / Data	1,159	1,416	899	2,900	5,650	6,000	3,100	106.90%
10054223	56630	Uniforms & Equipment	-	-	2,000	4,000	4,000	4,000	-	0.00%
10054223	56635	Equip - Emergency	3,001	2,940	11,578	7,000	7,700	7,000	-	0.00%
			104,490	109,516	186,506	214,344	218,205	200,174	(14,170)	-6.61%
Public Works Admin										
10054301	51610	Salaries F/T	223,551	227,735	233,006	232,126	237,927	240,206	8,080	3.48%
10054301	51630	Salaries O/T	16,139	4,728	13,145	10,000	10,000	11,000	1,000	10.00%
10054301	52200	Social Security	16,976	16,481	17,473	18,523	18,966	19,217	694	3.75%
10054301	52205	401A Employer Contributions	4,811	4,755	5,876	4,851	4,851	5,960	1,109	22.86%
10054301	52901	Longevity	700	700	800	700	700	700	-	0.00%
10054301	53018	O/S Contractors	48,236	47,915	48,944	60,000	60,000	60,000	-	0.00%
10054301	53200	Training	494	505	494	500	-	500	-	0.00%
10054301	54445	Office Equip Lease/Rental	4,164	3,803	5,150	4,275	4,275	5,500	1,225	28.65%
10054301	55301	Postage	1,934	2,343	2,204	2,250	3,050	3,000	750	33.33%
10054301	55400	Advertising	1,173	603	1,324	700	700	700	-	0.00%
10054301	55800	Travel	211	134	1,286	250	-	250	-	0.00%
10054301	55972	Meals & Events	-	-	-	-	950	-	-	
10054301	56120	Supplies Office	652	1,204	2,771	1,250	1,250	3,000	1,750	140.00%
10054301	56500	Voice / Data	710	802	1,653	1,000	1,000	1,750	750	75.00%
			319,750	311,705	334,126	336,425	343,669	351,783	15,358	4.57%
Highway										
10054303	51610	Salaries F/T	1,933,553	1,907,655	2,038,579	2,178,351	2,163,416	2,163,416	(14,935)	-0.69%
10054303	51617	Salaries Educational	1,200	460	300	-	-	-	-	
10054303	51630	Salaries O/T	331,925	330,781	363,043	305,000	305,000	381,300	76,300	25.02%
10054303	51640	Salaries O/T Meal Allow	22,147	19,328	13,490	18,000	18,000	18,000	-	0.00%
10054303	51905	Salaries Shift Differential	-	-	-	2,550	2,550	2,550	-	0.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054303	52200	Social Security	175,348	166,928	173,304	189,976	188,833	194,647	4,671	2.46%
10054303	52205	401A Employer Contributions	46,432	56,960	60,825	52,788	52,788	49,412	(3,376)	-6.40%
10054303	52901	Longevity	6,988	6,400	6,400	7,600	7,600	6,400	(1,200)	-15.79%
10054303	52906	Accrued Benefits Payout	13,044	3,344	-	-	-	-	-	-
10054303	53018	O/S Contractors	49,424	51,480	48,186	72,000	72,000	72,000	-	0.00%
10054303	53200	Training	3,237	4,460	10,703	2,750	2,750	2,750	-	0.00%
10054303	53405	O/S Laundry Service	3,817	3,490	3,872	4,000	4,000	4,000	-	0.00%
10054303	53506	Pipe Cleaning	9,195	18,850	21,155	17,500	17,500	17,500	-	0.00%
10054303	54200	Property Cleaning	-	-	-	1,500	1,500	1,500	-	0.00%
10054303	54290	Road Maintenance	313,944	349,429	300,073	421,800	421,800	434,454	12,654	3.00%
10054303	5XXXX	Cemetery Maintenance	-	-	-	-	-	25,000	25,000	-
10054303	54335	Repairs Mobile Equipment	95,485	117,320	79,495	127,000	127,000	130,810	3,810	3.00%
10054303	54445	Office Equip Lease/Rental	1,203	1,093	1,235	1,380	1,380	1,380	-	0.00%
10054303	55301	Postage	-	-	-	-	-	-	-	-
10054303	55400	Advertising	469	425	458	500	500	500	-	0.00%
10054303	55800	Travel	-	662	1,500	1,500	1,500	1,500	-	0.00%
10054303	55972	Meals & Events	-	-	-	-	-	-	-	-
10054303	56261	CHP Gas	2,386	26,344	23,442	6,490	6,490	25,000	18,510	285.21%
10054303	56020	Supplies Auto Truck	69,108	73,385	66,231	67,725	67,725	69,757	2,032	3.00%
10054303	56040	Supplies Signs	14,811	15,291	14,028	15,000	15,000	20,000	5,000	33.33%
10054303	56100	Supplies - General	5,265	9,014	11,594	8,000	8,000	9,000	1,000	12.50%
10054303	56105	Radio	1,663	2,152	3,951	5,000	5,000	5,000	-	0.00%
10054303	56108	Paint	12,014	12,000	18,204	20,000	20,000	-	(20,000)	-100.00%
10054303	56120	Supplies Office	472	410	1,474	1,500	1,500	1,500	-	0.00%
10054303	56220	Electricity	33,510	24,024	23,243	37,642	37,642	30,000	(7,642)	-20.30%
10054303	56240	Fuel Oil / Propane	34,239	20,067	34,003	40,483	40,483	41,495	1,012	2.50%
10054303	56260	Gasoline/Oil	67,189	105,563	83,002	75,647	75,647	85,000	9,353	12.36%
10054303	56270	Water	6,858	3,995	4,596	7,922	7,922	4,825	(3,097)	-39.09%
10054303	56500	Voice / Data	4,374	4,800	2,772	4,500	4,500	4,500	-	0.00%
10054303	56520	Supplies Stone And Gravel	13,286	14,510	16,193	30,000	30,000	30,000	-	0.00%
10054303	56610	Equip Furniture	1,881	-	1,074	2,000	2,000	2,000	-	0.00%
10054303	56615	Equip Hand/Shop Tools	7,935	5,853	9,805	10,000	10,000	10,000	-	0.00%
10054303	56630	Uniforms & Equipment	23,093	14,971	12,956	15,750	15,750	15,750	-	0.00%
			3,305,493	3,371,446	3,449,188	3,751,854	3,735,776	3,860,946	109,092	2.91%
Engineering										
10054305	51610	Salaries F/T	222,973	227,531	240,916	243,241	249,322	249,322	6,081	2.50%
10054305	51620	Salaries P/T	300	25,108	25,002	25,000	25,000	11,000	(14,000)	-56.00%
10054305	51630	Salaries O/T	12	99	735	-	-	-	-	-
10054305	52200	Social Security	15,864	18,116	18,797	20,521	20,986	19,915	(606)	-2.95%
10054305	52205	401A Employer Contributions	16,117	15,989	17,152	17,027	17,027	17,453	426	2.50%
10054305	53011	Prof Service	8,903	4,238	3,516	9,000	9,000	12,000	3,000	33.33%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054305	53015	O/S Contract Service	27,879	62,215	47,196	75,000	99,000	75,000	-	0.00%
10054305	53200	Training	466	512	936	1,000	1,000	1,000	-	0.00%
10054305	54335	Repairs Mobile Equipment	473	419	440	500	500	500	-	0.00%
10054305	54340	Repairs Office Equipment	476	-	-	200	200	200	-	0.00%
10054305	55800	Travel	65	225	989	200	-	200	-	0.00%
10054305	55972	Meals & Events	-	-	-	-	-	-	-	-
10054305	56020	Supplies Auto Truck	100	400	419	400	400	400	-	0.00%
10054305	56100	Supplies - General	701	3,956	1,674	1,000	1,000	2,500	1,500	150.00%
10054305	56120	Supplies Office	340	834	2,006	1,000	1,000	2,000	1,000	100.00%
10054305	56260	Gasoline/Oil	1,592	2,410	3,201	3,960	3,960	3,500	(460)	-11.62%
10054305	56500	Voice / Data	2,741	3,256	3,462	3,250	3,250	3,500	250	7.69%
10054305	56630	Uniforms & Equipment	-	-	-	-	-	-	-	-
10054305	58115	Dues And Subscriptions	1,417	1,317	2,443	1,500	1,500	2,500	1,000	66.67%
			300,447	366,626	368,919	402,799	433,145	400,990	(1,809)	-0.45%
Town Buildings										
10054306	51610	Salaries F/T	210,276	244,489	263,084	268,144	275,864	299,613	31,469	11.74%
10054306	51620	Salaries P/T	18,046	3,249	-	-	-	-	-	-
10054306	51630	Salaries O/T	5,497	1,806	1,941	6,000	6,000	6,000	-	0.00%
10054306	52200	Social Security	17,177	18,124	18,531	20,972	21,563	23,379	2,407	11.48%
10054306	52205	401A Employer Contributions	5,276	6,316	8,822	8,914	8,914	8,873	(41)	-0.46%
10054306	52901	Longevity	500	500	500	500	500	800	300	60.00%
10054306	52906	Accrued Benefits Payout	1,940	-	-	-	-	-	-	-
10054306	53010	Service Contracts	119,328	176,807	152,198	335,780	335,780	200,850	(134,930)	-40.18%
10054306	53018	O/S Contractors	223,097	384,816	440,860	230,000	230,000	250,000	20,000	8.70%
10054306	54200	Property Cleaning	155,345	178,315	205,547	215,535	215,535	222,000	6,465	3.00%
10054306	54301	Property Repair / Maintenance	18,570	23,621	16,240	21,500	21,500	25,000	3,500	16.28%
10054306	54335	Repairs Mobile Equipment	655	1,720	621	2,000	2,000	5,000	3,000	150.00%
10054306	54361	Light Poles-Maintenance	4,079	9,514	9,202	25,000	25,000	15,000	(10,000)	-40.00%
10054306	54445	Office Equip Lease/Rental	1,336	1,257	1,467	1,500	1,500	1,550	50	3.33%
10054306	55400	Advertising	651	1,490	683	1,000	1,000	1,000	-	0.00%
10054306	56025	Supplies Building / Grounds	3,941	6,957	7,852	10,000	10,000	10,000	-	0.00%
10054306	53028	O/S Contract Old Incin. Bldng	22,598	59,887	-	-	-	-	-	-
10054306	53029	O/S Contractor Potting Shed	15,550	-	-	-	-	-	-	-
10054306	56100	Supplies - General	240	524	818	3,000	3,000	1,500	(1,500)	-50.00%
10054306	56120	Supplies Office	338	366	749	1,000	1,000	1,000	-	0.00%
10054306	56121	Supplies-Centralized Office	18,815	21,519	19,316	25,000	25,000	25,000	-	0.00%
10054306	56220	Electricity	109,311	98,934	83,201	139,683	139,683	100,000	(39,683)	-28.41%
10054306	56240	Fuel Oil / Propane	50,192	45,643	49,987	97,350	97,350	99,783	2,433	2.50%
10054306	56260	Gasoline/Oil	2,139	8,733	5,805	4,099	4,099	10,000	5,901	143.96%
10054306	56261	CHP Gas	-	-	21,588	-	-	17,000	17,000	-
10054306	56270	Water	4,157	5,876	9,557	6,769	6,769	10,035	3,266	48.25%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054306	56500	Voice / Data	1,399	1,155	2,766	2,200	2,200	2,850	650	29.55%
10054306	56611	Furniture - Centralized	(87)	-	988	2,000	2,000	2,500	500	25.00%
			1,010,368	1,301,616	1,322,321	1,427,946	1,436,257	1,338,733	(89,213)	-6.25%
		Utilities								
10054350	56291	Town Utility Sewer Fee	21,925	32,775	31,885	34,610	34,610	35,000	390	1.13%
10054350	56292	Town Utility Street Lights	101,143	102,337	107,262	110,253	110,253	115,766	5,513	5.00%
10054350	56295	Town Utility Hydrant Service	386,910	372,286	385,343	418,444	418,444	430,977	12,533	3.00%
			509,979	507,399	524,489	563,307	563,307	581,743	18,436	3.27%
		Transfer Station								
10054380	51610	Salaries F/T	339,230	344,662	357,952	364,755	367,766	367,766	3,011	0.83%
10054380	51630	Salaries O/T	101,138	101,228	98,718	105,952	105,952	105,952	-	0.00%
10054380	51640	Salaries O/T Meal Allow	448	240	112	538	538	500	(38)	-7.06%
10054380	52200	Social Security	32,502	32,517	33,611	36,009	36,239	36,239	230	0.64%
10054380	52205	401A Employer Contributions	7,157	8,001	10,924	7,969	7,969	4,505	(3,464)	-43.47%
10054380	52901	Longevity	500	500	500	500	500	500	-	0.00%
10054380	52906	Accrued Benefits Payout	6,500	-	-	-	-	-	-	-
10054380	53018	O/S Contractors	10,615	14,594	6,319	13,000	12,200	13,000	-	0.00%
10054380	53415	Paint Disposal	2,599	-	-	5,000	5,000	5,000	-	0.00%
10054380	53420	Hazardous Waste Day	456	19,294	21,331	30,000	30,000	25,000	(5,000)	-16.67%
10054380	53440	Recycling	266,312	253,811	213,031	250,000	250,000	275,000	25,000	10.00%
10054380	53901	Garbage Hauling Contract	644,551	622,506	573,582	650,000	650,000	735,000	85,000	13.08%
10054380	53908	Groundwater Monitor/Landfill	8,925	17,494	11,104	20,000	20,000	20,000	-	0.00%
10054380	54330	Repairs Machinery And Equipment	14,587	4,463	629	15,000	15,000	15,000	-	0.00%
10054380	54335	Repairs Mobile Equipment	369	-	635	3,000	3,000	2,000	(1,000)	-33.33%
10054380	54421	O/S Bulky Waste Disposal	231,628	236,788	231,074	200,000	197,190	250,000	50,000	25.00%
10054380	55800	Travel	-	-	-	255	255	-	(255)	-100.00%
10054380	56100	Supplies - General	2,384	1,513	3,196	4,900	4,900	4,900	-	0.00%
10054380	56120	Supplies Office	577	1,378	3,210	1,600	1,600	1,700	100	6.25%
10054380	56220	Electricity	17,123	12,276	11,877	20,050	20,050	13,900	(6,150)	-30.67%
10054380	56260	Gasoline/Oil	10,309	10,096	14,871	14,850	14,850	14,875	25	0.17%
10054380	56270	Water	1,588	1,510	1,684	1,833	1,833	1,770	(63)	-3.44%
10054380	56500	Voice / Data	1,623	1,882	(9)	2,835	2,835	2,835	-	0.00%
10054380	56615	Equip Hand/Shop Tools	1,222	926	569	1,500	1,500	1,500	-	0.00%
10054380	56630	Uniforms & Equipment	2,788	1,280	870	2,500	2,500	1,500	(1,000)	-40.00%
10054380	58120	State Permits	290	325	290	2,500	2,500	2,500	-	0.00%
10054380	58144	Banking & Transaction Fees	9,110	9,203	9,387	9,500	9,500	9,500	-	0.00%
			1,714,532	1,696,486	1,605,468	1,764,046	1,766,487	1,910,442	146,396	8.30%
		Parks								
10054385	51610	Salaries F/T	1,018,371	1,055,858	1,188,461	1,123,582	1,123,288	1,135,418	11,836	1.05%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054385	51620	Salaries P/T	-	45,962	13,360	15,000	15,000	15,000	-	0.00%
10054385	51630	Salaries O/T	72,094	68,160	86,341	96,750	96,750	121,750	25,000	25.84%
10054385	51640	Salaries O/T Meal Allow	4,288	3,616	2,048	7,168	7,168	7,168	-	0.00%
10054385	52200	Social Security	80,711	85,604	96,163	94,504	94,482	97,321	2,817	2.98%
10054385	52205	401A Employer Contributions	19,532	23,049	29,437	28,871	28,871	30,948	2,077	7.19%
10054385	52901	Longevity	3,500	3,500	3,450	3,500	3,500	3,500	-	0.00%
10054385	52906	Accrued Benefits Payout	3,866	-	14,448	-	-	-	-	
10054385	53011	Prof Service	15,000	15,000	25,221	25,450	25,450	26,000	550	2.16%
10054385	53018	O/S Contractors	145,982	163,590	187,690	215,000	215,000	225,000	10,000	4.65%
10054385	53049	Mosquito Control	9,960	13,280	9,960	14,250	14,250	14,750	500	3.51%
10054385	53200	Training	650	827	2,095	2,200	2,200	2,500	300	13.64%
10054385	55301	Postage	-	-	22	-	75	-	-	
10054385	53905	O/S Grass Treatments	144,169	164,765	161,829	246,900	237,900	271,590	24,690	10.00%
10054385	54200	Property Cleaning	-	-	-	500	500	500	-	0.00%
10054385	54301	Property Repair / Maintenance	202	819	3,097	9,200	9,200	9,200	-	0.00%
10054385	54330	Repairs Machinery And Equipment	31,932	30,933	35,974	53,000	53,000	53,000	-	0.00%
10054385	54350	Repairs Parks And Trails	7,054	2,948	36,956	17,000	17,000	17,000	-	0.00%
10054385	55800	Travel	641	323	1,155	1,600	1,600	1,700	100	6.25%
10054385	55972	Meals & Events	-	-	-	-	-	-	-	
10054385	56020	Supplies Auto Truck	2,663	1,141	2,306	3,300	3,300	3,300	-	0.00%
10054385	56025	Supplies Building / Grounds	70,417	52,696	53,897	76,000	76,000	76,000	-	0.00%
10054385	56100	Supplies - General	4,747	4,498	7,377	15,300	15,225	13,000	(2,300)	-15.03%
10054385	56220	Electricity	38,269	47,291	49,751	58,855	58,855	58,210	(645)	-1.10%
10054385	56240	Fuel Oil / Propane	8,744	7,867	6,385	8,566	8,566	8,780	214	2.50%
10054385	56260	Gasoline/Oil	23,124	27,056	41,051	35,983	35,983	42,500	6,517	18.11%
10054385	56270	Water	5,931	4,750	4,337	6,720	6,720	4,555	(2,165)	-32.22%
10054385	56500	Voice / Data	5,607	6,742	4,947	5,610	5,610	5,610	-	0.00%
10054385	56621	Grounds Equipment	8,801	874	938	9,500	9,500	9,500	-	0.00%
10054385	56630	Uniforms & Equipment	10,900	5,050	-	-	-	-	-	
10054385	58115	Dues And Subscriptions	415	510	655	450	450	550	100	22.22%
10054385	58120	State Permits	-	285	-	-	-	-	-	
10054385	59736	Bristow Park Maintenance	-	-	-	12,000	12,000	12,000	-	0.00%
			1,737,570	1,836,993	2,069,351	2,186,759	2,177,443	2,266,350	79,591	3.64%
Nature Center										
10054398	56220	Electricity	27,601	29,562	31,740	39,113	39,113	37,135	(1,978)	-5.06%
10054398	56240	Fuel Oil / Propane	21,135	28,201	30,896	39,656	39,656	40,647	991	2.50%
10054398	56270	Water	2,871	2,667	3,039	3,988	3,988	3,190	(798)	-20.01%
			51,607	60,431	65,675	82,757	82,757	80,972	(1,785)	-2.16%
Tree Warden										
10054399	51620	Salaries P/T	24,145	24,092	25,112	25,000	25,000	25,000	-	0.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054399	52200	Social Security	1,847	1,843	1,921	1,913	1,913	1,913	-	0.00%
10054399	53120	Training	-	97	-	-	-	-	-	-
10054399	56025	Supplies Building / Grounds	97	-	-	-	-	-	-	-
10054399	53450	O/S Tree Service Highway	236,922	272,257	273,933	293,000	293,000	293,000	-	0.00%
10054399	53451	O/S Tree Service Parks	46,916	32,910	55,268	65,000	65,000	65,000	-	0.00%
10054399	54303	O/S Tree Maintenance	118,116	107,947	141,317	150,000	150,000	150,000	-	0.00%
10054399	56100	Supplies - General	3,609	3,946	4,886	4,000	4,000	4,000	-	0.00%
10054399	56500	Voice / Data	397	413	386	500	500	500	-	0.00%
			432,048	443,505	502,823	539,413	539,413	539,413	-	0.00%
Human Services										
10054427	51610	Salaries F/T	374,871	389,663	373,365	401,791	416,251	420,937	19,146	4.77%
10054427	51620	Salaries P/T	3,354	-	113	-	-	-	-	-
10054427	51630	Salaries O/T	1,680	249	65	2,000	2,000	1,000	(1,000)	-50.00%
10054427	52200	Social Security	27,971	28,641	27,271	30,890	31,996	32,278	1,388	4.49%
10054427	52205	401A Employer Contributions	15,932	16,522	16,543	17,112	17,112	18,066	954	5.58%
10054427	52901	Longevity	350	400	400	400	400	400	-	0.00%
10054427	53048	Flu Clinic	9,952	11,383	6,329	-	-	-	-	-
10054427	53650	General Assistance	16,573	-	-	-	-	-	-	-
10054427	53947	Public Health Services	4,408	4,576	6,015	10,000	10,000	7,500	(2,500)	-25.00%
10054427	54445	Office Equip Lease/Rental	2,286	2,156	2,292	2,500	2,500	2,500	-	0.00%
10054427	55301	Postage	1,203	1,206	1,689	1,100	1,100	1,100	-	0.00%
10054427	55800	Travel	-	-	-	200	200	200	-	0.00%
10054427	55970	Program Meeting Expense	332	408	517	1,000	1,000	-	(1,000)	-100.00%
10054427	55972	Meals & Events	-	-	-	-	-	1,000	1,000	-
10054427	56120	Supplies Office	1,524	723	1,041	1,250	1,250	1,250	-	0.00%
10054427	56500	Voice / Data	2,074	2,060	(188)	2,200	2,200	2,200	-	0.00%
10054427	58115	Dues And Subscriptions	1,280	915	1,110	1,300	1,300	1,300	-	0.00%
			463,787	458,901	436,559	471,743	487,309	489,731	17,988	3.81%
Human Services Agencies										
10054450	53610	Getabout	46,000	46,000	46,000	47,000	47,000	50,000	3,000	6.38%
10054450	53621	Kids In Crisis	56,000	90,000	85,000	96,000	96,000	96,000	-	0.00%
10054450	53630	New Canaan Cares	18,000	18,000	18,000	18,000	18,000	8,000	(10,000)	-55.56%
10054450	53645	Child Guidance Center	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
10054450	53675	Domestic Violence Crisis Centre	5,000	5,000	5,000	10,000	10,000	10,000	-	0.00%
10054450	53680	Meals On Wheels	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
10054450	53682	Community Program Mental Wellness	-	-	5,300	5,000	5,000	2,500	(2,500)	-50.00%
10054450	53678	New Canaan Urgent Assessment	-	-	-	50,000	50,000	25,000	(25,000)	-50.00%
10054450	53679	Catholic Charities of Fairfield County	-	-	-	2,500	2,500	-	(2,500)	-100.00%
10054450	53687	Elder House	-	-	-	2,500	2,500	-	(2,500)	-100.00%
10054450	53688	Family Centers	-	-	-	2,500	2,500	-	(2,500)	-100.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054450	53689	Community Action Agency of Western CT	-	-	-	2,500	2,500	-	(2,500)	-100.00%
			135,000	169,000	169,300	246,000	246,000	201,500	(44,500)	-18.09%
		Library								
10054501	55067	Town Contribution	2,378,072	2,425,633	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
			2,378,072	2,425,633	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
		Rec-Civic Activity								
10054511	53445	O/S Refuse Service	6,480	14,955	22,235	5,000	14,000	15,000	10,000	200.00%
10054511	55965	Program Band Concert	2,518	7,020	9,950	-	-	-	-	
10054511	55975	Program Memorial Day	-	75	416	-	-	-	-	
10054511	56100	Supplies - General	127	422	160	1,500	1,500	1,500	-	0.00%
			9,125	22,472	32,760	6,500	15,500	16,500	10,000	153.85%
		Recreation Administration								
10054520	51930	Salary Offset	-	-	-	-	-	(100,000)	(100,000)	
10054520	51610	Salaries F/T	453,360	421,734	321,537	467,170	498,847	513,761	46,591	9.97%
10054520	51620	Salaries P/T	140,165	163,979	152,628	12,250	12,250	7,000	(5,250)	-42.86%
10054520	51630	Salaries O/T	2,151	5,192	24,308	5,200	5,200	5,000	(200)	-3.85%
10054520	52200	Social Security	44,031	45,356	37,352	37,073	60,676	40,221	3,148	8.49%
10054520	52205	401A Employer Contributions	63	-	6,002	-	-	7,500	7,500	
10054520	52901	Longevity	1,650	1,500	800	1,500	1,500	800	(700)	-46.67%
10054520	52906	Accrued Benefits Payout	-	21,647	-	-	-	-	-	
10054520	53010	Service Contracts	-	-	-	-	1,053	1,053	1,053	
10054520	53015	O/S Contract Service	5,426	5,543	6,372	7,000	5,947	7,000	-	0.00%
10054520	54200	Property Cleaning	-	2,154	53	4,000	4,000	4,000	-	0.00%
10054520	54301	Property Repair / Maintenance	2,927	1,174	1,374	7,500	7,500	7,500	-	0.00%
10054520	54305	Dog Park Maintenance	12,042	12,229	3,612	16,250	16,250	16,250	-	0.00%
10054520	54330	Repairs Machinery And Equipment	756	200	1,496	-	-	-	-	
10054520	54335	Repairs Mobile Equipment	308	39	-	-	-	-	-	
10054520	54350	Repairs Parks And Trails	2,090	240	723	-	-	-	-	
10054520	54445	Office Equip Lease/Rental	4,510	4,853	4,777	6,500	6,500	7,200	700	10.77%
10054520	55005	Background/Security Checks	-	693	83	1,650	1,650	2,250	600	36.36%
10054520	55301	Postage	488	409	894	3,000	3,000	3,000	-	0.00%
10054520	53200	Training	-	-	-	1,900	1,900	1,900	-	0.00%
10054520	55400	Advertising	-	-	-	6,500	6,500	6,500	-	0.00%
10054520	55800	Travel	-	213	522	250	250	250	-	0.00%
10054520	55950	Program Soccer	762	1,004	8,785	-	-	-	-	
10054520	55955	Program Camp Buses	-	-	1,155	-	-	-	-	
10054520	55967	Program Men's Softball	299	1,807	415	-	-	-	-	
10054520	55968	Program Spring/Summer Clinics	1,760	-	70	-	-	-	-	
10054520	55980	Programs and Activities	255,575	387,003	465,578	-	-	-	-	

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054520	56025	Supplies Building / Grounds	-	907	247	-	-	-	-	
10054520	56035	Supplies Program Inc. Sporting	7,706	18,053	12,265	-	-	-	-	
10054520	56100	Supplies - General	5,021	6,487	7,981	12,000	12,000	10,000	(2,000)	-16.67%
10054520	56120	Supplies Office	3,411	2,829	4,614	5,000	5,000	5,000	-	0.00%
10054520	56260	Gasoline/Oil	1,556	1,475	3,650	2,750	2,750	3,650	900	32.73%
10054520	56500	Voice / Data	4,730	4,775	2,334	5,500	5,500	5,500	-	0.00%
10054520	56610	Equip Furniture	-	-	91	7,250	7,250	7,250	-	0.00%
10054520	56630	Uniforms & Equipment	5,175	2,984	3,431	-	-	-	-	
10054520	57350	Software	7,394	8,516	9,516	9,500	9,500	13,500	4,000	42.11%
10054520	58115	Dues And Subscriptions	450	536	110	750	750	750	-	0.00%
10054520	58144	Banking & Transaction Fees	36,539	43,185	46,987	-	-	-	-	
			1,000,345	1,166,715	1,129,763	620,493	675,773	576,835	(43,658)	-7.04%
Recreation - Waveny House										
10054521	51610	Salaries F/T	63,472	64,912	96,624	58,796	58,796	55,323	(3,473)	-5.91%
10054521	51620	Salaries P/T	12,255	7,629	15,988	-	-	-	-	
10054521	51630	Salaries O/T	5,935	29,133	39,493	9,200	9,200	-	(9,200)	-100.00%
10054521	52200	Social Security	5,825	7,272	10,733	5,239	5,239	4,232	(1,007)	-19.22%
10054521	52205	401A Employer Contributions	2,742	3,365	4,474	2,352	2,352	3,873	1,521	64.67%
10054521	52901	Longevity	200	200	250	200	200	-	(200)	-100.00%
10054521	53015	O/S Contract Service	18,165	7,909	10	29,250	29,250	23,000	(6,250)	-21.37%
10054521	54301	Property Repair / Maintenance	-	-	358	-	-	-	-	
10054521	54330	Repairs Machinery And Equipment	-	-	550	-	-	-	-	
10054521	54350	Repairs Parks And Trails	-	-	135	-	-	-	-	
10054521	54360	Major Maintenance	9,184	11,347	8,876	35,000	35,000	20,000	(15,000)	-42.86%
10054521	55400	Advertising	1,114	4,455	4,455	-	-	-	-	
10054521	56100	Supplies - General	4,417	5,371	9,259	12,500	12,500	11,000	(1,500)	-12.00%
10054521	56500	Voice / Data	397	413	376	800	800	800	-	0.00%
10054521	56610	Equip Furniture	1,090	555	-	6,500	6,500	5,000	(1,500)	-23.08%
10054521	56925	Equip China / Silverware	-	155	110	-	-	-	-	
			124,794	142,715	191,691	159,837	159,837	123,228	(36,609)	-22.90%
Recreation - Paddle Tennis										
10054522	51620	Salaries P/T	11,951	46,152	50,949	-	-	-	-	
10054522	52200	Social Security	914	3,531	3,898	-	-	-	-	
10054522	54301	Property Repair / Maintenance	-	17,300	-	18,000	18,000	18,000	-	0.00%
10054522	54325	Repairs Courts	7,470	4,687	-	12,000	12,000	12,000	-	0.00%
10054522	56100	Supplies - General	600	222	204	-	-	-	-	
10054522	56500	Voice / Data	274	281	174	900	900	900	-	0.00%
10054522	56620	Equip Heaters / Snowblowers	500	500	-	1,000	1,000	1,000	-	0.00%
			21,709	72,674	55,224	31,900	31,900	31,900	-	0.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Recreation - Park Bldgs.										
10054523	51620	Salaries P/T	-	-	-	2,000	2,000	-	(2,000)	-100.00%
10054523	52200	Social Security	-	-	-	153	153	-	(153)	-100.00%
10054523	53015	O/S Contract Service	1,310	3,145	495	2,000	2,000	2,000	-	0.00%
10054523	53445	O/S Refuse Service	12,834	14,630	15,041	16,800	16,800	16,800	-	0.00%
10054523	54200	Property Cleaning	483	1,433	554	3,250	3,250	3,250	-	0.00%
10054523	54301	Property Repair / Maintenance	8,815	13,917	4,548	18,500	18,500	18,500	-	0.00%
10054523	54330	Repairs Machinery And Equipment	3,841	5,747	1,060	8,000	8,000	8,000	-	0.00%
10054523	56100	Supplies - General	3,284	4,034	1,331	8,600	8,600	8,600	-	0.00%
10054523	56220	Electricity	103,970	123,046	137,543	121,000	121,000	151,300	30,300	25.04%
10054523	56240	Fuel Oil / Propane	46,772	58,245	66,090	68,200	68,200	69,905	1,705	2.50%
10054523	56270	Water	6,197	7,107	9,462	7,150	7,150	9,935	2,785	38.95%
			187,505	231,304	236,123	255,653	255,653	288,290	32,637	12.77%
Recreation - Lapham Center										
10054524	51610	Salaries F/T	90,260	148,254	172,356	174,029	178,380	183,024	8,995	5.17%
10054524	51620	Salaries P/T	105,715	96,910	110,952	115,000	115,000	120,000	5,000	4.35%
10054524	51630	Salaries O/T	-	345	1,505	2,250	2,250	2,250	-	0.00%
10054524	52200	Social Security	14,466	18,223	21,536	22,283	22,616	23,353	1,070	4.80%
10054524	52901	Longevity	350	400	400	400	400	400	-	0.00%
10054524	54445	Office Equip Lease/Rental	1,350	1,385	1,476	1,600	1,600	1,700	100	6.25%
10054524	55301	Postage	-	-	-	850	850	950	100	11.76%
10054524	55970	Program Meeting Expense	2,354	2,578	3,710	5,500	6,000	-	(5,500)	-100.00%
10054524	55972	Meals & Events	-	-	-	-	-	8,350	8,350	
10054524	56035	Supplies Program Inc. Sporting	651	257	-	1,000	1,000	1,000	-	0.00%
10054524	56100	Supplies - General	845	450	1,486	1,200	1,700	1,200	-	0.00%
10054524	56120	Supplies Office	220	8,123	1,426	9,000	8,000	9,000	-	0.00%
10054524	56300	Food	1,292	970	328	1,750	1,750	-	(1,750)	-100.00%
10054524	56500	Voice / Data	1,224	1,427	(711)	1,500	1,500	1,500	-	0.00%
10054524	58115	Dues And Subscriptions	-	-	125	200	200	200	-	0.00%
10054524	58144	Banking & Transaction Fees	4,561	4,755	4,027	4,200	4,200	4,200	-	0.00%
			223,288	284,077	318,615	340,762	345,446	357,127	16,365	4.80%
Recreation - Kiwanis Park										
10054526	51620	Salaries P/T	20,860	40,352	43,166	40,000	40,000	45,000	5,000	12.50%
10054526	51630	Salaries O/T	-	-	385	-	-	-	-	
10054526	52200	Social Security	1,605	3,087	3,332	3,060	3,060	3,443	383	12.52%
10054526	54301	Property Repair / Maintenance	3,764	1,672	2,151	4,500	4,500	4,500	-	0.00%
10054526	56025	Supplies Building / Grounds	6,893	12,809	8,105	12,250	12,250	12,250	-	0.00%
10054526	56100	Supplies - General	1,098	123	-	1,850	1,850	1,850	-	0.00%
10054526	56500	Voice / Data	1,515	1,759	1,664	1,650	1,650	1,650	-	0.00%
10054526	56630	Uniforms & Equipment	912	-	-	1,000	1,000	1,000	-	0.00%

Expenditures			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Adopted	FY25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
10054526	56910	Supplies - Chemicals	3,813	8,369	5,558	10,800	10,800	12,000	1,200	11.11%
			40,460	68,171	64,360	75,110	75,110	81,693	6,583	8.76%
		Board of Education								
10054700	52110	Group Insurance-BOE	12,147,943	8,942,809	13,384,033	14,729,646	14,729,646	17,743,435	3,013,789	20.46%
10054700	55065	Expense Summary	79,370,172	82,998,007	85,087,366	88,309,562	88,309,562	91,402,053	3,092,491	3.50%
			91,518,115	91,940,816	98,471,399	103,039,208	103,039,208	109,145,488	6,106,280	5.93%
		Board of Education COVID Appropriation								
10054700	59020	Operating Transfer	1,543,091	-	-	-	-	-	-	
			1,543,091	-	-	-	-	-	-	
		Other Agencies								
10055006	53600	Health/Welfare	265,656	253,151	252,157	271,000	271,000	226,000	(45,000)	-16.61%
10055006	53605	Day Care Center	32,000	32,000	32,000	32,000	32,000	32,000	-	0.00%
10055006	53640	Trans Private Schools	224,320	212,300	226,600	280,000	280,000	280,000	-	0.00%
10055006	53686	New Canaan Historical Society	25,000	25,000	25,000	25,000	25,000	25,000	-	0.00%
10055006	53690	Channel 79 TV	29,000	38,197	38,197	38,197	38,197	40,500	2,303	6.03%
10055006	53695	Probate Court	10,789	11,140	5,423	12,000	12,000	12,000	-	0.00%
			586,764	571,788	579,377	658,197	658,197	615,500	(42,697)	-6.49%
		Debt Service								
10054801	58310	Bond Principal Town	6,780,515	7,020,415	7,319,353	7,319,353	7,319,353	8,029,353	710,000	9.70%
10054801	58315	Bond Principal School	5,278,485	5,408,585	5,960,647	5,960,647	5,960,647	5,960,647	-	0.00%
10054801	58320	Bond Interest Town	2,545,945	2,608,872	2,513,556	2,663,558	2,663,558	2,409,769	(253,789)	-9.53%
10054801	58325	Bond Interest Schools	1,687,493	1,763,966	1,629,506	1,719,506	1,719,506	1,719,506	-	0.00%
10054801	58330	BOE ICT Lease	630,419	612,714	688,655	731,539	731,539	795,000	63,461	8.67%
			16,922,856	17,414,551	18,111,717	18,394,603	18,394,603	18,914,275	519,672	2.83%
		Contingency								
10059800	51935	Contingency	64,336	-	-	400,000	400,000	350,000	(50,000)	-12.50%
10054050	53961	Volunteer Tax Abatement	-	62,156	60,962	62,156	62,156	62,156	-	0.00%
10059800	51936	Salary Contingency	-	-	-	250,000	282,442	375,000	125,000	50.00%
			64,336	62,156	60,962	712,156	744,598	787,156	75,000	10.53%
		Interfund Transfers								
10059910	59021	Transfer to Tax Supported Capital	2,225,212	1,726,862	232,000	559,000	559,000	384,325	(174,675)	-31.25%
10059910	59020	Operating Transfer	-	20,640	88,506	-	-	-	-	
10059910	59026	Transfer To Waveny Pool Fund	39,531	5,300	-	-	-	-	-	
			2,264,743	1,752,802	320,506	559,000	559,000	384,325	(174,675)	-31.25%
		Total General Fund Expenditures	155,043,729	153,803,726	160,715,407	166,625,202	166,625,202	174,932,919	8,307,717	4.99%

TOWN OF NEW CANAAN
Sewer Fund Summary

ORG	OBJECT	Account	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Bud.-Bud.	FY 25-24 %YoY Bud.-Bud.
28054135	41102	Tax Collections - Prior Yrs	8,325	11,783	-	3,000	3,000	3,500	500	16.7%
28054135	41901	Lien Fees And Interest	12,281	12,705	10,481	6,000	6,000	6,000	-	0.0%
28054135	44745	Sewer Utility Revenue	1,577,763	1,659,248	1,673,056	1,767,420	1,767,420	1,855,791	88,371	5.0%
28054135	44960	Miscellaneous Income	-	1,339	-	-	-	-	-	
28054135	46101	Interest On Investments	-	-	-	750	750	-	(750)	-100.0%
		Sewer Fund-Tax Collector	1,598,369	1,685,075	1,683,537	1,777,170	1,777,170	1,865,291	88,121	5.0%
28058201	42322	Sewer Connection Permits	2,400	2,688	2,400	2,400	2,400	2,400	-	0.0%
28058201	43341	Nitrogen Credit	98,932	24,350	19,074	1,900	1,900	8,400	6,500	342.1%
28058201	44024	Disposal Fees	272,536	250,915	194,104	244,000	244,000	200,000	(44,000)	-18.0%
		Sewer Fund-Operations	373,868	277,954	215,578	248,300	248,300	210,800	(37,500)	-15.1%
		Total Sewer Fund Revenue	1,972,237	1,963,029	1,899,116	2,025,470	2,025,470	2,076,091	50,621	2.5%
28054135	51610	Salaries F/T	47,230	49,100	49,739	50,782	50,782	51,897	1,115	2.2%
28054135	51620	Salaries P/T	1,170	1,506	2,865	1,700	1,700	1,700	-	0.0%
28054135	51630	Salaries O/T	280	106	149	180	180	144	(36)	-20.0%
28054135	52200	Social Security	3,725	3,885	4,041	4,029	4,029	4,033	4	0.1%
28054135	52205	401A Employer Contributions	730	745	745	780	780	940	160	20.5%
28054135	52901	Longevity	-	-	-	160	160	-	(160)	-100.0%
28054135	53010	Service Contracts	-	-	-	2,000	2,000	2,000	-	0.0%
28054135	53011	Prof Service	75	-	275	100	100	100	-	0.0%
28054135	54340	Repairs Office Equipment	145	-	-	150	150	150	-	0.0%
28054135	54445	Office Equip Lease/Rental	-	-	327	330	330	330	-	0.0%
28054135	55301	Postage	4,062	8,887	5,462	7,500	7,500	7,700	200	2.7%
28054135	55400	Advertising	153	648	735	1,000	1,000	1,000	-	0.0%
28054135	56120	Supplies Office	135	928	1,121	1,400	1,400	1,400	-	0.0%
28054135	56500	Voice / Data	-	-	-	100	100	100	-	0.0%
		Sewer Fund-Tax Collector	57,705	65,804	65,460	70,211	70,211	71,494	1,283	1.8%
28054158	52902	Wellness	18	72	72	-	-	-	-	
		Sewer Fund-Health Benefits	18	72	72	-	-	-	-	
28054159	52700	Workers Compensation	26,008	26,008	26,002	27,810	27,810	28,644	834	3.0%
28054159	55210	Ins Blanket Coverage	54,858	57,589	58,883	59,740	59,740	59,740	-	0.0%
		Sewer Fund-Insurance	80,866	83,597	84,885	87,550	87,550	88,384	834	1.0%

ORG	OBJECT	Account	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Bud.-Bud.	FY 25-24 %YoY Bud.-Bud.
28054801	58310	Bond Prin Town	54,000	54,000	-	-	-	-		
28054801	58320	Bond Interest Town	5,400	2,700	-	8,100	8,100	-	(8,100)	-100.0%
		Sewer Fund-Debt Service	59,400	56,700	-	8,100	8,100	-	(8,100)	-100.0%
28058201	51610	Salaries F/T	304,312	312,389	340,750	453,563	459,985	459,985	6,422	1.4%
28058201	51617	Salaries Educational	2,730	1,470	2,100	2,730	2,730	2,730	-	0.0%
28058201	51620	Salaries P/T	68,245	101,857	54,268	-	-	-	-	
28058201	51630	Salaries O/T	61,129	54,978	51,232	61,800	61,800	61,800	-	0.0%
28058201	51640	Salaries O/T Meal Allow	703	525	160	700	700	700	-	0.0%
28058201	52200	Social Security	31,597	33,948	32,154	39,426	39,918	39,918	492	1.2%
28058201	52205	401A Employer Contributions	8,578	8,640	11,986	9,240	10,780	10,780	1,540	16.7%
28058201	52901	Longevity	1,000	1,250	1,000	1,000	1,000	1,000	-	0.0%
28058201	53018	O/S Contractors	26,652	25,169	52,211	37,925	47,675	40,000	2,075	5.5%
28058201	53200	Training	2,880	454	422	3,500	3,300	3,000	(500)	-14.3%
28058201	53505	Grit Removal	9,739	9,954	11,767	17,000	17,000	17,000	-	0.0%
28058201	53506	Pipe Cleaning	22,293	28,662	28,061	30,750	30,750	40,000	9,250	30.1%
28058201	53902	O/S Sludge Hauling Contract	189,030	227,596	256,701	248,000	238,250	268,000	20,000	8.1%
28058201	54200	Property Cleaning	792	843	898	5,125	5,125	5,125	-	0.0%
28058201	54301	Property Repair / Maintenance	29,419	21,564	22,002	30,750	30,750	30,750	-	0.0%
28058201	54330	Repairs Machinery And Equipmen	28,644	28,267	25,862	35,875	35,875	35,875	-	0.0%
28058201	54335	Repairs Mobile Equipment	1,450	1,241	3,397	2,500	2,500	2,500	-	0.0%
28058201	54445	Office Equip Lease/Rental	2,720	1,365	1,316	1,500	1,500	1,500	-	0.0%
28058201	55301	Postage	53	9	13	255	255	255	-	0.0%
28058201	55800	Travel	-	81	397	2,000	2,000	2,000	-	0.0%
28058201	56025	Supplies Building / Grounds	102,594	113,565	131,062	163,000	163,000	169,000	6,000	3.7%
28058201	56100	Supplies - General	1,668	2,865	2,389	3,900	3,900	3,900	-	0.0%
28058201	56120	Supplies Office	646	767	1,074	800	800	800	-	0.0%
28058201	56220	Electricity	205,298	146,961	139,189	257,829	257,829	257,829	-	0.0%
28058201	56240	Fuel Oil / Propane	15,015	10,076	8,122	25,300	25,300	25,300	-	0.0%
28058201	56260	Gasoline/Oil	2,217	3,227	6,032	4,400	4,400	6,250	1,850	42.0%
28058201	56261	CHP Gas	2,323	37,909	18,478	38,000	38,000	38,000	-	0.0%
28058201	56270	Water	7,219	7,362	8,610	8,250	8,250	9,040	790	9.6%
28058201	56291	Town Util Sewer Contribution	4,590	-	-	4,705	4,705	4,705	-	0.0%
28058201	56500	Voice / Data	3,858	4,418	2,348	5,125	5,125	5,125	-	0.0%
28058201	56630	Uniforms & Equipment	6,004	4,622	6,209	6,870	7,070	7,000	130	1.9%
28058201	56915	Supplies - Laboratory	4,300	3,342	3,847	5,125	5,125	5,125	-	0.0%
28058201	57350	Software	1,730	1,862	1,308	2,000	2,000	2,000	-	0.0%
28058201	58115	Dues And Subscriptions	-	-	-	250	250	250	-	0.0%
28058201	58120	State Permits	2,638	3,551	2,368	2,700	2,700	2,700	-	0.0%
		Sewer Fund-Operations	1,159,351	1,200,790	1,227,732	1,511,893	1,520,347	1,559,942	48,049	3.2%

ORG	OBJECT	Account	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Bud.-Bud.	FY 25-24 %YoY Bud.-Bud.
28059800	51935	Contingency	-	-	19,357	243,946	243,946	200,000	(43,946)	-18.0%
28059910	59020	Transfer Out	3,750,000	-	-	-	-	-	-	-
Total Contingency & Transfer			3,750,000	-	19,357	243,946	243,946	200,000	(43,946)	-18.0%
Total Sewer Fund Operating Budget			5,107,340	1,406,962	1,397,505	1,921,699	1,930,154	1,919,820	(1,879)	-0.1%
Capital Projects supported by sewer fund balance*			878,900	308,725	1,197,400	970,900	970,900	825,000	(145,900)	-15.0%
Sewer Fund-Capital			878,900	308,725	1,197,400	970,900	970,900	825,000	(145,900)	-15.0%
Estimated Contribution from Reserve			-	-	-	600,350	-	668,729	-	-
Total Sewer Fund & Sewer Capital Fund			5,986,240	1,715,687	2,594,905	2,892,599	2,901,054	2,744,820	(147,779)	-5.1%

* For the full list of Sewer projects, please see the Capital Projects sections

Recreation Fund

ORG	OBJ	PROJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
General											
28454525	58144		Banking & Transaction Fees	-	-	-	38,000	38,000	40,000	2,000	5.26%
28454525	59020		Operating Transfer Out	-	-	-	-	-	100,000	100,000	
28454525	51935		Contingency	-	-	-	62,283	62,283	-	(62,283)	-100.00%
				-	-	-	100,283	100,283	140,000	39,718	39.61%
BASF (School Programs)											
28454525	44868	45101	Programs and Activities	-	-	-	180,000	180,000	280,000	100,000	55.56%
28454525	51620	45101	Salaries P/T	-	-	-	27,600	27,600	42,200	14,600	52.90%
28454525	52200	45101	Social Security	-	-	-	1,656	1,656	3,228	1,572	94.93%
28454525	55980	45101	Programs and Activities	-	-	-	125,000	125,000	230,000	105,000	84.00%
28454525	56035	45101	Supplies Programs	-	-	-	5,000	5,000	2,000	(3,000)	-60.00%
				-	-	-	159,256	159,256	277,428	118,172	74.20%
Summer Camps											
28454525	44868	45102	Programs and Activities	-	-	-	154,000	154,000	198,000	44,000	28.57%
28454525	51620	45102	Salaries P/T	-	-	-	63,600	63,600	68,000	4,400	6.92%
28454525	52200	45102	Social Security	-	-	-	3,816	3,816	5,202	1,386	36.32%
28454525	55980	45102	Programs and Activities	-	-	-	58,100	58,100	75,500	17,400	29.95%
28454525	56035	45102	Supplies Programs	-	-	-	4,000	4,000	24,000	20,000	500.00%
				-	-	-	129,516	129,516	172,702	43,186	33.34%
Soccer and Other Programs											
28454525	44868	45103	Programs and Activities	-	-	-	80,000	80,000	53,000	(27,000)	-33.75%
28454525	51620	45103	Salaries P/T	-	-	-	16,028	16,028	1,800	(14,228)	-88.77%
28454525	52200	45103	Social Security	-	-	-	962	962	107	(855)	-88.88%
28454525	55980	45103	Programs and Activities	-	-	-	55,200	55,200	36,000	(19,200)	-34.78%
28454525	56035	45103	Supplies Programs	-	-	-	5,001	5,001	4,200	(801)	-16.02%
				-	-	-	77,191	77,191	42,107	(35,084)	-45.45%
Flag Football											
28454525	44868	45104	Programs and Activities	-	-	-	57,750	57,750	84,500	26,750	46.32%
28454525	51620	45104	Salaries P/T	-	-	-	27,600	27,600	37,500	9,900	35.87%
28454525	52200	45104	Social Security	-	-	-	1,656	1,656	2,869	1,213	73.25%
28454525	55980	45104	Programs and Activities	-	-	-	12,900	12,900	8,200	(4,700)	-36.43%
28454525	56035	45104	Supplies Programs	-	-	-	2,100	2,100	15,000	12,900	614.29%
				-	-	-	44,256	44,256	63,569	19,313	43.64%

Recreation Fund

ORG	OBJ	PROJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Softball											
28454525	44868	45105	Programs and Activities	-	-	-	2,000	2,000	10,080	8,080	404.00%
28454525	51620	45105	Salaries P/T	-	-	-	6,250	6,250	3,500	(2,750)	-44.00%
28454525	52200	45105	Social Security	-	-	-	375	375	268	(107)	-28.53%
28454525	55980	45105	Programs and Activities	-	-	-	200	200	2,000	1,800	900.00%
28454525	56035	45105	Supplies Programs	-	-	-	750	750	1,400	650	86.67%
				-	-	-	7,575	7,575	7,168	(407)	-5.37%
Tennis											
28454525	44868	45106	Programs and Activities	-	-	-	160,000	160,000	220,000	60,000	37.50%
28454525	51620	45106	Salaries P/T	-	-	-	38,000	38,000	35,000	(3,000)	-7.89%
28454525	52200	45106	Social Security	-	-	-	2,280	2,280	2,678	398	17.46%
28454525	55980	45106	Programs and Activities	-	-	-	113,200	113,200	174,000	60,800	53.71%
28454525	56035	45106	Supplies Programs	-	-	-	2,000	2,000	4,500	2,500	125.00%
				-	-	-	155,480	155,480	216,178	60,698	39.04%
Paddle Tennis											
28454525	44868	45107	Programs and Activities	-	-	-	138,000	138,000	176,000	38,000	27.54%
28454525	51620	45107	Salaries P/T	-	-	-	49,500	49,500	49,500	-	0.00%
28454525	52200	45107	Social Security	-	-	-	2,970	2,970	3,787	817	27.51%
28454525	55980	45107	Programs and Activities	-	-	-	75,000	75,000	95,000	20,000	26.67%
28454525	56035	45107	Supplies Programs	-	-	-	1,200	1,200	4,000	2,800	233.33%
				-	-	-	128,670	128,670	152,287	23,617	18.35%
Pickleball											
28454525	44868	45108	Programs and Activities	-	-	-	36,000	36,000	101,000	65,000	180.56%
28454525	51620	45108	Salaries P/T	-	-	-	-	-	15,000	15,000	
28454525	52200	45108	Social Security	-	-	-	-	-	1,148	1,148	
28454525	55980	45108	Programs and Activities	-	-	-	33,600	33,600	81,000	47,400	141.07%
28454525	56035	45108	Supplies Programs	-	-	-	1,100	1,100	2,500	1,400	127.27%
				-	-	-	34,700	34,700	99,648	64,948	187.17%
Special Events											
28454525	44868	45109	Programs and Activities	-	-	-	19,250	19,250	36,000	16,750	87.01%
28454525	51620	45109	Salaries P/T	-	-	-	25,500	25,500	6,000	(19,500)	-76.47%
28454525	52200	45109	Social Security	-	-	-	1,530	1,530	459	(1,071)	-70.00%
28454525	55980	45109	Programs and Activities	-	-	-	2,000	2,000	25,000	23,000	1150.00%
28454525	56035	45109	Supplies Programs	-	-	-	1,300	1,300	3,200	1,900	146.15%
				-	-	-	30,330	30,330	34,659	4,329	14.27%

Recreation Fund

ORG	OBJ	PROJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY25-24 %YoY Budg.-Budg.
Wedding											
28454521	47202		Rental of Property-Waveny	-	-	-	194,000	194,000	195,000	1,000	0.52%
28454521	44867		Waveny Custodial Fees	-	-	-	5,000	5,000	6,000	1,000	20.00%
				-	-	-	199,000	199,000	201,000	2,000	1.01%
28454521	51610		Salaries F/T	-	-	-	30,089	30,089	13,831	(16,258)	-54.03%
28454521	51620		Salaries P/T	-	-	-	39,500	39,500	41,000	1,500	3.80%
28454521	51630		Salaries O/T	-	-	-	20,000	20,000	23,000	3,000	15.00%
28454521	52200		Social Security	-	-	-	6,816	6,816	5,954	(862)	-12.65%
28454521	52205		401A Employer Contributions	-	-	-	588	588	968	380	64.63%
28454521	53015		O/S Contract Service	-	-	-	40,000	40,000	42,000	2,000	5.00%
28454521	55400		Advertising	-	-	-	16,000	16,000	25,000	9,000	56.25%
28454521	56120		Supplies Office	-	-	-	750	750	1,000	250	33.33%
28454521	56925		Equip China / Silverware	-	-	-	5,000	5,000	5,000	-	0.00%
				-	-	-	158,744	158,744	157,753	(991)	-0.62%

Parking Fund

ORG	OBJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY 25-24 %YoY Budg.-Budg.
		Beginning Balance	1,007,260	1,007,260	1,092,286	1,110,419	1,110,419	1,031,584		
29304178	44925	Parking Permits	-	85,026	-	120,000	120,000	135,000	15,000	12.50%
29304178	44926	Fee In Lieu of Parking	-	-	-	-	-	-	-	-
			-	85,026	-	120,000	120,000	135,000	20,000	20.00%
29309800	51935	Contingency	-	-	-	120,000	120,000	135,000	15,000	12.50%
29304178	54348	Parking Meter Replacement	-	-	-	-	-	-	-	-
29309920	58748	Parking Lot Improvements	-	-	-	-	-	-	-	-
29309920	58996	10597 FY23 Parking Lots	-	-	189,344	-	66,114	-	-	-
			-	-	189,344	120,000	186,114	135,000	(280,000)	-70.00%
		Ending Balance Parking Fund	1,007,260	1,092,286	1,110,419	1,110,419	1,044,304	1,031,584		

Railroad Fund

ORG	OBJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY 25-24 %YoY Budg.-Budg.
		Beginning Balance	287,358	183,367	177,438	140,967	140,967	166,669		
29404050	41010	Prior Year Adjustment	-	-	-	-	-	-	-	-
29404178	44920	Parking Meters	3,998	23,601	151,226	45,000	45,000	152,000	107,000	237.78%
29404178	45005	Parking Tickets	2,250	1,860	-	5,500	5,500	16,000	10,500	190.91%
29404050	47202	Rental Of Property	(300)	1,800	3,600	-	-	-	-	-
29404050	48255	Contribution from Reserve	-	-	-	45,837	45,837	-	(45,837)	-100.00%
			5,948	27,261	154,826	96,337	96,337	168,000	(67,787)	-41.30%
29404178	51610	Salaries F/T	-	-	-	-	-	-	-	-
29404178	53015	O/S Contract Service	270	223	1,811	3,000	3,000	3,000	-	0.00%
29404178	54347	Repairs Parking Meters	392	-	-	3,500	3,500	3,500	-	0.00%
29404178	56100	Supplies - General	-	-	-	600	600	600	-	0.00%
29404178	56500	Voice / Data	2,100	1,820	2,100	2,200	2,200	2,200	-	0.00%
29404178	58144	Banking & Transaction Fees	567	932	31,635	14,000	14,000	20,000	6,000	42.86%
29404306	53018	O/S Contractors	9,316	12,650	14,823	17,600	17,600	17,600	-	0.00%
29404306	54200	Property Cleaning	3,516	7,107	18,199	20,165	20,165	21,000	835	4.14%
29404306	54301	Property Repair / Maintenance	1,176	997	1,566	3,100	3,100	3,500	400	12.90%
29404306	54370	Municipal Maint Charge	69,960	-	-	-	-	-	-	-
29404306	55210	Ins Blanket Coverage	2,887	2,271	3,099	4,244	4,244	4,371	127	2.99%
29404306	56025	Supplies Building / Grounds	998	-	188	1,900	1,900	1,900	-	0.00%
29404306	56100	Supplies - General	553	210	526	600	600	600	-	0.00%
29404306	56220	Electricity	10,359	3,371	10,822	-	-	13,203	13,203	-
29404306	56240	Fuel Oil / Propane	2,222	390	2,165	-	-	2,165	2,165	-
29404306	56270	Water	1,538	634	1,458	2,228	2,228	2,228	1,531	0.00%
29404306	56500	Voice / Data	2,525	1,285	2,920	3,200	3,200	3,300	100	3.13%
29404306	59640	Isaias Property Services	285	-	-	-	-	-	-	-
29404350	56291	Town Util Sewer Fee	1,275	1,300	1,300	-	-	1,300	1,300	-
29409800	51935	Contingency	-	-	-	20,000	20,000	67,533	47,533	237.67%
29409920	57005	10569 FY22 Train Station	-	-	-	-	-	-	-	-
29409920	58992	10582 FY23 Train Station	-	-	-	-	-	-	-	-
			109,940	33,190	92,611	96,337	96,337	168,000	(96,537)	-50.05%
		Ending Balance Railroad Fund	183,367	177,438	140,967	140,967	140,967	166,669		

Rental Property Fund

ORG	OBJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY 25-24 %YoY Budg.-Budg.
		Beginning Balance	49,344	43,174	197,816	222,312	222,312	221,693		
29504050	46101	Interest On Investments	-	-	-	-	-			
29504050	47202	Rental Of Property	-	157,053	25,232	-	-	15,000	15,000	
29509800	48255	Contribution from Reserve	-	-	-	12,195	12,195	-	(12,195)	-100.00%
			-	157,053	25,232	12,195	12,195	15,000	495	4.23%
29509800	51935	Contingency	-	-	-	-	-	2,634		
29504306	53018	O/S Contractors	5,582	(663)	-	6,000	6,000	31,000	25,000	416.67%
29504306	54301	Property Repair / Maintenance	-	-	-	750	750	750	-	0.00%
29504306	56109	Miscellaneous	-	624	-	-	-	-	-	
29504306	56220	Electricity	-	-	-	1,819	1,819	2,000	181	9.93%
29504306	56240	Fuel Oil / Propane	-	1,826	-	2,016	2,016	2,016	(0)	-0.01%
29504306	56270	Water	588	624	736	1,609	1,609	1,600	(9)	-0.58%
			6,170	2,411	736	12,195	12,195	40,000	495	4.23%
		Ending Balance Rental Property Fund	43,174	197,816	222,312	222,312	222,312	196,693		

Steve Benko Pool Fund

ORG	OBJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY 25-24 %YoY Budg.-Budg.
Beginning Balance			1,068,786	1,103,331	1,081,790	1,227,417	1,227,417	1,383,395		
60074526	44695	Pool Programs	(213,220)	21,625	2,384	13,500	13,500	13,500	-	0.00%
60074526	44702	Pool Fees	578,516	566,705	578,190	550,000	550,000	566,715	16,715	3.04%
60074050	44704	Concessions And Commissions	-	-	-	5,000	5,000	5,200	200	4.00%
60074526	44960	Miscellaneous Income	-	7,500	-	-	-	-	-	
60074050	46101	Interest On Investments	-	-	-	300	300	-	(300)	-100.00%
60074000	49055	Operating Transfers In	-	-	-	-	-	-	-	
60074000	49101	General Fund Contribution	39,531	-	-	-	-	-	-	
			404,827	595,830	580,574	568,800	568,800	585,415	-	2.92%
60074526	51620	Salaries P/T	171,169	210,178	234,655	190,000	190,000	235,000	45,000	23.68%
60074526	52200	Social Security	13,094	16,079	16,624	13,300	13,300	17,978	4,678	35.17%
60074526	53015	O/S Contract Service	10,950	20,335	21,011	35,000	33,200	36,000	1,000	2.86%
60074526	54200	Property Cleaning	8,976	17,555	23,677	35,000	35,000	36,000	1,000	2.86%
60074526	54301	Property Repair / Maintenance	12,557	38,132	19,857	38,200	38,200	40,000	1,800	4.71%
60074526	54360	Major Maintenance	32,691	16,034	141,724	65,000	65,000	65,000	-	0.00%
60074526	55980	Other Classes & Programs	5,462	9,155	5,380	7,500	7,500	8,000	500	6.67%
60074526	56100	Supplies - General	3,961	4,901	5,106	7,800	7,800	8,000	200	2.56%
60074526	56220	Electricity	16,056	17,043	10,699	19,800	19,800	19,800	-	0.00%
60074526	56240	Fuel Oil / Propane	9,982	9,819	12,819	19,800	19,800	19,800	-	0.00%
60074526	56270	Water	11,861	6,037	9,501	13,750	13,750	13,750	-	0.00%
60074526	56291	Town Util Sewer Contribution	2,550	2,600	-	2,550	2,550	2,550	-	0.00%
60074526	56500	Voice / Data	204	238	(118)	350	350	350	-	0.00%
60074526	56630	Uniforms & Equipment	1,126	4,033	6,602	3,450	5,250	5,500	2,050	59.42%
60074526	56910	Supplies - Chemicals	22,927	22,447	24,817	32,300	32,300	35,500	3,200	9.91%
60074000	57905	Depreciation Expense	40,579	-	-	40,687	40,687	40,687	-	0.00%
60074526	58144	Banking & Transaction Fees	225	187	-	1,500	1,500	1,500	-	0.00%
60074801	58310	Bond Principal	-	212,000	-	-	-	-	-	
60074801	58320	Bond Interest	5,913	10,600	-	-	-	-	-	
60079800	51935	Contingency	-	-	-	42,813	42,813	-	(42,813)	-100.00%
			370,282	617,371	532,354	568,800	568,800	585,415	-	2.92%
Ending Balance Pool Fund			1,103,331	1,081,790	1,227,417	1,227,417	1,227,417	1,383,395		

Movie Theatre Fund

ORG	OBJ	DESCRIPTION	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Adopted	FY 24 Revised	FY25 Adopted	FY 25-24 \$YoY Budg.-Budg.	FY 25-24 %YoY Budg.-Budg.
		Beginning Balance	826,063	791,424	773,645	99,635	99,635	79,608		
60104050	49055	Operating Transfers In	-	-	-	-	-	-	-	
60104050	47202	Rental Of Property	54,688	40,352	34,765	120,000	120,000	125,000	5,000	4.17%
60104050	48255	Contribution from Reserve	-	-	-	78,571	2,490	-	(78,571)	-100.00%
			54,688	40,352	34,765	198,571	122,490	125,000	122,936	162.54%
60109800	51935	Contingency	61,700	-	-	120,000	120,000	40,000	(80,000)	-66.67%
60104306	53018	O/S Contractors	14,977	17,149	37,213	27,000	27,000	27,000	-	0.00%
60104306	54200	Property Cleaning	234	-	-	11,000	11,000	1,000	(10,000)	-90.91%
60104306	54301	Property Repair / Maintenance	229	3,521	749	5,775	5,775	5,775	-	0.00%
60104139	55762	Movie Theatre Property	-	-	-	1,000	1,000	1,000	-	0.00%
60104306	56100	Supplies - General	-	6,553	3,379	11,000	11,000	11,000	-	0.00%
60104306	56220	Electricity	2,689	10,224	8,683	17,666	17,666	24,095	6,429	36.39%
60104306	56240	Fuel Oil / Propane	6,435	-	12,217	2,200	2,200	12,200	10,000	454.55%
60104306	56270	Water	614	1,384	2,916	1,430	1,430	1,430	-	0.00%
60104306	56291	Town Util Sewer Contribution	1,275	1,300	1,300	1,500	1,500	1,500	-	0.00%
60104306	56500	Voice / Data	1,173	-	-	-	-	-	-	
60104306	57252	89245 2022 Playhouse Movie Theatre	-	18,000	642,317	-	-	-	-	
			89,327	58,131	708,774	198,571	198,571	125,000	122,936	162.54%
		Ending Balance Movie Theatre Fund	791,424	773,645	99,635	99,635	23,554	79,608		

Town of New Canaan, Connecticut

**Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Year Ended June 30, 2021**

	<u>General Fund</u>	<u>Small Bonded Capital Projects Fund</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 141,063,958	\$ -	\$ -	\$ 141,063,958
Intergovernmental	14,649,153	331,787	4,959,086	19,940,026
Charges for services	6,684,335	-	5,194,003	11,878,338
Income from investments	88,896	-	30,565	119,461
Net change in fair value	-	-	311,372	311,372
Contributions	-	357,781	569,662	927,443
Total revenues	<u>162,486,342</u>	<u>689,568</u>	<u>11,064,688</u>	<u>174,240,598</u>
Expenditures:				
Current:				
General government	14,661,311	-	318,659	14,979,970
Public safety and protection	12,979,762	-	1,060,936	14,040,698
Public works	9,984,933	-	1,303,775	11,288,708
Social services	464,310	-	123,477	587,787
Parks and recreation	1,625,569	-	96,090	1,721,659
Education	105,742,176	-	4,057,791	109,799,967
Payments to other agencies	3,099,837	-	-	3,099,837
Debt service	16,922,856	76,793	255,311	17,254,960
Capital outlay	-	11,190,307	3,553,070	14,743,377
Total expenditures	<u>165,480,754</u>	<u>11,267,100</u>	<u>10,769,109</u>	<u>187,516,963</u>
Excess (deficiency) of revenues over expenditures	<u>(2,994,412)</u>	<u>(10,577,532)</u>	<u>295,579</u>	<u>(13,276,365)</u>
Other financing sources (uses):				
Issuance of debt	-	4,444,163	800,837	5,245,000
Issuance of equipment financing notes	-	-	621,878	621,878
Issuance of refunding bonds	-	-	5,075,000	5,075,000
Payment to refunded bond escrow agent	-	-	(5,955,250)	(5,955,250)
Premium	-	769,553	955,448	1,725,001
Sale of capital assets	1,325	-	-	1,325
Transfers in	-	-	5,975,212	5,975,212
Transfers out	<u>(2,264,743)</u>	<u>-</u>	<u>(3,750,000)</u>	<u>(6,014,743)</u>
Net other financing sources (uses)	<u>(2,263,418)</u>	<u>5,213,716</u>	<u>3,723,125</u>	<u>6,673,423</u>
Net change in fund balances	<u>(5,257,830)</u>	<u>(5,363,816)</u>	<u>4,018,704</u>	<u>(6,602,942)</u>
Fund balances - July 1, 2020 (as restated)	<u>34,899,117</u>	<u>4,977,744</u>	<u>15,824,592</u>	<u>55,701,453</u>
Fund Balances - June 30, 2021	<u>\$ 29,641,287</u>	<u>\$ (386,072)</u>	<u>\$ 19,843,296</u>	<u>\$ 49,098,511</u>

Town of New Canaan, Connecticut

**Statement of Revenues, Expenses and Changes in Net Position
Proprietary Funds
For the Year Ended June 30, 2021**

	<u>Business-type Activities</u>	<u>Governmental Activities</u>
	<u>Enterprise Fund</u>	
	<u>Waveny Pool Fund</u>	<u>Internal Service Funds</u>
Operating revenues:		
Charges for services	<u>\$ 365,296</u>	<u>\$ 22,673,711</u>
Operating expenses:		
Personnel services	184,263	-
Utilities	40,653	-
Repairs and maintenance	54,224	-
Materials and supplies	26,887	-
Contracted services	10,950	-
Classes and programs	5,462	-
Other	1,351	-
Depreciation	40,579	-
Claims incurred	-	19,170,197
HSA contributions	-	1,351,493
Administration	<u>-</u>	<u>2,738,390</u>
Total operating expenses	<u>364,369</u>	<u>23,260,080</u>
Operating income (loss)	927	(586,369)
Nonoperating revenues (expenses):		
Interest expense	<u>(5,913)</u>	<u>-</u>
Income (loss) before transfers	(4,986)	(586,369)
Transfers in	<u>39,531</u>	<u>-</u>
Change in net position	34,545	(586,369)
Total net position - July 1, 2020	<u>1,068,786</u>	<u>6,892,711</u>
Total net position - June 30, 2021	<u><u>\$ 1,103,331</u></u>	<u><u>\$ 6,306,342</u></u>

Town of New Canaan, Connecticut

Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
For The Year Ended June 30, 2022

	General Fund	Small Bonded Capital Projects Fund	Other Governmental Funds	Total Governmental Funds
Revenues:				
Property taxes	\$ 142,661,041	\$ -	\$ -	\$ 142,661,041
Intergovernmental	15,544,698	332,066	2,107,838	17,984,602
Charges for services	7,182,397	-	7,127,238	14,309,635
Income from investments	160,646	-	39,852	200,498
Net change in fair value of investments	(748,264)	-	(244,465)	(992,729)
Contributions	-	90,000	725,983	815,983
Total revenues	<u>164,800,518</u>	<u>422,066</u>	<u>9,756,446</u>	<u>174,979,030</u>
Expenditures:				
Current:				
General government	14,091,597	-	1,380,595	15,472,192
Public safety and protection	13,051,983	-	1,174,503	14,226,486
Public works	9,962,524	-	1,366,382	11,328,906
Social services	458,901	-	135,796	594,697
Parks and recreation	1,988,248	-	146,192	2,134,440
Education	104,532,563	-	5,649,297	110,181,860
Payments to other agencies	3,166,421	10,000,000	-	13,166,421
Debt service	17,414,551	-	262,808	17,677,359
Capital outlay	-	10,417,462	2,913,537	13,330,999
Total expenditures	<u>164,666,788</u>	<u>20,417,462</u>	<u>13,029,110</u>	<u>198,113,360</u>
Excess (deficiency) of revenues over expenditures	<u>133,730</u>	<u>(19,995,396)</u>	<u>(3,272,664)</u>	<u>(23,134,330)</u>
Other financing sources (uses):				
Issuance of debt	-	24,683,270	316,730	25,000,000
Issuance of equipment financing notes	-	-	625,367	625,367
Leases	-	-	2,704	2,704
Premium	-	-	2,194,419	2,194,419
Sale of capital assets	51,600	-	-	51,600
Transfers in	738,218	20,640	1,861,862	2,620,720
Transfers out	(1,752,802)	-	(873,218)	(2,626,020)
Net other financing sources (uses)	<u>(962,984)</u>	<u>24,703,910</u>	<u>4,127,864</u>	<u>27,868,790</u>
Net change in fund balances	(829,254)	4,708,514	855,200	4,734,460
Fund balances - July 1, 2021	<u>29,641,287</u>	<u>(386,072)</u>	<u>19,843,296</u>	<u>49,098,511</u>
Fund Balances - June 30, 2022	<u>\$ 28,812,033</u>	<u>\$ 4,322,442</u>	<u>\$ 20,698,496</u>	<u>\$ 53,832,971</u>

The notes to financial statements are an integral part of this statement.

