

Town of New Canaan, Connecticut

**Adopted Budget
July 1, 2022 – June 30, 2023**



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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 2022-2023 Budget

June 30, 2022

To the Citizens of New Canaan

On May 10, 2022 the Board of Finance took the final action on the FY22-23 budget by setting the mill rate and determining the fund balance draw down. This followed the April 5, 2022 meeting of the Town Council where the Council approved a Total Expenditure Budget of \$161.58 million for FY22-23, representing an increase of 4.58% over the current fiscal year's Expenditure Budget of \$154.51 million.

The budget approval concludes a process that began in November 2021 when the Board of Finance issued their Budget Guidance which was followed by department budget requests. The Board of Education approved the Superintendent's Budget request in January 2022 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 \$85.67 million (up 2.81%) and Board of Education transfers to the Health Internal Service Fund expenses of \$13.38 million (up 49.66%) for a combined Board of Education expense budget of \$99.05 (up 7.35%). In addition to these Board of Education expenses, the budget also includes \$9.16 million of other Board of Education expenses paid from the Town's budget. Town department operational expenses are \$30.90 million (up 5.46%). Other budget items include a combined Town and Board of Education debt service of \$18.34 million (up 4.09%) and tax-funded capital projects of \$0.23 million (down 86.57%). To fund this budget, the amount to be raised from taxation is \$144.24 million (up 2.89%).

The FY22-23 budget takes into account the Town Assessor's reported 2021 Grand List increase of 1.75% to \$7.94 billion from the 2020 Grand List of \$7.80 billion. This Grand List combined with a \$5.50 million budgeted fund balance draw down resulted in a Mill Rate increase of 1.14% from 18.164 to 18.372. Maintaining healthy reserves and a stable mill rate remains a priority of the Board of Finance.

Budget Highlights

Revenues	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>% Change</u>
Amount to be raised from Property Taxes	140,181,791	144,239,893	2.89%
Other Revenues	7,639,340	10,145,269	32.80%
State Grants/Aid	1,428,388	1,698,833	18.93%
Total Revenues	149,249,519	156,083,995	4.58%

Expenditures			
Town Department Operations	29,297,319	30,896,243	5.46%
Town Health Insurance Contribution	6,247,000	6,409,350	2.60%
Other Town Expenses	3,115,869	2,290,767	-26.48%
BOE Operations	83,331,259	85,668,966	2.81%
BOE Health Internal Service Fund Transfer	8,942,809	13,384,033	49.66%
BOE Expenses Paid By Town Budget	555,668	572,801	3.08%
Tax Funded Capital	1,726,862	232,000	-86.57%
Town Debt Service	9,708,021	9,982,911	2.83%
BOE Debt Service	7,279,216	7,680,153	5.51%
BOE IT Leases	630,000	675,516	7.22%
Non Wage Contingency	300,000	300,000	0.00%
Operating Transfers & Outside Agencies	3,375,496	3,491,255	3.43%
Total Expenditures	154,509,519	161,583,995	4.58%

Revenues

The Approved FY22-23 budget includes total budgeted revenues of \$156.08 million, an increase of 4.58% from the FY21-22 revenue of \$149.25 million. The funds to be raised by taxation increased to \$144.24 million from the \$140.18 million in FY21-22, an increase of 2.89%. These increases are mitigated by State Aid revenues of \$1.70 million are 18.93% more than the FY21-22 revenues of \$1.43 million, the utilization of \$2.44 million of Bond Premium as a Transfer to the General Fund to reduce debt service interest and \$1.18 million to offset tax funded capital projects. Increases of \$0.90 million for Conveyance fees help to offset decreases and stagnation in Parking revenue, Building Permits, and Transfers in from Police Extra Duty. Other revenues are budgeted to increase \$0.1 million, an increase of 4.11%.

Expenditures

The Approved FY22-23 Expenditure budget of \$161.58 million is a \$7.07 million increase (4.58%) over the FY21-22 budget of \$154.51 million. This increase is composed of \$2.34 million BOE Operations; \$4.44 million BOE Health Internal Services Transfer; \$1.60 million Town Department Operations; \$0.72 million Debt Service; and \$0.38 million in other expenses. These increases are offset by \$2.36 million in decreases, composed of \$1.49 million of Tax Funded Capital; and \$1.20 million in Pension and OPEB contribution reductions.

Capital Budget

The Approved FY22-23 Capital Budget of \$14.39 million is comprised of \$9.56 million of Town Capital and \$3.63 million of Board of Education Capital projects.

The Approved FY22-23 Capital Budget reflects the requests of the Town Departments and the Board of Education capital requests. The Town Capital Budget includes \$2.44 million for the Pavement Management Program, \$0.46 million for a Waveny Park playground replacement and \$0.40 million for stadium lights at Dunning. The Board of Education Capital Budget includes \$0.69 million for the boiler replacements in East and West schools, \$0.35 million for the Planetarium Refurbishment Project and \$0.38 million for repaving parking lots.

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 FY22-23. In total, tax-funded capital projects of \$0.23 million are 86.57% less than the FY21-22 Budget of \$1.73 million.

The Approved FY22-23 Capital Budget includes \$3.83 million in other financing sources including the Local Capital Improvement Program, Town Aid Road, other State grants, Police Extra Duty funds to pay for all Police Department capital projects, Sewer Major Maintenance fund to pay for Sewer Capital, and bond premium to pay for the majority of Tax Supported Capital Projects.

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

Debt Service

Total Debt Service for the FY22-23 Budget of \$18.34 million is up by 4.09% from the current fiscal year total of \$17.62 million. The total debt service to be paid includes \$9.98 million for Town projects, \$7.68 million for Board of Education projects and \$0.68 million for Board of Education IT Leases.

Contingency

Non-wage Contingency is budgeted at \$0.30 million for unknown and unanticipated expenses. A salary contingency of \$0.14 million has been budgeted for as yet to be determined wage increases for of Town employees belonging to one of 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, 2021 interim valuation report, the budgeted Pension ADEC is \$1.14 million even though the Plan's funded ratio was 109.5% at July 1, 2021. Due to market gains in fiscal 2021, the OPEB Trust had a funded percent of 83.5% at

July 1, 2021. The expected benefit payments for fiscal year 2023 are greater than the OPEB ADEC therefore, there is no budgeted contribution to the Trust other than funding retiree benefits on a pay go basis.

Contribution from Fund Balance

The Approved Budget includes a budgeted Contribution from Fund Balance of \$5.50 million. The FY21-22 approved budget included \$5.26 million in fund balance drawdown. The General Fund balance at June 30, 2021 was \$29.64 million of which \$27.00 million is unassigned. The projected General Fund ending balance on June 30, 2022 is approximately \$22.50 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,

Kevin J. Moynihan
First Selectman

Town of New Canaan

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

Board of Finance **Budget Guidance for Fiscal Year 2022-2023**

November 2021

Introduction:

The Board of Finance's responsibility under the Charter-mandated budget review and recommendation process is to ensure that proposed expenditures on services, activities, and infrastructure are appropriately reviewed, adequately funded, and delivered in a fiscally responsible manner.

New Canaan's response to the COVID-19 pandemic starting in March 2020, has placed additional management and financial demands on the Town and School Administrations, introduced additional uncertainties into the budgeting process, and made crafting Budget Guidance for FY 2022-23 more challenging than past efforts.

As in the past, the Budget Guidelines' objectives are designed to:

- Provide the financial resources needed to maintain New Canaan's quality of life for its residents including: town services, emergency responders, recreational amenities, and continuing to fund a leading public school district.
- Fully fund current period pension and OPEB obligations.
- Maintain an adequate General Fund balance as insurance against the unforeseen and to support our bond rating and access to capital markets.
- Evaluate capital asset needs and prudently recommend needed bond or other indebtedness issuance subject to the existing BOF Debt Management Guidelines.
- Hold the resulting growth in the "Amount to Be Raised from Taxation" and subsequent Mill Rate assessment to as modest a level as consistent with these objectives.

We have sought input from various stakeholders including: Town Administration, Town Finance Department, and the Assessor's Office; as well as members of the Town Council's finance sub-committee.

*Based on those interactions, we recommend that the **Town's Operating Budget** for FY 2022-23 targets a growth of 2% above FY 2021-22 and the Board of Education's budget target 3%. Town Departments should use these guidelines to craft their budget requests.*

Furthermore, as was the case for the FY 2021-22 budget, the impact of Covid continues to create uncertainty with regard to several key budget factors including:

- The continued decline of Parking fee revenues due to 'work from home' with many Connecticut and New York businesses.
- Level of funding required for pension and OPEB obligations with Market uncertainty.

- The fluctuation of interest rates, and the risk of rising interest rates as inflation emerges, economic growth continues, and substantial Federal economic stimulus drives increased economic spending. This will push rates off historic lows. The Town has taken advantage of these low rates in recent year. We may face higher rates and interest expense for future capital projects.
- Potential positive revenue offsets with increased conveyance fees due to a strong real estate market. New Canaan continues to be an attractive destination.

We will continue to update the Board as we continue to develop these Guidelines and recommendations.

Todd Lavieri, Michael Chen, Chris LeBris

Municipal Officials

<u>Board of Selectmen</u>	<u>Term Expires November</u>
Kevin J. Moynihan, First Selectman.....	2023
Kathleen Corbet.....	2023
Nick Williams.....	2023
<u>Town Council</u>	
Kevin J. Moynihan, First Selectman, ex officio.....	2023
Stephen Karl, Chairman.....	2021
Penelope L. Young, Vice Chairman and Secretary.....	2025
Mark E. Grzymiski, Vice Chairman.....	2023
Cristina Aquirre-Ross.....	2023
Robin Bates-Mason.....	2023
Rita Bettino.....	2025
Tom Butterworth.....	2025
Luke J. Kaufman.....	2025
Michael Mauro.....	2023
Maria Naughton.....	2023
Kimberly Norton.....	2025
Hilary Ormond.....	2025
<u>Board of Finance</u>	
Kevin J. Moynihan, First Selectman, ex officio.....	2023
Todd Laveri, Chairman	2025
Judy A. Neville, Secretary.....	2023
Victor Alvarez.....	2022
Neil Budnick.....	2024
Amy Murphy Carroll	2022
Michael Chen.....	2023
Christian Le Bris.....	2024
Thomas Schulte.....	2025
Colm Dobbyn (Alternate).....	2023
Robert Hamill (Alternate).....	2023
Maria Weingarten (Alternate).....	2023
<u>Town Officials</u>	
Claudia A. Weber, Town Clerk.....	2024
Andrew Brooks, Town Treasurer.....	2023
<u>Employees</u>	
Anne Kelly-Lenz, Chief Financial Officer.....	Employee
Tucker Murphy, Administrative Officer.....	Employee
Diane Wilson, Controller.....	Employee
Dr. Bryan Luizzi, Superintendent of Schools.....	Employee

I. INTRODUCTION

On May 10 2022 the Board of Finance took the final action on the FY23 budget by setting the mill rate and determining the fund balance draw down. This followed the April 5, 2022 meeting of the Town Council where they approved a Total Expenditure Budget of \$161.58 million for FY22-23, representing a 4.58% increase over the current fiscal year's Expenditure Budget of \$154.51 million. The Total Expenditure Budget includes Board of Education operating expenses of \$99.05 million (up 7.35%). In addition to these Board of Education expenses, the budget also includes \$9.16 million of other Board of Education expenses paid by the Town. Town department operational expenses were \$30.90 million (up 5.46%). Other budget items include a combined Town and Board of Education debt service of \$18.34 million (up 4.09%) and tax-funded capital projects of \$0.23 million (down 86.57%). To fund this budget, the amount to be raised from taxation is \$144.24 (up 2.89%).

Revenue Category	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 ADOPTED	FY 21-22 REVISED	FY 22-23 ADOPTED	FY 22-23 ADOPTED VARIANCE	
Tax Collections	141,046,818	140,656,988	140,481,791	140,481,791	144,539,893	4,058,102	2.89%
Conveyance Fees	1,127,795	2,852,256	1,100,000	1,100,000	2,000,000	900,000	81.82%
State Aid						-	
<i>BOE Excess Grants</i>	957,213	1,043,238	957,213	957,213	1,096,032	138,819	14.50%
<i>Education Cost Sharing</i>	369,019	394,616	377,366	377,366	407,264	29,898	7.92%
<i>Other State Aid</i>	240,353	97,523	94,009	94,009	215,537	121,528	129.27%
<i>COVID Relief</i>	495	472,977	-	-	-	-	0.00%
Parking Permits & Fees	622,511	966,039	830,000	830,000	850,000	20,000	2.41%
Building Permits	610,110	315,464	1,126,000	1,126,000	890,000	(236,000)	-20.96%
Net Investment Interest	1,122,602	106,419	850,000	850,000	500,000	(350,000)	-41.18%
Other Classes & Programs	474,853	379,439	499,590	499,590	580,000	80,410	16.10%
Transfer Station Tipping Fees	370,369	438,715	425,000	425,000	425,000	-	0.00%
All Other Revenue	2,000,439	2,174,792	2,508,550	2,508,550	4,580,269	2,071,719	82.59%
Total Revenues	148,942,578	149,898,465	149,249,519	149,249,519	156,083,995	6,834,476	4.58%

Functional Area	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 ADOPTED	FY 21-22 REVISED	FY 22-23 ADOPTED	FY 22-23 ADOPTED VARIANCE	
Board of Education	89,356,132	91,834,801	92,274,068	92,274,068	99,052,999	6,778,931	7.35%
<i>BOE Special Appropriation</i>	400,000	1,543,091	-	-	-	-	
Debt Service	16,610,305	16,922,856	17,617,237	17,617,237	18,338,580	721,343	4.09%
General Government	13,447,500	15,271,782	14,264,778	14,308,789	13,765,306	(499,472)	-3.50%
Public Safety	12,277,315	12,218,941	12,341,684	12,548,878	13,085,593	743,909	6.03%
Public Works	8,894,067	9,505,622	9,578,997	9,912,129	10,224,174	645,177	6.74%
Library	2,320,250	2,378,072	2,425,634	2,425,634	2,562,818	137,184	5.66%
Tax Supported Capital	1,489,828	2,225,212	1,726,862	1,726,862	232,000	(1,494,862)	-86.57%
Culture and Recreation	1,810,684	1,629,387	1,994,591	2,004,636	2,221,249	226,658	11.36%
Health & Welfare	582,593	1,089,111	1,122,172	1,132,729	1,181,435	59,263	5.28%
Transfers to Other Funds (Non	54,770	39,531	5,300	5,300	-	(5,300)	-100.00%
All Other	605,849	661,676	1,158,197	571,904	919,841	(238,356)	-20.58%
Total Expenditures	147,849,293	155,320,082	154,509,519	154,528,166	161,583,995	7,074,476	4.58%

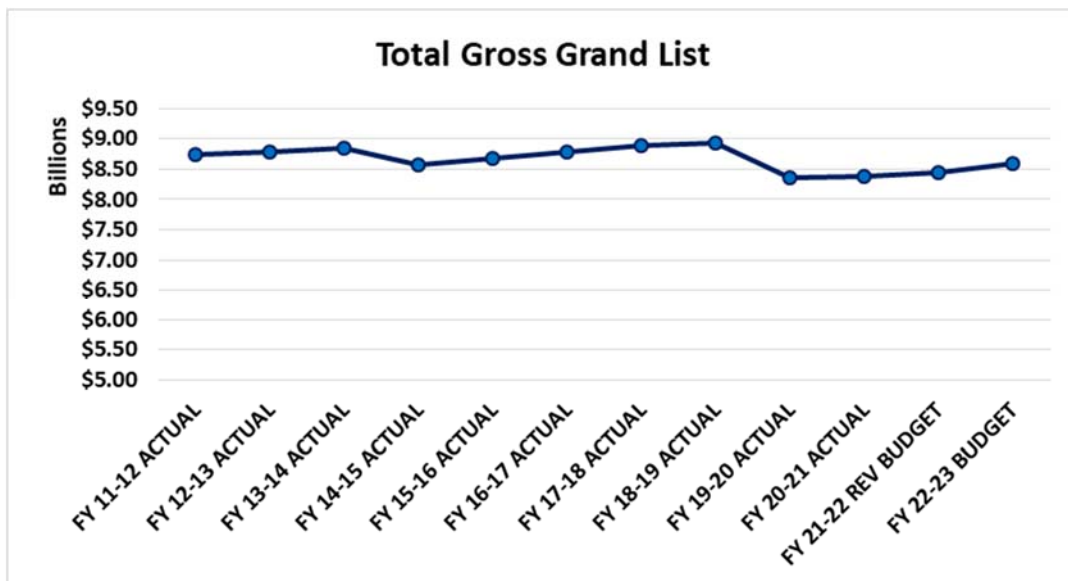


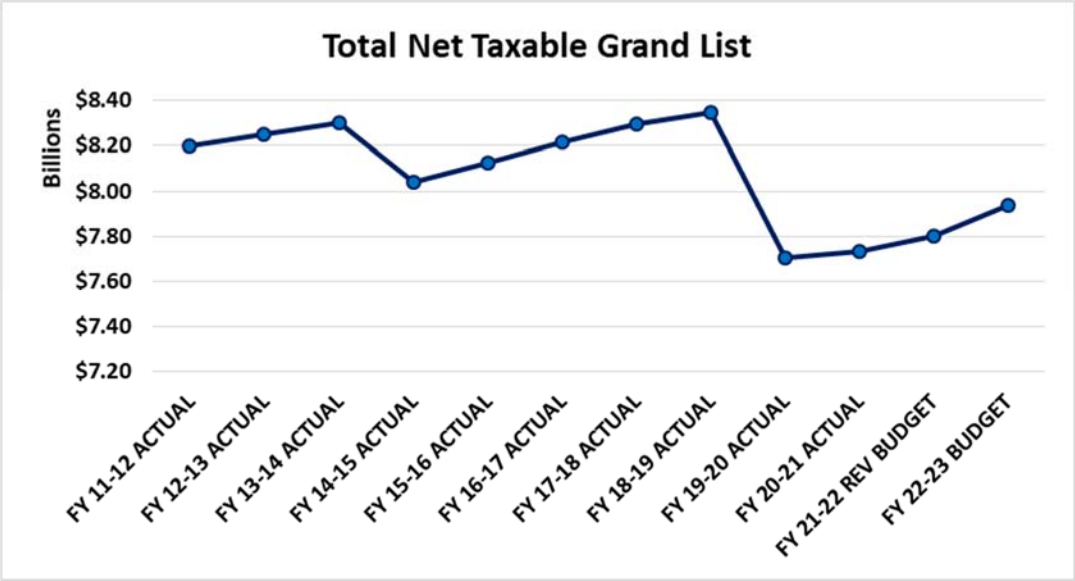
II. BUDGETED REVENUES & SIGNIFICANT VARIANCES

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 a 3.1% and 7.6% respective declines largely driven by residential property values. Below are some 2021 Grand List highlights:

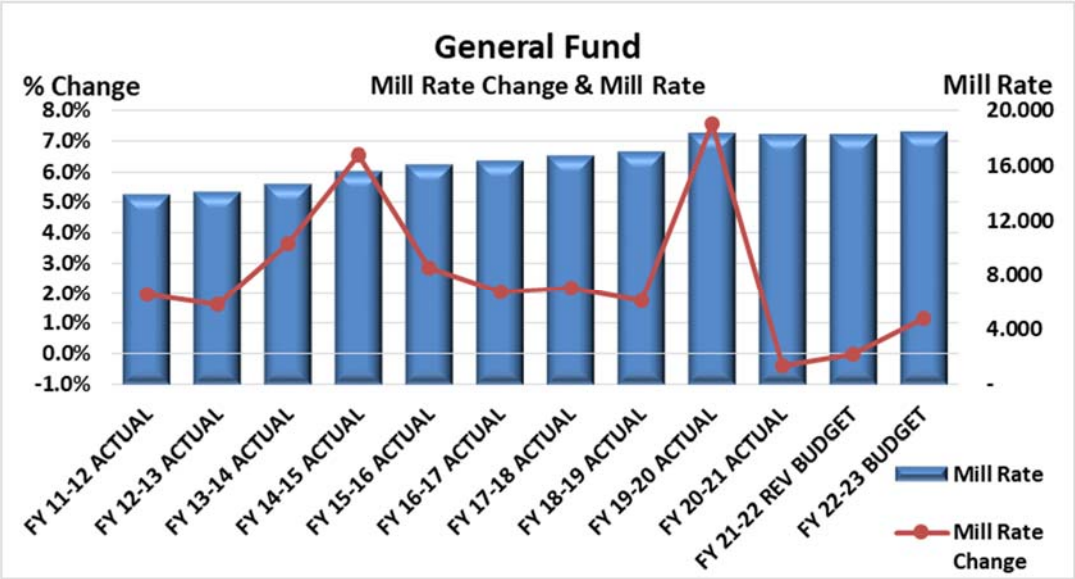
- Residential properties represent 87.2% of the gross total Grand List. It remains the main driver of Grand List trends. Residential property values increased 9.6%.
- Commercial properties represent 4.7% of the gross total Grand List. Commercial property values increased 3.0%.
- Vacant lands represent 1.0% of the gross Grand List. Vacant land values decreased 0.5%.
- Apartments and condos represent .07% of the gross Grand List. Apartments and condos values decreased 37.6%.
- Use assessment refers to property classified as forest land by Connecticut Public Act 490.
- Motor vehicle values represent 4.0% of the gross Grand List. Motor vehicle values increased 24.3%.





Mill Rate

The Mill Rate combined with the Grand List determines how much tax revenue is collected by the Town. The 2021 Net Taxable Grand List grew 1.75%. The FY22-23 Mill Rate of 18.372 is an increase of 1.14% over last year. The increase in mill rate is a function of the modest growth of the Grand List, an increase in overall budgeted expenses and the \$5.50 million budgeted fund balance draw down.

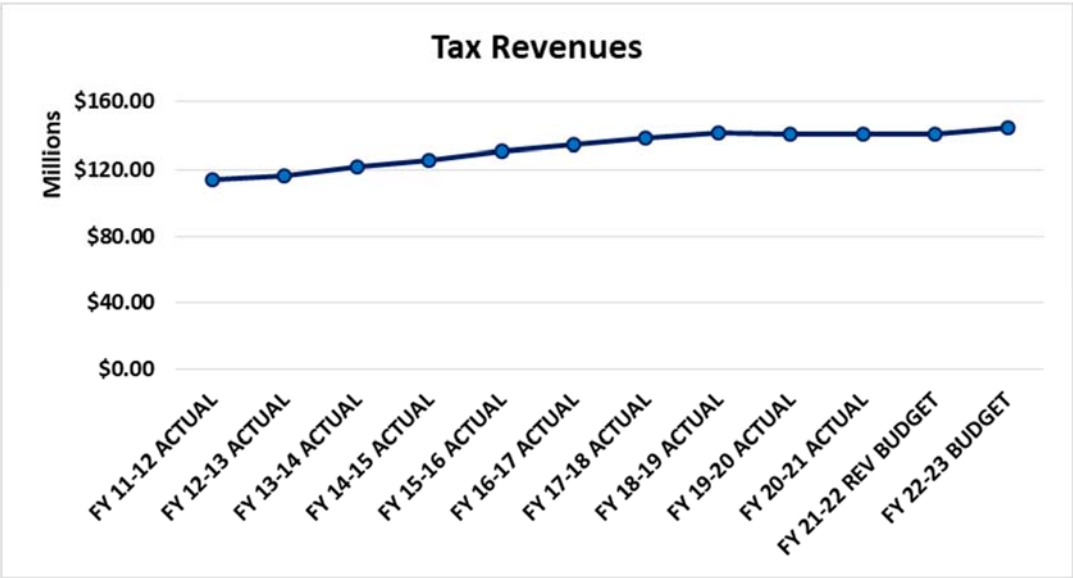


Total Revenues

The Town of New Canaan collects revenues from a variety of sources. For the General Fund, 92.41% 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 \$156.08 million budgeted revenues for FY22-23 are

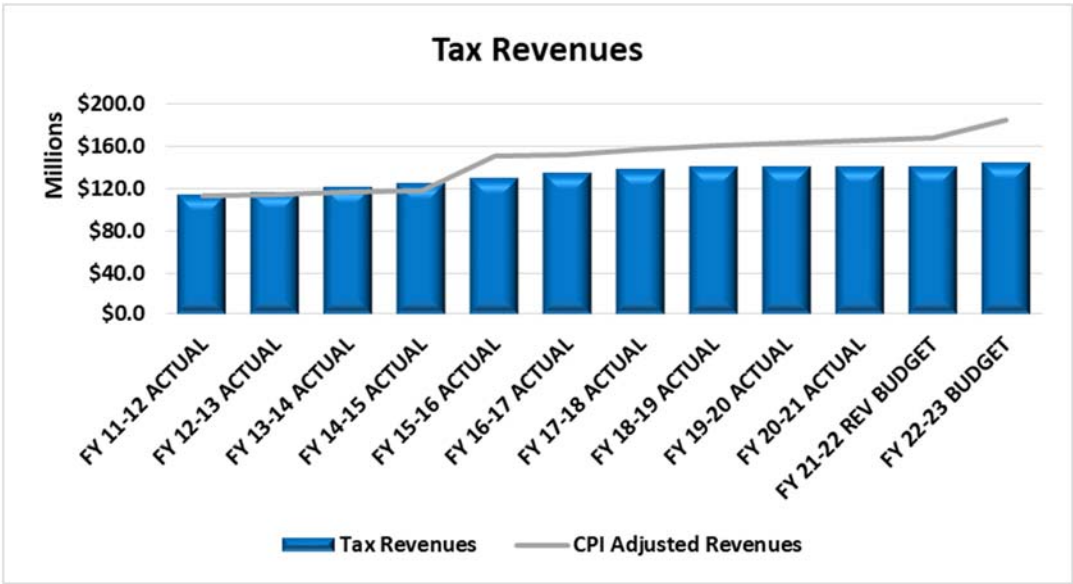


4.58% more than FY21-22 revenues of \$149.25 million. The increased budgeted revenue is a result of the approved FY22-23 expenditure budget’s increase compared to FY21-22 and a \$5.5 million budgeted fund balance drawn down. All other revenue assumptions are based on historical trends and State grant revenues.



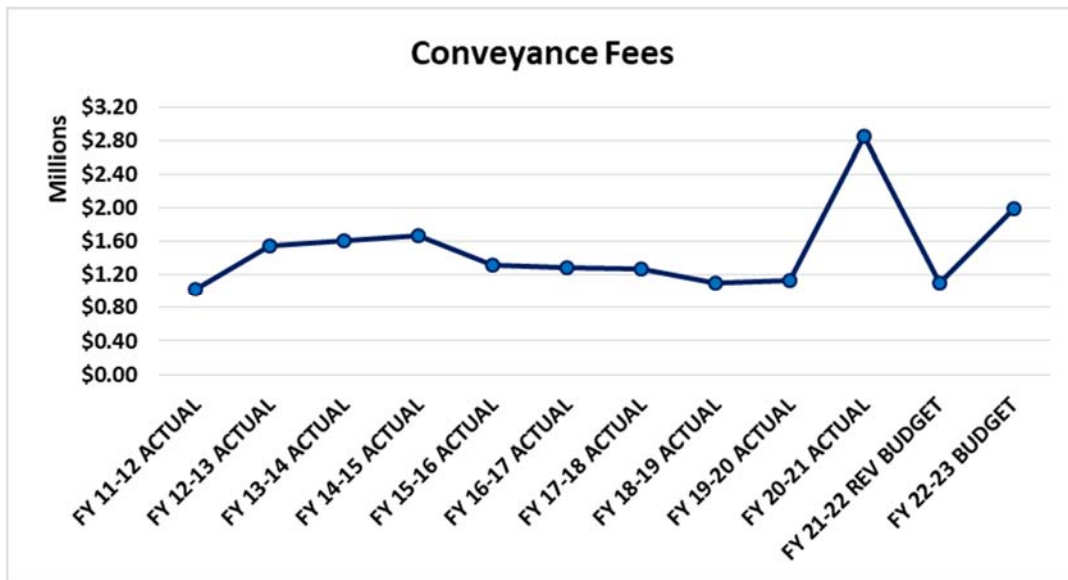
Tax Revenue

Tax revenues account for 92.41% of total revenues. Tax revenues are a function of the Grand List and the Mill Rate. The \$144.24 million budgeted tax revenues for FY22-23 are 2.89% more than FY21-22 tax revenues of \$140.18 million. As stated above, the increased budgeted revenue is a result of the approved FY22-23 expenditure budget’s increase, growth of the Grand List and budgeted fund balance draw down. The FY22-23 budgeted tax collection rate is 98.5%.



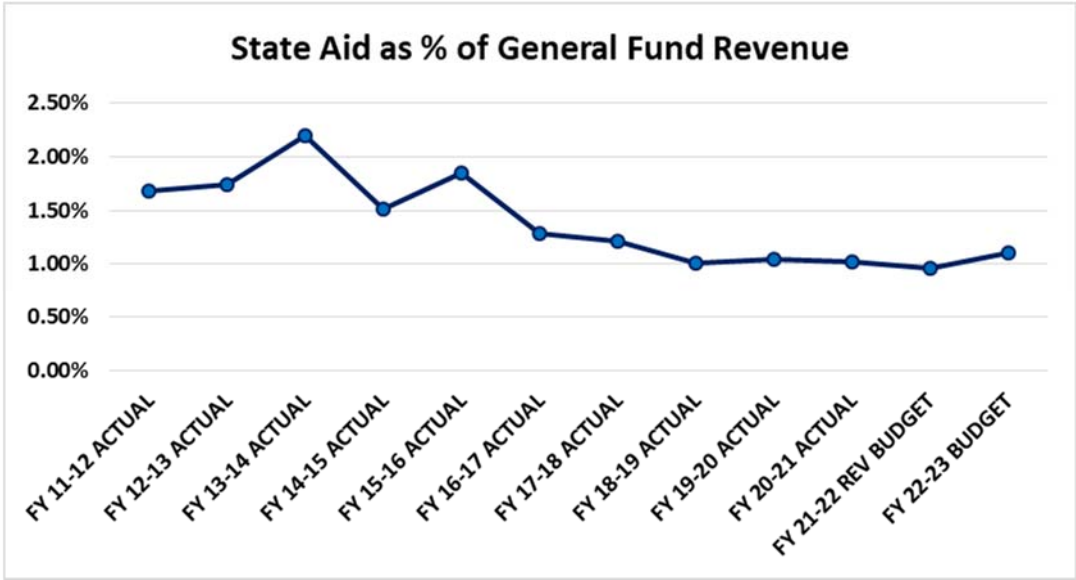
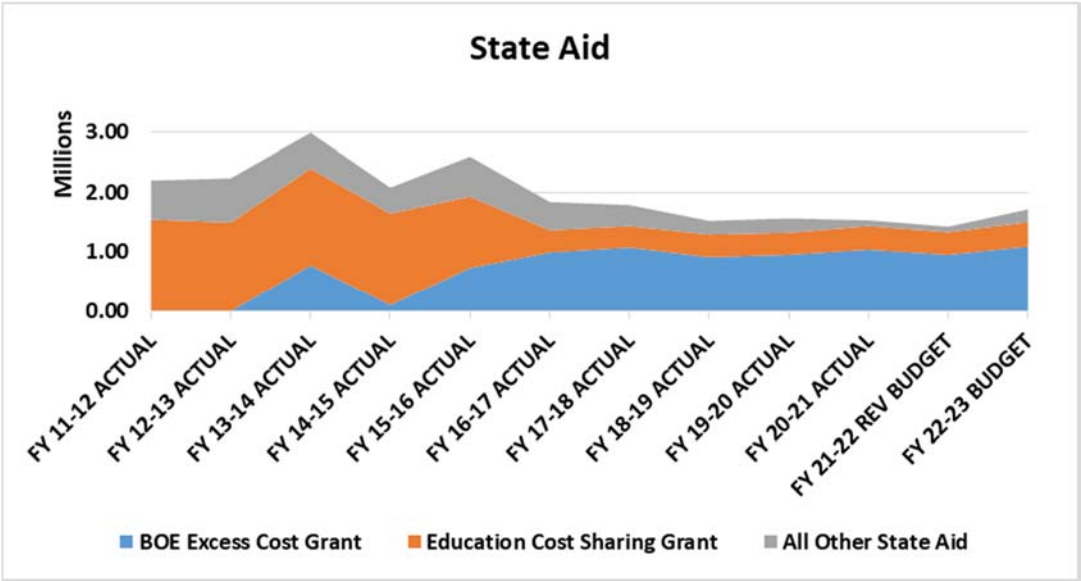
Conveyance Fees

In 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 \$2.00 million budgeted Conveyance Fee revenues for FY22-23 are 81.82% more than the FY21-22 revised revenues of \$1.10 million. The increased budgeted revenue is a result of projecting additional property exchanges as the local real estate market continues to rebound.



State Aid

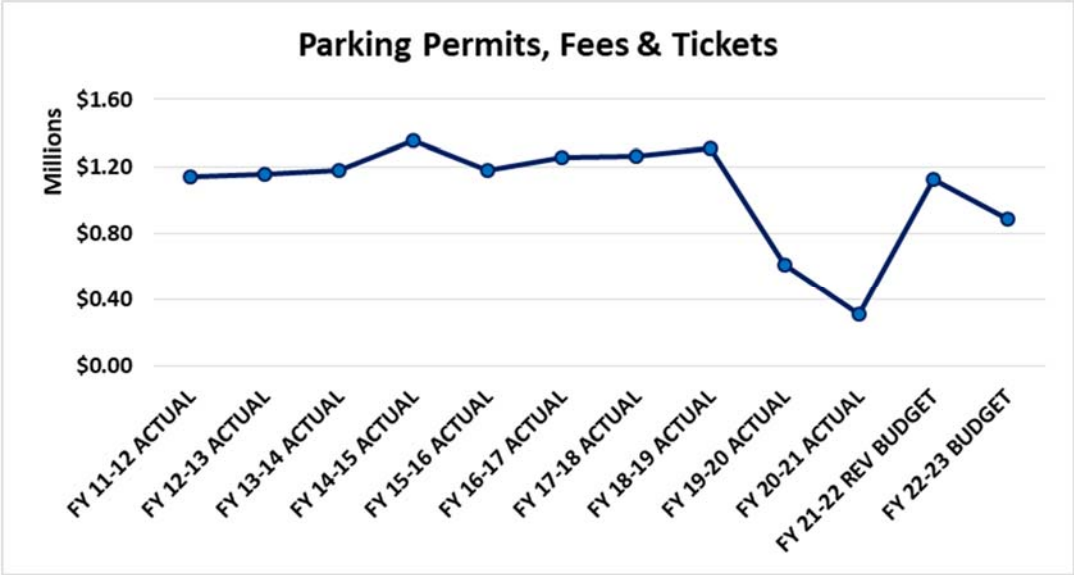
The Special Education Excess Cost Grants and the Education Cost Sharing Grant make up 97.06% of total anticipated State Aid. During FY 14-15 these two education grants peaked at \$2.3 million, however in FY22-23 they totaled \$1.50 million. The Education Cost Sharing (ECS) grants are being phased out by the State of Connecticut. In the FY22-23 Budget, State Aid accounts for 1.1% of all revenues compared to 2.0% peak in FY 08-09. The \$1.72 million budgeted State Aid revenues for FY22-23 are 20.32% more than the FY21-22 revenues of \$1.43 million.



Parking Permits & Fees

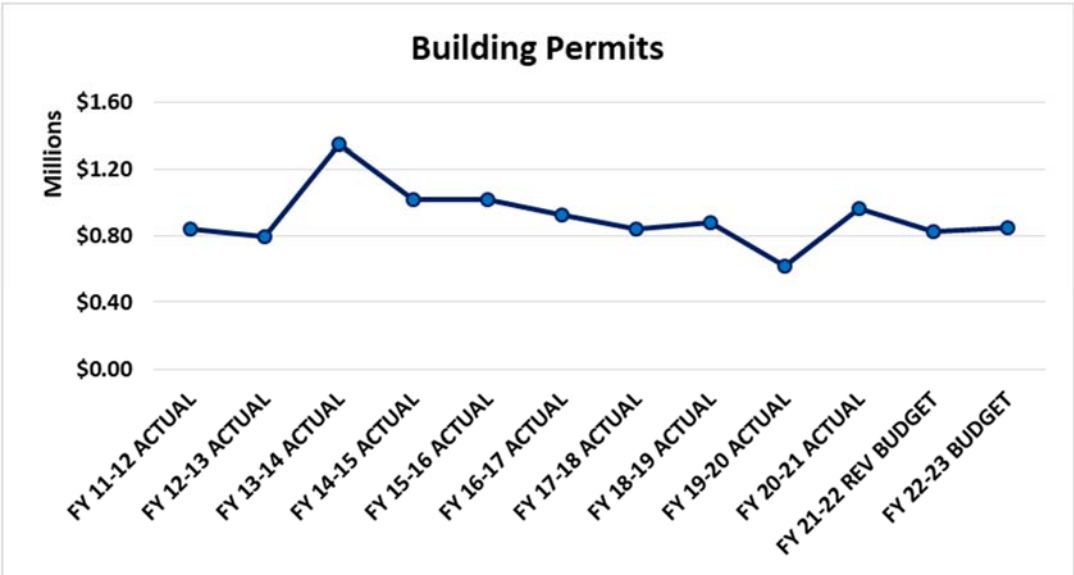
Parking Permits & Fees are associated with the following: permits, tickets, meters, day passes, and other parking fees. This revenue does not include railroad station parking, which is accounted for in the Railroad Fund. The \$0.89 million budgeted Parking Fees for FY22-23 are 20.96% less than FY21-22 revenues of \$1.13 million. The decreased budgeted revenue is as a result of reduced revenue in commuter parking as more employees to continue to work from home and therefore 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 project 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 FY22-23 is an increase of 2.41% compared to FY21-22 budgeted revenue.

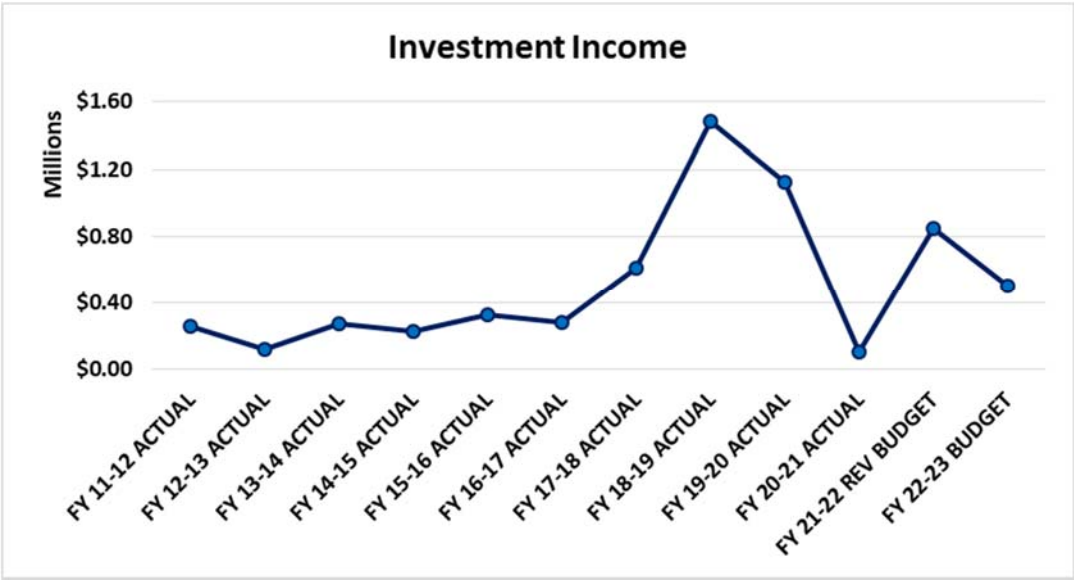


Investment Income

Investment income accounts for revenues generated from the investment of idle Town funds. Following the economic downturn, investment income declined. The replenishment of cash to increase the amount of reserves

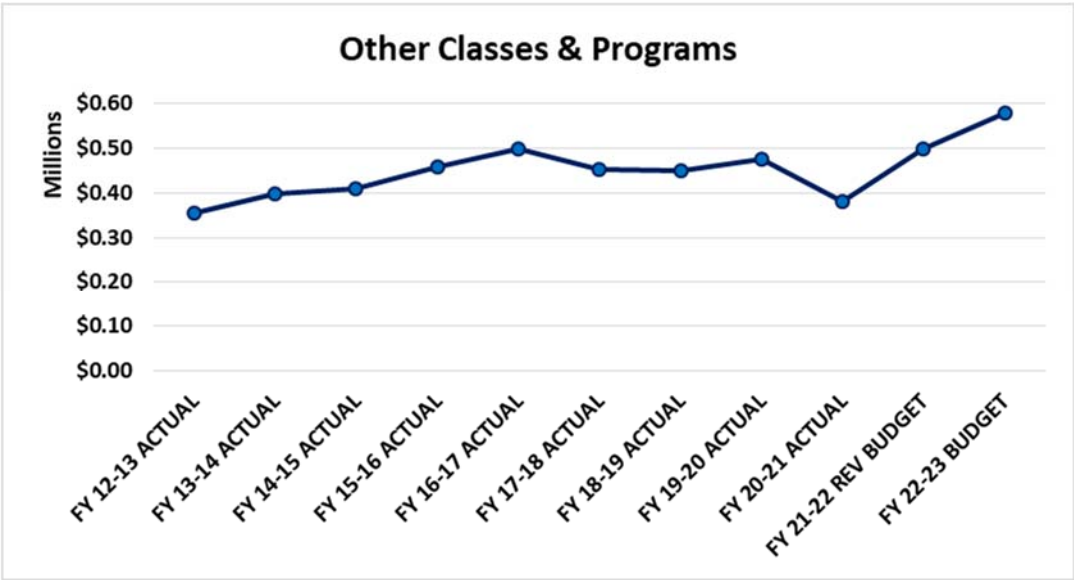


to be invested by issuing bonds for completed projects and potential growth in interest rates could potentially increase future higher investment incomes. The \$0.50 million budgeted Investment Income revenues for FY22-23 are 41.18% lower than FY21-22 revised revenues of \$0.85 million.



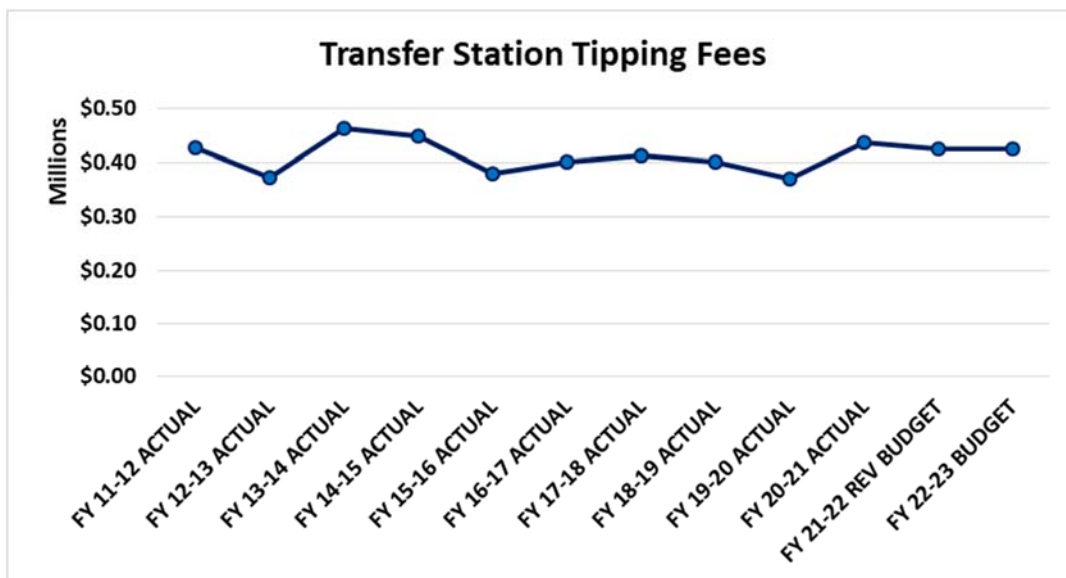
Other Classes & Programs

Other Classes & Programs are associated with fees paid by residents making use of various programs and classes offered by the Town of New Canaan Recreation Department. The \$0.58 million budgeted Other Classes & Programs revenues for FY22-23 are 16.1% higher than the \$0.50 million in FY21-22.

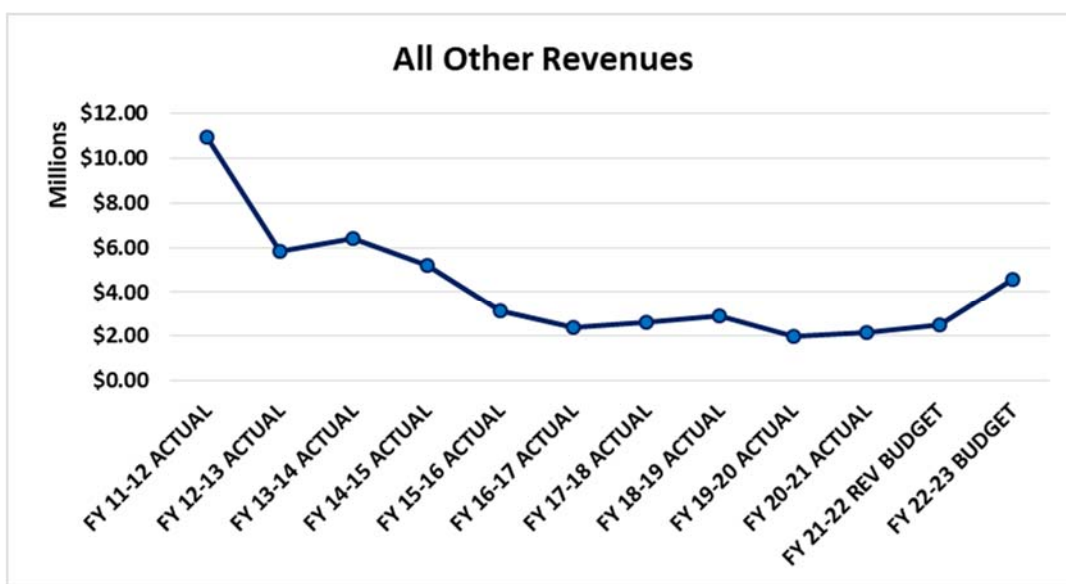


Transfer Station Tipping Fees

Transfer Station Tipping Fees are paid by users of the transfer station for the disposal of waste. The \$0.43 million budgeted Transfer Station Tipping Fees revenues for FY22-23 flat versus the FY21-22 budget.

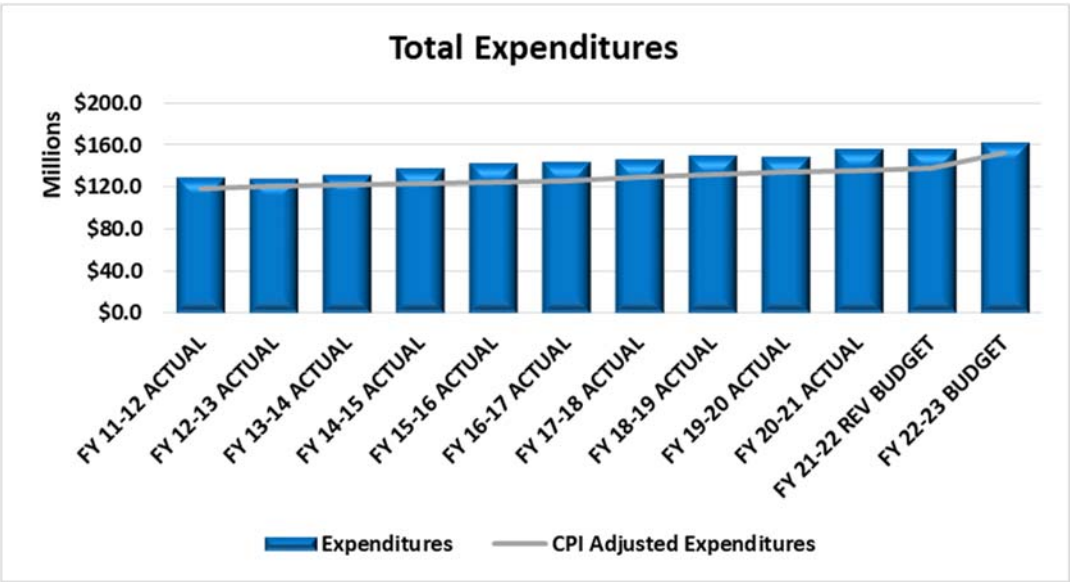
**All Other Revenue**

The majority of All Other Revenues are miscellaneous reimbursement and fees paid for a variety of Town services. The increase in FY 11-12 is the result of the State contributing \$7,364,217 into the Teacher's Pension Plan on behalf of the Town. That amount was a pass through and recorded as both revenue and expenditure in the General Fund. The \$2.39 million All Other Revenues budget for FY22-23 is 4.11% greater than the FY21-22 revenues of \$2.29 million. The Town will be transferring \$0.35 million from the Police Extra Duty Fund into the General Fund and also transferring \$2.44 million from bond premium reserves to the General Fund.