Town of New Canaan, Connecticut

Proprietary Funds
Statement of Revenues, Expenses and Changes in Net Position
For the Year Ended June 30, 2022

	<u>Business-type Activities</u>	<u>Governmental Activities</u>
	<u>Enterprise Fund</u>	
	<u>Waveny Pool Fund</u>	<u>Internal Service Funds</u>
Operating revenues:		
Charges for services	\$ 589,103	\$ 20,850,850
Operating expenses:		
Personnel services	226,256	-
Utilities	35,736	-
Repairs and maintenance	71,721	-
Materials and supplies	27,347	-
Contracted services	20,335	-
Classes and programs	9,355	-
Other	4,220	-
Depreciation	40,794	-
Claims incurred	-	18,194,539
HSA contributions	-	1,343,926
Administration	-	3,669,792
Total operating expenses	<u>435,764</u>	<u>23,208,257</u>
Operating income (loss)	153,339	(2,357,407)
Nonoperating revenues (expenses):		
Other	12,666	-
Interest expense	<u>(7,439)</u>	<u>-</u>
Net nonoperating revenues (expenses)	<u>5,227</u>	<u>-</u>
Income (loss) before transfers	158,566	(2,357,407)
Transfers in	<u>5,300</u>	<u>-</u>
Change in net position	163,866	(2,357,407)
Total net position - July 1, 2021	<u>1,103,331</u>	<u>6,306,342</u>
Total net position - June 30, 2022	<u><u>\$ 1,267,197</u></u>	<u><u>\$ 3,948,935</u></u>

The notes to financial statements are an integral part of this statement.

Town of New Canaan, Connecticut

Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
For The Year Ended June 30, 2023

	General Fund	Small Bonded Capital Projects Fund	Other Governmental Funds	Total Governmental Funds
Revenues:				
Property taxes	\$146,843,048	\$ -	\$ -	\$ 146,843,048
Intergovernmental	17,054,169	392,368	5,275,772	22,722,309
Charges for services	6,083,690	-	8,107,351	14,191,041
Income from investments	1,363,390	-	232,224	1,595,614
Net change in fair value of investments	(2,390)	-	111,559	109,169
Contributions	-	178,998	805,752	984,750
Other	-	12,467	-	12,467
Total revenues	<u>171,341,907</u>	<u>583,833</u>	<u>14,532,658</u>	<u>186,458,398</u>
Expenditures:				
Current:				
General government	13,865,281	-	1,857,179	15,722,460
Public safety and protection	13,958,055	-	1,892,425	15,850,480
Public works	10,247,395	-	1,612,606	11,860,001
Social services	436,559	-	189,768	626,327
Parks and recreation	2,028,536	-	884,434	2,912,970
Education	113,559,360	-	5,670,108	119,229,468
Payments to other agencies	3,311,495	-	-	3,311,495
Debt service	18,111,717	-	-	18,111,717
Capital outlay	-	15,758,153	2,909,752	18,667,905
Total expenditures	<u>175,518,398</u>	<u>15,758,153</u>	<u>15,016,272</u>	<u>206,292,823</u>
Excess (deficiency) of revenues over expenditures	<u>(4,176,491)</u>	<u>(15,174,320)</u>	<u>(483,614)</u>	<u>(19,834,425)</u>
Other financing sources (uses):				
Issuance of debt	-	-	1,125,135	1,125,135
Sale of capital assets	69,490	-	-	69,490
Transfers in	2,914,015	526,428	1,271,632	4,712,075
Transfers out	(320,506)	(1,856)	(4,268,317)	(4,590,679)
Net other financing sources (uses)	<u>2,662,999</u>	<u>524,572</u>	<u>(1,871,550)</u>	<u>1,316,021</u>
Net change in fund balances	(1,513,492)	(14,649,748)	(2,355,164)	(18,518,404)
Fund balances - July 1, 2022	<u>28,812,033</u>	<u>4,322,442</u>	<u>20,698,496</u>	<u>53,832,971</u>
Fund Balances - June 30, 2023	<u>\$ 27,298,541</u>	<u>\$ (10,327,306)</u>	<u>\$ 18,343,332</u>	<u>\$ 35,314,567</u>

The notes to financial statements are an integral part of this statement.

Town of New Canaan, Connecticut

Proprietary Funds
Statement of Revenues, Expenses and Changes in Net Position
For the Year Ended June 30, 2023

	<u>Business-type Activities</u>	<u>Governmental Activities</u>
	<u>Enterprise Fund</u>	
	<u>Waveny Pool Fund</u>	<u>Internal Service Funds</u>
Operating revenues:		
Charges for services	\$ 581,821	\$ 24,436,846
Operating expenses:		
Cost of services		-
Personnel services	251,278	-
Utilities	32,901	-
Repairs and maintenance	112,159	-
Materials and supplies	29,923	-
Contracted services	21,011	-
Classes and programs	5,380	-
Other	6,602	-
Depreciation	40,952	-
Claims incurred	-	19,195,566
HSA contributions	-	1,330,400
Administration	-	4,545,660
Total operating expenses	<u>500,206</u>	<u>25,071,626</u>
Operating income (loss)	81,615	(634,780)
Transfers out	<u>(121,396)</u>	<u>-</u>
Change in net position	(39,781)	(634,780)
Total net position - July 1, 2022	<u>1,267,197</u>	<u>3,948,935</u>
Total net position - June 30, 2023	<u><u>\$ 1,227,416</u></u>	<u><u>\$ 3,314,155</u></u>

The notes to financial statements are an integral part of this statement.

Full Time Town Personnel By Department

	2021-22	2022-23	2023-24	2024-25
First Selectmen	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
First Selectman	1.00	1.00	1.00	1.00
Administrative Officer	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
HR Generalist	0.50	0.50	0.50	0.50
Total Full Time	3.50	3.50	3.50	3.50

	2021-22	2022-23	2023-24	2024-25
Finance	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Chief Financial Officer	1.00	1.00	1.00	1.00
Comptroller	1.00	1.00	1.00	1.00
Budget Manager	-	1.00	1.00	1.00
Financial Analyst	1.00	-	-	-
Senior Accountant	1.00	1.00	1.00	1.00
Grant Writer	-	1.00	1.00	1.00
AP Supervisor	-	1.00	1.00	1.00
Staff Accountant	2.00	1.00	1.00	1.00
Total Full Time	6.00	7.00	7.00	7.00

	2021-22	2022-23	2023-24	2024-25
Tax Assessor	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Assessor	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	1.00	1.00
Assessment Technician	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.00	3.00

	2021-22	2022-23	2023-24	2024-25
Tax Collector	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Tax Collector	1.00	1.00	1.00	1.00
Assistant Tax Collector	1.00	1.00	1.00	1.00
Tax Clerk II	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.00	3.00

	2021-22	2022-23	2023-24	2024-25
Human Resources	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Human Resource Director	1.00	1.00	1.00	1.00
Payroll/Benefits Administrator	1.00	1.00	1.00	1.00
HR Generalist	0.50	0.50	0.50	0.50
Total Full Time	2.50	2.50	2.50	2.50

	2021-22	2022-23	2023-24	2024-25
Information Technology	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Director of Information Technology	1.00	1.00	1.00	1.00
IT Projects Manager	1.00	1.00	1.00	1.00
IT Operations Manager	1.00	1.00	1.00	1.00
Network System Engineer	-	-	-	1.00
Total Full Time	3.00	3.00	3.00	4.00

	2021-22	2022-23	2023-24	2024-25
Town Clerk	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Town Clerk	1.00	1.00	1.00	1.00
Assistant Town Clerk II	1.00	1.00	1.00	1.00
Assistant to the Town Clerk	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	1.00	1.00
Total Full Time	3.00	3.00	4.00	4.00

	2021-22	2022-23	2023-24	2024-25
Parking Department	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Parking Authority Manager	1.00	1.00	1.00	1.00
Parking Enforcement Officer	2.00	2.00	2.00	2.00
Total Full Time	3.00	3.00	3.00	3.00

	2021-22	2022-23	2023-24	2024-25
Animal Control	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Animal Control Officer	1.00	1.00	1.00	1.00
Total Full Time	1.00	1.00	1.00	1.00

Police Department	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Sworn Non-Bargaining</i>				
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Captain	1.00	1.00	1.00	1.00
<i>Civilian Non-Bargaining</i>				
Police Chief Administrative Assistant	1.00	1.00	1.00	1.00
Property Mgt. Clerk	1.00	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00	1.00
Systems Administrator/Adm. Assistant	1.00	1.00	1.00	1.00
Building Maintenance Police	1.00	1.00	1.00	-
<i>Total Non-Bargaining</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>	<i>7.00</i>
<i>Bargaining Unit</i>				
Lieutenant	5.00	5.00	5.00	5.00
Sergeant	8.00	8.00	8.00	8.00
Patrolman	31.00	31.00	34.00	34.00
<i>Total Bargaining Unit</i>	<i>44.00</i>	<i>44.00</i>	<i>47.00</i>	<i>47.00</i>
Total Full Time	52.00	52.00	55.00	54.00

Fire Department	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Director of Fire Services	1.00	1.00	1.00	1.00
Assistant Director of Fire Services	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
<i>Bargaining Unit</i>				
Captain	4.00	4.00	4.00	4.00
Lieutenant	4.00	4.00	4.00	4.00
Fireman-Engineer	16.00	16.00	16.00	16.00
<i>Total Bargaining Unit</i>	<i>24.00</i>	<i>24.00</i>	<i>24.00</i>	<i>24.00</i>
Total Full Time	27.00	27.00	27.00	27.00

Building	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director Building Department	1.00	1.00	1.00	1.00
Deputy Building Official	1.00	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00
Administrative Asst. II	1.00	1.00	1.00	1.00
Total Full Time	4.00	4.00	4.00	4.00

Land Use	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Town Planner/ZEO	1.00	1.00	1.00	1.00
Wetlands Agent Director	1.00	1.00	1.00	1.00
Assistant Planner	-	1.00	-	-
Assistant ZEO	1.00	1.00	1.00	1.00
Administrative Asst.	1.00	1.00	1.00	1.00
Total Full Time	4.00	5.00	4.00	4.00

Health	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director of Health	1.00	1.00	1.00	1.00
Registered Sanitarian	1.00	1.00	1.00	1.00
Sanitarian/Health Program Planner	1.00	1.00	1.00	1.00
Administrative Assistant-EH	1.00	1.00	1.00	1.00
Total Full Time	4.00	4.00	4.00	4.00

Public Works - Administration	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director	1.00	1.00	1.00	1.00
Admin. Assistant	1.00	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00

Public Works - Town Buildings	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Superintendent of Buildings	1.00	1.00	1.00	1.00
Building Maintenance Repairman	1.00	1.00	1.00	1.00
Administrative Asst.	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.00	3.00

Public Works - Highway	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Highway Superintendent	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Mechanic's Foreman	1.00	1.00	1.00	1.00
Mechanic	4.00	4.00	4.00	4.00
Equipment Operator III/ Crew Leader (3)	3.00	3.00	3.00	3.00
Operator III	1.00	1.00	1.00	1.00
Operator II/Dispatcher	1.00	1.00	1.00	1.00
Equipment Operator	11.00	12.00	12.00	12.00
Welder	1.00	1.00	1.00	1.00
Mason	1.00	1.00	1.00	1.00
Laborer	2.00	1.00	1.00	1.00
<i>Total Bargaining Unit</i>	<i>25.00</i>	<i>25.00</i>	<i>25.00</i>	<i>25.00</i>
Total Full Time	26.00	26.00	26.00	26.00

Public Works - Engineering	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Assistant Director	1.00	1.00	1.00	1.00
Sr. Engineer	1.00	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00

Public Works - Transfer Station	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Transfer Station Supervisor	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Trans Station Operator III	1.00	1.00	1.00	1.00
Trans Station Operator	1.00	1.00	1.00	1.00
Equipment Operator II	1.00	1.00	1.00	1.00
<i>Total Bargaining Unit</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
Total Full Time	4.00	4.00	4.00	4.00

Public Works - Parks	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Director of Parks & Grounds	1.00	-	-	-
Superintendent of Parks	1.00	1.00	1.00	1.00
Total Non-Bargaining	2.00	1.00	1.00	1.00
<i>Bargaining Unit</i>				
Assistant Superintendent of Parks	1.00	1.00	1.00	1.00
Field Technician / Crew Leader	1.00	1.00	1.00	1.00
Mechanic Technician	1.00	1.00	1.00	1.00
Park Crew Leader	1.00	1.00	1.00	1.00
Jr Park Crew Leader	1.00	1.00	1.00	1.00
Irrigation Technician	-	-	-	1.00
Groundsman III	5.00	6.00	7.00	6.00
Groundsman II	-	1.00	1.00	1.00
<i>Total Bargaining Unit</i>	<i>10.00</i>	<i>12.00</i>	<i>13.00</i>	<i>13.00</i>
Total Full Time	12.00	13.00	14.00	14.00

Recreation - Administration	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Recreation Director	1.00	1.00	1.00	1.00
Asst. Recreation Director	1.00	1.00	1.00	1.00
Recreation Supervisor/Aquatics Manager	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	1.00
Administrative Asst. II	1.00	1.00	1.00	1.00
Total Full Time	5.00	5.00	5.00	5.00

Recreation - Waveny	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Maintenance-Waveny	1.00	1.00	1.00	1.00
Total Full Time	1.00	1.00	1.00	1.00

Recreation - Lapham Community Center	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director Lapham Community Center	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00

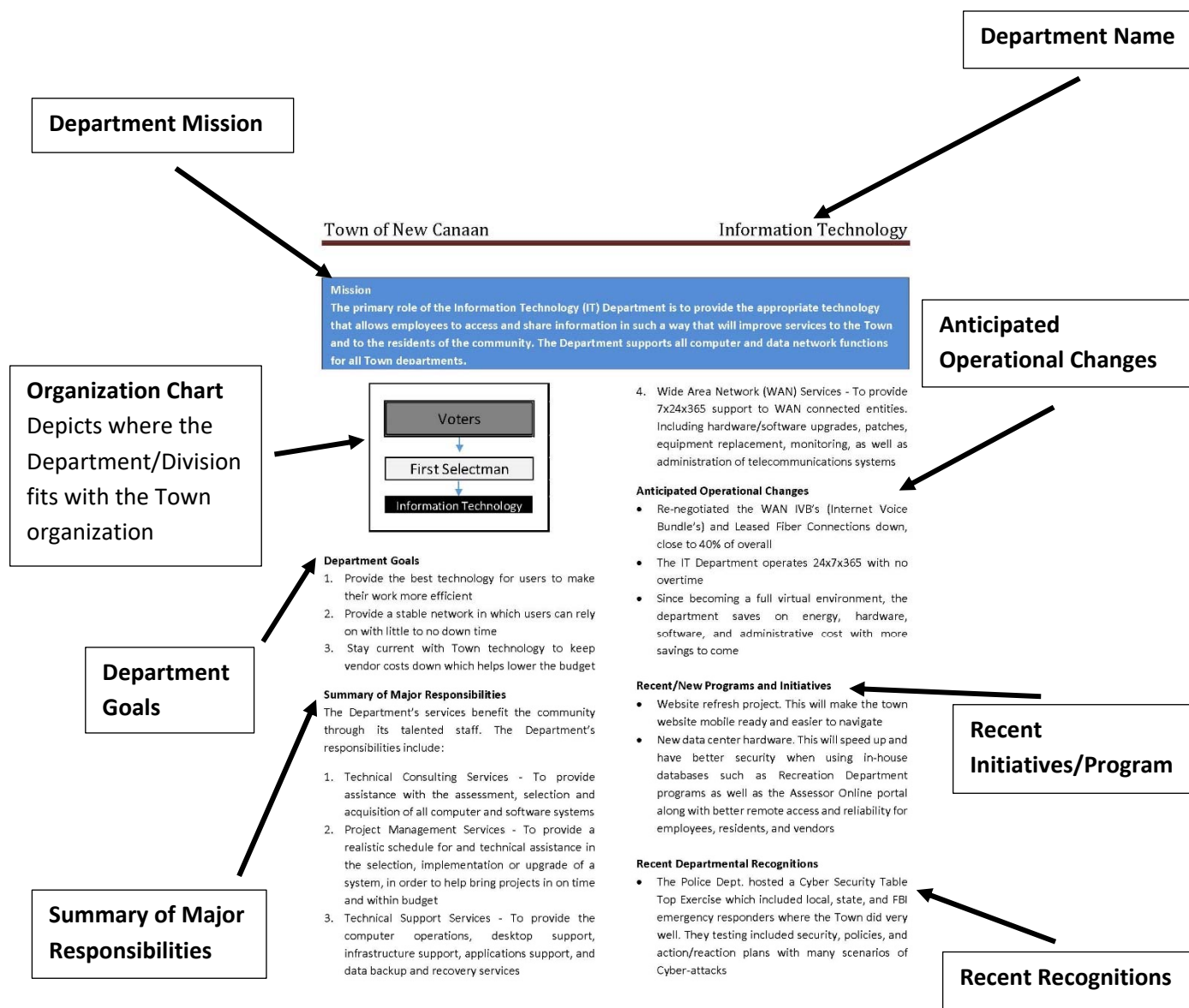
Human Services	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director of Human Services	1.00	1.00	1.00	1.00
Youth/Family Services Coordinator	1.00	1.00	1.00	1.00
Adult/Senior Services Coordinator	1.00	1.00	1.00	1.00
HS Program Assistant	1.00	1.00	1.00	1.00
Total Full time	4.00	4.00	4.00	4.00

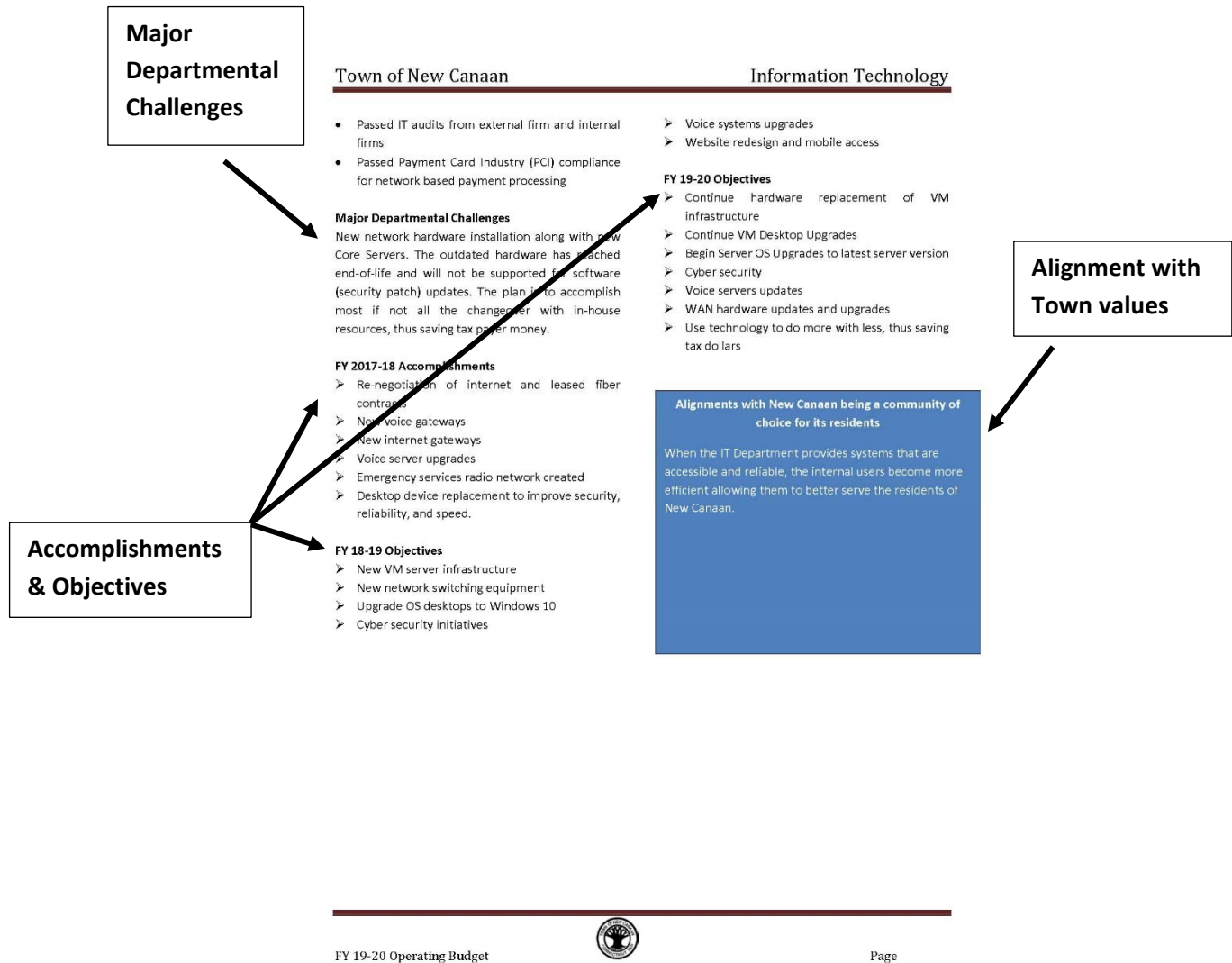
Emergency Management	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
Director of Emergency Management	-	1.00	1.00	1.00
Total Full time	-	1.00	1.00	1.00

Sewer Operations	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Plant Superintendent	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Sewer Plant Chief Operator	1.00	1.00	1.00	1.00
Sewer Plant Operator	3.00	3.00	3.00	3.00
<i>Total Bargaining Unit</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>
Total Full Time	5.00	5.00	5.00	5.00

Grand Total Town Full Time Personnel	185.00	189.00	193.00	193.00
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There has been no increase of Full Time Funded positions between FY 23-24 and FY 24-25





Staffing Table

Town of New Canaan Information Technology

Information Technology							
Position Title	2016-2017 Amended		2017-2018 Amended		2018-2019 Amended		2019-20 Adopted
<u>Full Time</u>							
Director of Information Technology	1.0	\$ 126,591	1.0	\$ 129,756	1.0	\$ 132,676	1.0 \$ 132,676
IT Operations Manager	1.0	91,329	1.0	93,612	1.0	97,119	1.0 99,547
Technology Specialist	1.0	78,353	1.0	79,537	1.0	81,525	1.0 84,206
Total Full Time	3.0	296,273	3.0	302,905	3.0	311,320	3.0 316,429
<u>Miscellaneous Pay</u>							
Overtime		-		-		-	-
Total Miscellaneous Pay		-		-		-	-
Total Salary		296,273		302,905		311,320	316,429

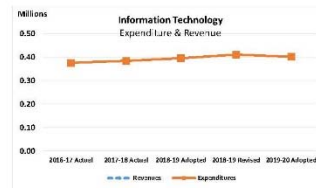
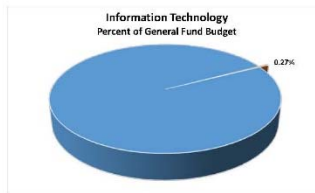


Percent of Total
General Fund

Expenditure/Revenue
trend data

Town of New Canaan

Information Technology



Expenditure/Revenue
summary

Budget By Category							
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ADOPTED	2018-19 REVISED	2019-20 ADOPTED	FY19-FY20 VARIANCE AMOUNT	FY19-FY20 VARIANCE %
Information Technology							
Expenditures							
Wages	296,278	302,905	311,320	311,320	316,429	5,109	1.64%
Employee Benefits	22,721	23,178	24,816	24,816	25,207	391	1.58%
Purchased Professional Services	54,886	43,612	55,000	70,500	56,000	(14,500)	-20.57%
Purchased Other Services	-	60	600	600	200	(400)	-66.67%
Supplies	1,997	14,227	3,300	3,300	3,500	200	6.06%
Total Expenditures	375,881	383,881	395,036	410,536	401,336	(8,200)	-2.24%
Total FTEs	3.00	3.00	3.00	3.00	3.00	-	0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

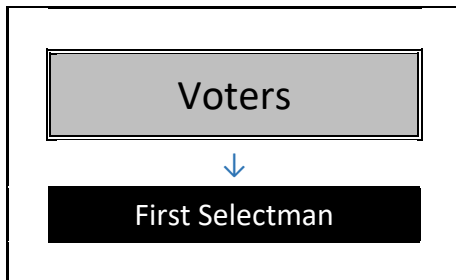
Performance Indicators	FY 17-18 Actual	FY 18-19 Estimated	FY 19-20 Estimated
User Service Requests	2,100	2,050	2,050
New Projects / Installs	15	20	20
24x7 Support	365	365	365
Work done in-house Saving	\$120,000	\$110,000	\$110,000
WAN Network Security Updates/Patches per month	6	10	30
WAN Support (Waveny Care, BOE, Library, PD, etc) Req	30	25	25

Performance Indicators



Mission

Provide leadership for the executive branch of the Town government and oversee most services provided to residents.

**Department Goals**

1. Provide cost effective services through prudent leadership and management
2. Maintain and enhance Town infrastructure
3. Provide timely and effective public safety and health services
4. Preserve and enhance the quality of life in New Canaan

Summary of Major Responsibilities

The First Selectman's Office responds to citizen inquiries, including information requests, suggestions, complaints, and requests for action in all areas of municipal government.

The First Selectman is the Chief Executive and enforces the bylaws and ordinances of the Town and the laws of the State.

The Board of Selectmen has a duty to carry out the provisions of the Town Charter, the power to make certain appointments and fill-certain vacancies, and the duty to be the purchasing agent for the Town.

The Administrative Officer provides administrative and management services and related work products in support of the First Selectman. The Administrative Officer assists the First Selectman with details relating to specific office operations by administering various functions of the town government including preparation of agendas and minutes for the Board of Selectmen, Board of Finance and Town Council;

special events coordination; interpretation of Town Code, ordinances and regulations in conjunction with the Town Attorney; assisting the public with concerns; economic development and communications.

Recent/New Programs and Initiatives

- Supported a Behavioral Health program to address the needs of residents in crisis and to support the overall mental health of residents of all ages.
- Purchased and renovated a building to accommodate the Board of Education and related programs
- Relocated the New Canaan Police Department during a complete renovation of the current Police Department building.

Major Departmental Challenges

Retaining and enhancing quality of life while maintaining economic vitality is challenging:

- Minimal of funding and support from the state
- Federal tax reform
- Transportation issues
- Affordable Housing mandates

FY 22-23 Accomplishments

- Completed natural gas installation throughout the business district and to town buildings
- Allocated \$5.5M of American Relief Act Funds to local non-profits, several town initiatives and community needs such as Behavioral Health and Telehealth programs
- Continued a complete renovation project of the New Canaan Playhouse
- Formed a partnership with Cinema Lab to run the New Canaan Playhouse Theater.

- Supported the building and completion of a new New Canaan Library Building while preserving the 1913 Building
- Continued to evaluate Waveny House as a premier destination for weddings.
- Completed the Canaan Parish Housing project.
- Worked collaboratively with the representatives in the State Assembly to ensure that the Administration in Hartford does not put an unfair burden on New Canaan in addressing the State's fiscal problems.
- Coordinated efforts to assist with the displacement of 300 daily commuters during the Metro North Branch Line shut down.

FY 23-24 Accomplishments and Objectives

- Continued focus on Affordable Housing initiatives.
- Continue study of parking lot usage to optimize parking availability in the most cost-effective manner.
- Managed town expenditures during an inflationary environment.
- Purchased and renovated a building to accommodate the Board of Education and related programs

- Relocated the New Canaan Police Department during a complete renovation of the current Police Department building.
- Established a Utilities Commission

FY 24-25 Objectives

- Initiate a monthly town-wide newsletter from the First Selectmen.
- Manage the New Canaan Police Department building renovation.
- Continued focus on local tax burden.
- Establish an Affordable Housing Committee.

Alignments with New Canaan being a community of choice for its residents

As the Chief Executive and enforces the bylaws and ordinances of the Town and the laws of the state.

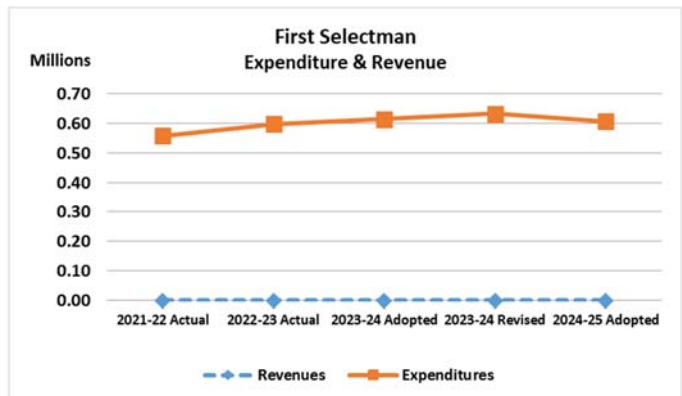
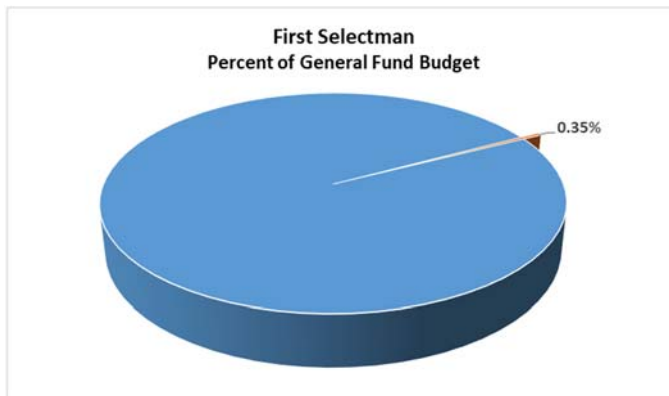
Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Freedom of Information Act (FOIA) Requests	95	107	100	100



Selectmen								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
First Selectman*	1.0	155,761	1.0	155,000	1.0	165,000	1.0	171,000
Administrative Officer	1.0	133,675	1.0	137,352	1.0	140,786	1.0	140,786
Executive Secretary	1.0	83,724	1.0	85,813	1.0	87,960	1.0	87,960
HR Generalist	0.5	49,921	0.5	52,389	0.5	53,699	0.5	53,699
Total Full Time	3.5	423,081	3.5	430,554	3.5	447,445	3.5	453,445
<u>Part Time</u>								
Selectmen (2)		16,042		16,042		16,042		18,000
Project Coordinator		25,000		25,410		31,900		11,000
Total Part Time		41,042		41,452		47,942		29,000
<u>Miscellaneous Pay</u>								
Overtime		1,500		2,399		2,400		2,400
Total Miscellaneous Pay		1,500		2,399		2,400		2,400
Total Salary		465,623		474,405		497,787		484,845

*As per Town Charter, the Town Council sets the salary of the Selectmen

*FY24 Salary reflects a salary increase for 2/3 of the year, FY25 reflects the full increase



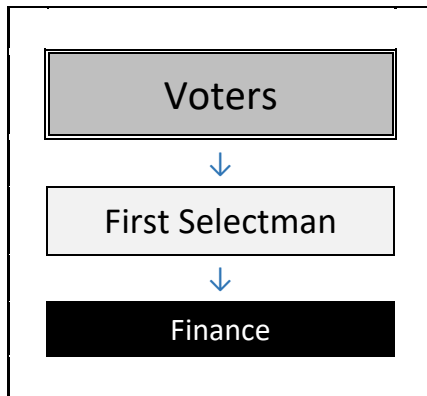
	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	VARIANCE %
First Selectman Expenditures							
Wages	462,635	475,875	474,406	491,297	484,845	10,439	2.20%
Employee Benefits	57,821	60,441	60,825	62,614	63,846	3,021	4.97%
Purchased Professional Services	15,551	40,356	52,500	52,500	28,500	(24,000)	-45.71%
Purchased Property Services	1,987	2,147	2,500	2,500	3,000	500	20.00%
Purchased Other Services	2,823	2,264	6,300	6,300	7,800	1,500	23.81%
Supplies	5,462	3,841	4,000	4,000	5,600	1,600	40.00%
Miscellaneous	13,797	13,797	15,000	15,000	14,000	(1,000)	-6.67%
Total Expenditure	560,076	598,722	615,531	634,211	607,591	(7,940)	-1.29%
Total FTEs	3.50	3.50	3.50	3.50	3.50		

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

To provide for general accounting, budget development and control, financial reporting, management of Town funds and debt management.

**Department Goals**

1. Ensure funds are accounted for in compliance with Government Accounting Standards Board (GASB), Generally Accepted Accounting Principles, (GAAP), and Governmental Accounting, Auditing, and Financial Reporting
2. Facilitate the work of each operating department/agency through prompt and proper payment of vendors
3. Provide information to Town Boards and Committees

Summary of Major Responsibilities

The Finance Department is responsible for the management and supervision of the Town's finances including budget, accounting for town funds, including accounts payable and accounts receivable, bonding, and all banking operations for both the Town and the BOE operating and capital accounts.

The Finance Office is also responsible for facilitating Mill Rate calculation, assessing and collecting taxes, and collecting sewer use fees.

The office ensures adherence to all provisions of the Town Charter, GASB, and GAAP. It prepares

monthly financial reports on the fiscal condition of the Town concerning the budget, acts as a liaison to all Departments and financial institutions on matters relating to Town business, and ensures all debt obligations of the Town are paid per borrowing provisions. The Finance Department also oversees the preparation of the Town Budget and works closely with the BOE.

The department is responsible to the Town Administration, Board of Finance, and Audit Committee. It facilitates the annual audit of the Town and received the Government Finance Officers Association recognition for Excellence in Financial Reporting.

Anticipated Operational Changes

No anticipated changes for this coming year.

Recent/New Programs and Initiatives

Over the last year the Finance Department has made several changes:

- The Department is reviewing opportunities to reorganize the internal audit functions.
- Established a Self-Sustaining Fund to meet the growing demand for resident-focused recreation programs.
- Changed P-card policy and implemented of accounting bridge per department.
- Continued Staff Cross Training – personnel have made an effort to cross-train so that if a member of the staff is not at work, the workflow will not stop

Recent Departmental Recognitions

The Town of New Canaan received a Certificate of Achievement for Excellence in Financial Reporting

from the Government Finance Officers Association of the USA and Canada for the fiscal year 2022. The Town also received the GFOA Distinguished Budget Award Presentation.

Major Departmental Challenges

The department is looking to enhance forecasting and the use of budget-moderating techniques and technology. The ongoing need for extensive cross-training among staff to mitigate risks associated with potential retirements or resignations.

FY 22-23 Accomplishments

- Continuously received GFOA reporting and budgeting awards
- Implemented Zero Balance Accounts, effectively reducing funds across various bank accounts, leading to increased investment returns.
- Completed the upgrade to the latest version of Munis, the current accounting software in use.
- Established a Self-Sustaining Fund to meet the growing demand for resident-focused recreation programs.
- Streamline the budgeting process for improved efficiency.
- Provided training and cross-training opportunities for new and promoted staff members.
- Optimized cash management and payment processes for vendors by revamping the Accounts Payable system to include ACH payments.
- Closed seven inactive funds, optimizing financial resources.

- Conducted a comprehensive analysis of all Capital accounts, resulting in the closure of over 351 projects.

FY 23-24 Accomplishments and Objectives

- Continue to receive GFOA reporting and budgeting awards
- Continue to Automate and streamline manual processes
- Streamline credit card reconciliations
- Continue to develop staff and roll out training for departments
- Implement a monthly closing schedule
- Work with departments to eliminate redundant processes

FY 24-25 Objectives

- Maintain the receipt of GFOA reporting and budgeting awards as a consistent achievement.
- Further automate and streamline manual processes across departments
- Collaborate with departments to identify and eliminate redundant processes for enhanced efficiency.
- Increase the number of ACH vendor payments.
- Facilitate direct budget entry by departments into the financial software system to enhance accuracy and further streamline the budgeting process.

Alignments with New Canaan being a community of choice for its residents

The goal of Finance is to allow operating departments to do their job in the provision of services to New Canaan residents. Municipal Departments are here to serve New Canaan residents.

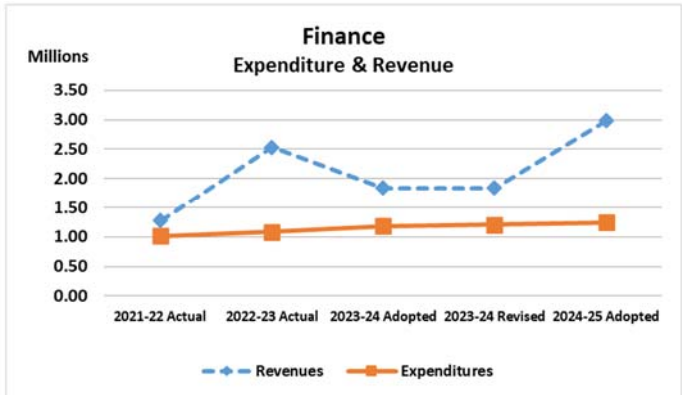
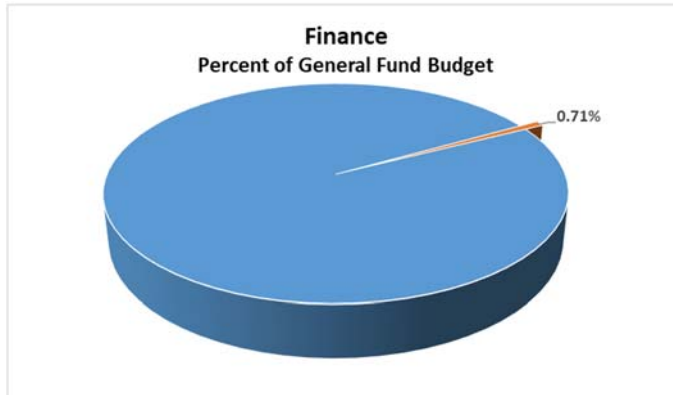


Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Moody's Bond Rating	Aaa	Aaa	Aaa	Aaa
GFOA Annual Comp. Financial Report (ACFR) Award	1	1	1	1
GFOA Budget Award	1	1	1	1
Accounts Payable Check Printed	5,704	5,813	4,500	4,500
Accounts Payable EFT Payments	0	139	1,500	1,500

Finance								
Position Title	2021-22 Revised		2022-23 Revised		2023-24 Revised		2024-25 Adopted	
<u>Full Time</u>								
Chief Financial Officer	1.0	164,487	1.0	174,481	1.0	183,134	1.0	187,712
Comptroller	1.0	142,042	1.0	134,002	1.0	140,786	1.0	140,786
Budget Manager			1.0	118,039	1.0	124,015	1.0	127,115
Senior Accountant	1.0	95,623	1.0	90,563	1.0	95,149	1.0	100,213
AP Supervisor			1.0	70,288	1.0	73,855	1.0	75,892
Senior Financial Analyst	1.0	91,726						
Staff Accountant	2.0	150,416	1.0	69,324	1.0	72,836	1.0	72,836
Grant Writer			1.0	82,000	1.0	85,725	1.0	87,868
Total Full Time	6.0	644,295	7.0	738,698	7.0	775,500	7.0	792,422
<u>Part Time</u>								
Treasurer*		25,000		26,202		35,601		45,000
Associate of Risk Management				20,000		12,500		12,500
Project Coordinator		25,000		25,000		25,000		11,000
Total Part Time		50,000		71,202		73,101		68,500
<u>Miscellaneous Pay</u>								
Overtime		500		4,545		4,545		10,000
Total Miscellaneous Pay		500		4,545		4,545		10,000
Total Salary		694,795		814,445		853,146		870,922

*As per Town Charter, the Town Council sets the salary of the Town Treasurer.



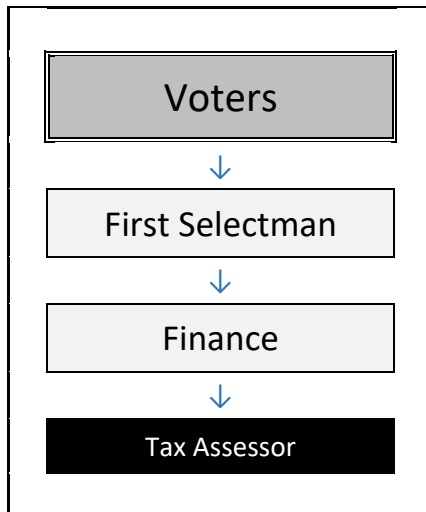


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Finance							
Revenues							
Intergovernmental Revenues	484,526	758,206	442,138	442,138	891,408	449,270	101.61%
Charges for Services	211,125	251,675	75,513	75,513	62,500	(13,013)	-17.23%
Investment Earnings	(587,618)	1,361,001	900,000	900,000	2,000,000	1,100,000	122.22%
Rents & Royalties	94,324	71,153	390,000	390,000	10,000	(380,000)	-97.44%
Other Revenues	27,451	16,400	15,496	15,496	16,000	504	3.25%
Other Financing Sources	1,043,542	69,690	15,100	15,100	100	(15,000)	-99.34%
Total Revenues	1,273,350	2,528,124	1,838,247	1,838,247	2,980,008	1,141,761	62.11%
Expenditures							
Wages	704,381	847,319	816,088	838,445	870,922	54,834	6.72%
Employee Benefits	130,514	100,984	98,444	101,279	116,560	18,116	18.40%
Purchased Professional Services	156,760	96,401	223,726	223,726	214,050	(9,676)	-4.32%
Purchased Property Services	2,856	3,340	4,000	4,000	4,000	-	0.00%
Purchased Other Services	12,153	6,664	12,300	12,300	12,000	(300)	-2.44%
Supplies	7,464	13,420	7,610	7,610	6,500	(1,110)	-14.59%
Miscellaneous	3,533	15,190	18,700	18,700	19,015	315	1.68%
Total Expenditures	1,017,660	1,083,318	1,180,868	1,206,060	1,243,047	62,179	5.27%
Total FTEs	6.00	7.00	7.00	7.00	7.00		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The Assessor's Office is responsible for the discovery, listing, valuation and equalization of all properties in the Town of New Canaan. This office is also responsible for the maintenance of assessment records and annual calculation of the tax base.

**Department Goals**

1. Update all real estate value changes
2. Update all personal property listing
3. Complete the yearly grand list
4. Resolve all tax appeals court cases

Summary of Major Responsibilities

- Notify tax payers of the value process
- Conduct inspections on all building permits active and new as required and notify the owners
- Conduct personal property audits
- Complete the yearly Grand List as required by C.G.S.
- Help taxpayers and issue corrections for all motor vehicle issues
- Administer all local and state elderly tax relief programs
- Help the Board of Assessment Appeals and the process for motor vehicles and real property assessment

Major Departmental Challenges

This year we will begin the new 2023 revaluation. The process will take one year and require us to educate tax payers of that process.

FY 22-23 Accomplishments

- Perform personal property audits
- Building permits inspections
- Work to finish the new town wide revaluation

FY 23-24 Accomplishments and Objectives

- Complete the full town wide revaluation
- Train staff in the revaluation process and answer taxpayer's questions

FY 24-25 Objectives

- Continuing personal property audits
- Complete inspections on all building permits
- Complete all Motor vehicles valuations

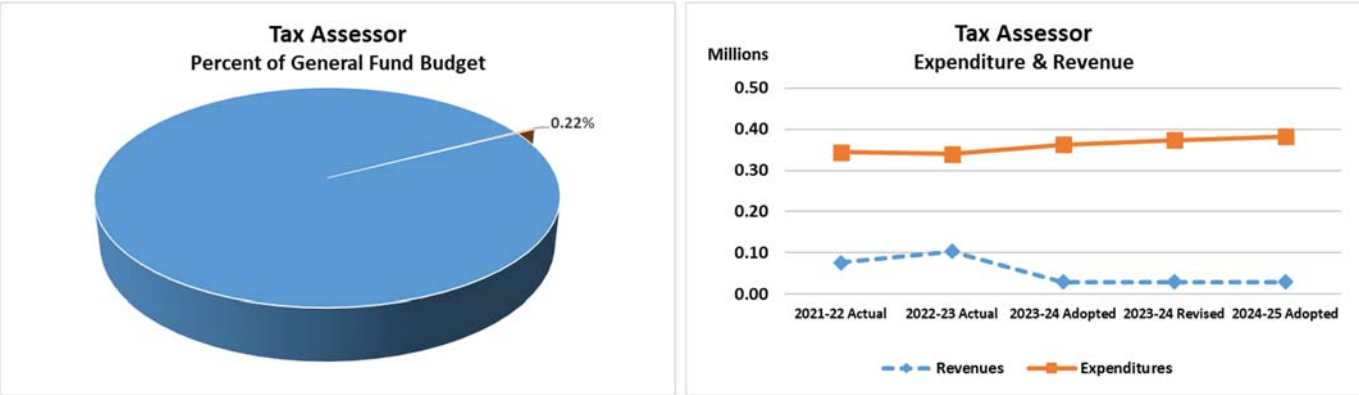
**Alignments with New Canaan being a
community of choice for its residents**

- Educate tax payers of the value process
- Provide online access to taxpayer

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Estimated
	2020 Grand List	2021 Grand List	2022 Grand List	2023 Grand List
Real Estate # of properties	7,241	7,285	7,293	7,290
Motor Vehicle # of vehicles	15,977	16,195	16,479	16,475
Supplemental MV # of vehicles	3,667	3,500	2,956	3,000
Personal Properties # of accounts	733	718	719	720
Elderly Tax applicants processed	56	38	44	50
Data Collection/Inspections (permits)	320	426	360	350
MV Pricing/Delete/Adjustments	2,824	3,446	2,950	2,950

Tax Assessor								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Assessor	1.0	130,734	1.0	134,002	1.0	137,352	1.0	137,352
Deputy Assessor	1.0	86,935	1.0	78,879	1.0	82,882	1.0	87,276
Assessment Technician	1.0	65,647	1.0	65,320	1.0	68,632	1.0	72,286
Total Full Time	3.0	283,316	3.0	278,201	3.0	288,866	3.0	296,914
<u>Part Time</u>								
Part Time (Indep Appraisers/Office)		13,000		13,000		13,000		13,000
Part Time (BOAA)		1,200		1,200		1,200		1,200
Clerical Help		500		800		800		800
Total Part Time		14,700		15,000		15,000		15,000
<u>Miscellaneous Pay</u>								
Overtime		200		202		200		200
Total Miscellaneous Pay		200		202		200		200
<u>Total Salary</u>								
Total Salary		298,216		293,403		304,066		312,114





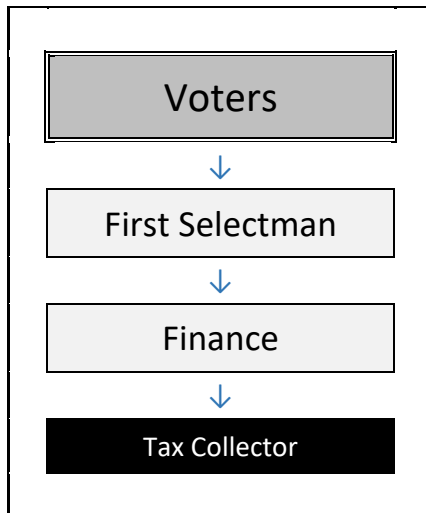
		2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE
		ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT %
Tax Assessor							
Revenues							
Other Revenues		75,855	102,610	28,112	28,112	28,112	- 0.00%
Total Revenues		75,855	102,610	28,112	28,112	28,112	- 0.00%
Expenditures							
Wages		289,570	285,962	293,401	304,066	312,114	18,713 6.38%
Employee Benefits		29,349	30,841	31,497	32,312	35,446	3,949 12.54%
Purchased Professional Services		19,910	18,487	28,150	28,150	25,300	(2,850) -10.12%
Purchased Property Services		1,570	1,680	2,200	2,200	2,200	- 0.00%
Purchased Other Services		1,276	1,246	3,100	3,100	3,100	- 0.00%
Supplies		2,948	1,327	3,911	3,911	3,600	(311) -7.95%
Miscellaneous		295	310	750	750	875	125 16.67%
Total Expenditures		344,918	339,853	363,009	374,489	382,635	19,626 5.41%
Total FTEs		3.00	3.00	3.00	3.00	3.00	

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

The Tax Collector office provides billing and collections of real estate, personal property, motor vehicle, sewer and special assessment billing. Taxes are billed annually and collected semi-annually on real estate & sewer and annually on motor vehicles and personal property.

**Department Goals**

1. Use collection agency for delinquent motor vehicle bills
2. Use of foreclosure by attorney for delinquent real estate bills
3. Use CT State Marshal for personal property delinquent bills
4. Maintain collection rate over 99%

Summary of Major Responsibilities

- Give ample notice when municipal taxes are due by advertising in local newspaper
- Give notice that taxes are due by posting on New Canaan website
- Email/text taxpayers that taxes are due through the Town email system
- Continue with monthly mailings of delinquent statements in fluorescent colors so recipients take notice of statements
- Full access on Town website of all tax bills, both paid and due (excluding sewer bills, which are non-public information)

Anticipated Operational Changes

- Continue to update QDS
- New expenditure due to off-site data storage
- Increase in phone calls due to new sewer billing classified as non-public info
- Increase in phone activity due to higher online volume

Recent/New Programs and Initiatives

- Added QR code to bills for ease of payment
- Texting reminders to taxpayers that tax bills are due through the new Town e-notify website
- Administer the switch in banks for processing tax collection
- Continue to have cash accepted at Bankwell for direct deposit into our account
- Continue the use of non-contact drop box in the town hall lobby for tax payments

Recent Departmental Recognitions

- Public appreciation of phone calls answered by a knowledgeable person instead of machine
- Tax office answers approximately 30- 45 calls a day, with an average call taking 10 to 20 minutes to complete
- All tax and sewer bills updated with QR code for faster online payments

Major Departmental Challenges

- Implementing any State of CT statute change because municipal tax collection is governed by the State
- Continued increase in phone questions regarding bills
- Continued increase in online payments for first time users who need assistance

FY 22-23 Accomplishments

- Used collection agency to collect delinquent bills
- State Marshal for delinquent personal property bills
- Apply real estate liens on unpaid sewer bills
- Use of Bankwell to accept all cash payments for direct deposit into our account
- Used QR codes on bills

FY 23-24 Accomplishments and Objectives

- Sell delinquent real estate liens
- Use Bankwell to accept cash payments
- Use collection agency to collect delinquent bills

FY 24-25 Objectives

- Use Bankwell to accept cash payments
- Use collection agency to collect delinquent bills
- Sell delinquent real estate liens

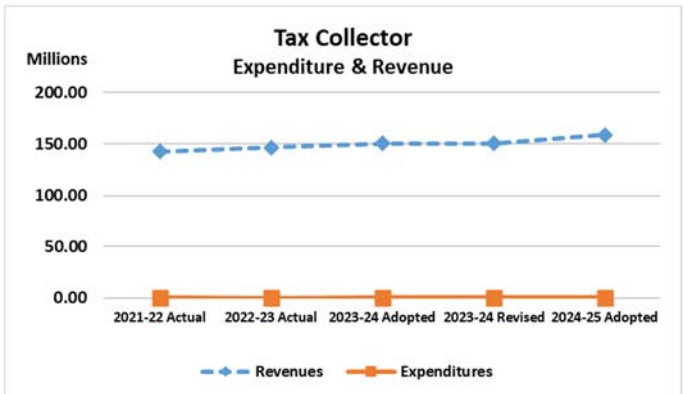
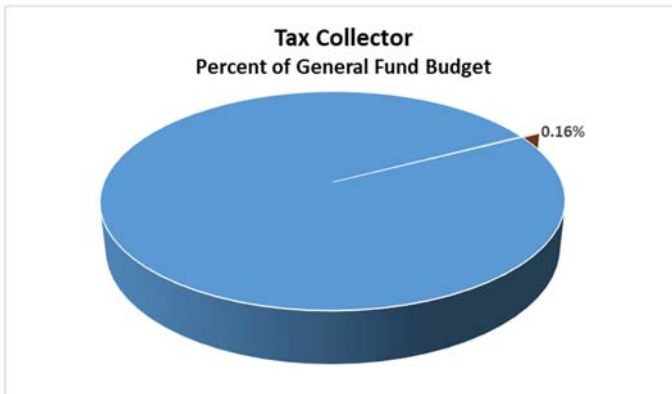
Tax Collector alignments with New Canaan being a community of choice for its residents

- Tax office provides online payment options, mail in options and walk in options for payment.
- Tax office provides email & text reminders when taxes are due.
- Tax office provides 24/7 website tax information access.
- Use of QR coding for faster online payments

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Text & emails reminders to taxpayers on taxes due	2,100	2,200	2,200	2,200
Mailing of real estate bills	7,400	7,500	7,500	7,600
Mailing of personal property bills	715	715	720	720
Mailing of motor vehicle bills	16,300	17,000	17,000	17,000
Mailing of supplementals	2,000	2,000	2,000	2,100
Download of lockbox processing	13,000	13,000	13,000	13,000
Download of escrow accounts	5,400	5,400	6,000	5,900
Download of online payments	13,000	16,000	18,000	20,000
Download of collection agency payments	40	45	50	50
Processing of mail and over the counter payments	27,000	27,000	29,000	30,000
Average annual real estate liens	33	40	40	40
Average annual sewer liens	25	30	35	35
Average annual UCC liens on personal property	20	15	20	20
Average weekly put-on / take-off with DMV	75	70	75	75
Average monthly mailing of delinquent statement	1,200	1,300	1,200	1,200
Average weekly research of returned mail	100	150	200	200
Calls per day. Each call averaging 10 to 20 minutes	70	80	85	90

Tax Collector

Position Title	2021-22		2022-23		2023-24		2024-25	
	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Tax Collector	1.0	110,350	1.0	113,608	1.0	116,448	1.0	116,448
Assistant Tax Collector	1.0	67,257	1.0	72,054	1.0	73,855	1.0	75,886
Tax Clerk II	1.0	59,495	1.0	62,208	1.0	65,354	1.0	67,151
Total Full Time	3.0	237,102	3.0	247,870	3.0	255,657	3.0	259,485
<u>Part Time</u>								
Clerical Assistance		6,000		6,000		6,800		3,400
Total Part Time		6,000		6,000		6,800		3,400
<u>Miscellaneous Pay</u>								
Overtime		720		720		720		720
Total Miscellaneous Pay		720		720		720		720
20% Allocation to Sewer Fund		(48,764)		(50,918)		(52,635)		(52,041)
Total Salary		195,058		203,672		210,541		211,564

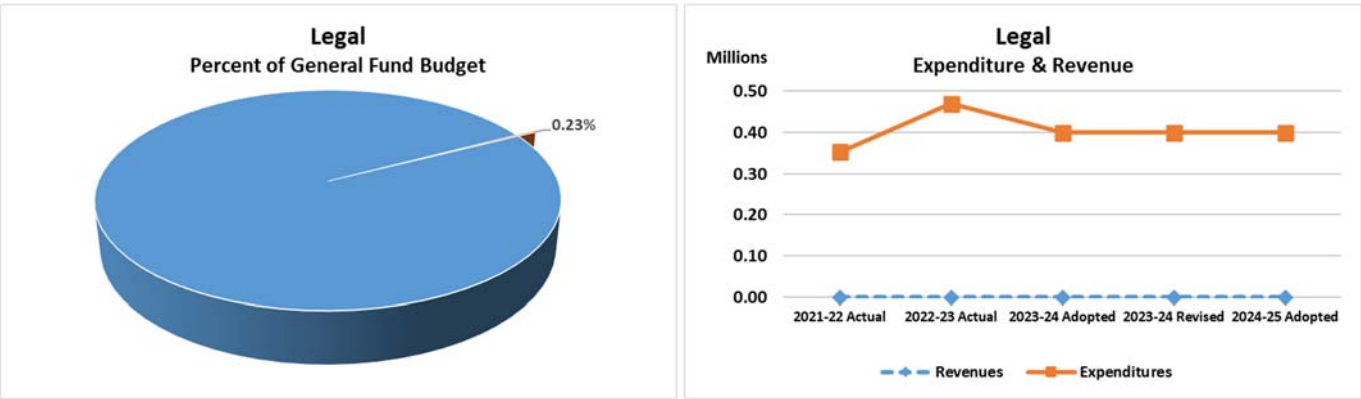


Tax Collector	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Revenues							
Tax Revenues	142,661,041	146,843,048	150,738,226	150,738,226	158,650,493	7,912,267	5.25%
Total Revenues	142,661,041	146,843,048	150,738,226	150,738,226	158,650,493	7,912,267	5.25%
Expenditures							
Wages	202,709	204,652	205,816	205,816	211,564	5,748	2.79%
Employee Benefits	24,741	18,189	19,371	19,732	20,435	1,064	5.49%
Purchased Professional Services	11,053	11,051	17,150	17,150	17,950	800	4.66%
Purchased Property Services	2,076	1,800	2,300	2,300	2,300	-	0.00%
Purchased Other Services	18,372	13,397	18,600	18,600	19,350	750	4.03%
Supplies	1,471	754	2,500	2,500	2,550	50	2.00%
Miscellaneous	-	160	200	200	200	-	0.00%
Total Expenditures	260,423	250,002	265,937	266,298	274,349	8,412	3.16%
Total FTEs	3.00	3.00	3.00	3.00	3.00		

For line item detail budget see the Revenue & Expenditure Summary Section



The Town of New Canaan has a professional contract for legal services. The Town’s legal counsel is the legal advisor and counsel for the Town of New Canaan, its Departments, Boards, Commissions and employees. The primary purpose is to provide legal services, support and advice in a prompt and professional manner. They represent the Town in all manner of litigation or other legal proceedings, whether in the court system or before any or all other State or government agencies. They assist and advise in the preparation of all ordinances, regulations and other legal papers. The legal counsel also negotiates, prepares and approves contracts and other legal instruments to which the Town is a party.

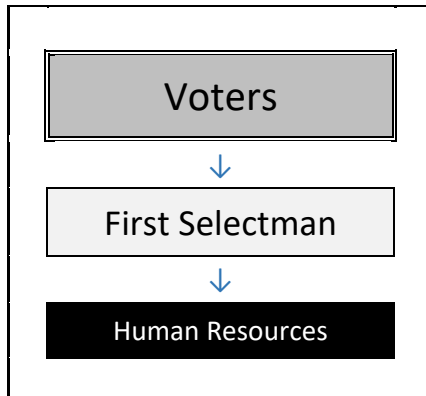


Legal	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Employee Benefits	-	-	-	-	-	-	
Purchased Professional Services	353,557	469,102	400,000	400,000	400,000	-	0.00%
Purchased Other Services	-	-	-	-	-	-	
Total Expenditures	353,557	469,102	400,000	400,000	400,000	-	0.00%
Total FTEs	0.50	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The Town of New Canaan is dedicated to the recruitment and selection of a diverse employment group that is committed to promote a healthy, positive, productive and safe work environment. We strive to provide the public with responsive, fair, personnel and professional services.

**Department Goals**

1. Support the creation of an engaged and talented workforce that reflects the community and is seen as an employer of choice
2. Work seamlessly and strategically within the Department and with all other Town departments
3. Operate efficiently and effectively with results-driven and customer-focused enterprise-wide decisions

Summary of Major Responsibilities

- Hire talented staff by carefully evaluating each open position to determine in what manner the person in that position will interact with the public and what skills are needed
- Primary internal contact for information and communication to employees, Town governing bodies, and outside parties (financial, legal, governmental/IRS, etc.) about Town-sponsored employee/retirement benefits
- Work directly with outside providers (such as trustees, brokers, record keepers, actuaries,

auditors, etc.) to administer the employee/retirement benefit plans

- Maintain records for all employees and participating/eligible retirees to ensure the appropriate benefits are available and provided

Anticipated Operational Changes

- The department is not a revenue-based department. In regards to expenditures the department reviews its expenditure budget at the end of every month to see where the budgets are and if there are any substantial changes. The health insurance budget is monitored very carefully. The department works with the Town insurance broker to review the expenditures.

Recent/New Programs and Initiatives

- The HR department is currently working with our IT Department and KnowBe4 to set up online training for our employees.

Recent Departmental Recognitions

Controlling healthcare and workers' compensation costs are the department's biggest challenges. Recruitment has become a major challenge for HR and we are looking at creative ways to bring new employees on board. New Onboarding System

Major Departmental Challenges

Controlling healthcare and workers' compensation costs are the department's biggest challenges. Recruitment has become a major challenge for HR and we are looking at creative ways to bring new employees on board.