III. BUDGETED EXPENDITURES & SIGNIFICANT VARIANCES

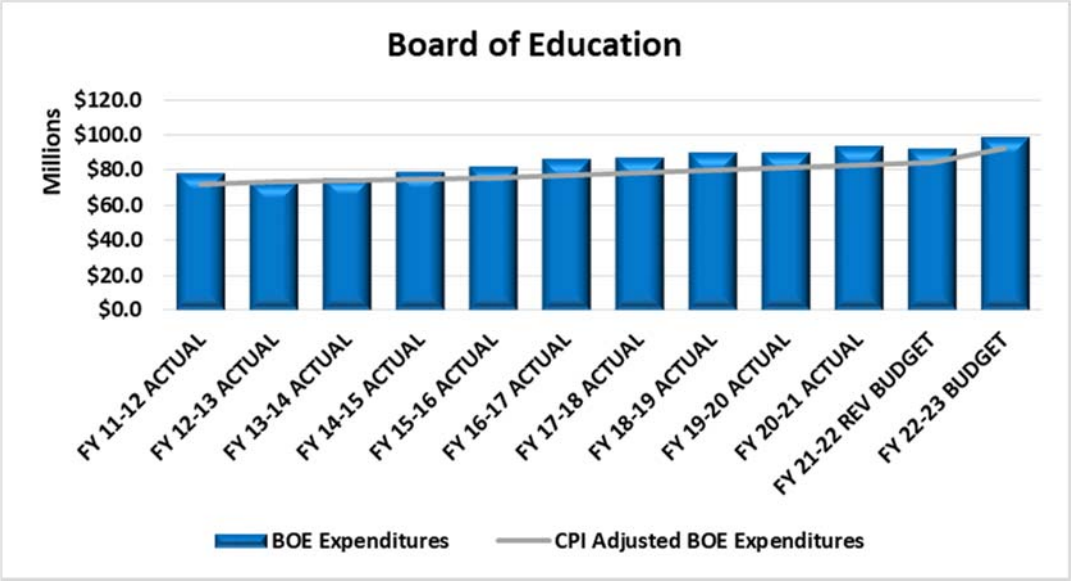
The Town of New Canaan Expenditure Budget is used to support a variety of services. These expenses can be categorized by functional areas. For the General Fund, the Board of Education accounts for approximately 61.30% of total expenditures. The Town Council approved a Total Expenditure Budget of \$161.58 million for FY22-23, representing an increase of 4.58% over the current fiscal year’s approved budget of \$154.51 million.



Board of Education

The Board of Education accounts for 61.30% of FY22-23 General Fund expenses, with wages and employee benefits accounting for 82.20% of these expenses. The Total Expenditure Budget includes Board of Education operating expenses of \$99.05 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 \$9.16 million of other Board of Education expenses paid by the Town.

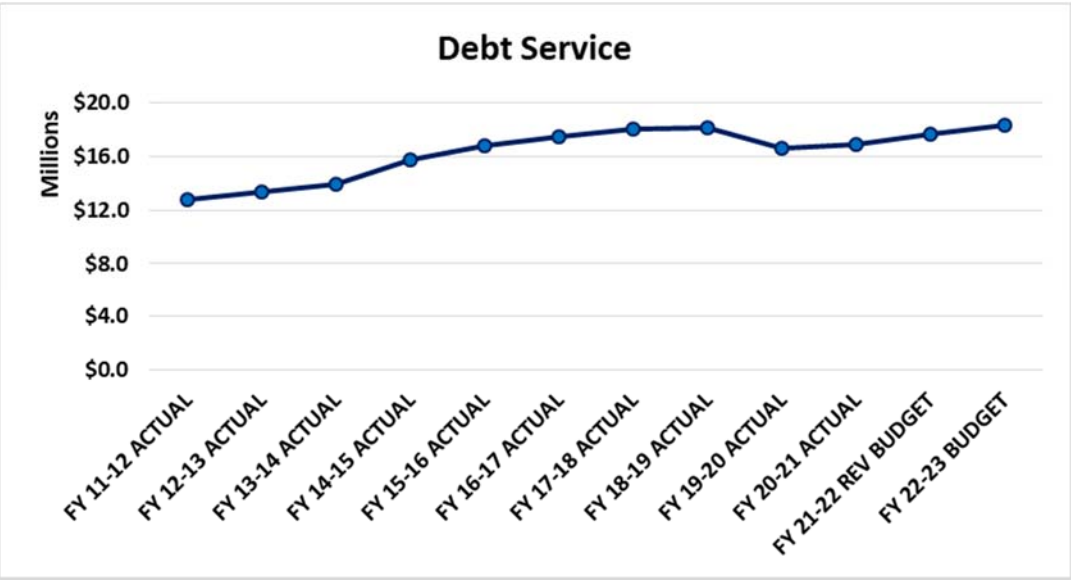


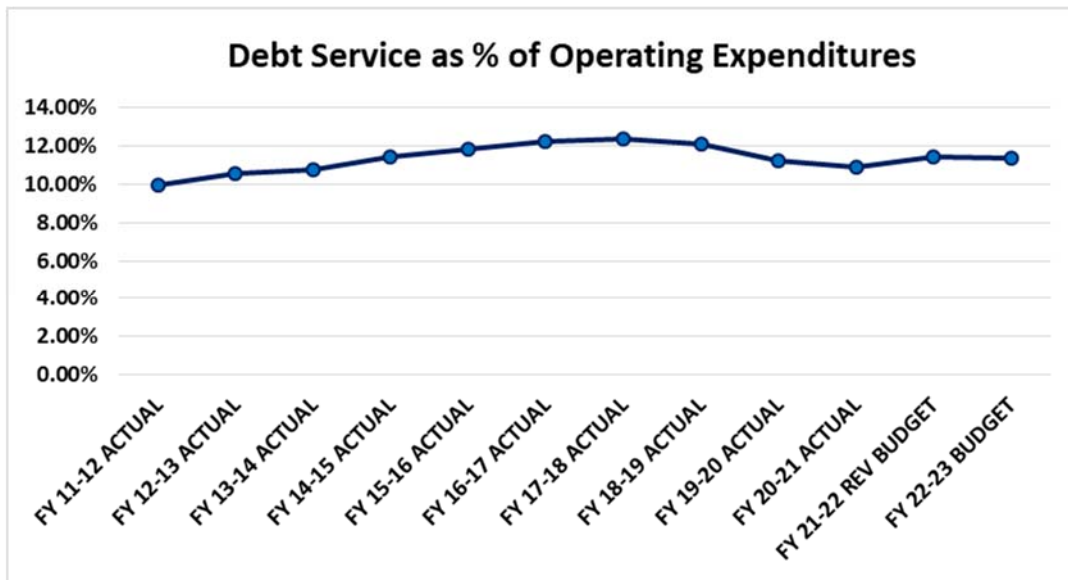


Debt Service

Debt Service accounts for 11.35% of FY22-23 General Fund expenses. The Board of Finance recently 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 it would take to finance projects included in the plan as requested. The plan is reviewed annually and projects are reviewed and approved individually each fiscal year.

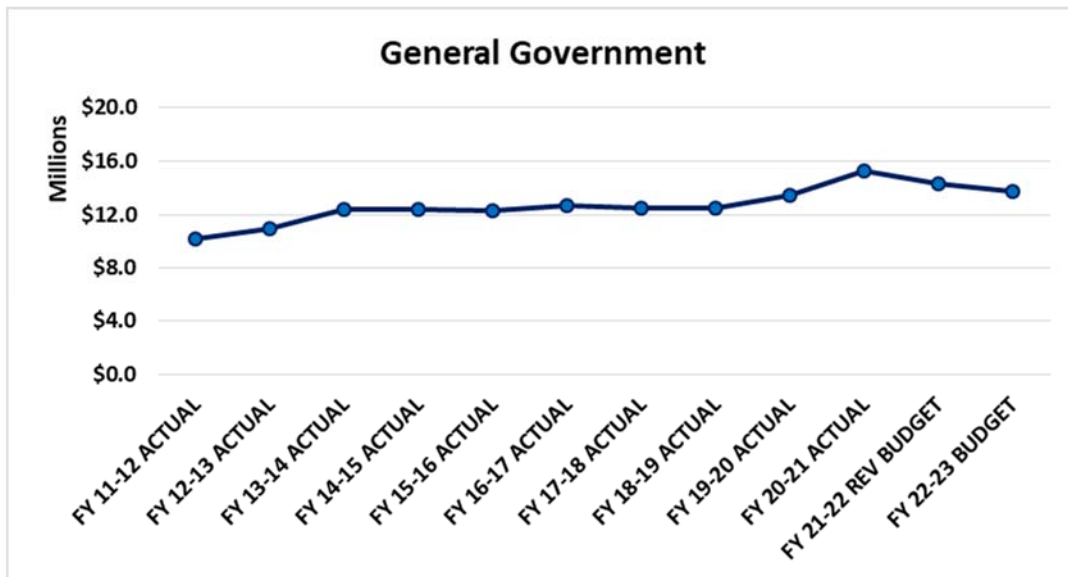
The \$18.34 million FY22-23 budgeted expenses for Debt Service represent a 4.09% increase over the FY21-22 adopted budget of \$17.62 million.





General Government

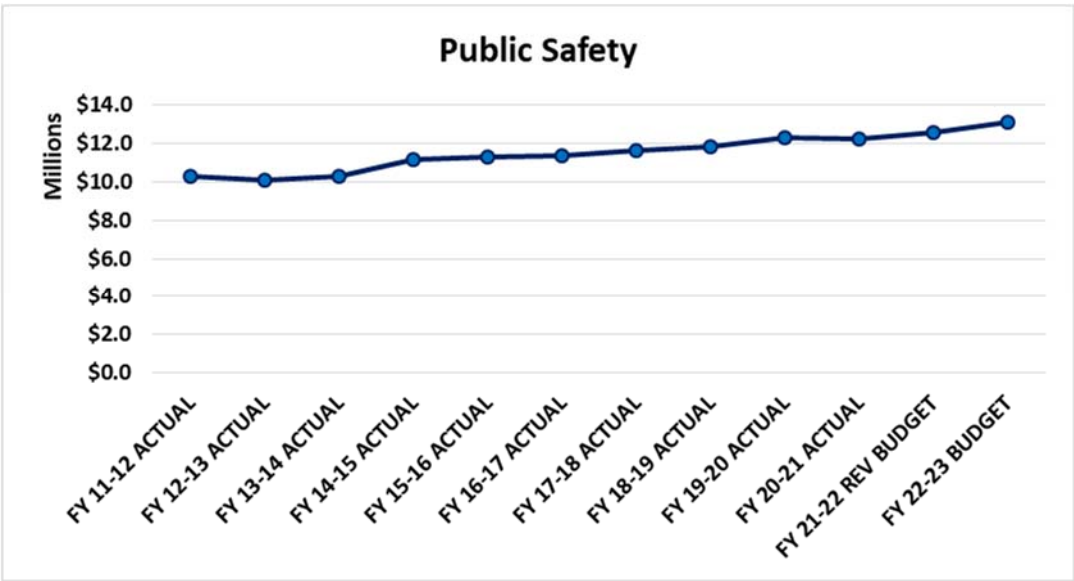
General Government encompasses the general purpose functions of the Town and accounts for 8.52% of FY22-23 General Fund expenses. The major drivers of General Government expenses are wages and employee benefits. The \$13.77 million budgeted expenses for the General Government represent a 3.50% decrease over the FY21-22 budget of \$14.26 million.



Public Safety

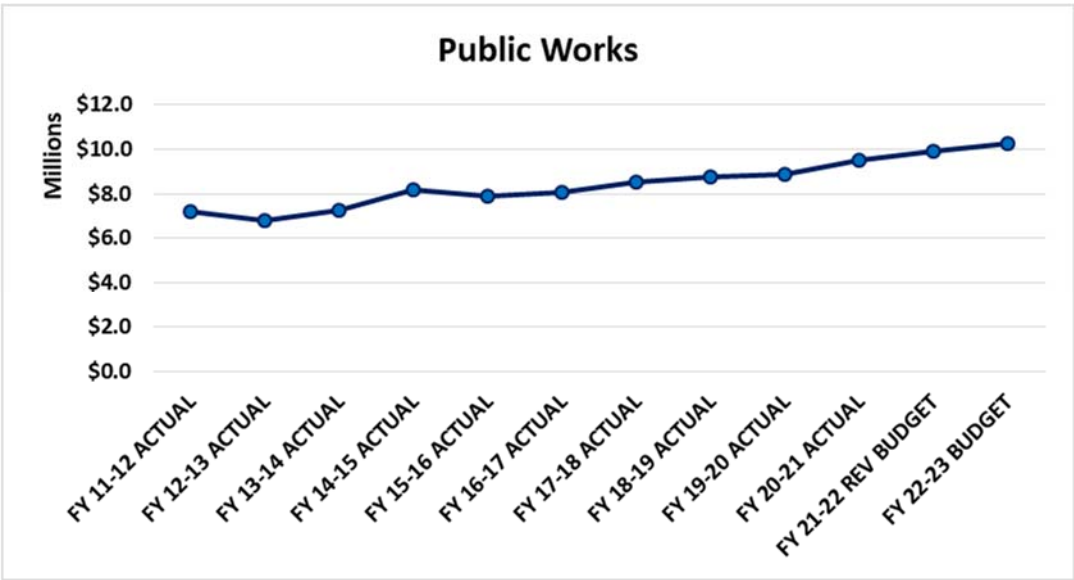
Public Safety includes Police, Fire, Ambulance Corps, Emergency Management, and Land Use and accounts for 8.10% of General Fund expenses. The major drivers of expenses are wages and employee benefits. The Police Department accounts for 52.42% of all public safety expenses. The \$13.09 million budgeted expenses for Public

Safety represent a 6.03% increase over the FY21-22 budget of \$12.34 million and primarily funds negotiated union wage contracts which account for 81.62% of Public Safety expenses.



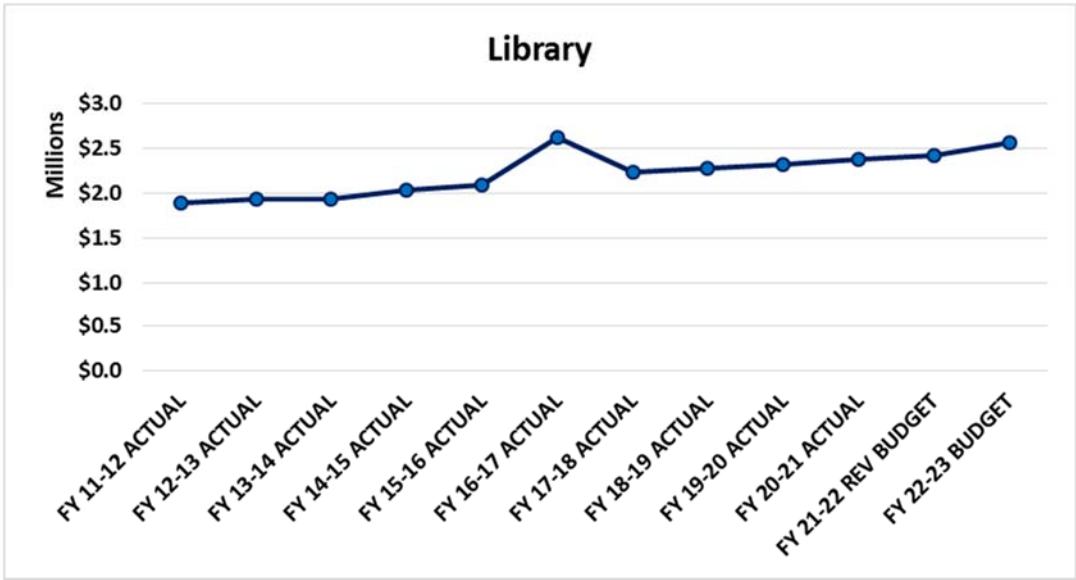
Public Works

Public Works accounts for 6.33% 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 \$10.22 million budgeted expenses for Public Works represent a 6.74% increase over the FY21-22 budget of \$9.58 million. Among the drivers for the increase are various contractual increases including building services, garbage hauling, grass treatment and addition of a part-time Park staffing.



Library

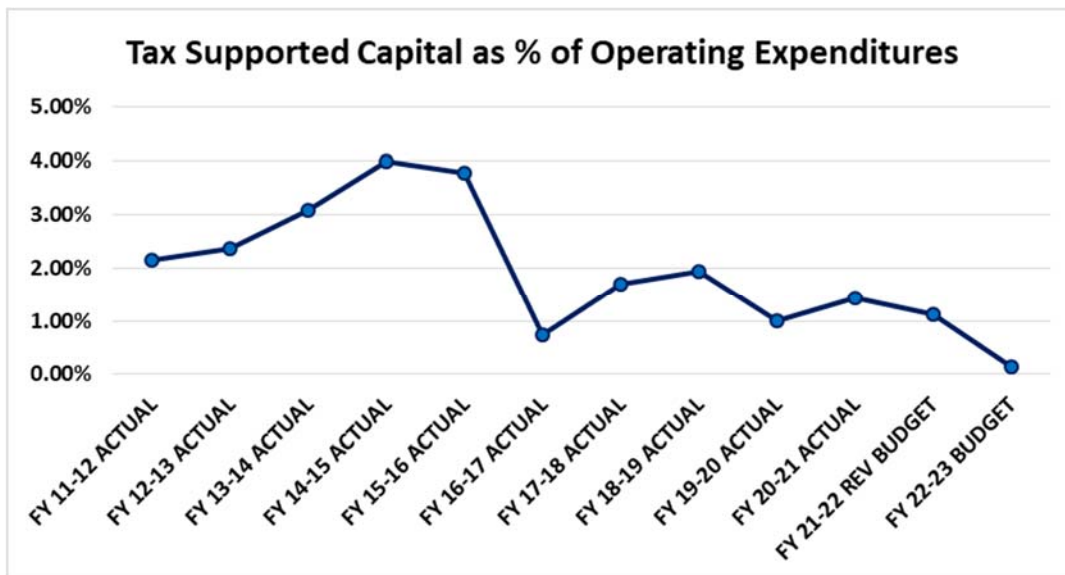
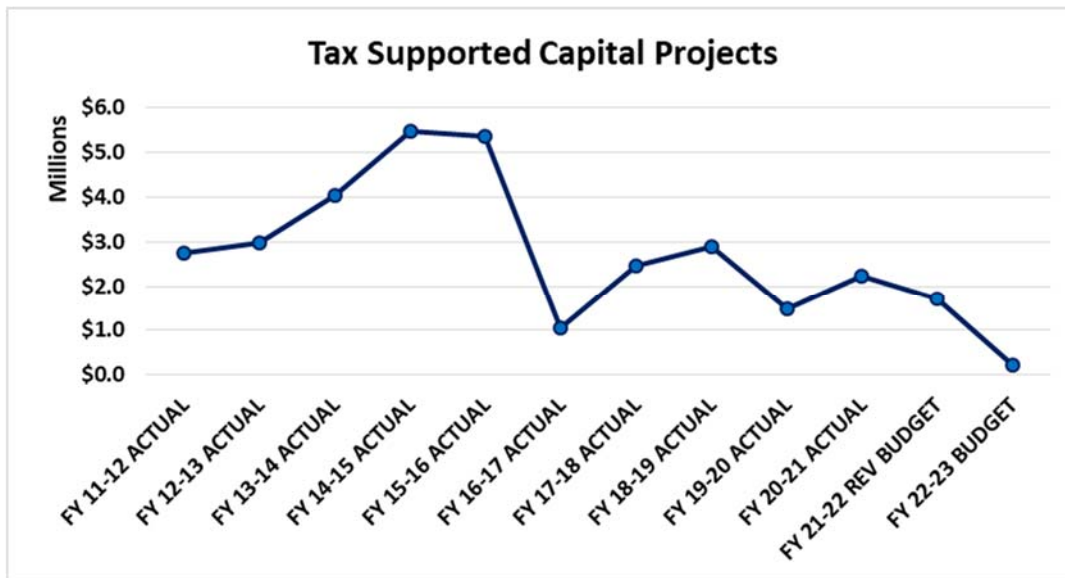
The Town of New Canaan provides approximately 75% of the operating budget for the New Canaan Library. The remaining 25% and all building and grounds expenses are generated by the Library’s development efforts and fundraising activities. The \$2.56 million budgeted contribution to expenses for the Library represent a 5.66% increase over the FY21-22 budget of \$2.43 million.



Tax Supported Capital Projects

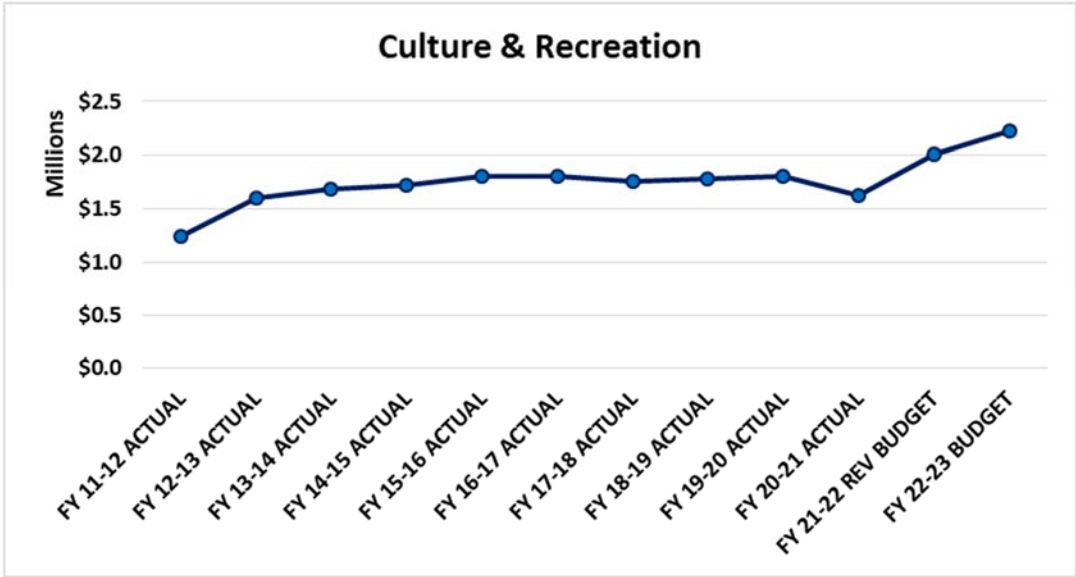
Rather than borrow to fund all capital projects, the Town of New Canaan funds certain projects on a pay as you go basis. This involves paying for capital projects without borrowed money, but by taxing to support projects. Tax Supported Capital accounts for 0.14% of General Fund expenses. The \$0.23 million budgeted expenses for Tax Supported Capital represent an 86.6% decrease over the FY21-22 budget of \$1.73 million. This decrease is largely driven by utilization of Bond Premium to offset the cost of the vast majority of otherwise tax supported capital projects. The FY22-23 budget includes funding all remaining projects less than \$50,000 on a pay as you basis.





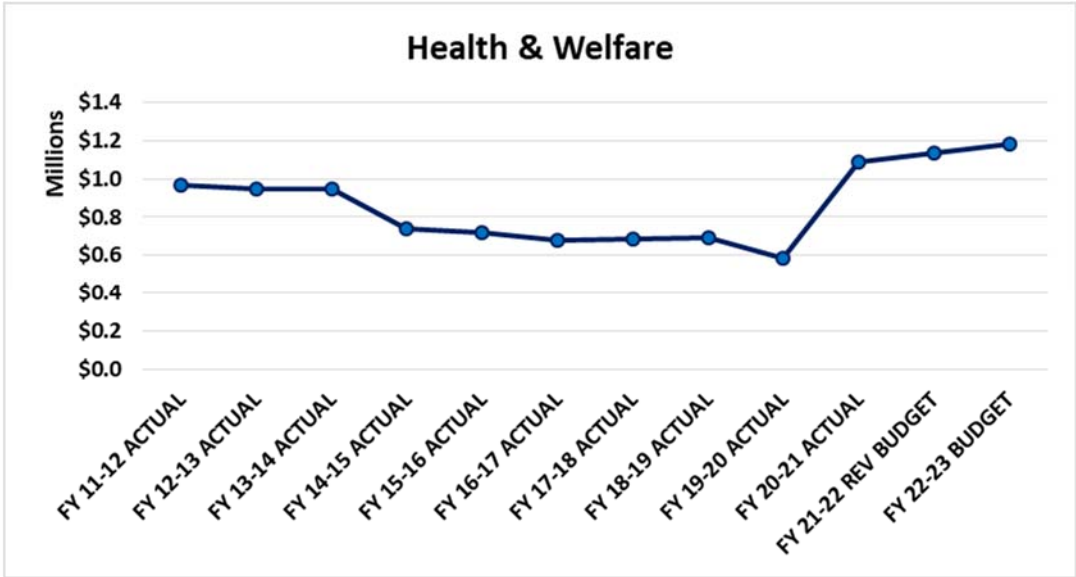
Culture & Recreation

Culture and Recreation accounts for 1.37% of General Fund expenses, with wages and employee benefits accounting for a majority of these expenses. The \$2.22 million budgeted expenses for Culture & Recreation is 11.36% more than the FY21-22 budget for \$1.99 million. The increase is driven by wages which account for 58.34% of culture and recreation expenses.



Health & Welfare

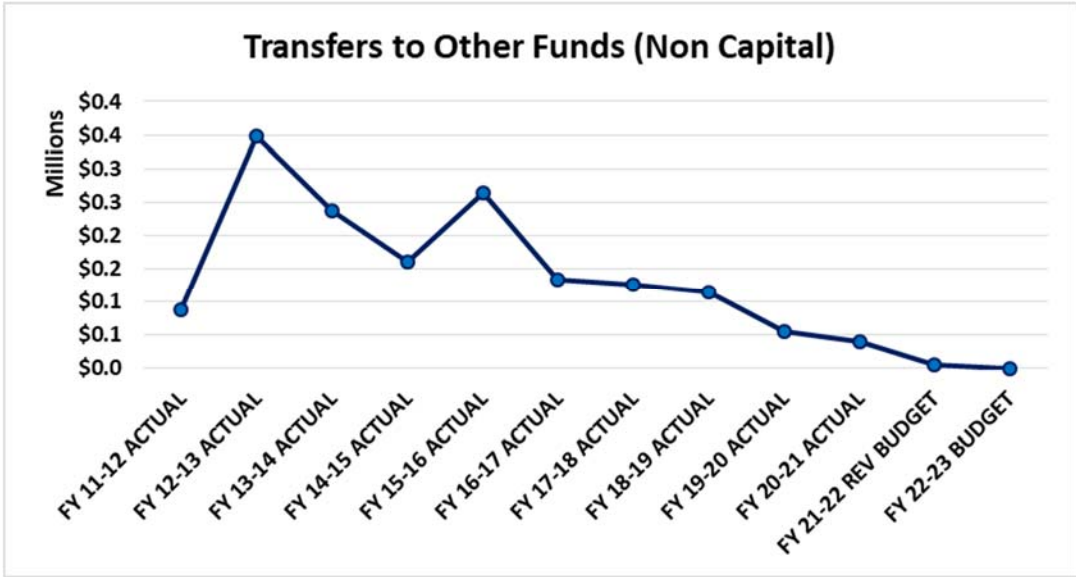
Health & Welfare accounts for 0.73% of General Fund expenses. Funding to outside agencies that provide services to residents of New Canaan accounts for approximately 15% of the Health and Welfare, a breakdown of which can be found in the Expenses by Department section. The \$1.18 million budgeted expenses for Health and Welfare represent a 5.28% increase over the FY21-22 budget.



Transfer to Others Funds (Non Capital)

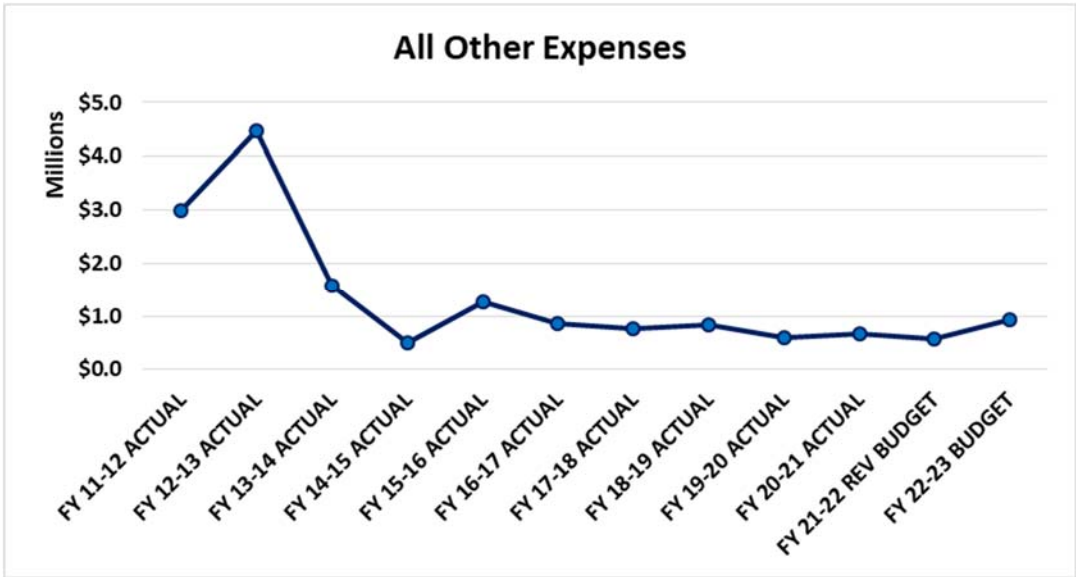
Transfer to Others Funds (Non Capital) are transfers from the General Fund to other funds. In FY22-23 this no longer includes the Waveny Pool Fund for debt service as these bonds have been fully repaid.





All Other Expenses

All Other Expenses account for 0.57% of the General Fund Budget. The \$0.93 million includes funding for non-human service 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 anticipated staff turnover. Funding for Outside Agencies remains mostly flat, however salary contingency funding has been reduced due to no remaining unsettled collective bargaining unit agreements.

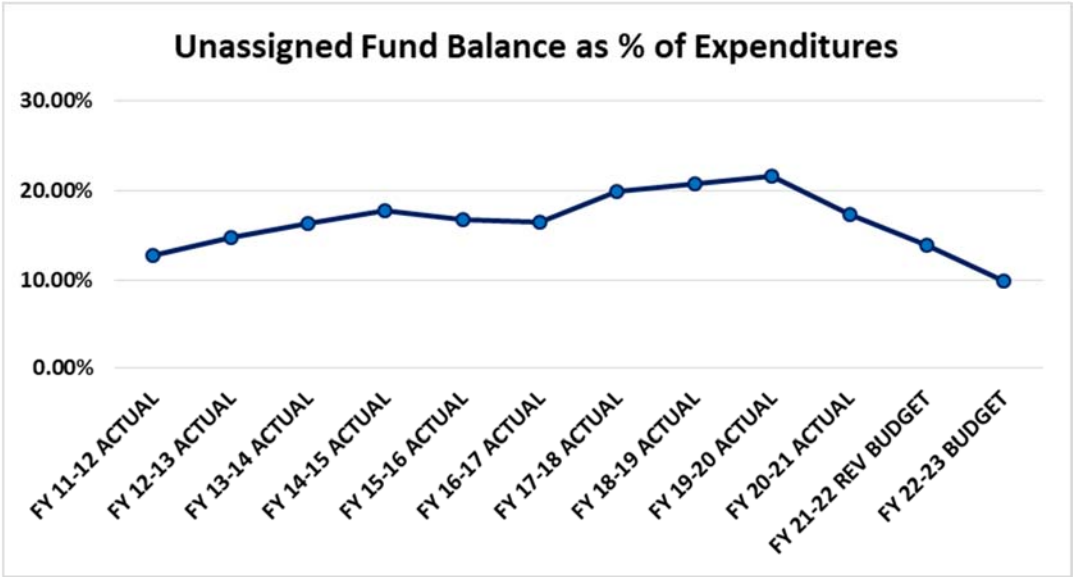
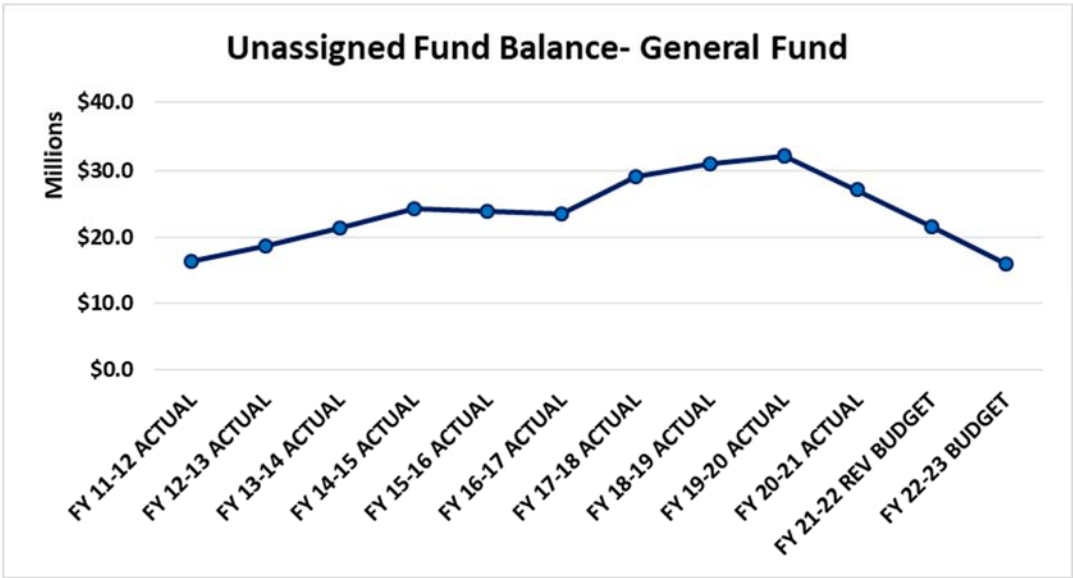


Fund Balance

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 costs. The GFOA recommends a minimum General Fund balance of 16.6% of total budgeted expenses, which would provide approximately two months of working capital. The Board of Finance guideline is 10%. The unaudited FY21-22 year end General Fund Balance is 15.8% of General Fund expenditures. The General Fund Balance is budgeted to decrease 22.5% however this is a function of budgeting tax collection rates at 98.5%. Typically the actual tax collection rate is 99.8% and the expenditures are typically 98.5% of budget.



SUMMARY OF SIGNIFICANT GENERAL FUND SERVICES LEVEL CHANGES**First Selectman**

- Enhanced funding for economic development activities
- Increased Communitywide Covid Testing

Finance

- In-sourcing management and reporting of fixed assets
- Conversion of primary banking services

Health Department

- Enrollment in CT Vaccine program with objective to provide all childhood immunizations
- Addition of part-time grant funded Public Health Nurse

Parking

- Streamlining payment process along with implementing a new software system

Transfer Station

- Research more stewardship programs available to reduce the waste stream
- Update payment process for residents

Parks

- Addition of Part-Time Staff
- Install new Playground

Contingency

- Additional funding for operational contingencies to mitigate the budget impact for any unplanned operational expenses

Fire

- Addition of Part-Time- Assistant Chief position in second half of FY23
- Improve firefighting water supply system in Town



Summary of Fund Balances Changes

	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 ADOPTED	FY 21-22 REVISED	FY 22-23 ADOPTED	FY22 REV-FY23 ADOPTED VARIANCE	
General Fund Revenues	147,940,415	149,898,465	149,249,519	149,249,519	156,083,995	6,834,476	4.6%
General Fund Expenditures	150,940,416	155,320,082	154,509,519	154,528,166	161,583,995	7,055,829	4.6%
Beginning Fund Balance	33,365,827	34,899,117	29,641,287	29,641,287	24,381,287	(5,260,000)	-17.7%
Ending Fund Balance	34,899,117	29,641,287	24,381,287	24,362,640	18,881,287	(5,481,353)	-22.5%
Sewer Fund Revenues	1,889,503	1,972,237	1,884,037	1,884,037	1,926,600	42,563	2.3%
Sewer Fund Expenditures	1,505,688	5,107,340	1,549,871	1,549,871	1,926,600	376,729	24.3%
Beginning Fund Balance	2,997,646	3,381,460	246,357	246,357	580,523	334,166	135.6%
Ending Fund Balance	3,381,460	246,357	580,523	580,523	580,523	-	0.0%
Animal Control Fund Revenues	14,967	31,410	30,605	30,605	29,540	(1,065)	-3.5%
Animal Control Fund Expenditures	6,716	20,798	30,605	30,605	29,540	(1,065)	-3.5%
Beginning Fund Balance	56,359	64,608	75,220	75,220	75,220	-	0.0%
Ending Fund Balance	64,608	75,220	75,220	75,220	75,220	-	0.0%
Parking Fund Revenues	52,500	-	195,000	195,000	100,000	(95,000)	-48.7%
Parking Fund Expenditures	-	-	195,000	195,000	100,000	(95,000)	-48.7%
Beginning Fund Balance	954,760	1,007,260	1,007,260	1,007,260	1,007,260	-	0.0%
Ending Fund Balance	1,007,260	1,007,260	1,007,260	1,007,260	1,007,260	-	0.0%
Railroad Fund Revenues	150,543	5,948	76,300	76,300	164,124	87,824	115.1%
Railroad Fund Expenditures	177,050	109,939	155,021	155,021	164,124	9,103	5.9%
Beginning Fund Balance	315,157	287,358	183,367	183,367	104,647	(78,720)	-42.9%
Ending Fund Balance	287,358	183,367	104,647	104,647	104,647	-	0.0%
Property Rental Fund Revenues	800	-	10,900	10,900	11,700	800	7.3%
Property Rental Fund Expenditures	6,014	6,170	10,900	10,900	11,700	800	7.3%
Beginning Fund Balance	54,558	49,344	43,174	43,174	43,174	-	0.0%
Ending Fund Balance	49,344	43,174	43,174	43,174	43,174	-	0.0%
Wavney Pool Fund Revenues	497,384	398,914	575,600	575,600	568,800	(6,800)	-1.2%
Wavney Pool Fund Expenditures	347,128	364,369	575,600	575,600	568,800	(6,800)	-1.2%
Beginning Fund Balance	917,989	1,068,786	1,103,331	1,103,331	1,103,331	-	0.0%
Ending Fund Balance	1,068,786	1,103,331	1,103,331	1,103,331	1,103,331	-	0.0%
Movie Theater Revenues	73,380	54,688	139,088	139,088	75,635	(63,453)	-45.6%
Movie Theater Expenditures	24,270	89,327	139,088	139,088	75,635	(63,453)	-45.6%
Beginning Fund Balance	776,953	826,063	791,424	791,424	791,424	-	0.0%
Ending Fund Balance	826,063	791,424	791,424	791,424	791,424	-	0.0%

Fund Balances are GAAP basis, not budgetary basis



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.

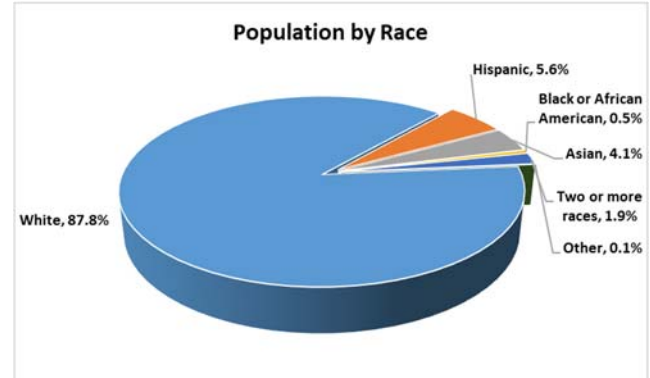
Location

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.

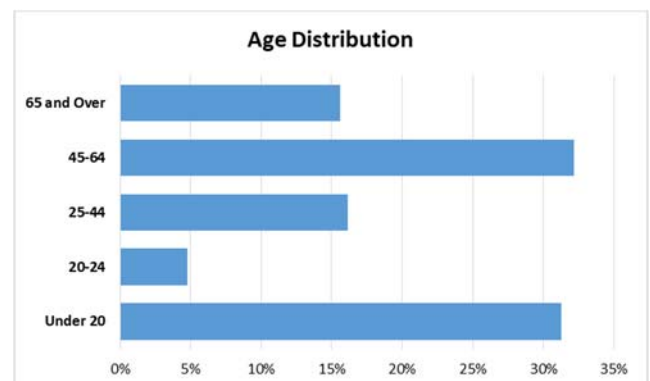
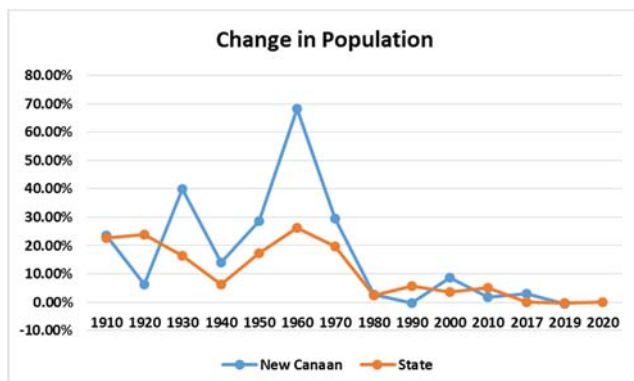


Population

According to the U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates, the Town's current population is 20,249 with 7,444 housing units and 5,273 families residing in the town. The Town's 2020 population census increased 4.4% from 2010, while the State population increased 4.84% during that period. The 2020 population estimate of 20,249 is an increase of 0.08% from the 2019 population of 20,233. The State population estimate increased 0.15% during the same period.

There were 6,855 households out of which 38.3% had children under the age of 18 living with them, 68.2% were married couples living together, 5.8% had a female householder with no husband present, and 22.7% were non-families. 19.7% of all households were made up of individuals, and 13.7% had someone living alone who was 65 years of age or older. The average household size was 2.94 and the average family size was 3.32. The median age in New Canaan is 43.3.

New Canaan is a relatively young community with 84.4% of the population below the age of 65.



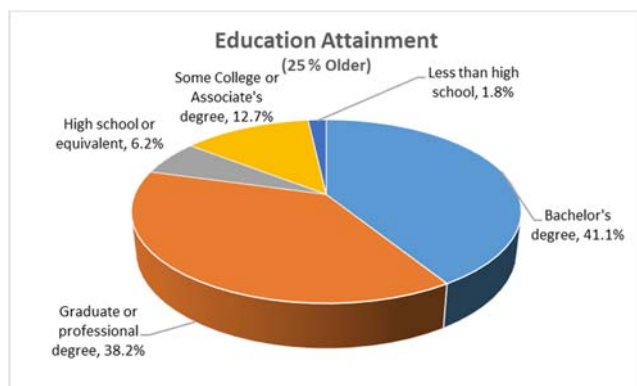
The racial makeup of the town was 87.8% White-non Hispanic, 5.6% Hispanic or Latino, 4.1% Asian, 0.5% Black or African American, 1.9% two or more races and 0.1% identified as Other.

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 4,069 students in school year 2021. The New Canaan Country School (grades K-9); Saint Aloysius School (grades K-8); and Saint Luke's School (grades 7-12) are private schools located in the Town.

High school graduates account for 98.2% of the of the New Canaan population. Of the population older than 25, 79.3% have a Bachelor's degree or higher and 38.2% 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

According to the State of Connecticut Treasurer's Website, Connecticut is one of the wealthiest states in the nation with the highest per capita income in 2021. In 2021, per capita income levels were 102.6% and 146.9% of the per capita incomes of New England and the United States, respectively. Per capita personal income in 2021 was \$78,609, the highest of any state in the nation.

The state's high personal income levels are in part attributable to:

Sizeable concentration of workers in the non-manufacturing sector – finance, insurance, real estate, and educational services

Major corporate headquarters located within the state

Relatively high paying manufacturing jobs

Employment

A positive sign of recovery is that both the state's and city's unemployment rates are down year over year. The Connecticut Department of Labor, in its January 2022 release of Labor Force Data, reported that year to date 5.0% of the labor force remain unemployed statewide compared to 7.2% for the same period a year ago. The Town of New Canaan January 2022 unemployment rate was 3.5%.

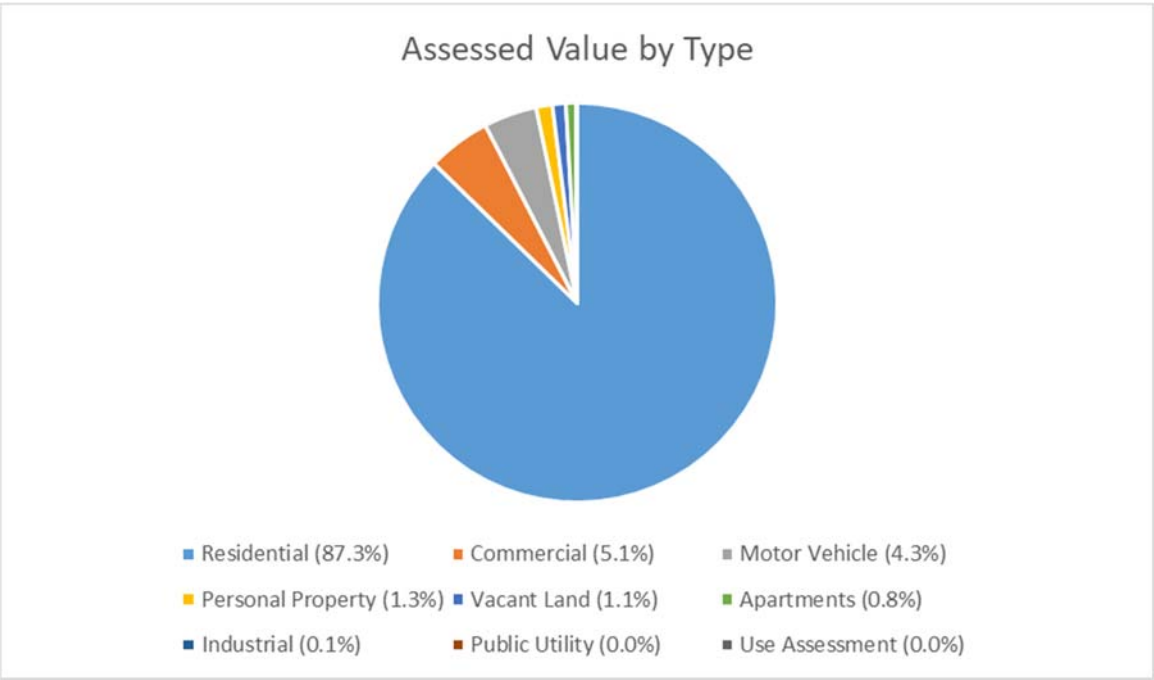
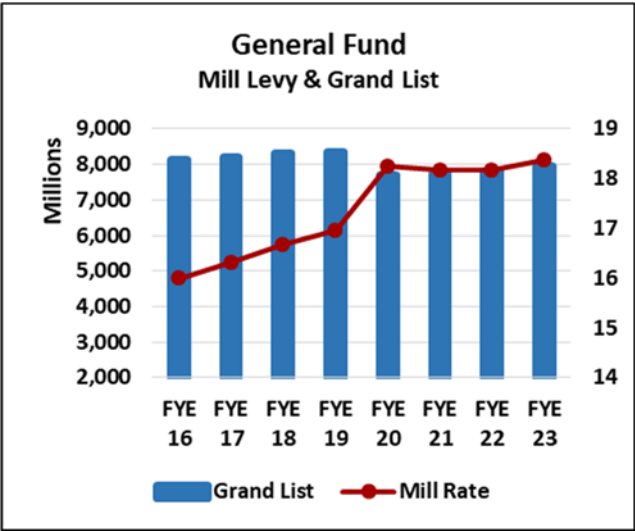
Property Values

Tax Collections are a function of the Grand List and the Mill Rate. The 2021 Grand List for the FY 22-23 Budget increased by 1.75% to \$7.94 billion from the 2020 Grand List of \$7.79 billion. The Mill Rate for the FY 22-23 Budget increased 1.14% to 18.372 from the