FY 22-23 Accomplishments

- Completed transition to Hooker and Holcomb for Pension Benefit administration
- Worked closely with CIRMA to monitor Workers' Compensation/Liability costs and develop programs to reduce those expenditures. Received a Risk Management Award for the Town's Risk Management Program
- Worked closely with the insurance broker to reduce health insurance costs
- Worked with Vanguard to issue 326 +/- 1099Rs on time with minimal issues
- Provided 323 pension benefit statements to participating employees in March 2022.
- Conducted successful, timely Open Enrollment for post-65 retirees in Nov/Dec 2022 and for pre-65 retirees (and all retiree dental participants) in June 22
- Completed an Independent Audit of Employee/Dependents for health insurance benefits.
- Complete valuations and GASB disclosures in a timely and accurate manner
- Work closely with new Pension Committee to review monthly Pensions, death benefits and new applicants to the Pension Plan

FY 23-24 Accomplishments and Objectives

- Worked closely with healthcare broker to review healthcare costs and possible
- Implemented programs from CIRMA to reduce workers' compensation/liability costs
Completed Classification/Compensation Study for
- Negotiated Town Hall Union Contract for 7/23

- Work closely with Land Use to implement On-Line Permitting.
- Worked with FD on Fire House Software for attendance records.
- Completed and distribute new manager Employee Handbook

Work closely with Land Use to implement On-Line Permitting.

Working with FD on Fire House Software for attendance records.

Complete and distribute new manager Employee Handbook

FY 24-25 Objectives

- Negotiations with the Public Works Department for 7/24
- RFP for OCIO Services for the Funded Retirement Plan
- Work closely with Insurance Broker to reduce Healthcare Costs.
- RFP for Legal Services

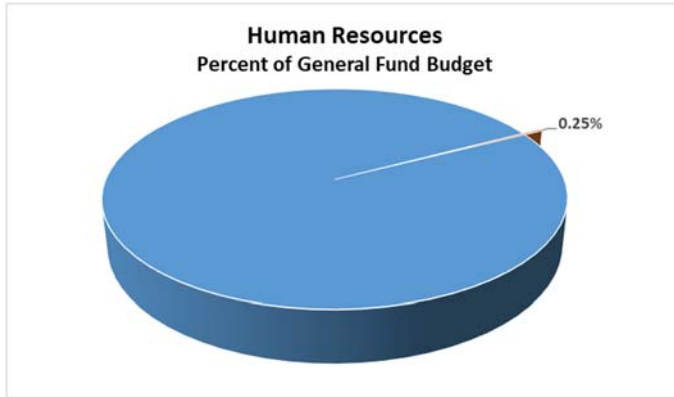
Alignments with New Canaan being a community of choice for its residents

1. Support departments in increasing diversity to have a talented workforce that is more reflective of our community.
2. We involve departments in HR issues that affect their operations.
3. Develop systems to improve internal controls, standardize and improve processes and increase compliance
4. Manage/balance the tradeoff of negotiated, competitive employee/retirement benefits with the cost to the Town.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Recruitment and Selection				
# of job openings	12	15	15	15
# of applications received and reviewed	256	578	575	575
# of interviews conducted	65	100	75	75
Grievances				
# of grievances filed	8	8	8	8
# of grievances filed for arbitration with state	2	2	2	2
# of grievances resolved	6	6	6	6
Employee Benefits				
# of Open Enrollments	182	182	182	182
# of new hires	7	19	15	15
# of seasonal hires	215	230	220	220
# of retirements	12	16	15	15
# of Survivor benefits	13	13	13	13
Pension				
# of Benefit Statement's	312	341	340	340
Workman's Compensation				
# of claims	42	40	40	40

Human Resources									
	2021-22		2022-23		2023-24		2024-25		
Position Title	Revised		Revised		Revised		Adopted		
<u>Full Time</u>									
Human Resource Director	1.0	142,042	1.0	145,594	1.0	149,233	1.0	149,233	
Payroll/Benefits Administrator	1.0	89,233	1.0	96,132	1.0	100,991	1.0	103,516	
HR Generalist	0.5	49,921	0.5	52,389	0.5	53,699	0.5	53,699	
Total Full Time	2.5	281,196	2.5	294,115	2.5	303,923	2.5	306,448	
<u>Part Time</u>									
Pension & Finance Analyst		4,000		-		-		-	
Part Time		-		792		-		-	
Total Part Time		4,000		792		-		-	
<u>Miscellaneous Pay</u>									
Overtime		350		1,186		1,000		1,000	
Total Miscellaneous Pay		350		1,186		1,000		1,000	
<u>Total Salary</u>									
Total Salary		285,546		296,093		304,923		307,448	



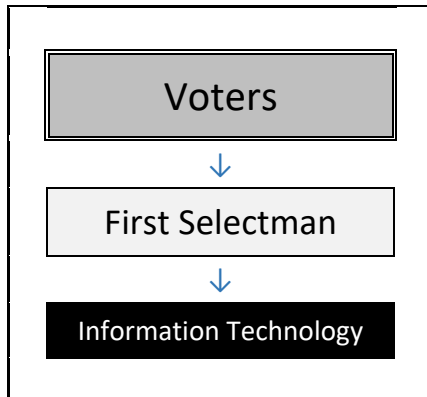


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
Human Resources						AMOUNT	%
Expenditures							
Wages	287,852	295,385	297,519	304,923	307,448	9,929	3.34%
Employee Benefits	32,527	35,377	37,326	37,892	38,525	1,199	3.21%
Purchased Professional Services	65,066	87,903	80,200	79,200	82,500	2,300	2.87%
Purchased Property Services	1,583	1,644	1,600	1,600	1,600	-	0.00%
Purchased Other Services	2,365	4,569	5,700	5,700	3,400	(2,300)	-40.35%
Supplies	1,302	1,148	1,700	1,700	1,700	-	0.00%
Miscellaneous	-	-	-	-	-	-	
Total Expenditures	390,696	426,026	424,045	431,015	435,173	11,128	2.62%
Total FTEs	2.50	2.50	2.50	2.50	2.50		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The primary role of the Information Technology (IT) Department is to provide the appropriate technology that allows employees to access and share information in such a way that will improve services to the Town and to the residents of the community. The Department supports all computer and data network functions for all Town departments.



- Wide Area Network (WAN) Services: Provide year-round support to WAN-connected entities, including hardware/software upgrades, patches,
- Equipment replacement, and monitoring, as well as administration of telecommunications systems and new Emergency Services Radio Backbone

Anticipated Operational Changes

Zoom Hybrid Meetings
Remote Access (MFA)

Department Goals

1. Provide the latest technology to users in order to work more efficient.
2. Provide a stable network on which users can rely on with little to no downtime
3. Stay current with Town technology in order to reduce vendor costs and lower the budget expenses

Summary of Major Responsibilities

- Technical Consulting Services: Provide assistance with the assessment, selection, and acquisition of all computer and software systems
- Project Management Services: Provide a realistic schedule for technical assistance in the selection, implementation, or upgrade of a system, in order for projects to be completed on time and within budget
- Technical Support Services: Provide computer operations, desktop, infrastructure, and applications support, and data backup and recovery services

Recent/New Programs and Initiatives

Cyber Security AI watchdog
Boards and Commission Doc Center
New Firewalls / Monitoring
Upgraded Cyber Awareness Training

Recent Departmental Recognitions

- Replaces WAN (gateway) equipment for better network performance and bigger pipe
- Implemented new internet filters
- Payment card industry compliance passed for network-based payment processing
- Implemented in/out real-time scan of websites and malware protection
- Improved Town Security (camera program)

Major Departmental Challenges

Cyber Security Insurance mandates
Budgeting for ever changing support models
Completing other department initiatives and new projects we have been given.

Pandemic Impact

The Town had to move from a 7x24 Emergency Support Model to a 7x24x365 Operations Model with no eligibility for overtime like other departments. With virtual night meetings and weekend outcalls the department staff worked 7 days a week in order to support Town employees.

Prior to the pandemic here was never a need for virtual meetings but the department managed the transition to a virtual environment with rapid equipment ordering, remote access for users, additional on-line service for residence, getting Channel 79 on-line, and support to the library and BOE.

FY 22-23 Accomplishments

- Adding protection and Education for users
- Extending Cyber Security Training
- CCTV Project across Town
- New WIFI Guest-Net Solution

FY 23-24 Accomplishments and Objectives

- New Virtual images /desktops
- New WAN Firewalls
- Microsoft OS / Office upgrades
- Voice Systems upgrades
- Replaced Intranet and Tablet websites
- WAN Network Health Assessment
- Network Penetration Testing (AI)

- Redesign / implement all new video equipment in Board Rm – Large Meeting Rm Town Hall CH 79

FY 24-25 Objectives

- Virtual Hardware Replacement
- Cyber Security AI Detect – Prevent - Respond
- Thin Client Replacement
- WAN Switch Replacement
- Email and network device monitoring
- Network Penetration Testing (AI)
- More and More security Risk assessments

Alignments with New Canaan being a community of choice for its residents

When the IT Department provides systems that are accessible and reliable, the internal users become more efficient allowing them to better serve the residents of New Canaan.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
User Service Requests	6,000	6,400	6,400	6,200
New Projects / Installs	15	20	25	20
24x7 Support	365	365	365	365
Work done in-house Saving	150,000	180,000	200,000	180,000
WAN Network Security Updates/Patches per month	120	120	130	130
WAN Support (Waveny Care, BOE, Library, PD, etc) Requests	120	160	350	200

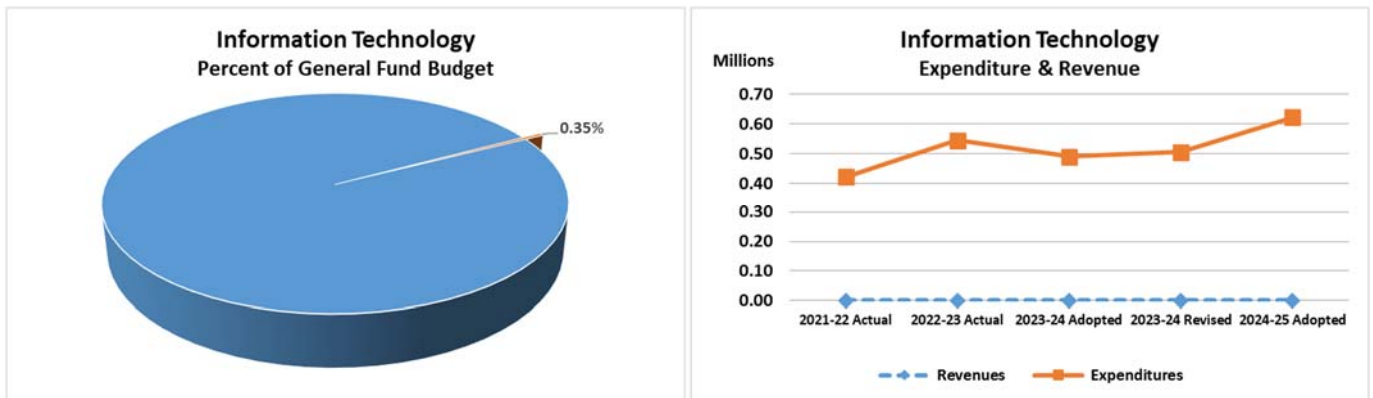
Security Patches and Updates are up due to an influx of Cyber Security issues and concerns, vendors releasing more patches

Service Request are up due to staffing changes, new tools, and software

WAN Support request are up because of staffing changes and more users around the district as well as the moves from building to building



Information Technology									
		2021-22		2022-23		2023-24		2024-25	
Position Title		Revised		Revised		Revised		Adopted	
<u>Full Time</u>									
Director of Information Technology		1.0	142,042	1.0	145,594	1.0	155,593	1.0	155,593
IT Projects Manager		1.0	105,761	1.0	118,441	1.0	124,437	1.0	127,548
IT Operations Manager		1.0	91,008	1.0	84,412	1.0	91,646	1.0	94,166
Network System Engineer								1.0	65,000
Total Full Time		3.0	338,811	3.0	348,446	3.0	371,676	4.0	442,307
Total Salary			338,811		348,446		371,676		442,307

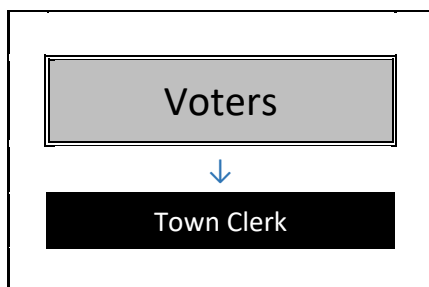


Information Technology	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Wages	340,095	345,050	357,562	371,676	442,307	84,745	23.70%
Employee Benefits	25,464	42,493	33,787	34,867	40,487	6,700	19.83%
Purchased Professional Services	51,779	152,779	90,000	90,000	130,000	40,000	44.44%
Purchased Other Services	87	5	200	200	200	-	0.00%
Supplies	3,458	4,841	8,300	8,300	9,000	700	8.43%
Total Expenditures	420,884	545,167	489,849	505,043	621,994	132,145	26.98%
Total FTEs	3.00	3.00	3.00	3.00	4.00		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To execute and implement the duties of the Town Clerk as prescribed by the Connecticut General Statutes, state regulations and the Town Charter in an efficient and impartial manner and in doing so, to manage, protect and preserve the permanent records of the Town for the present and the future.

**Summary of Major Responsibilities**

1. As an Elected Officer of the Town, serves as a resource for others within the community by providing direction, guidance, information, and assistance while rendering impartial service to conflicting constituencies, in addition to safeguarding highly confidential information.
2. Provides the professional link between residents, local governing bodies, and State agencies, and is the official keeper of the Town Seal.
3. Responsible for the preservation, conservation, and safekeeping of the Town's official records and documents dating back to 1801, when New Canaan was incorporated as a town.
4. Records, indexes, and microfilms deeds, mortgages, liens, assignments, survey maps, and other instruments concerning title to land.
5. Issues an assortment of business licenses and permits (Notaries Public, Liquor Licenses, Peddler's Permits, Dog Licenses, etc.).
6. Collects State Conveyance fees, as services are rendered, on behalf of the CT Department of Revenue Services.
7. Provides guidance to elected and appointed officials on Freedom of Information requirements.
8. In accordance with FOIA, receives and posts official notices of meetings and agendas, and records and maintains bound archival minute books for 54 Boards, Commissions and Ad Hoc Committees for historical review and permanent record.
9. Administers training sessions for poll workers in conjunction with the Registrar of Voters.
10. As a Chief Election Official, registers new voters, executes the absentee ballot process, executes referenda process, and calls for a re-canvass when a vote is close.
11. Issues and certifies the Town's final election results, administers the Oath of Office to all elected and appointed officials, and keeps the Secretary of State apprised on the status of all Town officials.
12. Works closely with local and State candidates, political campaigns, and the State Elections Enforcement Commission with campaign finance.
13. Administers the Oath of Office to all elected and appointed Town Officials, in addition to Police and Fire.
14. Appoints unaffiliated and minor party electors as Justices of the Peace.
15. Maintains and updates the Town Code as needed.
16. Continues active Records Management Program.
17. Serves as the Town's Registrar of Vital Statistics - issues and creates Birth Certificates, Marriage licenses and Death certificates. Issues certified copies of the same.
18. Appoints Sub-Registrar and works closely with funeral directors, Clergy and Justices of the Peace, and the State Department of Public Health.

Recent/New Programs and Initiatives

New Programs and initiatives are often generated by changing policy, or mandates, from one of the following governmental offices or agencies to whom the Town Clerk reports or is under the direction of:

- Secretary of the State
- State Elections Enforcement Commission
- Freedom of Information Commission
- Department of Revenue Services
- State Library and Archives
- Office of the State Public Administrator
- Dept. of Public Health
- Dept. of Agriculture
- Dept. of Environmental Protection

Major Departmental Challenges

Transitioning the Absentee Ballot process from three voting districts to six entirely new districts. Keeping up with changing laws and policies that affect the way we do business every day. Accomplishing our statutory and duties and obligations with limited resources on occasion. Unfunded State mandates.

FY 22-23 Accomplishments

- To continue to seek best practices and keep up with State mandates.
- Setting up new data points, procedures and tracking for six newly created voting districts after the 2020 Census.

FY 23-24 Accomplishments and Objectives

- To continue back-scanning of land records to provide greater access to the documents.
- To launch "Property Check" an online notification system for residents alerting them when their name or property address is recorded on the land records.
- Continue record management efforts throughout Town government.

FY 24-25 Objectives

- To continue back-scanning of land records to provide greater access to the documents.
- Continue record management efforts throughout Town government.
- To prepare for and successfully administer the Absentee Ballot Process for the 2024 Presidential Election.

Town Clerk alignments with New Canaan being a community of choice for its residents

The Town Clerk provides the professional link between residents, local offices, and State Agencies, and her office has become the "face" of Town Hall for many residents. Whether someone is obtaining a birth certificate to enroll their child in school, licensing their dog, refinancing their home, obtaining an absentee ballot or looking for general information, the Town Clerk and her staff provide direction and guidance. Residents are welcomed with reliable information and with the assurance that public information is available and that confidential information is protected.

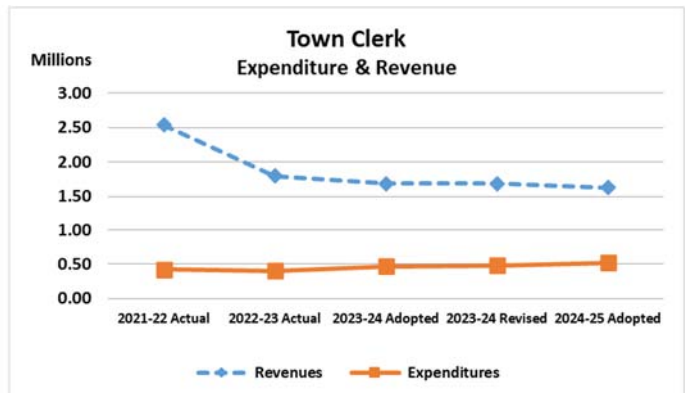
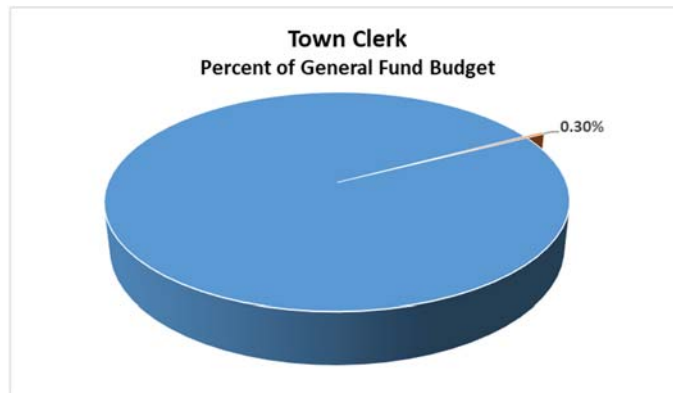


Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Land Records				
# of land record instruments recorded, indexed, proofed, verified, returned	4,719	2,712	2,700	3,000
# of land record pages printed, scanned, microfilmed	25,863	12,859	15,000	15,000
# of maps filed, indexed, scanned, microfilmed	13	17	20	17
# of day book reports created and printed	248	248	248	248
Vital Statistics/Records				
# of birth records recorded, indexed, archived	182	175	175	175
# of marriage records recorded, indexed, archived	90	90	90	90
# of marriage licenses issued and # certified and sent to State	75	67	65	70
# of death records recorded, indexed, archived and # certified /sent to State	116	147	130	125
# of vitals certified copies issued and sold	1,003	1,085	1,000	1,000
# of home births (10 forms/birth) processed	0	1	1	
# of sexton's reports processed	24	24	24	
Licenses/ Permits				
# of liquor licenses processed	14	23	20	20
# of peddler's permits issued	4	3	3	3
# of dog licenses issued (plus-1 renewal and 1 delinquent mailing)	2,744	2,819	3,000	3,000
Miscellaneous				
# of notary registrations filed and processed	34	28	30	30
# of reports sent to the State of Connecticut	102	102	102	102
# of trade names certificates filed, indexed, scanned	42	63	55	55
# of document copies sold	29,668	18,609	20,000	20,000
# of certifications of documents prepared and sold	26	51	95	95
# of map copies printed and sold	1,529	1,055	1,100	1,100
# of foreclosure registration forms filed	23	22	25	25
# of legal notices/public notices issued	37	45	45	45
Elections				
# of elections/ primaries	2	2	2	2
# of regular absentee ballots issued	1,748	2,750	1,319	8,000
# of overseas absentee ballots issued	0	25	0	175
# of regular absentee ballots returned and processed	1,627	2,750		
# of overseas absentee ballots returned and processed	0	40	0	2
# of campaign finance filings processed	37	2	48	2
# of petition pages verified and processed	104	0	0	0
# of referenda executed	0	0	0	0
# of referenda prepared for	1	0	0	0
Boards and Commissions				
# of Boards, Commissions, Committees maintained	54	54	54	54
# of filings received and processed	2,000	1,390	1,500	1,800
Finance				
# of requisitions	12	10	10	10
# of check requests	33	15	36	30
# of invoices received, coded, processed	184	155	155	155
# of internal Town Clerk reports	30	30	30	30
# of daily reports to Finance	248	248	248	248
# of daily reports to Treasurer	248	248	248	248
# of bond preparations by item (estimates - info kept by calendar year)	7	15	15	10
Revenue				
\$ amount to Town general fund - real estate conveyance tax	\$ 2,327,782	\$ 1,651,618	\$ 1,500,000	\$ 1,500,000
\$ amount to Town general fund - other revenue accounts	\$ 248,957	\$ 133,629	\$ 135,000	\$ 125,000
\$ amount to State in fees	\$ 268,750	\$ 140,395	\$ 150,000	\$ 130,000
\$ amount of real estate conveyance tax collected and transferred to State	\$ 9,758,450	\$ 7,476,688	\$ 7,500,000	\$ 7,000,000



Town Clerk								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Town Clerk*	1.0	111,645	1.0	126,586	1.0	132,793	1.0	139,000
Assistant Town Clerk II	2.0	150,962	1.0	76,986	1.0	78,915	1.0	81,085
Assistant to the Town Clerk			1.0	72,054	1.0	73,855	1.0	75,886
Administrative Assistant					1.0	65,320	1.0	67,116
Total Full Time	3.0	262,607	3.0	275,626	4.0	350,883	4.0	363,087
<u>Part Time</u>								
Clerical Assistance		68,000		68,000		30,000		32,000
PT Elections		2,660		2,660		2,660		6,000
Total Part Time		70,660		70,660		32,660		38,000
<u>Miscellaneous Pay</u>								
Overtime		4,080		6,000		2,000		5,000
Total Miscellaneous Pay		4,080		6,000		2,000		5,000
Total Salary		337,347		352,286		385,543		406,087

*As per Town Charter, the Town Council sets the salary of the Town Clerk.



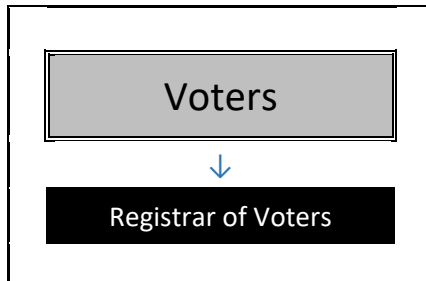
	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Town Clerk							
Revenues							
License and Permits	9,093	7,475	7,800	7,800	7,835	35	0.45%
Charges for Services	2,528,550	1,788,981	1,678,750	1,678,750	1,622,500	(56,250)	-3.35%
Total Revenues	2,537,643	1,796,455	1,686,550	1,686,550	1,630,335	(56,215)	-3.33%
Expenditures							
Wages	322,285	314,107	372,879	385,543	406,087	33,208	8.91%
Employee Benefits	35,613	28,671	33,944	35,117	42,076	8,132	23.96%
Purchased Professional Services	18,919	17,250	21,600	23,094	22,700	1,100	5.09%
Purchased Property Services	6,887	9,044	7,750	7,750	8,000	250	3.23%
Purchased Other Services	14,348	11,691	15,500	15,500	17,250	1,750	11.29%
Supplies	23,036	23,442	14,250	12,756	17,500	3,250	22.81%
Miscellaneous	1,874	1,752	3,000	3,000	4,200	1,200	40.00%
Total Expenditures	422,963	405,957	468,923	482,760	517,813	48,890	10.43%
Total FTEs	3.00	3.00	4.00	4.00	4.00		

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

To maintain an accurate and current list of Voters for the Town of New Canaan; to organize, manage and tabulate primary and general elections and referendums

**Department Goals**

1. To ensure accuracy of voter rolls, compile and maintain election statistics.
2. To secure and train adequate personnel for efficient caucus, primary, election and referendum execution.
3. To accurately tabulate and efficiently report election results and statistics.
4. Respond to changing environment for re-districting, from three to six districts, referendum and other voter required activities such as special elections, primaries, recanvassing (recount) and SOTS audit.
5. Respond to state mandates with regard to Early Voting Legislation (14 consecutive days) that was determined May 2023 for implementation for Spring 2024.
6. Implement new voting machine replacement mandate for 2024
7. Incorporate the new statewide Election Management System replacement and train staff.

Summary of Major Responsibilities

- Responsible for voter registration and the maintenance of accurate and current records.
- Promote a variety of voter education projects, including special voter enrolling sessions at the New Canaan High School each May and supervised absentee balloting at Waveny Care

Center, as well as working with civic groups such as the League of Women Voters to promote greater voter participation.

- Administer all primaries, elections, referendum(s) and party caucuses (if requested) and develop procedures to ensure the voting rights of all citizens are protected and the fair conduct of all elections.
- Assist candidates, the public, and the parties in the preparation of specialized voter lists and individual requests for information.
- Staffing all voting districts during election/caucus/ primaries/ referendum/ recanvass/ early voting events (six districts/EDR/Absentee voting).

Anticipated Operational Changes

- Concentrate on developing an expanded cadre of polling location staff while deepening the training, after more than doubling the town voting locations from three to eight (6 districts, EDR, Absentee Voting).
- Heightened need to deepen personnel education to voter laws, procedures, response to public interest, new equipment and new state Election Management System.
- All tabulators to be replaced. Replacement program required—estimated cost up to \$9,000/machine (anticipate state funded).

Recent/New Programs and Initiatives

- Ongoing state-mandated training requirements for registrars and moderators in order to assure confidence within the Town's eligible voters that all votes are properly tabulated and accounted.
- All new equipment and new state Election Management System to be implemented.

Recent Departmental Recognitions

- All moderators are currently certified and must recertify every 24 months.
- High turnout for Municipal Election for 2023, 49%

Major Departmental Challenges

- Demographics along with increased staff requirements and regulations make it more difficult to find willing and capable poll workers, requiring increased compensation.
- Public focusing on opposition party conduct at polling locations with regular reporting to state officials and media for perceived violations or inappropriate poll management.
- “Early voting” passed for 2024 implementation. This change requires poll voting 14 consecutive days before Election Day. Major election process changes and enhancements are required.
- The completion of a number of large multi-family rental complexes has resulted in an influx of new voters along with significant increase in residential property changing ownership.
- Ten-year redistricting - The state legislature mandated new districting that resulted in six New Canaan voting districts, from the previous three.
- The lax state absentee voting distribution and the new early poll voting requires a larger counting staff and administration leading up to elections.
- Expanded staffing, additional training requirements and exposure to heightened individual scrutiny is resulting in a need for increased staff compensation.
- A town wide Canvass must be completed in compliance with state regulations.

FY 22-23 Accomplishments

- Reorganized District voter assignments and polling locations from current 3 districts to new state assigned six districts.

- Trained additional Moderators and polling location staff to facilitate modified district structure.
- Administered the 2022 Gubernatorial Primary, including Federal offices – Senate and House, and state offices – two state senate districts and three house districts.
- Administered the Gubernatorial Election including state, federal and municipal offices.
- Conducted town wide Canvass of every re-districted voter as mandated by the Secretary of the State related to redistricting.
- Created detailed maps and communication process for the implementation of the six districts.

FY 23-24 Accomplishments and Objectives

- Identified a larger and more dependable election day staff to support the six districts and a larger absentee ballot structure.
- Administered caucus for municipal offices.
- Develop process and procedures to conduct 14 consecutive day Early Voting. Staff and train this expanded requirement for an efficient and successful transition.
- Conduct training and development of all staff on a more formalized and frequent basis.
- Implement an increased compensation program to result in a dependable and trained staff.
- Administer any Referendum(s).
- Complete a town wide mailing Canvass due to Presidential Election.
- Lobby with SOTS and state legislature to conduct Presidential Preference Primary at one location instead of three locations.
- Administer Presidential Preference Primary.

FY 24-25 Objectives

- Successfully and efficiently implement replacement voting tabulator project.
- Efficiently implement early voting program (14 consecutive days) for Election Day.



- Expand, train and compensate a competent staff.

Alignments with New Canaan being a community of choice for its residents

The goal of the Registrar of Voters is to provide a transparent and trustworthy system of election determination that instills confidence in the Town's Voters.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Polling Stations	3	8	8	8
Municipal Elections	1	1	1	1
Governor/State/Federal Primaries	2	2	2	2
State Elections	1	2	0	1
Recanvass / State Audit	0	0	1	1
Presidential Preference Primary	0	0	2	0
Town Party Caucuses	1	0	1	0
Special Election	1	0	0	0
Referendum	0	0	0	0

Poling Stations will increase due to early voting implementation

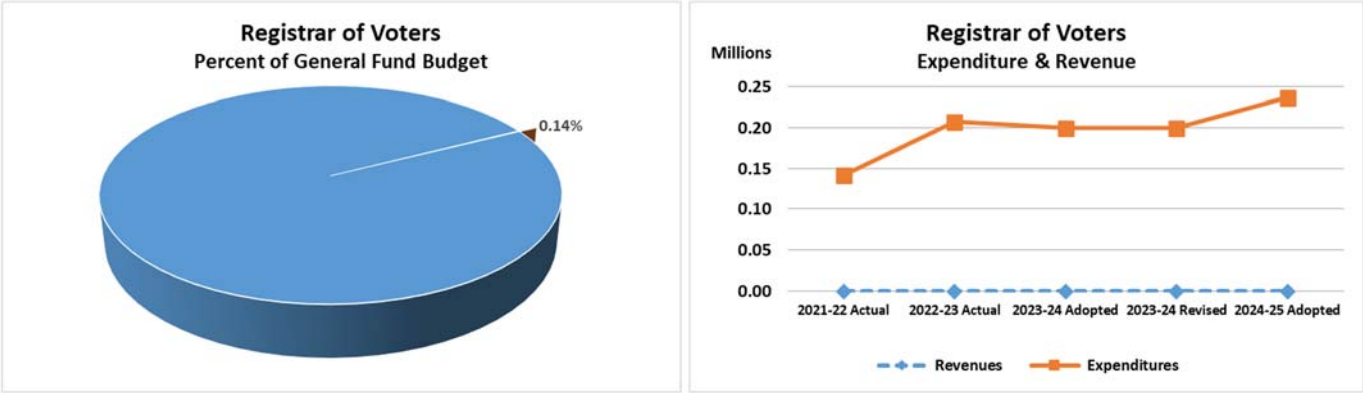
Registrar of Voters

Position Title	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<u>Part Time</u>				
Registrars of Voters*	52,000	66,000	80,000	80,000
Elections Personnel	17,500	30,000	30,000	48,000
P/T Elections	11,000	15,000	15,000	18,000
Clerical Assistance	10,000	10,000	10,000	20,000
Total Part Time	90,500	121,000	135,000	166,000

*As per Town Charter, the Board of Selectmen sets the salary of the Registrar of Voters.

FY23 reflects pro-rated salary increase Appr. by BOS effective Jan, 2023





	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Registrar of Voters	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Wages	101,552	167,174	105,000	105,000	118,000	13,000	12.38%
Employee Benefits	7,139	10,118	10,328	10,328	12,699	2,371	22.96%
Purchased Professional Services	12,146	10,125	51,195	49,095	70,243	19,048	37.21%
Purchased Property Services	12,320	11,393	13,150	12,250	13,850	700	5.32%
Purchased Other Services	4,849	5,451	6,520	9,520	7,020	500	7.67%
Supplies	3,622	2,160	12,680	12,680	13,680	1,000	7.89%
Miscellaneous	485	1,225	815	815	1,225	410	50.31%
Total Expenditures	142,112	207,647	199,688	199,688	236,717	37,029	18.54%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section



The Conservation Commission was created to keep an inventory of natural resources, especially defining the Town's open space and to evaluate those lands within the 22.5 square miles for their proper and potential use.

The Commission will also seek to advise in the development, management, protection and conservation of our natural resources, including water resources, and to coordinate our activities with existing Town committees, commissions and departments and with other conservation bodies.

Natural resources include undeveloped lands, fresh air, carbon fixing flora and clean water. These resources can be extended to include solar power, efficient use of combustible, carbon-based materials and environmentally friendly application of pesticides.

Finally, the Commission will play a role in supporting sustainability efforts across municipal and residential holdings.

An assigned Commission role is the stewardship of the 16.8 acre Bristow Bird Sanctuary and Wildwood Preserve. The Commission seeks to make Bristow Park a demonstration site for all of New Canaan to learn about bird habitat, native plants and natural biodiversity. Programs are in place to rehabilitate Bristow in preparation for the September 8th, 2024 Centennial Celebration.

FY 22-23 Accomplishments

- Complete Phase III of Bristow Park Centennial Master Plan. Install Pavilion and Bird Blind
- Begin New Canaan Open Space Inventory and Prioritization using Yale School of Forestry advice.
- Continue Support for SustainableCT Initiatives - Solar, Recycling, Swap Shop, Tree Coverage, Pollinator Pathway, etc.
- Continued River Testing. Reservoir, River, Stream and Wetlands review including Water Company input.

- Support Complete Streets Analysis for POCD Incorporation - GreenLinks and Bike Links
- \$100,000 Allocated to Land Acquisition Fund. Propose Conveyance Fee Algorithm funding of LAF
- Organize Conservation Commission groundwork for 2024 POCD

FY 23-24 Accomplishments and Objectives

- Phase IV Bristow Park Centennial Master Plan capital funded at \$97,500. Focus on Mead Park Senior/Stroller friendly trail, native plantings and prep for September 8th, 2024 Centennial Celebration.
- Conservation Commission oversight of the maintenance budget for Bristow Park.
- Orchestrate Bristow Park Public Private Partnership agreement with New Canaan Land Trust. Done.
- Review and enhancement of 2014 - 2024 POCD Conservation data and direction with input from all Town conservation organizations.
- Continued River Testing aimed at thresholds for potability, fishing and recreation. Engage with Water Companies about the future of reservoirs and lands.
- Gain Town Council approval to direct 40% of real estate sales conveyance fee's above \$1 million to the Land acquisition Fund
- Support SustainableCT Programming and projects to help achieve Silver Status accreditation.
- Support Complete Streets Analysis for POCD - to implement walking GreenLinks and Bike Links
- Continue communication efforts on environmental issues like gas-powered leaf blowers, quiet neighborhoods, dark skies, tree canopy, stone walls, lawns-to-meadows, recycling, reverse vending container machines, food scraps, and overall waste reduction per household.

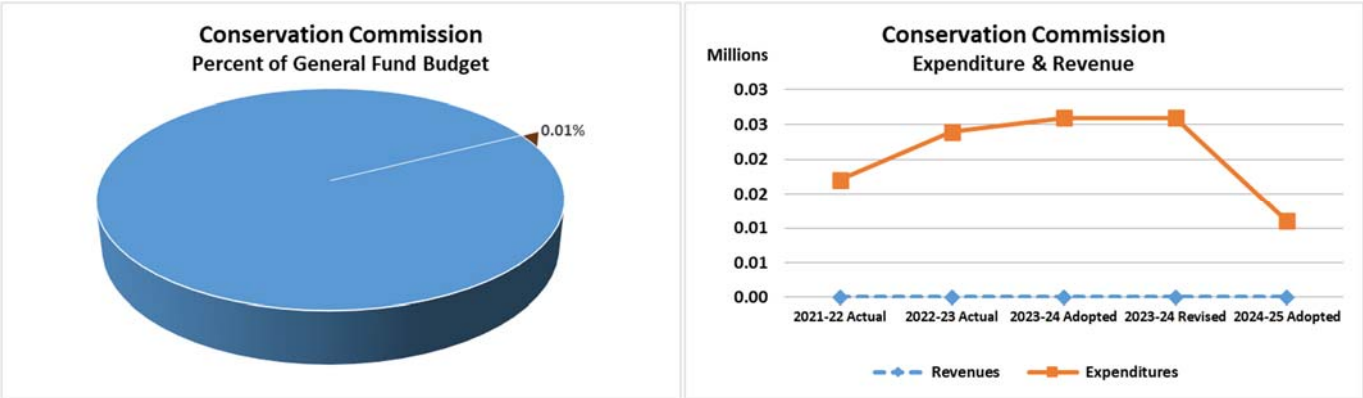


FY 24-25 Objectives

- Support implementation of 2024 POCD
- Gain Town Council approval to amend Land Acquisition Fund Resolution to include allocating 40% of real estate sales conveyance fees over \$1 million to the LAF
- Maintain River Testing programs and communicate findings to influence upstream behavior.
- Advocate for New Canaan Walkability
- Continue communication efforts on environmental issues like gas-powered leaf blowers, quiet neighborhoods, dark skies, tree

canopy, stone walls, lawns-to-meadows, recycling, reverse vending container machines, food scraps, and overall waste reduction per household.

- Oversee maintenance of Bristow Park in conjunction with the New Canaan Land Trust and plan Centennial Celebration on September 8th, 2024

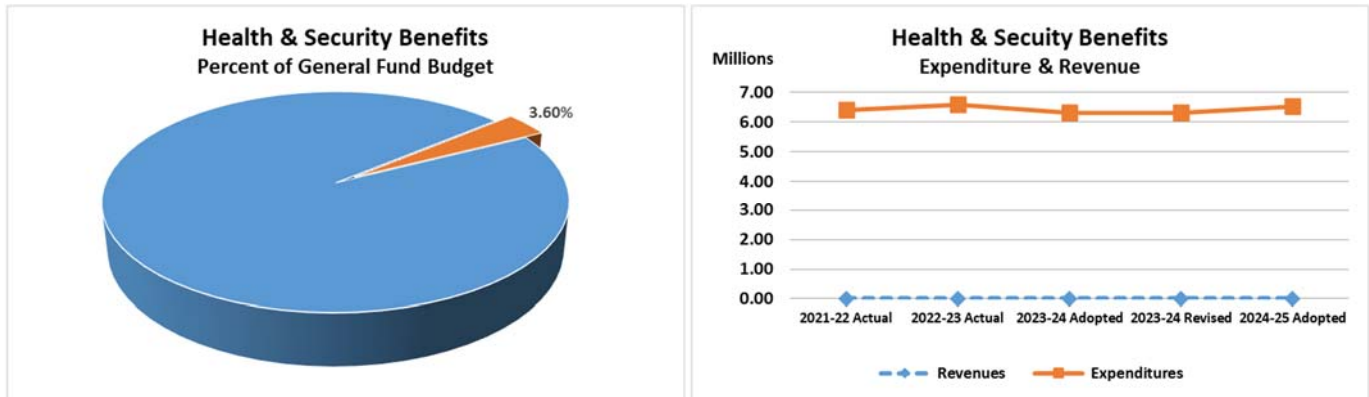


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Conservation Commission							
Expenditures							
Purchased Professional Services	17,054	24,000	26,000	26,000	11,000	(15,000)	-57.69%
Total Expenditures	17,054	24,000	26,000	26,000	11,000	(15,000)	-57.69%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section



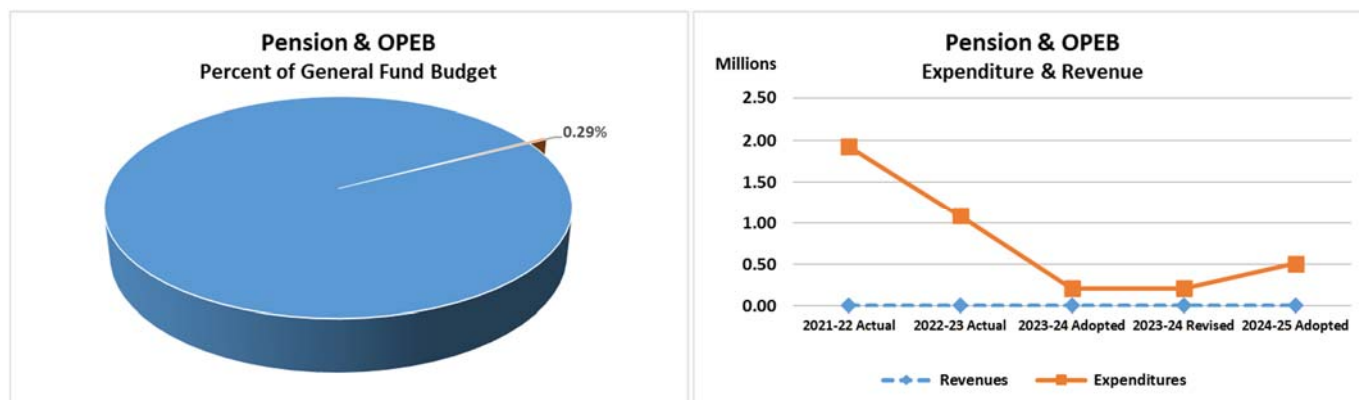
The Health & Security Benefits accounts for funding employee health & security. The Town of New Canaan is self insured. The Town also provides 401A contributions for certain Board of Education employees.



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Health & Security Benefits							
Revenues							
Other Revenues	-	-	-	-	-	-	
Total Revenues	-	-	-	-	-	-	
Expenditures							
Contribution to Town Bens Fund	6,247,000	6,409,350	6,109,350	6,109,350	6,314,817	205,467	3.36%
401A Employer Contributions	139,434	160,005	174,000	174,000	187,000	13,000	7.47%
Purchased Other Services	-	-	-	1,000	-	(1,000)	-100.00%
Unemployment Comp	4,138	5,637	10,000	10,000	10,000	-	0.00%
Prof Services	(48)	1,208	-	-	-	-	
Wellness	12,214	14,726	15,000	15,000	17,500	2,500	16.67%
	6,402,738	6,590,926	6,308,350	6,309,350	6,529,317	219,967	3.49%

Pensions: The Town is the administrator of a single employer, contributory defined benefit retirement plan (the "DB Plan") which covers substantially all Town employees except certified faculty and administrative personnel of the Board of Education who participate in a contributory retirement plan administered by the State Teachers Retirement Board. The DB Plan provides retirement, disability, and death benefits to plan members and their beneficiaries. The authority under which the DB Plan is established was the action of a special Town meeting held on March 13, 1962. The Town shall have the right by action of the Town Council to amend the DB Plan within the guidelines stipulated in the pension plan document. In January 2011, the Town established a new 401(A) defined contribution retirement plan (the "DC Plan") in lieu of the DB Plan for Town and Board of Education non-bargained employees including teaching assistants hired on or after January 1, 2011 and all Department of Public Works employees hired on or after July 1, 2010. Those employees who are ineligible to participate in the DB Plan because of their hire date, can voluntarily contribute to the DC Plan as allowable under IRS regulations. Currently, the Board of Education matches its employees' contributions up to 5% of base pay. The Town matches Town Hall Union and Town non-bargained employees' contributions up to 6% of base pay. Department of Public Works employees are required to contribute 3% of base pay and the Town matches up to 7% of their base pay. Teachers, who are covered by the State of Connecticut Teachers' Retirement System, are ineligible to participate in the Town's pension plans. Town of New Canaan teachers participate in a contributory retirement plan administered by the State Teachers Retirement Board.

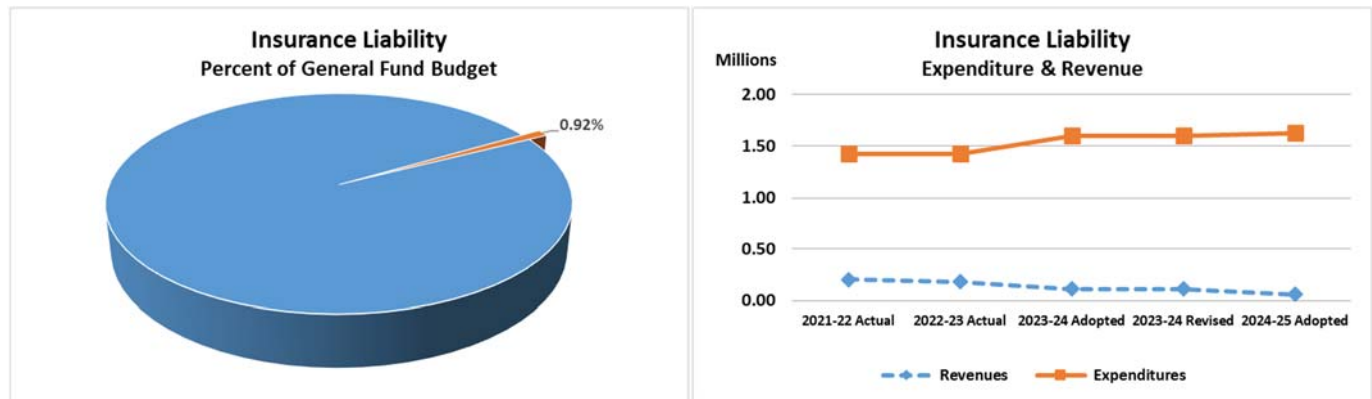
OPEB: The Town provides health insurance, life insurance, and lump sum benefits in accordance with union contracts for members and non-union employees. If comparable insurance is available to these retirees at no cost to them, then these benefits will not be available until this comparable insurance is terminated.



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
Pensions & OPEB						AMOUNT	%
Town Pension Contribution	1,647,180	1,090,794	207,649	207,649	505,980	298,331	143.67%
OPEB GASB 45	279,981	-	-	-	-	-	
Total Expenditures	1,927,161	1,090,794	207,649	207,649	505,980	298,331	143.67%
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

The Insurance Liability accounts include expenses related to the Town's Liability-Auto-Property (LAP) premiums and the Town's portion of Worker's Compensation insurance.

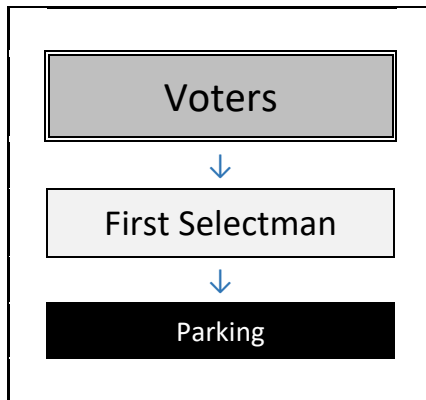


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Insurance Liability							
Revenues							
Other Revenues	201,474	181,613	110,000	110,000	60,000	(50,000)	-45.45%
Total Revenues	201,474	181,613	110,000	110,000	60,000	(50,000)	-45.45%
Expenditures							
Employee Benefits	813,026	835,455	917,869	911,869	939,225	21,356	2.33%
Purchased Other Services	613,553	588,794	682,886	688,886	688,886	6,000	0.88%
Total Expenditures	1,426,579	1,424,249	1,600,755	1,600,755	1,628,111	27,356	1.71%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To maintain and manage parking activities for the Town of New Canaan through the monitoring and enforcement of metered, unmetered and permit public parking spaces. This serves to maintain a safe parking environment for pedestrians, commuters and vehicle operations.

**Department Goals**

1. Explore new and innovative ideas on how to expand parking and parking services
2. Continue to provide excellent parking service to New Canaan residents, businesses, and visitors
3. Continue to provide a safe and effective parking environment

Summary of Major Responsibilities

- Manage parking activities for the Town of New Canaan through the monitoring and enforcement of metered, unmetered, and permit public parking spaces
- Enforce parking regulations
- Provide parking information
- Process payments for parking citations
- Issue annual parking permits
- Process payments for annual parking permits
- Maintain commuter and business wait lists
- Process payments for wait list applications
- Notify of permit eligibility
- Collect coin and paper currency from 12 parking pay machines on a monthly, weekly, and biweekly schedule

- Maintain, repair, install, and update software for 12 parking pay machines
- Monitor parking pay machine status remotely from office computers
- Maintain, repair, and perform system updates for license plate reader
- Maintain and manage signage, striping, and numbering in municipal parking lots
- Handle phone and e-mail responses to questions, concerns, and information regarding parking
- Prepare Parking Commission appeals and meeting information
- Process appeal decisions and notify of the Parking Commissions decisions by letter, e-mail, or phone
- Monitor Boxcar lots

Operational Changes

- Loss of two (2) enforcement officer positions

Recent/New Programs and Initiatives

- Continue to work with Boxcar to implement their program into more private parking lots
- Continue to stripe streets and parking lots and maintain signage to help and as supplement Public Works

Major Departmental Challenges

- The current department staff of three (3) full time staff members is down from the original staff of five (5) pre-COVID levels. One of the losses was due to injury the other due to the pandemic. Neither position was added back into the department's budget even though needed.
- Working with such a limited staff has created patrol and department coverage issues.

- Provide more parking for the Town's commuters and businesses

FY 22-23 Accomplishments

- Updated website to reflect current Parking information
- Continued to make permit notification from wait lists
- Continued with the "free" parking program for the Center and Locust lots. Changed to an annual renewal
- Continue to facilitate the best parking options, safety and services for the residents, businesses and visitors to New Canaan
- New permit / ticketing software program was installed December 2022

FY 23-24 Accomplishments and Objective

- Post Pandemic – Continue to re-evaluate commuter parking and develop options on how to maximize the under-utilized commuter permit lots to encompass the new commuting schedules
- Still working to customize the new permitting/ticketing program to suit the needs of the department.

- Will be using new permitting program for first time for 2023-2024 permit renewals. Will evaluate how process went

FY 24-25 Objectives

- Continue to evaluate commuter parking needs to maximize the usage in our commuter permit lots
- Evaluate how our current permitting/ticketing software program is working and re-evaluate if it works well for the department
- Look into other permitting/ticketing software programs/companies to see if there is a better option/program for the departments use

Alignments with New Canaan being a community of choice for its residents

Since New Canaan is a small and tight knit community the Parking Department has worked and will continue to work very hard to provide the best parking services and options for the town's residents, commuters, business owners, their employees and the many, many visitors that come to this town. We will continue to provide and maintain a safe, friendly and stress free parking environment.

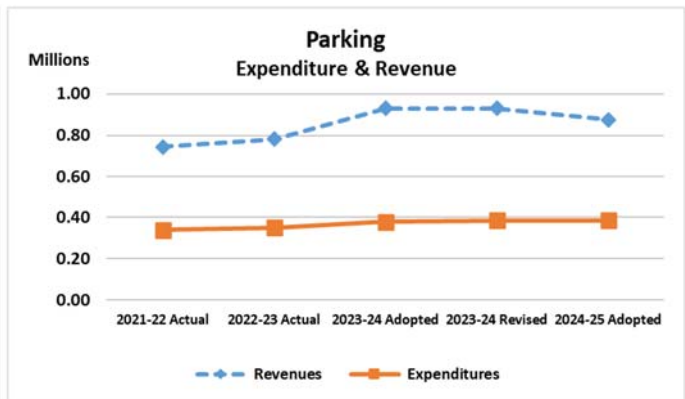
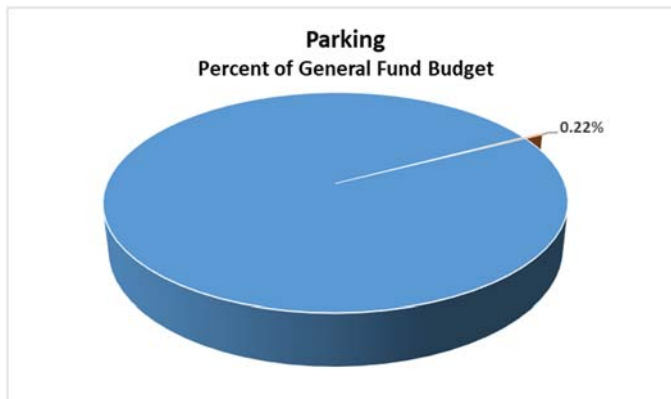
Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Parking violations issued	6,956	6,132	8,000	6,500
Parking payments processed	6,524	5,623	7,500	6,000
Parking permits processed	1,401	1,126	1,800	1,800
Wait list letters processed	* 61	74	150	100
One day permits processed	42	357	50	400
Phone calls handled	2,614	2,942	3,000	4,000
Emails handled	8,239	7,466	10,000	7,500
Appeals processed	57	16	50	20
Walk-ins helped- approximately	** 3000	**3000	**3200	**3200
Total miles patrolled	3,843	5,181	4,000	5,200

* Wait List yearly renewal letters have been temporarily on hold since I am actively making notifications off of the wait lists

** Approximate number of walk ins



Parking								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Parking Authority Manager	1.0	102,476	1.0	105,037	1.0	107,663	1.0	107,663
Parking Enforcement Officer	2.0	129,818	2.0	132,423	2.0	135,735	2.0	139,468
Total Full Time	3.0	232,294	3.0	237,461	3.0	243,398	3.0	247,131
<u>Miscellaneous Pay</u>								
Cleaning Allowance		400		400		400		400
Overtime						7,000		2,000
Total Miscellaneous Pay		400		400		7,400		2,400
Salary Allocation to Railroad		(9,060)		(9,060)				
Total Salary		223,634		228,801		250,798		249,531



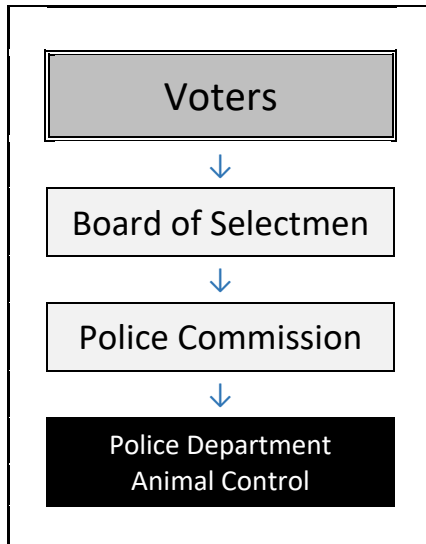
	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Parking	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Revenues							
Charges for Services	547,640	615,422	730,000	730,000	701,200	(28,800)	-3.95%
Fines & Special Assessments	197,528	166,006	200,000	200,000	175,000	(25,000)	-12.50%
Total Revenues	745,168	781,429	930,000	930,000	876,200	(53,800)	-5.78%
Expenditures							
Wages	233,486	239,420	244,860	250,798	249,531	4,671	1.91%
Employee Benefits	21,516	22,299	23,534	23,989	24,292	758	3.22%
Purchased Professional Services	24,900	20,662	32,792	32,792	27,792	(5,000)	-15.25%
Purchased Property Services	12,837	11,711	15,618	15,618	7,100	(8,518)	-54.54%
Purchased Other Services	1,622	1,409	2,500	2,500	1,500	(1,000)	-40.00%
Supplies	14,948	13,453	23,630	23,630	19,630	(4,000)	-16.93%
Miscellaneous	29,481	41,370	36,000	36,000	55,000	19,000	52.78%
Total Expenditures	338,790	350,324	378,934	385,327	384,845	5,911	1.56%
Total FTEs	5.00	4.00	3.00	3.00	3.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

The professional officers and staff of the New Canaan Police Department provide dedicated services to the community and strive to build a cooperative relationship of trust and support with the public.

**Department Goals**

1. Maintain a safe and secure community
2. Develop and maintain service-oriented policing
3. Keep current with law enforcement technologies
4. Develop and implement training programs that enhance organizational effectiveness
5. Prepare for future Department growth and crime trends
6. Develop employee skills that promote organizational leadership

Summary of Major Responsibilities

- Handle an average of 18,000 annual incidents
- Designated first responders to all medical emergencies
- Investigate all crimes from infraction violations to felonies
- Staff the Town's only 24/7 emergency dispatch center
- Serve the entire population of New Canaan regarding domestic and wildlife concerns

- Respond to roaming dogs, animal bites, dog licensing, neglect cases, welfare concerns, and injured, orphaned, or sick wildlife

Anticipated Operational Changes

- Increase total number of sworn officers to staff Elementary Schools with School Resource Officers (SROs)

Recent/New Programs and Initiatives

- Launched a program to more effectively handle behavioral health incidents
- Ongoing targeted traffic enforcement initiated, aimed at reducing motor vehicle accidents and distracted driving

Recent Departmental Recognitions

- Commission on Law Enforcement Accreditation
- Due to the professionalism and dedication of officers, the Town is annually rated as one of the safest Towns in Connecticut and is consistently rated as safer than 89% of all Towns/Cities in the United States

Major Departmental Challenges

- Hiring sworn officers
- Staffing SRO's in Elementary Schools

FY 22-23 Accomplishments

- Planned renovations of Police Headquarters and move to temporary location.
- Staffed the Community Impact Officer Position
- Awarded 10th CALEA Certification
- Procured Body and In-Car Cameras to meet the requirements of Connecticut's Police Accountability Law

- Implemented fixed license plate readers to solve and mitigate crime

FY 23-24 Accomplishments and Objectives

- Renovate Police Building
- Build training facility
- Maintain CALEA Certification
- Enhance community engagement & Social Media
- Comply with Connecticut's Police Accountability Law
- Identify SRO's for Elementary Schools
- Staff the Community Impact Officer Position
- Identify ways to reduce overtime expenditures

FY 24-25 Accomplishments and Objectives

- Complete renovations to Police Building & Identify Training Facility
- Maintain CALEA Certification
- Enhance community engagement & Social Media
- Comply with Connecticut's Police Accountability Law
- Staff SRO's for Elementary Schools
- Staff the Community Impact Officer Position
- Identify ways to reduce overtime expenditures

Alignments with New Canaan being a community of choice for its residents

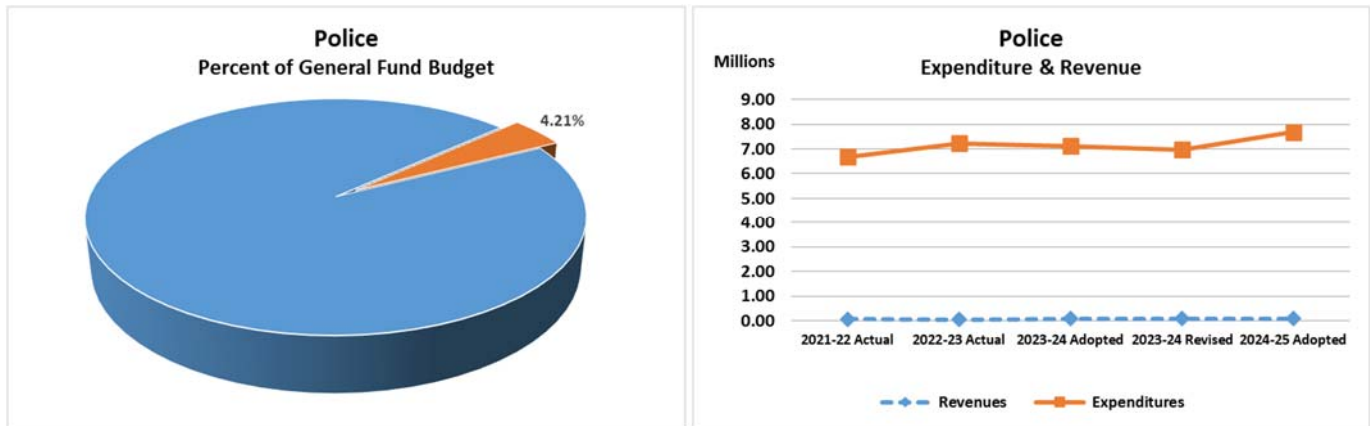
Working as a TEAM and demonstrating the utmost of INTEGRITY, RESPECT, PRIDE, and COURAGE, we will provide the highest level of SERVICE to the community.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Incidents/Calls for Service	13,680	14,328	14,500	14,800
Motor Vehicle Accidents	371	367	320	320
Arrests	142	114	125	130
Worker's Compensation Lost Days	89	98	65	65



Police								
	2021-22		2022-23		2023-24		2024-25	
Position Title		Revised		Revised		Revised		Adopted
<u>Full Time</u>								
<i>Sworn Non-Bargaining</i>								
Chief of Police	1.0	159,741	1.0	163,734	1.0	172,200	1.0	172,200
Deputy Chief	1.0	142,842	1.0	146,413	1.0	161,949	1.0	161,949
Captain	1.0	142,842	1.0	146,413	1.0	151,700	1.0	151,700
<i>Civilian Non-Bargaining</i>								
Police Chief Administrative Assistant	1.0	72,800	1.0	74,620	1.0	76,494	1.0	76,494
Property Mgt. Clerk	1.0	68,297	1.0	69,670	1.0	70,309	1.0	74,034
Records Clerk	1.0	68,186	1.0	69,542	1.0	71,289	1.0	73,249
Systems Administrator/Adm. Assistant	1.0	67,295	1.0	68,650	1.0	70,361	1.0	72,296
Building Maintenance Police	1.0	60,092	1.0	61,298	1.0	61,298		
<i>Total Non-Bargaining</i>	<i>8.0</i>	<i>782,093</i>	<i>8.0</i>	<i>800,340</i>	<i>8.0</i>	<i>835,599</i>	<i>7.0</i>	<i>781,923</i>
<i>Bargaining Unit</i>								
Lieutenants:								
Lieutenant	5.0	591,844	5.0	620,842	5.0	625,300	5.0	652,272
Sergeants:								
Sergeant	8.0	884,917	8.0	907,027	8.0	909,330	8.0	952,896
Patrolmen:								
Patrolman	31.0	2,838,454	31.0	2,833,811	34.0	3,136,566	34.0	3,266,916
<i>Total Bargaining Unit</i>	<i>44.0</i>	<i>4,315,215</i>	<i>44.0</i>	<i>4,361,680</i>	<i>47.0</i>	<i>4,671,196</i>	<i>47.0</i>	<i>4,872,084</i>
Total Full Time	52.0	5,097,307	52.0	5,162,019	55.0	5,506,796	54.0	5,654,007
<u>Part Time</u>								
Part Time and Clerical		17,720		17,720		20,800		50,800
School Guard (2)		20,280		20,280		37,200		37,200
Total Part Time		38,000		38,000		58,000		88,000
<u>Miscellaneous Pay</u>								
Overtime		240,000		285,000		265,000		295,000
12 Paid Holidays & in Lieu of Vacation		231,000		267,026		270,000		290,000
Salaries Overtime-Accumulated Time		125,000		85,000		85,000		100,000
Shift Differential Pay		102,000		108,070		110,000		110,000
Overtime-Training		100,000		105,000		110,000		125,000
Overtime-Sick		50,000		45,000		50,000		60,000
Educational Pay		45,000		56,000		56,000		60,000
Actg. Lt. & Sgt. Pay		26,000		22,000		20,000		20,000
Cleaning Allowance		16,450		15,400		15,400		16,400
Detective Standby		15,000		16,000		16,000		16,000
Overtime-Injury		10,000		10,000		8,000		10,000
Overtime-Traffic Enforcement		5,000		5,000		5,000		-
Total Miscellaneous Pay		965,450		1,019,496		1,010,400		1,102,400
Total Salary		6,100,757		6,219,515		6,575,196		6,844,407





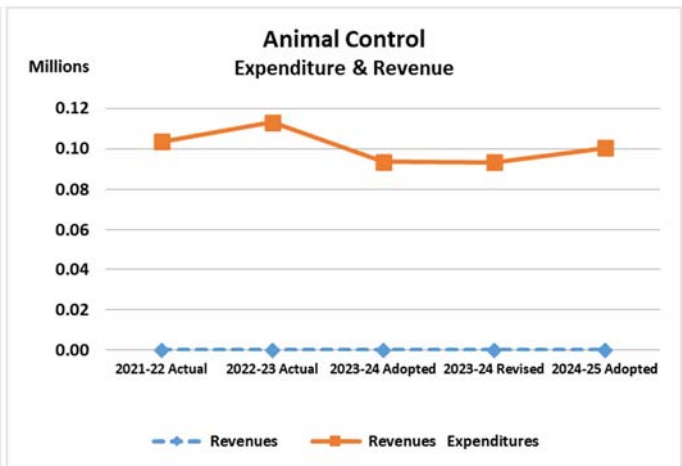
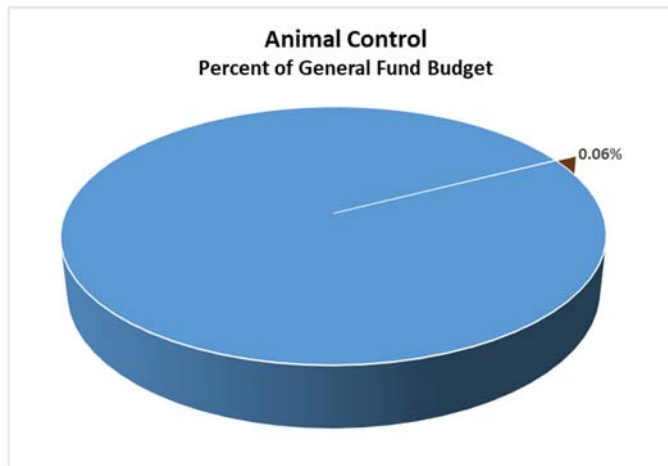
	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Police Department							
Revenues							
License and Permits	6,885	4,695	8,310	8,310	8,310	-	0.00%
Intergovernmental Revenues	17,473	1,998	25,000	25,000	25,000	-	0.00%
Charges for Services	7,910	9,445	8,750	8,750	8,750	-	0.00%
Fines & Special Assessments	38,635	43,513	39,000	39,000	39,000	-	0.00%
Other Revenues	-	-	-	-	-	-	-
Total Revenues	70,903	59,651	81,060	81,060	81,060	-	0.00%
Expenditures							
Wages	6,073,061	6,457,542	6,350,241	6,214,300	6,844,407	494,166	7.78%
Employee Benefits	158,850	204,230	165,441	162,461	173,723	8,282	5.01%
Purchased Professional Services	107,683	169,806	165,500	166,500	183,850	18,350	11.09%
Purchased Property Services	46,066	47,605	53,000	53,000	52,250	(750)	-1.42%
Purchased Other Services	5,805	5,087	9,600	10,400	9,550	(50)	-0.52%
Supplies	293,362	338,558	363,297	361,497	418,520	55,223	15.20%
Miscellaneous	3,461	2,998	3,000	3,000	3,000	-	0.00%
Total Expenditures	6,688,289	7,225,827	7,110,079	6,971,158	7,685,300	575,221	8.09%
Total FTEs	52.00	52.00	55.00	55.00	54.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Animal Control Calls	314	364	465	520
Impounded Animals	37	64	80	95
Adoptions	4	4	5	5
Euthanized	2	0	0	0
Animal Bites	16	25	35	30
Infractions	4	6	5	5
Written Warnings	15	62	65	70
Licensed Dogs	2,513	2,354	2,500	2,500

Animal Control

Position Title	2021-22		2022-23		2023-24		2024-25	
	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Animal Control Officer	1.0	89,568	1.0	91,801	1.0	72,308	1.0	76,482
Total Full Time	1.0	89,568	1.0	91,801	1.0	72,308	1.0	76,482
<u>Part Time</u>								
Part Time				4,500		4,500		-
Total Part Time		-		4,500		4,500		-
<u>Miscellaneous Pay</u>								
Overtime		1,600		585		500		500
Total Miscellaneous Pay		1,600		585		500		500
Total Salary		91,168		96,886		77,308		76,982

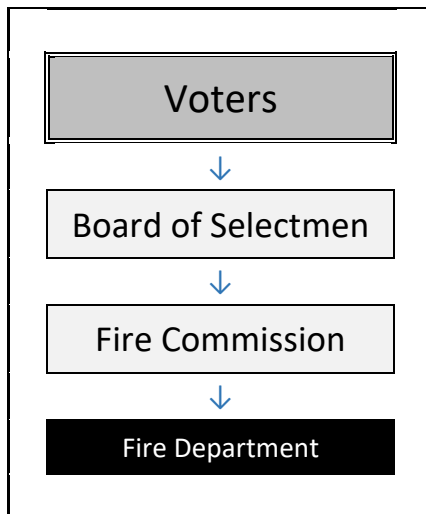


Animal Control	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Revenues							
Dog Lic. Clerk Fees	-	-	-	-	8,000	8,000	
Warden Redemption Fees	-	-	-	-	1,000	1,000	
Total Revenues	-	-	-	-	9,000	9,000	
Expenditures							
Wages	90,825	99,455	80,000	80,000	76,982	(3,018)	-3.77%
Employee Benefits	12,686	13,252	12,070	11,864	10,478	(1,592)	-13.19%
Purchased Professional Services	13	475	1,500	1,500	6,000	4,500	300.00%
Purchased Property Services	-	-	-	-	1,000	1,000	
Purchased Other Services	-	-	-	-	2,590	2,590	
Supplies	-	-	-	-	3,450	3,450	
Total Expenditures	103,525	113,182	93,570	93,364	100,500	6,930	7.41%
Total FTEs	1.00	1.00	1.00	1.00	1.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The mission of the New Canaan Fire Department since 1881 is to protect life, property and the environment from fire and other emergencies, using our well trained personnel in a timely manner, and to be ever vigilant and prepared for changes in our community.