FY 21-22 Mill Rate of 18.164. 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 a bad economy, 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 2020 Top 10 Taxpayers		
	Total Estimated Assessed Valuation	Percent of Taxable Assessed Valuation
Eversource Energy	47,108,830	0.60%
M2 Partners	37,913,540	0.49%
Town Close Assoc. LTD Partners	26,020,890	0.33%
Country Club of New Canaan	24,430,530	0.31%
New Canaan Lumber Company	17,491,880	0.22%
Aquarion Water Company	16,594,410	0.21%
CH Vitti Street Associates LLC	12,300,190	0.16%
De Lom Partners, LLC	11,892,020	0.15%
Toohey Philip J Trustee	11,175,430	0.14%
Tropin, Kenneth G Trustee	10,500,000	0.13%
	215,427,720	2.74%

Principal Employers			
	Employees	Rank	%Total Employment
Town of New Canaan	937	1	11.44%
Waveny Health Care Network	520	2	6.42%
Silver Hill Foundation	310	3	3.83%
New Canaan Country School	240	4	3.09%
St. Luke's School	200	5	2.63%
YMCA	168	6	1.44%
Bankwell Bank	97	7	1.41%
Moran Towing	72	8	1.57%
ACME Markets	72	9	0.81%
Karl Chevrolet	30	10	0.42%
	2,646		33.06%



	Wealth Indicators			
	Median Household Income		Per Capita Income	
	2000	2020	2000	2020
Town of New Canaan	\$175,331	\$200,203	\$82,049	\$114,884
Fairfield County	77,690	97,539	38,350	58,851
Connecticut	65,521	79,855	28,766	45,668
United States	49,600	64,994	21,690	35,384

Source: Bureau of Census, American Community Survey, 2016-20

	Employment Sector					
	Town of New Canaan		Fairfield County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, Hunting & Mining.....	13	0.2	1,411	0.3	7,173	0.4
Construction.....	139	1.7	30,948	6.5	110,308	6.1
Manufacturing.....	687	8.2	37,712	7.9	188,968	10.5
Wholesale Trade.....	110	1.3	12,002	2.5	42,782	2.4
Retail Trade.....	568	6.8	48,246	10.1	190,314	10.5
Transportation, Warehousing & Utilities.....	178	2.1	17,655	3.7	78,107	4.3
Information.....	355	4.2	12,085	2.5	36,880	2.0
Finance, Insurance & Real Estate.....	2,653	31.6	57,138	12.0	163,661	9.1
Professional, Scientific & Management.....	1,470	17.5	75,860	15.9	211,665	11.7
Educational Services & Health Care.....	1,275	15.2	109,514	23.0	478,318	26.5
Arts, Entertainment, Recreation & Food Services.....	590	7.0	38,675	8.1	149,684	8.3
Other Service (including nonprofit).....	250	3.0	23,340	4.9	82,940	4.6
Public Administration.....	109	1.3	12,171	2.6	66,725	3.7
Total	8,397	100.0	476,757	100.0	1,807,525	100.0

Source: Bureau of Census, American Community Survey, 2016-20



Per Capita Personal Income - by Metropolitan Area, 2018-2020			
Metropolitan Statistical Area	2018	2019	2020
Midland, TX.....	\$ 130,647	\$ 135,900	\$ 124,667
San Jose-Sunnyvale-Santa Clara, CA.....	106,568	112,693	121,619
Bridgeport-Stamford-Norwalk, CT.....	116,757	118,515	120,244
San Francisco-Oakland-Berkeley, CA.....	97,681	102,406	111,050
Naples-Marco Island, FL.....	99,997	103,205	103,865
Boston-Cambridge-Newton, MA-NH.....	77,752	80,965	85,724
Sebastian-Vero Beach, FL.....	79,972	83,241	84,607
Napa, CA.....	70,161	73,886	82,408
New York-Newark-Jersey City, NY-NJ-PA.....	75,166	77,911	82,322
Barnstable Town, MA.....	71,735	75,339	80,420
State of Connecticut.....	73,929	75,794	78,609
United States.....	56,179	58,196	61,674

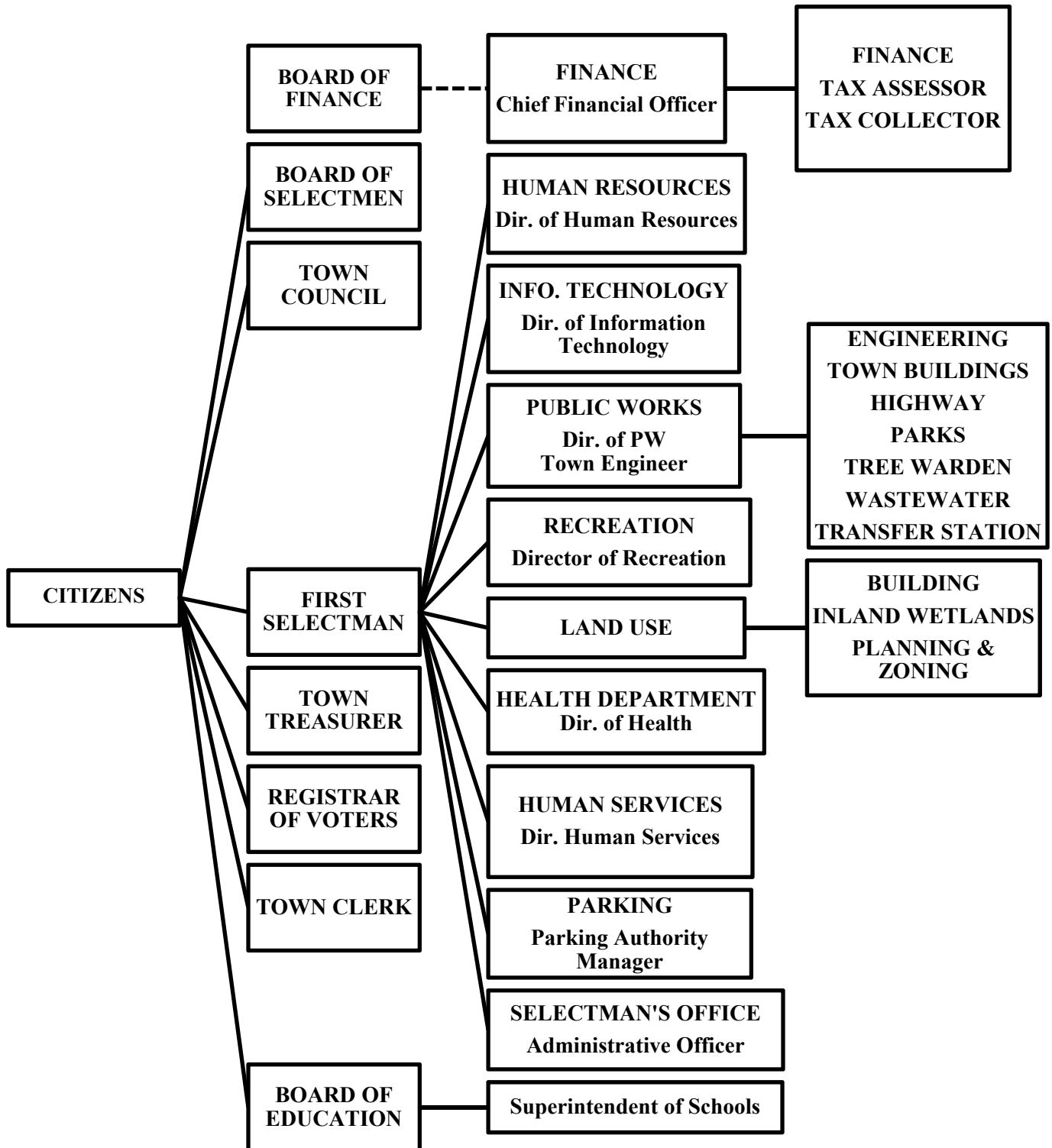
Source: U.S. Bureau of Economic Analysis, November 2021



Unemployment				
Yearly Average	Town of New Canaan	Bridgeport Labor Market	State of Connecticut	United States
2004	2.9%	4.7%	5.1%	5.5%
2005	3.3%	4.5%	4.8%	5.1%
2006	2.8%	4.0%	4.4%	4.6%
2007	2.9%	4.0%	4.5%	4.6%
2008	3.8%	5.2%	5.7%	5.8%
2009	5.9%	8.0%	8.3%	9.3%
2010	6.6%	9.2%	9.6%	9.6%
2011	6.4%	8.7%	9.0%	8.9%
2012	6.1%	8.0%	8.4%	8.1%
2013	5.8%	7.7%	8.0%	7.4%
2014	5.0%	6.4%	6.6%	6.2%
2015	4.2%	5.5%	5.6%	5.3%
2016	3.8%	4.8%	4.9%	4.9%
2017	3.9%	4.4%	4.4%	4.4%
2018	3.2%	3.9%	3.9%	3.9%
2019	3.6%	3.5%	3.5%	3.7%
2020	7.7%	8.0%	7.8%	8.1%
2021	4.3%	6.3%	6.3%	5.4%

Source: U.S. Bureau of Economic Analysis, November 2021





**PRESERVE &
ENHANCE
COMMUNITY
CHARACTER**

- Protect Physical Character
- Preserve And Enhance Open Space
- Preserve Historic Resources
- Promote Community Involvement

**NURTURE
DOWNTOWN**

- Maintain And Enhance The Character Of Downtown
- Rationalize Parking
- Guide Development And Redevelopment
- Support Downtown
- Address Other Downtown Issues

**ENHANCE
LIVABILITY**

- Provide Appropriate Facilities and Services
- Protect Residential Neighborhoods
- Provide For A Diverse Housing Portfolio
- Enhance The Walking Environment
- Enhance Bicycle Circulation
- Enhance Wireless Communications
- Enhance Energy Services
- Support Transit
- Address Other Livability Issues

**ACHIEVE
SUSTAINABILITY
AND
RESILIENCY**

- Maintain Environmental Health
 - Promote Sustainability
 - Promote Resiliency
 - Address Other Sustainability Issues
-



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 Director and Comptroller are responsible for monitoring the budget. The Chief Financial Officer/Budget Director 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 Director for review and approval. The Chief Financial Officer/ Budget Director 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 22-23 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 budget to the BOE in early January. The BOE reviews and recommends the budget to Town Boards on January 24, 2022.

Operating Budgets: All requests for annual appropriations (operating budgets) shall be submitted to the Board of Selectmen (BOS) for review not later than January 11, 2022. 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 11, 2022) preceding the first Tuesday in February (February 1, 2022).*

February 1, 2022 - 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 1, 2022). 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 1, 2022).*

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 15, 2022. *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.*

March 1, 2022 - 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 15, 2022) following the first Tuesday in February. The budget recommendations and public hearing notice should be published on February 24, 2022. *These requirements and due dates are determined by Paragraph C5-9 of the Town Charter.*

March 8, 2022 - BOF Vote on Budget Recommendations: March 8, 2022 - BOF Public Hearing and 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 15, 2022) 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, 2022 - 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 22, 2022) 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.*

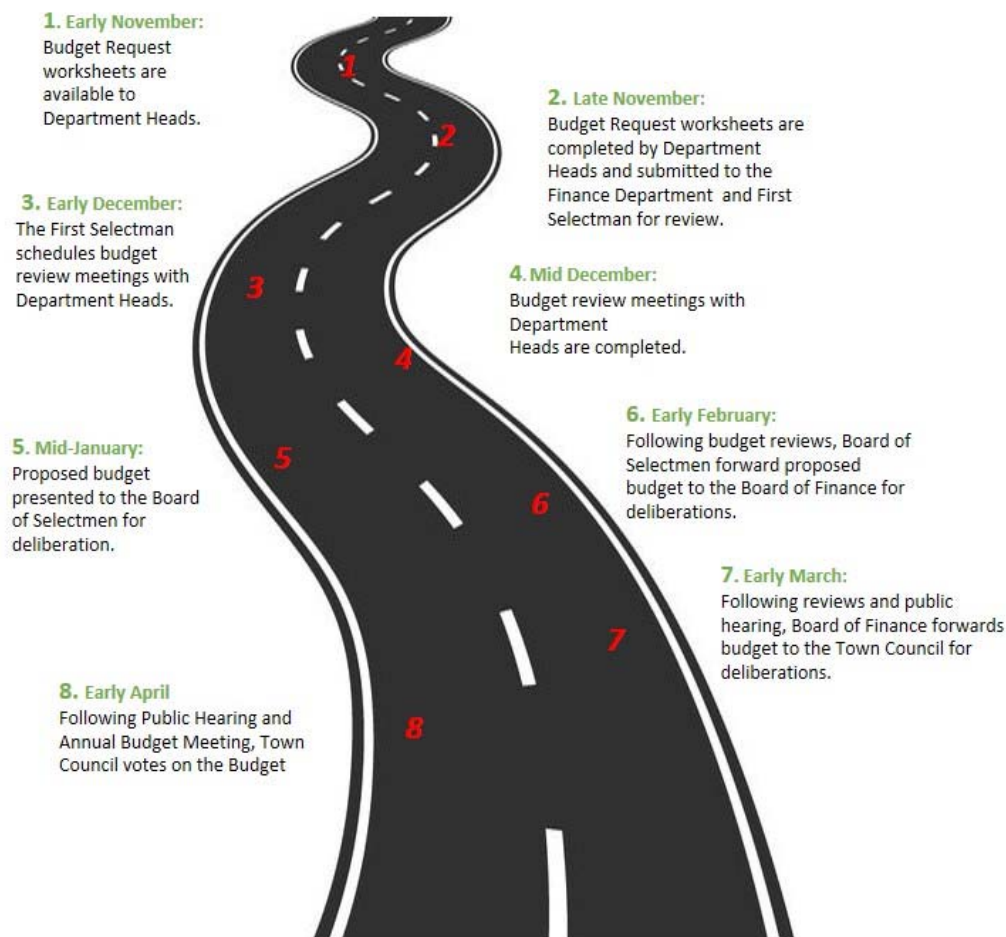


March 24, 2020 - TC Public Hearing: The Selectmen must cause to be published a notice of a TC meeting to review the budget recommendations. The notice must be published for two successive weeks. The first notice must include the publication in full of the budget recommendations of the BOF. The dates of publication will likely be March 17 and March 24, 2022. *These requirements and due dates are determined by Paragraph C5-10 of the Town Charter.*

April 5, 2022 - TC Vote on Budget Recommendations: The TC shall act upon the budget recommendations not later than 11 weeks (April 19, 2022) 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 Pension Administrator 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 and/or Town Council.

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 19-20 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)

The POCD is a ten-year, state-mandated, planning document, meant to guide growth and development in our town. 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. The town also completes several studies which examine 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, form the backbone of the POCD.

The current POCD 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.

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	18.372
Annual Property Tax	\$ 12,860.40

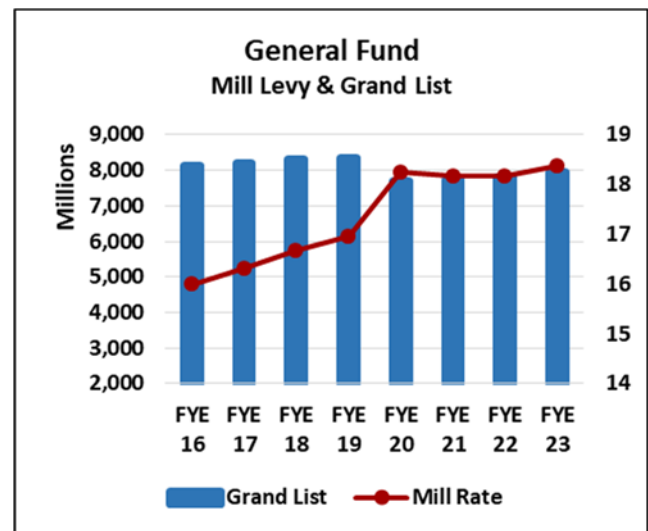
The Tax Collector mails tax statements to property owners. One-half of the total tax bills are due in January and the balance is due in July of the next calendar year. Taxes are levied in the previous year to finance the current

budget. For example, the October 1, 2019 Grand List is used to finance the FY 20-21 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 internal service funds of the Town are Board of Education Health Benefits Fund and the Town 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 Board of Finance guideline is 10%.



The Town's Fund Structure

Governmental Funds

Major Funds

General Fund (A)
Bridge Replacement Fund

Special Revenue Funds

Sewer Fund (A)
School Lunch Fund
Subrecipient Grants Fund
Summer Learning Fund
Town Grants Fund
Special Projects Fund
Extra Duty Fund
Town Clerk Fund (A)
State & Federal Grants Fund
School Dinations Fund
Railroad Fund (A)
Property Rental Fund (A)
Movie Theater Building Fund (A)
Parking Fund (A)
Affordable Housing Fund
Visual Arts Fund

Capital Projects Funds

School Energy Efficiency Find
Road Paving Fund
Small Bonded Capital Fund
South School Improvement Fund
Town Hall Renovation Fund
Saxe School Improvement Fund
Vine Cottage Fund
Tax Supported Capital Fund
Special Bonding Fund
Waveny Roof Fund (A)
Track Fund
Mead Baseball Fund
Public Safety Radio Fund
Sewer Capital Fund

Proprietary Funds

Internal Service Funds (Town and Board of Education)

Fiduciary Funds

Pension Trust Funds
Private Purpose Turst Funds
Custodial Funds

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.



Department Mission

Department Name

Town of New Canaan

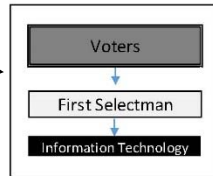
Information Technology

Organization Chart

Depicts where the Department/Division fits with the Town organization structure

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.



Department Goals

Department Goals

1. Provide the best technology for users to make their work more efficient
2. Provide a stable network in which users can rely on with little to no down time
3. Stay current with Town technology to keep vendor costs down which helps lower the budget

Summary of Major Responsibilities

The Department's services benefit the community through its talented staff. The Department's responsibilities include:

1. Technical Consulting Services - To provide assistance with the assessment, selection and acquisition of all computer and software systems
2. Project Management Services - To provide a realistic schedule for and technical assistance in the selection, implementation or upgrade of a system, in order to help bring projects in on time and within budget
3. Technical Support Services - To provide the computer operations, desktop support, infrastructure support, applications support, and data backup and recovery services

Summary of Major Responsibilities

Anticipated Operational Changes

4. Wide Area Network (WAN) Services - To provide 7x24x365 support to WAN connected entities. Including hardware/software upgrades, patches, equipment replacement, monitoring, as well as administration of telecommunications systems

Anticipated Operational Changes

- Re-negotiated the WAN IVB's (Internet Voice Bundle's) and Leased Fiber Connections down, close to 40% of overall
- The IT Department operates 24x7x365 with no overtime
- Since becoming a full virtual environment, the department saves on energy, hardware, software, and administrative cost with more savings to come

Recent Initiatives/Programs

Recent/New Programs and Initiatives

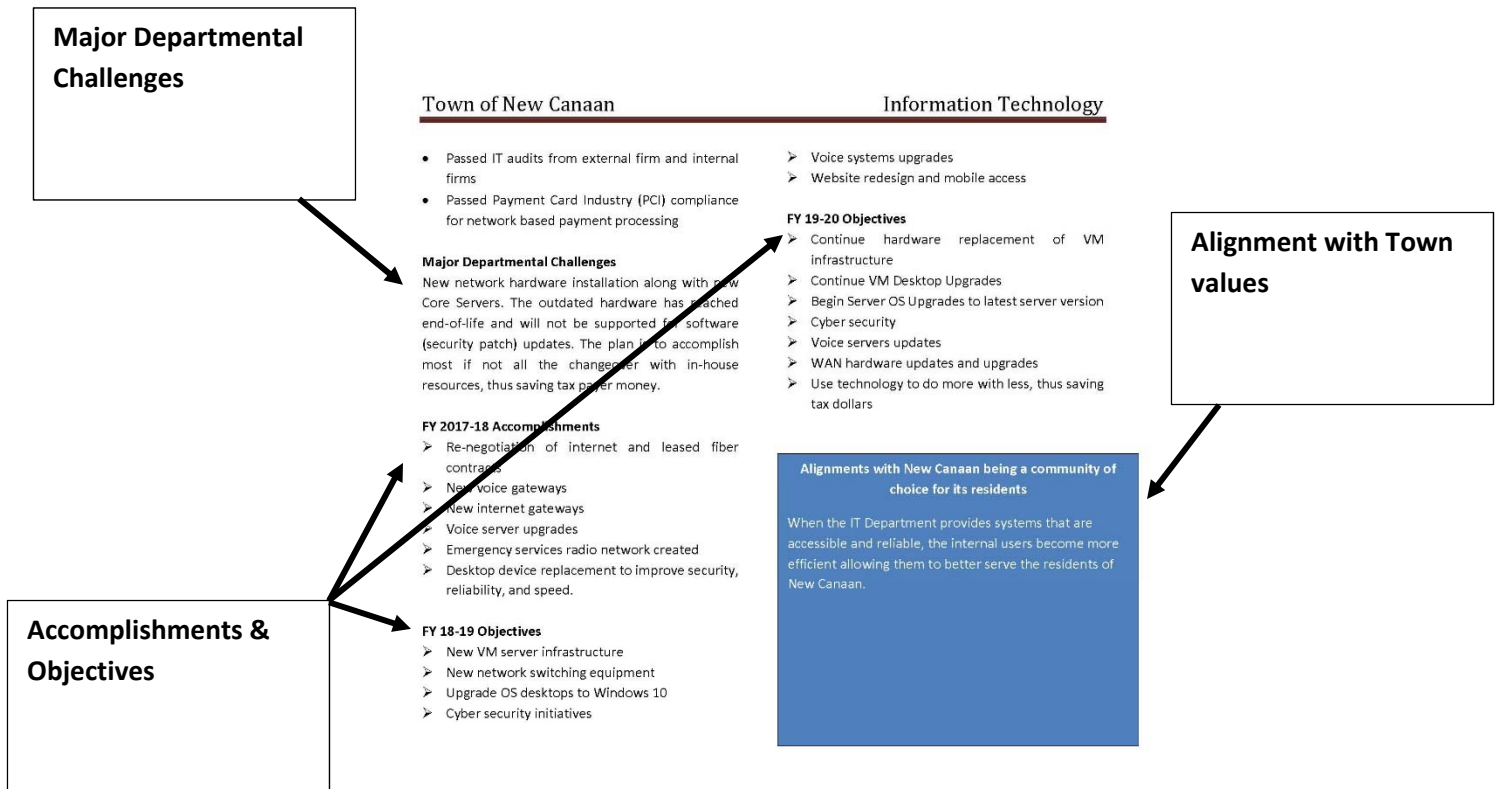
- Website refresh project. This will make the town website mobile ready and easier to navigate
- New data center hardware. This will speed up and have better security when using in-house databases such as Recreation Department programs as well as the Assessor Online portal along with better remote access and reliability for employees, residents, and vendors

Recent Recognitions

Recent Departmental Recognitions

- The Police Dept. hosted a Cyber Security Table Top Exercise which included local, state, and FBI emergency responders where the Town did very well. They testing included security, policies, and action/reaction plans with many scenarios of Cyber-attacks





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

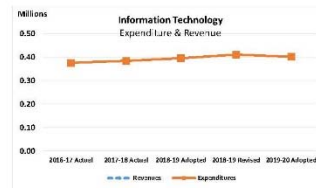
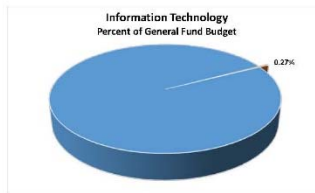


Percent of Total General Fund

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	%
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



NOTICE AND WARNING

TOWN OF NEW CANAAN

Town Council Public Hearing on 2022-2023 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 24, 2022 at 7:00 PM on the tentative budget recommendations for the Town and the Sewer Utility for Fiscal Year July 1, 2022 through June 30, 2023.