**Department Goals**

1. Protect life, property, and the environment
2. Inspect all commercial buildings and multi-family dwellings per State statute, issue permits by statute
3. Educate the public in fire prevention and safety

Summary of Major Responsibilities

- Protect life, property, and the environment from fire and other emergencies, using well-trained personnel in a timely manner
- Proactively reduce loss through education and inspections

Recent/New Programs and Initiatives

- Refocus operations, training and equipment to keep the community and emergency responders safe.
- Preplanning the commercial district

Recent Departmental Recognitions

- 2023 Best Out of State Fire Company, NY State Parade Marshall's
- ISO Rating (TBD)

Major Departmental Challenges

- Volunteer firefighter recruitment and retention
- Timely staffing for working structure fires
- Adequate water supplies
- Coverage that meets NFPA standards

FY 22-23 Accomplishments

- Maintain the current level of service
- Increase response efficiency with the new regional dispatch center.
- Preplan the commercial district
- Provide more public education to the non-traditional community
- Implement a new records management software
- Implement a new staffing and scheduling software
- Improve our Rescue Task Force capabilities in cooperation with New Canaan Police, Volunteer Ambulance Corps, and Office of Emergency Management
- Take advantage of grant funding opportunities

FY 23-24 Accomplishments and Objectives

- Evaluate operations against nationally recognized standards.
- Capitalize on public education opportunities
- Continue implementation of record management system

FY 24-25 Objectives

- Complete evaluation of national standard metrics
- Pre-plan all commercial occupancies and target hazards
- Improve water supply infrastructure and operations
- Increase home fire safety inspections

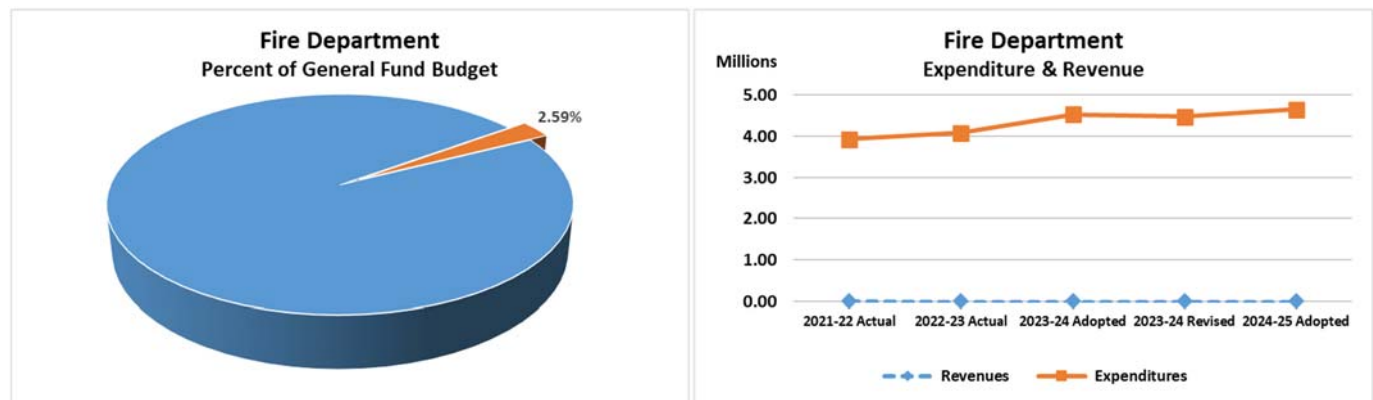
Alignments with New Canaan being a community of choice for its residents

Home safety is a quality of life issue. People must feel safe in their homes, at work and in school.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Incidents	1,198	1,124	1,200	1,200
Fire Loss	\$109,230	\$88,950	\$100,000	\$100,000
Mutual Aid Received	8	7	10	10
Mutual Aid Given	14	29	25	25
Average Firefighters per Incident	7.0	7.0	7.0	7.0
Average Response Time	8:12	8:09	8:00	8:00
Simultaneous Incidents	147	100	125	125
Personnel training hours	6,835	6,566	7,000	7,000
Public Education Events	35	103	100	100
Fire Marshal Investigations	65	38	35	35
Fire Marshal Inspections	730	740	800	800
Fire Marshal Residential Inspectable Units	523	426	500	500
Fire Marshal Consultations	1,846	1,497	1,500	1,500
Fire Marshal Plan Reviews	116	195	150	150

Fire								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Director of Fire Services	1.0	151,275	1.0	143,986	1.0	151,275	1.0	155,057
Assistant Director of Fire Services	1.0	57,614	1.0	57,614	1.0	57,614	1.0	120,000
Fire Marshal	1.0	115,228	1.0	120,990	1.0	127,115	1.0	127,115
<i>Total Non-Bargaining</i>	<i>3.0</i>	<i>324,116</i>	<i>3.0</i>	<i>322,590</i>	<i>3.0</i>	<i>336,004</i>	<i>3.0</i>	<i>402,172</i>
<i>Bargaining Unit</i>								
Captains:								
Captains	4.0	445,183	4.0	456,332	4.0	467,696	4.0	479,434
Lieutenants:								
Lieutenant	4.0	456,330	4.0	404,476	4.0	414,589	4.0	431,007
Firemen-Engineers:								
Fireman-Engineer	16.0	1,357,187	16.0	1,388,772	16.0	1,394,150	16.0	1,528,531
<i>Total Bargaining Unit</i>	<i>24.0</i>	<i>2,258,700</i>	<i>24.0</i>	<i>2,249,581</i>	<i>24.0</i>	<i>2,276,436</i>	<i>24.0</i>	<i>2,438,972</i>
Total Full Time	27.0	2,582,816	27.0	2,572,171	27.0	2,612,440	27.0	2,841,144
<u>Part Time</u>								
Administrative Assistant		37,500		37,500		41,000		42,225
Volunteers (minimum manpower coverage)		27,500		27,500		23,000		23,775
Assistant Fire Marshals		21,500		21,000		26,000		26,750
Total Part Time		86,500		86,000		90,000		92,750
<u>Miscellaneous Pay</u>								
Shift Differential								
Training		45,000		44,032		132,000		90,000
Acting Sgt./Lt.		8,000		8,000		8,500		8,500
Overtime:								
Vacation Coverage		280,200		338,645		350,000		362,750
Holiday Coverage		230,000		255,825		312,530		321,000
Sick Coverage		201,000		222,100		225,000		200,000
Injury		82,500		90,630		90,630		90,630
Overtime		50,000		50,500		55,000		55,000
Asst Chief OT		-		-		-		-
Callback		6,000		2,568		5,000		10,000
Total Miscellaneous Pay		902,700		1,012,300		1,178,660		1,137,880
Total Salary		3,572,016		3,670,471		3,881,100		4,071,774





	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Fire Department							
Revenues							
License and Permits	180	-	-	-	-	-	
Fines & Special Assessments	-	-	-	-	-	-	
Total Revenues	180	-	-	-	-	-	
Expenditures							
Wages	3,513,339	3,592,458	3,946,134	3,891,100	4,061,774	115,640	2.93%
Employee Benefits	85,144	87,769	93,233	92,853	108,701	15,468	16.59%
Purchased Professional Services	70,810	105,558	177,100	177,100	156,000	(21,100)	-11.91%
Purchased Property Services	69,797	101,668	94,400	94,400	108,900	14,500	15.36%
Purchased Other Services	398	610	3,180	3,180	7,600	4,420	138.99%
Supplies	187,463	192,665	211,083	211,083	206,882	(4,201)	-1.99%
Miscellaneous	5,266	5,536	6,600	6,600	6,600	-	0.00%
Total Expenditures	3,932,215	4,086,262	4,531,730	4,476,316	4,656,457	124,727	2.75%
Total FTEs	27.00	27.00	27.00	27.00	27.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

New Canaan EMS's mission is to consistently and compassionately provide the highest quality pre-hospital emergency medical care to our patients free of charge.

Department Goals

To provide high quality emergency care for 911 medical calls in New Canaan

Summary of Major Responsibilities

- Provider of emergency medical services to the town of New Canaan, Connecticut, 24 hours a day, 7 days a week. We also respond to mutual aid calls from neighboring towns.
- In addition to providing pre-hospital emergency medical care, we transport patients to Norwalk Hospital and Stamford Hospital in one of three state-of-the-art ambulances, free of charge to patients.
- Our members are all volunteers who maintain Connecticut-mandated EMT certifications and attend ongoing monthly medical education seminars.

Anticipated Operational Changes

- With the COVID-19 pandemic waning, we have normalized much of our EMS operations. We will continue to follow COVID protocols for all suspected cases, which includes additional PPE, sanitizing all gear and equipment, and our rigs.
- One-way egress/ingress and limited parking during PD construction project.

Recent/New Programs and Initiatives

- We have returned to in-person monthly training, but also allow our members who are not able to attend in person to participate via video conferencing. We also have this option every month for our in-house business meetings.

- We have also returned to in-person community training sessions. This includes training for town employees, school staff, and civic organizations.

Major Departmental Challenges

- Vehicle chassis and chip supply issues have impacted emergency services vehicles, with availability challenges, delayed shipments, and higher costs.
- Managing one-way egress/ingress and limited parking during the 18 month construction project of New Canaan Police HQ.

FY 22-23 Accomplishments

- Responded to over 1600 calls.
- Provided training to small groups of Town employees and civic organizations in First Aid, CPR, and AED.
- Completed upgrading of the Data Terminals (iPads) to improve networking capabilities in all vehicles.
- Conducted an in-person EMT Basic certification course.
- Conducted an Emergency Vehicle Operator Course (EVOC) for our EMTs to become drivers of our ambulances.
- Maintained presence on social media.

FY 23-24 Objectives

- Continue providing high quality pre-hospital care, for all 911 medical calls.
- Conduct an EMT Basic certification course.
- Continue recruiting new members.
- Replacement of the aging equipment used in patient care, which is no longer supported under vendor's maintenance plans.



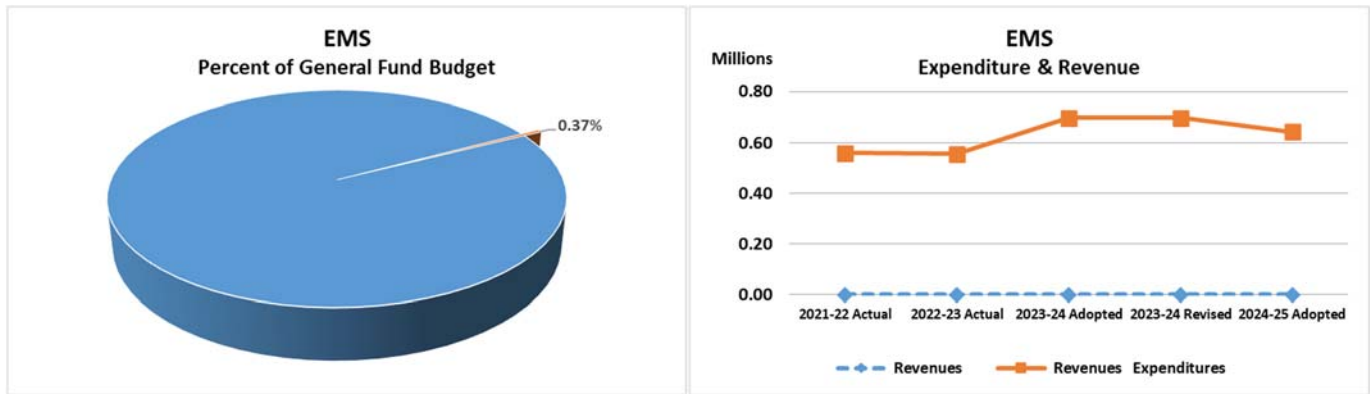
FY 23-24 Objectives – continued

- Tactical protection gear being added to all ambulances. Ensure all members are trained and familiar with its usage.
- Participate in Emergency Services Drills.
- Provide training in CPR/AED, “Stop the Bleed” and First Aid to the community.
- Participate in town events, and support outreach opportunities.
- Continue coordination on the police building renovation/construction to manage egress/ingress, parking, and any other operational impacts during or after the project.

FY 24-25 Objectives

- Continue providing high quality pre-hospital care for all 911 medical calls.
- Maintain robust corps of fully-certified EMT volunteers; continue to recruit new members.
- Maintain rigorous Continuing Medical Education for our members.
- Conduct annual EMT Basic certification course.
- Monitor delivery schedules and price changes for new ambulances, and impacts this can have for future ambulance orders.
- Continue the community training programs.
- Work with Emergency Management Director to address innovative ways to attract and retain volunteers.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated
Total # of Calls	1,651	1,661	1,581
Total # of Patients	1,715	1,723	1,674
Total # of Transports	1,163	1,146	1,044
Medic Dispatched	910	698	588
Medic on Transport to ED	435	406	348

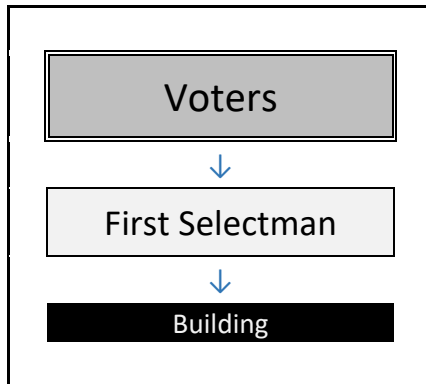


EMS	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
Revenues						AMOUNT	%
Sale of Assets	16,000	-	-	-	-	-	
Total Revenues	16,000	-	-	-	-	-	
Expenditures							
Purchased Professional Services	399,840	399,840	525,600	524,400	465,000	(60,600)	-11.53%
Purchased Property Services	8,080	1,195	-	1,200	11,195	11,195	
Purchased Other Services	63,465	63,465	63,465	63,465	-	(63,465)	-100.00%
Supplies	89,625	92,357	110,020	110,020	166,693	56,673	51.51%
Total Expenditures	561,011	556,857	699,085	699,085	642,888	(56,197)	-8.04%
Total FTEs	-	-	-	-			

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To protect life safety and property values through the enforcement of the CT State Building Code.

**Department Goals**

1. Provide high level of customer service and timeliness in issuing permits and performing site inspections
2. Ensure contractors are performing quality and code-compliant work
3. Self-educate and stay current with ever-changing building codes, as well as methods and means of construction, and engineering practices
4. Continue to find ways in which to improve and work more efficiently and effectively

Summary of Major Responsibilities

- Enforcement of the Connecticut State Building Code by performing plan review prior to permit issuances and multiple site inspections throughout construction to ensure code compliance
- Issue Certificates of Use and Occupancy upon code compliant completion
- Respond to complaints of hazardous conditions and the enforcement of the Town of New Canaan Blight Prevention and Abatement Ordinance
- Serve as the custodian for all land use records

- Enforcement officer for the Connecticut State Demolition Code and the Town of New Canaan Demolition Delay ordinance

Anticipated Operational Changes

- Variations in revenue of \$200,000 may result in an additional budgetary request of \$10,000 to \$15,000 for expenditures, given the relationship between construction/permit activity and the Department's workload
- Some projects require a demand on services for several years after the permit is issued and the fee paid, placing the Department in a unique position wherein the Department is paid upfront for services it has yet to provide

Recent/New Programs and Initiatives

- New, less expensive land use software installed to increase the availability of on-line services

Recent Departmental Recognitions

- Recipient of the Clifton Clark Award from the CT Building Officials Association for exceptional contributions to building code safety

Major Departmental Challenges

- Maintain a high level of service while enforcing the CT State Building Code in an increasingly difficult housing and construction atmosphere

FY 22-23 Accomplishments

- To add an online permitting feature so as to reduce foot traffic and improve customer service
- To implement and expand software program to include the Health, Inland Wetlands, and Planning & Zoning Departments
- To find new software capable of online services.

- Continued to digitalize land use records to be made available to the public via the town website.
- Maintained protocol for inspections while maintaining pandemic safety guidance.

FY 23-24 Accomplishments and Objectives

- To add an online permitting feature so as to reduce foot traffic and improve customer service.
- To implement and expand software program to include the Health, Inland Wetlands, and Planning & Zoning Departments
- To find new software capable of online services.
- Continue to digitalize land use records to be made available to the public via the town website.

FY 24-25 Objectives

- Assist in educating our client base on how to navigate our new on-line permitting software
- Continue to find new ways to streamline our permitting process.

- Continue to maintain protocol for inspections while maintaining pandemic safety guidance.

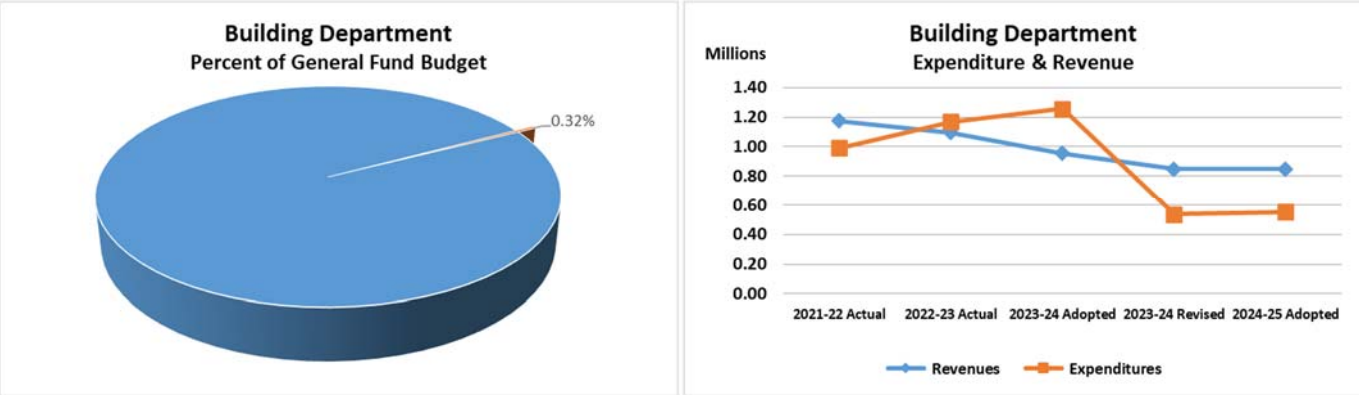
Alignments with New Canaan being a community of choice for its residents

Protecting property values via code enforcement would offer some level of comfort to those seeking to purchase a home here as well knowing the schools, town buildings and all other public and commercial buildings are code compliant, safe and accessible to those with disability needs. The Town of New Canaan Blight Abatement Ordinance is designed to offer a minimum standard of care and maintenance for properties thereby enhancing the community as a whole.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Number of building inspections performed	2897	2866	2462	2450
Number of building permits issued	1158	2123	1682	1675

Building		2021-22		2022-23		2023-24		2024-25	
Position Title		Revised		Revised		Revised		Adopted	
<u>Full Time</u>									
Director Building Department	1.0	142,042	1.0	145,594	1.0	149,233	1.0	149,233	
Deputy Building Official	1.0	97,029	1.0	101,447	1.0	103,976	1.0	106,835	
Building Inspector	1.0	68,917	1.0	80,863	1.0	82,882	1.0	85,161	
Administrative Assistant II	1.0	77,300	1.0	80,863	1.0	82,882	1.0	85,161	
Total Full Time	4.0	385,289	4.0	408,766	4.0	418,973	4.0	426,391	
<u>Part-Time</u>									
Records Manager		33,500		33,500		33,500		36,000	
Total Part Time		33,500		33,500		33,500		36,000	
<u>Miscellaneous Pay</u>									
Overtime		9,000		15,000		10,000		10,000	
Total Miscellaneous Pay		9,000		15,000		10,000		10,000	
Total Salary		427,789		457,266		462,473		472,391	



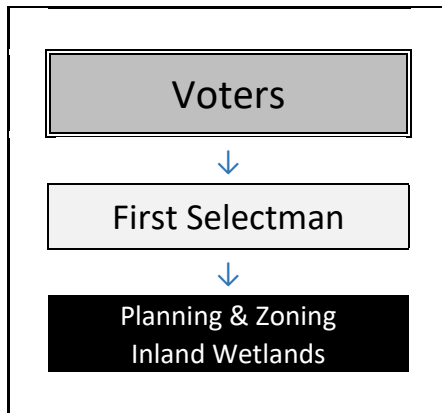


					2024-25	VARIANCE	
					ADOPTED	AMOUNT	%
Building	2021-22	2022-23	2023-24	2023-24			
Revenues	ACTUAL	ACTUAL	ADOPTED	REVISED			
License and Permits	1,115,212	1,040,057	910,000	850,000	850,000	-	0.00%
Charges for Services	57,970	55,132	43,000	-	-	-	
Other Revenues	1,020	728	1,100	-	-	-	
Total Revenues	1,174,202	1,095,917	954,100	850,000	850,000	-	0.00%
Expenditures							
Wages	841,032	977,249	952,850	462,473	472,391	9,918	2.14%
Employee Benefits	87,063	100,482	96,550	40,351	45,419	5,068	12.56%
Purchased Professional Services	38,117	52,328	171,500	20,500	20,600	100	0.49%
Purchased Property Services	5,569	4,382	8,100	4,100	4,100	-	0.00%
Purchased Other Services	6,454	13,773	9,970	1,178	1,178	-	0.00%
Supplies	14,650	19,523	17,273	9,413	9,413	-	0.00%
Miscellaneous	-	-	-	-	-	-	
Total Expenditures	992,886	1,167,738	1,256,243	538,015	553,101	15,086	2.80%
Total FTEs	11.00	8.00	8.00	4.00	4.00		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The Planning and Zoning Department strives to provide the public with responsive, fair, personal and professional services regarding land use issues in order to preserve and enhance the character and quality of life in New Canaan.



Department Goals

1. Provide residents, businesses, developers, and the public with exceptional customer service to understand the regulations surrounding land use in New Canaan in order to preserve and enhance the character and quality of life
2. Provide technical guidance and support for the Planning & Zoning Commission and Zoning Board of Appeals
3. Promote internal communication among all land use sub-departments in order to provide exceptional customer service to the public

Summary of Major Responsibilities

- Utilize and maintain the Plan of Conservation and Development, New Canaan Zoning Regulations, Subdivision Regulations, Affordable Housing Plan, and Village District Guidelines
- Interpret and enforce the Town's Zoning Regulations
- Serve as a staff liaison to the Planning & Zoning Commission and the Zoning Board of Appeals
- Provide exceptional customer service to the public and accurate guidance on how to

efficiently navigate the land use processes in New Canaan Administrative support

- Work closely with property owners and contractors on ensuring that sediment and erosion controls are properly installed and maintained during construction.

Operational Changes

- The Land Use Budget has been further broken out to only include Planning & Zoning and Inland Wetlands to ensure simpler and more transparent management of the department's funds.
- A full time Assistant Planner position was added and briefly filled in FY2023. After staff changes in January of 2023 that position has remained open as the department head evaluates staffing needs.

Recent/New Programs and Initiatives

- Transitioning to fully remote permit application submission through the OpenGov system
- Updating the 2014 Plan of Conservation & Development
- Analyzing and recommending updates to the Zoning Regulations where appropriate

Major Departmental Challenges

- Projecting the financial needs of the department for professional services as pertains to controversial applications and subsequent appeals of decisions has posed a challenge to the department this past fiscal year.

FY 22-23 Accomplishments

- Guided the P&Z Commission and the public through three simultaneous 8-30g applications
- Educated and provided information to residents, business owners, and developers regarding land use issues and the land use approval process
- Reviewed and processed applications and administered and enforced the Zoning and Subdivision Regulations of the Town
- Provide professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals

FY 23-24 Accomplishments and Objectives

- Commence the 2024 POCD Update process including the community engagement plan and drafting of plan chapters.
- Educate and provide information to residents, business owners, and developers regarding land use issues
- Review and process applications and administer and enforce the Zoning and Subdivision Regulations of the Town
- Provide guidance and assistance to residents, business owners, and developers on how to navigate the local land use approvals process

- Provide professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals

FY 24-25 Objectives

- Finalize the adoption and begin the implementation of the Town's 2024 Plan of Conservation and Development
- Maintain and provide technical assistance in the implementation of the Town's 2022 Affordable Housing Plan
- Provide professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals
- Provide guidance and assistance to residents, business owners, and developers on how to navigate the local land use approvals process

Alignments with New Canaan being a community of choice for its residents

Based on comments from customers regarding their experience with the department, the majority find that the amount of resources available to assist customers through the land use process is better than other experiences elsewhere. Staff is knowledgeable, professional, responsive, user-friendly and helpful.

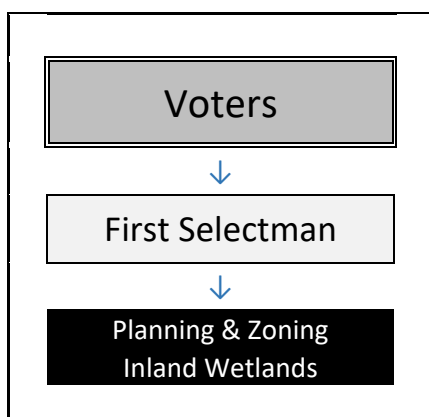
Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Number of building permits P&Z reviews	444	435	400	400
Number of Zoning permits issued	418	351	350	350
Number of P&Z Commission/ZBA Apps submitted	68	54	50	50

Mission**Inland Wetlands Director:**

The preservation and protection of the wetlands and watercourses from random, unnecessary and unregulated uses, disturbances or destruction is in the public interest and is essential to the health, welfare and safety of the citizens of the state.

Floodplain Manager:

To regulate the use of flood hazard areas to promote public health, safety and general welfare of its citizenry.

**Department Goals**

1. Provide excellent customer service by assisting the public and working collaboratively with Staff on a variety of technical land use property inquiries for both wetland and floodplain scenarios
2. Provide comprehensive reviews of proposed projects and efficiently communicate any issues in order to allow for a smooth transition to permitting and the implementation of a successful project
3. Provide guidance and technical support to the Inland Wetland Commission members to assist in solid decision-making for land use activities involving both wetlands and floodplains
4. Provide site inspections to ensure compliance and protection of wetlands and floodplains

Summary of Major Responsibilities

- Preservation and protection of the wetlands and watercourses from random, unnecessary, and unregulated use, disturbance, or destruction
- Protect human life and health and prevent damage to property from flooding

Operational Changes

- The Land Use Budget has been further broken out to only include Planning & Zoning and Inland Wetlands to ensure simpler and more transparent management of the department's funds.

Recent/New Programs and Initiatives

- Collaborated in the development for the online permitting OpenGov system, launched in November 2023.
- Provided guidance and training for two new Commission members
- Improved transparency through virtual access for public to participate in meetings and view all new Inland Wetland applications easily accessible on IW webpage

Departmental Recognitions/Training

- Obtained Certificate of Achievement from the Department of Energy and Environmental Protection's online training course
- Trained in OpenGov online permitting, Bluebeam technical review system, Flood Rules and Regulation, Army Corps training, Human

Resources-Know Be4 trainings, Recognizing Cyber Scams, Harassment, CT Association of Floodplain Managers annual meeting and Association of Conservation and Inland Wetlands Commissions Training

Major Departmental Challenges

- Projecting the financial needs of the department for professional services as pertains to controversial applications and subsequent appeals of decisions has posed a challenge to the department this past fiscal year.
- Keeping up with the land use workload during busier periods of construction activities, real estate inquiries, complaints

FY 22-23 Accomplishments

- Worked collaboratively to enhance GIS based wetland mapping for Town
- Coordinated with Sustainable New Canaan and provided watershed training program for public
- Provided guidance and training to newly appointed Commission members and staff
- Continued with second phase of FEMA RISK Map Project, on-going
- Successfully adapted to the on-going Covid 19 pandemic to allow for work flow to continue with little to no delays for customers and effectively applied Inland Wetland requirements

FY 23-24 Accomplishments and objectives

- Continue with digitization project of historical wetland records
- Coordinate and collaborate with new employees in the areas of potential grant opportunities and public safety reporting
- Work collaboratively to provide positive Town Hall experience for customers

- Assist new Board of Selectman in transition

FY 24-25 Objectives

- Master OpenGov online permitting system to assist use for public and ease of reviews for Staff
- Facilitate coordination between FEMA, Town Staff and public for the review, comments and adoption phase of the FEMA Risk Map project
- Continue with digitization of remaining historical wetland records, making records available to public
- Provide opportunities to educate the public and Commission members thru site visits, IWC meetings, training opportunities
- Continue to manage records in accordance with record retention laws

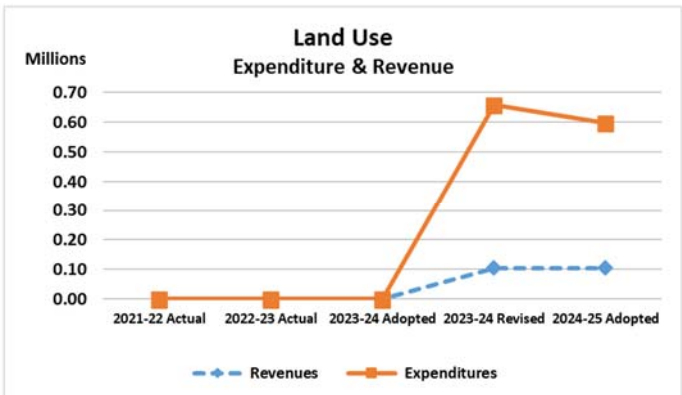
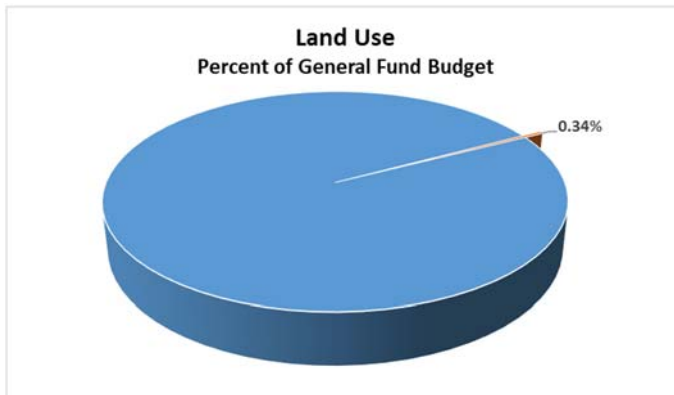
Alignments with New Canaan being a community of choice for its residents

Based on comments from customers regarding their experience with the department, the majority find that the number of resources available to assist customers through the land use process is better than other experiences elsewhere. Staff is knowledgeable, professional, responsive, user-friendly and helpful.

By participation in the National Floodplain Insurance Program, property owners are able to receive federally subsidized flood insurance only if the community enacts and enforces minimum floodplain regulations. Audit by State Floodplain Coordinator confirmed New Canaan's compliance.

Performance Indicators	FY 21-22	FY 22-23	FY 23-24	FY 24-25
	Actual	Actual	Estimated	Estimated
Number of IW Demo permits reviewed	20	19	20	20
Number of Building Permits IW reviews	275	265	265	265
Number of IW permits issued	59	40	40	40

Land Use								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Town Planner/ZEO	1.0	131,684	1.0	134,976	1.0	130,733	1.0	130,733
Wetlands Agent Director	1.0	117,573	1.0	120,512	1.0	123,525	1.0	123,525
Assistant Planner			1.0	103,975				
Assistant ZEO	1.0	86,941	1.0	92,820	1.0	80,844	1.0	84,412
Administrative Assistant	1.0	71,021	1.0	72,072	1.0	73,873	1.0	75,905
Total Full Time	4.0	407,219	5.0	524,355	4.0	408,975	4.0	414,574
<u>Part-Time</u>								
Part Time						15,000		15,000
Total Part Time		-		-		15,000		15,000
<u>Miscellaneous Pay</u>								
Overtime		9,000		15,000		5,000		7,000
Total Miscellaneous Pay		9,000		15,000		5,000		7,000
Total Salary		416,219		539,355		428,975		436,574



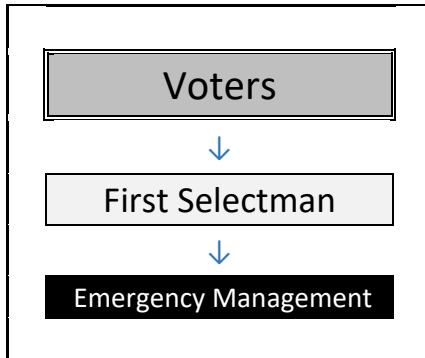
	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Land Use	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Revenues							
License and Permits	-	-	-	60,000	61,000	1,000	1.67%
Charges for Services	-	-	-	43,000	43,000	-	0.00%
Other Revenues	-	-	-	1,100	1,100	-	0.00%
Total Revenues	-	-	-	104,100	105,100	1,000	0.96%
Expenditures							
Wages	-	-	-	428,975	436,574	7,599	1.77%
Employee Benefits	-	-	-	50,722	53,514	2,792	5.50%
Purchased Professional Services	-	-	-	157,000	83,500	(73,500)	-46.82%
Purchased Property Services	-	-	-	4,000	4,000	-	0.00%
Purchased Other Services	-	-	-	8,792	9,830	1,038	11.81%
Supplies	-	-	-	7,860	9,200	1,340	17.05%
Total Expenditures	-	-	-	657,349	596,618	(60,731)	-9.24%
Total FTEs	-	-	-	4.00	4.00		

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

The mission of the Office of Emergency Management (OEM) is to protect the lives and property of the citizens of New Canaan.



Summary of Major Responsibilities

- To protect the lives and property of the citizens of New Canaan
- Plan and prepare for emergencies
- Coordinate emergency response and recovery
- Collect and disseminate emergency information
- Coordinate emergency response from other local, State, and Federal agencies
- Protect and provide maximum security for New Canaan residents under many different conditions, including:
 - Chemical, biological, radiological, nuclear & explosive emergency preparedness
 - Critical resource shortages
 - Demonstrations & civil unrest
 - Earthquakes
 - Infrastructure failures
 - Power outages
 - Severe weather
 - Terrorism
 - Transportation accidents
 - Water failures & flood conditions

Prepare for Emergencies

- Prepare and update the local Emergency Operations Plans annually

- Conduct preparedness exercises to test plans and response techniques

Coordinating Emergency Response & Recovery

- Manage and run Emergency Operations Center, which is the central point for information coordination and decision making during major events
- Provide unified, accurate, and timely information to the public
- Utilize public address, Everbridge outcall systems, press briefings, door-to-door notifications and electronic signs
- Coordinate with Regional, State, and Federal government agencies following a major event in order to speed recovery

FY 23-24 Accomplishments and Objectives

- Complete rewrite and update of the Local Emergency Operations Plan (300+pp)
- Installation of stop the bleed kits across all public schools and town buildings/facilities
- School Resource Officer (SRO) stop the bleed kits
- Body Armor for EMS & FD, ASHER (Active Shooter Hostile Environment Response) training for March 2024 for EMS/FD/PD
- Hosted the State of CT Emergency Preparedness Exercise in New Canaan in partnership with the New Canaan Library
- Led New Canaan team that participated in Fairfield County Community Recovery to a Mass Violence Event Tabletop Exercise
- Continued on the DEMHS Region 1 Emergency Planning Team, as well as the Public Schools Crisis Advisory Board
- Improved emergency communications for key personnel, including GETS/WPS for all

- Department Heads and utilization of UASI regional radio system across PD/FD/EMS/EOC
- Hosting FEMA and Texas A&M (TEEX) to host EOC Operations and Planning for All-Hazards events training in and for New Canaan & regional leaders, to be hosted at Grace Farms

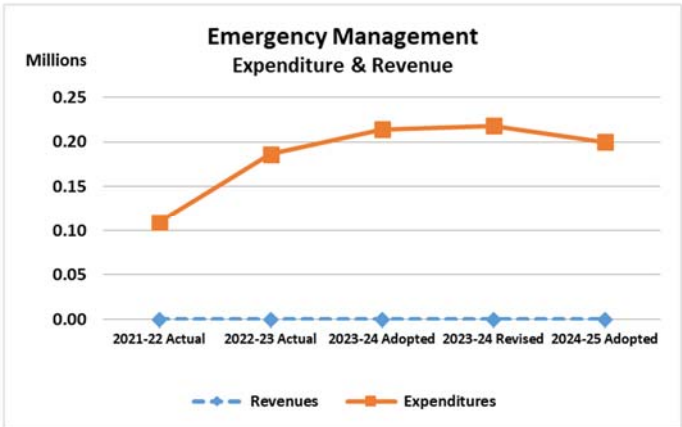
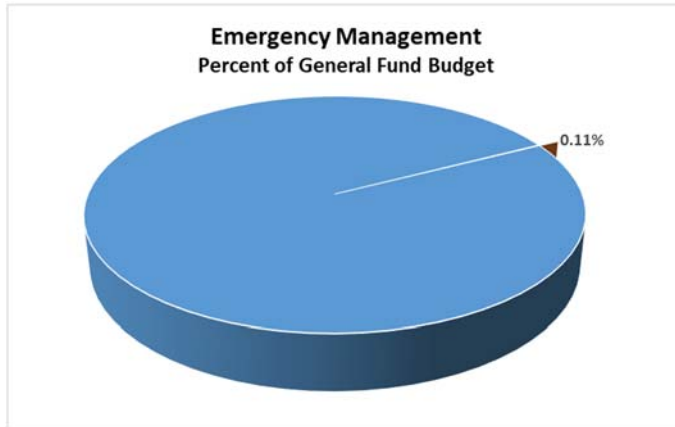
FY 24-25 Objectives

- Partner with NCPD Building Committee in design and development of a new Emergency Operations Center
- Continue multi-departmental emergency training & exercise cadence

- Complete public-private partnership for a Town Family Reunification Center – and conduct training to the same with public and private schools
- Complete YMCA shelter agreement
- Relaunch Everbridge with residents allowing for more types of Town communications leveraging an existing platform

Emergency Management							
Position Title	2021-22 Revised		2022-23 Revised		2023-24 Revised		2024-25 Adopted
<u>Full Time</u>							
Director Emergency Management		1.0	127,234	1.0	134,002	1.0	137,352
Total Full time	-	-	1.0	127,234	1.0	134,002	1.0
<u>Part Time</u>							
Part Time	35,000		15,000		15,000		-
Part Time Salaries	35,000		15,000		15,000		-
Total Salary	35,000		142,234		149,002		137,352



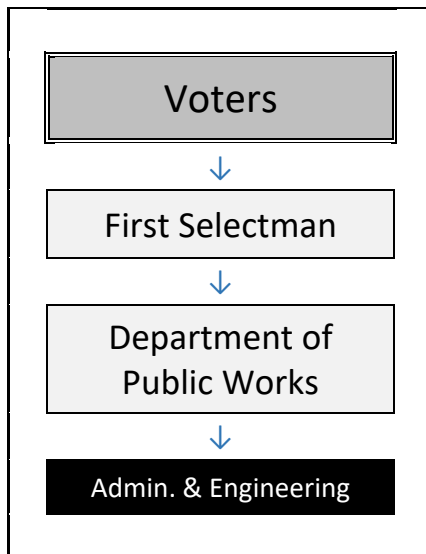


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
Emergency Management Expenditures						AMOUNT	%
Wages	81,360	142,868	148,415	152,002	137,352	(11,063)	-7.45%
Employee Benefits	6,131	16,909	20,254	20,528	20,122	(132)	-0.65%
Purchased Professional Services	16,756	8,744	29,075	25,125	22,500	(6,575)	-22.61%
Purchased Property Services	-	2,355	2,000	2,000	2,000	-	0.00%
Purchased Other Services	-	-	-	500	500	500	
Supplies	5,269	15,630	14,600	18,050	17,700	3,100	21.23%
Total Expenditures	109,516	186,506	214,344	218,205	200,174	(14,170)	-6.61%
Total FTEs	-	1	1	1	1		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To Provide and Maintain a safe, effective and efficient infrastructure for the Town, its residents and visitors.

**Department Goals**

1. Preserve and maintain the Town's existing infrastructure in the most cost-effective manner possible
2. Provide the expected services on-time and within budget
3. Preserve the character of the Town

Summary of Major Responsibilities

- Administration
- Engineering
- Maintenance of Town Buildings
- Highway Department
- Parks Department (including school grounds)
- Transfer Station
- Tree Service
- Town Utilities (including street lights and fire hydrants)
- Wastewater Treatment Facility
- Serve the entire population of the Town, as well as any visitors, guests, or employees who work within the Town

Recent/New Programs and Initiatives

- ADA Compliance Review of all Town Departments and Programs

Anticipated Operational Changes

- None anticipated (budget dependent)

Recent Departmental Recognitions

- Third Best Small Town to Live in by Smithsonian Magazine

Major Departmental Challenges

- Provide the Town's residents, visitors, and guests the best quality experience at the lowest possible cost

FY 22-23 Accomplishments and Objectives

- Provided the expected services on-time and under budget
- Began reconstruction of the Ponus Ridge at Collins Pond Bridge in June, 2023
- Paved and/or overlaid numerous Town Roads including Upper Elm Street and Park Street
- Replaced existing sidewalks on Farm Road
- Repaved the following parking lots:
 - New Canaan High School
 - Waveny Softball Field Lot
- Finalizing LOTCIP Applications for sidewalk installations
- Prepared for CHP Installation at Lapham Community Center

FY 23-24 Accomplishments and Objectives

- Continue to provide the expected services on-time and under budget
- Finish construction of Ponus Ridge at Collins Pond Bridge

- Begin Construction of New Police Department Building
 - Pave and/or overlay numerous Town Roads
 - Repair/Replace existing sidewalks including those on East Avenue
 - Repave the following parking lots:
 - East School Circular Drive
 - Saxe Middle School Drive
 - West School
 - Park Street Lot
 - Playhouse Lot
 - Install sidewalks on Richmond Hill Road
 - Begin (LOTICIP) sidewalk installations on Park Street
 - Begin Survey of Entire Drainage System in Town
- West School
 - Park Street Lot
 - Playhouse Lot
 - Lumberyard Lot
 - Locust Avenue Lot
 - Train Station North Lot
- Begin (LOTICIP) sidewalk installations on Park Street
 - Continue Survey of Entire Drainage System in Town
 - Begin Survey of Town Parcels (Multi-Year Project)

FY 24-25 Objectives

- Continue to provide the expected services on-time and under budget
- Reconstruction of Lakeview Avenue Culvert
- Complete construction of New Police Department Building
- Pave and/or overlay numerous Town Roads
- Repair/Replace existing sidewalks including those in the “Behind the Y” Neighborhoods
- Repave the following parking lots:
 - East School Circular Drive
 - Saxe Middle School Drive

Alignments with New Canaan being a community of choice for its residents

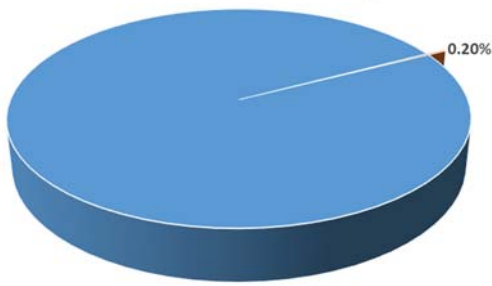
By preserving the Town’s infrastructure in a timely and cost-effective manner as well as preserving and maintaining the character of the Town we make the Town a community of choice for its residents.



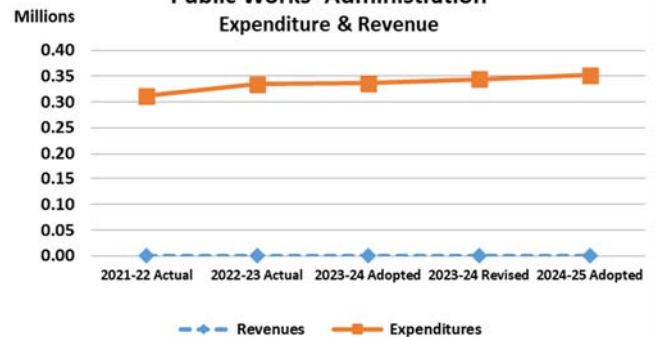
Public Works - Administration

	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Director	1.0	147,592	1.0	151,282	1.0	155,063	1.0	155,063
Admin. Assistant	1.0	79,268	1.0	80,844	1.0	82,864	1.0	85,143
Total Full Time	2.0	226,860	2.0	232,126	2.0	237,927	2.0	240,206
<u>Miscellaneous Pay</u>								
Overtime		1,000		8,000		10,000		11,000
Total Overtime		1,000		8,000		10,000		11,000
Total Salary		227,860		240,126		247,927		251,206

Public Works- Administration
Percent of General Fund Budget



Public Works- Administration
Expenditure & Revenue



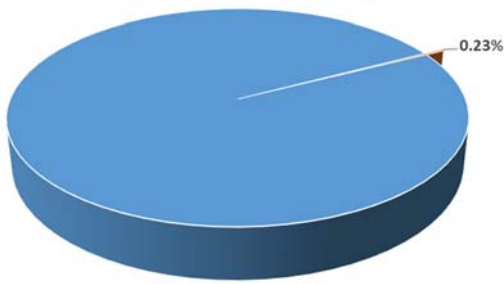
Public Works Administration Expenditures	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Wages	232,463	246,151	242,126	247,927	251,206	9,080	3.75%
Employee Benefits	21,935	24,149	24,074	24,517	25,877	1,803	7.49%
Purchased Professional Services	48,420	49,438	60,500	60,000	60,500	-	0.00%
Purchased Property Services	3,803	5,150	4,275	4,275	5,500	1,225	28.65%
Purchased Other Services	3,079	4,813	3,200	4,700	3,950	750	23.44%
Supplies	2,006	4,424	2,250	2,250	4,750	2,500	111.11%
Miscellaneous	-	-	-	-	-	-	-
Total Expenditures	311,705	334,126	336,425	343,669	351,783	15,358	4.57%
Total FTEs	3.00	2.00	2.00	2.00	2.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

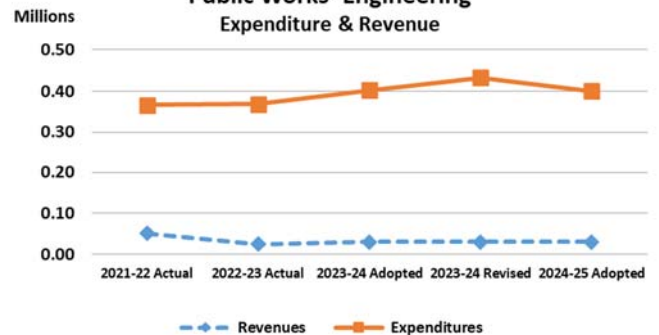
Public Works - Engineering

	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
Full Time								
Town Engineer	1.0	124,133	1.0	130,734	1.0	137,352	1.0	137,352
Sr. Engineer	1.0	102,476	1.0	109,239	1.0	111,970	1.0	111,970
Total Full Time	2.0	226,609	2.0	239,973	2.0	249,322	2.0	249,322
Part Time								
Project Coordinator		25,000		25,000		25,000		11,000
Total Part Time		25,000		25,000		25,000		11,000
Total Salary								
	251,609		264,973		274,322		260,322	

Public Works- Engineering
Percent of General Fund Budget



Public Works- Engineering
Expenditure & Revenue

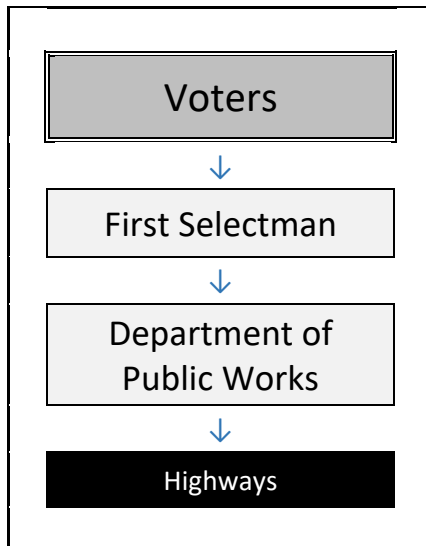


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Public Works-Engineering	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Revenues							
License and Permits	34,086	14,414	26,000	26,000	26,000	-	0.00%
Charges for Services	17,488	10,250	4,500	4,500	4,500	-	0.00%
Other Revenues	-	-	-	-	-	-	
Total Revenues	51,574	24,664	30,500	30,500	30,500	-	0.00%
Expenditures							
Wages	252,738	266,654	268,241	274,322	260,322	(7,919)	-2.95%
Employee Benefits	34,105	35,948	37,548	38,013	37,368	(180)	-0.48%
Purchased Professional Services	66,965	51,648	85,000	109,000	88,000	3,000	3.53%
Purchased Property Services	419	440	700	700	700	-	0.00%
Purchased Other Services	226	1,023	200	-	200	-	0.00%
Supplies	10,856	10,762	9,610	9,610	11,900	2,290	23.83%
Miscellaneous	1,317	2,443	1,500	1,500	2,500	1,000	66.67%
Total Expenditures	366,626	368,919	402,799	433,145	400,990	(1,809)	-0.45%
Total FTEs	1.00	2.00	2.00	2.00	2.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To maintain the Town's infrastructure and roadway system and maintain the Town's character in a safe and cost-effective manner.



- Traffic (as directed by Police Department)
- Road identification (as needed)
- Equipment maintenance (Fleet)
- Vehicle Maintenance (Fleet)
- Emergency communications
- Assist in the removal of large trees as appropriate
- Solid waste and recycling collection from Town buildings and Town litter bins
- Roadside and parks tree planting
- Plant and tree watering
- General services – Moving furniture and equipment
- Provide barricades for special events
- Monitor/supervise construction projects by others as appropriate

Department Goals

1. Maintain the Town's roadways, sidewalks, and drainage systems in a cost-effective manner
2. Provide safe transport for all residents, visitors, and guests through the Town's roadway system during all types of weather
3. Preserve the character of the Town

Summary of Major Responsibilities

- Paving and road maintenance
- Plowing and de-icing of Town roads
- General masonry repairs
- Stone walls
- Catch basins
- Manholes
- Drainage
- Cleaning catch basins
- Removing debris obstructing flow
- Leaf collection (one-acre zones or less)
- Leaf composting
- Roadside vegetation control
- Road line striping
- Installation and maintenance of signs

Anticipated Operational Changes

- None anticipated (budget dependent)

Recent/New Programs and Initiatives

- Partnerships with the New Canaan Beautification League, the New Canaan Garden Club, the Waveny Conservancy, as well as many other local and national organizations

Recent Departmental Recognitions

- Town is consistently rated one of the best places to work, live, or play in Fairfield County, the State, and the Nation

Major Departmental Challenges

- Provide the necessary, required, and expected services on time and under budget

FY 22-23 Accomplishments

- Continued to provide the expected services on-time and under budget

- Paved and overlaid numerous Town roads
- Began construction of Ponus Ridge Bridge at Collins Pond
- Continued to partner with Eversource Gas and Aquarion Water during unprecedented infrastructure improvements and expansion

FY 23-24 Accomplishments and Objectives

- Continue to provide the expected services on-time and under budget
- Pave and/or overlay numerous Town roads
- Finalize construction of the Ponus Ridge Bridge at Collins Pond
- Continue to partner with Eversource Gas and Aquarion Water

FY 24-25 Objectives

- Continue to provide the expected services on-time and under budget
- Pave and/or overlay numerous Town roads

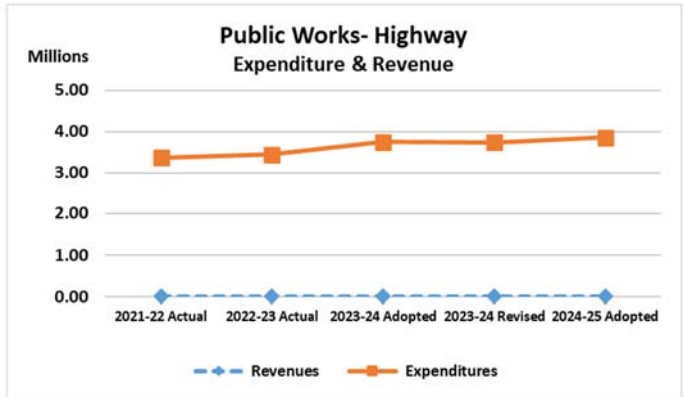
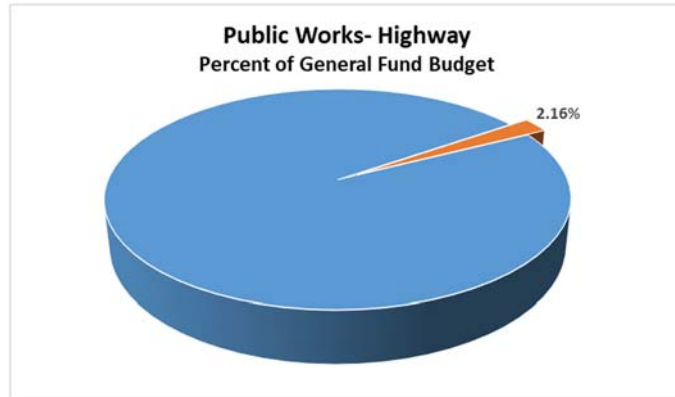
- Finalize construction of the Lakeview Avenue Culvert
- Continue to partner with Eversource Gas and Aquarion Water
- Begin much needed maintenance of our Town Cemeteries through new initiative with our concerned residents.

Alignments with New Canaan being a community of choice for its residents

By preserving the Town's infrastructure in a timely and cost-effective manner as well as preserving and maintaining the character of the Town we make the Town a community of choice for it's residents.

Public Works - Highways									
Position Title	2021-22 Revised		2022-23 Revised		2023-24 Revised		2024-25 Adopted		
<u>Full Time</u>									
<i>Non-Bargaining</i>									
Highway Superintendent	1.0	128,221	1.0	134,002	1.0	137,352	1.0	137,352	
Total Non-Bargaining	1.0	128,221	1.0	134,002	1.0	137,352	1.0	137,352	
<i>Bargaining Unit</i>									
Mechanics Foreman	1.0	88,941	1.0	93,647	1.0	95,638	1.0	95,638	
Mechanics:									
Mechanics	4.0	304,075	4.0	320,655	4.0	339,995	4.0	339,995	
Crew Leaders									
Leaders	3.0	240,989	3.0	262,335	3.0	271,626	3.0	271,626	
Operators									
Equipment Operators	14.0	993,845	14.0	1,058,097	14.0	1,085,763	14.0	1,085,763	
Laborers:									
Laborers	3.0	222,934	3.0	230,342	3.0	233,042	3.0	233,042	
Total Bargaining Unit	25.0	1,850,784	25.0	1,965,076	25.0	2,026,064	25.0	2,026,064	
Total Full Time	26.0	1,979,005	26.0	2,099,078	26.0	2,163,416	26.0	2,163,416	
<u>Miscellaneous Pay</u>									
Overtime		276,000		289,266		305,000		381,000	
Meal Allowance		16,800		16,800		18,000		18,000	
Salaries Shift Differential		2,550		2,550		2,550		2,550	
Total Miscellaneous Pay		295,350		308,616		325,550		401,550	
Allocation of Overtime to Railroad		(52,500)		(67,041)		-		-	
Total Salary		2,221,855		2,340,653		2,488,966		2,564,966	



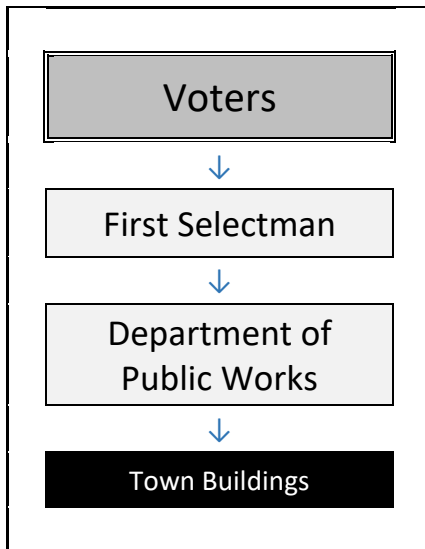


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Public Works-Highway							
Expenditures							
Wages	2,258,225	2,415,411	2,503,901	2,488,966	2,565,266	61,365	2.45%
Employee Benefits	233,633	240,529	250,364	249,221	250,459	95	0.04%
Purchased Professional Services	78,280	83,917	96,250	96,250	96,250	-	0.00%
Purchased Property Services	467,842	380,803	551,680	551,680	593,144	41,464	7.52%
Purchased Other Services	1,086	1,958	2,000	2,000	2,000	-	0.00%
Supplies	332,381	326,569	347,659	347,659	353,827	6,168	1.77%
Total Expenditures	3,371,446	3,449,188	3,751,854	3,735,776	3,860,946	109,092	2.91%
Total FTEs	26.00	26.00	26.00	26.00	26.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To operate and maintain Town buildings in a safe and energy-efficient manner.



Department Goals

1. Create efficient buildings and capital improvement programs by using a realistic budget model that will reduce the tax burden on residents

Summary of Major Responsibilities

- Building Maintenance
- Renovations
- Capital Improvements Including Street and Parking Lot Lighting

Recent/New Programs and Initiatives

- ADA Compliance Review of all Town departments and programs.
- Building lighting upgrades using the Connecticut Energy Efficient Fund.

Anticipated Operational Changes

- Move part time Administrative Assistant to full time. (budget dependent)
- Add Additional Building – 220 Elm Street

Major Departmental Challenges

- Reduction of budget while maintaining buildings to industry standards. Processing invoices and working with utility companies.
- Procuring supplies, equipment, and services as COVID -19 has created many supply and demand issues.
- FEMA and CRF Reimbursement thru FEMA

FY 22-23 Accomplishments

- Begin Phase II and III of Waveny House ADA Upgrades (Elevator and ADA Bathrooms)
- Install heating system in the Ambulance Building
- Completed the oil to natural gas conversion of Town Buildings
- Begin Renovations of Playhouse Theater
- Continue uploading information into Facility Dude Capital Forecasting & PM Software
- Tie-in generator at the Town Hall Annex
- Completed Various Town Building Projects

FY 23-24 Objectives

- Continue Phase II and III of Waveny House ADA Upgrades (Elevator and ADA Bathrooms)
- Complete renovation of 220 Elm Street for BOE
- Install new roof on Irwin Barn
- Complete the oil to natural gas conversion of Town Buildings
- Complete Renovations of Playhouse Theater
- Complete ADA upgrade/renovations to Powerhouse Theater,
- Begin Construction Phase of Police Department Renovation/Construction Project
- Continue uploading information into Facility Dude Capital Forecasting & PM Software
- Renovate Waveny Park Potting Shed and install Public Bathrooms

- Begin ADA upgrade to New Canaan Nature Center

FY 24-25 Objectives

- Complete Phase II and III of Waveny House ADA Upgrades (Elevator and ADA Bathrooms)
- Complete the oil to natural gas conversion of Town Buildings
- Complete ADA upgrade/renovations to Powerhouse Theater,
- Complete Construction Phase of Police Department Renovation/Construction Project
- Continue uploading information into Facility Dude Capital Forecasting & PM Software
- Complete Renovation of Waveny Park Potting Shed and install Public Bathrooms

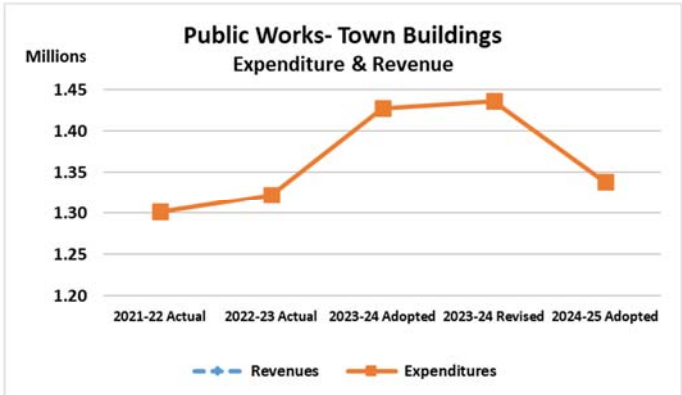
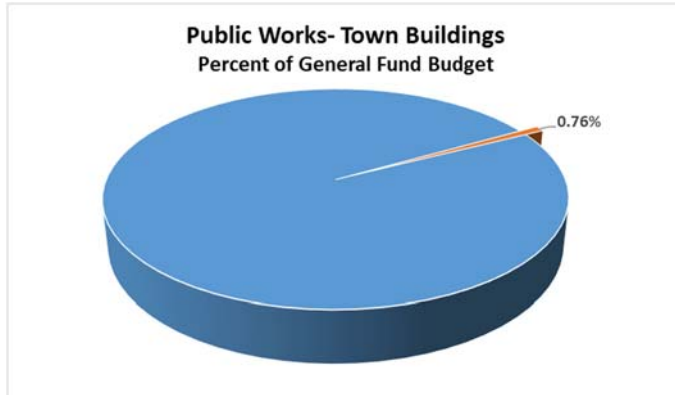
- Complete ADA upgrade to New Canaan Nature Center
- Begin installation of new HVAC System at Waveny House
- Demolish structure at 28 Grove Street
- Complete Various Other Construction and Maintenance Projects at Town Buildings

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Work Orders Received	256*	422	500	500

* 1/2 year (switched to new system)

Public Works - Town Buildings								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Superintendent of Buildings	1.0	128,215	1.0	131,421	1.0	134,706	1.0	134,706
Building Maintenance Repairman	1.0	64,370	1.0	73,496	1.0	86,639	1.0	89,021
Administrative Assistant	1.0	65,642	1.0	69,324	1.0	73,855	1.0	75,886
Total Full Time	3.0	258,227	3.0	274,240	3.0	295,200	3.0	299,613
<u>Part-Time</u>								
Part-Time								
Administrative Assistant	37,500							
Total Part-Time	37,500		-		-		-	
<u>Miscellaneous Pay</u>								
Overtime	6,000		6,000		6,000		6,000	
Total Overtime	6,000		6,000		6,000		6,000	
Total Salary	301,727		280,240		301,200		305,613	

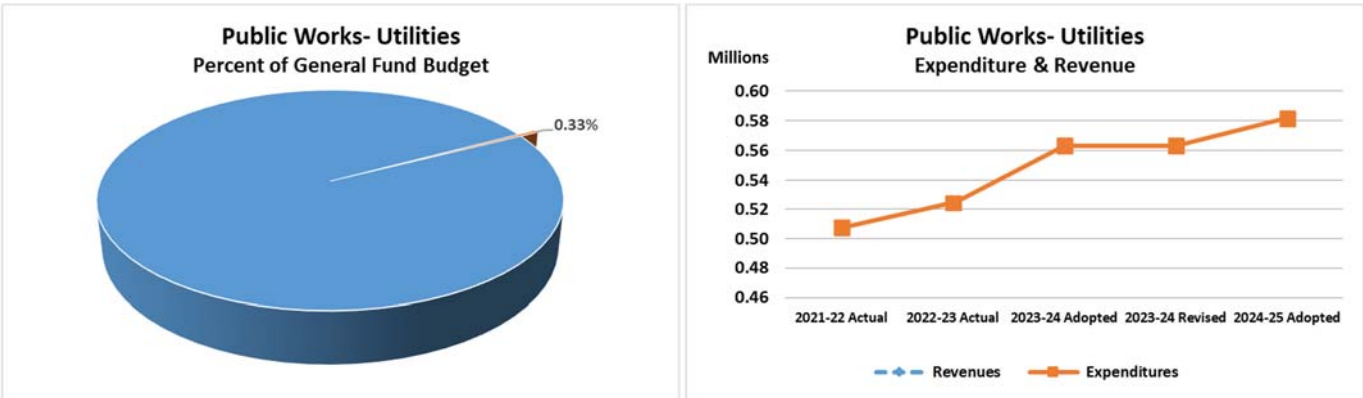




	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Public Works-Town Buildings							
Revenues							
Intergovernmental Revenues	-	-	-	-	-	-	
Other Revenues	23,662	25,949	23,000	23,000	23,000	-	0.00%
Total Revenues	23,662	25,949	23,000	23,000	23,000	-	0.00%
Expenditures							
Wages	249,544	265,025	274,144	281,864	305,613	31,469	11.48%
Employee Benefits	24,939	27,852	30,386	30,977	33,052	2,666	8.77%
Purchased Professional Services	621,511	593,058	565,780	565,780	450,850	(114,930)	-20.31%
Purchased Property Services	214,427	233,078	265,535	265,535	268,550	3,015	1.14%
Purchased Other Services	1,490	683	1,000	1,000	1,000	-	0.00%
Supplies	189,706	202,625	291,101	291,101	279,668	(11,433)	-3.93%
Total Expenditures	1,301,616	1,322,321	1,427,946	1,436,257	1,338,733	(89,213)	-6.25%
Total FTEs	2.50	2.50	3.00	3.00	3.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

The Public Works Utilities accounts funds the costs of street lights and fire hydrants throughout the Town.

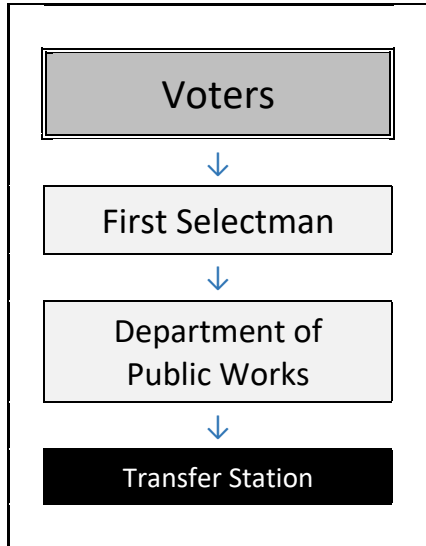


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Public Works-Utilities							
Expenditures							
Purchased Other Services	507,399	524,489	563,307	563,307	581,743	18,436	3.27%
Total Expenditures	507,399	524,489	563,307	563,307	581,743	18,436	3.27%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To process and dispose of the Town's garbage, recycling, brush and construction debris in the most cost-efficient and environmentally sensitive manner possible.

**Department Goals**

1. To continue to process and remove the Town's waste effectively
2. To make it as easy and pleasant as possible for the residents to dispose of their trash and recycling
3. To find ways to reduce or reuse the trash flow

Summary of Major Responsibilities

- Remove all of the Town's waste as quickly as possible and ensure it is done within the State's guidelines

Anticipated Operational Changes

- None anticipated (budget dependent)

Recent/New Programs and Initiatives

- Placed containers for plastic bags and plastic film at the transfer station
- New clothing bins that will accept a larger variety of materials
- Food Composting Program
- Began Christmas Tree Recycling Program
- Swap Shop

Recent Departmental Recognitions

- Described as one of the best transfer stations in the region

Major Departmental Challenges

- Recycling costs

FY22-23 Accomplishments and Objectives

- Continued to maintain and operate the transfer station as a user-friendly facility
- Continued to monitor materials that are delivered to the transfer station
- Fit more recycling material into each container to reduce the overall amount of containers
- Reviewed more stewardship programs available to reduce the waste stream
- Working With Planet New Canaan successfully opened Swap Shop
- Held two shred days a year for all residents

FY 23-24 Objectives

- Continue to maintain and operate the transfer station as a user-friendly facility
- Continue to monitor materials that are delivered to the transfer station
- With the help of Planet New Canaan continue to expand our food composting program and Swap Shop.
- Continue to hold two shred days a year for all residents

FY 24-25 Objectives

- Continue to maintain and operate the transfer station as a user-friendly facility
- Continue to monitor materials that are delivered to the transfer station

- Review more stewardship programs available to reduce the waste stream
- With the help of Planet New Canaan continue to expand our food composting program and Swap Shop.
- Continue to hold two shred days a year for all residents

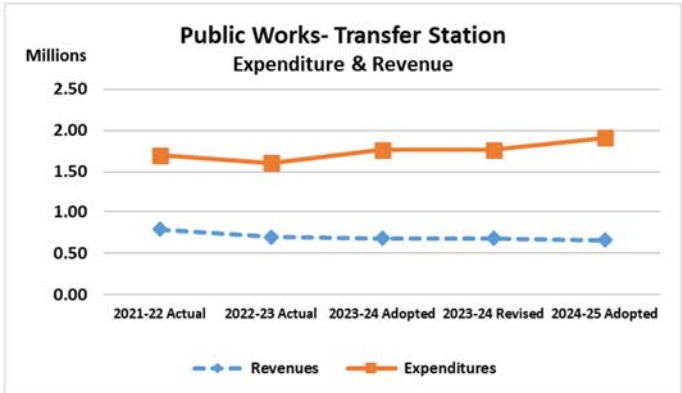
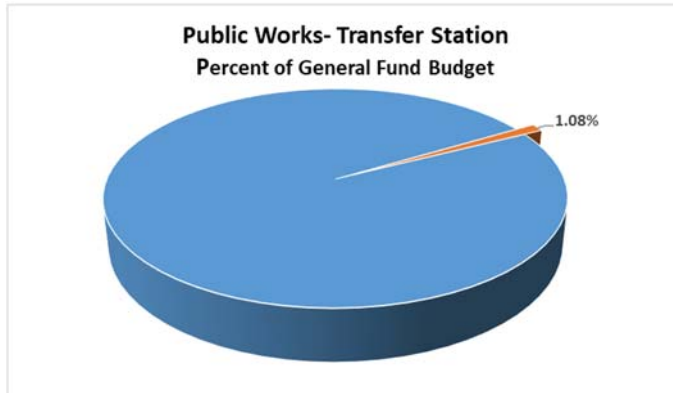
Alignments with New Canaan being a community of choice for its residents

By assisting the Town with the basic need of waste removal, reuse and recycling in a timely and cost-effective manner we make the Town a community of choice for its residents.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
MSW(tons)	6,765	6,092	6,800	6,500
CD/Brush(tons)	2,325	1,815	2,000	2,000
Recycling(tons)	1,256	1,359	1,400	1,350

Public Works - Transfer Station								
	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Transfer Station Supervisor	1.0	117,581	1.0	120,521	1.0	123,534	1.0	123,534
<i>Total Non-Bargaining</i>	1.0	117,581	1.0	120,521	1.0	123,534	1.0	123,534
<i>Bargaining Unit</i>								
Trans Station Operator III	1.0	76,959	1.0	81,474	1.0	86,382	1.0	86,382
Trans Station Operator	1.0	73,297	1.0	75,419	1.0	77,001	1.0	77,001
Equipment Operator II	1.0	73,297	1.0	76,233	1.0	80,849	1.0	80,849
<i>Total Bargaining Unit</i>	3.0	223,554	3.0	233,126	3.0	244,232	3.0	244,232
Total Full Time	4.0	341,135	4.0	353,647	4.0	367,766	4.0	367,766
<u>Miscellaneous Pay</u>								
Overtime		93,000		103,368		105,952		105,952
Meal Allowance		510		538		538		500
Total Miscellaneous Pay		93,510		103,906		106,490		106,452
Total Salary		434,645		457,553		474,256		474,218



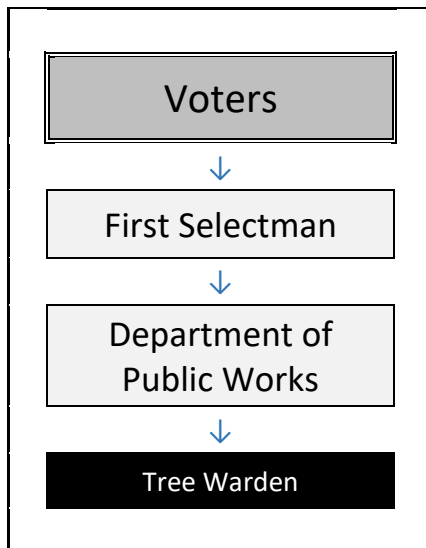


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Public Works-Transfer Station							
Revenues							
Charges for Services	791,358	697,340	680,000	680,000	660,000	(20,000)	-2.94%
Total Revenues	791,358	697,340	680,000	680,000	660,000	(20,000)	-2.94%
Expenditures							
Wages	446,130	456,783	471,245	474,256	474,218	2,973	0.63%
Employee Benefits	41,018	45,035	44,478	44,708	41,244	(3,234)	-7.27%
Purchased Professional Services	927,699	825,367	968,000	970,010	1,073,000	105,000	10.85%
Purchased Property Services	241,251	232,338	218,000	215,190	267,000	49,000	22.48%
Purchased Other Services	-	-	255	255	-	(255)	-100.00%
Supplies	30,861	36,268	50,068	50,068	42,980	(7,088)	-14.16%
Miscellaneous	9,528	9,677	12,000	12,000	12,000	-	0.00%
Total Expenditures	1,696,486	1,605,468	1,764,046	1,766,487	1,910,442	146,396	8.30%
Total FTEs	5.00	4.00	4.00	4.00	4.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

Creating environments for life by enhancing the beauty and value of nature.

**Department Goals**

1. Maintain the Town's trees in a cost-effective manner
2. Aesthetics – Preserve the character of the Town

Summary of Major Responsibilities

- Care and control of all trees and shrubs in whole or in part within the limits of any Town road or grounds as well as those that extend or overhang any public road or ground.
- Serves the entire population of the Town as well as any visitors, guests, or employees who work within the Town

Anticipated Operational Changes

- None anticipated

Recent/New Programs and Initiatives

- Seeking Tree City USA Status Again this Year

Recent Departmental Recognitions

- The Town is consistently rated one of the best places to work, live, or play in Fairfield County, the State, and the Nation

Major Departmental Challenges

- Balancing the requirements for the very large, dense, and diverse tree canopy in Town in the most cost-effective manner, while addressing resident concerns
- The presence of several blights and diseases that are affecting various trees species

FY 22-23 Accomplishments

- Manage expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted trees in various Town Parks and Properties
- Successfully managed Tree Damage and Clean-Up from various Tropical Storms and Hurricanes

FY 23-24 Accomplishments and Objectives

- Manage expectations of residents and visitors as to the natural beauty of New Canaan
- Replant trees in Town Parks and Properties as per Tree Planting Plans
- Replant trees along South Avenue – Phase II of the New Canaan Beautification League's Tree Planting Plan
- Successfully manage Tree Damage and Clean-Up from various Tropical Storms and Hurricanes

FY 24-25 Objectives

- Manage expectations of residents and visitors as to the natural beauty of New Canaan
- Replant trees in Town Parks and Properties as per Tree Planting Plans

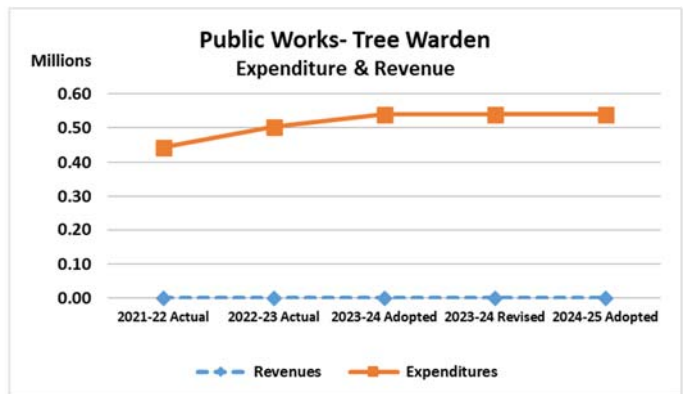
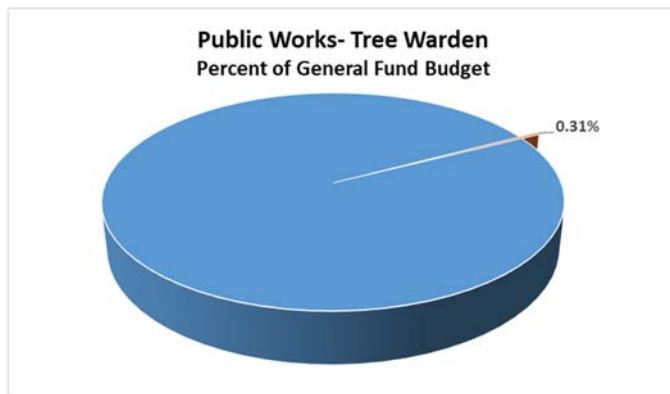
- Successfully manage Tree Damage and Clean-Up from various Tropical Storms and Hurricanes

Alignments with New Canaan being a community of choice for its residents

By preserving the Town's trees in a timely and cost-effective manner we preserve and maintain the character of the Town.

Public Works - Tree Warden

Position Title	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
Part Time				
Tree Warden	24,000	25,000	25,000	25,000
Total Part Time	24,000	25,000	25,000	25,000



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	VARIANCE %
Public Works-Tree Warden							
Expenditures							
Wages	24,092	25,112	25,000	25,000	25,000	-	0.00%
Employee Benefits	1,843	1,921	1,913	1,913	1,913	-	0.00%
Purchased Professional Services	305,264	329,201	358,000	358,000	358,000	-	0.00%
Purchased Property Services	107,947	141,317	150,000	150,000	150,000	-	0.00%
Purchased Other Services	-	-	-	-	-	-	-
Supplies	4,359	5,272	4,500	4,500	4,500	-	0.00%
Total Expenditures	443,505	502,823	539,413	539,413	539,413	-	0.00%
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The New Canaan Nature Center is a not-for-profit, environmental education organization dedicated to inspiring people of all ages to respect, protect and enjoy the world of nature.

About the New Canaan Nature Center (NCNC)

The New Canaan Nature Center (NCNC) has been a New Canaan sanctuary for nature lovers for almost six decades. In 1959, Susan Bliss deeded her 40-acre estate of buildings, gardens, greenhouses, and specimen plantings to the Town of New Canaan. The deed specified that the property be used “for the purposes of an arboretum, bird sanctuary, nature center, horticulture and for passive recreation and related purposes.” In 1960, the Town appointed the newly formed NCNC to manage the property as a community nature center. To achieve its mission to inspire people of all ages to respect and protect the world of nature, and to move toward its vision of being a valued and shared community resource, the New Canaan Nature Center has established four strategic objectives, with 12 supporting initiatives:

Strategic Objectives

1. Enrich the community’s environmental learning experiences:
 - Sustain the strength of our core pre-school, camp, and family programs
 - Develop adult horticultural and environmental programs
 - Evaluate and strengthen off-site school programs
 - Improve the visitor’s experience
2. Conserve the Nature Center’s gardens, habitats, buildings, and collections:
 - Rehabilitate the Nature Center’s gardens, trails, and habitats
 - Restore buildings and collections
 - Create a capital improvement plan to restore the Nature Center’s assets
3. Raise the visibility of the Nature Center’s programming and diverse outdoor experiences:
 - Implement a comprehensive marketing and communications plan
 - Reinforce community connections
4. Ensure the Nature Center’s financial stability and growth:
 - Increase revenue from existing and new sources
 - Strengthen management infrastructure and processes

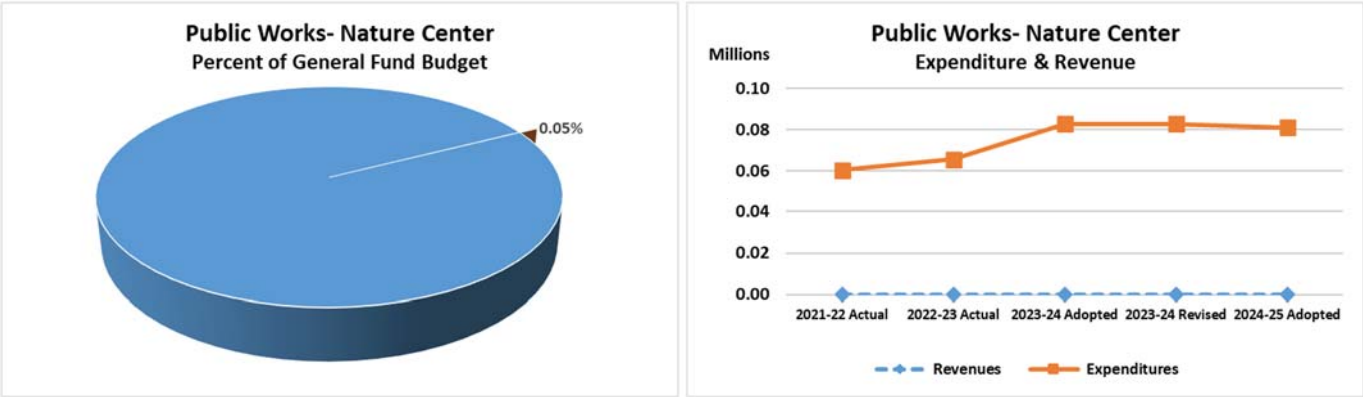
Revenue Sources

Membership fees, program revenue, special events, individual and corporate donations, and grants fund the annual \$1.7 million operating budget. Programming revenues contribute 60% - 70% to the annual budget. The Town of New Canaan provides in-kind maintenance of land and buildings.

Major Departmental Challenges

- Increasing number of organizations offering nature-based programming
- Increasing competition among not-for-profits for a limited pool of charitable dollars



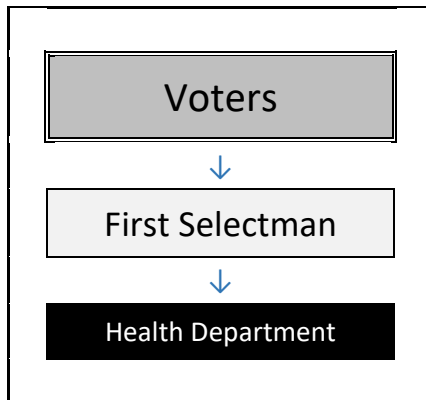


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Public Works- Nature Center	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Supplies	60,431	65,675	82,757	82,757	80,972	(1,785)	-2.16%
Total Expenditures	60,431	65,675	82,757	82,757	80,972	(1,785)	-2.16%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

It is the mission of the Health Department to control preventable diseases through education, inspections and monitoring by enforcing the federal, state and local codes, laws and regulations for maintaining and promoting public health.

**Department Goals**

1. Continue the COVID 19 pandemic response.
2. Institute more public health programming.

Summary of Major Responsibilities

- Department lead agency in the emergency response COVID 19 pandemic
- Responsible for carrying out and enforcing all aspects of the CT Public Health Code
- Deliver the ten essential services as mandated by the State Health Department and CGS.
- License and inspect all food service establishments, daycares, salons, public pools, septic and refuse trucks, private wells, and septic systems
- Review all building permits for properties on septic
- Provide case management of all New Canaan children found to have an elevated blood lead level
- Manage infectious disease cases such as: COVID-19, Tuberculosis, campylobacter, pertussis, norovirus, Lyme disease, etc.

- Respond to and investigate various complaints from landlord/tenant disputes about rodent/vector concerns

Anticipated Operational Changes

- An additional ELC 2 state DPH grant was awarded to the health department which will fund public health nurses through May 2025.

Recent/New Programs and Initiatives

- Working in collaboration with Norwalk Hospital and the Western CT Health Network on new Community Health Improvement Plan (CHIP) to assess the needs of our population
- Enrolled in DPH CT Vaccine Program (CVP) to now provide flu vaccines, MMR, dTap, polio, etc. in addition to COVID 19 vaccines. Vaccines are provided FREE of charge from state DPH.

Major Departmental Challenges

- Limited staffing presents a challenge to keep up-to-date with the required number of inspections per State regulations for restaurants and food service establishments and salons.

FY 22-23 Accomplishments

- Enrolled in CVP & COViP at with CDC & DPH to ensure the mass vaccination needs for COVID 19 of our residents. CVP enrollment now provides added vaccine expansion of flu vaccines in addition to COVID 19 vaccines.
- The New Canaan Health Department has administered over 26,000 doses of COVID 19 vaccines to date and will continue in this effort.
- Hired 2 more PT Public Health Nurses who are RN's via a grant written & received by Health

department. PH Nurses continue to assist with various vaccinations.

- Continued with pandemic response
- Jennifer Eielson obtained QPR instructor certification to train community members in suicide prevention using QPR.

FY 23-24 Accomplishments and Objectives

- Director of Health was co-project manager of the implementation of Open Gov online permitting system. The online permitting system encompasses Health, Building, P&Z, Wetlands, and Engineering permits. This is the first time New Canaan has the ability to apply for permits online 24/7 and all fees go directly into Munis our financial system.
- Expanded health department vaccine program with the FREE vaccines provided by state DPH.
- Continue to work towards the ten essential services mandated by the State Department of Public Health
- Provided more public health services by expanding the health department programs. Expanded QPR (Question, Persuade, Refer) suicide prevention training in the community due to the mental health needs of the community.

FY 24-25 Objectives

- Expand Community health programming to include monthly community trainings on different health topics.
- Refine the online permitting components for the Health department to resolve any issues
- Continue to expand our vaccination program through state DPH to provide more options to our resident families.

Alignments with New Canaan being a community of choice for its residents

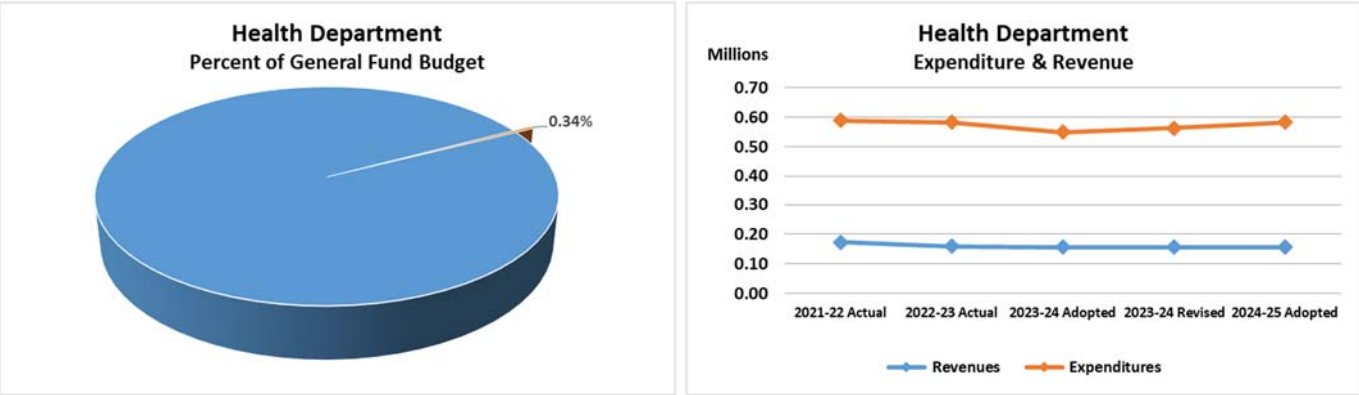
The goals of the health department correspond with protecting our communities' health and safety by licensing, inspecting, and educating our regulated facilities. The health department is responsible for the oversight of all infectious diseases of our residents including COVID 19. The New Canaan health department responds to various complaints including tenant/land lord disputes, rodent infestations, garbage complaints, overgrowth, food service establishment complaints, salons, etc.



Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Number of septic permits issued	106	88	90	90
Number of restaurants licensed	97	96	96	96
Number of restaurants inspected	214	194	210	210
Number of well permits issued (incl. geothermal)	53	71	55	55
Number of commercial pools licensed	22	22	22	22
Number of commercial pools inspected	34	36	40	40
Number of salons licensed	39	40	39	39
Number of salons inspected (includes re-inspections)	58	53	60	60
Number of building permits reviewed for health	365	397	350	350
Number of septic plans reviewed	106	101	100	100
Number of generator/propane tank permits	182	164	150	150
Number of trucks licensed/inspected	47	39	42	42
Number of COVID 19 vaccinations administered	11,714	3,190	1,000	1,000
Number of Flu vaccinations administered	0	767	700	700
Number of COVID 19 tests conducted	5,010	2,314	100	50
Number of ticks tested	208	115	165	200

Health Department								
	2021-22		2022-23		2023-24		2024-25	
Position Title		Revised		Revised		Revised		Adopted
<u>Full Time</u>								
Director of Health	1.0	130,734	1.0	138,578	1.0	142,042	1.0	145,593
Registered Sanitarian	1.0	99,447	1.0	107,000	1.0	112,457	1.0	115,550
Sanitarian/Health Program Planner	1.0	76,953	1.0	86,505	1.0	90,890	1.0	97,000
Administrative Assistant-EH	1.0	70,655	1.0	72,072	1.0	73,873	1.0	75,905
Total Full Time	4.0	377,789	4.0	404,155	4.0	419,262	4.0	434,047
<u>Part-Time</u>								
Medical Director		13,292		25,000		25,000		25,000
Clerical				5,000		20,000		20,000
Total Part Time		13,292		30,000		45,000		45,000
<u>Miscellaneous Pay</u>								
Overtime		15,000		20,000		15,000		15,000
Total Miscellaneous Pay		15,000		20,000		15,000		15,000
Total Salary								
		406,081		454,155		479,262		494,047
Grant Funded								
Medical Director		11,708		11,708				
Public Health Emergency Prep Coordinator						11,708		11,708
Public Health Nurse (3)		29,530		37,172		37,172		39,780
Grant Salaries		41,238		48,880		48,880		51,488





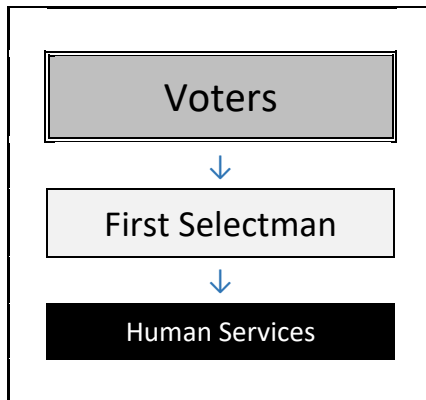
	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	VARIANCE %
Health Department							
Revenues							
License and Permits	172,275	159,750	156,500	156,500	156,500	-	0.00%
Total Revenues	172,275	159,750	156,500	156,500	156,500	-	0.00%
Expenditures							
Wages	504,414	492,687	467,619	479,262	494,047	26,428	5.65%
Employee Benefits	70,987	71,315	56,150	57,039	63,042	6,892	12.27%
Purchased Professional Services	928	5,031	11,200	11,200	2,200	(9,000)	-80.36%
Purchased Property Services	5,471	4,647	6,000	6,000	6,000	-	0.00%
Purchased Other Services	184	100	690	690	640	(50)	-7.25%
Supplies	6,935	9,866	8,606	8,606	17,225	8,619	100.15%
Miscellaneous	-	-	-	-	-	-	
Total Expenditures	588,919	583,646	550,265	562,797	583,154	32,889	5.98%
Total FTEs	-	4.00	4.00	4.00	4.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

The mission of the Department of Health & Human Services is to help all New Canaan residents to function optimally by developing programs and activities that address developmental needs, as well as, by helping residents obtain appropriate social services and resources.

**Department Goals**

- Assist residents with immediate needs including food, clothing, shelter, behavioral health access
- Provide appropriate referrals to residents requesting assistance
- Effectively collaborate with local agencies and organizations to 1) promote and encourage positive outcomes for residents requesting assistance and 2) offer community education and awareness opportunities focusing on public health topics/issues

Summary of Major Responsibilities

- Effectively assist and support New Canaan residents, individually and as a community

Anticipated Operational Changes

- Increase in case management hours as client base and complexity of cases rise
- Greater community engagement as Human Services sponsors and supports more local agencies and organizations

Current Programs and Initiatives

- Back to School Program

- Behavioral Health Initiatives
- Bereavement Support
- CHOICES Counseling
- Coffee with a Cop
- Community Outreach Team
- Employee Wellness Programs
- Emergency Response Training
- NC Abuse Prevention Partnership
- GetAbout Transportation Services
- Holiday Programs
- New Canaan Food Pantry
- New Canaan Behavioral Health Alliance
- New Canaan Urgent Assessment Program
- OSHA Training
- Peer Discussion Groups
- Senior Community Outreach
- Social Service Pre-School Consulting
- Soldiers, Sailors & Marine Fund
- Suicide Task Force
- Vulnerable Population Emergency Call-Out
- Youth Service Bureau Grant Allocation

Major Departmental Challenges

- Ensuring program integrity and effective support systems as client base increases and complexity of cases increase
- Maintaining strong knowledge and timely access to viable resources related to state, federal, and local programs, as well as, behavioral health needs

FY 23-24 Accomplishments and Objectives

- Strong local partnering and community engagement has resulted in greater resources available, as well as, an increase in referrals

- New Canaan Behavioral Health Alliance (NCBHA) Co-Sponsor
- New Canaan Urgent Assessment Program Steering Committee member
- Youth-Family Services Coordinator honored at Domestic Violence Crisis Center Luncheon
- Certifications in Grief and Bereavement Counseling
- Continued partnering with municipal and state entities including Police, Fire, Adult Protective Services, EMS and the faith-based community
- Continued sustainability of sufficient food pantry inventory as need for food increases

FY 24-25 Objectives

- Increase grant funding to local agencies providing public health needs, education and financial assistance to New Canaan residents

- Continue to support behavioral health initiatives
- Continue strengthening outreach efforts on behalf of senior-based population
- Continue assessing community needs to better understand where greatest discrepancies exist and possible avenues for improvement

Alignments with New Canaan being a community of choice for its residents

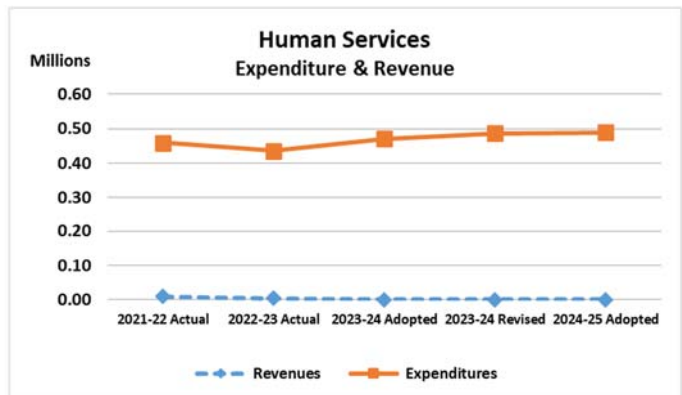
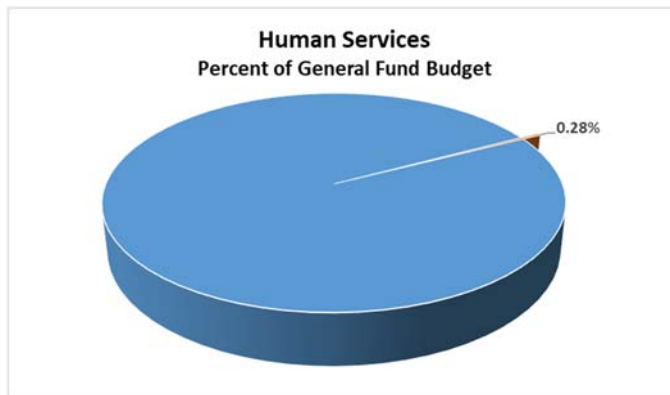
Human Services offers a variety of services to all residents whether just informational or through direct care services. Every situation is different and outcomes may differ depending on circumstances.

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Number of Residents Served	1,100	1,150	1,150	1,175
Amount of Assistance Provided	\$12,627	\$34,294	\$35,000	\$30,000
Number of Food Pantry Participant Visits	1,800	1,700	1,700	1,700
Number of Annual Flu Shots Given*	340	340	0	0

**Flu Vaccine Program switched to Health Dept as of FY24

Human Services

Position Title	2021-22		2022-23		2023-24		2024-25	
	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Director Health & Human Services	1.0	126,926	1.0	130,099	1.0	133,351	1.0	133,351
Youth/Family Services Coordinator	1.0	98,534	1.0	100,997	1.0	103,522	1.0	103,522
Adult/Senior Services Coordinator	1.0	89,489	1.0	91,816	1.0	98,534	1.0	100,997
HS Program Assistant*	1.0	75,447	1.0	78,879	1.0	80,844	1.0	83,067
Total Full time	4.0	390,396	4.0	401,791	4.0	416,251	4.0	420,937
<u>Part Time</u>								
Part Time		-		1,940		-		-
Part Time Salaries		-		1,940		-		-
<u>Miscellaneous Pay</u>								
Overtime		500		2,210		2,000		1,000
Total Miscellaneous Pay		500		2,210		2,000		1,000
<u>Food Pantry</u>								
Salary Offset*		(5,000)		(5,000)				
Total Salary		385,896		400,941		418,251		421,937

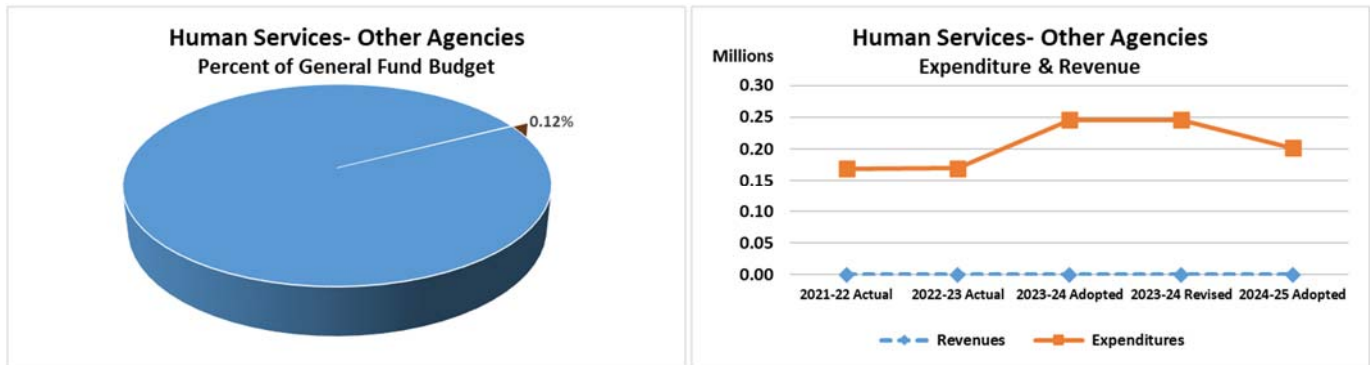


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Human Services							
Revenues							
Charges for Services	9,336	4,650	-	-	-	-	-
Total Revenues	9,336	4,650	-	-	-	-	-
Expenditures							
Wages	389,912	373,543	403,791	418,251	421,937	18,146	4.49%
Employee Benefits	45,563	44,214	48,402	49,508	50,744	2,342	4.84%
Purchased Professional Services	15,959	12,343	10,000	10,000	7,500	(2,500)	-25.00%
Purchased Property Services	2,156	2,292	2,500	2,500	2,500	-	0.00%
Purchased Other Services	1,614	2,205	2,300	2,300	2,300	-	0.00%
Supplies	2,783	852	3,450	3,450	3,450	-	0.00%
Miscellaneous	915	1,110	1,300	1,300	1,300	-	0.00%
Total Expenditures	458,901	436,559	471,743	487,309	489,731	17,988	3.81%
Total FTEs	5.00	4.00	4.00	4.00	4.00	0.00%	0.00%

For line item detail budget see the Revenue & Expenditure Summary Section



Through the Human Services Department, the Town funds various agencies that provide services to residents of New Canaan.



	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Human Services- Other Agencies	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Getabout	46,000	46,000	47,000	47,000	50,000	3,000	6.38%
Kids In Crisis	90,000	85,000	96,000	96,000	96,000	-	0.00%
New Canaan Cares	18,000	18,000	18,000	18,000	8,000	(10,000)	-55.56%
Child Guidance Center	5,000	5,000	5,000	5,000	5,000	-	0.00%
Domestic Violence Crisis Centre	5,000	5,000	10,000	10,000	10,000	-	0.00%
Meals On Wheels	5,000	5,000	5,000	5,000	5,000	-	0.00%
Community Prog Mental Wellness	-	5,300	5,000	5,000	2,500	(2,500)	-50.00%
New Canaan Urgent Assessment	-	-	50,000	50,000	25,000	(25,000)	-50.00%
Catholic Charities of Fairfield County	-	-	2,500	2,500	-	(2,500)	-100.00%
Elder House	-	-	2,500	2,500	-	(2,500)	-100.00%
Family Centers	-	-	2,500	2,500	-	(2,500)	-100.00%
Community Action Agency of Western	-	-	2,500	2,500	-	(2,500)	-100.00%
Total Expenditures	169,000	169,300	246,000	246,000	201,500	(44,500)	-18.09%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

To be an essential place for lifelong learning, culture and connection for everyone in our community

Department Goals

1. To be the community's place for Lifelong Learning, providing space and opportunity for learning and cultural appreciation for all New Canaan's residents
2. To be a leading community anchor supporting community wellbeing and connection
3. To ensure the library is well resourced to deliver the excellent level of service our community expects
4. To provide the best possible service to the New Canaan Community we strive to provide a dynamic, rewarding workplace environment that ensures the recruitment and retention of excellent staff

Summary of Major Responsibilities

- The New Canaan Library is responsible for providing the community with an exceptional Library service that is a platform for life-long learning, information and culture. The Library offers free and equitable access to learning opportunities and cultural experiences for every citizen through enriching programs for all ages, excellent and dynamic collections both digital and analogue and the expertise of our well qualified staff. It also partners with and supports the non-profit community of New Canaan.
- The Library is responsible for raising funds to support its own operation. We aim to carefully steward all funds from every source through sustainable practices at every level. This year the fundraising burden for the library is \$890,000. (NB: this is **not** related to the new building or any capital projects).

In FY 23 while raising another \$5.8 Million for our new construction project, managing the project and moving our entire operation into the new building, we raised \$840,000 from our generous community for the operation of our library services. Despite the ongoing project and associated fundraising, New Canaan Library raised more dollars and dollars per capita for our operating costs than any of our peers.

Anticipated Operational Changes

By the commencement of FY 25 on July 1, 2024, NCL will have enjoyed 17 months in the new Library. Already at this writing (October 2023) it is clear that the pent-up demand for a new building and its concomitant services was extraordinary. In the first 8 months we've seen levels of use that are double or more than that which we saw in the old building. Door traffic, program participation, room use, collection use are all significantly higher than in the old building at its previous peak (2019). All our services are delivered via our staff, and we are unable to satisfy our community's library demands with the current level of staffing. The new building is exceptionally well designed, which has allowed us to work more efficiently and effectively than ever and to deliver more with the same level of staffing. However, to continue to grow the service to meet the community need, we will need to grow the team.

Recent/New Programs and Initiatives

The Library fosters a culture of innovation, ensuring that its team is encouraged and recognized for initiating improvements in efficiency and service delivery and for creating new, exciting learning opportunities for our community. The Library team delivers enriching and broad learning opportunities intentionally guided by a curriculum of lifelong

learning in our new spaces, including the MakerLab, Kitchen and new children's program rooms. The Library will continue to grow strong partnerships with local nonprofit institutions, ensuring expanded learning opportunities for the community.

While not new, our Summer Reading program for the children of New Canaan continues to grow and excel by every measure, ensuring that New Canaan's youth continue their learning through the summer without the 'summer slide' losses that hamper educational momentum.

Major Departmental Challenges

- Community demand for Library services has rocketed since opening the doors of the new library in February. While the design of the new building, the incorporation of RFID technology and an exceptional and dedicated team have been able to meet demand so far, human resource is the limiting factor to continue to grow and deliver on our community's library needs.
- Demand from New Canaanites for digital materials (e-books / e-audio books) exceeds our budgetary limits. Due to [the unfair pricing of electronic content for libraries](#), we are unable to provide New Canaanites with the materials they want with current budget constraints
- Our new building and green will be complete by the start of FY 25. However, any unexpected capital expenses will be challenging as the Library has used all its Capital Reserve (generated by philanthropy) to pay for the town-mandated Legacy project.

Earlier Accomplishments

New Canaan Library has delivered a best in class, award winning new library from which it is delivering an exceptional level of services. To do this the library team undertook the largest philanthropic capital raise the Town of New Canaan has seen, partnered with our municipality in a positive and successful

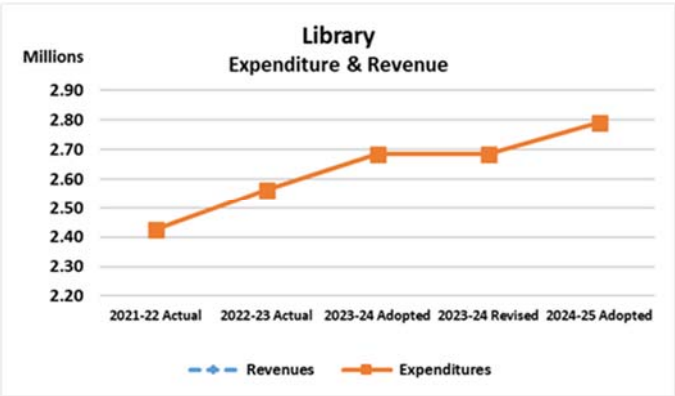
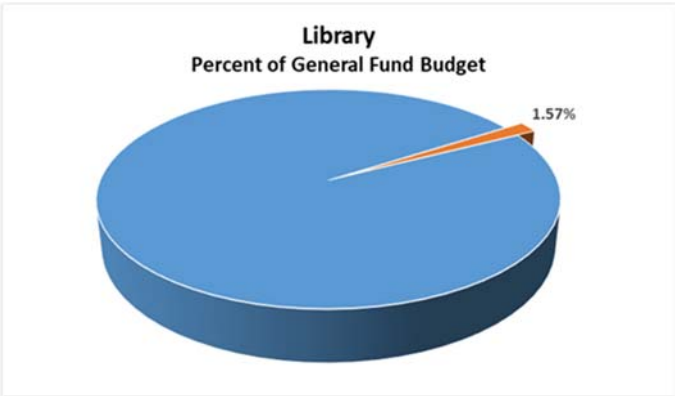
public/private partnership all while continuing to deliver a world class service to its constituents.

FY 23-24 Accomplishments

- Dajana Martinez - Connecticut State Nutmeg award committee 7th & 8th grade books
- Rebecca Fox - Connecticut State Nutmeg Award Committee Intermediate
- Rebecca Fox - Association of Jewish Libraries' Sydney Taylor Manuscript Award committee
- Micaela Porta along with a former library colleague published a chapter in a new Library Science text: [How Public Libraries Build Sustainable Communities in the 21st Century](#)
- Micaela Porta:
 - was the featured speaker in a training Webinar for OCLC Webjunction (sustainability in libraries)
- Tara Key - TEDAC Membership: Town of New Canaan
- Tara Key- Lifetime Arts Grant for 8-week Creative Aging Art Series Seniors 55+
- Micaela Porta and Lisa Oldham:
 - Were featured panelists on a CT State Library presentation on Library development and construction
 - Presented sessions at the Connecticut Library Association Conference
 - Were featured discussing New Canaan Library in a 2-episode podcast series for the [Massachusetts Board of Libraries](#)
- The New Canaan Library team exemplified fortitude, resilience and a passion for community service during the past year as they unflinchingly delivered library services throughout the challenging transition into the new building and immediately upon opening in the new building met every new demand with cheerful excellence even as we have seen thousands of people in the library daily.

FY 24-25 Objectives

- Successfully recruit a new President/CEO to the New Canaan Library
- Grow service levels to meet new levels of demand
- Secure funding to achieve staffing and other costs of community driven growth



					2024-25	VARIANCE	VARIANCE
					ADOPTED	AMOUNT	%
Library	2021-22	2022-23	2023-24	2023-24			
Expenditures	ACTUAL	ACTUAL	ADOPTED	REVISED			
Purchased Other Services	2,425,633	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
Total Expenditures	2,425,633	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
Total FTEs	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section

Revenues	FY22 Audited	FY23 Adopted	FY23 Audited	FY24 Adopted	FY24 Amended	FY25 Adopted	FY25-24 \$ YoY	FY25-24 %YoY Budg.-Budg.
Town of New Canaan Contribution	2,425,633	2,562,818	2,562,818	2,683,880	2,683,880	2,791,235	107,355	4.00%
Library Revenues								
State of Connecticut	8,216	9,000	3,244	8,000	8,000	7,321	(679)	-8.49%
Annual Fund	510,851	495,000	520,728	500,000	500,000	526,600	26,600	5.32%
Fundraising Event Revenue	302,119	280,000	276,264	285,000	285,000	314,635	29,635	10.40%
Gifts Restricted (Temporarily)	67,174	-	29,475	-	-	-	-	-
Fines	18,545	25,000	7,230	35,000	35,000	12,500	(22,500)	-64.29%
Rentals & Leases	-	12,500	5,310	30,000	42,000	78,000	36,000	85.71%
Business Center Income	5,748	12,500	3,956	22,000	15,000	9,000	(6,000)	-40.00%
Book Sales	-	-	4,082	-	-	-	-	-
Misc. Revenue	8,488	6,000	130	5,000	5,000	5,000	-	-
Total Library:	921,139	840,000	850,419	885,000	890,000	953,056	63,056	7.08%
Total Revenue	3,346,772	3,402,818	3,413,237	3,568,880	3,573,880	3,744,291	170,411	4.77%
Expenditures								
Administration								
Financial								
Software	-	-	3,825	4,400	4,400	5,753	1,353	30.75%
Bank Fees	230	2,300	626	2,300	2,300	2,500	200	8.70%
Payroll Processing Fees	10,453	9,700	8,580	9,700	9,700	12,277	2,577	26.57%
Professional								
Accounting Services	72,415	60,900	62,480	62,727	62,726	71,800	9,074	14.47%
Legal	43,273	-	5,231	-	-	5,000	5,000	-
Retirement Fund Consultant	3,078	2,500	2,602	2,500	2,500	2,500	-	0.00%
Prof. fee - other	42,366	6,550	40,015	5,000	5,000	2,000	(3,000)	-60.00%
Total:	171,814	81,950	123,359	86,627	86,626	101,830	15,204	17.55%
Insurance								
Liab/Property/Workers comp	36,288	37,000	37,483	45,400	41,000	40,825	(175)	-0.43%
D&O/ EPL insurance	-	-	822	2,000	2,000	2,150	150	7.50%
Total:	36,288	37,000	38,305	47,400	43,000	42,975	(25)	-0.06%
Office Expense - Director	1,521	700	2,690	700	700	500	(200)	-28.57%
Leased Equipment	27,542	29,061	23,253	24,000	24,000	23,414	(586)	-2.44%
Misc Admin								
Organization Dues	2,167	3,000	1,774	3,000	2,000	1,800	(200)	-10.00%
Postage	1,050	2,000	1,324	2,000	2,000	1,500	(500)	-25.00%
Printing	-	500	268	500	500	400	(100)	-20.00%
Staff Education	9,841	12,000	8,617	12,000	7,700	7,700	-	0.00%
Office Supplies	5,196	4,800	6,905	4,300	4,000	4,000	-	0.00%
Total:	18,254	22,300	18,888	21,800	16,200	15,400	(800)	-4.94%
Total Administration	255,419	171,011	206,495	180,527	170,526	184,119	13,593	7.97%
Operations								
Compensation								
Salary	2,128,513	2,229,812	2,109,823	2,320,950	2,348,392	2,426,359	77,967	3.32%
Taxes	149,428	170,581	149,603	177,552	179,651	185,616	5,965	3.32%
403B Match	45,992	45,000	45,536	66,000	66,000	55,000	(11,000)	-16.67%
Total:	2,323,932	2,445,393	2,304,962	2,564,502	2,594,043	2,666,975	72,932	2.81%
Collection								
Software	17,555	15,000	16,555	17,675	21,675	12,326	(9,349)	-43.13%
Print								
Adult Books	64,919	80,000	86,876	82,000	70,000	70,000	-	0.00%
Children Books	19,530	22,000	22,547	22,250	21,500	21,500	-	0.00%
Teen Books	5,482	7,000	6,054	7,300	6,750	5,750	(1,000)	-14.81%
Audio Visual								
Adult Audio Visual	8,526	7,000	2,788	4,000	1,500	1,500	-	0.00%
Children Audio Visual	760	1,500	69	500	-	-	-	-
Misc Electronic Content								
Reference Databases	15,809	22,000	14,055	18,000	16,000	16,000	-	0.00%
Digital Books/Content-Teen	2,488	4,000	3,406	4,000	3,500	3,500	-	0.00%
Digital Books/Content - Child	5,561	8,000	8,392	9,000	7,500	7,500	-	0.00%
Digital Books/Content - Adult	96,788	69,730	72,645	70,000	78,000	78,000	-	0.00%
Museum Passes	2,895	2,500	3,820	3,500	3,500	2,500	(1,000)	-28.57%
Periodicals	7,984	8,500	6,983	7,500	7,500	8,000	500	6.67%
Total:	248,297	247,230	244,190	245,725	237,425	226,576	(10,849)	-4.57%

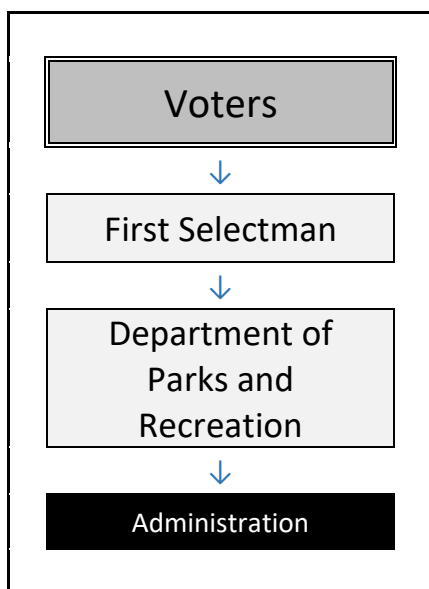


Expenditures	FY22 Audited	FY23 Adopted	FY23 Audited	FY24 Adopted	FY24 Amended	FY25 Adopted	FY25-24 \$ YoY	FY25-24 %YoY Budg.-Budg.
Programs								
Learning Programs								
Children's Programs	20,249	10,100	13,956	10,000	10,000	15,000	5,000	50.00%
Teen Programs	2,192	3,300	2,967	3,300	3,300	5,000	1,700	51.52%
Adult Instruction	-	-	-	5,000	5,000	11,000	6,000	120.00%
Reference & Instruction Software	-	-	-	3,541	3,541	3,600	59	1.67%
Adult Programs	23,186	47,600	43,194	50,000	45,177	45,000	(177)	-0.39%
Art Gallery	-	5,000	-	5,000	5,000	2,000	(3,000)	-60.00%
Maker Space	-	5,000	4,027	5,000	5,000	2,000	(3,000)	-60.00%
Total:	45,627	71,000	64,144	81,841	77,018	83,600	6,582	8.55%
Information Technology								
Hardware	16,805	23,700	11,484	24,500	20,000	15,000	(5,000)	-25.00%
Software	118,174	141,800	98,615	128,575	126,424	133,989	7,565	5.98%
Total:	134,979	165,500	110,099	153,075	146,424	148,989	2,565	1.75%
Total Operations	2,752,835	2,929,123	2,723,395	3,045,143	3,054,910	3,126,140	71,230	2.33%
Infrastructure & Facilities								
General								
Parking (TNC +)	6,664	13,500	10,000	13,500	13,500	10,000	(3,500)	-25.93%
Sewer Fee (TNC)	2,600	2,600	2,600	3,844	3,844	3,844	-	0.00%
Internet: WAN (TNC)	7,680	8,500	7,680	14,400	14,400	14,400	-	0.00%
Internet: CEN (CT)	-	-	5,280	5,400	5,400	8,820	3,420	63.33%
Telephone	1,257	1,350	1,017	1,500	1,500	-	(1,500)	-100.00%
Total:	18,201	25,950	26,577	38,644	38,644	37,064	(1,580)	-4.09%
Facilities/Building & Grounds								
Building/Grounds/Maintenance	38,460	28,050	30,774	46,000	46,000	70,000	24,000	52.17%
Cleaning Services	50,748	55,684	52,540	60,000	60,000	91,900	31,900	53.17%
Custodial Supplies	4,239	4,500	4,513	4,500	4,000	4,000	-	0.00%
Energy	69,263	77,000	96,572	55,000	75,000	75,000	-	0.00%
Refuse Collection	3,503	3,400	4,494	3,400	5,500	5,500	-	0.00%
Water	3,046	3,500	4,698	3,500	3,500	4,500	1,000	28.57%
Total:	169,258	172,134	193,591	172,400	194,000	250,900	56,900	29.33%
Legacy Building								
Insurance	-	-	-	1,250	1,250	1,250	-	0.00%
Utilities	-	-	-	2,700	-	-	-	-
Staffing	-	-	-	-	-	-	-	-
IT/WiFi	-	-	-	400	-	-	-	-
Sewer Fee	-	-	-	416	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-
Capital Reserve	-	-	-	2,500	-	-	-	-
Total:	-	-	-	7,266	1,250	1,250	-	0.00%
Total Infrastructure & Facilities	187,459	198,084	220,168	218,310	233,894	289,214	55,320	23.65%
Development								
General								
Bank Fees	6,895	10,000	9,481	10,000	10,000	8,000	(2,000)	-20.00%
Donor Development	2,027	500	2,533	500	500	3,000	2,500	500.00%
Fundraising Event Expenses	60,502	70,000	56,855	70,000	70,000	90,000	20,000	28.57%
Marketing	-	-	-	-	-	10,000	10,000	-
Postage	3,978	4,000	2,015	4,000	4,000	4,000	-	0.00%
Printing	10,690	6,000	11,902	6,000	6,000	10,000	4,000	66.67%
Professional Fee	10,925	1,600	11,291	1,600	1,600	8,000	6,400	400.00%
Software	7,476	7,500	7,893	7,800	10,450	11,818	1,368	13.09%
Total Development	102,494	99,600	101,970	99,900	102,550	144,818	42,268	41.22%
Capital Reserve				20000	7000	0	-7000	-100.00%
Total Expenses	3,298,207	3,397,818	3,252,028	3,563,880	3,568,880	3,744,291	175,411	4.92%



Mission

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

- To provide the community with a broad-based variety of recreation activities that are responsive to the needs of the community, inclusive of everyone regardless of economic status, and at a reasonable cost.

Summary of Major Responsibilities

- Manage and supervise all staff and programs that are offered to the community

Anticipated Operational Changes

- None anticipated (budget dependent)

Recent/New Programs and Initiative

- Streamline new programs addition

- Revised Adult and youth Tennis Clinic Format to include new Spring and Fall offerings

Major Departmental Challenges

- To continue to provide a broad range of programs and incorporate new programming and activities that will allow the community to make optimum use of their leisure time
- Implement Pickleball Program for the Community at Mead Park on 5 new courts.

FY 22-23 Accomplishments and Objectives

- Continue to improve and add walking/running trails in Waveny Park in partnership with Waveny Park Conservancy
- Continue to offer new programs that meet the changing needs and interests of the community.

FY 23-24 Objectives

- Add additional programs staying current with patrons wishes
- Evaluate the need for a program assistant position
- Revamp all programs

FY 24-25 Accomplishments and Objectives

- Implemented a new recreation software system.
- Evaluate the need for a program assistant
- Received positive response and participation in our revised summer camp model.
- Host various town wide special events throughout the year.
- Incorporate new summer camp programs

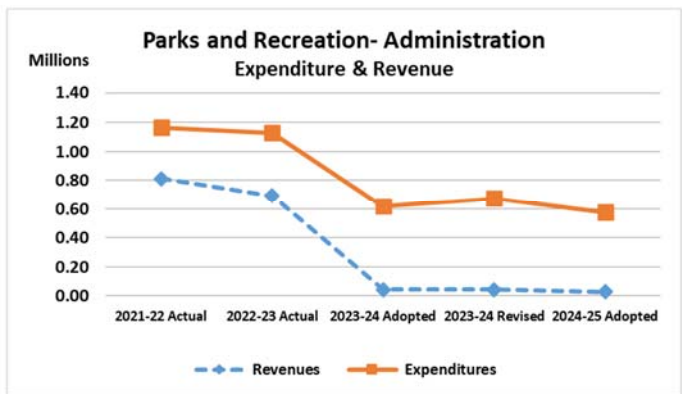
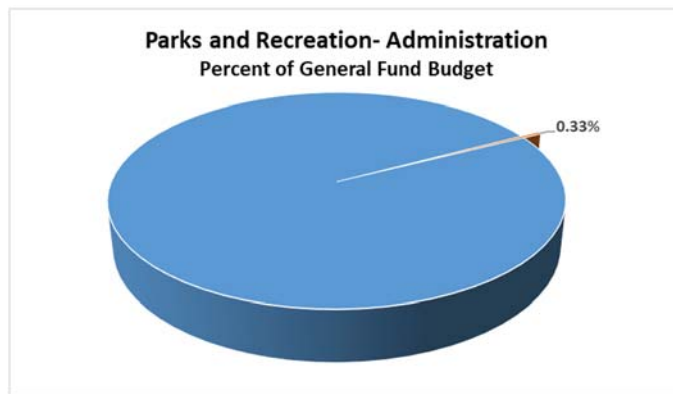
Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Spring Activities				
Youth Soccer	174	162	120	120
Adult Tennis Clinics	162	152	155	155
Youth Tennis Clinics	292	260	275	275
BASF - Extension Programs		475	475	475
Summer Activities				
Youth Tennis Clinics	206	121	120	120
Adult Tennis Clinics	127	55	80	90
Youth Swim/dive Team/water polo	58	145	145	145
Waveny Summer Concerts - Number of Events	12	12	12	12
Estimated Attendance	600	600	600	600
Waveny XC Races-#/Avg. Attendance	14/90	13/90	13/90	13/90
Adult Men's Softball league- # Teams/ Participants	8/164	6/168	6/170	7/180
Waveny Day Camp - 3 Sessions	346	300	360	400
Youth Swim Lessons-Private/Group	780	515	525	600

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Fall Activities				
BASF Programs - 3 Elementary Schools	0	490	490	490
Fall Youth Rec /US Sports Soccer	198	265	270	270
Fall Adult Tennis Clinics	75	80	85	85
Fall Youth Tennis Clinics	115	161	150	150
Fall Paddle Tennis Clinics	64	62	65	65
Fall Youth Paddle Tennis Clinics- Grades 3 -8	10	6	10	10
Fall Flag Football Program - Grades 2 -9	251	322	320	320
Fall Family Fun at Waveny	0	1006	1000	1000
Winter Activities				
Parent-Teacher Conf. Day Programs	0	655	650	650
BASF Programs -3 Elementary Schools	0	492	490	490
Breakfast w/ Santa	366	360	480	480
Youth Winter Paddle Clinic	23	7	6	6
Adult Beginner/Int.Paddle Clinics	36	60	45	45
Monthly Friday Paddle Socials (7 Events)		44	40	40
Winter Adult Paddle Tennis Clinics	48	20	30	30

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
<u>Pool Passes</u>				
Individual	184	153	160	160
Family	809	730	775	775
Family - Non Resident	111	110	110	115
Nanny	115	82	85	85
Senior Citizen	192	223	190	190

Recreation - Administration								
Position Title	2021-22		2022-23		2023-24		2024-25	
		Revised		Revised		Revised		Adopted
<u>Full Time</u>								
Recreation Director	1.0	134,002	1.0	146,194	1.0	153,595	1.0	157,435
Asst. Recreation Director	1.0	106,574	1.0	99,489	1.0	104,526	1.0	107,139
Recreation Supervisor/Aquatics Manag	1.0	83,716	1.0	87,392	1.0	91,815	1.0	94,110
Office Manager	1.0	70,655	1.0	76,950	1.0	80,862	1.0	85,157
Administrative Asst. II	1.0	65,085	1.0	66,394	1.0	68,049	1.0	69,920
Total Full Time	5.0	460,033	5.0	476,418	5.0	498,847	5.0	513,761
<u>Part Time</u>								
Outside Program Instructors		158,350		161,450		161,450		
Tennis Court Attendant		35,000		35,000		35,000		
Camp Counselor (14)		27,250		27,250		27,250		
Day Camp Specialist (7)		18,250		18,250		18,250		
Activity Aide (3)		17,500		17,500		17,500		
Day Camp Director (4)		17,400		17,400		17,400		
Office Clerk		7,750		7,750		7,750		
Security and Patrol		4,500		4,500		4,500		7,000
Total Part Time		286,000		289,100		289,100		7,000
<u>Miscellaneous Pay</u>								
Overtime		3,000		3,000		5,200		5,000
Total Miscellaneous Pay		3,000		3,000		5,200		5,000
Total Salary		749,033		768,518		793,147		525,761



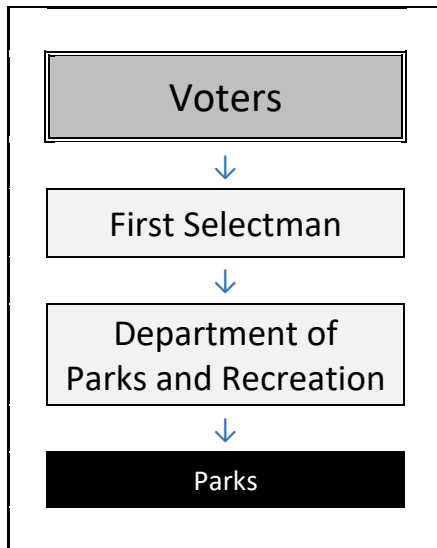


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Recreation Administration							
Revenues							
Charges for Services	784,689	683,862	21,000	21,000	8,000	(13,000)	-61.90%
Rents & Royalties	28,338	10,486	23,000	23,000	22,400	(600)	-2.61%
Total Revenues	813,027	694,348	44,000	44,000	30,400	(13,600)	-30.91%
Expenditures							
Wages	590,905	498,474	484,620	516,297	425,761	(58,859)	-12.15%
Employee Benefits	68,502	44,154	38,573	62,176	48,521	9,948	25.79%
Purchased Professional Services	5,543	6,372	8,900	8,900	23,453	14,553	163.52%
Purchased Property Services	20,888	12,036	34,250	34,250	34,950	700	2.04%
Purchased Other Services	391,129	477,501	11,400	11,400	12,000	600	5.26%
Supplies	37,510	34,613	32,500	32,500	31,400	(1,100)	-3.38%
Capital Assets	8,516	9,516	9,500	9,500	-	(9,500)	-100.00%
Miscellaneous	43,721	47,097	750	750	750	-	0.00%
Total Expenditures	1,166,715	1,129,763	620,493	675,773	576,835	(43,658)	-7.04%
Total FTEs	5.00	5.00	5.00	5.00	5.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The Parks Department maintains all the Town and BOE Athletic Fields, Town Parks, School Grounds along with many of the Town Properties such as Town Hall, Vine Cottage, and Police Department etc. in the best condition possible with the resources provided.

**Department Goals**

1. Provide an enjoyable and safe outdoor experience for the residents of New Canaan
2. High-level maintenance, during all seasons, including snow and ice control

Summary of Major Responsibilities

- Maintain all Town parks and BOE grounds, along with other Town properties, during all seasons

Anticipated Operational Changes

- Additional FTE - improve maintenance
- Part Time Gardener for Waveny House
- Disc Golf Repairs and Maintenance

- Responsibility of Waveny Landscaping

Recent Departmental Recognitions

- Best athletic facilities in the area

Major Departmental Challenges

- Maintain properties with limited budget while facing increasing costs for materials and equipment
- Fulfill the residents' desires with limited resources

FY 22-23 Accomplishments

- Maintain the parks in exemplary condition.