Notice is Also Hereby Given that pursuant to Section C5-10 of the Town Charter, a Town Council meeting will be held in the Town Hall Meeting Room and via Zoom , in the Town of New Canaan, CT on Wednesday April 5, 2022 at 7:00 PM, to hear and act upon a Report and Recommendation made by the Board of Finance under date March 8, 2022, relating to Town Appropriations for the budget period July 1, 2022 through June 31, 2023. the following being a full and complete copy thereof:

	2021-22 Approved Budget	2022-23 Proposed Budget	\$ Change From FY22 Budget	% Change From FY22 Budget
General Government				
Non Department	(150,000)	(150,000)	0	0.00%
Selectmen	563,564	605,578	42,014	7.45%
Finance	1,034,360	1,076,394	42,034	4.06%
Assessor	353,067	350,032	(3,035)	-0.86%
Tax Collector	249,112	253,693	4,581	1.84%
Legal	300,000	250,000	(50,000)	-16.67%
Human Resources	405,166	413,840	8,674	2.14%
Information Technology	416,860	424,682	7,822	1.88%
Town Clerk	467,551	448,610	(18,941)	-4.05%
Registrar of Voters	129,105	174,195	45,091	34.93%
Parking Authority	368,456	373,008	4,552	1.24%
Conservation Commission	24,000	24,000	0	0.00%
Total General Government	4,161,241	4,244,032	82,791	1.99%
Benefits and Insurance				
Health & Security Benefits	6,271,634	6,434,045	162,411	2.59%
Pensions & Other Post Employment Benefits	1,509,407	712,132	(797,275)	-52.82%
Insurance Liability	1,581,828	1,553,940	(27,888)	-1.76%
Total Benefits and Insurance	9,362,869	8,700,117	(662,752)	-7.08%
Public Safety				
Police	6,546,742	6,859,777	313,035	4.78%
Animal Control / Park Ranger	104,649	110,408	5,759	5.50%
Fire & Fire Marshal	3,973,456	4,283,917	310,461	7.81%
Ambulance	564,087	567,168	3,081	0.55%
Emergency Management	65,177	77,997	12,821	19.67%
Land-Use	1,122,573	1,221,326	98,753	8.80%
Total Public Safety	12,376,684	13,120,593	743,909	6.01%
Public Works				
Director's Office	307,267	320,376	13,109	4.27%
Highway	3,274,348	3,379,803	105,455	3.22%
Engineering	347,903	360,319	12,416	3.57%
Town Buildings	1,047,552	1,223,885	176,333	16.83%
Town Utilities	520,900	536,296	15,396	2.96%
Transfer Station	1,635,640	1,703,000	67,360	4.12%
Parks	1,895,705	2,087,048	191,343	10.09%
Town Hall Annex	40,890	0	(40,890)	-100.00%
Nature Center	60,056	75,234	15,178	25.27%
Tree Service	448,736	539,413	90,677	20.21%
Total Public Works	9,578,997	10,225,374	646,377	6.75%
Recreation				
Rec - Civic Activities	25,500	25,500	0	0.00%
Rec - Administration / Programs	1,193,152	1,369,042	175,890	14.74%
Rec - Waveny	154,674	162,712	8,038	5.20%
Rec - Paddle Tennis	38,320	44,042	5,722	14.93%
Rec - Park Buildings	203,153	227,193	24,040	11.83%
Rec - Lapham Comm Center	315,617	327,311	11,694	3.71%
Rec - Pool Operations Kiwanis	64,176	65,449	1,273	1.98%
Total Recreation	1,994,591	2,221,249	226,658	11.36%

Health & Human Services				
Health Department	473,512	514,899	41,387	8.74%
Health & Human Services	449,660	467,536	17,876	3.98%
Total Human Services	923,172	982,435	59,263	6.42%
Human Services Agencies				
Getabout	46,000	46,000	0	0.00%
Kids In Crisis	90,000	85,000	(5,000)	-5.56%
New Canaan Cares	18,000	18,000	0	0.00%
Child Guidance Center	5,000	5,000	0	0.00%
Domestic Violence Crisis Centre	5,000	5,000	0	0.00%
Meals On Wheels	5,000	5,000	0	0.00%
Community Program Mental Wellness	5,000	10,000	5,000	100.00%
Total Human Service Agencies	174,000	174,000	0	0.00%
Other Agencies				
Health/Welfare	271,000	271,000	0	0.00%
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	38,197	0	0.00%
Probate Court	12,000	12,000	0	0.00%
Total Other Agencies	658,197	658,197	0	0.00%
Library				
Library Operating	2,425,634	2,562,818	137,184	5.66%
Total Library	2,425,634	2,562,818	137,184	5.66%
Interfund Transfers				
Transfer To Waveny Pool Fund	5,300	0	(5,300)	-100.00%
Interfund Transfers less Capital	5,300	0	(5,300)	-100.00%
Town Only Operating Expense	41,660,684	42,888,815	\$ 1,228,131	2.95%
Contingency	675,000	498,800	(176,200)	-26.10%
BOE Pension	417,754	429,992	12,238	2.93%
BOE 401A Match	137,914	142,809	4,895	3.55%
Total Operating Expense	42,891,352	43,960,416	\$ 1,069,064	2.49%
Capital Expenditures - Town				
Proposed Bonded Capital-Town	\$ 17,874,411	\$ 26,959,792	\$ 9,085,381	50.83%
Other Capital Funding	976,315	2,887,895	\$ 1,911,580	195.80%
Town Tax Funded Capital-Town	1,144,300	-	(1,144,300)	-100.00%
	19,995,026	29,847,687	9,852,661	49.28%
Capital Expenditures - Board of Education				
Proposed Bonded Capital-BOE	5,365,734	3,183,750	(2,181,984)	-40.67%
Other Capital Funding	-	267,802	267,802	0.00%
BOE Tax Funded Capital-BOE	582,562	232,000	(350,562)	-60.18%
Total School Capital Expenditures	5,948,296	3,683,552	(2,264,744)	-38.07%
Total Town Wide Capital Expenditures	25,943,322	33,531,239	\$ 7,587,917	29.25%

The following capital projects are included in the Transfer to Tax Funded Capital Project Fund.

Capital Project- Town	2021-22 Approved	2022-23 Proposed	2022-23 Recommended for Bonding	2022-23 Recommended for Tax Funding	2022-23 Recommended Other Funding
Tax Assessor					
2023 Town-wide Revaluation	-	150,000	150,000	-	-
Information Technology					
IT-Hardware/Software	75,000	80,000	80,000	-	-
WAN Software / Hardware	60,000	80,000	80,000	-	-
Health Department					
Vehicles	-	50,000	-	-	50,000
New Canaan Public Access (Channel 79)					
Studio Broadcast System	23,220	-	-	-	-
Parking					
Upgrade both LPR Programs	8,600	-	-	-	-

Fire					
SCBA Air Bottles	11,000	15,000	-	-	15,000
Tri-Band Radio Addition	-	156,780	-	-	156,780
Personal Protective Equipment	11,000	18,500	-	-	18,500
Radio Replacement	2,000	2,000	-	-	2,000
Fire Station Alert System	20,000	-	-	-	-
Fire Hose Replacement	5,000	10,000	-	-	10,000
Equipment / Tools	10,000	10,000	-	-	10,000
Water Supply Improvement	7,000	10,000	-	-	10,000
Emergency Management					
Motorola Radio Hardware & Software Update Agreement	197,011	133,292	133,292	-	-
Electronic Sign (Variable Message Sign)	40,000	-	-	-	-
Generator Packs	12,500	-	-	-	-
EMS					
New Fly Car	65,000	-	-	-	-
Police Department					
Police vehicles (3)	70,000	108,000	-	-	108,000
Equipment for new vehicles (3)	20,000	33,000	-	-	33,000
Vehicle changeover costs (3)	10,000	15,000	-	-	15,000
Bullet Proof Vest Replacement	8,750	10,000	-	-	10,000
Taser Replacement (4)	5,000	5,500	-	-	5,500
Fixed License Plate Readers (10)	-	36,000	-	-	36,000
Speed Sentry Units (2)	-	12,000	-	-	12,000
Defibrillators (AEDs) (4)	-	7,500	-	-	7,500
Dispatch Recording Unit	18,000	-	-	-	-
Booking area video camera	7,000	-	-	-	-
Body Cameras	106,000	-	-	-	-
In-Car Cameras (5)	120,000	40,000	-	-	40,000
Public Works -Town Buildings					
CHP Project (BOE)	400,000	-	-	-	-
Town Hall - Steps	100,000	130,000	130,000	-	-
Town Hall Annex Human Services, Boiler	21,000	35,000	-	-	35,000
Vine Cottage Renovation	13,000	-	-	-	-
Police Station Renovation	-	17,500,000	17,500,000	-	-
NCVAC (EMT Building) Generator	170,000	86,000	86,000	-	-
Parks Garage Saxe	246,000	145,000	145,000	-	-
Waveny House ADA	-	990,000	990,000	-	-
Waveny Park Carriage Barn Art Gallery	123,000	-	-	-	-
Waveny Park Powerhouse Theatre	29,480	-	-	-	-
Waveny Park LCC, CHP	-	400,000	400,000	-	-
Waveny Park Potting Shed (front of Powerhouse)	40,000	-	-	-	-
Waveny Tea House	-	63,000	63,000	-	-
Waveny Park Lamp Post Replacement Project	-	50,000	-	-	50,000
Irwin Park Barn	221,400	4,800	-	-	4,800
Nature Center Education Annex	26,000	-	-	-	-
Nature Center Education Building	20,000	-	-	-	-
Nature Center Visitor Center	-	60,000	60,000	-	-
Nature Center Herb Bld & Shed	-	10,000	-	-	10,000
Nature Center Cider House Repairs	-	5,000	-	-	5,000
Nature Center Rock House Roof Replacement	-	20,000	-	-	20,000
School House Apartments / Daycare	25,000	100,000	100,000	-	-
Playhouse Movie Theatre	-	1,800,000	1,000,000	-	800,000
Train Station	95,000	28,750	-	-	28,750
Oil to Gas conversions	-	100,000	100,000	-	-
Fire Alarm Upgrade Project to Town Buildings	-	46,000	-	-	46,000
Public Works - Administration & Engineering					
Pavement Management Program	2,438,065	2,438,065	2,000,000	-	438,065
Sidewalks - Improvements & New	500,000	300,000	300,000	-	-
Parking Lots	300,000	300,000	-	-	300,000
Bridge at Collins Pond	2,000,000	-	-	-	-
Pavement Preservation	250,000	250,000	250,000	-	-
Drainage	50,000	100,000	100,000	-	-
Guide Rails	50,000	50,000	-	-	50,000
Cameras and Security Measures	50,000	50,000	-	-	50,000
Signage and Striping	25,000	25,000	-	-	25,000
Energy Savings Initiative Master Plan	25,000	25,000	-	-	25,000
Electric Vehicle Charging Stations	-	15,000	-	-	15,000
Electric Vehicles - Land Use Departments	-	70,000	70,000	-	-
Bridges < 20' - Engineering & Construction	-	75,000	75,000	-	-
Lamp Post Installations	-	35,000	-	-	35,000

Public Works - Highway					
Salt Barn	50,000	-	-	-	-
2 WD Dump/Sander Truck	220,000	220,000	220,000	-	-
Sweeper	190,000	-	-	-	-
Low-Boy Dump Truck	-	78,000	78,000	-	-
Loader (a)	-	165,000	165,000	-	-
Equipment Refurbishing	25,000	25,000	-	-	25,000
Processing Screener	100,000	-	-	-	-
Loader Plow	20,000	-	-	-	-
Patching Hot Box	-	20,000	-	-	20,000
Public Works - Transfer Station					
Install Security Gates - Phase II	25,000	-	-	-	-
Purchase and install electronic sign	8,000	-	-	-	-
Landfill Mower	-	67,000	67,000	-	-
Public Works - Parks Infrastructure					
Field Improvements	60,000	60,000	60,000	-	-
Irrigation Upgrades	150,000	100,000	100,000	-	-
Rebuild Clay Tennis Courts	-	220,000	220,000	-	-
Exterior Wall Repairs	50,000	50,000	-	-	50,000
Playground Updates - Replace and Increase	-	455,000	455,000	-	-
Disc Golf Course	-	10,000	-	-	10,000
Fence/ Backstops Replacement	50,000	50,000	-	-	50,000
Water fountains	12,000	12,000	-	-	12,000
Dunning Stadium	7,000	12,500	-	-	12,500
Dunning Stadium Lights	-	450,000	450,000	-	-
Bleacher Repairs	-	125,000	125,000	-	-
Bristow Bird Sanctuary	112,000	100,500	100,500	-	-
Irwin Park Boardwalk	-	175,000	175,000	-	-
Waveny Trail Reconstruction	30,000	50,000	-	-	50,000
Mead Park Tennis Court Lighting	-	55,000	55,000	-	-
Waveny Athletic Field Fencing	10,000	10,000	-	-	10,000
Waveny Athletic Field Bleachers	10,000	-	-	-	-
Resurface HS Tennis Courts (7)	28,000	-	-	-	-
Lapham Center Furniture Replacement	7,500	-	-	-	-
Mead Park Tennis Walkways	12,500	12,500	-	-	12,500
Mead Park Colonnade Improvements	5,000	5,000	-	-	5,000
New Canaan Athletic Foundation Master Plan	300,000	300,000	300,000	-	-
Waveny Park Conservancy	-	300,000	300,000	-	-
Public Works - Parks Equipment					
Vehicle w/accessories	55,000	78,000	78,000	-	-
Utility Carts	-	25,000	-	-	25,000
72" Mower	-	62,000	62,000	-	-
Ride on Mowers	20,000	11,500	-	-	11,500
Blowers	21,000	-	-	-	-
Trailers	-	14,000	-	-	14,000
Leaf Box and vacuum	-	21,500	-	-	21,500
Athletic Field Mower (16')	-	137,000	137,000	-	-
Infield Machine	-	32,000	-	-	32,000
Seeder/Aerator	23,000	-	-	-	-
10' Front Mower	69,000	-	-	-	-
Backhoe Loader	145,000	-	-	-	-
Conservation Commission					
Other Land Acquisition Fund	50,000	50,000	-	-	50,000
Library					
Library Building	10,000,000	-	-	-	-
Total Town Capital Expenditures	19,995,026	29,847,687	26,959,792	-	2,887,895
Capital Expenditures - Board of Education					
	2021-22 Approved	2022-23 Proposed	2022-23 Recommended for Bonding	2022-23 Recommended for Tax Funding	2022-23 Recommended Other Funding
District	100,000	500,000	450,000	-	50,000
East	181,447	769,750	739,750	30,000	-
South	484,615	30,000	-	30,000	-
West	330,000	471,000	441,000	30,000	-
Saxe	390,734	1,155,000	1,028,000	92,000	35,000
HS	4,300,000	575,000	525,000	50,000	-
SPED	161,500	182,802	-	-	182,802
Total BOE Capital Expenditures	5,948,296	3,683,552	3,183,750	232,000	267,802
Total Town Wide Capital Expenditures	25,943,322	33,531,239	30,143,542	232,000	3,155,697

Tax Supported Capital Projects

Transfer to Tax Funded Capital Projects	1,726,862	232,000	(1,494,862)	-86.57%
Total Interfund Transfers	1,726,862	232,000	(1,494,862)	-86.57%

Debt Service

Town	9,708,021	9,982,911	274,890	2.83%
School	7,279,216	7,680,153	400,937	5.51%
School IT Lease	630,000	675,516	45,516	7.22%
Total Debt Service	17,617,237	18,338,580	721,343	4.09%

Board of Education

Operating Expense	83,331,259	85,668,966	2,337,707	2.81%
Health Internal Service Fund Transfer	8,942,809	13,384,033	4,441,224	49.66%
Total Board of Education	92,274,068	99,052,999	6,778,931	7.35%

**Total Town Operating, All Debt Service,
All Capital Expenditures and Board of
Education Operating Expenses**

154,509,519	161,583,995	\$ 7,074,476	4.58%
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General Fund Estimated Revenues

Parking Permits, Fees, Tickets	1,126,000	890,000	(236,000)	-20.96%
Investment Income	850,000	500,000	(350,000)	-41.18%
Conveyance Fees	1,100,000	2,000,000	900,000	81.82%
Tax Collections - Prior Yrs	300,000	300,000	-	0.00%
BOE Excess Cost Grant	957,213	1,096,032	138,819	14.50%
Building Permits	830,000	850,000	20,000	2.41%
Educational Cost Sharing	377,366	407,264	29,898	7.92%
Tipping Fees	425,000	425,000	-	0.00%
Other State Aid	93,809	195,537	101,728	108.44%
All Other Revenues	2,293,340	2,387,650	94,310	4.11%
Transfer from Other Funds	715,000	2,792,619		
Total Estimated Revenue	9,067,728	11,844,102	2,776,374	30.62%

Contribution from Fund Balance	5,260,000	5,000,000	(260,000)	-4.94%
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Amount to be Raised by Taxation for General Fund

140,181,791	144,739,893	\$ 4,558,102	3.25%
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(Budgeted Expenses Less Est. Revenue)

Sewer**Expenditures**

Administration (Tax Collector sewer expense)	\$ 66,610	\$ 66,610	\$ -	0.00%
Operation of Plant	1,319,611	1,368,794	49,183	3.73%
Insurance	87,550	87,550	-	0.00%
Debt Service	62,100	8,100	(54,000)	-86.96%
Contingency	14,000	395,546	381,546	2725.33%
Total Sewer Operating Expense	1,549,871	1,926,600	376,729	24.31%

Capital

2021 Submersible Pump	30,000		(30,000)	
2021 Sewer Fund Rehab	10,900	10,900	-	
2021 Control Building	2,000		(2,000)	
2022 Clarifier Drive Replacement & Rehab	80,500	80,500	-	
2022 Main Street Sewer Re-Hab	66,125		(66,125)	
2022 UV Re-Hab	25,000	25,000	-	
2022 Horizontal Grinder Pump	25,000		(25,000)	
2022 Motor Control Electrical Rehab	24,000		(24,000)	
2022 Engineering Services	20,000	20,000	-	
2022 Sensor Replacements	10,000		(10,000)	
2022 Inline Flow meter replacement	9,200		(9,200)	
2022 Post-Treatment Building- (Building Maintenance)	6,000		(6,000)	
2023 UV Replacement	-	815,000	815,000	
2023 Fence Replacement	-	60,000	60,000	
2023 Generator Fuel Tank	-	168,000	168,000	
2023 Control Building Fuel Tank	-	18,000	18,000	
Total Sewer Capital Expense	308,725	1,197,400	888,675	287.85%

Total Sewer Expenditures	1,858,596	3,124,000	1,265,404	68.08%
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Revenues

Tax Collections - Prior Yrs	3,000	3,000	-	0.00%
Lien Fees And Interest	2,134	6,000	3,866	181.16%
Interest On Investments	869	750	(119)	-13.69%
Sewer Connection Permits	1,300	1,300	-	0.00%
Nitrogen Credit	48,673	24,350	(24,323)	-49.97%
Disposal Fees	249,329	273,000	23,671	9.49%
Total Sewer Revenues	305,305	308,400	3,095	1.01%

Contribution from Major Maint.Reserve	283,284	1,197,400	914,116	322.69%
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Amount to be Raised by Sewer Billing

(Budgeted Expenses Less Est. Revenue)

1,578,732	\$ 1,618,200	\$ 39,468	2.50%
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Other Fund Budgets**Wavney Pool Fund**

Total Revenues	\$ 575,600	\$ 568,800	(6,800)	-1.18%
Total Operating Expenses	575,600	568,800	(6,800)	-1.18%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Railroad Property Fund

Total Revenues	\$ 76,300	\$ 164,124	\$ 87,824	115.10%
Total Operating Expenses	155,021	164,124	9,103	5.87%
Revenues Over (Under) Expenditures	(78,721)	\$ -	\$ 78,721	

Property Rental Fund

Total Revenues	10,900	\$ 11,700	800	7.34%
Total Operating Expenses	10,900	11,700	800	7.34%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Movie Theater Fund

Total Revenues	139,088	\$ 75,635	(63,453)	-45.62%
Total Operating Expenses	139,088	75,635	(63,453)	-45.62%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Dog License Fund

Total Revenues	\$ 30,605	\$ 29,540	\$ (1,065)	-3.48%
Total Operating Expenses	30,605	29,540	(1,065)	-3.48%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

Parking Fund

Total Revenues	\$ 195,000	\$ 100,000	\$ (95,000)	-48.72%
Total Operating Expenses	195,000	100,000	(95,000)	-48.72%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

GENERAL FUND MILL RATE CALCULATION
2022-2023

	2021-2022	2022-2023		
	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>% Change</u>
	<u>Approved</u>	<u>Approved</u>		
Town Operating	34,717,191	36,408,942	1,691,751	4.87%
Town Health Benefits Transfers	6,247,000	6,409,350	162,350	2.60%
Town Capital	1,144,300	-	(1,144,300)	-100.00%
Town Debt	9,708,021	9,982,911	274,890	2.83%
Town Expenditures	51,816,512	52,801,203	984,691	1.90%
Town Revenue	8,110,515	10,748,070	2,637,555	32.52%
Town Expenditures net of Revenue	43,705,997	42,053,133	(1,652,864)	-3.78%
OPEB Contribution	279,981	-	(279,981)	-100.00%
Pension Contribution	1,647,180	1,142,124	(505,056)	-30.66%
Pension & OPEB Contributions	1,927,161	1,142,124	(785,037)	-40.74%
BOE Operating	83,331,259	85,668,966	2,337,707	2.81%
BOE Health Benefits Transfers	8,942,809	13,384,033	4,441,224	49.66%
BOE Capital	582,562	232,000	(350,562)	-60.18%
BOE Debt	7,909,216	8,355,669	446,453	5.64%
BOE Expenditures	100,765,846	107,640,668	6,874,822	6.82%
BOE Grant Revenues	957,213	1,096,032	138,819	14.50%
BOE Expenditures net of Revenues	99,808,633	106,544,636	6,736,003	6.75%
			-	
Total Expenditure Budget	154,509,519	161,583,995	7,074,476	4.58%
Total Revenue Budget	9,067,728	11,844,102	2,776,374	30.62%
Total Budget net of Revenues	145,441,791	149,739,893	4,298,102	2.96%
Contribution from Fund Balance	5,260,000	5,500,000	240,000	4.56%
Amount to be Raised by Taxation	140,181,791	144,239,893	4,058,102	2.89%

Taxable Grand List	7,799,999,805	7,936,146,520	136,146,715	1.75%
Budgeted Collection Rate	98.5%	98.5%	0.00%	0.00%
Mill Rate	18.164	18.372	0.208	1.14%
Collection at Estimated Collection Rates	141,682,022	145,801,922	4,119,900	2.91%
Amount to be Collected	139,556,791	143,614,893	4,058,102	2.91%
January Supplemental Tax Collection	625,000	625,000	-	0.00%

TOWN OF NEW CANAAN
General Fund Revenue By Department

Revenues		FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Finance									
10054117	46101 Interest On Investments	1,324,672	1,028,508	211,387	850,000	850,000	500,000	(350,000)	-41.18%
10054117	43530 Educational Cost Sharing Grant	380,314	369,019	394,616	377,366	377,366	407,264	29,898	7.92%
10054117	43808 Tropical Storm Isaias Reimbursements	-	-	-	-	-	-	-	-
10054117	47202 Rental of Property-Finance	256,998	265,739	252,948	200,000	200,000	200,000	-	0.00%
10054117	43805 Municipal Revenue Sharing	-	-	-	-	-	-	-	-
10054117	44040 State Telephone Line Grant	54,244	51,270	24	67,513	67,513	67,513	-	0.00%
10054117	48995 School H&W Reimbursements	15,496	15,279	16,383	15,496	15,496	15,496	-	0.00%
10054117	49200 Sale Of Assets	22,462	17,550	1,325	15,000	15,000	15,000	-	0.00%
10054117	47901 School Rental Fees	10,000	10,000	-	10,000	10,000	10,000	-	0.00%
10054117	44930 Copier Revenue	4,896	4,229	4,729	8,000	8,000	8,000	-	0.00%
10054117	43330 State Grants	27,825	50,026	(49,826)	200	200	20,000	19,800	9900.00%
10054117	49052 NSF Fees	202	150	175	100	100	100	-	0.00%
10054117	43010 Road Maintenance	331,951	0	-	-	-	-	-	-
10054117	43420 State Reimb School Proj - Prin/Int	-	1,300	-	-	-	-	-	-
10054117	43806 COVID19 State Reimbursements	-	-	424,821	-	-	-	-	-
10054117	43505 Casino Revenue Sharing	-	-	-	-	-	-	-	-
10054117	46525 Unrealized Gain/Loss	161,336	94,095	(104,968)	-	-	-	-	-
10054117	44960 Miscellaneous Income	136,249	10,974	21,859	-	-	-	-	-
10054117	44969 Elderly Tax Exemption	100	97	98	-	-	-	-	-
10054117	48105 Insurance Recoveries	-	1,254	-	-	-	-	-	-
		2,726,745	1,919,488	1,173,570	1,543,675	1,543,675	1,243,373	(300,302)	-19.45%
Tax Assessor									
10054131	48225 State Property Rebate	101,728	101,728	101,728	-	-	101,728	101,728	-
10054131	48120 Homeowner Tax Relief	-	-	-	-	-	-	-	-
10054131	48240 Additional Veterans Exemption	1,153	1,021	727	-	-	-	-	-
		102,881	102,749	102,455	-	-	101,728	101,728	-
Tax Collector									
10054135	41101 Tax Collections - Current	141,177,551	140,331,583	140,189,149	140,181,791	140,181,791	144,239,893	4,058,102	2.89%
10054135	41102 Tax Collections - Prior Yrs	198,988	715,235	467,839	300,000	300,000	300,000	-	0.00%
10054135	41901 Lien Fees And Interest	326,864	511,768	421,768	250,000	250,000	250,000	-	0.00%
		141,703,403	141,558,587	141,078,756	140,731,791	140,731,791	144,789,893	4,058,102	2.88%
Legal									
10054139	48106 Legal Reimbursement	24,011	-	56,000	-	-	-	-	-
		24,011	-	56,000	-	-	-	-	-