FY 23-24 Accomplishments and Objectives

- More detailed maintenance of all properties
- Improve over seeding of athletic Fields

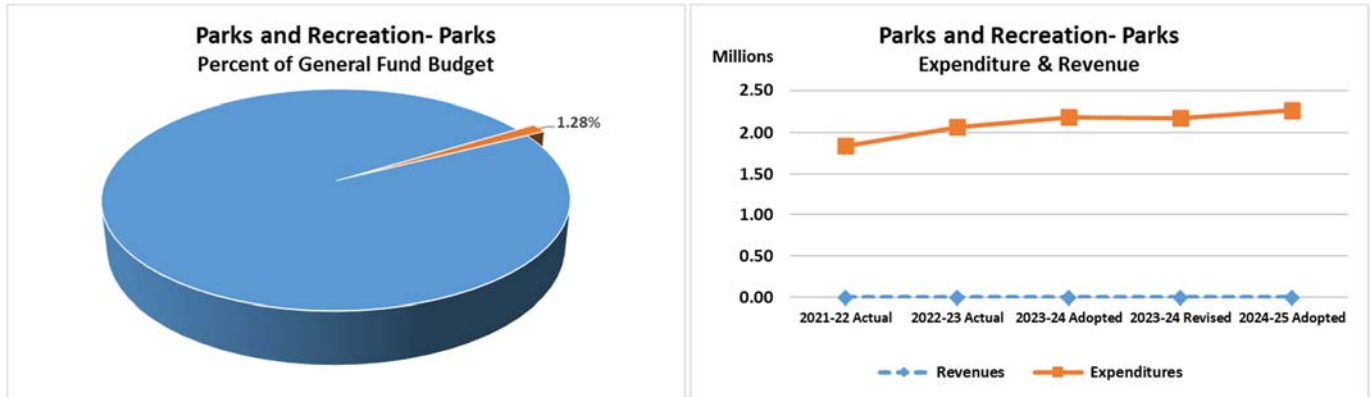
FY 24-25 Objectives

- Install Waveny Playground
- Replace Irrigation system Mead Park
- Continue overseeding program to reduce Fertilizer and Pesticides

Public Works - Parks

Position Title	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
<i>Non-Bargaining</i>				
Director of Parks & Grounds	1.0 133,913			
Superintendent of Parks	1.0 87,392	1.0 97,631	1.0 102,573	1.0 105,137
Total Non-Bargaining	2.0 221,305	1.0 97,631	1.0 102,573	1.0 105,137
<i>Bargaining Unit</i>				
Assistant Superintendent Parks		1.0 87,383	1.0 89,294	1.0 89,294
Field Technician / Crew Leader	1.0 86,177	1.0 88,677	1.0 90,542	1.0 90,542
Mechanic Technician	1.0 76,959	1.0 81,474	1.0 86,382	1.0 86,382
Groundsmen				
Groundsman	8.0 567,653	10.0 730,668	10.0 764,063	10.0 764,061
Total Bargaining Unit	10.00 730,789	12.00 988,202	13.00 1,030,281	13.00 1,030,279
Total Full Time	12.0 952,094	13.0 1,085,833	14.0 1,132,854	14.0 1,135,416
<u>Part Time</u>				
Part Time	45,000	15,000	15,000	15,000
Total Part Time	45,000	15,000	15,000	15,000
<u>Overtime</u>				
Overtime	95,552	95,500	96,750	121,750
Total Overtime	95,552	95,500	96,750	121,750
<u>Miscellaneous Pay</u>				
Meal Allowance	7,168	7,168	7,168	7,168
Total Miscellaneous Pay	7,168	7,168	7,168	7,168
Allocation of Overtime to Railroad	(8,400)	(8,400)		
Total Salary	1,091,414	1,195,101	1,251,772	1,279,334



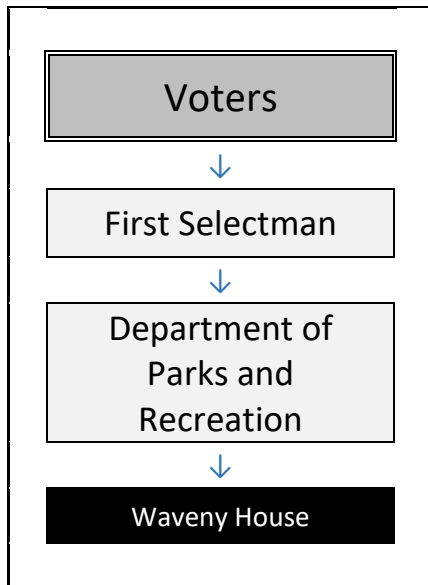


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Parks and Recreation-Parks							
Expenditures							
Wages	1,173,595	1,290,210	1,242,500	1,242,206	1,279,336	36,836	2.96%
Employee Benefits	112,153	143,498	126,875	126,853	131,769	4,894	3.86%
Purchased Professional Services	357,462	386,795	503,800	494,800	539,840	36,040	7.15%
Purchased Property Services	34,700	76,027	91,700	91,700	91,700	-	0.00%
Purchased Other Services	323	1,177	1,600	1,675	1,700	100	6.25%
Supplies	157,964	170,988	219,834	219,759	221,455	1,621	0.74%
Miscellaneous	795	655	450	450	550	100	22.22%
Total Expenditures	1,836,993	2,069,351	2,186,759	2,177,443	2,266,350	79,591	3.64%
Total FTEs	12.00	13.00	14.00	14.00	14.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

1. To provide the community with a beautiful community building that can be used as a place for meetings, weddings, social events, and other activities

Summary of Major Responsibilities

- Support the Wedding Coordinator and provide the office for the booking of events, maintain a calendar of events, and coordinate all activities at Waveny House

Anticipated Operational Changes

- Additional work to make Waveny a wedding destination

Recent/New Programs and Initiatives

- Working with the DPW Facilities Department to implement structural changes to the building to meet the ADA code for access to the entire building

Recent Departmental Recognitions

- Worked with the NC Preservation Alliance to file an application to have Waveny House listed on the National historic Registry

Major Departmental Challenges

- Work with on-line marketing services to present Waveny House as a venue for weddings and social events

FY 22-23 Accomplishments

- Continue plans to implement Phase II of the ADA renovations
- Continue to market the facility for events and activities
- Launch new website
- Further enhance Waveny House for events

FY 23-24 Accomplishments and Objectives

- Hire a Wedding Coordinator

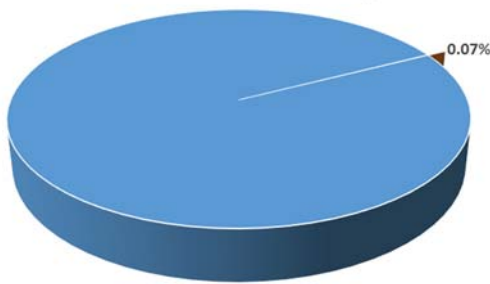
FY 24-25 Objectives

- Hire a Wedding Coordinator
- Investigate possibility of an awning on Back patio
- Improve wedding and event venue

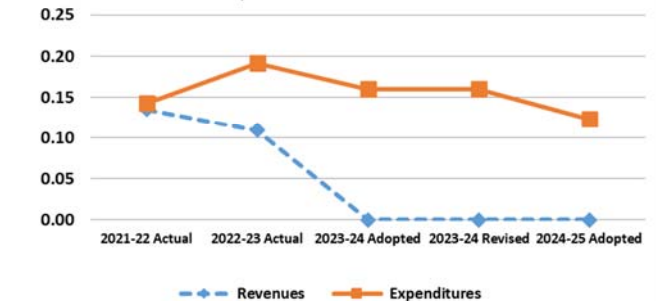
Recreation - Waveny

Position Title	2021-22		2022-23		2023-24		2024-25	
	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Maintenance - Waveny	1.0	64,380	1.0	65,666	1.0	67,303	1.0	69,154
Total Full Time	1.0	64,380	1.0	65,666	1.0	67,303	1.0	69,154
<u>Part Time</u>								
Waveny Wedding Coordinator						31,000		-
Part time		5,000		8,500		8,500		-
Total Part Time		5,000		8,500		39,500		-
<u>Miscellaneous Pay</u>								
Overtime		22,000		24,000		29,200		-
Total Miscellaneous Pay		22,000		24,000		29,200		-
Waveny Weddings								
Salary Offset								(13,831)
Total Salary		91,380		98,166		136,003		55,323

Parks and Recreation- Waveny
Percent of General Fund Budget



Parks and Recreation- Waveny
Expenditure & Revenue



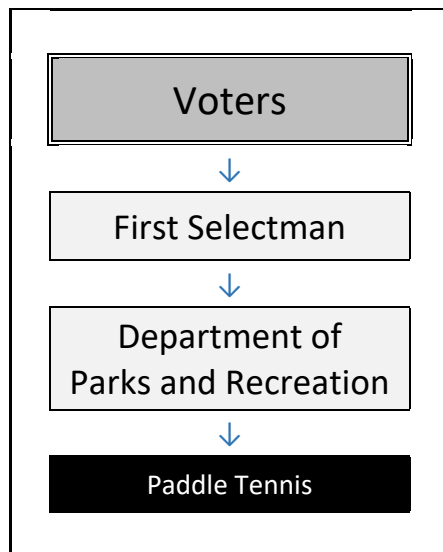
Recreation - Waveny	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Revenues							
Charges for Services	1,793	1,125	-	-	-	-	
Rents & Royalties	133,325	107,698	-	-	-	-	
Total Revenues	135,118	108,823	-	-	-	-	
Expenditures							
Wages	101,674	152,105	67,996	67,996	55,323	(12,673)	-18.64%
Employee Benefits	10,837	15,457	7,791	7,791	8,105	314	4.03%
Purchased Professional Services	7,909	10	29,250	29,250	23,000	(6,250)	-21.37%
Purchased Property Services	11,347	9,919	35,000	35,000	20,000	(15,000)	-42.86%
Purchased Other Services	4,455	4,455	-	-	-	-	
Supplies	6,494	9,745	19,800	19,800	16,800	(3,000)	-15.15%
Total Expenditures	142,715	191,691	159,837	159,837	123,228	(36,609)	-22.90%
Total FTEs	1.00	1.00	1.00	1.00	1.00		0.00%

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

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**Department Goals**

To provide a balanced outdoor racquet sports activity during the fall, winter and spring months for Platform Tennis players in the community.

Summary of Major Responsibilities

- Maintain, administer and operate 5 platform tennis courts in Waveny Park.

Anticipated Operational Changes

- Work to implement additional clinics and activities on the courts. Work to organize summer Platform Tennis activities which have become popular in the past couple of seasons.
- Work to implement additional clinics and activities on the courts. Work to organize summer Platform Tennis activities which have become popular in the past couple of seasons.

FY22-23 Accomplishments

- Continue to work with the Paddle Tennis Community to provide a robust program

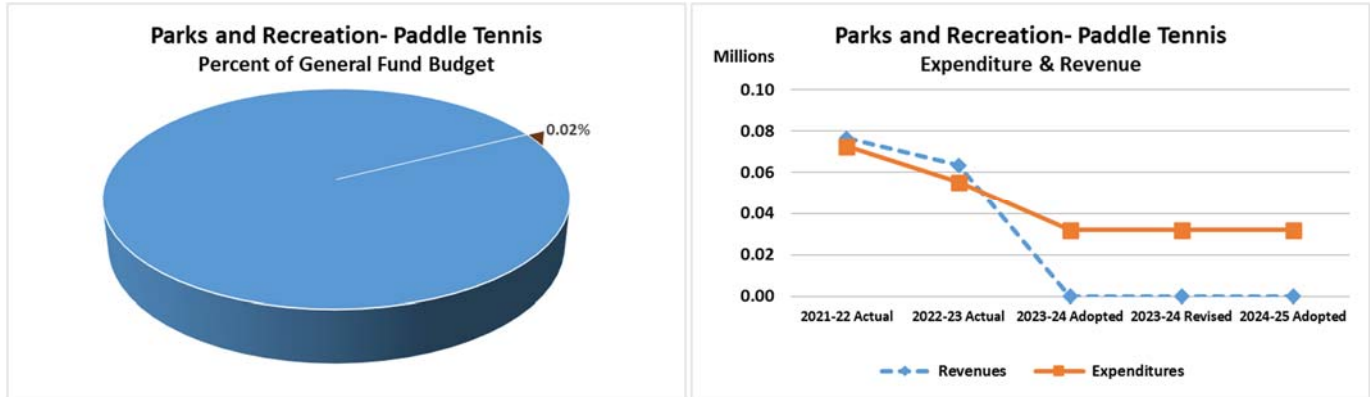
FY 23-24 Accomplishments and Objectives

- Build an additional paddle ball court
- Build a courtyard / Steve Benko picnic area
- Open paddle hut up for Friday and Saturday events
- Offer Paddle Socials

FY 24-25 Objectives

- Build an additional paddle ball court
- Build a courtyard / Steve Benko picnic area
- Open paddle hut up for Friday and Saturday events during the season

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Adult Permits	312	180	180	180
Family Permits	61	42	45	45
Senior Citizen Permits	85	71	75	75
Youth Permits	9	3	5	5
Total Permits	467	296	305	305
Revenues	\$72,260	\$48,070	\$50,000	\$50,000

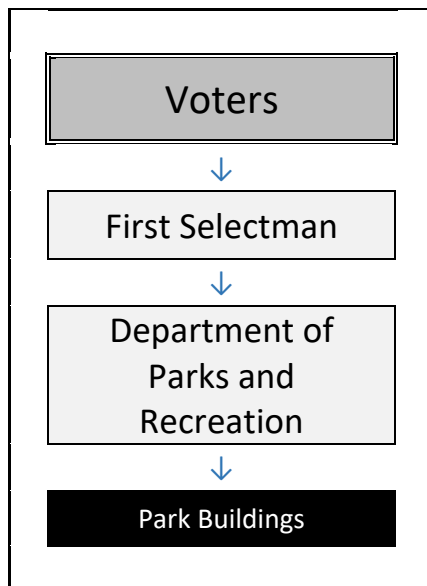


	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Recreation - Paddle Tennis							
Revenues							
Charges for Services	76,515	63,540	-	-	-	-	
Total Revenues	76,515	63,540	-	-	-	-	
Expenditures							
Wages	46,152	50,949	-	-	-	-	
Employee Benefits	3,531	3,898	-	-	-	-	
Purchased Property Services	21,987	-	30,000	30,000	30,000	-	0.00%
Supplies	1,003	378	1,900	1,900	1,900	-	0.00%
Total Expenditures	72,674	55,224	31,900	31,900	31,900	-	0.00%
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

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Water Tower Field and the creation of the new Fields 2 & 3 and the renovation of the HS Track.

FY 22-23 Accomplishments

- Continue public-private partnership for the Operation of the Seasonal Ice-Skating Rink at Waveny Park
- Work with DPW Facilities Director on continued ADA Upgrades for Waveny House

FY 23-24 Accomplishments and Objectives

- Improve the level of maintenance of all park buildings
- Implement plan on buildings upgrades and maintenance.

Department Goals

Continue to provide quality facilities and service(s) for multiple buildings in the Town's Parks

Major Departmental Challenges

- Continue to provide services with a shrinking budget

Earlier Accomplishments

- Worked with Athletic Fields Building Committee to implement the reconstruction of the existing

FY 24-25 Objectives

- Improve the level of maintenance of all park buildings
- Implement plan on buildings upgrades and maintenance.

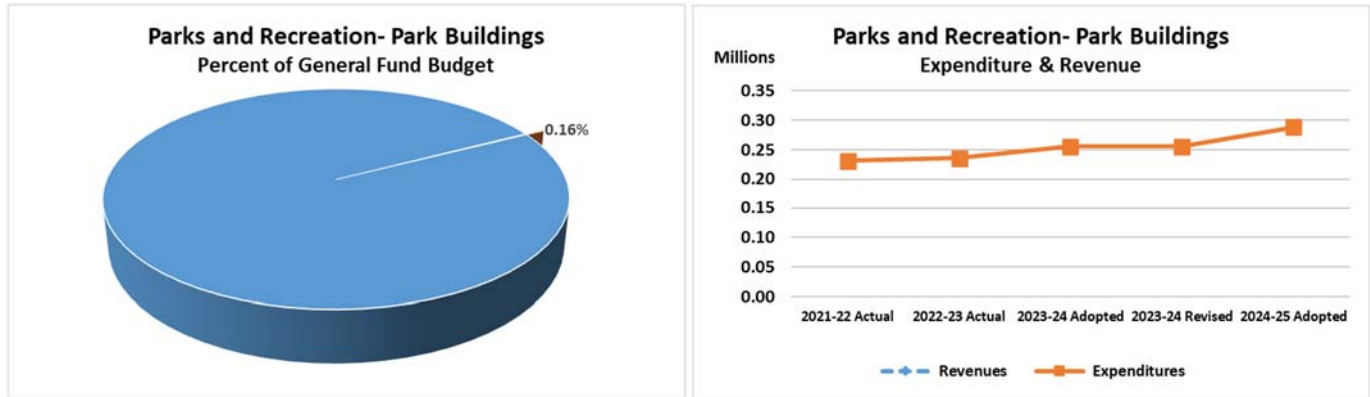
Recreation - Park Buildings

	2021-22	2022-23	2023-24	2024-25
Position Title	Revised	Revised	Revised	Adopted

Part Time

Custodian	2,000	2,000	2,000	-
Total Part Time	2,000	2,000	2,000	-



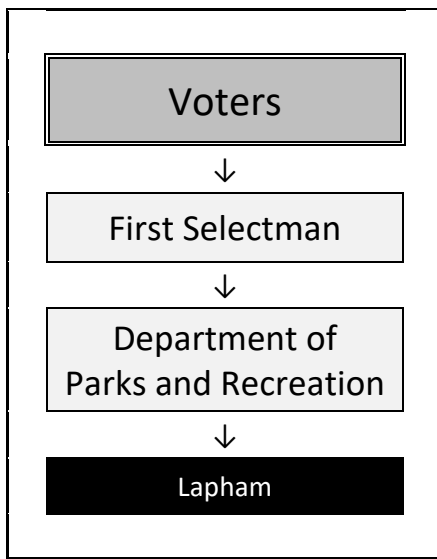


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Recreation - Park Buildings							
Expenditures							
Wages	-	-	2,000	2,000	-	(2,000)	-100.00%
Employee Benefits	-	-	153	153	-	(153)	-100.00%
Purchased Professional Services	17,775	15,536	18,800	18,800	18,800	-	0.00%
Purchased Property Services	21,097	6,162	29,750	29,750	29,750	-	0.00%
Supplies	192,432	214,425	204,950	204,950	239,740	34,790	16.97%
Total Expenditures	231,304	236,123	255,653	255,653	288,290	32,637	12.77%
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

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**Department Goals**

The primary goal of the Lapham Center is to provide the community with a broad based variety of activities that are responsive to the needs of the Adult and Senior Community that are inclusive of everyone regardless of economic status and at a reasonable cost.

Summary of Major Responsibilities

- Manage and supervise all instructional staff
- Organize and promote all programs that are offered to the adult community.

Major Departmental Challenges

- To continue to provide a broad range of programs and incorporate new programming and activities that will allow the community to make optimum use of their leisure time.
- Implement Virtual Learning and Educational programming to our Senior Community

FY22-23 Accomplishments

- Work to resume energetic in-house programming post Covid-19 Pandemic
- Continue to promote and explore new virtual programs to support ongoing programming

FY 23-24 Accomplishments and Objectives

- Continue to educate seniors with Medicare information
- Entertain, Educate, and Enrich the lives of the Adult population of New Canaan.
- We have added intergenerational programming to the classes.

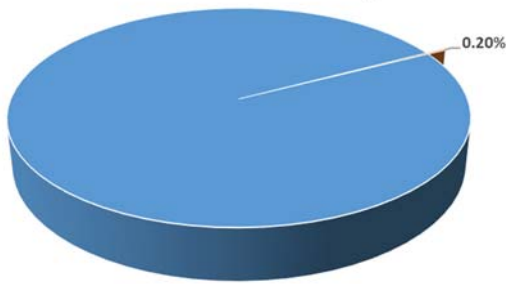
FY 24-25 Objectives

- Expanding our Reach in the community to meet the needs of the adult residents
- Adding additional hours of programming
- Increasing our Social Media and communication to the residents.

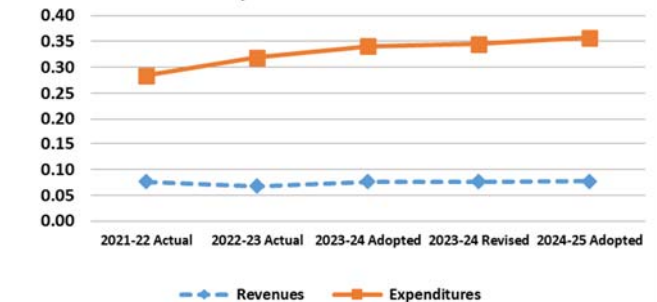
Recreation - Lapham

	2021-22		2022-23		2023-24		2024-25	
Position Title	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
Director Lapham Community Center	1.0	99,732	1.0	99,489	1.0	104,525	1.0	107,138
Program Manager	1.0	69,262	1.0	72,054	1.0	73,855	1.0	75,886
Total Full Time	2.0	168,994	2.0	171,543	2.0	178,380	2.0	183,024
<u>Part-Time</u>								
Part Time		113,000		115,000		115,000		120,000
Total Part Time		113,000		115,000		115,000		120,000
<u>Miscellaneous Pay</u>								
Overtime		2,250		2,250		2,250		2,250
Total Miscellaneous Pay		2,250		2,250		2,250		2,250
Total Salary		284,244		288,793		295,630		305,274

Parks and Recreation- Lapham Center
Percent of General Fund Budget



Parks and Recreation- Lapham Center
Expenditure & Revenue



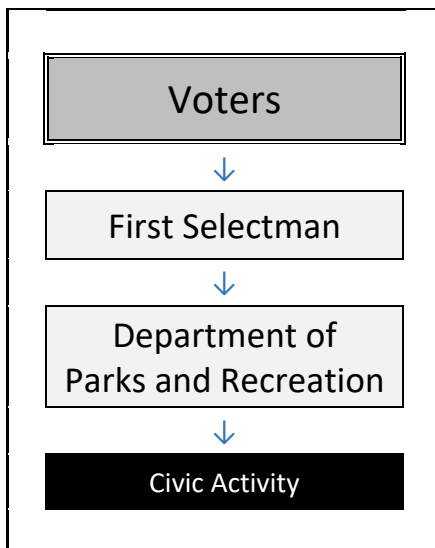
	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Recreation - Lapham Center							
Revenues							
Charges for Services	76,485	68,117	76,500	76,500	77,000	500	0.65%
Total Revenues	76,485	68,117	76,500	76,500	77,000	500	0.65%
Expenditures							
Wages	245,509	284,812	291,279	295,630	305,274	13,995	4.80%
Employee Benefits	18,623	21,936	22,683	23,016	23,753	1,070	4.72%
Purchased Property Services	1,385	1,476	1,600	1,600	1,700	100	6.25%
Purchased Other Services	2,578	3,710	6,350	6,850	9,300	2,950	46.46%
Supplies	11,227	2,530	14,450	13,950	12,700	(1,750)	-12.11%
Miscellaneous	4,755	4,152	4,400	4,400	4,400	-	0.00%
Total Expenditures	284,077	318,615	340,762	345,446	357,127	16,365	4.80%
Total FTEs	2.00	2.00	2.00	2.00	2.00	-	0.00%

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

The Civic Activities account provides money for portable Toilets and some supplies for community events

Summary of Major Responsibilities

- Provide funding for Waveny Summer Concerts
- Support services for events held on Town Athletic Fields and for Family Fourth Celebration
- Support services for annual Memorial Day Parade and service at Lakeview Cemetery.

FY 22-23 Accomplishments

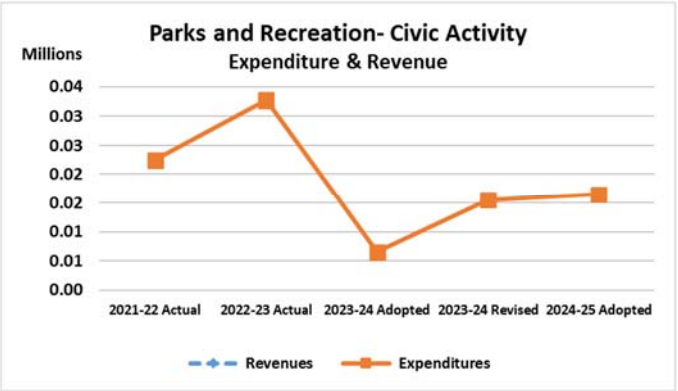
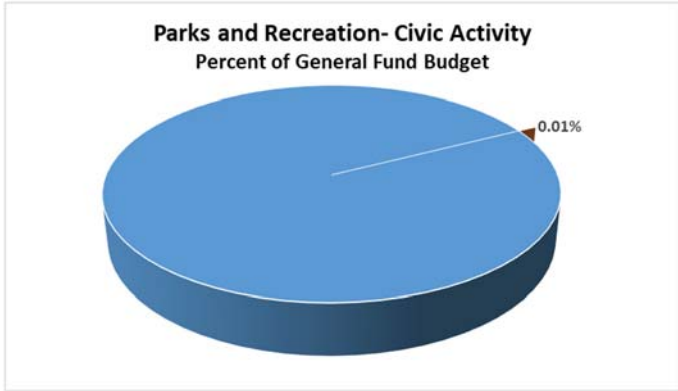
- Continue to resume a vibrant Summer Concert Series for the Community with a variety of music post Covid-19.
- Continue to provides services that are necessary for community programs such as Memorial Day Parade, Family Fourth and Christmas Caroling to be successful

FY 23-24 Accomplishments and Objectives

- Continued to provide summer concert series
- Supported community events and the Family Fourth

FY 24-25 Objectives

- A Continue to provide portable toilets for properties around town.
- Continue to provide summer concert series



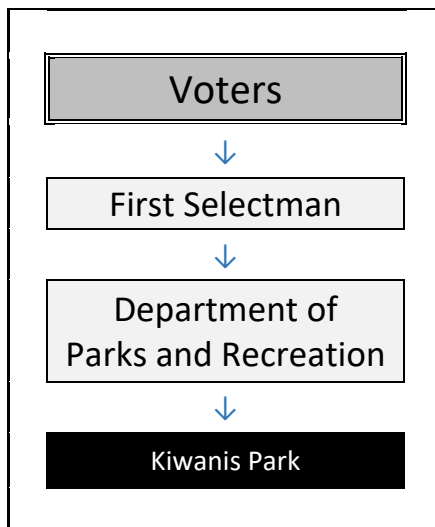
		2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE
		ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT %
Recreation-Civic Activity							
Expenditures							
Purchased Professional Services		14,955	22,235	5,000	14,000	15,000	10,000 200.00%
Purchased Other Services		7,095	10,366	-	-	-	- -
Supplies		422	160	1,500	1,500	1,500	- 0.00%
Total Expenditures		22,472	32,760	6,500	15,500	16,500	10,000 153.85%
Total FTEs		-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



Mission

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

- Kiwanis Park is a seasonal swimming facility that offers a fresh water pond with a sand beach, picnic pavilion with snack bar and a large playground. The swimming season runs from early June through late August

Summary of Major Responsibilities

- Provide public swimming facility for residents of Town
- Provide swimming for Town Waveny Day Camp and New Canaan Day Care Center programs
- A portion of the Park is rented to the New Canaan YMCA for their Summer Day Camp Program

- Monitor well for water supply and chlorination equipment for water quality

Anticipated Operational Changes

- After review of hours of usage hours of operation will be changed for the 2020 season, this will result in cost savings for staffing of the facility

Recent/New Programs and Initiatives

- Added (4) shade umbrellas to provide shade areas on the beach

Major Departmental Challenges

- Implement new programing and amenities that will attract residents to utilize the facility

FY 22-23 Accomplishments and Objectives

- Continue to implement new programs and ideas to increase community use of the facility
- Additional Beach Grooming

FY 23-24 Accomplishments and Objectives

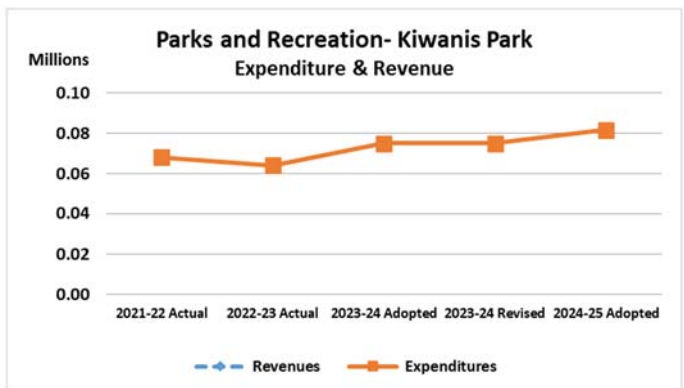
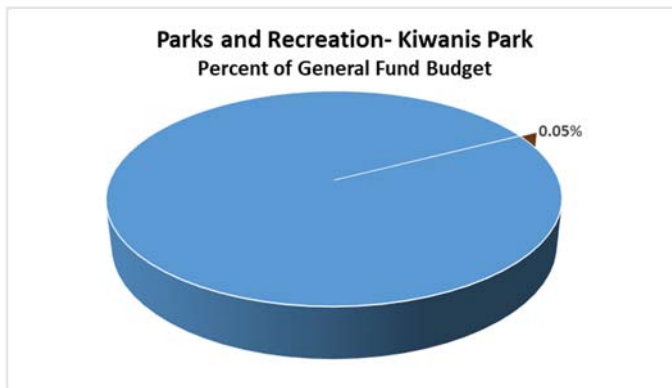
- Continue to implement new programs and ideas to increase community use of the facility
- Continue to provide services that are necessary for community programs that utilize the Park to be successful
- Additional Beach Grooming

FY 24-25 Objectives

- Improve condition of sand beach areas
- Open snack bar, vending machines or food truck

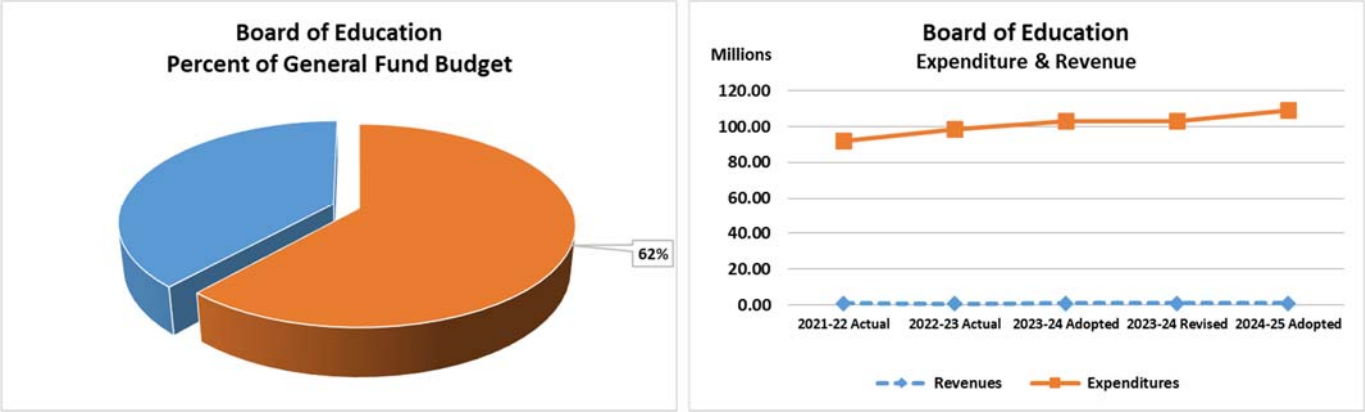
Recreation - Kiwanis Park

Position Title	2021-22 Revised	2022-23 Revised	2023-24 Revised	2024-25 Adopted
Part Time				
Lifeguards	38,250	39,015	40,000	45,000
Total Part Time	38,250	39,015	40,000	45,000



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Recreation - Kiwanis Park							
Expenditures							
Wages	40,352	43,550	40,000	40,000	45,000	5,000	12.50%
Employee Benefits	3,087	3,332	3,060	3,060	3,443	383	12.52%
Purchased Property Services	1,672	2,151	4,500	4,500	4,500	-	0.00%
Purchased Other Services	-	-	-	-	-	-	-
Supplies	23,060	15,327	27,550	27,550	28,750	1,200	4.36%
Total Expenditures	68,171	64,360	75,110	75,110	81,693	6,583	8.76%
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Board of Education							
Revenues							
Intergovernmental Revenues	955,713	793,339	1,096,032	1,096,032	916,577	(179,455)	-16.37%
Total Revenues	955,713	793,339	1,096,032	1,096,032	916,577	(179,455)	-16.37%
Expenditures							
Group Insurance-BOE	8,942,809	13,384,033	14,729,646	14,729,646	17,743,435	3,013,789	20.46%
Expense Summary	82,998,007	85,087,366	88,309,562	88,309,562	91,402,053	3,092,491	3.50%
Total Expenditures	91,940,816	98,471,399	103,039,208	103,039,208	109,145,488	6,106,280	5.93%

For line item detail budget see the Revenue & Expenditure Summary Section

BOARD OF EDUCATION

Hugo Alves, Chair

Erica Schwedel, Vice Chair

Matt Campbell, Secretary

Brendan Hayes

Phil Hogan

Lara Kelly

Penny Rashin

Julie Toal

Matt Wexler

CENTRAL ADMISTRATION

Bryan D Luizzi, Ed. D.

Superintendent of Schools

Sean O'Keefe

Director of Finance and Operations

Jill Correnty, Ed. D

Deputy Superintendent of Curriculum & Instruction

William, Tesbir

Assistant Superintendent for Pupil & Family Services

Darlene Pianka

Director if Human Resources

Patricia Maranan

Budget Director

New Canaan Public Schools 2024-2025 Proposed Budget

Dear New Canaan Board of Education and Community,

It is my privilege to share the Superintendent's Proposed Operating and Capital Budgets for the New Canaan Public Schools for the 2024-2025 (FY25) school year.

When you believe, as we do, that educating students is the most important work on the planet, you approach each day with unrivaled passion, excitement, pride, and awe. It is an honor and a privilege to spend our days working with children as they experience, learn, reflect, and grow, and we are committed to providing an exceptional educational experience for every student in each of our schools.

As a district, our efforts are guided by rigorous standards of performance in an engaging, caring, and supportive environment. Over 100 years ago, Horace Mann said, "The public school is the greatest discovery made by man," and we strive to ensure our schools continually prove the veracity of this belief. As a result, our students thrive in and out of school; our expert faculty and staff are continually engaged in professional learning and development; our administrators practice human-centered leadership with wisdom, courage, trust, and skill; our Board of Education oversees and guides our work with knowledge, clarity, and focus; and our many community partners, such as the Parent Teacher Councils (PTC) and Parent Faculty Association (PFA), All Sports Booster Club, Dome Committee, and others, encourage, inform, and support our work. Truly, our country's public schools are the greatest discovery ever made, and we believe that our collective future depends upon what we do daily in our schools.

Mann's poignant observation also speaks to the vital importance of an educated citizenry to safeguard our democracy; years later, President Franklin D. Roosevelt shared a similar insight, when he said, "Democracy cannot succeed unless those who express their choice are prepared to choose wisely. The real safeguard of democracy, therefore, is education." Our work is individual and collective; our students graduate well-educated and prepared to excel in life, and in doing so they are empowered to make meaningful contributions locally, nationally, and world-wide.

Our aspirational mission, to prepare every student to thrive throughout their lifetime as educated, healthy, successful, happy individuals, drives our belief that the work we do in schools is the most important work on the planet. We eagerly and proudly accept this responsibility. There is no greater calling than to spend our days teaching students to be their very best in all domains of their lives, and together, the New Canaan Public Schools do it extraordinarily well.

Good schools teach students to understand; great schools empower students to create. Every day in our schools students are immersed in active, engaging, and inquiry-based educational experiences that are designed by our expert faculty, with a focus on the acquisition of knowledge, skills, and dispositions valuable in today's world and indispensable for tomorrow's success. Indeed, our core beliefs agree with the poet Yeats who said, "Education is not the filling of a pail but the lighting of a fire!" We strive, every day, to stoke the fires of curiosity, innovation, knowledge, and skill in every student in every school.

Our efforts have yielded outstanding results through the years, as shown by our well-deserved state and national reputation as a premier school system. District-wide, our world-class faculty and staff lead our students' experiences within the instructional core (students – teachers – content). Supporting this work, our engaged parent community provides a wide array of outstanding opportunities and support for our students, in and out of the classroom. And at the town level, the New Canaan community provides resources and support as we strive ever onward in our mission. This powerful collaborative relationship, between students, faculty, staff, parents, and the community, has yielded outstanding results, and has led to the NCPS being regarded among the very best in the state and nation. It is our mission, our commitment, and our passion to continue to provide the very best schools for our students, faculty, staff, parents, and the greater New Canaan community.

Budgeting Philosophy

The Board of Education, administration, faculty, and staff are committed to maintaining and, where appropriate, increasing the breadth and depth of programs and opportunities available to students; simultaneously, we also recognize and accept our responsibilities as stewards of the district's resources: financial, human resource, facility, and others. Over the past decade, we have expanded our programs to include areas of high interest and relevance for today's learners; and while doing so, we have continuously reviewed and revised existing programs to adapt, revise, or eliminate those no longer meeting our goals. In all that we do, we are dedicated to meeting and exceeding the high expectations and standards of the New Canaan community as we prepare our students for the complex, dynamic, and exciting future ahead.

Budgeting Process – District Goals and Related Indicators

The New Canaan Board of Education is an active participant and partner in the work of the district, and as such it remains a model of effective governance for the state and country. Our nine (9) member volunteer Board of Education brings a wealth of knowledge and insight to the governance of our school district. As volunteer members of an elected Board, each member serves the school system on behalf of the students and community. Their efforts contribute towards the excellence of our school system, and their ongoing work directly impacts the quality of the educational experience for all our students. As Superintendent, I am honored to work alongside such dedicated community members and volunteers, and I am grateful for their service to our students and schools.

Annually, our Board of Education approved "District Goals and Related Indicators" guide our work and provide a roadmap for our efforts throughout the year. To develop these goals and indicators, the administrative team reviews, discusses, revises, and accepts a draft document for the upcoming year each spring. Once accepted as a draft by the administration, the goals are then publicly presented to the Board of Education for further review, discussion, and revision; after two readings and careful consideration and revision by the Board, the goals and indicators are approved, adopted, and disseminated.

Afterwards, the administration establishes plans to actualize the high expectations articulated in the District Goals, which includes identifying meaningful indicators of progress to be shared with the community. Throughout the course of the year, presentations to the Board of Education provide updates and feedback regarding progress on these goals, and as each schoolyear concludes, a process of reflection, refinement, revision, and reaffirmation flows into the revision cycle for the following year. This structure and process have served the district extremely well through the years, as it provides clear and actionable guidance for the work of the district while empowering the professionals

at the district, building and classroom level to determine the best pathways forward to reach each goal on behalf of our students.

Budgeting Process – Budget Assumptions and Related Priorities

A school district's budget is much more than a spreadsheet; along with being an itemized estimate of anticipated expenditures, it also serves as an expression of the mission, vision, values, and goals of a school system. In essence, it functions as a policy document representing the district's beliefs about students and learning. In recognition of the budget's significance, the administration and Board of Education take a systematic, purposeful approach to budget alignment and preparation. Early in the process, "Budget Assumptions and Related Priorities" are developed, refined, and shared as a guide to budget development and articulation. These "Budget Assumptions" flow directly from the "District Goals" and help ensure that budget requests are anchored by the district's strategic priorities for the year ahead. By using the "Budget Assumptions" as a guide, the community's values and beliefs about learning remain forefront throughout the process, and the focus remains on student learning outcomes district-wide.

As the budget process has unfolded for the 2024 - 2025 school year, we have dedicated our efforts to maintaining the quality of our programs, containing operational budget drivers wherever possible, adapting and adjusting to changing enrollment and demographic patterns, identifying high-leverage program areas for enhancement and support, investing in areas of critical need, and resourcing critical initiatives for our district's ongoing improvement and growth.

Budget Process – Multiple Opportunities for Review and Discussion

This process of budget development, approval, and adoption purposefully provides multiple opportunities for stakeholders to provide input and feedback. This initial Superintendent's Proposed Budget, which was developed over the past three (3) months, will be shared with the Board of Education on Monday, January 8, 2024. Subsequently, there will be several opportunities for parents to learn about the budget, including joint meetings of the Elementary PTCs on 1/9, the Saxe PTC and NCHS PFAs on 1/10, the Board of Education budget workshop on 1/16, and the second reading of the budget by the Board of Education on Monday, January 22, 2024.

Upon adoption by the Board of Education, the budget then transitions from the Superintendent's Budget Proposal to the Board of Education's Budget Proposal, and remains such throughout the rest of the approval process. The Board of Education's Budget is then shared with the Board of Selectmen, scheduled for 8:30 A.M. on January 25, 2024. The Board of Selectmen may provide feedback on the operating budget, while their primary focus is the Board of Education's capital project requests.

On February 6, 2024, we will present the Board of Education's Budget to the Board of Finance at 7:00 pm, as we continue our discussions of FY25 together. Throughout February and into early March, the Board of Finance will dialogue with the Board of Education about the budget proposal. These discussions include a review on 2/27, a public hearing on 3/5 beginning at 6:30 pm, and a Board of Finance budget vote at 7:00 on Thursday, 3/7.

Once approved by the Board of Finance, the Board of Education's budget then travels to the Town Council, starting with an overview and presentation of the Board Budget on Tuesday, March 12, at 7:00 pm. The overview and presentation will be followed by a general conversation and question/answer period on Tuesday 3/19; a public hearing and additional review on Thursday, 3/28;

and a final budget vote by the Town Council on the comprehensive New Canaan Budget, inclusive of the Town and Board of Education, on Tuesday, April 2, at 7:00 pm.

As the budget moves from Superintendent's proposal to final adopted budget for 2024-2025, over 14 budget-focused meetings anchor an inclusive process that provides numerous feedback opportunities for all stakeholders. While this process takes stamina and perseverance, it successfully provides many informative opportunities for the Board of Education to share its strategic priorities and focus with all members of the community; which, in turn, informs all stakeholders so they can better understand and support our mission on behalf of the children in our care. Which, we believe, is the most important mission on the planet.

Budget Overview – Appropriation and Management

A Board of Education's budget is comprised of two primary components, operating and capital. The operating budget is the financing required to run the schools and district each year – in essence, what is required to “operate” the school district. Board of Education operating budgets in Connecticut are structured into eight “objects:” Salary, Benefits, Contracted Services, Property Services, Supplies, Purchased Services, Equipment, and Other. All funds in the operating budget are categorized into one of these eight objects, which provides a clear structure and enables longitudinal comparisons locally and more broadly. Unlike operating budgets, Board of Education capital budgets are held by the town and accessed by the Board of Education on a project by project basis.

By statute, Connecticut Boards of Education are regarded as state agencies, and as such they are granted autonomy over the implementation and management of their operating budget. Essentially, Boards of Education develop and present a detailed, line-item estimate of upcoming costs and request one overall appropriation for this amount. This single appropriation, the “Operating Budget,” is then implemented and managed by the BOE, and the BOE has the autonomy to use the resources towards fulfillment of its mission, vision, values, and goals. This balancing of authority, with towns determining the total amount of the allocation and BOEs determining the best use of the funds, has worked extremely well for Connecticut's schools, and for our district in New Canaan. The structure empowers districts to be responsive to changing conditions over the course of a year on behalf of students and the schools, while simultaneously holding districts accountable to the taxpayers and community by requiring them to operate within the bounds of the total funding appropriation and to provide a detailed spending plan in advance of every year. Recently, the pandemic provided another example of the value of this structure, as it provided districts the flexibility to continually pivot and adjust to changing conditions to ensure that our students, staff, and schools remained healthy and together throughout the experience.

2024-2025 Operating Budget Overview

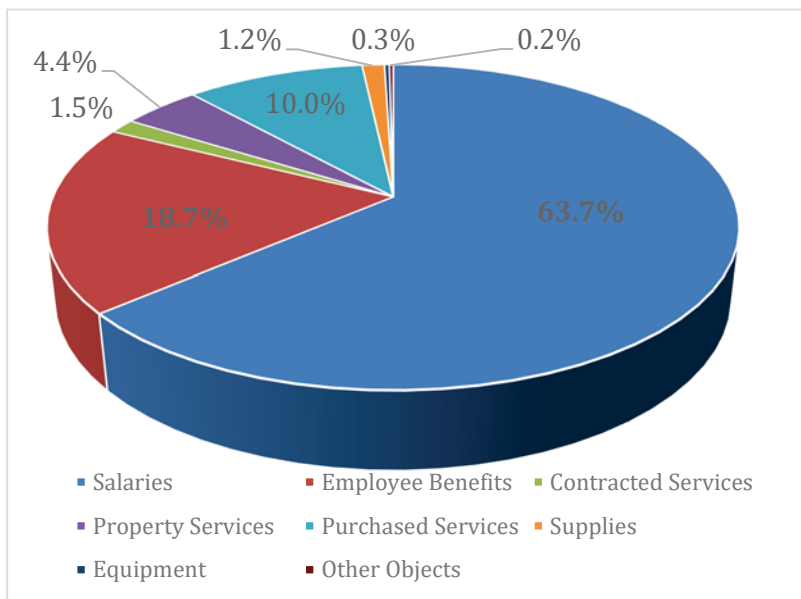
The FY25 Superintendent's Proposed Operating Budget is \$109,765,687, an increase of \$6,726,478 year to year. This represents an overall increase of 6.53% [BOE approved budget of \$109,827,488 (6.59%)]. The school district's budget is comprised of hundreds of lines and thousands of items; however, there are typically a handful of items that are primary drivers in school district budgets, and this year is no exception. Of note this year is the cost of our self-insured health funding, which is explained in greater detail below as well.

While the disruptions of the COVID-19 pandemic continue to fade, year to year comparisons remain challenging in some areas, particularly the funding required to maintain our self-insured ISF

funding. Additionally, pandemic related grants are sunsetting, which places further stress on this year's budget request as we continue investing in select programs.

Operating Budget Drivers & Highlights – Salary

As is common in school districts, employee costs (salary and benefits) are the largest budget items and most significant drivers of our budget. Education is a people business, and strategies focused on talent acquisition, development, and retention are essential to our success. Combined, employee costs represent **82.4%** of this Budget Proposal. The salary budget consists of contracted wages for the NCPS's six (6) bargaining units, (teachers, administrators, custodians, teaching assistants, secretaries, and food services), as well as our unaffiliated employees, such as our campus monitors, van drivers, central office employees, nurses, and others. Our staffing model is based upon enrollment demands and demographic needs. In addition to wages, salary costs also include costs



for building substitutes, itinerant substitutes, overtime, and other salary related items. An example of an “other salary related item” is “grid progression,” which is the change in salary earned by faculty after they complete and receive additional degrees from accredited institutions related to their service in the NCPS. The anticipated amount of these increases is calculated annually and included in the “grid progression” budget line. Another example is the costs associated with salaries for unaffiliated employees and bargaining units anticipated to be in negotiations when the fiscal year begins; these are included in the “Salary Adjustments” budget line.

Salary for the district's personnel is the largest account in the budget, comprising 64% of the overall budget. Driven by enrollment, the community's high expectations, and by negotiated labor contracts, the salary account, totaling \$70,147,489, represents an increase of \$3,122,474 (4.66%) [BOE approved budget increase \$3,184,275 (4.75%)]. Within the increase, the largest driver is our certified faculty (\$2,424,926), and within that, salaries for our general education faculty (\$1,809,264).

Each year, teachers retire from the school district and new teachers are hired in their places. In the last few years, we've seen a higher than usual number of retirements and resignations, fluctuating between 10 and 16 each year. These increases have been driven, in part, by increased challenges during and post-pandemic, and many faculty members left the profession. When the district hires new teachers, sometimes the new teacher will be hired at a lower salary than the retiring teacher, and that savings is realized as a credit in the salary account of the budget under “Turnover Savings.” While there is often some savings, the amount for each retiree has been reducing over the years due to several factors.

In recent years, the teacher shortage that had existed in select disciplines has now expanded to include virtually all areas. While New Canaan remains an attractive district for talented faculty, increasing traffic and commuting times adds additional complexity to recruiting. While our historical success in

hiring the best continues, it comes at a higher cost than in years past, and our budget, therefore, does not benefit from these turnovers as much as it had previously.

Another caution regarding potential turn-over savings is the related costs incurred outside of the salary account when we onboard a new employee. As a learning organization, we invest in the ongoing training and development of all staff members, especially our newest faculty joining the district. Therefore, while there may be a differential in the salary account, other costs, including professional learning, tuition reimbursement, and grid progression, can substantially diminish potential savings. Considering these factors, and the ongoing labor uncertainty overall, this budget includes a \$150,000 assumed reduction for turnover savings.

Our staffing needs are driven by student enrollment and need. We strive to keep all class sizes within Board of Education approved guidelines, which are 16-20 grades K-4; 20-24 grades 5-8; 14+ grades 9-12 depending upon the program.

Staffing	Total	% of Total
Teachers & Related Support	435.82	55.24%
Leadership	32.60	4.13%
Teaching Assistants	127.02	16.10%
Admin Support	30.66	3.89%
Other Support Staff	89.68	11.37%
Facilities	44.00	5.58%
Food Services	29.21	3.70%

While elementary enrollment can be unpredictable, this year's projections leave us feeling comfortable with our existing staffing in most areas. Given the anticipated distribution of students across the elementary grades, this budget does not include "enrollment variability" positions as we've needed in the past. However, the change in age for kindergarten eligibility (from 12/31 to 9/1) requires us to add a Pre-K section, which includes a teacher and related support staff.

Operating Budget Drivers & Highlights – Internal Services Fund (Health Insurance)

The Board of Education has managed a self-insured health insurance plan with great success for close to 30 years. In the past few years, all bargaining groups have transitioned to a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA), a mutually beneficial move. In our plan participants can invest tax-free into their HSA accounts, unused balances accrue and are portable, and we have an expansive network of providers. To manage costs, the district actively pursues cost-mitigation strategies, and these efforts have yielded a cumulative savings well over \$10,000,000 in the past eight years. This self-insured health insurance plan is funded through an Internal Services Fund (ISF). Thanks to the good work of the Board, the expert advice of our consultant, and a cooperative partnership with our employee unions, our health insurance costs have trended well below market averages in recent years.

There are many intricacies to funding and managing an ISF; however, at a high level, it can be understood by considering three factors: (A) anticipated expenses, which include expected claims, employer's HSA deposit, administrative services, stop loss insurances, group life insurance, service fees, and taxes; (B) anticipated revenues, which include Employee Contributions, Retiree Contributions, COBRA, and Medicare Part D; and (C) anticipated unrestricted equity in the ISF, after accounting for claims "incurred but not reported" (IBNR) and the "reserve corridor," which is 8% of anticipated claims. Understanding these three dimensions, the funding required to operate the plan is

calculated by “ $(A) - (B) + (C) = \text{BOE Operating Budget Contribution.}$ ” The FY25 budget includes an ISF deposit of \$17,843,435. A more detailed analysis and explanation is provided in the “Internal Services Fund” section of this document, beginning on page 101.

Operating Budget Drivers & Highlights - Out of District Tuition Costs

Each year, Connecticut reimburses districts a percentage of the expenses for high-cost special education students using the “excess cost reimbursement grant.” In 2023-2024, our threshold amount for this grant is \$103,744 per student (\$23,054 (per pupil expenditure) x 4.5). This same-year reimbursement grant is Connecticut’s approach to funding special education costs and reducing extreme volatility in district budgets, and is tiered based on community wealth factors. Several years ago, the district and town agreed upon a strategy where the Board fully-funds the anticipated out of district tuition budget instead of “netting-out” the expected grant reimbursement. Although this may make comparisons with other districts more difficult (since others typically reduce their request by “netting-out” the grant), it has reduced volatility in this account by acting as a backstop if needed, while also providing the town with approximately \$1,000,000 in revenue when it is not needed by the BOE. Given the positive experiences with this arrangement for the BOE and the town, this budget proposal fully-funds “Outplacements” at \$4,786,400, a 9.50% increase year to year.

Operating Budget Drivers & Highlights - Transportation

Transporting students to and from school each day is a complex endeavor, a significant investment, and an enormous responsibility. In the fall of 2021, the district engaged in contract negotiations with DATTCO, who has successfully partnered with the district for over 20 years, and we agreed to a five (5) year extension of the existing contract at a 2% annual growth rate, which is well below market trend. When asked, DATTCO shared that the good faith our district showed them and their employees throughout the pandemic drove their decision-making. We, likewise, value our partnership with DATTCO, and we believe this 2% growth rate to be among the lowest in the region and state. Nonetheless, transporting students every day is expensive, and the total cost, \$4,831,514, accounts for approximately 4.4% of this 2024-2025 Superintendent’s Budget request.

These four drivers (salary, benefits, out of district placements, and transportation) along with utilities account for 93% of the Superintendent’s 2024-2025 Budget Request and 96.5% of the YTY growth.

Capital Budget Overview

Unlike the operating budget, the capital budget is the financing required to maintain the district’s investments in facilities, technology, and other areas. These are longer-term investments, such as boilers, flooring, vehicles, etc., and are a necessary responsibility for the district to remain good stewards of our resources. Unlike the operating budget, capital budget funding is managed at the town, and the Board of Education submits requisitions to the town to expend funds that have been approved for each project. Since both operating and capital budgets are necessary to successfully operate and sustain a school system, they are both included in the Superintendent’s Budget proposal, and both are part of our presentations to the boards and community.

This year’s capital budget request includes investments at each building as identified through our ongoing preventative maintenance program such as painting, parking lot and curb repairs, and brick repointing. Some highlights in this year’s request include:

- Flooring Replacements: We're entering Phase 3 of our flooring replacement programs at East and Saxe, which includes classrooms, hallways, and offices. This program replaces traditional tiles with LVT flooring, which improves cleaning, maintenance, wear, and aesthetics. We've been using LVT in select areas for several years, and believe this investment will result in savings through reduced cleaning/maintenance costs and lifespan.
- Engineering Services: The district invests in engineering services prior to embarking on a capital improvement process. Projects currently under investigation include innovation renovations in the elementary and middle schools, the Life Skills classroom at NCHS, and an expansion of the District Copy Center at NCHS. Additionally, new legislation is requiring comprehensive external HVAC evaluations on a regular schedule, and the district is budgeting for this anticipated cost as well.
- Roof Replacement: Having completed roof replacements at East, South, and NCHS, we're focusing next on Saxe. This budget includes funding to hire a roof engineer and designer. With close to 250,000 sq/ft, it is likely that the actual replacement will take place over multiple summers, and the engineer will help us to phase the project to minimize disruption and maximize savings.

Along with facilities repairs and upgrades, our capital budget includes replacement vans for our in-house transportation system and funding in support of our district-wide technology efforts. This budget maintains the cycle of transportation vehicle replacement, with a request for three new vehicles annually. Additionally, it includes a replacement vehicle for our in-house maintenance team. In support of technology, this Budget request includes \$800,000 in support of the district's 1-1 device strategy and aging classroom infrastructure.

As in years past, the 2024-2025 Superintendent's Budget Proposal balances the needs of our students with a commitment to managing spending; we are relentless in our pursuit of excellence and improvement, and tireless in our pursuit of efficiency and savings. This commitment is reflected in the careful and transparent approach to budgeting, our alignment with district goals, and the collaborative approach we use to develop and share this proposal. The New Canaan Public Schools are among the very best in the state and the nation, and this resourcing plan helps ensure we continue being so in the years ahead.

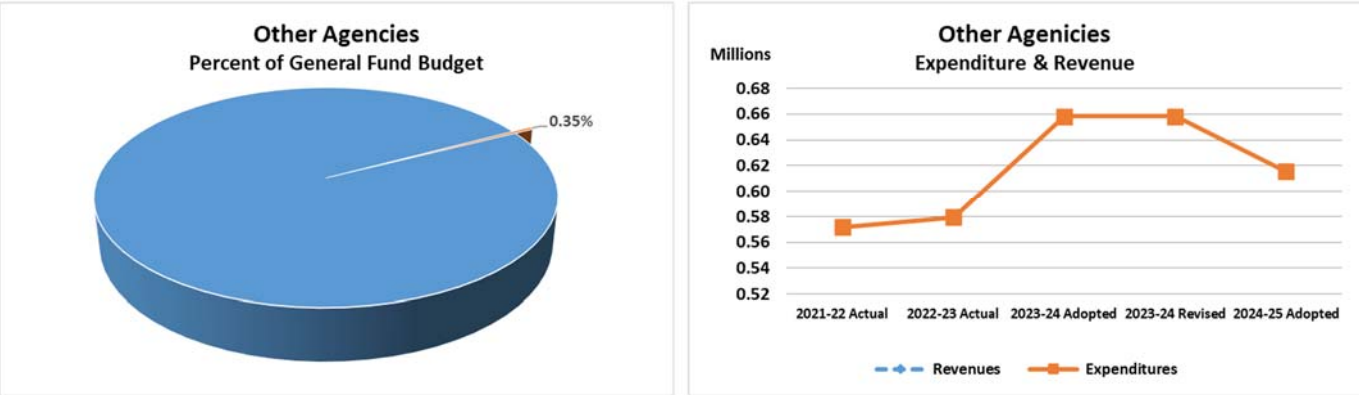
It is a privilege to share this Superintendent's Budget Proposal for 2024-2025; it has been developed with great care and careful consideration, and I look forward to our ongoing dialogue on behalf of New Canaan students, staff, and entire community.

Onward!

Bryan D. Luizzi, Ed. D.
Superintendent of Schools

The Town of New Canaan funds outside agencies.

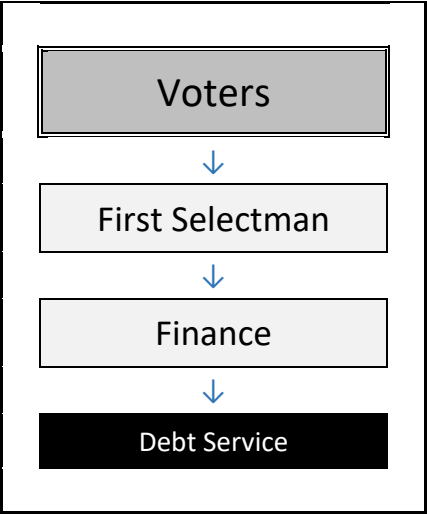
- **Transportation Private Schools** - Under Connecticut General Statute Chapter 10-281 school districts are required to provide transportation for all school age children whenever it “reasonable and desirable” local NC students residents transportation going to local private schools within the school district. The state may reimburses a portion of these costs based on a State formula.
- **Health & Welfare**- Under Connecticut General Statute Chapter 169-10-217a each town or regional school district which provides health services for children attending its public schools in any grade, from kindergarten to twelve, inclusive, shall provide the same health services for children in such grades attending private nonprofit schools therein, when a majority of the children attending such schools are residents of the state of Connecticut. The state may reimburses a portion of these costs based on a State formula.
- **Day Care Center**- The Town of New Canaan provides funding to the Day Care Center of New Canaan
- **Channel 79**- The Town of New Canaan provides funding to Channel 79 to support to the public access channel.
- **Probabte Court** - The Darien-New Canaan Probate District is one of 54 probate courts in Connecticut. The Darien-New Canaan Probate District is one of 54 probate courts in Connecticut. It has jurisdiction over the towns of Darien and New Canaan. It was created by the State Legislature's Public Act 09-01, effective January 5, 2011 by removing the New Canaan from Norwalk and merging it with the Darien Probate District. to create the Darien It has jurisdiction over the towns of Darien and New Canaan.It was created by the State Legislature's Public Act 09-01, effective January 5, 2011
- **New Canaan Historical Society** The Society owns or operates eight museums and buildings, including: The 1764 Hanford-Silliman House, The 1960 Gores Pavilion, and The Rogers Studio and Museum.



					2024-25	VARIANCE	
					ADOPTED	AMOUNT	%
Other Agencies	2021-22	2022-23	2023-24	2023-24			
Expenditures	ACTUAL	ACTUAL	ADOPTED	REVISED			
Health/Welfare	253,151	252,157	271,000	271,000	226,000	(45,000)	-16.61%
New Canaan Historical Society	25,000	25,000	25,000	25,000	25,000	-	0.00%
Day Care Center	32,000	32,000	32,000	32,000	32,000	-	0.00%
Trans Private Schools	212,300	226,600	280,000	280,000	280,000	-	0.00%
Channel 79 TV	38,197	38,197	38,197	38,197	40,500	2,303	6.03%
Probate Court	11,140	5,423	12,000	12,000	12,000	-	0.00%
Total Expenditures	571,788	579,377	658,197	658,197	615,500	(42,697)	-6.49%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission
To provide for general accounting, budget development and control, financial reporting, management of Town funds and debt management.



Bond Funding

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations of the Town and pledge the full faith and credit of the Town. The City also chooses to use bonds when projects are so large, it would never be feasible to save up enough money to pay in cash. The smaller annual debt payments are manageable. It’s also about fairness. If the useful life of a \$1 million building improvement is 20 years, why should today’s residents pay 100% of the cost of 1/20th of its use? By spreading out financing, the cost is distributed more fairly across time, and shared equally among the people who receive a benefit from the improvement. Of the \$27.80 million requested FY 24-25 Capital Improvement Plan, \$20.75 million (74.6%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 24-25 approved projects and their funding sources.

Each bond issue constitutes a general obligation of the Town, meaning the investors are protected from

default risk by a pledge of the Town’s full faith and taxing power. During the most recent bond rating in March 2024, Moody's Investors Service assigned an “Aaa” rating to the Town of New Canaan.

Moody’s most recent rationale for the rating was: *“The credit profile of the Town of New Canaan (Aaa) reflects its strong and growing economy inclusive of exceptionally high resident income and full value per capita. New Canaan also benefits from very low long-term liabilities and fixed-costs. The town's strong management is reflected, in part, by its over-funded pension fund and approximately 90% funding of a modest net OPEB liability...The stable outlook reflects the expectation that the town's financial position will remain consistent due to strong management, stable revenues supported by strong property tax collections and low fixed costs.”*

The actual timing of bond issuance to fund a portion of the CIP depends on the pace of project completion. Typically, the Town provides temporary financing of projects with available cash balances and issues the bonds at the conclusion of the project when long-term debt requirements can be precisely determined. In these instances, the bond proceeds are used to replenish the cash balances that provided temporary financing for the project.

Rating Categories			
	Moody's	S&P Global	Fitch
Best Quality	Aaa	AAA	AAA
High Quality	Aa1	AA+	AA+
	Aa2	AA	AA
	Aa3	AA-	AA-
Upper Medium Grade	A1	A+	A+
	A2	A	A
	A3	A-	A-
Medium Grade	Baa1	BBB+	BBB+
	Baa2	BBB	BBB
	Baa3	BBB-	BBB-

Statutory Debt Limits

State statute generally prohibits a municipality's bond debt from exceeding seven times its annual tax receipts. Further, the law generally limits the amount of bonded debt that a municipality may accrue in the following five funding categories: general purposes, school building projects, sewers, urban renewal, and pension deficit. The law specifies certain debt types (e.g., tax anticipation notes) that do not count toward these caps (CGS § 7-374).

However, if a municipality's debt limit is higher than these statutory limits on June 27, 1963, then the statutory bond limit does not reduce that cap (CGS § 7-374a). Special act provisions that conflict with the cap are deemed repealed (CGS § 7-375).

By law, a town or city and its political subdivisions (e.g., boroughs and special taxing districts) generally may not incur aggregate bond debt in any of the following classes in an amount that will cause the total debt for that class to exceed the following percent of annual tax receipts:

- 225% for all debt other than debt for urban renewal projects, water pollution control projects, school building projects, and unfunded pension obligations (i.e., general purposes);

- 325% for urban renewal projects (i.e., projects authorized under Title 8, unless the borrowing is exempt from the cap);
- 375% for water pollution control projects;
- 450% for school building projects (as defined in CGS § 10-289), including the municipality's proportional share of a regional school district's debt; and
- 300% for unfunded pension obligations (as defined in CGS § 7-374c).

The law limits the aggregate amount of bond debt (i.e., items above) to 700% of annual receipts (CGS § 7-374)

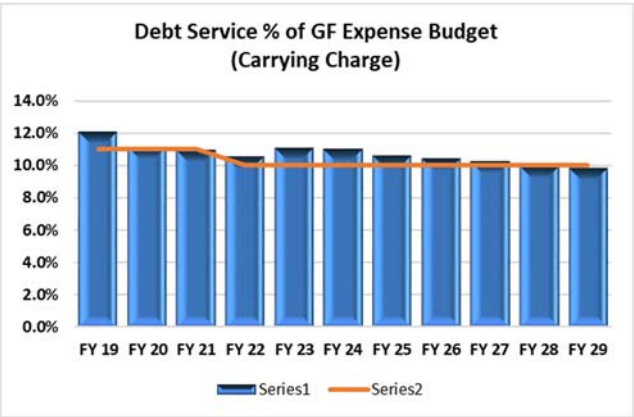
Debt Management Committee

- Establish debt management guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them
- Maintain a comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities
- Provide guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated
- Underscore the Town's commitment to the strategic management of its capital financing process
- Identify the acceptable parameters of debt issuance and management
- Provide a framework for monitoring capital financing practices and results
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing

Debt Ratios

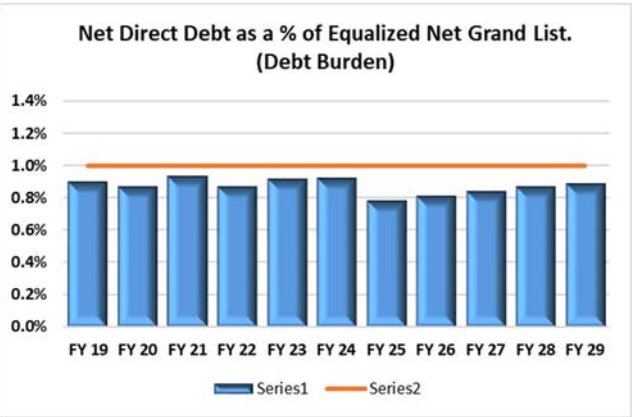
The following ratios and benchmarks outline the guidelines established by the Debt Guidelines which guide the Town in maintaining its debt to manageable levels.

Recognizing that financial metrics are widely utilized in the evaluation of credit worthiness, the following ratios will be considered by the Town on a current basis and on a five-year look back when assessing the Town’s debt capacity. These guidelines suggest that the Town reduce the amount of debt it assumes going forward and provided the metrics from which debt can be measured



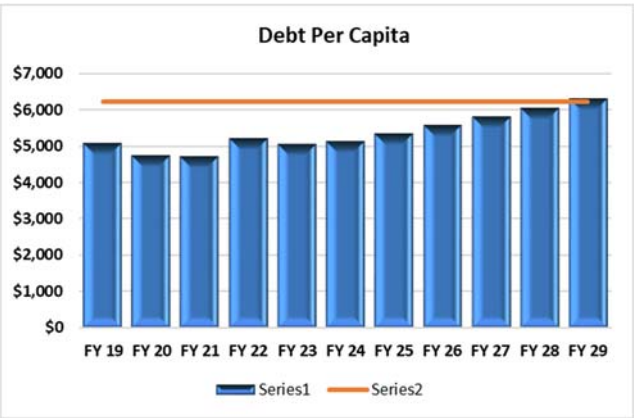
i. Debt Burden

Net Direct Debt as a percentage of Equalized Net Grand List. The Town’s Debt Burden ratio should not exceed 1.25%, with a target ratio level approximating the rolling average of the prior 5 fiscal years.



iii. Debt Per Capita

Net Direct Debt per resident. The Town’s Debt Per Capita ratio should not exceed 125% of the rolling average of the prior five fiscal years, with a target level approximating the rolling average of the prior five years.



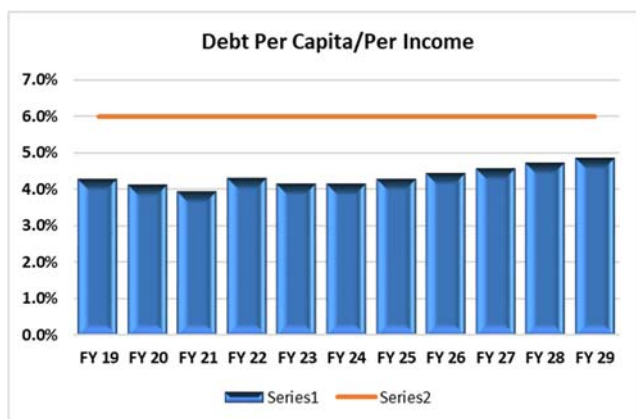
ii. Carrying Charge

Annual Debt Service as a percentage of General Fund operating budget expenditures. The Town’s carrying charge for annual debt service should not exceed 15% with a target level not to exceed 11% within two to three years from the date of implementation of these Guidelines, and below 10% within five years from the date of implementation of these Guidelines.

iv. Debt Per Capita/Per Capita Income

Net Direct Debt Per Capita as a percentage of Per Capita Income. The Town’s per capita debt as a percentage of its per capita income should not exceed 8.5% with a target level approximating the rolling average of the prior five fiscal years.





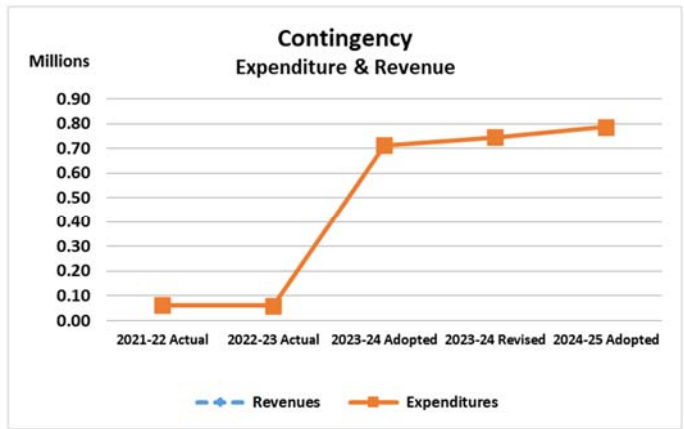
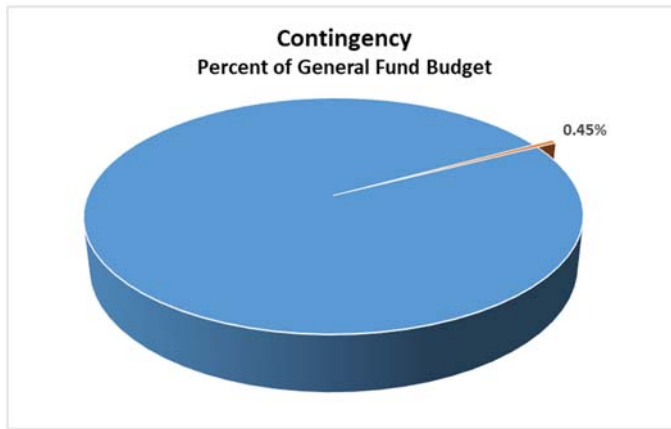
Other Funding

The Town occasionally successfully applies for various Federal and State grants and also receives donations from a variety of sources to fund capital projects.

These grants and donations are accounted for separately for appropriate audit tracking, but the projects are managed by the Town. During our last bond offering in March 2024, bidders offered more than Par value for bonds which resulted in a \$1.9 million bond premium, this is being used to lower the interest related to debt service during FY24-25. Of the \$27.80 million approved FY 24-25 Capital Improvement Plan, \$3.5 million (23.9%) will be funded from sources other than new bonding and existing tax funding. The Summary of the 5 Year Capital Program includes a breakdown of all FY 24-25 approved projects and their funding sources.

General Obligation Bonds - Payments to Maturity					
Governmental Activities General Obligation Bonds			Governmental Activities General Obligation Bonds		
Year End	Principal	Interest	Year End	Principal	Interest
2025	13,990,000	4,129,275	2035	4,385,000	903,794
2026	10,635,000	3,552,238	2036	4,280,000	768,006
2027	10,655,000	3,102,525	2037	4,225,000	634,669
2028	8,850,000	2,655,825	2038	3,390,000	506,606
2029	8,010,000	2,283,725	2039	2,835,000	395,425
2030	7,215,000	1,949,600	2040	2,715,000	305,150
2031	6,940,000	1,653,400	2041	2,320,000	224,950
2032	5,380,000	1,412,475	2042	2,120,000	152,650
2033	5,295,000	1,238,575	2043	1,195,000	95,600
2034	5,300,000	1,064,681	2044	1,195,000	47,800
				\$ 110,930,000	\$ 27,076,969

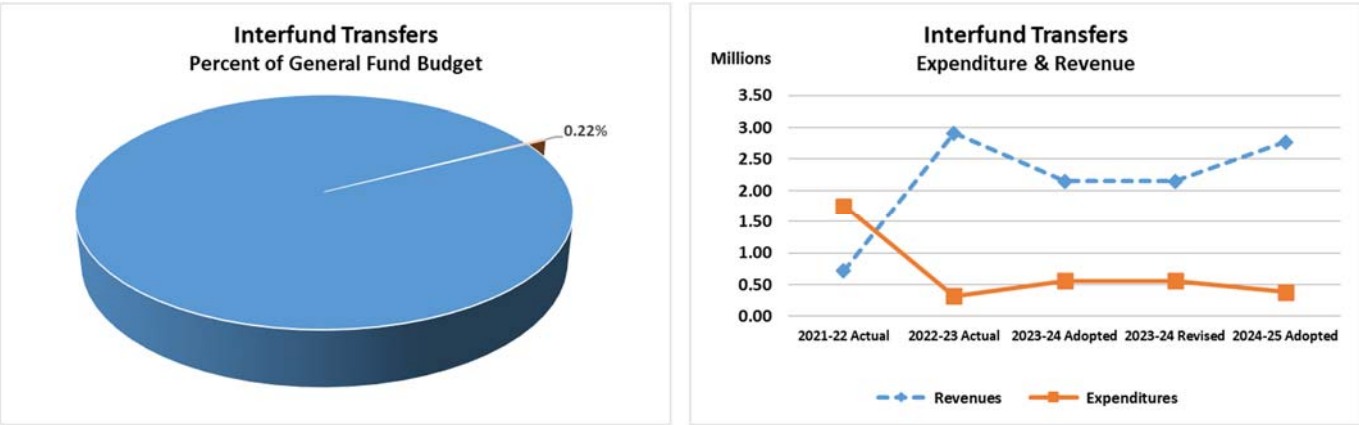
The General Fund Contingency account is established for the purpose of holding moneys to be spent for unforeseen expenses and/or emergencies. These funds can only be spent with Board of Finance approval.



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT %	
Contingency							
Expenditures							
Salary Contingency	-	-	250,000	282,442	375,000	125,000	50.00%
Volunteer Tax Abatement	62,156	60,962	62,156	62,156	62,156	-	0.00%
Contingency	-	-	400,000	400,000	350,000	(50,000)	-12.50%
Total Expenditures	62,156	60,962	712,156	744,598	787,156	75,000	10.53%

For line item detail budget see the Revenue & Expenditure Summary Section

Interfund Transfers account for expenses that are approved to be funded from the General Fund but the expenses are tracked separately in other funds. The largest transfers is to the Tax Supported Capital Projects to fund projects that are not being funded.



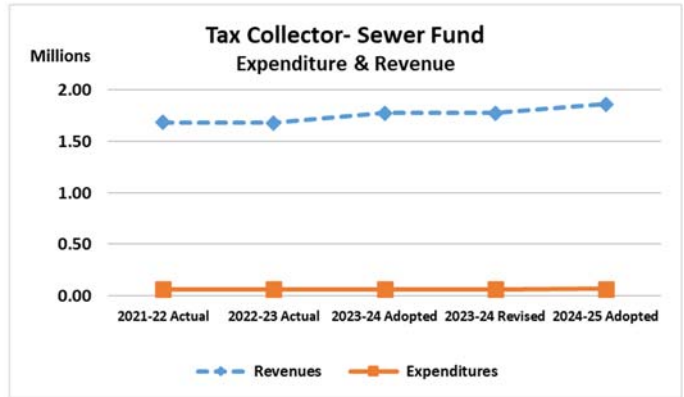
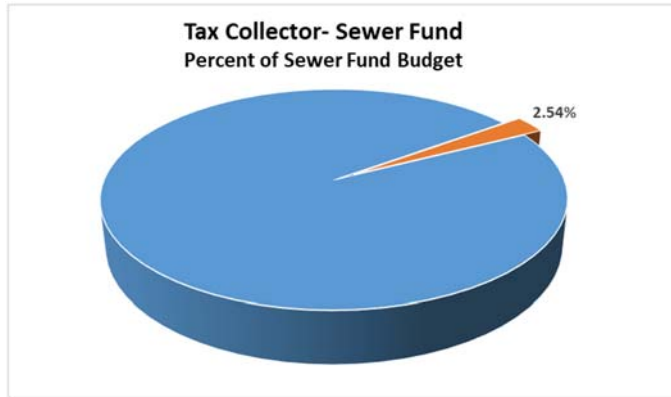
		2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE
		ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT %
Interfund Transfers							
Revenues							
Operating Transfers In		715,000	2,914,015	2,152,375	2,152,375	2,768,634	616,259 28.63%
Total Revenues		715,000	2,914,015	2,152,375	2,152,375	2,768,634	616,259 28.63%
Expenditures							
Town Utility Sewer Contribution		-	-	-	-	-	- -
Transfer to Tax Funded Capital Fund		1,726,862	232,000	559,000	559,000	384,325	(174,675) -31.25%
Operating Transfers		20,640	88,506	-	-	-	- -
Transfer To Waveny Pool Fund		5,300	-	-	-	-	- -
Total Expenditures		1,752,802	320,506	559,000	559,000	384,325	(174,675) -31.25%

For line item detail budget see the Revenue & Expenditure Summary Section

The Sewer Fund is used to account for revenues specifically designated for the maintenance and operation of the distribution system and sewer plant. The Board of Finance of the Town of New Canaan, acting as the Town's Water Pollution Control Authority, on June 11, 2019, approved a change in the method of charging for sewer use from an *ad valorem* sewer tax to a tiered, flat-rate sewer fee system effective July 1, 2019. 20% of the Tax Collector's Office personnel expenses are budgeted in the Sewer Fund.

	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Sewer Operations							
Revenues							
Tax Collector	1,685,075	1,683,537	1,777,170	1,777,170	1,865,291	88,121	4.96%
Sewer Operations	277,954	215,578	248,300	248,300	210,800	(37,500)	-15.10%
Total Revenues	1,963,029	1,899,116	2,025,470	2,025,470	2,076,091	50,621	2.50%
Expenditures							
Tax Collector	65,804	65,460	66,610	66,610	71,494	4,884	7.33%
Sewer Operations	1,200,790	1,227,732	1,511,893	1,520,347	1,559,942	48,049	3.18%
Sewer Insurance	81,334	80,866	87,550	87,550	88,384	834	0.95%
Sewer Debt Service	56,700	-	8,100	8,100	-	(8,100)	-100.00%
Sewer Contingency	-	19,357	243,946	243,946	200,000	(43,946)	-18.01%
Sewer Non Bonded Capital Projects	308,725	1,197,400	970,900	970,900	825,000	(145,900)	-15.03%
Total Expenditures	1,713,352	2,590,814	2,888,999	2,897,453	2,744,820	(144,179)	-4.99%

For line item detail budget see the Revenue & Expenditure Summary Section

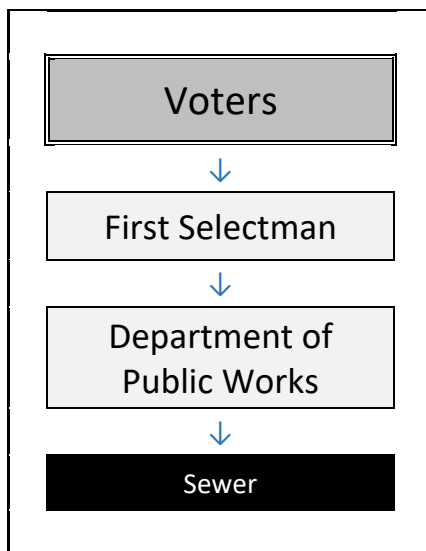


	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Tax Collector- Sewer Fund	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Revenues							
Tax Collections	24,488	10,481	9,000	9,000	9,500	500	5.56%
Sewer Utility Revenue	1,659,248	1,673,056	1,767,420	1,767,420	1,855,791	88,371	5.00%
Interest on Investments	-	-	750	750	-	(750)	-100.00%
Misc Income	1,339	-	-	-	-	-	-
Total Revenues	1,685,075	1,683,537	1,777,170	1,777,170	1,865,291	88,121	4.96%
Expenditures							
Wages	50,712	52,753	52,662	52,662	53,741	1,079	2.05%
Employee Benefits	4,629	4,786	4,969	4,969	4,973	4	0.09%
Purchased Professional Services	-	275	2,100	2,100	2,100	-	0.00%
Purchased Property Services	-	327	480	480	480	-	0.00%
Purchased Other Services	9,534	6,197	8,500	8,500	8,700	200	2.35%
Supplies	928	1,121	1,500	1,500	1,500	-	0.00%
Total Expenditures	65,804	65,460	66,610	66,610	71,494	1,283	1.93%

For line item detail budget see the Revenue & Expenditure Summary Section

Mission

The Department's mission is to efficiently and effectively operate the wastewater treatment plant and wastewater collection system for the benefit of the citizens of the Town of New Canaan and in compliance with regulatory and standard practices set forth by the State of Connecticut Department of Energy and Environmental Protection and the Federal Environmental Protection Agency. We will continue to provide for the betterment of our wastewater system through better management, operation and maintenance programs.

**Department Goals**

1. To operate the Wastewater Treatment Facility within discharge limits which are set by the State of Connecticut DEEP
2. To maintain the Water Pollution Control Facility, collection system sewers, and collection system pumping stations
3. To continue to operate the facility to effectively reduce Total Phosphorus without a major facilities upgrade.
4. To monitor and report to CT DEEP and EPA zinc data and to explore processes that may help to reduce zinc in the WPCF discharge

Summary of Major Responsibilities

- Responsible for operation and maintenance of the WPCF and sewer collection system

Recent/New Programs and Initiatives

- Approved a change in the method of charging for sewer use from the current *ad valorem* sewer tax to a tiered, flat-rate sewer fee system, effective July 1, 2019

Major Departmental Challenges

- The facility has been in operation for 20 years
- Major component (equipment) replacement is scheduled in the future
- It is a major challenge to operate and maintain the WPCF during COVID-19. COVID-19 virus is found in the wastewater that is treated at the facility. Extreme care is being taken such as extra cleaning and disinfection of the facility on a regular basis. Facility operators are maintaining mask wearing and practicing social distance at the workplace.

FY 22-23 Accomplishments and Objectives

- Operate facility within permit limits
- Operate Sewer Department within Budget
- No Residential Complaints received
- Maintain WPCF and collection system without any major issues
- Continued Operator Training
- No work-related injuries (Safety Training)
- Continued Periodic Equipment Replacements

FY 23-24 Objectives

- Operate facility within permit limits
- Operate Sewer Department within Budget
- Continue to Pursue No Residential Complaints

- Maintain WPCF and collection system without any major issues
- Complete rehabilitation of Clarifiers
- Successfully Implement I/I Study
- Engineering and bid replacement of UV System.
- Continued Operator Training
- No work-related injuries (Safety Training)
- Continued Periodic Equipment Replacements

- Continue Implementation of I/I Study
- Engineering and bid replacement of UV System.
- Continued Operator Training
- No work-related injuries (Safety Training)
- Continued Periodic Equipment Replacements

Alignments with New Canaan being a community of choice for its residents

All goals set by the Public Works Sewer Department not only keeps us in compliance with our discharge permit but also keeps the discharge waterway (Five Mile River) free of pollutants.

The facility (upgraded in 1999) has been in compliance for the past 24 years.

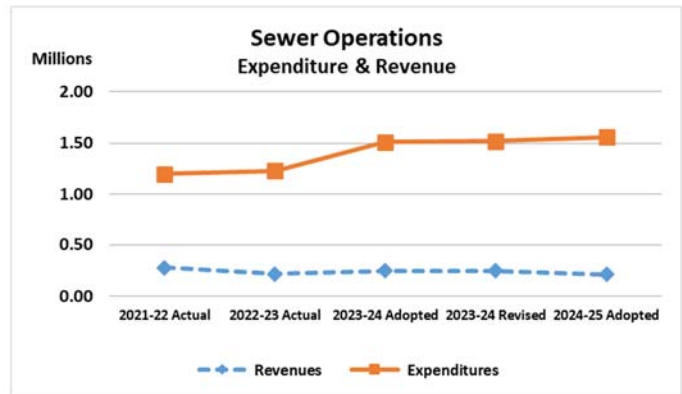
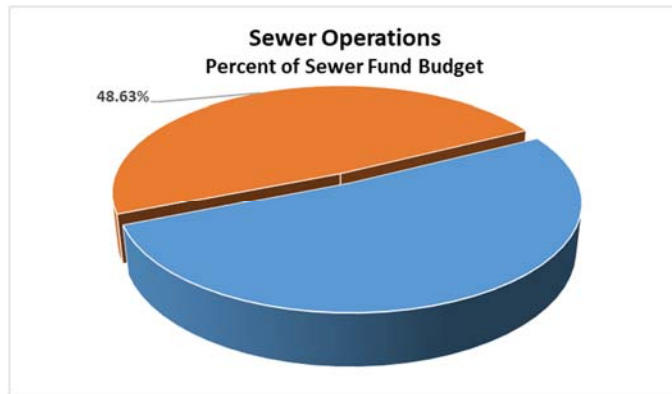
FY 24-25 Objectives

- Operate facility within permit limits
- Operate Sewer Department within Budget
- Continue to Pursue No Residential Complaints
- Maintain WPCF and collection system without any major issues

Performance Indicators	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Estimated	FY 24-25 Estimated
Phosphorus Removal 315 lbs/season (DEEP max)	157lbs/season	220lbs/day	230lbs/day	230lbs/day
Nitrogen Removal 64 lbs/day (DEEP max allowed)	18.2lbs/day	23lbs/day	25lbs/day	25lbs/day
Sewer Cleaning (Goal 8 mile per year)	8 miles/year	8 miles/year	8miles/year	8miles/year

Public Works - Sewer Operations								
Position Title	2021-22		2022-23		2023-24		2024-25	
	Revised		Revised		Revised		Adopted	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Plant Superintendent	1.0	120,000	1.0	120,000	1.0	133,344	1.0	133,344
<i>Total Non-Bargaining</i>	1.0	120,000	1.0	120,000	1.0	133,344	1.0	133,344
<i>Bargaining Unit</i>								
Sewer Plant Chief Operator	1.0	88,941	1.0	93,647	1.0	95,638	1.0	95,638
Sewer Plant Operator (3)	3.0	214,843	3.0	226,257	3.0	231,003	3.0	231,003
<i>Total Bargaining Unit</i>	4.0	303,784	4.0	319,904	4.0	326,641	4.0	326,641
Total Full Time	5.0	423,784	5.0	439,904	5.0	459,985	5.0	459,985
<u>Miscellaneous Pay</u>								
Overtime		60,000		61,800		61,800		61,800
Total Miscellaneous Pay		60,000		61,800		61,800		61,800
Total Salary		483,784		501,704		521,785		521,785

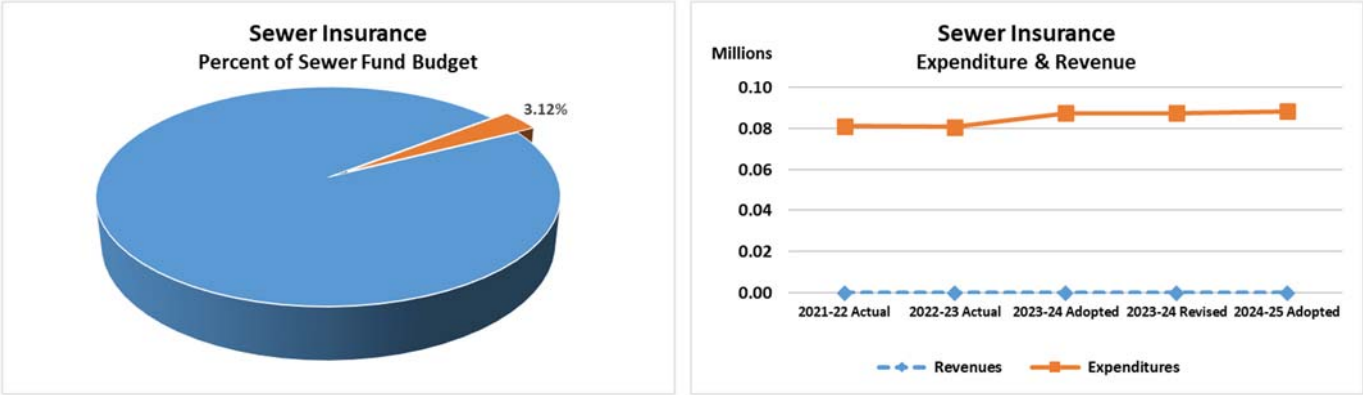




	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE AMOUNT	%
Sewer Operations							
Revenues							
Charges for Services	277,954	215,578	248,300	248,300	210,800	(37,500)	-15.10%
Transfer from Reserves	-	-	-	-	-	-	
Total Revenues	277,954	215,578	248,300	248,300	210,800	(37,500)	-15.10%
Expenditures							
Wages	471,219	448,509	518,793	525,215	525,215	6,422	1.24%
Employee Benefits	43,838	45,140	49,666	51,698	51,698	2,032	4.09%
Purchased Professional Services	292,679	350,060	342,300	342,100	373,125	30,825	9.01%
Purchased Property Services	52,437	52,578	70,625	70,625	70,625	-	0.00%
Purchased Other Services	5,504	4,086	7,205	7,205	7,205	-	0.00%
Supplies	335,114	327,359	523,304	523,504	532,074	8,770	1.68%
Total Expenditures	1,200,790	1,227,732	1,511,893	1,520,347	1,559,942	48,049	3.18%

For line item detail budget see the Revenue & Expenditure Summary Section.

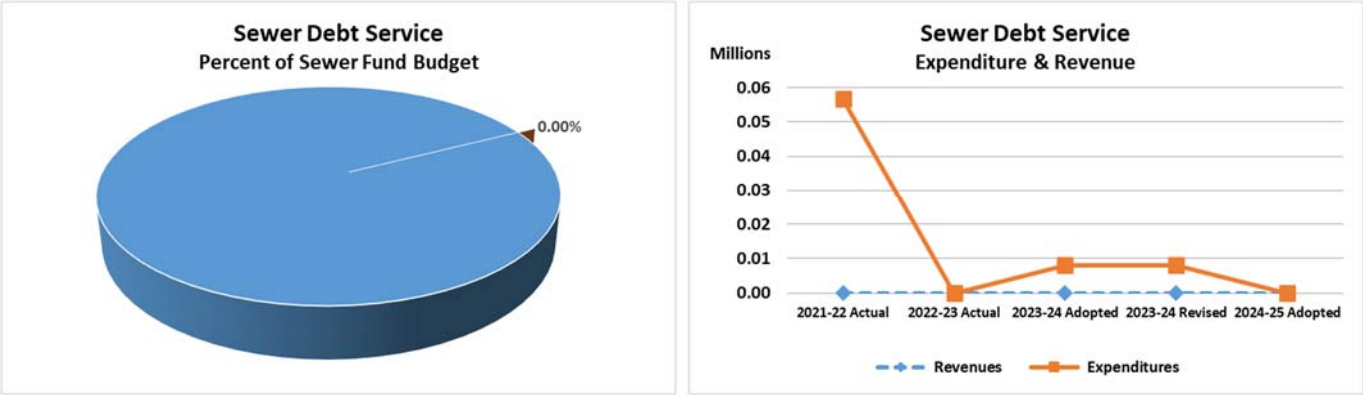
Other Sewer revenues are account for in Tax Collector- Sewer Fund budget.



	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
Sewer Insurance						AMOUNT	%
Expenditures							
Employee Benefits	26,008	26,002	27,810	27,810	28,644	834	3.00%
Purchased Other Services	57,589	58,883	59,740	59,740	59,740	-	0.00%
Total Expenditures	81,334	80,866	87,550	87,550	88,384	834	0.95%

For line item detail budget see the Revenue & Expenditure Summary Section

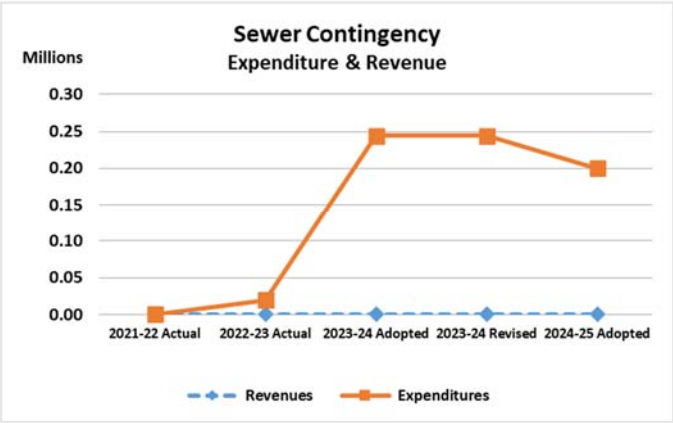
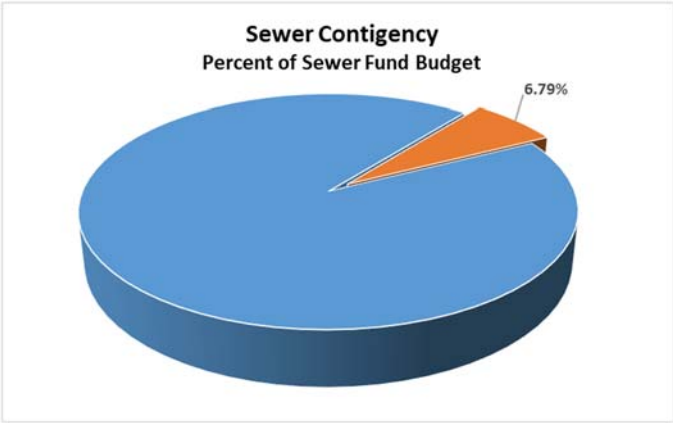




	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ADOPTED	2023-24 REVISED	2024-25 ADOPTED	VARIANCE	
						AMOUNT	%
Sewer Debt Service							
Expenditures							
Debt Service	56,700	-	8,100	8,100	-	(8,100)	-100.00%
Total Expenditures	56,700	-	8,100	8,100	-	(8,100)	-100.00%

For line item detail budget see the Revenue & Expenditure Summary Section

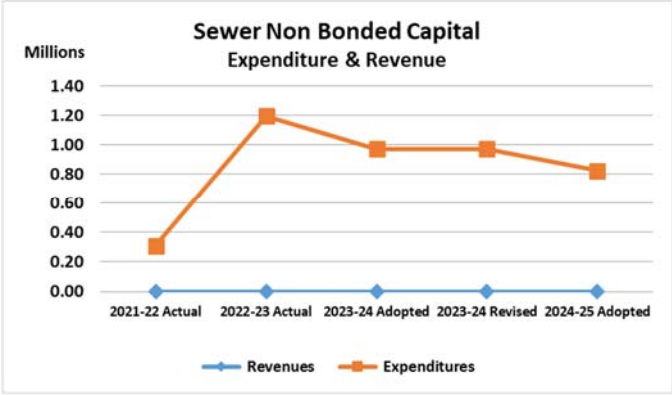
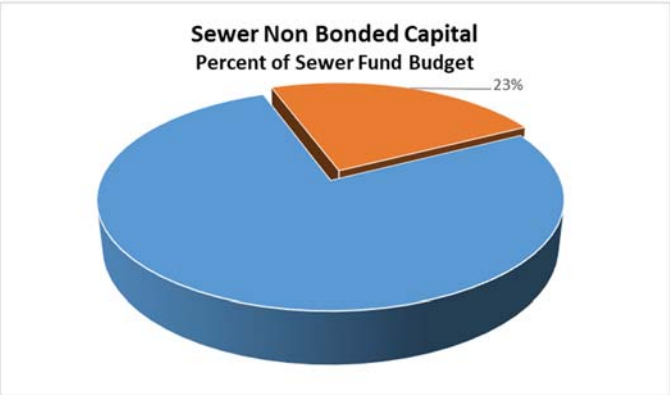




Sewer Contingency	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Expenditures	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Contingency	-	19,357	243,946	243,946	200,000	(43,946)	-18.01%
Transfer Out	-	-	-	-	-	-	-
Total Expenditures	-	19,357	243,946	243,946	200,000	(43,946)	-18.01%

For line item detail budget see the Revenue & Expenditure Summary Section





	2021-22	2022-23	2023-24	2023-24	2024-25	VARIANCE	
Sewer Non Bonded Capital Budget	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Expenditures							
Capital expenses	308,725	1,197,400	970,900	970,900	825,000	(145,900)	-15.03%
Total Expenditures	308,725	1,197,400	970,900	970,900	825,000	(145,900)	-15.03%

For line item detail budget see the Revenue & Expenditure Summary Section





Rendering - New Canaan Police Department

Capital Improvement Program Overview

The Capital Improvement Program (CIP) includes the *acquisition, construction, remodeling, and major maintenance of public facilities, infrastructure systems and purchase of major equipment*. Town department managers working in conjunction the Finance Department provide day-to-day oversight of the program and projects. The approved FY 24-25 Capital Budget is \$27.8 million funded through a variety of sources.

The CIP Process

The process for requesting capital expenditures is defined in the Town Charter. In late fall department heads, Town officers, boards, commissions and committees begin preparing their five-year capital budget requests. These entities work closely with the First Selectman in preparing their capital budget requests. After review, these requests are submitted

to the Board of Selectmen for consideration and review. The Board of Selectmen considers these requests and submits them to the Board of Finance, not later than two weeks after the first Tuesday of February. The CIP is approved together with the operating budget by the Board of Finance, however bond authorization for projects to be bonded are approved separately by the Town Council prior to bonding.

Debt Management Committee

The Debt Management Committee was created for the purpose of establishing debt management guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them. Sources to fund capital needs include debt, pay-as-you-go financing, grants and donations received and divestitures of existing assets. The intent of the Town is to maintain a

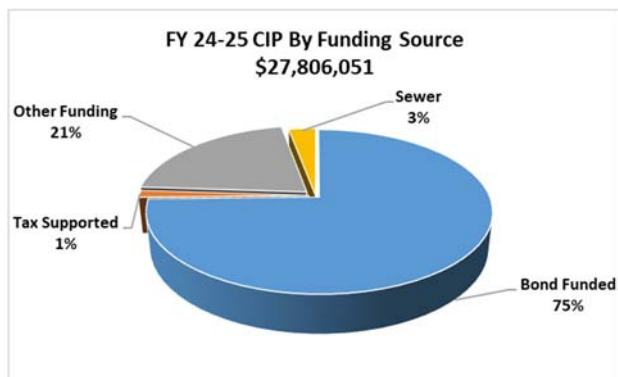
comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities.

The foundation of any well-managed debt program is the establishment of a comprehensive debt management guideline. In addition to the general parameters, the management guidelines provide guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated.

As such, the Debt Management Guideline is designed to:

- Underscore the Town's commitment to the strategic management of its capital financing process;
- Identify the acceptable parameters of debt issuance and management;
- Provide a framework for monitoring capital financing practices and results.
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing.

That guidelines suggest that the Town reduce the amount of debt it assumes going forward and has provided the metrics from which debt can be measured.



Tax Supported

The Town of New Canaan funds capital projects through a variety of funding sources. Tax supported capital projects are projects that are funded from existing taxes levied in the operating budget. The funds are transferred from the General Fund and allocated to a tax supported capital projects fund. Typically approved capital projects that are maintenance activities are not eligible for bonding and are typically tax supported. For FY 24-25 approved capital projects, the Board of Finance set a threshold of \$50,000 as a ceiling for bonding. Projects that were \$50,000 or less were designated to be funded through taxes. Of the \$27.8 million approved FY 23-24 Capital Improvement Plan, \$0.38 million (1.3%) is tax supported. The Summary of the 5 Year Capital Program includes a breakdown of all FY 24-25 approved projects and their funding sources.

Bond Funding

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations of the Town and pledge the full faith and credit of the Town. The Town also chooses to use bonds when projects are so large, it would never be feasible to save up enough money to pay in cash. The smaller annual debt payments are manageable. It's also about fairness. If the useful life of a \$1 million building improvement is 20 years, why should today's residents pay 100% of the cost of 1/20th of its use? By spreading out financing, the cost is distributed more fairly across time, and shared equally among the people who receive a benefit from the improvement. Of the \$27.8 million approved FY 24-25 Capital Improvement Plan, \$20.75 million (74.6%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 24-25 approved projects and their funding sources.

Other Funding

The Town occasionally successfully applies for various federal and state grants and also receives donations from a variety of sources to fund capital projects. These grants and donations are accounted for separately for appropriate audit tracking but the projects are managed by the Town. Of the \$27.8 million approved FY 24-25 Capital Improvement Plan, \$5.8 million (21.0%) will be funded from sources other than new bonding and exiting tax funding. The Summary of the 5 Year Capital Program includes a breakdown of all FY 24-25 approved projects and their funding sources.

Sewer Capital Projects

The Town owns and manages a sewer system. Current sewer projects in the capital plan are funded using existed fees. The sewer fund also includes a major capital maintenance reserve to address major capital projects. Sewer projects account for \$0.82 million (2.9%) of the \$27.8 million approved FY 24-25 Capital Improvement Plan.

Plan of Conservation and Development (POCD)

The POCD is a ten-year, state-mandated, planning document, meant to guide growth and development in the Town of New Canaan. It also identifies strategies to protect important resources and attributes of New Canaan. The plan sets the table for many initiatives the town will undertake. This plan is in addition to recently completed over the last few years which examined the location and usage of municipal facilities and infrastructure, the health of the downtown, how to address affordable housing and how to address senior housing. Those studies, as well as other initiatives, formed the backbone of the adopted Plan and lead it on a focused path.

The Plan is broken down into two documents; the Strategic Element and an accompanying Implementation Element. The Strategic Element provides an overall strategic direction on the important issues identified by the Town, while the Implementation Element is a more detailed compilation of tasks and programs to address the issues outlined in the Strategic Element. Ideally the Implementation Element will be reviewed and updated on an annual basis and be amended as tasks are completed and new tasks identified. The New Canaan Capital Improvement Plan is a tool that is achieved the goals set forth in the POCD. The strategic elements of the plan are:

- i. Preserve and Enhance Community Character
- ii. Nurture Downtown
- iii. Enhance Livability
- iv. Achieve Sustainability and Resilience

DEPARTMENT	Information Technology		
PROJECT NAME:	IT Hardware / Software Upgrades, Replacement		
RATIONALE:	Desktop and Server hardware and software need to be upgraded to stay secure		
PROJECT LIFE:	1 year		
EXPTD. START:	7/1/2023	EXPTD. COMPLETION:	6/30/2024
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$90,000	\$0	\$0	\$90,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Information Technology		
PROJECT NAME:	WAN Hardware / Software Upgrade, Replacement		
RATIONALE:	WAN equipment and software need to stay current for security and support		
PROJECT LIFE:			
EXPTD. START:	7/1/2023	EXPTD. COMPLETION:	6/30/2024
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$80,000	\$0	\$0	\$80,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Information Technology		
PROJECT NAME:	Cyber Security Mitigation		
RATIONALE:	Network equipment and users need to be tested yearly for vulnerability and weakness. Cyber Security Insurance drives most of these initiatives.		
PROJECT LIFE:			
EXPTD. START:	7/1/2023	EXPTD. COMPLETION:	6/30/2024
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$55,000	\$0	\$0	\$55,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parking Department		
PROJECT NAME:	New Permitting/Ticketing Software Program		
RATIONALE:	Current program is not customizable enough for the departments needs. Department needs a company that offers a permitting/ticketing software program that can be customized to work for the Town of New Canaan.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$62,000	\$0	\$0	\$62,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Fire		
PROJECT NAME:	Personal Protective Equipment (PPE)		
RATIONALE:	Replacing 10 sets of 10 year old protective turnout gear (coats,pants,helmets) which are either out of compliance or worn out. OSHA is currently enforcing NFPA 1975 and 1500 standards for replacement every ten years. Local 3224 agreement requires a new set every five years.		
PROJECT LIFE:	10 Years OSHA compliance/NFPA recommendation		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$40,000	\$40,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Fire		
PROJECT NAME:	Radio purchase replacement		
RATIONALE:	This includes 2 new single band radio purchases and an average of six APX 6000 replacement batteries, approximately 10% of the inventory annually. Volunteer firefighter membership Increase . All firefighters require a radio to ensure operational safety on scene		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$12,000	\$0	\$12,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Fire		
PROJECT NAME:	Tools and Equipment		
RATIONALE:	Purchase new tools and equipment and/or replace broken tools and equipment. This includes rescue rope and hardware that has reached its end or service life per NFPA 1983. Replacement batteries for battery operated power tools.		
PROJECT LIFE:	10+ years		
EXPTD. START:	7/1/2023	EXPTD. COMPLETION:	6/30/2024
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Fire		
PROJECT NAME:	Staff Vehicle Addition		
RATIONALE:	Career assistant chief position will be filled. Vehicle will provide 24 hour coverage for emergency response		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$80,000	\$0	\$0	\$80,000
IMPACT ON OPERATING BUDGET			
Cost of annual maintenance			

DEPARTMENT	Fire		
PROJECT NAME:	Water rescue equipment		
RATIONALE:	Performed a flooding/flash flood analysis of our response area. This included previous incidents and flood maps. Current equipment did not meet flash flooding (moving water) standards in order to provide organic rescue capability. This continues to enhance our initial purchase. Personal floatation devices and swiftwater suits for rescuers.		
PROJECT LIFE:	10 Years NFPA recommendation		
EXPTD. START:	7/1/2023	EXPTD. COMPLETION:	6/30/2024
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$3,325	\$0	\$3,325
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Fire		
PROJECT NAME:	Exhaust System Upgrade		
RATIONALE:	Public Act 22-139 encourages fire departments to reduce exposures that cause occupational cancers. Current exhaust system is aging and has had various failures throughout the year. Upgraded magnetic connections to the apparatus will reduce some of the failure points .		
PROJECT LIFE:	15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
Will reduce annual maintenance and repair costs.			

DEPARTMENT	Fire		
PROJECT NAME:	Structural Firefighting Gear Washer		
RATIONALE:	Public Act 22-139 encourages fire departments to reduce exposures that cause occupational cancers. Current machine can only wash one set of gear per cycle. Firefighters are forced to wear the contaminated gear until it can be washed or prevents the member's ability to respond. Adding a second machine will minimize the amount of time the firefighter will have to wear contaminated gear or prevent staffing limitations due to gear unavailability.		
PROJECT LIFE:	15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,000	\$12,000
IMPACT ON OPERATING BUDGET			
Minor increase in utilities			

DEPARTMENT	Fire		
PROJECT NAME:	Search Training Maze		
RATIONALE:	ISO/OSHA require fundamental structural firefighting training. The search maze is portable and can be assembled and disassembled as needed. This will improve our search and hose line movement capabilities. There has been a decline in acquired structures that we can use for training in town.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$20,000	\$20,000
IMPACT ON OPERATING BUDGET			
Annual purchase of drywall for on training portion			

DEPARTMENT	Emergency Management		
PROJECT NAME:	Motorola Radio Hardware & Software Update Agreement		
RATIONALE:	Year 3 of a 5 year contract executed with Motorola that provides support and hardware/software replacement/upgrades for our public safety radio infrastructure. Includes 24/7 Tech support & response; Onsite infrastructure response; Preventive maintenance; Infrastructure repair with advanced replacement; Software upgrades		
PROJECT LIFE:	5 years, contract ending 2026		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$139,226	\$0	\$0	\$139,226
IMPACT ON OPERATING BUDGET			
Reduces potential unexpected costs related to repairing or replacing radio equipment.			

DEPARTMENT	Emergency Management		
PROJECT NAME:	Motorola Tri-Band Radios		
RATIONALE:	Annual purchase of 3 vehicle mounted Motorola Tri-Band radios, to be allocated to PD, EMS and Fire. Will allow for communications with mutual aid, state UASI system and also gradually prepare our Town for a potential change to high band radio system (joining the State system)		
PROJECT LIFE:	20		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$33,000	\$33,000
IMPACT ON OPERATING BUDGET			
Minimal. Only potential costs would be replacement batteries or microphones, which can be covered with existing EQUIP EMERG line.			

DEPARTMENT	Police		
PROJECT NAME:	Poice Vehicles (1)		
RATIONALE:	Purchase one police vehicle to replace vehicles with high mileage/high repair costs/reliability issues. To ensure the police fleet is safe, reliable and able to respond to emergencies.		
PROJECT LIFE:	4 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$52,500	\$0	\$0	\$52,500
IMPACT ON OPERATING BUDGET			
Vehicles will reduce the costs of maintenance/repairs and enhance reliability.			

DEPARTMENT	Police		
PROJECT NAME:	Equipment for new vehicles (1)		
RATIONALE:	Equipment for three new vehicles. To ensure the police fleet is safe, reliable and able to respond to emergencies.		
PROJECT LIFE:	6 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$26,000	\$26,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Vehicle changeover costs		
RATIONALE:	Vehicles will reduce the costs of maintenance/repairs and enhance reliability.		
PROJECT LIFE:	New vehicles/equipment should reduce repair costs.		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,000	\$12,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Bullet Proof Vest Replacement		
RATIONALE:	Replace vests that are expired. Vests expire every 5 years.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Portable Radio Replacement		
RATIONALE:	To ensure the radio system is reliable. Older radios are no longer serviced by vendor		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Mobile Radio Replacement		
RATIONALE:	To ensure the radio system is reliable. Older radios are no longer serviced by vendor.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$5,000	\$5,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Taser Replacement		
RATIONALE:	Purchase new tasers. Tasers are a proven less lethal use of force tool that reduces injuries to both officers and suspects. Increasing number of tasers and training for three new officers.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Mobile Data Terminal Replacement		
RATIONALE:	Mobile data terminals (rugged laptops) are installed in each vehicle and are used by officers to write reports and to access criminal justice databases. Current MDTs are 6+ years old and are approaching their end of useful life.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$4,800	\$4,800
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Duty Firearm Replacement (10)		
RATIONALE:	End of life for current firearms is approaching in 2025. We will begin phasing out older firearms and transition to new firearms over next two years.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,000	\$12,000
IMPACT ON OPERATING BUDGET			

DEPARTMENT	Police		
PROJECT NAME:	Fixed License Plate Readers Licensing		
RATIONALE:	Licensing fee Fixed License Plate Readers. Fixed license plate readers are a useful tool in crime investigation and prevention.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$28,000	\$28,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Defibrillators (AEDs) (4)		
RATIONALE:	Current equipment is approximately seven years old. Vendor will not repair or warranty. Equipment is at the end of its useful life.		
PROJECT LIFE:	7 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$7,500	\$7,500
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Body Cameras (4)		
RATIONALE:	Police body worn camers are now mandated by state statute. Adding more cameras for three new officers		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$7,000	\$7,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	In-Car Cameras and Computer		
RATIONALE:	In car cameras are now mandated by state statute.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$13,000	\$13,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Police		
PROJECT NAME:	Body Camera/In Car Camera Licensing + Storage (54 BWC/27,000) (16 Fleet Cars/13,600)		
RATIONALE:	Licensing and storage fees for in car and body worn cameras.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$40,600	\$40,600
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Town Hall Repairs and Upgrades		
RATIONALE:	Various Projects: Various Rooms within Town Hall need to be Repainted(\$15,000) and Boiler Burners Need to be Replaced and Pumps Need to be Rebuilt (\$50,000)		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$65,000	\$0	\$0	\$65,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Town Hall Annex (HVAC System)		
RATIONALE:	The current HVAC System is original to the building and needs to be replaced.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$65,000	\$0	\$0	\$65,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance and upkeep required with replacement of current units.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Town Hall Annex (Roof)		
RATIONALE:	The current roof is original to the building and needs to be replaced.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$85,000	\$0	\$0	\$85,000
IMPACT ON OPERATING BUDGET			
Minimal impact on operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Firehouse (Door Heights Increased)		
RATIONALE:	Due to new designs of Fire Apparatus, the current door height openings are inadequate to allow safe entrance and egress. The door openings need to be raised and new garage doors installed to safely house the proposed new equipment.		
PROJECT LIFE:	30 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Firehouse (Garage Heating Upgrades)		
RATIONALE:	Upgrades are required to the heating units in both garages (upper and lower) of the Fire Department.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$35,000	\$0	\$0	\$35,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance and upkeep will be required upon installation of new units.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny House (Basement Abatement)		
RATIONALE:	Abatement of the basement of Waveny in anticipation of new HVAC Sytems and water and sewer line work is required.		
PROJECT LIFE:	50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$200,000	\$0	\$0	\$200,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny House (Exterior Drainage)		
RATIONALE:	Drainage work/repair is required around the base of the Building. Water infiltration in the basement is noted during rainfall events.		
PROJECT LIFE:	20 - 30 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Minimal impact to operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny House (Waste and Domestic Water Piping)		
RATIONALE:	Installation of new waste and domestic water piping is required. The current piping is original to the building and is deteriorating.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$300,000	\$0	\$0	\$300,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance and upkeep of the current system upon installation of a new system and equipment.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Lapham Community Center (Exterior Repairs)		
RATIONALE:	Drainage work/repair is required around the base of the Building. Water infiltration in the basement is noted during rainfall events. Also, the chimney caps require replacement/repair to avoid water infiltration and allow proper venting of the heating system, etc.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Minimal impact to operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Benko Pool (Major Repairs)		
RATIONALE:	The Benko Pool House and Pool require painting, lighting replacement, kitchen hood fire system replacement and replacement of various pumps in the facility. The majority of these are original to the building and grounds.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Minimal impact to operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny Park (Lamp Post Replacement Project)		
RATIONALE:	The current lamp posts along the roadways and parking lots in the Park are beyond their useful lives and require replacement. It is planned to replace these lamp posts with the current design from the downtown area (currently they are two (2) different designs) in order to be consistent throughout Town and make repair and replacement easier and more cost-effective.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$280,000	\$0	\$0	\$280,000
IMPACT ON OPERATING BUDGET			
Less maintenance and upkeep will be required with installation of new units.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Highway Garage (Building Systems Engineering)		
RATIONALE:	The current building system for the Highway Garage (HVAC) is original to the building and is not adequate to meet the needs of the Department. An audit/analysis of the current system is required in order to develop/design a new system.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance, repair and tweaking of the system by our BMS provider and HVAC System Contractor.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Irwin House (Major Renovations)		
RATIONALE:	Current Building requires a new roof (funds for the engineering only are included in this request) and repair and painting of the exterior of the building is required.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$150,000	\$0	\$0	\$150,000
IMPACT ON OPERATING BUDGET			
Less maintenance and repairs of the building will be required upon installation of a new roof and repair of the exterior of the building			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Audubon House Demolition		
RATIONALE:	The building is in disrepair and is currently out of service and no longer needed for Nature Center activities.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Greenhouse (Ramp Removal, etc.)		
RATIONALE:	The exterior ramp to the building is in disrepair and is currently out of service. The Nature Center has identified it as a potential area of liability for the Center and the Town. The proposal is to remove the ramp in its entirety. The second floor is for staff use only and a ramp is not required for access.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000		\$0	\$50,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Visitor's Center and Greenhouse (Oil Tank Removal, etc.)		
RATIONALE:	Oil tanks servicing the Nature Center's Visitor's Center and Greenhouse are due for removal. The plan calls for removal of the tanks and conversion of the boilers to propane.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$150,000	\$0	\$0	\$150,000
IMPACT ON OPERATING BUDGET			
Minimal impact to operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Rock House (Door Replacement and Structural Repair)		
RATIONALE:	The door to the current structure is in need of replacement as well as various minor structural repairs to the exterior are required due to prior water infiltration.		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$25,000	\$0	\$0	\$25,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Schoolhouse Apartments/Daycare (Portico Reconstruction, etc.)		
RATIONALE:	The current portico at the Schoolhouse Apartments Main Entrance is beginning to show signs of deterioration and separation from the main building. Reconstruction/repair of the portico is required. Monies are included in this request for needed drainage improvements in this area as well.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Utility Van - Maintenance Operations		
RATIONALE:	Recently, the Department restructured moving key personnel into new roles, one of which being a carperter/general repairs position. The move has proven cost-effective however in order to provide the most cost-effective method of operation an additional utility van (with storage capabilities for tools and supplies) is required.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$65,000	\$0	\$0	\$65,000
IMPACT ON OPERATING BUDGET			
Additional monies for fuel and maintenance of vehicle should be offset by work performed that was previously contracted/outsourced.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Chimney Inspections and Cleaning		
RATIONALE:	Yearly inspection/repair of the chimneys in our Town Buildings are a prudent measure to ensure that each system is functioning properly and will allow the Department to correct any deficiencies/concerns prior to any becoming larger or more costly.		
PROJECT LIFE:	5 - 10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$50,000	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Minimal impact to Operating Budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Elm Street Train Station - Various Repairs		
RATIONALE:	The Department receives inspection reports from CTDOT Rails regarding the Train Stations in Town and maintenance items noted on a monthly basis. Per our agreement with the CTDOT, it is Town's responsibility to perform these tasks and ensure that these maintenance items are corrected.		
PROJECT LIFE:	5 - 10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$150,000	\$150,000
IMPACT ON OPERATING BUDGET			
Minimal impact to Operating Budget.			

DEPARTMENT	Town Buildings - Wavy House Weddings and Events		
PROJECT NAME:	Carpets		
RATIONALE:	To replace needed carpets. Multi-year project due to construction. Most of these are large area rugs.		
PROJECT LIFE:	15-20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Town Buildings - Waveny House Weddings and Events		
PROJECT NAME:	Furniture Bride and Groom's Rooms		
RATIONALE:	To reupholster, replace and add appropriate furniture to these rooms		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Town Buildings - Waveny House Weddings and Events		
PROJECT NAME:	Wallpaper and Wall repairs		
RATIONALE:	To investigate and preserve wall coverings at Waveny House. We need a plan on how to best maintain and rejuvenate the wallpaper.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$40,000	\$0	\$0	\$40,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Town Buildings - Waveny House Weddings and Events		
PROJECT NAME:	China		
RATIONALE:	To purchase china for use at Waveny events and weddings in keeping with the new branding. We foresee having plates and cups with the new custom branding.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	7/1/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Town Buildings - Waveny House Weddings and Events		
PROJECT NAME:	Silverware		
RATIONALE:	To preplace silverware used at events and weddings.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$5,000	\$0	\$5,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Town Buildings - Waveny House Weddings and Events		
PROJECT NAME:	Brides and Grooms Room Upgrades		
RATIONALE:	To finish the new Brides and Grooms rooms. With the new bathrooms we are planning on the brides and grooms rooms to be both moved to the front (north) side of the house. The grooms room will be located at the west end of the house next to the new men's room. The brides room will be at the east end of the house.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$40,000	\$0	\$0	\$40,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Pavement Management Program		
RATIONALE:	Annual road reconstruction is required in order to properly maintain the Town's roadway infrastructure. A systematic approach to pavement maintenance requires performing maintenance and pavement upgrades on a periodic basis to keep our existing road network in good working condition and prevent more costly measures of restoration and reconstruction.		
PROJECT LIFE:	20 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$2,881,503	\$0	\$118,497	\$3,000,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	ADA Improvements - Townwide		
RATIONALE:	The Town is required by Federal Law to adhere to the principles and guidelines of the Americans with Disabilities Act (ADA). These monies will provide necessary and required improvements and ensure our Town programs and services will meet those requirements.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$250,000	\$0	\$0	\$250,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works- Administration & Engineering		
PROJECT NAME:	Sidewalk Improvements		
RATIONALE:	Annual sidewalk repair and maintenance are required in order to properly maintain the Town's Infrastructure and to ensure that the sidewalks exceed the expected service life.		
PROJECT LIFE:	20 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$750,000	\$0	\$0	\$750,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs and avoidance of potential litigation.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Parking Lots		
RATIONALE:	Annual parking lot reconstruction is required to properly maintain the Town's infrastructure. The majority of the Town parking lots are older than 20 years and have exceeded their normal service life.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$300,000	\$300,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance for pothole patching and small repairs. Improved drainage reduces potential icing during winter months.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Traffic Calming - Rotary/Intersection Improvements		
RATIONALE:	Safety of the Motoring Public and Pedestrians on our Streets and Roads is of paramount importance. This is a quality of life issue and enhancements to several noted intersections and gateways into Town will set New Canaan apart from our peers with increased safety and improved aesthetics.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$150,000	\$0	\$0	\$150,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance for minor repairs, decreased time required to answer and satisfy residential and motorist complaints regarding Traffic Calming Issues.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Pavement Preservation		
RATIONALE:	Annual road repair is required in order to properly maintain the Town's roadway infrastructure. Proper maintenance of new and existing roads (cracksealing, localized repairs, etc.) will ensure that they reach and exceed their expected service lives.		
PROJECT LIFE:	7-10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$250,000	\$0	\$0	\$250,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Drainage		
RATIONALE:	Annual drainage installation, repair, and maintenance are required in order to properly maintain the Town's roadway Infrastructure and to ensure that the roads exceed their expected service life. Proper drainage installation also will help prevent potential flooding and erosion issues which occur during storm events.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for routine maintenance			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Guide Rails		
RATIONALE:	Replacement of existing outdated guide rail systems and installation of new systems at various locations in Town are warranted to ensure the proper passage of motor vehicles along the Town's Road Network.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Signage and Striping		
RATIONALE:	The annual replacement of the Town's road and street signs and pavement markings is a requirement of the Federal Highway Administration. Street Signs and Markings are replaced when they reach the end of their service lives.		
PROJECT LIFE:	7-10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Lakeview Avenue Culvert - Engineering & Construction		
RATIONALE:	Periodic repair and maintenance are required in order to properly maintain the Town's Bridge Infrastructure and to ensure that they exceed their expected service life. Proper maintenance should reduce the potential for more costly repairs.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$2,200,000	\$0	\$0	\$2,200,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance for minor repairs.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Intersection Improvements - Various Locations - Engineering		
RATIONALE:	Safety of the Motoring Public and Pedestrians on our Streets and Roads is of paramount importance. Upgrades to several of our noted intersections in Town will increase the safety of our motoring public and other road users.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
No impact to operating budget			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Town Parcel Surveys - Various Locations		
RATIONALE:	Complete surveys of our various Town Parcels (notably our Parks) will afford better future planning of improvements, etc. Once complete and accurate up to date surveys are provided any future improvement projects will proper as-builts to be filed in order to keep Town records up to date and current.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$50,000	\$0	\$0	\$50,000
IMPACT ON OPERATING BUDGET			
Less monies spent on surveys of portions or parcels for future improvements.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Parking Lots - North Railroad Lot at Train Station		
RATIONALE:	Annual parking lot reconstruction is required to properly maintain the Town's infrastructure. The majority of the Town parking lots are older than 20 years and have exceeded their normal service life.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$250,000	\$0	\$0	\$250,000
IMPACT ON OPERATING BUDGET			
Less monies spent on maintenance and repair.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Parking Lots - Benko Pool		
RATIONALE:	Annual parking lot reconstruction is required to properly maintain the Town's infrastructure. The majority of the Town parking lots are older than 20 years and have exceeded their normal service life.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$300,000	\$300,000
IMPACT ON OPERATING BUDGET			
Less monies spent on maintenance and repair.			

DEPARTMENT	Public Works - Administration & Engineering		
PROJECT NAME:	Tree Replacement - Various Locations		
RATIONALE:	Complete surveys of our various Town Parcels (notably our Parks) will afford better future planning of improvements, etc. Once complete and accurate up to date surveys are provided any future improvement projects will proper as-builts to be filed in order to keep Town records up to date and current.		
PROJECT LIFE:	20 - 50 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	2 WD Dump/Sander Truck		
RATIONALE:	Proper timing of the replacement of the Town's Fleet will reduce annual maintenance costs since they tend to escalate as the age and mileage of vehicles increases. This truck will replace an older model existing truck with high mileage and long hours.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$275,000	\$0	\$0	\$275,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Pickup Truck		
RATIONALE:	Proper timing of the replacement of the Town's Fleet will reduce annual maintenance costs since they tend to escalate as the age and mileage of vehicles increases. This truck will replace an older model existing truck with high mileage and long hours.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$90,000	\$0	\$0	\$90,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Equipment Refurbishing		
RATIONALE:	Periodic repair and maintenance are required in order to properly maintain the Town's Fleet and to ensure that our equipment exceeds their expected service life. Proper maintenance should reduce the potential for more costly repairs.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Reduce maintenance costs for machinery and trucks			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Road Striping		
RATIONALE:	The annual replacement of the Town's pavement markings is a requirement of the Federal Highway Administration. Street Markings are replaced when they reach the end of their service lives.		
PROJECT LIFE:	7-10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Leaf Collection System		
RATIONALE:	Proper timing of the replacement of the Town's Fleet will reduce annual maintenance costs since they tend to escalate as the age and mileage of vehicles increases. This leaf collection system will replace an older existing model existing with long hours.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$85,000	\$0	\$0	\$85,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of equipment			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Forklift		
RATIONALE:	Due to the myriad pieces of equipment and material handled by the Highway Department on an daily basis a forklift has been identified as a needed piece of equipment. At present, we move large pieces of equipment and materials with a set of forks adapted to a loader. A stand alone piece of equipment specifically designed for this task will make each move safer and less timely, saving money in the end. This forklift is planned to be a used model from a reputable dealer/supply house.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$40,000	\$0	\$0	\$40,000
IMPACT ON OPERATING BUDGET			
Cost savings by reduction of time needed to use loader for moving of materials and equipment.			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Cemetery Maintenance		
RATIONALE:	Proper maintenance and upkeep of our cemeteries has been identified by the townspeople as a much needed add to our daily activities. Monies available will assist the Highway Department in capital upgrades (stone wall repair/replacement, fencing repair/replacement, headstone repair, etc.) of our cemeteries.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs.			