Revenues			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Town Clerk										
10054147	44965	Conveyance Fees	1,100,354	1,127,795	2,852,256	1,100,000	1,100,000	2,000,000	900,000	81.82%
10054147	44740	Recording Fees	56,732	70,237	106,939	60,000	60,000	75,000	15,000	25.00%
10054147	44741	MERS-Town GF Fees	33,310	58,036	95,777	50,000	50,000	50,000	-	0.00%
10054147	44501	Vital Statistics Fees	22,630	27,358	22,424	22,000	22,000	22,000	-	0.00%
10054147	44930	Copier Revenue	6,826	14,600	18,599	10,000	10,000	10,000	-	0.00%
10054147	42130	Sales Of Codes And Regulations	5,440	4,224	7,328	5,200	5,200	5,200	-	0.00%
10054147	42261	Dog Lic. Clerk Fees	2,757	1,717	3,571	3,000	3,000	3,000	-	0.00%
10054147	44502	Marriage License Fees-Town	1,040	896	1,440	1,200	1,200	1,200	-	0.00%
10054147	44960	Miscellaneous Income-Town Clerk	1,242	1,352	1,311	1,000	1,000	1,000	-	0.00%
10054147	44742	Notary Fees	775	660	625	750	750	700	(50)	-6.67%
10054147	44743	Trade Names	690	530	580	700	700	700	-	0.00%
10054147	42110	Liquor Licenses	560	352	280	400	400	400	-	0.00%
10054147	42270	Peddlers And Vendors Licenses	-	-	-	-	-	-	-	
10054147	43806	COVID19 State Reimbursements	-	-	14,192	-	-	-	-	
			1,232,355	1,307,757	3,125,321	1,254,250	1,254,250	2,169,200	914,950	72.95%
Land Use										
10054151	42201	Building Permits	880,766	622,511	966,039	830,000	830,000	850,000	20,000	2.41%
10054151	42335	Zoning Permits	74,285	45,915	94,395	70,000	70,000	60,000	(10,000)	-14.29%
10054151	44722	Inland Wetland App/Violation Fees	38,070	30,150	37,378	35,000	35,000	30,000	(5,000)	-14.29%
10054151	44720	Planning And Zoning Application Fee	17,000	21,400	15,200	13,000	13,000	10,000	(3,000)	-23.08%
10054151	44103	Zoning Board Of Appeals Fees	4,000	9,600	2,800	4,500	4,500	3,000	(1,500)	-33.33%
10054151	48232	DEEP Admin Cost Revenue-P&Z	1,758	720	1,157	800	800	800	-	0.00%
10054151	42005	Refuse & Septic Inspections	4,200	4,500	-	-	-	-	-	
10054151	42020	Restaurant Permits	35,295	31,075	-	-	-	-	-	
10054151	42025	Barbers & Salons	4,575	750	-	-	-	-	-	
10054151	42320	Septic Permits	32,675	33,075	-	-	-	-	-	
10054151	42323	Well Permits	4,650	2,350	-	-	-	-	-	
10054151	42325	Sign Permits	-	-	1,600	-	-	-	-	
10054151	42350	Misc. Health Permits	60,650	40,322	-	-	-	-	-	
			1,157,924	842,368	1,118,568	953,300	953,300	953,800	500	0.05%
Health & Security Benefits										
10054158	48263	Town Employee Ins. Contribution	-	762	-	-	-	-	-	
			-	762	-	-	-	-	-	
Insurance Liability										
10054159	48104	Workers Comp Offset	235,671	70,599	56,742	60,000	60,000	60,000	-	0.00%
10054159	48107	Member Equity	115,070	120,210	47,161	-	-	-	-	
			350,741	190,809	103,903	60,000	60,000	60,000	-	0.00%

Revenues			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Parking										
10054178	44925	Parking Permits	667,792	162,159	64,900	650,000	650,000	480,000	(170,000)	-26.15%
10054178	45005	Parking Tickets	331,052	225,537	174,994	200,000	200,000	200,000	-	0.00%
10054178	44920	Parking Meters	282,097	180,589	71,008	250,000	250,000	190,000	(60,000)	-24.00%
10054178	44929	Parking - Box Car	17,956	34,483	625	20,000	20,000	15,000	(5,000)	-25.00%
10054178	44923	Parking Permit Waiting Fee	5,270	4,675	3,979	4,000	4,000	3,000	(1,000)	-25.00%
10054178	44924	Parking-Day Passes	7,252	2,668	(42)	2,000	2,000	2,000	-	0.00%
			1,311,419	610,110	315,464	1,126,000	1,126,000	890,000	(236,000)	-20.96%
Police										
10054201	45102	False Alarm Fines-Police	26,000	16,800	14,870	28,000	28,000	28,000	-	0.00%
10054201	42315	Pistol Permits	2,530	4,130	14,280	10,000	10,000	10,000	-	0.00%
10054201	45020	CT Judicial Revenue Distributions	27,521	19,009	13,612	10,000	10,000	10,000	-	0.00%
10054201	44968	Fingerprint Fees	6,945	5,310	9,770	8,000	8,000	8,000	-	0.00%
10054201	44930	Copier Revenue-Police	2,138	1,747	1,042	1,000	1,000	1,000	-	0.00%
10054201	42002	Amusement Permits	230	115	250	150	150	150	-	0.00%
10054201	42315	State Grants	-	-	13,719	-	-	-	-	
10054201	44035	Testing & Hiring Application Fees	-	-	-	-	-	-	-	
10054201	48105	Insurance Recoveries	-	-	-	-	-	-	-	
			65,364	47,111	67,543	57,150	57,150	57,150	-	0.00%
Fire										
10054203	42305	Blasting Permit Fees	-	-	240	-	-	-	-	
10054203	45102	False Alarm Fines-Fire	2,200	1,600	200	-	-	-	-	
10054203	44035	Testing & Hiring application f	-	-	-	-	-	-	-	
			2,200	1,600	440	-	-	-	-	
EMS										
10054209	49200	Sale Of Assets	-	-	-	-	-	-	-	
			-	-	-	-	-	-	-	
Engineering										
10054305	44971	Drainage Review	-	-	4,500	30,000	30,000	3,000	(27,000)	-90.00%
10054305	42330	Street Opening Permits	56,912	22,629	25,769	20,000	20,000	25,000	5,000	25.00%
10054305	44970	Storm Sewer Connection Fee	-	-	-	2,500	2,500	1,500	(1,000)	-40.00%
10054305	42310	Driveway Permits	1,750	1,050	2,250	1,000	1,000	1,000	-	0.00%
10054305	42322	Sewer Connection Permits	600	600	950	100	100	-	(100)	-100.00%
10054305	48105	Insurance Recoveries	-	-	-	-	-	-	-	
			59,262	24,279	33,469	53,600	53,600	30,500	(23,100)	-43.10%

Revenues			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Town Buildings										
10054306	43806	COVID19 State Reimbursements	-	-	3,270	-	-	-	-	
10054306	48121	Solar Credits	-	1,574	23,529	-	-	-	-	
			-	1,574	26,799	-	-	-	-	
Transfer Station										
10054380	44022	Transfer Station Tipping Fees	401,445	370,369	438,715	425,000	425,000	425,000	-	0.00%
10054380	44026	Transfer Station Sticker Fees	103,230	115,124	220,239	150,000	150,000	150,000	-	0.00%
10054380	44020	Transfer Station Dump Fees	53,271	41,690	81,867	80,000	80,000	80,000	-	0.00%
10054380	44023	Transfer Station Recycling	60,093	30,659	12,195	35,000	35,000	35,000	-	0.00%
			618,040	557,843	753,016	690,000	690,000	690,000	-	0.00%
Parks										
10054385	44027	Field Usage Fee	26,783	22,260	-	-	-	-	-	
			26,783	22,260	-	-	-	-	-	
Health										
10054401	42350	Plan Review	-	-	68,750	60,000	60,000	60,000	-	0.00%
10054401	42320	Septic Permits	-	-	58,800	45,000	45,000	45,000	-	0.00%
10054401	42020	Restaurant Permits	-	-	30,300	35,000	35,000	35,000	-	0.00%
10054401	42323	Well Permits	-	-	5,950	5,000	5,000	5,000	-	0.00%
10054401	42005	Refuse & Septic Inspections	-	-	5,250	4,200	4,200	4,200	-	0.00%
10054401	42025	Barbers & Salons	-	-	4,325	4,000	4,000	4,000	-	0.00%
10054401	43806	COVID19 State Reimbursements	-	-	30,964	-	-	-	-	
10054401	43810	Covid Testing - Community	-	-	(270)	-	-	-	-	
10054401	44505	Covid 19 Relief Funding	-	495	-	-	-	-	-	
			-	495	204,069	153,200	153,200	153,200	-	0.00%
Human Services										
10054427	44504	Flu Clinics	9,953	11,069	11,376	8,000	8,000	8,000	-	0.00%
10054427	48235	Welfare Recoveries	-	-	-	-	-	-	-	
			9,953	11,069	11,376	8,000	8,000	8,000	-	0.00%
Recreation Administration										
10054520	44868	Other Classes & Programs Offset	449,829	474,853	379,439	499,590	499,590	580,000	80,410	16.10%
10054520	44709	Park and Recreation Fees	157,847	27,852	142,763	172,000	172,000	150,000	(22,000)	-12.79%
10054520	44736	Dog Park Fees	8,855	15,850	8,885	15,000	15,000	15,000	-	0.00%
10054520	44704	Concessions and Commissions	5,000	5,000	-	6,000	6,000	6,000	-	0.00%
10054520	47202	Rental Of Property-Recreation	4,750	4,950	13,550	5,000	5,000	10,000	5,000	100.00%
			626,281	528,505	544,637	697,590	697,590	761,000	63,410	9.09%

Revenues			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Recreation - Waveny										
10054521	47202	Rental of Property-Waveny	110,077	53,100	10,000	100,000	100,000	110,000	10,000	10.00%
10054521	44867	Waveny Custodial Fees	2,950	5,131	300	1,750	1,750	4,500	2,750	157.14%
			113,027	58,231	10,300	101,750	101,750	114,500	12,750	12.53%
Recreation - Paddle Tennis										
10054522	44940	Paddle Tennis Fees	46,210	55,831	78,591	52,000	52,000	78,000	26,000	50.00%
			46,210	55,831	78,591	52,000	52,000	78,000	26,000	50.00%
Recreation - Lapham Center										
10054524	44708	Senior Citizens Program	111,669	82,356	50,950	95,000	95,000	95,000	-	0.00%
10054524	44945	Senior Program Lunches	1,370	225	-	-	-	-	-	
			113,039	82,581	50,950	95,000	95,000	95,000	-	0.00%
Education										
10054700	43336	BOE - Excess Cost Grant	917,132	957,213	1,043,238	957,213	957,213	1,096,032	138,819	14.50%
10054700	43425	State Reimb School Proj - Inte	-	-	-	-	-	-	-	
10054700	44959	Miscellaneous Income - BOE	-	61,356	-	-	-	-	-	
			917,132	1,018,569	1,043,238	957,213	957,213	1,096,032	138,819	14.50%
Miscellaneous										
10059910	49055	Operating Transfers In	-	-	-	715,000	715,000	2,792,619	2,077,619	290.58%
10059940	44959	Miscellaneous Income - BOE	226,181	-	-	-	-	-	-	
			226,181	-	-	715,000	715,000	2,792,619	2,077,619	290.58%
TOTAL GENERAL FUND REVENUES			151,432,949	148,942,578	149,898,465	149,249,519	149,249,519	156,083,995	6,834,476	4.58%