DEPARTMENT	Transfer Station		
PROJECT NAME:	Wheeled Loader		
RATIONALE:	Proper timing of the replacement of the Town's Fleet will reduce annual maintenance costs since they tend to escalate as the age and mileage of vehicles increases. This loader will replace an older model with long hours. Replaces a 1983 John Deere Loader.		
PROJECT LIFE:	10-15 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$270,000	\$0	\$0	\$270,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Transfer Station		
PROJECT NAME:	Repair Asphalt Area Behind Containers.		
RATIONALE:	Repair an area of asphalt behind the containers to help protect that section of Landfill liner.		
PROJECT LIFE:	10-20 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$30,000	\$30,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Field Improvements		
RATIONALE:	The town needs to maintain our athletic facilities so that the playing surfaces will be safe. The majority of the repairs are to the baseball and softball infields for lip removal. There will also be some sodding, mounds and batter's box repairs, along with seeding, etc.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$60,000	\$0	\$0	\$60,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs associated with field repairs			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Irrigation Upgrades		
RATIONALE:	The town has invested substantial money in irrigation systems. Some of these systems need to be upgraded to allow continuous use without downtime. Mead Park needs a complete replacement since it has passed its useful life and we are experiencing costly line breaks to the system.		
PROJECT LIFE:	20-25 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs associated with field repairs			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Exterior Wall Repairs		
RATIONALE:	The existing brick, masonry and stone walls in Waveny Park are in need of repair and restoration. This is part of a multi-year maintenance plan to upgrade all the existing walls in the Park.		
PROJECT LIFE:	15 - 20 Years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Playground Safety Inspections and Repairs		
RATIONALE:	Playgrounds are used daily and in order to keep them in excellent working order they must be inspected yearly and repairs made as necessary.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$7,000	\$0	\$7,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Fence Backstop Replacement		
RATIONALE:	Repairs and fabric replacement of fencing at parks and school athletic fields		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$60,000	\$0	\$0	\$60,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Water Fountains		
RATIONALE:	Many of the Town's drinking fountains are old and in disrepair. These fountains need upgrading to ensure they are working properly and meet current accessibility standards		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$9,000	\$0	\$9,000
IMPACT ON OPERATING BUDGET			
Very minor increases as new fountains are installed with maintenance and water service.			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Dunning Stadium		
RATIONALE:	Various capital improvements required at Dunning Stadium. Due to the new agreement with the Athletic Foundation, maintenance of Dunning is now the responsibility of the Parks Department		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$9,500	\$0	\$9,500
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Bleacher Repairs		
RATIONALE:	This will keep our bleachers inspected yearly and any repairs will be made as needed.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$8,000	\$0	\$8,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Lightening Detection System		
RATIONALE:	Our existing system is coming to the end of its life expectancy and want to make sure the system is operable.		
PROJECT LIFE:	12-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Waveny Trail Construction		
RATIONALE:	The trails at Waveny Park are in need of periodic maintenance, upgrade and reconstruction. This is part of a multi-year plan to upgrade all the trails in the park.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$30,000	\$0	\$30,000
IMPACT ON OPERATING BUDGET			
Reduced repairs during the year due to weather events			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Lapham Center Furniture		
RATIONALE:	Replace furniture which is starting to fail.		
PROJECT LIFE:	15-20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks and Recreation - Infrastructure		
PROJECT NAME:	Mead Park Walkways		
RATIONALE:	Improve pathways around Mead Park		
PROJECT LIFE:	15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$20,000	\$0	\$20,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Parks - Infrastructure		
PROJECT NAME:	New Canaan Athletic Foundation - Dunning Stadium Phase II		
RATIONALE:	Phase II of Dunning Stadium Master Plan. Phase II envisions new site work associated with circulation to Dunning and the other athletic facilities and upgrades to the roads and parking lots adjacent to each.		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$2,000,000	\$0	\$0	\$2,000,000
IMPACT ON OPERATING BUDGET			
No impact to Operating Budget			

DEPARTMENT	Parks - Infrastructure		
PROJECT NAME:	Waveny Park Conservancy		
RATIONALE:	Town Contribution towards efforts by the Waveny Park Conservancy for improvements to Waveny Park. Envisioned as a Public Private Partnership whereby each entity provides 50% of the funds for any approved project in the Park.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$300,000	\$0	\$0	\$300,000
IMPACT ON OPERATING BUDGET			
No impact to Operating Budget			

DEPARTMENT	Parks - Infrastructure		
PROJECT NAME:	New Canaan Nature Center Pond Dredging		
RATIONALE:	The pond at the Nature Center (named Kiwanis Pond) is due to be dredged and the area improved. Periodic Dredging of the Pond will prolong its useful life. The pond is an integral part of the Nature Center and Bliss Park, visited by many and used daily for Nature Center programming.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$250,000	\$0	\$0	\$250,000
IMPACT ON OPERATING BUDGET			
No impact to Operating Budget			

DEPARTMENT	Parks - Infrastructure		
PROJECT NAME:	New Canaan Athletic Foundation - Coppo Baseball Field Reconstruction		
RATIONALE:	Phase I of the Coppo Field Baseball Field Reconstruction. Phase I envisions a new turf baseball field at the existing site along with new dugouts, etc. Future phases include new bleachers, press box, bathrooms, etc. This is a Public Private Partnership with the New Canaan Athletic Foundation and New Canaan Baseball		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$2,000,000	\$0	\$4,500,000	\$6,500,000
IMPACT ON OPERATING BUDGET			
Minimal impact to Operating Budget			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Vehicles w/accessories		
RATIONALE:	Proper replacement of the towns fleet will reduce annual maintenance costs since they usually as the age and mileage increase. This will be replacing and older vehicle.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$85,000	\$0	\$0	\$85,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs.			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Utility Carts		
RATIONALE:	Replace an older vehicle. This vehicle is used for trail maintenance litter pickup and Salting of sidewalks in the winter.		
PROJECT LIFE:	12 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$42,000	\$0	\$0	\$42,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and down time with broken down equipment.			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	72" mower		
RATIONALE:	This mower will perform routine mowing of school and park properties.		
PROJECT LIFE:	15 - 17 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$42,000	\$0	\$0	\$42,000
IMPACT ON OPERATING BUDGET			
Reduction of time to mow smaller sized properties			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Ride on Mowers		
RATIONALE:	These mowers mow school and park grounds and will replace an older unreliable mower.		
PROJECT LIFE:	7-8 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$14,000	\$0	\$14,000
IMPACT ON OPERATING BUDGET			
Less down time due to breakdowns			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Articulated loader		
RATIONALE:	This is a multi use machine with many attachments. Similar to a Ventrac.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$65,000	\$0	\$0	\$65,000
IMPACT ON OPERATING BUDGET			
Able to cut back trails and pond edges more efficiently.			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Blowers		
RATIONALE:	Industrial size standup blower used for leaf collection road and trail maintenance. (standup operation)		
PROJECT LIFE:	13-17 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$14,000	\$0	\$14,000
IMPACT ON OPERATING BUDGET			
Ability to keep properties in better condition and more efficient cleaning up.			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Trailers		
RATIONALE:	To replace an older enclosed trailer used for grounds maintenance.		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$14,000	\$0	\$14,000
IMPACT ON OPERATING BUDGET			
Better storage and protection from the elements prolongs the life of equipment			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Paint Machine		
RATIONALE:	This is to replace the older ride on paint machine which is used to trace the fields previously laid out.		
PROJECT LIFE:	15 - 17 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$26,500	\$0	\$26,500
IMPACT ON OPERATING BUDGET			
Helps eliminating downtime and being able to paint all athletic grass fields weekly during the season			

DEPARTMENT	Parks and Recreation - Equipment		
PROJECT NAME:	Field Mower		
RATIONALE:	This attachment is used to mow fields (high grass) such as Waveny for the fireworks and Irwin to help keep out invasives.		
PROJECT LIFE:	15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$12,000	\$0	\$12,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Motor Control Electrical Rehab		
RATIONALE:	Troubleshoot / Replace GBT VFD Drive		
PROJECT LIFE:	10-20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
Reduce daily maintenance costs			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Engineering Consulting Services		
RATIONALE:	Consulting services for continued operation and maintenance of plant		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$20,000	\$20,000
IMPACT ON OPERATING BUDGET			
None: Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Sewer Rehabilitation		
RATIONALE:	During annual inspections of sewer system funds are used to repair any issues found		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$30,000	\$30,000
IMPACT ON OPERATING BUDGET			
None- Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Inflow and Infiltration Remediation		
RATIONALE:	Follow-up of I&I Study recommendation from AECOM (consulting engineers)		
PROJECT LIFE:			
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$500,000	\$500,000
IMPACT ON OPERATING BUDGET			
None- Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Replace Supervisor's Vehicle		
RATIONALE:	Replace 2011 Chevy with 95,000 miles		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
None- Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Lab Equipment / Auto Samplers		
RATIONALE:	Replace 10 year old Auto Samplers, Incubator and Oven all used daily for testing		
PROJECT LIFE:	10-15 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$35,000	\$35,000
IMPACT ON OPERATING BUDGET			
None- Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Sewer Relining		
RATIONALE:	To Reline and Repair existing sewer lines in the Collection System		
PROJECT LIFE:	20-30-years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$100,000	\$100,000
IMPACT ON OPERATING BUDGET			
None- Funds to be used from Maintenance Reserve Account			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	UV Replacement		
RATIONALE:	Replacement of our UV System (Final Disinfectant prior to release of effluent) is required. An additional back-up UV System is required and necessitates the expansion of the current Post-Treatment Building to accommodate the new installation.		
PROJECT LIFE:	20-30-years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$4,000,000	\$0		\$4,000,000
IMPACT ON OPERATING BUDGET			
Minimal impact on operating budget			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waste Water Treatment Facility - Control Building (Flooring and Ceiling Replacement)		
RATIONALE:	The current floors and ceilings of the Control Building at the Waste Water Treatment Facility are original to the building and require replacement. (Monies to be allocated from the Sewer Major Maintenance Fund.)		
PROJECT LIFE:	10 - 20 years		
EXPTD. START:	7/1/2024	EXPTD. COMPLETION:	6/30/2025
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$75,000	\$75,000
IMPACT ON OPERATING BUDGET			
No impact to operating budget			

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Tax Assessor													
2023 Town-wide Revaluation	215,000	-	-	215,000	-	-	-	-	-	-	-	-	-
Total	215,000	-	-	215,000	-	-	-	-	-	-	-	-	-
Information Technology													
IT-Hardware/Software	130,000	-	-	130,000	90,000	-	-	90,000	75,000	75,000	75,000	75,000	390,000
WAN Software / Hardware	80,000	-	-	80,000	80,000	-	-	80,000	80,000	80,000	80,000	80,000	400,000
Cyber Security Mitigation	-	-	40,000	40,000	55,000	-	-	55,000	40,000	40,000	40,000	40,000	215,000
Total	210,000	-	40,000	250,000	225,000	-	-	225,000	195,000	195,000	195,000	195,000	1,005,000
Health Department													
Vehicles	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Total	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Parking													
New Permitting/Ticketing Software Program	-	-	-	-	62,000	-	-	62,000	-	-	-	-	62,000
Replacement of current 2 camera, 10 year old LPR	-	-	-	-	-	-	-	-	-	20,000	-	-	20,000
Replacement of current 2 camera, 8 year old LPR	-	-	-	-	-	-	-	-	-	-	20,000	-	20,000
Total	-	-	-	-	62,000	-	-	62,000	-	20,000	20,000	-	102,000
Fire													
SCBA Air Bottles	-	-	16,800	16,800	-	-	-	-	10,000	-	-	-	10,000
Tri-Band Radio Addition	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Personal Protective Equipment	-	-	50,000	50,000	-	-	40,000	40,000	55,000	40,000	40,000	40,000	215,000
Radio Replacement	-	-	4,000	4,000	-	12,000	-	12,000	12,000	6,000	2,500	2,500	35,000
Fire Hose Replacement	-	-	-	-	-	-	-	-	10,000	-	10,000	-	20,000
Equipment / Tools	-	-	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000	15,000	75,000
Staff Vehicle Addition	-	-	-	-	80,000	-	-	80,000	-	-	-	-	80,000
Water Supply Improvement	-	-	10,000	10,000	-	-	-	-	10,000	10,000	10,000	-	30,000
Pumper Replacement (Engine 2)	1,000,000	-	-	1,000,000	-	-	-	-	-	-	-	-	-
SCBA Replacement	-	-	-	-	-	-	-	-	410,000	-	-	-	410,000
Building Improvement- Training/meeting room	-	-	30,000	30,000	-	-	-	-	-	-	-	-	-
Building Improvement- Alarm Room	-	-	8,500	8,500	-	-	-	-	-	-	-	-	-
Water Rescue	-	-	20,000	20,000	-	3,325	-	3,325	-	3,650	-	4,000	10,975
Utility (Pick up Truck) replacement	-	-	-	-	-	-	-	-	-	98,000	-	-	98,000
Ladder truck replacement/refurbish	-	-	-	-	-	-	-	-	-	-	1,500,000	1,250,000	2,750,000
Station Exhaust System	-	-	-	-	-	-	15,000	15,000	-	-	-	-	15,000
Gear Washer	-	-	-	-	-	-	12,000	12,000	-	-	-	-	12,000
Security Cameras	-	-	-	-	-	-	-	-	15,000	-	-	-	15,000
Search maze	-	-	-	-	-	-	20,000	20,000	-	-	-	-	20,000
Holmatro Replacement	-	-	-	-	-	-	-	-	-	90,000	-	35,000	125,000
Total	1,000,000	-	179,300	1,179,300	80,000	15,325	102,000	197,325	537,000	262,650	1,577,500	1,346,500	3,920,975
Emergency Management													
Motorola Radio Hardware & Software Update Agreement	136,216	-	-	136,216	139,226	-	-	139,226	143,403	146,603	170,059	220,000	819,291
Fuel Trailer (1,204gal - Emerg Generators)	-	-	31,500	31,500	-	-	-	-	-	-	-	-	-
Body Armor - EMS/FD	-	-	14,500	14,500	-	-	-	-	-	-	-	-	-
Stop the bleed kits (Town buildings, Schools)	-	-	5,000	5,000	-	-	-	-	-	-	-	-	-
Motorola Tri-Band Radios	-	-	27,000	27,000	-	-	33,000	33,000	34,650	36,383	38,202	40,112	182,346
EOC Computer & Phones	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Total	136,216	-	78,000	214,216	139,226	-	33,000	172,226	188,053	182,986	208,261	260,112	1,011,637
EMS													
New Ambulance	280,000	-	-	280,000	-	-	-	-	-	280,000	-	-	280,000
New Fly Car	-	-	-	-	-	-	-	-	-	-	75,000	-	75,000
Total	280,000	-	-	280,000	-	-	-	-	-	280,000	75,000	-	355,000

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Police Department													
Police vehicles (1)	280,000	-	-	280,000	52,500	-	-	52,500	150,000	200,000	150,000	200,000	752,500
Equipment for new vehicles (1)	80,000	-	-	80,000	-	-	26,600	26,600	42,000	55,000	42,000	55,000	220,600
Vehicle changeover costs (1)	-	-	28,000	28,000	-	-	12,000	12,000	14,000	19,000	14,000	19,000	78,000
Bullet Proof Vest Replacement	-	-	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Portable radio replacement	-	-	15,000	15,000	-	-	15,000	15,000	12,000	-	12,000	-	39,000
Mobile Radio Replacement	-	5,000	-	5,000	-	-	5,000	5,000	5,000	-	5,000	-	15,000
Taser Replacement (7)	-	-	5,500	5,500	-	-	15,000	15,000	5,500	5,500	5,500	5,500	37,000
Mobile Data Terminal Replacement	-	-	7,500	7,500	-	-	4,800	4,800	-	7,500	-	7,500	19,800
Duty Firearm Replacement (10 in FY25 and 45 in FY26)	-	-	-	-	-	-	12,000	12,000	54,000	-	-	-	66,000
Patrol Rifle Replacement (10)	-	-	-	-	-	-	-	-	-	35,000	-	-	35,000
Fixed License Plate Readers (10)	-	-	25,000	25,000	-	-	28,000	28,000	28,000	28,000	28,000	28,000	140,000
Speed Sentry Units (2)	-	-	-	-	-	-	-	-	-	6,000	-	6,000	12,000
Defibrillators (AEDs) (4)	-	-	7,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500	7,500	37,500
Body Cameras (4)	-	-	-	-	-	-	7,000	7,000	-	-	-	-	7,000
Dispatch Backup Battery Replacement (1)	-	-	8,500	8,500	-	-	-	-	-	-	-	7,000	7,000
In-Car Cameras	-	-	-	-	-	-	13,000	13,000	-	-	-	7,000	20,000
Body Camera/In Car Camera Licensing + Storage	-	-	-	-	-	-	40,600	40,600	40,600	40,600	40,600	40,600	203,000
Total	360,000	5,000	107,000	472,000	52,500	-	196,500	249,000	368,600	414,100	314,600	393,100	1,739,400
Public Works -Town Buildings													
Town Hall Repairs and Upgrades	-	-	-	-	65,000	-	-	65,000	135,454	15,000	4,900	80,719	301,073
Town Hall Annex Docking Station (Engineering)	-	-	15,000	15,000	-	-	-	-	40,417	-	-	-	40,417
Town Hall Annex HVAC Replacement	-	-	-	-	65,000	-	-	65,000	-	-	-	-	65,000
Town Hall Annex Roof Replacement	-	-	-	-	85,000	-	-	85,000	-	-	-	-	85,000
Vine Cottage Electric Vehicle Docking Station	-	-	15,000	15,000	-	-	-	-	-	-	14,419	-	14,419
Firehouse Raise and Replace OH Doors	-	-	-	-	-	-	10,000	10,000	115,000	-	101,658	-	226,658
Firehouse Boiler and Controls	120,000	-	-	120,000	-	-	-	-	-	-	-	-	-
Firehouse Garage Heating Upgrades	-	-	-	-	35,000	-	-	35,000	-	-	-	-	35,000
Police Station Renovation	27,500,000	-	-	27,500,000	-	-	-	-	-	-	-	-	-
EMS Building Repairs	74,750	-	-	74,750	-	-	-	-	47,099	9,070	-	-	56,169
Parks Garage Saxe	341,000	-	-	341,000	-	-	-	-	8,732	-	-	-	8,732
Waveny House Re-Pointing, Drainage	500,000	-	-	500,000	-	-	-	-	-	-	-	-	-
Waveny House Abatement	-	-	-	-	200,000	-	-	200,000	-	-	-	-	200,000
Waveny House Water and Waste Lines Replacement	-	-	-	-	300,000	-	-	300,000	-	-	-	-	300,000
Waveny House HVAC System	-	-	-	-	-	-	-	-	-	-	-	4,000,000	4,000,000
Waveny House Drainage	-	-	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Waveny Park Powerhouse Theatre	250,000	-	-	250,000	-	-	-	-	11,591	-	-	-	11,591
Waveny Park LCC, Drainage & Chimney Caps	-	-	-	-	50,000	-	-	50,000	-	-	84,368	-	134,368
Waveny Park Pool - Gas Conversion	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Waveny Pool-Building System Upgrades	-	-	-	-	-	-	50,000	50,000	-	-	-	-	50,000
Waveny Park Lamp Post Replacement Project	-	-	-	-	280,000	-	-	280,000	280,000	-	-	-	560,000
Highway Garage Building Systems Audit	-	-	-	-	50,000	-	-	50,000	199,697	183,732	-	15,529	448,958
New Salt Shed Building	-	-	-	-	-	-	-	-	2,000,000	-	-	-	2,000,000
Transfer Station Platform	-	-	50,000	50,000	-	-	-	-	-	6,065	-	-	6,065
Animal Control Shelter - Phase 1 Demo	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000
Irwin Park Barn - Roof Support	250,000	-	-	250,000	-	-	-	-	-	-	-	-	-
Irwin Park Main House-Roof Eng & Painting & Repairs	-	-	-	-	150,000	-	-	150,000	700,000	-	-	-	850,000
Irwin Park Guest Apartment - HVAC	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Irwin Park Pump House	-	-	30,000	30,000	-	-	-	-	-	-	-	-	-
Kiwanis Park Pavilion	-	-	-	-	-	-	-	-	-	-	-	9,112	9,112
Nature Center Visitor Center/Greenhouse Boiler Conversion	-	-	-	-	150,000	-	-	150,000	-	1,000,000	-	-	1,150,000
Nature Center Animal Care	-	-	-	-	-	-	-	-	-	-	39,392	-	39,392
Nature Center Education Annex	-	-	-	-	-	-	-	-	39,600	-	47,515	-	87,115
Nature Center Education Building	-	-	-	-	-	-	-	-	-	5,540	-	-	5,540
Nature Center Audubon House Demo	-	-	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Nature Center Visitor Center Demo Ramp Install Stairs	-	-	-	-	50,000	-	-	50,000	102,228	-	-	-	152,228
Nature Center Rock House Door Replacement, Rot Repairs	-	-	-	-	25,000	-	-	25,000	-	-	-	-	25,000
Playhouse Movie Theatre HVAC	4,085,000	-	-	4,085,000	-	-	-	-	-	-	-	-	-
School House Apartments / Daycare-Drainage, Rebuild	-	-	-	-	50,000	-	-	50,000	-	-	6,951	-	56,951
Train Station DOT Requested Repairs	150,000	-	-	150,000	150,000	-	-	150,000	-	-	-	-	150,000
Old Incinerator Buildings Demo Engineering (2)	75,000	-	-	75,000	-	-	-	-	325,000	-	-	-	325,000

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Chimney Inspection and Cleaning Town Buildings	-	-	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Utility Van - Maintenance Operations	-	-	-	-	65,000	-	-	65,000	-	-	-	-	65,000
Signs (Interior and Exterior)	-	8,500	-	8,500	-	-	-	-	-	-	-	-	-
Carpets	-	-	10,000	10,000	-	-	10,000	10,000	15,000	-	-	-	25,000
W Furniture and Furnishings	-	-	35,000	35,000	-	-	25,000	25,000	-	-	-	-	25,000
A Repair lighting fixtures	75,000	-	-	75,000	-	-	-	-	-	-	-	-	-
V AC Bridal and grooms rooms	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
E Chairs (250 x \$65)	-	-	16,250	16,250	-	-	-	-	-	-	-	-	-
N Electric Updates	-	8,500	-	8,500	-	-	-	-	-	-	-	-	-
Y Wallpaper/wall repairs	-	-	-	-	40,000	-	-	40,000	-	-	-	-	40,000
China	-	-	-	-	-	-	25,000	25,000	-	-	-	-	25,000
Silverware	-	-	-	-	-	5,000	-	5,000	-	-	-	-	5,000
H Awning Back Patio	-	-	-	-	-	-	-	-	75,000	-	-	-	75,000
O Bridal and Grooms room Upgrades	-	-	-	-	40,000	-	-	40,000	-	-	-	-	40,000
U Storage Options/ use billiard and Library	-	-	-	-	-	-	-	-	55,000	-	-	-	55,000
S Audio system Inside and out + WiFi	-	-	-	-	-	-	-	-	64,000	-	-	-	64,000
E Chinmeney Repairs / Fireplaces Gas	-	-	-	-	-	-	-	-	45,000	-	-	-	45,000
Gate at forecourt Waveny	-	-	-	-	-	-	-	-	35,000	-	-	-	35,000
Bistro Lights	-	-	-	-	-	-	-	-	-	5,500	-	-	5,500
Total	33,420,750	17,000	231,250	33,669,000	2,000,000	5,000	120,000	2,125,000	4,543,818	1,224,907	299,203	4,105,360	12,298,288
Public Works - Administration & Engineering													
Pavement Management Program	2,061,935	-	451,165	2,513,100	2,881,503	-	118,497	3,000,000	3,500,000	3,500,000	3,500,000	3,500,000	17,000,000
ADA Improvements - Townwide	500,000	-	-	500,000	250,000	-	-	250,000	250,000	-	-	-	500,000
Bridge at West Road	-	-	-	-	-	-	-	-	-	-	-	-	-
Sidewalks - Improvements & New	500,000	-	-	500,000	750,000	-	-	750,000	400,000	450,000	500,000	500,000	2,600,000
Parking Lots	300,000	-	-	300,000	-	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Traffic Calming - Rotary/Intersection Improvements	150,000	-	-	150,000	150,000	-	-	150,000	150,000	-	-	-	300,000
Pavement Preservation	250,000	-	-	250,000	250,000	-	-	250,000	300,000	300,000	300,000	300,000	1,450,000
Drainage	100,000	-	-	100,000	100,000	-	-	100,000	100,000	50,000	50,000	50,000	350,000
Guide Rails	-	-	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000	250,000
Cameras and Security Measures	-	-	50,000	50,000	-	-	-	-	50,000	-	50,000	-	100,000
Signage and Striping	-	-	25,000	25,000	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Energy Savings Initiative Master Plan	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Parking Lot Land Acquisition	-	-	-	-	-	-	-	-	-	1,200,000	2,000,000	-	3,200,000
Bridge at Nursery Road	-	-	-	-	-	-	-	-	250,000	1,500,000	-	-	1,750,000
Parking Expansion Construction	-	-	-	-	-	-	-	-	-	-	500,000	500,000	1,000,000
Electric Vehicle Charging Stations	-	-	15,000	15,000	-	-	-	-	15,000	15,000	15,000	-	45,000
Electric Vehicles - Land Use Departments	70,000	-	-	70,000	-	-	-	-	-	-	-	-	-
Bridges < 20' - Engineering & Construction	250,000	-	-	250,000	-	-	-	-	250,000	250,000	-	-	500,000
Lakeview Avenue Culvert Reconstruction - Engineering	-	-	-	-	200,000	-	-	200,000	-	-	-	-	200,000
Lakeview Avenue Culvert Reconstruction - Construction	-	-	-	-	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000
Traffic Signal Upgrades - APS Systems - Downtown	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-
Traffic Signal Replacement - Engineering	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Traffic Signal Replacement - Construction	-	-	-	-	-	-	-	-	-	500,000	-	-	500,000
Intersection Improve - Various Locations - Engineering	-	-	-	-	50,000	-	-	50,000	50,000	-	-	-	100,000
Intersection Improve - Various Locations - Construction	-	-	-	-	-	-	-	-	200,000	200,000	200,000	200,000	800,000
Town Parcel Surveys - Various Locations	-	-	-	-	50,000	-	-	50,000	50,000	50,000	50,000	-	200,000
Parking Lot - North Railroad Lot at Elm Street Station	-	-	-	-	250,000	-	-	250,000	-	-	-	-	250,000
Parking Lot - Benko Pool	-	-	-	-	-	-	300,000	300,000	-	-	-	-	300,000
Tree Replacement	-	-	-	-	-	-	25,000	25,000	50,000	50,000	50,000	50,000	225,000
Total	4,331,935	-	616,165	4,948,100	6,981,503	-	768,497	7,750,000	6,090,000	8,440,000	7,590,000	5,475,000	35,345,000

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Public Works - Highway													
Salt Barn	-	-	-	-	-	-	-	-	1,250,000	-	-	-	1,250,000
2 WD Dump/Sander Truck	220,000	-	-	220,000	275,000	-	-	275,000	275,000	-	275,000	275,000	1,100,000
Sweeper	200,000	-	-	200,000	-	-	-	-	-	300,000	-	-	300,000
Storage Building	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000
Low-Boy Dump Truck	-	-	-	-	-	-	-	-	-	95,000	-	105,000	200,000
Pick-Up Truck	-	-	-	-	90,000	-	-	90,000	-	-	-	95,000	185,000
Loader (a)	-	-	-	-	-	-	-	-	-	-	200,000	-	200,000
Boom Mower	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-
Equipment Refurbishing	-	25,000	-	25,000	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Road Striping	-	-	-	-	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Leaf Collection System	75,000	-	-	75,000	85,000	-	-	85,000	-	-	100,000	-	185,000
Forklift	-	-	-	-	40,000	-	-	40,000	-	-	-	-	40,000
Hooklift Truck	-	-	-	-	-	-	-	-	-	150,000	-	-	150,000
Cemetery Maintenance	-	-	-	-	-	-	25,000	25,000	-	-	-	-	25,000
Total	645,000	25,000	-	670,000	490,000	-	75,000	565,000	2,075,000	595,000	625,000	525,000	4,385,000
Public Works - Transfer Station													
Wheeled Loader	-	-	-	-	270,000	-	-	270,000	-	-	-	270,000	540,000
Container Replacement	-	-	23,400	23,400	-	-	-	-	-	-	-	-	-
Repair Black top Area around Containers	-	-	-	-	-	-	30,000	30,000	-	-	-	-	30,000
Total	-	-	23,400	23,400	270,000	-	30,000	300,000	-	-	-	270,000	570,000
Public Works - Parks Infrastructure													
Field Improvements	60,000	-	-	60,000	60,000	-	-	60,000	50,000	50,000	50,000	50,000	260,000
Irrigation Upgrades	100,000	-	-	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Exterior Wall Reconstruction	100,000	-	-	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Playground Safety Inspections and Repairs	-	-	-	-	-	7,000	-	7,000	7,000	8,000	8,000	8,000	38,000
Disc Golf Course	-	-	10,000	10,000	-	-	-	-	-	-	-	-	-
Fence/ Backstops Replacement	60,000	-	-	60,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000	300,000
Water fountains	-	-	4,500	4,500	-	9,000	-	9,000	9,000	-	-	-	18,000
Dunning Stadium	-	-	7,000	7,000	-	9,500	-	9,500	7,000	7,000	7,000	7,000	37,500
Conner Field Rebuild	-	-	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000
Bleacher Repairs	-	-	-	-	-	8,000	-	8,000	8,000	9,000	9,000	9,000	43,000
Lightning Detection System	-	-	-	-	100,000	-	-	100,000	-	-	-	-	100,000
AED's Outdoors	-	-	-	-	-	-	-	-	20,000	-	-	-	20,000
Bristow Bird Sanctuary	97,500	-	-	97,500	-	-	-	-	-	-	-	-	-
Waveny Trail Reconstruction	-	-	30,000	30,000	-	30,000	-	30,000	30,000	30,000	30,000	30,000	150,000
Lapham Center Furniture Replacement	-	-	-	-	-	-	15,000	15,000	-	-	-	-	15,000
Mead Park Tennis Walkways	-	-	-	-	-	20,000	-	20,000	-	-	-	-	20,000
Replace Dunning Turf	-	-	-	-	-	-	-	-	-	-	750,000	-	750,000
Replace Water Tower Turf 1-3	-	-	-	-	-	-	-	-	-	-	-	1,500,000	1,500,000
Mead Park Snack Bar Appliances	-	-	35,000	35,000	-	-	-	-	-	-	-	-	-
Picnic Tables and Benches	-	-	-	-	-	-	-	-	25,000	-	25,000	-	50,000
Track Resurface Topcoat	-	-	-	-	-	-	-	-	-	-	250,000	-	250,000
Additional Paddle Tennis Court	-	-	-	-	-	-	-	-	140,000	-	-	-	140,000
Paddle tennis Patio/Picnic Area	-	-	-	-	-	-	-	-	330,000	-	-	-	330,000
HS Tennis Court Lights	-	-	-	-	-	-	-	-	275,000	-	-	-	275,000
Mead Park Tennis/Pickle ball Court Lighting	-	-	-	-	-	-	-	-	-	125,000	-	-	125,000
Resurface HS Tennis Courts (7)	-	-	-	-	-	-	-	-	-	85,000	-	-	85,000
Driving Range Improvement	-	-	-	-	-	-	-	-	-	65,000	-	-	65,000
Basketball Court Kiwanis Park	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000
Pavilion Waveny Park	-	-	-	-	-	-	-	-	75,000	-	-	-	75,000
Nature Center Pond Dredging	-	-	-	-	250,000	-	-	250,000	-	-	-	-	250,000
Coppo Field	-	-	-	-	2,000,000	-	4,500,000	6,500,000	-	-	-	-	6,500,000
Dunning Stadium Enterprise Zone Phase I-4	2,000,000	-	2,000,000	4,000,000	-	-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
New Canaan Athletic Foundation	-	-	-	-	-	-	-	-	-	-	-	-	-
Waveny Park Conservancy	300,000	-	-	300,000	300,000	-	-	300,000	300,000	300,000	300,000	300,000	1,500,000
Total	2,942,500	-	2,106,500	5,049,000	2,970,000	83,500	4,515,000	7,568,500	4,786,000	2,939,000	3,689,000	4,164,000	23,146,500

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Public Works - Parks Equipment													
Vehicle w/accessories	135,000	-	-	135,000	85,000	-	-	85,000	85,000	170,000	85,000	85,000	510,000
Utility Carts	-	-	10,000	10,000	42,000	-	-	42,000	-	42,000	-	-	84,000
72" Mower	-	-	-	-	42,000	-	-	42,000	-	-	-	-	42,000
Ride on Mowers	-	-	12,500	12,500	-	14,000	-	14,000	14,000	14,000	14,000	14,000	70,000
Articulating Loader	-	-	-	-	65,000	-	-	65,000	-	-	-	-	65,000
Blowers	-	-	8,500	8,500	-	14,000	-	14,000	-	14,000	-	-	28,000
Trailers	-	-	-	-	-	14,000	-	14,000	-	-	-	17,000	31,000
Artificial field groomer	-	-	-	-	-	-	-	-	45,000	-	-	-	45,000
Athletic Field Mower (16')	-	-	-	-	-	-	-	-	-	-	165,000	-	165,000
Infield Machine	-	-	-	-	-	-	-	-	32,000	-	-	-	32,000
Seeder/Aerator	-	-	-	-	-	-	-	-	-	22,000	-	-	22,000
Paint Machines	-	-	45,000	45,000	-	26,500	-	26,500	-	-	-	-	26,500
Field Mower	-	-	-	-	-	12,000	-	12,000	-	-	12,000	-	24,000
10' Front Mower	-	-	-	-	-	-	-	-	92,500	-	-	92,500	185,000
Snowplow tractor mount	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Sidewalk Plow	180,000	-	-	180,000	-	-	-	-	-	-	180,000	-	180,000
Salt Spreader Body	-	-	11,000	11,000	-	-	-	-	-	11,000	-	-	11,000
Field equipment accessories	-	-	-	-	-	-	-	-	-	-	-	45,000	45,000
Tractor	-	-	-	-	-	-	-	-	84,000	-	-	84,000	168,000
Total	385,000	-	102,000	487,000	234,000	80,500	-	314,500	362,500	273,000	456,000	337,500	1,743,500
Conservation Commission													
Other Land Acquisition Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Board Of Education													
District													
Energy Conservation - Engineering Services	-	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	50,000
Innovation Center	200,000	-	-	200,000	-	-	-	-	-	-	-	-	-
Innovation Projects	-	-	-	-	200,000	-	-	200,000	200,000	200,000	-	-	600,000
School Facilities Assessment	100,000	-	-	100,000	-	-	-	-	-	-	-	-	-
Engineering - NCHS Redesign Elective Classroom Spaces	-	-	-	-	-	-	-	-	-	50,000	-	-	50,000
Engineering - NCHS Update Broadcastin Studio	-	-	-	-	-	-	-	-	40,000	-	-	-	40,000
Engineering Services - General	150,000	-	-	150,000	160,000	-	-	160,000	50,000	50,000	50,000	50,000	360,000
Engineering HVAC Assessment	-	-	-	-	150,000	-	-	150,000	-	-	-	-	150,000
Sub Total District:	450,000	-	50,000	500,000	510,000	50,000	-	560,000	290,000	300,000	50,000	50,000	1,250,000
East													
Front Entrance Concrete Repairs - Door 15 - Petrucelli	-	-	-	-	-	20,000	-	20,000	-	-	-	-	20,000
Door 20 - Concrete Ramp	-	-	-	-	-	-	-	-	15,000	-	-	-	15,000
Floor Tile Replacement	250,000	-	-	250,000	250,000	-	-	250,000	-	-	-	-	250,000
Painting- East	-	-	30,000	30,000	20,000	-	-	20,000	30,000	30,000	30,000	30,000	140,000
Fire Alarm System Panel and Device Replacement	105,000	-	-	105,000	-	-	-	-	-	-	-	-	-
Masonry Restoration/Repair/Repoint Brick	80,000	-	-	80,000	80,000	-	-	80,000	80,000	30,000	-	-	190,000
Interior Improvements (Handrails, ACT Tiles)	-	-	-	-	200,000	-	-	200,000	200,000	100,000	-	-	500,000
Ceiling Tile Replacement - Phase 1, 2 & 3	-	-	-	-	-	-	-	-	50,000	50,000	50,000	-	150,000
Chiller Replacement - Phase 1 & 2	-	-	-	-	-	-	-	-	-	-	50,000	350,000	400,000
Playground Replacement	-	-	-	-	67,500	-	-	67,500	-	-	-	-	67,500
Exterior PA System	-	30,000	-	30,000	-	-	-	-	-	-	-	-	-
Sub Total East:	435,000	30,000	30,000	495,000	617,500	20,000	-	637,500	375,000	210,000	130,000	380,000	1,732,500
South													
Boiler Replacement	369,000	-	-	369,000	-	-	-	-	-	-	-	-	-
Painting-South	-	30,000	-	30,000	20,000	-	-	20,000	30,000	30,000	30,000	30,000	140,000
Masonry - Bricks Restoration/Repair/Repointing	-	-	-	-	125,000	-	-	125,000	125,000	-	-	-	250,000
Playground Rubber Service	-	-	-	-	-	-	-	-	180,000	-	-	-	180,000
Security Fence at Lower Play Area	-	-	-	-	-	-	-	-	40,000	-	-	-	40,000
Floor Replacement	-	-	-	-	-	-	-	-	150,000	250,000	250,000	-	650,000
Fire Alarm System Panel and Device Replacement	72,000	-	-	72,000	-	-	-	-	-	-	-	-	-
Exterior PA System	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Replacement of Fire Alarm Devices All Schools	65,000	-	-	65,000	-	-	-	-	-	-	-	-	-
Refurbish Gym Floor	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-
Exhaust Fans Replacement	-	-	-	-	-	20,000	-	20,000	-	-	-	-	20,000
Window Repair - Media Center & Main Office	-	-	-	-	200,000	-	-	200,000	-	-	-	-	200,000
Sub Total South:	506,000	80,000	25,000	611,000	345,000	20,000	-	365,000	525,000	280,000	280,000	30,000	1,480,000
West													
Ceiling Tile Repair - Cafeteria	-	-	-	-	-	-	-	-	-	30,000	-	-	30,000
Chiller Replacement	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Exterior Poles and Doors Rust	-	-	-	-	-	-	-	-	-	60,000	-	-	60,000
Replace Acoustic Ceiling Tiles	-	-	-	-	-	-	-	-	50,000	-	-	-	50,000
Roof Replacement - Phase 1 & 2	-	-	-	-	-	-	-	-	100,000	1,500,000	-	-	1,600,000
Flooring Replacement Phase 1, 2 & 3	-	-	-	-	-	-	-	-	150,000	250,000	-	-	400,000
Door Frames & Sweeps Rust (SP)	-	-	-	-	-	-	-	-	30,000	-	-	-	30,000
Boiler Replacement	509,750	-	-	509,750	-	-	-	-	-	-	-	-	-
Floor Tile Replacement	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-
Painting-West	-	30,000	-	30,000	20,000	-	-	20,000	30,000	30,000	30,000	30,000	140,000
Masonry - Bricks Repointing, Frames and Sweeps Repair	-	-	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Fire Alarm System Panel and Device Replacement	90,000	-	-	90,000	100,000	-	-	100,000	-	-	-	-	100,000
Pre-K Playground Relocation	-	-	-	-	-	50,000	-	50,000	-	-	-	-	50,000
Exterior PA System	-	35,000	-	35,000	-	-	-	-	-	-	-	-	-
Sub Total West:	749,750	65,000	-	814,750	220,000	50,000	-	270,000	460,000	1,870,000	30,000	30,000	2,660,000

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Saxe													
Renovate Parking Lot & Curb Repairs	-	-	-	-	375,000	-	-	375,000	-	-	-	-	375,000
Bell System Multi Zone	-	-	-	-	-	-	-	-	20,000	-	-	-	20,000
Urinals ADA	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Concrete Courtyard Resurface - Phase 1 & 2	-	-	-	-	-	-	-	-	150,000	-	-	-	150,000
Lighting Improvements	-	-	-	-	-	-	-	-	20,000	-	-	-	20,000
Sound Attenuation Cafeteria	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Painting-Saxe	-	50,000	-	50,000	50,000	-	-	50,000	75,000	75,000	75,000	75,000	350,000
Masonry Repairs/Repoint Brick	150,000	-	-	150,000	150,000	-	-	150,000	150,000	150,000	150,000	150,000	750,000
Floor Tile Replacement	250,000	-	-	250,000	250,000	-	-	250,000	-	-	-	-	250,000
Refinish Gym Floor	-	-	42,000	42,000	-	-	-	-	-	-	-	-	-
Bathroom Partitions	-	35,000	-	35,000	-	-	-	-	-	-	-	-	-
Exterior PA System	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-
Gymnasium Divider Curtains	60,000	-	-	60,000	-	-	-	-	-	-	-	-	-
Roof Replacement Phase 1 & 2	-	-	-	-	100,000	-	-	100,000	1,875,000	1,875,000	-	-	3,850,000
Interior Intercom System Main Offices	-	-	10,000	10,000	-	-	-	-	-	-	-	-	-
Interior Intercom Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Main and Aux Gym Door Replacement	-	-	-	-	125,000	-	-	125,000	-	-	-	-	125,000
Ceiling Tiles	-	-	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Hot Water & Chiller Water Pumps	-	-	-	-	120,000	-	-	120,000	-	-	-	-	120,000
Concrete Courtyard Resurfacing	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-
Sub Total Saxe:	610,000	135,000	52,000	797,000	1,220,000	-	-	1,220,000	2,400,000	2,100,000	225,000	225,000	6,170,000
HS													
Co-Generation Plant	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000
Refurbish Planetarium	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-
Ceiling Tiles Replacement	-	-	-	-	-	-	-	-	25,000	-	-	-	25,000
Exterior Window Seal Replacement	-	-	-	-	-	-	-	-	30,000	-	-	-	30,000
Masonry - Selective Bricks Repointing	-	-	-	-	-	-	-	-	-	50,000	-	-	50,000
Replace Kitchen Broken Tiles	-	-	-	-	-	-	-	-	40,000	-	-	-	40,000
Update Broadcasting Studio	-	-	-	-	-	-	-	-	-	200,000	-	-	200,000
Re-Orient Closet	-	-	-	-	-	-	-	-	-	25,000	-	-	25,000
Chiller Replacement - Phase 1, 2 & 3	-	-	-	-	-	-	-	-	-	100,000	400,000	400,000	900,000
Chiller Valve and Internal Test	55,000	-	-	55,000	-	-	-	-	-	-	-	-	-
Auxiliary Gym Floor Refinish	-	-	-	-	50,000	-	-	50,000	-	-	-	-	50,000
Redesign Elective Classroom Spaces	-	-	-	-	-	50,000	-	50,000	-	-	-	-	50,000
Rebuild Guidance Office Wall	-	-	-	-	-	10,000	-	10,000	-	-	-	-	10,000
PA System upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic Control Station	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-
Parking Lot Gates and Operators	-	32,000	-	32,000	-	-	-	-	-	-	-	-	-
ABS Control Upgrade	-	25,000	-	25,000	-	-	-	-	-	-	-	-	-
Auditorium Carpet Replacement	100,000	-	-	100,000	-	-	-	-	-	-	-	-	-
Painting-HS	-	50,000	-	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000	250,000
Sub Total HS:	305,000	157,000	-	462,000	100,000	60,000	-	160,000	645,000	425,000	450,000	450,000	2,130,000
Total BOE Facilities:	3,055,750	467,000	157,000	3,679,750	3,012,500	200,000	-	3,212,500	4,695,000	5,185,000	1,165,000	1,165,000	15,422,500
SPED													
Maintenance Vehicle Replacement	-	45,000	-	45,000	45,000	-	-	45,000	45,000	67,000	67,000	80,000	304,000
SPED Transportation Vehicle Replacement #1	65,000	-	-	65,000	65,000	-	-	65,000	65,000	65,000	65,000	65,000	325,000
SPED Transportation Vehicle Replacement #2	65,000	-	-	65,000	65,000	-	-	65,000	65,000	65,000	65,000	65,000	325,000
SPED Transportation Vehicle Replacement #3	65,000	-	-	65,000	65,000	-	-	65,000	65,000	65,000	65,000	65,000	325,000
Total BOE SPED:	195,000	45,000	-	240,000	240,000	-	-	240,000	240,000	262,000	262,000	275,000	1,279,000
Total BOE Projected Capital Needs	3,250,750	512,000	157,000	3,919,750	3,252,500	200,000	-	3,452,500	4,935,000	5,447,000	1,427,000	1,440,000	16,701,500
Total General Fund Capital Projects	47,177,151	559,000	3,665,615	51,401,766	16,756,729	384,325	5,839,997	22,981,051	24,080,971	20,273,643	16,476,564	18,511,572	102,323,800

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted				2024-25 Adopted				2025-26	2026-27	2027-28	2028-29	Total A-E
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
BOE Technology Services													
19-20 Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
20-21 Lease	-	-	158,541	158,541	-	-	-	-	-	-	-	-	-
21-22 Lease	-	-	159,684	159,684	-	-	159,684	159,684	-	-	-	-	159,684
22-23 Lease	-	-	213,314	213,314	-	-	213,314	213,314	213,314	-	-	-	426,628
23-24 Lease	-	-	200,000	200,000	-	-	200,000	200,000	200,000	200,000	-	-	600,000
24-25 Lease	-	-	-	-	-	-	200,000	200,000	200,000	200,000	200,000	-	800,000
25-26 Lease	-	-	-	-	-	-	-	-	200,000	200,000	200,000	200,000	800,000
25-26 Lease	-	-	-	-	-	-	-	-	-	200,000	200,000	200,000	600,000
25-26 Lease	-	-	-	-	-	-	-	-	-	-	200,000	200,000	400,000
25-26 Lease	-	-	-	-	-	-	-	-	-	-	-	200,000	200,000
Total BOE Technology	-	-	731,539	731,539	-	-	772,998	772,998	813,314	800,000	800,000	800,000	3,986,312
Sewer Capital Projects													
Submersible Pump	-	-	-	-	-	-	-	-	30,000	30,000	-	30,000	90,000
UV Re-Hab	-	-	25,000	25,000	-	-	-	-	30,000	-	-	-	30,000
Horizontal Grinder Pump	-	-	-	-	-	-	-	-	30,000	-	-	30,000	60,000
Motor Control Electrical Rehab	-	-	-	-	-	-	15,000	15,000	15,000	-	-	-	30,000
Engineering Services (Zn, P,WPCF upgrades)	-	-	20,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Sewer Rehab	-	-	10,900	10,900	-	-	30,000	30,000	12,000	12,000	12,000	-	66,000
Sensor Replacements	-	-	23,000	23,000	-	-	-	-	23,000	-	23,000	-	46,000
UV Replacement	-	-	285,000	285,000	4,000,000	-	-	4,000,000	-	-	-	-	4,000,000
Course Bar Screen Replacement	-	-	-	-	-	-	-	-	-	300,000	-	-	300,000
Chemical Totes	-	-	7,000	7,000	-	-	-	-	-	-	-	-	-
Tuthill Waste Pump	-	-	-	-	-	-	-	-	50,000	-	-	-	50,000
Inflow and Infiltration -Sewer Remeadiation	-	-	500,000	500,000	-	-	500,000	500,000	500,000	500,000	-	-	1,500,000
Replacement Mechanic's Vehicle	-	-	100,000	100,000	-	-	-	-	-	-	-	-	-
Replacement Supervisor's Vehicle	-	-	-	-	-	-	50,000	50,000	-	-	-	-	50,000
Lab Equipment /Auto Samplers	-	-	-	-	-	-	35,000	35,000	-	-	-	-	35,000
Sewer Relining	-	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Waste Water Treatment Control Building - Floor, Ceiling,	-	-	-	-	-	-	75,000	75,000	-	-	-	-	75,000
Total Sewer Capital	-	-	970,900	970,900	4,000,000	-	825,000	4,825,000	810,000	962,000	155,000	180,000	6,932,000
5 Year Capital Summary													
	Bonded	Tax Support	Other	Total A	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	Total A-E
Total General Fund Capital Program													
Town Capital Projects	43,926,401	47,000	3,508,615	47,482,016	13,504,229	184,325	5,839,997	19,528,551	19,145,971	14,826,643	15,049,564	17,071,572	85,622,300
BOE Facilities	3,055,750	467,000	157,000	3,679,750	3,012,500	200,000	-	3,212,500	4,695,000	5,185,000	1,165,000	1,165,000	15,422,500
BOE SPED	195,000	45,000	-	240,000	240,000	-	-	240,000	240,000	262,000	262,000	275,000	1,279,000
Total General Fund	47,177,151	559,000	3,665,615	51,401,766	16,756,729	384,325	5,839,997	22,981,051	24,080,971	20,273,643	16,476,564	18,511,572	102,323,800
Sewer Capital	-	-	970,900	970,900	4,000,000	-	825,000	4,825,000	810,000	962,000	155,000	180,000	6,932,000
Grand Total	47,177,151	559,000	4,636,515	52,372,666	20,756,729	384,325	6,664,997	27,806,051	24,890,971	21,235,643	16,631,564	18,691,572	109,255,800

Town of New Canaan - Summary of 5 Year Capital Program

	2023-24 Adopted
Tax Assessor	215,000
Information Technology	250,000
Health	25,000
Fire Department	1,179,300
Parking	-
EMS	280,000
Emergency Management	214,216
Police	472,000
DPW Town Buildings	33,774,000
DPW Admin	4,948,100
DPW Highway	670,000
DPW Transfer Station	23,400
DPW Parks Infrastructure	5,049,000
DPW Park Equipment	487,000
Conservation Commission	-
Total Town Capital	47,587,016

<i>Total Board of Education Paid by Town</i>	<i>3,919,750</i>
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Total General Fund Capital Program	51,506,766
Tax Supported Amount	559,000
Grants & Other Contributions	3,665,615
Net Bondable Amount	47,282,151
Total Gross Capital	51,506,766

Total Sewer District Capital	970,900
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2024-25 A	2025-26 B	2026-27 C	2027-28 D	2028-29 E	TOTAL (A thru E)
-	-	-	-	-	-
225,000	195,000	195,000	195,000	195,000	1,005,000
-	-	-	-	-	-
197,325	537,000	262,650	1,577,500	1,346,500	3,920,975
62,000	-	20,000	20,000	-	102,000
-	-	280,000	75,000	-	355,000
172,226	188,053	182,986	208,261	260,112	1,011,637
249,000	368,600	414,100	314,600	393,100	1,739,400
2,125,000	4,543,818	1,224,907	299,203	4,105,360	12,298,288
7,750,000	6,090,000	8,440,000	7,590,000	5,475,000	35,345,000
565,000	2,075,000	595,000	625,000	525,000	4,385,000
300,000	-	-	-	270,000	570,000
7,568,500	4,786,000	2,939,000	3,689,000	4,164,000	23,146,500
314,500	362,500	273,000	456,000	337,500	1,743,500
-	-	-	-	-	-
19,528,551	19,145,971	14,826,643	15,049,564	17,071,572	85,622,300

<i>3,452,500</i>	<i>4,935,000</i>	<i>5,447,000</i>	<i>1,427,000</i>	<i>1,440,000</i>	<i>16,701,500</i>
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22,981,051	24,080,971	20,273,643	16,476,564	18,511,572	102,323,800
384,325	1,765,689	1,293,308	1,238,479	934,353	5,616,153
5,839,997	-	-	-	-	5,839,997
16,756,729	22,315,282	18,980,335	15,238,085	17,577,219	90,867,650
22,981,051	24,080,971	20,273,643	16,476,564	18,511,572	102,323,800

4,825,000	810,000	962,000	155,000	180,000	6,932,000
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Bondable Amounts By Department

	2023-24 Adopted
Tax Assessor	215,000
Information Technology	210,000
Health	-
Fire Department	1,000,000
Parking	-
EMS	280,000
Emergency Management	136,216
Police	360,000
DPW Town Buildings	33,525,750
DPW Admin	4,331,935
DPW Highway	645,000
DPW Transfer Station	-
DPW Parks Infrastructure	2,942,500
DPW Park Equipment	385,000
Board of Education	3,250,750

Total Bondable	47,282,151
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2024-25 A	2025-26 B	2026-27 C	2027-28 D	2028-29 E	TOTAL (A thru E)
-	-	-	-	-	-
225,000	155,000	155,000	155,000	155,000	845,000
-	-	-	-	-	-
80,000	465,000	188,000	1,500,000	1,250,000	3,483,000
62,000	-	-	-	-	62,000
-	-	280,000	75,000	-	355,000
139,226	143,403	146,603	170,059	220,000	819,291
52,500	204,000	255,000	150,000	255,000	916,500
2,000,000	4,301,379	1,183,732	186,026	4,080,719	11,751,856
6,981,503	5,800,000	8,200,000	7,300,000	5,300,000	33,581,503
490,000	2,025,000	545,000	575,000	475,000	4,110,000
270,000	-	-	-	270,000	540,000
2,970,000	4,630,000	2,835,000	3,560,000	4,060,000	18,055,000
234,000	261,500	170,000	430,000	261,500	1,357,000
3,252,500	4,330,000	5,022,000	1,137,000	1,250,000	14,991,500

16,756,729	22,315,282	18,980,335	15,238,085	17,577,219	90,867,650
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Tax Supported Amounts By Department

	2023-24 Adopted
Tax Assessor	-
Information Technology	-
Health	-
Fire Department	-
Parking	-
EMS	-
Emergency Management	-
Police	5,000
DPW Town Buildings	17,000
DPW Admin	-
DPW Highway	25,000
DPW Transfer Station	-
DPW Parks Infrastructure	-
DPW Park Equipment	-
Board of Education	512,000

Total Tax Supported	559,000
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2024-25 A	2025-26 B	2026-27 C	2027-28 D	2028-29 E	TOTAL (A thru E)
-	-	-	-	-	-
-	40,000	40,000	40,000	40,000	160,000
-	-	-	-	-	-
15,325	72,000	74,650	77,500	96,500	335,975
-	-	20,000	20,000	-	40,000
-	-	-	-	-	-
-	44,650	36,383	38,202	40,112	159,346
-	164,600	159,100	164,600	138,100	626,400
5,000	242,439	41,175	113,177	24,641	426,432
-	290,000	240,000	290,000	175,000	995,000
-	50,000	50,000	50,000	50,000	200,000
-	-	-	-	-	-
83,500	156,000	104,000	129,000	104,000	576,500
80,500	101,000	103,000	26,000	76,000	386,500
200,000	605,000	425,000	290,000	190,000	1,710,000

384,325	1,765,689	1,293,308	1,238,479	934,353	5,616,153
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Grants & Other Contributions By Department

	2023-24 Adopted	2024-25 A	2025-26 B	2026-27 C	2027-28 D	2028-29 E	TOTAL (A thru E)
Tax Assessor	-	-	-	-	-	-	-
Information Technology	40,000	-	-	-	-	-	-
Health	25,000	-	-	-	-	-	-
Fire Department	179,300	102,000	-	-	-	-	102,000
Parking	-	-	-	-	-	-	-
EMS	-	-	-	-	-	-	-
Emergency Management	78,000	33,000	-	-	-	-	33,000
Police	107,000	196,500	-	-	-	-	196,500
DPW Buildings	231,250	120,000	-	-	-	-	120,000
DPW Admin	616,165	768,497	-	-	-	-	768,497
DPW Highway	-	75,000	-	-	-	-	75,000
DPW Transfer Station	23,400	30,000	-	-	-	-	30,000
DPW Parks Infrastructure	2,106,500	4,515,000	-	-	-	-	4,515,000
DPW Park Equipment	102,000	-	-	-	-	-	-
First Selectman	-	-	-	-	-	-	-
Registrar of Voters	-	-	-	-	-	-	-
Conservation Commission	-	-	-	-	-	-	-
New Canaan Public Access (Channel 79)	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
Board of Education	157,000	-	-	-	-	-	-
Total Grants & Others	3,665,615	5,839,997	-	-	-	-	5,839,997

The Informational Budgets section includes information on all other governmental funds other than the General Fund. Special Revenue account for proceeds of specific revenue sources that are legally restricted for specific purposes (e.g., Sewer Taxing District Fund, Special Projects Fund, Town Grants Fund, etc.). Capital Project Funds account for the financial resources used for the construction and/or acquisition of major capital facilities (e.g. Road Paving Fund, Small Bonded Capital Projects Fund, Tax Funded Capital Projects Fund, Special Bonding Fund, etc.). The information on these funds is based on audited FY 2022-23 financials and includes each fund's beginning balance as of July 1, of Fiscal Year 2023-24.

Sewer Fund

Sewer Fund– The Sewer Fund is used to account for revenues generated from property taxes specifically designated for the maintenance and operation of the distribution system and sewer plant.

Beginning Balance	802,089
Plus FY 23 Revenues	1,899,116
Less FY 23 Expenses	1,399,236
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	1,301,969

School Lunch Fund

School Lunch Fund – The School Lunch Fund is used to account for the operations of the schools' cafeterias.

Beginning Balance	602,810
Plus FY 23 Revenues	2,739,153
Less FY 23 Expenses	2,648,528
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	693,435

Subrecipient Grants Fund

Subrecipient Grants Fund – The Sub recipient Grants Fund is used to account for revenues received and paid to a sub recipient.

Beginning Balance	-
Plus FY 23 Revenues	236,109
Less FY 23 Expenses	236,109
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	-

Summer Learning Fund

Summer Learning Fund – The Summer Learning Fund is used to account for registration revenues related to summer school and related expenditures.

Beginning Balance	183,537
Plus FY 23 Revenues	190,136
Less FY 23 Expenses	203,364
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	170,309

School Activity Fund

School Activity Fund – The School Activity Fund is used to account for student activity funds and school scholarships.

Beginning Balance	413,371
Plus FY 23 Revenues	137,906
Less FY 23 Expenses	113,485
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	437,792



Marcely Scholarship Fund

Marcely Scholarship Fund – The Marcely Scholarship Fund is used to account for Marcely Scholarship activity.

Beginning Balance	1,349,394
Plus FY 23 Revenues	142,938
Less FY 23 Expenses	30,101
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	1,462,231

Town Grants Fund

Town Grants Fund – The Town Grants Fund is used to account for revenues from federal and state grants.

Beginning Balance	3,412,417
Plus FY 23 Revenues	3,431,055
Less FY 23 Expenses	2,355,552
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	4,487,920

Facilities Rental Fund

Facilities Rental Fund – The Facilities Rental Fund is used to account for revenues and expenditures related to the rental of school properties to third parties.

Beginning Balance	262,123
Plus FY 23 Revenues	228,608
Less FY 23 Expenses	252,075
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	238,656

Special Projects Fund

Special Projects Fund – The Special Projects Fund is used to account for donations from individuals and private organizations to be used for the stated purpose.

Beginning Balance	1,151,182
Plus FY 23 Revenues	536,109
Less FY 23 Expenses	613,992
Net Other Financing Sources	88,506
FY 24 Beginning Fund Balance	1,161,805

Extra Duty Fund

Extra Duty Fund – The Extra Duty Fund is used to account for revenues related to extra duties performed by police officers and fire department employees to be used for the stated purpose.

Beginning Balance	333,818
Plus FY 23 Revenues	2,013,168
Less FY 23 Expenses	1,748,660
Net Other Financing Sources	(350,000)
FY 24 Beginning Fund Balance	248,326

State and Federal Educational Grants Fund

State and Federal Educational Grants Fund – The State and Federal Educational Grants Fund is used to account for revenues from federal, state and local grants for educational purposes.

Beginning Balance	8,137
Plus FY 23 Revenues	1,745,816
Less FY 23 Expenses	1,742,620
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	11,333



School Donations Fund

School Donations Fund – The School Donations Fund is used to account for donations from PTOs and booster clubs for educational purposes.

Beginning Balance	77,997
Plus FY 23 Revenues	476,084
Less FY 23 Expenses	376,756
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	177,325

Affordable Housing Fund

Affordable Housing Fund – The Affordable Housing Fund is used to account for building permit fees to be used for affordable housing projects.

Beginning Balance	799,177
Plus FY 23 Revenues	387,388
Less FY 23 Expenses	350,000
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	836,565

Visual and Performing Arts Fund

Visual and Performing Arts Fund – The Visual and Performing Arts Fund is used to account for revenues and expenditures related to school musicals and other arts.

Beginning Balance	61,073
Plus FY 23 Revenues	62,934
Less FY 23 Expenses	83,933
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	40,074

General Government Fund

Operation of the railway station, parking lots, movie theater, property rental, historic document preservation and community investment.

Beginning Balance	495,391
Plus FY 23 Revenues	190,314
Less FY 23 Expenses	171,404
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	514,301



Sewer Capital Improvement Fund

Sewer Capital Improvement Fund– Sewer Capital Improvement Fund is used to account for capital acquisitions which, by nature, occur over the course of multiple years relating to the maintenance and operation of the distribution system and sewer plant.

Beginning Balance	2,789,504
Plus FY 23 Revenues	20,434
Less FY 23 Expenses	205,219
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	2,604,719

Road Paving Fund

Road Paving Fund – The Road Paving Fund is used to account for expenditures relating to various road paving projects throughout the Town

Beginning Balance	1,195,758
Plus FY 23 Revenues	-
Less FY 23 Expenses	36,966
Net Other Financing Sources	(1,158,792)
FY 24 Beginning Fund Balance	-

South School Improvements Fund

South School Improvements Fund – The South School Improvements Fund is used to account for expenditures related to improvements at the South School.

Beginning Balance	(41,509)
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	41,509
FY 24 Beginning Fund Balance	-

Saxe School Improvements Fund

Saxe School Improvements Fund – The Saxe School Improvements Fund is used to account for expenditures related to improvements at the Saxe School.

Beginning Balance	(411,732)
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	411,732
FY 24 Beginning Fund Balance	-

Tax Funded Capital Fund

Tax Funded Capital Fund – The Tax Funded Capital Fund is used to account for capital acquisitions which, by nature, occur over the course of multiple years.

Beginning Balance	2,570,050
Plus FY 23 Revenues	6,636
Less FY 23 Expenses	835,023
Net Other Financing Sources	232,000
FY 24 Beginning Fund Balance	1,973,663

Special Bonding Fund

Special Bonding Fund - The Special Bonding Fund is used to provide working capital for projects that will be ultimate financed through general obligation bonds.

Beginning Balance	4,323,196
Plus FY 23 Revenues	88,749
Less FY 23 Expenses	1,673,532
Net Other Financing Sources	(1,367,484)
FY 24 Beginning Fund Balance	1,370,929



Wavemy Roof Fund

Wavemy Roof Fund – The Wavemy Roof Fund is used to account for expenditures related to a replacing the roof at Wavemy.

Beginning Balance	37,170
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	(37,170)
FY 24 Beginning Fund Balance	-

Track Fund

Track Fund – The Track Fund is used to account for expenditures relating to the high school track replacement and the water tower turf.

Beginning Balance	79,311
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	(79,311)
FY 24 Beginning Fund Balance	-

Mead Baseball Fields Fund

Mead Baseball Fields Fund – The Mead Baseball Fields Fund is used to account for expenditures relating to Mead Park baseball fields.

Beginning Balance	14,866
Plus FY 23 Revenues	-
Less FY 23 Expenses	14,441
Net Other Financing Sources	(425)
FY 24 Beginning Fund Balance	-

Public Safety Radio Fund

Public Safety Radio Fund – The Public Safety Radio Fund is used to account for expenditures relating to the improvement of the public safety radio system.

Beginning Balance	405,743
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	-
FY 24 Beginning Fund Balance	405,743

Bridge Replacement Fund

Bridge Replacement Fund – The Bridge Replacement Fund is used to account for expenditures relating to the bridge replacements.

Beginning Balance	(372,759)
Plus FY 23 Revenues	-
Less FY 23 Expenses	(74,874)
Net Other Financing Sources	297,885
FY 24 Beginning Fund Balance	-

Land Acquisition Fund

Land Acquisition Fund – Accounts for expenditures related to land acquisition

Beginning Balance	100,000
Plus FY 23 Revenues	-
Less FY 23 Expenses	-
Net Other Financing Sources	50,000
FY 24 Beginning Fund Balance	150,000



Accrual Basis of Accounting - The method of accounting in which transactions are recorded at the time they are earned or incurred, as opposed to when cash is received or spent.

ACFR - (Annual Comprehensive Financial Report) - A governmental unit's official annual report prepared and published as a matter of public record; contains general purpose financial statements, introductory material, schedules to demonstrate legal compliance and statistical information.

Appropriation - An authorization made by the appropriating authority of a government which permits officials to incur obligations against and to make expenditures of governmental resources.

Audit - A comprehensive investigation done by a third-party company, of the manner in which the government's resources were utilized.

Board of Finance - An eleven-member board responsible for annual budget reviews and approvals, the setting of the annual mill rate, approving account transfers and special appropriations, administering the pension fund, and bond issues.

Town Council- New Canaan's legislative body. Twelve members are elected, six members in every odd-numbered year to serve four-year, staggered terms. The primary responsibilities of the Council encompass bylaws, ordinances and approval of appropriations.

Balanced Budget - A budget adopted where proposed expenditures are equal to the proposed revenues.

Budget - A plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

CALEA- Commission on Accreditation for Law Enforcement Agencies, Inc. is a credentialing authority, based in the United States, whose primary mission is to accredit public safety agencies, namely law enforcement agencies, training academies, communications centers, and campus public safety agencies.

Capital Budget - A plan of proposed capital projects and the means of financing them for the current fiscal period.

CIP- Capital Improvement Plan

CIRMA- Connecticut Interlocal Risk Management Agency was established in 1980 in response to the municipal insurance crisis of the time.

Collective Bargaining Agreement - A contract between the Town of New Canaan and the various employee bargaining groups which defines working conditions, salary and benefits, and job categories.

Contingency - Monies set-aside in the operating budget to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

Contractual Employee - An individual who is hired to work on a specific project and is employed for the duration of that project. Contractual employees are employed via a contractual services agreement.



COVID-19-A highly contagious respiratory disease caused by the SARS-CoV-2 virus. SARS-CoV-2 is thought to spread from person to person through droplets released when an infected person coughs, sneezes, or talks. 'CO' stands for 'corona,' 'VI' for 'virus,' and 'D' for disease. Formerly, this disease was referred to as “2019 novel coronavirus”

Credit Rating - A rating set by an independent agency which reflects an entity's ability to repay debt resulting from the sale of bonds. Moody's Investor Service, Standard and Poor's Corp., and Fitch Investor Service are the three major rating agencies in the United States.

CT-DPH-Connecticut Department of Public Health

Debt Service - The amount of money needed to be placed in the annual operating budget to pay interest and principal on outstanding debt in full and on schedule.

DEEP- Connecticut Department of Energy and Environmental Protection

Depreciation – Reduction in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

Encumbrance - Commitment of funds to be used for goods and services not yet delivered. Funds are usually reserved or set aside, and encumbered once a contractual obligation has been entered.

Enterprise Funds - These funds account for operations of the Town to provide goods or services to the general public on a continuing basis that will be financed or recovered primarily through user charges.

Expenditure - A payment, or an incurred liability to make a payment, for an asset or an expense.

First Selectman- The First Selectman, as the Chief Executive, is responsible for the procurement and administration of all functions and services required by the Town Charter. The Board of Selectmen, collectively, initiates all budget requests and appropriations, acts as purchasing agent for the Town, and approves all non-elected appointments to Boards, Commissions and Committees.

Fiduciary Fund – A fund that holds and manages in a trustee or agent capacity for individuals, private organizations, or other governmental entities. These funds are not available for the government's own use but are instead managed for the benefit of others.

Fiscal Year - A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. New Canaan operates on a fiscal year of July 1 – June 30.

Full-Time Employee - An individual who works year round for more than 30 hours per week. These individuals are eligible for all Town benefits.



Fund Accounting - An accounting practice which segregates assets and related liabilities and residual equities for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations, and which operates as a separate fiscal entity with a self-balancing set of accounts.

Fund Balance - The difference between assets and fund liabilities of governmental and similar trust funds.

GAAP (Generally Accepted Accounting Principles) - Uniform minimum standards and guidelines for financial accounting and reporting.

General Fund - The general operating fund of the Town. All unrestricted resources except those required to be accounted for in another fund and are accounted for in this fund.

General Obligation Bonds - Bonds for whose payment the full faith and credit of the issuing body are pledged. Commonly considered to be those bonds payable from taxes and other general revenues.

Goal - A general statement of purpose. A goal provides a framework within which the department can operate.

Governmental Fund - Governmental funds focus on current financial resources, meaning they are concerned with the inflow and outflow of cash and other resources that can be readily converted to cash. They emphasize accountability and compliance with budgetary constraints.

Grand List - A listing of total assessed value of the real estate, personal property and automobiles within the Town boundaries.

GFOA- Government Finance Officers Association is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada

Grant Agency - Any private, non-profit agency which receives funding from the Town of New Canaan to provide services to residents of the Town.

HSA - An HSA (Health Savings Account) is a tax-advantaged savings account that individuals can use to pay for qualified medical expenses.

Internal Service Fund - A type of proprietary fund where the financing of goods or services provided by one department or agency to other departments or agencies is accounted for on a cost-reimbursement bases. Internal Service Funds use a full accrual basis of accounting.

Line Item - Also called an account. A specific expenditure or revenue category within a departmental budget, e.g., postage, electric, travel, or printing and duplication.

Major Fund - A governmental or proprietary fund that is of significant importance due to its size, scope, or impact on the financial activities of the municipality. The designation of a fund as "major" is important because major funds must be reported separately in the municipality's financial statements, providing a clearer and more detailed picture of the government's financial position.

Mill Rate - The rate used in calculating taxes based on the valuation of property, expressed in mills per dollar



of property value. A mill is equivalent to one one-thousandth of a dollar of assessed value.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collected and expenditures are recorded when encumbered.

Objective - A statement of anticipated level of achievements, usually quantifiable and with a specified period of time.

OPEB- Other Post-Employment Benefits refers to the benefits, other than pensions, that a state or local government employee receives as part of his or her package of retirement benefits.

Operating Budget - A plan of 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 adoption of an annual operating budget is required by Town Charter.

Output - The amount of services provided such as the number of lane miles resurfaced or the tons of refuse collected.

Part-Time Employee - An individual who works year round for no more than 19 hours per week. These individuals are not eligible for Town benefits.

Pay-as-You-Go Basis - A term used to describe the financial policy of a governmental unit that finances all or a portion of its capital outlays from current revenues rather than by borrowing.

Performance Measurements - A set of quantitative data that gauges the overall effectiveness and efficiency of governmental programs.

POCD – A POCD (Plan of Conservation and Development) is a comprehensive long-term plan that guides the growth, development, and conservation efforts of a municipality. It serves as a blueprint for future land use, infrastructure development, and the preservation of natural resources, ensuring sustainable development while addressing the community's needs.

PPE- Personal protective equipment, commonly referred to as "PPE", is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses

Property Tax - An assessment against real property (i.e. buildings, equipment, and vehicles) based on the property's value multiplied by the mill rate.

Proprietary Fund – A category of funds that operate similarly to private-sector businesses. These funds account for services provided to the public or other departments of the government, for which a fee is charged. Proprietary funds are intended to be self-sustaining

Revenue - Income received from all sources appropriated for the payment of expenses.



Risk Management -. All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Self-Insurance - The retention of a risk of loss arising out of the ownership of property or from some other case, instead of transferring that risk to an independent third party through the purchase of an insurance policy.

Tax Collection Rate - The amount of taxes collected compared to the total taxes levied in a given fiscal year.

Tax Levy - The total amount of taxes imposed by a governmental unit.

Temporary Employee - Any individual who works more than 19 hours per week for less than 120 days per year. These individuals are not eligible for any Town benefits.

User Fee - A charge levied against users of a service or purchasers of a product provided or sold by a governmental unit

WWTP- Wastewater Treatment Plant