TOWN OF NEW CANAAN
General Fund Expenditure By Department

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
COVID Expenses			-	306,204	508,436	-	-	-	-	
Isaias Expenses			-	-	359,382	-	-	-	-	
10054050	51930	Salary Offsets	-	-	-	(150,000)	(150,000)	(150,000)	-	0.00%
10054050	59015	Prior Year Adjustment	-	-	-	-	-	-	-	
Adjustments & Offsets			-	-	-	(150,000)	(150,000)	(150,000)	-	0.00%
First Selectman										
10054111	51610	Salaries F/T	404,525	437,400	451,980	416,187	425,551	426,853	10,666	2.56%
10054111	51620	Salaries P/T	28,866	17,797	15,924	41,042	41,042	41,452	410	1.00%
10054111	51630	Salaries O/T	961	1,676	2,077	1,500	1,500	2,399	899	59.93%
10054111	52200	Social Security	29,905	32,794	33,650	34,936	35,652	35,068	132	0.38%
10054111	52205	401A Employer Contributions	12,402	14,121	19,817	13,700	13,700	23,606	9,906	72.31%
10054111	52901	Longevity	600	700	400	400	400	400	-	0.00%
10054111	52906	Accrued Benefits Payout	-	-	11,326	-	-	-	-	
10054111	53954	Economic Development	5,594	18,100	25,199	30,000	30,000	50,000	20,000	66.67%
10054111	53955	Prof Service Research / Planning	-	19,500	-	-	-	-	-	
10054111	54445	Office Equip Lease/Rental	1,880	1,818	2,108	2,500	2,500	2,500	-	0.00%
10054111	55301	Postage	144	236	245	400	400	400	-	0.00%
10054111	55400	Advertising	-	195	-	500	500	500	-	0.00%
10054111	55800	Travel	-	-	-	400	400	400	-	0.00%
10054111	55972	Meals & Entertainment	2,603	1,601	3,167	3,000	3,000	3,000	-	0.00%
10054111	56120	Supplies Office	1,334	968	1,461	1,500	1,500	1,500	-	0.00%
10054111	56500	Voice / Data	1,084	1,201	2,261	2,500	2,500	2,500	-	0.00%
10054111	58115	Dues And Subscriptions	12,596	13,547	7,536	15,000	15,000	15,000	-	0.00%
			502,492	561,654	577,150	563,564	573,645	605,578	42,014	7.45%
Finance										
10054117	51610	Salaries F/T	615,966	609,209	628,541	634,009	644,295	674,105	40,096	6.32%
10054117	51620	Salaries P/T	33,530	51,654	105,109	45,941	45,941	46,400	459	1.00%
10054117	51630	Salaries O/T	348	8,861	9,910	500	500	4,545	4,045	809.00%
10054117	52200	Social Security	47,116	48,529	53,110	52,054	52,841	53,334	1,280	2.46%
10054117	52205	401A Employer Contributions	41,429	38,874	44,225	41,645	41,645	38,952	(2,693)	-6.47%
10054117	52901	Longevity	-	-	-	-	-	-	-	
10054117	52906	Accrued Benefits Payout	283	159	-	-	-	-	-	
10054117	53010	Service Contracts	42,354	41,754	43,007	47,000	47,000	45,848	(1,152)	-2.45%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054117	53011	Prof Service	3,000	2,530	1,945	3,000	3,000	3,000	-	0.00%
10054117	53200	Training	85	1,950	1,015	100	100	100	-	0.00%
10054117	53310	Prof Service Audit	66,523	64,375	43,025	92,500	92,500	92,500	-	0.00%
10054117	53311	Prof Service Special Audit	127,582	24,303	47,000	75,000	75,000	75,000	-	0.00%
1005411754	54340	Repairs Office Equipment	-	-	40	-	-	-	-	
10054117	54445	Office Equip Lease/Rental	3,027	2,906	3,976	4,000	4,000	4,000	-	0.00%
10054117	55301	Postage	5,140	5,265	4,477	4,000	4,000	4,000	-	0.00%
10054117	55400	Advertising	231	-	142	1,600	1,600	1,600	-	0.00%
10054117	55800	Travel	4,508	(624)	191	6,500	6,500	6,500	-	0.00%
10054117	55970	Program Meeting Expense	265	280	235	200	200	200	-	0.00%
10054117	56120	Supplies Office	6,885	5,911	3,666	5,610	5,610	5,610	-	0.00%
10054117	56625	Equip Office	-	-	-	-	-	-	-	
10054117	56500	Voice / Data	264	348	1,221	2,000	2,000	2,000	-	0.00%
10054117	58115	Dues And Subscriptions	2,674	1,593	3,264	1,900	1,900	1,900	-	0.00%
10054117	58143	Investment Management Fees	-	-	-	-	-	-	-	
10054117	58144	Banking & Transaction Fees	-	16,555	281	16,800	16,800	16,800	-	0.00%
			1,001,209	924,434	994,381	1,034,360	1,045,432	1,076,394	42,034	4.06%
Tax Assessor										
10054131	51610	Salaries F/T	265,725	294,118	277,614	280,440	278,316	274,934	(5,506)	-1.96%
10054131	51620	Salaries P/T	20,989	12,995	13,110	14,700	19,700	15,000	300	2.04%
10054131	51630	Salaries O/T	-	-	-	200	200	202	2	1.00%
10054131	52200	Social Security	21,425	22,072	22,628	22,593	22,814	22,625	32	0.14%
10054131	52205	401A Employer Contributions	-	2,116	3,839	3,668	3,668	4,494	826	22.52%
10054131	52901	Longevity	1,300	800	800	800	800	800	-	0.00%
10054131	52906	Accrued Benefits Payout	-	1,530	-	-	-	-	-	
10054131	53010	Service Contracts	15,222	10,341	16,803	17,240	17,240	18,500	1,260	7.31%
10054131	53015	O/S Contract Service	7,016	3,920	-	3,000	3,000	3,000	-	0.00%
10054131	53200	Training	-	-	-	1,000	1,000	1,000	-	0.00%
10054131	54340	Repairs Office Equipment	-	-	-	200	200	200	-	0.00%
10054131	54445	Office Equip Lease/Rental	1,623	1,634	1,708	1,683	1,683	1,851	168	9.98%
10054131	55301	Postage	1,073	1,451	717	1,800	1,800	1,800	-	0.00%
10054131	55400	Advertising	139	156	228	200	200	200	-	0.00%
10054131	55800	Travel	22	129	-	800	800	800	-	0.00%
10054131	56120	Supplies Office	1,717	2,438	1,603	2,000	2,000	2,000	-	0.00%
10054131	56260	Gasoline/Oil	119	71	312	500	500	354	(146)	-29.20%
10054131	56500	Voice / Data	1,376	1,312	1,170	1,493	1,493	1,522	29	1.94%
10054131	58115	Dues And Subscriptions	520	540	580	750	750	750	-	0.00%
			338,265	355,622	341,112	353,067	356,164	350,032	(3,035)	-0.86%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Tax Collector										
10054135	51610	Salaries F/T	175,834	188,074	190,447	190,529	192,480	193,910	3,381	1.77%
10054135	51620	Salaries P/T	5,630	7,258	7,358	6,000	6,000	6,000	-	0.00%
10054135	51630	Salaries O/T	245	578	1,125	720	720	720	-	0.00%
10054135	52200	Social Security	12,871	13,297	13,476	14,888	15,037	15,018	130	0.87%
10054135	52205	401A Employer Contributions	2,807	2,882	3,031	2,885	2,885	3,010	125	4.33%
10054135	52901	Longevity	450	500	750	640	640	640	-	0.00%
10054135	52906	Accrued Benefits Payout	-	-	-	-	-	-	-	
10054135	53010	Service Contracts	8,852	9,102	9,852	9,900	9,900	10,845	945	9.55%
10054135	53011	Prof Service	600	600	600	450	450	450	-	0.00%
10054135	53200	Training	-	-	-	800	800	800	-	0.00%
10054135	53946	DMV Services	(250)	250	250	800	800	750	(50)	-6.25%
10054135	54445	Office Equip Lease/Rental	2,042	2,440	2,234	2,200	2,200	2,250	50	2.27%
10054135	55301	Postage	11,841	26,268	15,313	15,000	15,000	15,000	-	0.00%
10054135	55400	Advertising	1,305	658	904	1,400	1,400	1,400	-	0.00%
10054135	55800	Travel	169	68	-	200	200	200	-	0.00%
10054135	56120	Supplies Office	527	713	1,841	2,000	2,000	2,000	-	0.00%
10054135	56500	Voice / Data	528	444	408	500	500	500	-	0.00%
10054135	58115	Dues And Subscriptions	175	175	175	200	200	200	-	0.00%
			223,624	253,307	247,762	249,112	251,212	253,693	4,581	1.84%
Legal										
10054139	53020	Prof Service Legal	210,536	143,159	251,604	300,000	299,800	250,000	(50,000)	-16.67%
10054139	53700	Assessor	14,359	23,282	41,852	-	-	-	-	
10054139	53701	Personnel	2,744	12,002	23,677	-	-	-	-	
100541395	53030	Settlement Payment	-	-	164,333	-	-	-	-	
10054139	53704	Planning And Zoning	59,985	16,982	5,241	-	-	-	-	
10054139	53707	Zoning Board Of Appeals	462	26,154	39,151	-	-	-	-	
10054139	53708	Police	6,652	-	188	-	200	-	-	
10054139	53709	F.O.I.	-	(132)	63,927	-	-	-	-	
10054139	53711	Inland Wetlands	7,315	-	-	-	-	-	-	
10054139	55763	Fire	396	2,950	2,115	-	-	-	-	
			302,448	224,397	592,087	300,000	300,000	250,000	(50,000)	-16.67%
Human Resources										
10054141	51610	Salaries F/T	249,959	270,645	276,572	277,423	283,666	289,055	11,632	4.19%
10054141	51620	Salaries P/T	15,081	3,247	3,693	4,000	4,000	792	(3,208)	-80.20%
10054141	51630	Salaries O/T	977	367	922	350	350	1,186	836	238.86%
10054141	52200	Social Security	18,497	19,063	19,672	21,398	21,876	21,682	284	1.33%
10054141	52205	401A Employer Contributions	7,357	9,067	9,996	9,519	9,519	10,250	731	7.68%
10054141	52500	Training - Tuition Reimbursement	4,703	1,233	356	2,500	2,500	-	(2,500)	-100.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054141	52901	Longevity	500	500	500	500	500	500	-	0.00%
10054141	53019	O/S Payroll Processing	72,328	72,036	68,963	72,000	72,000	72,000	-	0.00%
10054141	53072	State Drug And Alcohol Testing	3,932	1,384	3,007	5,000	5,000	5,000	-	0.00%
10054141	53200	Training	7,347	11,375	735	2,000	1,700	2,000	-	0.00%
10054141	53915	Physicals	1,912	1,857	2,005	1,500	1,800	2,200	700	46.67%
10054141	54445	Office Equip Lease/Rental	1,587	1,536	1,669	1,500	1,500	1,700	200	13.33%
10054141	55005	Background/Security Checks	243	434	649	800	800	800	-	0.00%
10054141	55301	Postage	732	266	756	600	600	600	-	0.00%
10054141	55400	Advertising	4,664	1,155	50	3,500	3,500	3,500	-	0.00%
10054141	55800	Travel	62	60	-	125	125	125	-	0.00%
10054141	55970	Program Meeting Expense	410	877	207	500	500	500	-	0.00%
10054141	56120	Supplies Office	559	793	866	700	700	700	-	0.00%
10054141	56500	Voice / Data	885	1,008	699	1,000	1,000	1,000	-	0.00%
10054141	58115	Dues And Subscriptions	-	63	-	250	250	250	-	0.00%
			391,733	396,963	391,318	405,166	411,885	413,840	8,674	2.14%
Information Technology										
10054143	51610	Salaries F/T	307,076	327,317	330,275	333,358	338,811	340,624	7,266	2.18%
10054143	52200	Social Security	22,147	23,377	23,525	25,502	25,919	26,058	556	2.18%
10054143	52901	Longevity	1,100	1,150	1,250	1,000	1,000	1,000	-	0.00%
10054143	53010	Service Contracts	64,784	48,051	44,739	53,000	53,000	53,000	-	0.00%
10054143	53200	Training	-	3,220	-	-	-	-	-	
10054143	55301	Postage	19	71	121	100	100	100	-	0.00%
10054143	55800	Travel	-	-	50	100	100	100	-	0.00%
10054143	56120	Supplies Office	105	138	1,538	500	500	500	-	0.00%
10054143	56500	Voice / Data	3,052	3,607	3,254	3,300	3,300	3,300	-	0.00%
10054143	56511	Voice / Data Allocation	(32,845)	302	-	-	-	-	-	
			365,438	407,233	404,751	416,860	422,730	424,682	7,822	1.88%
Town Clerk										
10054147	51610	Salaries F/T	246,696	256,701	259,613	260,151	262,607	265,616	5,465	2.10%
10054147	51620	Salaries P/T	49,625	58,004	69,504	68,000	68,000	68,000	-	0.00%
10054147	51622	PT Elections	-	-	6,096	-	-	2,660	2,660	
10054147	51630	Salaries O/T	4,338	3,386	10,194	4,080	4,080	6,000	1,920	47.06%
10054147	52906	Accrued Benefits Payout	-	-	-	-	-	-	-	
10054147	52200	Social Security	21,872	22,303	27,869	25,416	25,604	26,184	768	3.02%
10054147	52901	Longevity	1,300	1,300	1,300	1,300	1,300	1,300	-	0.00%
10054147	53010	Service Contracts	525	525	525	550	550	550	-	0.00%
10054147	53011	Prof Service	4,493	65	138	5,000	5,000	5,000	-	0.00%
10054147	53015	O/S Contract Service	13,346	15,552	15,116	46,855	45,999	17,100	(29,755)	-63.50%
10054147	53410	O/S Micro Filming	1,985	1,324	2,766	2,000	2,856	2,000	-	0.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054147	54310	Repairs Record Books	535	-	-	500	500	500	-	0.00%
10054147	54340	Repairs Office Equipment	138	320	731	1,000	1,000	1,000	-	0.00%
10054147	54440	Printer / Equipment - Map	17,800	-	-	-	-	-	-	
10054147	54445	Office Equip Lease/Rental	7,476	5,248	5,528	8,200	8,200	8,200	-	0.00%
10054147	55301	Postage	4,156	3,952	7,432	5,500	5,500	5,500	-	0.00%
10054147	55400	Advertising	7,707	4,776	4,748	10,000	10,000	10,000	-	0.00%
10054147	55800	Travel	166	-	165	500	500	500	-	0.00%
10054147	56120	Supplies Office	20,082	14,851	23,690	25,000	25,000	25,000	-	0.00%
10054147	56500	Voice / Data	464	390	357	500	500	500	-	0.00%
10054147	58115	Dues And Subscriptions	1,715	2,591	3,014	3,000	3,000	3,000	-	0.00%
			404,419	391,289	438,788	467,551	470,196	448,610	(18,941)	-4.05%
Registrar of Voters										
10054149	51620	Salaries P/T	59,396	53,696	80,444	52,000	52,000	66,000	14,000	26.92%
10054149	51621	PT Salary Office	429	-	-	10,000	10,000	10,000	-	0.00%
10054149	51622	PT Elections	9,172	2,637	13,668	11,000	11,000	15,000	4,000	36.36%
10054149	52200	Social Security	4,843	4,033	6,359	5,585	5,585	5,585	1	0.01%
10054149	52205	401A Employer Contributions	-	-	-	-	-	-	-	
10054149	53200	Training	1,670	810	600	7,140	5,640	7,140	-	0.00%
10054149	53204	Education and Outreach	-	-	-	255	255	255	-	0.00%
10054149	53306	Elections-Personnel	37,334	13,406	30,356	17,500	17,500	30,000	12,500	71.43%
10054149	53307	Elections-Town Services	2,540	863	5,192	4,400	4,400	10,500	6,100	138.64%
10054149	53308	Elections-Support	8,484	9,067	5,178	2,150	3,650	3,300	1,150	53.49%
10054149	53018	O/S Contractors	-	-	4,549	-	-	-	-	
10054149	54346	Election Equipment-Repair and	7,700	5,364	6,531	8,160	8,160	11,000	2,840	34.80%
10054149	54445	Office Equip Lease/Rental	1,439	1,498	1,742	1,650	1,650	1,650	-	0.00%
10054149	54905	Canvassing	677	75	269	3,500	3,500	7,000	3,500	100.00%
10054149	55301	Postage	3,663	3,140	4,808	2,500	2,500	3,500	1,000	40.00%
10054149	55400	Advertising	-	88	-	255	255	255	-	0.00%
10054149	55800	Travel	880	252	-	765	765	765	-	0.00%
10054149	56120	Supplies Office	1,292	1,084	2,064	1,200	1,200	1,200	-	0.00%
10054149	56500	Voice / Data	200	168	153	230	230	230	-	0.00%
10054149	58115	Dues And Subscriptions	130	140	245	815	815	815	-	0.00%
			139,849	96,321	162,159	129,105	129,105	174,195	45,091	34.93%
Land Use										
10054151	51610	Salaries F/T	989,861	1,070,262	753,139	783,898	792,508	913,193	129,295	16.49%
10054151	51620	Salaries P/T	57,576	44,087	55,962	73,500	73,500	33,500	(40,000)	-54.42%
10054151	51630	Salaries O/T	12,237	9,260	21,393	9,000	9,000	15,000	6,000	66.67%
10054151	51925	Clerical Assistance	-	-	-	-	-	-	-	
10054151	52200	Social Security	77,795	85,466	61,115	66,279	66,938	63,407	(2,872)	-4.33%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054151	52205	401A Employer Contributions	11,379	27,022	17,529	13,788	13,788	18,602	4,814	34.91%
10054151	52901	Longevity	1,500	1,750	1,350	1,300	1,300	1,300	-	0.00%
10054151	52906	Accrued Benefits Payout	-	-	-	-	-	-	-	-
10054151	53010	Service Contracts	-	-	18,000	18,360	18,360	19,179	819	4.46%
10054151	53011	Prof Service	42,679	24,888	51,044	107,500	121,513	107,500	-	0.00%
10054151	53201	Training-Commissioners	280	1,893	690	1,200	1,200	1,200	-	0.00%
10054151	53960	Professional Memberships	12,331	12,660	12,771	16,500	16,500	16,500	-	0.00%
10054151	54335	Repairs Mobile Equipment	-	-	-	-	363	1,000	1,000	-
10054151	54340	Repairs Office Equipment	-	-	-	100	100	100	-	0.00%
10054151	54445	Office Equip Lease/Rental	9,246	9,047	3,901	6,800	6,800	6,800	-	0.00%
10054151	55301	Postage	2,335	1,667	594	1,810	1,810	1,810	-	0.00%
10054151	55400	Advertising	5,080	5,819	-	6,500	6,500	6,500	-	0.00%
10054151	55800	Travel	497	687	-	660	660	660	-	0.00%
10054151	56120	Supplies Office	18,778	3,810	5,550	4,000	4,500	4,000	-	0.00%
10054151	56260	Gasoline/Oil	1,981	2,142	1,290	1,478	1,115	1,175	(303)	-20.50%
10054151	56500	Voice / Data	5,438	5,347	5,037	7,920	7,920	7,920	-	0.00%
10054151	56615	Equip Hand/Shop Tools	462	738	237	660	660	660	-	0.00%
10054151	56630	Uniforms & Equipment	1,418	1,359	1,594	1,320	1,320	1,320	-	0.00%
10054151	58115	Dues And Subscriptions	-	-	-	-	-	-	-	-
			1,250,871	1,307,905	1,011,197	1,122,573	1,146,356	1,221,326	98,753	8.80%
Health Department										
10054401	51610	Salaries F/T	-	-	363,027	374,912	377,789	390,626	15,714	4.19%
10054401	51620	Salaries P/T	-	-	17,164	13,292	13,292	30,000	16,708	125.70%
10054401	51630	Salaries O/T	-	-	15,287	15,000	15,000	20,000	5,000	33.33%
10054401	52200	Social Security	-	-	39,269	30,845	31,065	32,986	2,141	6.94%
10054401	52205	401A Employer Contributions	-	-	15,129	14,259	14,259	15,573	1,314	9.22%
10054401	52901	Longevity	-	-	200	-	-	200	200	-
10054401	53011	Prof Service	-	-	1,800	7,500	7,000	7,500	-	0.00%
10054401	53960	Professional Memberships	-	-	527	1,500	1,500	1,500	-	0.00%
10054401	54445	Office Equip Lease/Rental	-	-	5,813	5,000	5,000	6,000	1,000	20.00%
10054401	55301	Postage	-	-	-	1,190	1,190	500	(690)	-57.98%
10054401	55800	Travel	-	-	-	340	340	340	-	0.00%
10054401	56120	Supplies Office	-	-	3,140	3,230	3,730	3,230	-	0.00%
10054401	56260	Gasoline/Oil	-	-	-	524	524	524	-	0.00%
10054401	56500	Voice / Data	-	-	1,538	4,080	4,080	4,080	-	0.00%
10054401	56615	Equip Hand/Shop Tools	-	-	90	340	340	340	-	0.00%
10054401	56630	Uniforms & Equipment	-	-	2,339	1,500	1,500	1,500	-	0.00%
			-	-	465,323	473,512	476,609	514,899	41,387	8.74%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Conservation Commission										
10054154	53015	O/S Contract Service	-	10,200	14,516	24,000	24,000	24,000	-	0.00%
			-	10,200	14,516	24,000	24,000	24,000	-	0.00%
Health & Security Benefits										
10054158	52104	Contribution to Town Bens Fund	5,047,742	5,774,741	6,381,032	6,247,000	6,247,000	6,409,350	162,350	2.60%
10054158	52205	401A Employer Contributions	130,891	126,168	127,231	137,914	137,914	142,809	4,895	3.55%
10054158	52600	Unemployment Comp	2,927	8,385	25,218	15,836	15,836	10,000	(5,836)	-36.85%
10054158	52902	Wellness	10,755	10,022	12,870	8,798	8,798	14,695	5,897	67.03%
10054158	56630	Uniforms & Equipment	340	-	-	-	-	-	-	
			5,192,655	5,919,316	6,546,351	6,409,548	6,409,548	6,576,854	167,306	2.61%
Pensions & OPEB										
10054158	52301	Town Pension Contribution	1,319,772	1,446,047	1,543,662	1,647,180	1,647,180	1,142,124	(505,056)	-30.66%
10054158	53906	OPEB Gasb 45	500,000	440,000	419,083	279,981	279,981	-	(279,981)	-100.00%
			1,819,772	1,886,047	1,962,745	1,927,161	1,927,161	1,142,124	(785,037)	-40.74%
Insurance Liability										
10054159	52700	Workers Compensation	815,774	797,933	813,071	869,400	869,400	891,135	21,735	2.50%
10054159	55205	Deductibles Heart/Hypertension	46,316	47,624	190,708	103,500	103,500	106,605	3,105	3.00%
10054159	55210	Ins Blanket Coverage	524,957	520,966	498,161	608,928	608,928	556,200	(52,728)	-8.66%
			1,387,047	1,366,523	1,501,939	1,581,828	1,581,828	1,553,940	(27,888)	-1.76%
				-						
Parking										
10054178	51610	Salaries F/T	318,252	289,419	236,030	230,039	232,294	234,894	4,855	2.11%
10054178	51930	Salary Offsets	-	-	-	(9,060)	(9,060)	(9,060)	-	0.00%
10054178	51616	Salaries Cleaning Allowance	700	-	-	400	400	400	-	0.00%
10054178	51620	Salaries P/T	-	-	45	-	-	-	-	
10054178	51630	Salaries O/T	(537)	785	375	-	-	-	-	
10054178	52200	Social Security	22,095	21,070	18,326	17,629	17,801	18,016	387	2.20%
10054178	52205	401A Employer Contributions	3,567	3,045	3,789	3,751	3,751	3,844	93	2.47%
10054178	52901	Longevity	1,000	1,050	1,100	900	900	900	-	0.00%
10054178	53010	Service Contracts	995	995	1,791	2,400	2,400	2,792	392	16.33%
10054178	53015	O/S Contract Service	41,131	29,557	22,498	44,000	44,000	44,000	-	0.00%
10054178	54335	Repairs Mobile Equipment	2,235	306	(85)	2,300	2,300	2,300	-	0.00%
10054178	54347	Repairs Parking Meters	1,980	2,224	7,628	3,500	3,500	3,500	-	0.00%
10054178	54355	Property Service Contract	-	8,380	8,345	8,309	8,309	8,309	-	0.00%
10054178	54445	Office Equip Lease/Rental	1,311	1,205	1,356	1,377	1,377	1,377	-	0.00%
10054178	55301	Postage	2,672	720	1,383	3,000	3,000	2,500	(500)	-16.67%
10054178	56040	Supplies Signs	-	-	4,000	4,000	4,000	4,000	-	0.00%
10054178	56120	Supplies Office	4,476	2,902	39	4,000	4,000	3,500	(500)	-12.50%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054178	56260	Gasoline/Oil	3,204	1,886	1,504	4,111	4,111	3,936	(175)	-4.26%
10054178	56500	Voice / Data	7,761	7,941	8,045	9,800	9,800	9,800	-	0.00%
10054178	56630	Uniforms & Equipment	2,422	2,130	1,949	2,000	2,000	2,000	-	0.00%
10054178	58144	Banking & Transaction Fees	28,062	21,547	8,934	36,000	36,000	36,000	-	0.00%
			441,326	395,160	327,052	368,456	370,883	373,008	4,552	1.24%
Police										
10054201	51930	Salary Offset	-	-	-	(142,074)	(142,074)	(142,074)	-	0.00%
10054201	51610	Salaries F/T	4,523,181	4,807,454	4,923,680	5,005,651	5,111,216	5,225,942	220,291	4.40%
10054201	51615	Salaries Actg Sgt/Lt	21,073	23,328	15,783	26,000	23,500	22,000	(4,000)	-15.38%
10054201	51616	Salaries Cleaning Allowance	14,700	14,000	15,050	16,450	15,400	15,400	(1,050)	-6.38%
10054201	51617	Salaries Educational	46,533	42,137	43,240	45,000	57,050	56,000	11,000	24.44%
10054201	51620	Salaries P/T	37,053	31,168	34,682	38,000	38,000	38,000	-	0.00%
10054201	51630	Salaries O/T	278,177	261,771	278,547	240,000	250,000	285,000	45,000	18.75%
10054201	51633	Salaries O/T-Sick	66,372	44,822	41,114	50,000	50,000	45,000	(5,000)	-10.00%
10054201	51636	Salaries O/T Traffic Enforcement	(1,483)	686	884	5,000	5,000	5,000	-	0.00%
10054201	51645	Salaries O/T Injury	18,947	186	8,182	10,000	10,000	10,000	-	0.00%
10054201	51650	Salaries Detective Stand-By Pa	15,384	15,952	15,554	15,000	15,000	16,000	1,000	6.67%
10054201	51660	Salaries O/T Training	68,888	62,752	69,217	100,000	87,000	105,000	5,000	5.00%
10054201	51665	Salaries O/T Accumulated Time	126,622	121,757	71,911	125,000	125,000	85,000	(40,000)	-32.00%
10054201	51905	Salaries Shift Differential	96,315	103,972	104,898	102,000	102,000	108,070	6,070	5.95%
10054201	51915	Salaries Holiday Sellback	206,233	230,081	235,058	231,000	231,000	267,026	36,026	15.60%
10054201	52200	Social Security	105,533	112,014	114,987	120,365	122,602	126,093	5,728	4.76%
10054201	52901	Longevity	15,000	15,300	16,300	15,200	15,200	15,200	-	0.00%
10054201	52906	Accrued Benefits Payout	39,621	23,568	-	-	-	-	-	
10054201	53010	Service Contracts	41,395	43,011	37,293	46,500	46,500	46,500	-	0.00%
10054201	53070	Prof Service Cons/Testing Promotion	16,832	10,955	4,304	12,500	10,000	12,500	-	0.00%
10054201	53200	Training	33,180	34,132	36,605	37,500	40,500	42,250	4,750	12.67%
10054201	53649	Substance Reduction Initiative	1,889	1,232	1,619	5,000	2,500	2,500	(2,500)	-50.00%
10054201	53957	Accreditation	8,636	10,289	8,365	10,000	10,000	12,000	2,000	20.00%
10054201	53958	Medical Certification Stipend	17,000	17,400	18,300	17,000	18,300	43,500	26,500	155.88%
10054201	54200	Property Cleaning	555	121	741	1,000	1,000	1,000	-	0.00%
10054201	54301	Property Repair / Maintenance	3,162	4,190	1,442	2,000	2,500	2,000	-	0.00%
10054201	54320	Repairs Traffic Lights	-	-	750	500	500	-	(500)	-100.00%
10054201	54326	Repairs Emergency Equipment	2,562	5,913	2,485	6,000	6,000	6,000	-	0.00%
10054201	54335	Repairs Mobile Equipment	26,380	30,453	30,707	31,000	31,000	36,000	5,000	16.13%
10054201	54340	Repairs Office Equipment	-	-	-	1,000	400	750	(250)	-25.00%
10054201	54355	Property Service Contract	380	-	465	750	750	750	-	0.00%
10054201	54445	Office Equip Lease/Rental	10,361	7,984	7,397	7,100	7,100	7,500	400	5.63%
10054201	55301	Postage	2,027	2,067	1,425	1,800	1,800	1,600	(200)	-11.11%
10054201	55400	Advertising	1,097	225	-	500	500	500	-	0.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054201	55800	Travel	6,587	4,457	2,534	6,000	6,000	6,000	-	0.00%
10054201	55970	Program Meeting Expense	1,496	411	300	1,500	1,500	1,500	-	0.00%
10054201	56020	Supplies Auto Truck	4,470	1,364	6,502	9,000	9,000	9,000	-	0.00%
10054201	56025	Supplies Building / Grounds	8,047	6,822	6,779	12,000	12,000	12,000	-	0.00%
10054201	56030	Supplies Photo / Fingerprint	5,968	6,471	6,342	10,000	10,000	10,000	-	0.00%
10054201	56100	Supplies - General	4,817	3,465	2,910	5,000	5,000	5,000	-	0.00%
10054201	56120	Supplies Office	7,759	7,520	6,034	10,000	9,650	10,000	-	0.00%
10054201	56220	Electricity	53,690	55,765	52,176	56,000	55,000	54,000	(2,000)	-3.57%
10054201	56240	Fuel Oil / Propane	23,526	14,091	6,473	22,000	19,000	4,000	(18,000)	-81.82%
10054201	56260	Gasoline/Oil	51,830	53,354	51,502	55,000	55,000	78,070	23,070	41.95%
10054201	56270	Water	3,762	3,872	4,154	4,000	4,000	4,200	200	5.00%
10054201	56500	Voice / Data	53,374	38,493	30,758	45,000	43,700	40,000	(5,000)	-11.11%
10054201	56515	Information Services	42,960	35,056	33,528	36,000	36,000	35,000	(1,000)	-2.78%
10054201	56630	Uniforms & Equipment	34,937	52,227	38,268	52,500	52,500	52,500	-	0.00%
10054201	56631	SRT Personnel Equipment	3,023	4,258	5,485	9,000	9,000	9,000	-	0.00%
10054201	56635	Equip - Emergency	3,953	3,559	4,942	5,000	5,000	5,000	-	0.00%
10054201	56920	Equip Ammo / Weapons	23,305	22,343	21,592	23,500	23,500	23,500	-	0.00%
10054201	58115	Dues And Subscriptions	2,021	2,908	3,133	2,500	3,450	3,000	500	20.00%
			6,179,131	6,395,351	6,424,400	6,546,742	6,654,544	6,859,777	313,035	4.78%
Fire										
10054203	51930	Salary Offset	-	-	-	-	-	-	-	-
10054203	51610	Salaries F/T	2,362,752	2,479,436	2,475,955	2,510,379	2,582,816	2,649,790	139,411	5.55%
10054203	51615	Salaries Actg Sgt/Lt	7,942	8,237	8,294	8,000	8,000	8,000	-	0.00%
10054203	51620	Salaries P/T	58,463	18,583	38,666	86,500	86,500	86,000	(500)	-0.58%
10054203	51630	Salaries O/T	28,337	80,177	186,538	50,000	50,000	50,500	500	1.00%
10054203	51631	Salaries O/T Vacation	278,703	280,603	323,664	280,200	280,200	338,645	58,445	20.86%
10054203	51632	Salaries O/T Holiday	220,686	243,781	247,303	230,000	230,000	255,825	25,825	11.23%
10054203	51633	Salaries O/T-Sick	169,275	269,115	207,278	201,000	201,000	222,100	21,100	10.50%
10054203	51635	Salaries O/T Callback	5,719	5,540	3,068	6,000	6,000	2,568	(3,432)	-57.20%
10054203	51645	Salaries O/T Injury	123,094	85,988	75,551	82,500	82,500	90,630	8,130	9.85%
10054203	51920	Salaries Training	48,490	29,530	43,628	45,000	45,000	44,032	(968)	-2.15%
10054203	51931	Promotional Testing	-	-	9,100	12,500	10,000	-	(12,500)	-100.00%
10054203	52200	Social Security	66,316	68,599	70,250	56,054	57,104	84,724	28,670	51.15%
10054203	52205	401A Employer Contributions	510	1,939	2,155	2,088	2,088	2,598	510	24.43%
10054203	52901	Longevity	600	600	700	600	600	600	-	0.00%
10054203	52905	Employee Fitness Program	3,850	4,668	691	3,500	3,500	3,500	-	0.00%
10054203	52906	Accrued Benefits Payout	-	4,675	14,711	-	-	-	-	-
10054203	53010	Service Contracts	10,761	8,437	6,127	10,000	10,000	30,000	20,000	200.00%
10054203	53018	O/S Contractors	-	675	700	2,900	2,000	-	(2,900)	-100.00%
10054203	53200	Training	37,855	34,670	41,096	38,000	38,000	42,000	4,000	10.53%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054203	53405	O/S Laundry Service	4,399	2,989	2,924	4,000	4,000	4,000	-	0.00%
10054203	53915	Physicals	10,297	9,153	8,000	9,500	12,000	9,500	-	0.00%
10054203	53956	Education Incentive	-	38,100	34,350	40,000	40,000	57,200	17,200	43.00%
10054203	53959	Volunteer Recruitment & Retention	1,417	-	1,832	4,000	3,850	4,000	-	0.00%
10054203	54301	Property Repair / Maintenance	3,962	2,569	2,664	3,000	3,000	4,000	1,000	33.33%
10054203	54326	Repairs Emergency Equipment	19,827	14,086	20,947	17,800	17,800	18,500	700	3.93%
10054203	54335	Repairs Mobile Equipment	77,111	36,413	58,585	69,000	69,000	69,000	-	0.00%
10054203	54445	Office Equip Lease/Rental	1,653	1,879	97	1,900	1,900	1,900	-	0.00%
10054203	55301	Postage	233	144	98	180	180	180	-	0.00%
10054203	55800	Travel	1,418	297	95	550	550	550	-	0.00%
10054203	56020	Supplies Auto Truck	969	1,049	933	900	1,400	900	-	0.00%
10054203	56100	Supplies - General	8,209	7,192	8,073	8,400	8,400	8,400	-	0.00%
10054203	56120	Supplies Office	1,266	745	674	1,000	1,000	1,000	-	0.00%
10054203	56220	Electricity	21,457	21,024	18,931	23,100	23,100	22,000	(1,100)	-4.76%
10054203	56240	Fuel Oil / Propane	10,440	11,525	10,512	13,185	13,185	17,000	3,815	28.93%
10054203	56260	Gasoline/Oil	12,456	10,761	10,388	13,446	13,446	16,000	2,554	18.99%
10054203	56270	Water	2,133	2,482	2,354	2,575	2,575	2,575	-	0.00%
10054203	56300	Food	2,794	2,817	4,210	3,100	3,650	3,100	-	0.00%
10054203	56500	Voice / Data	9,552	9,569	8,376	11,000	11,000	11,000	-	0.00%
10054203	56515	Information Services	78,000	78,000	80,096	79,000	79,000	79,000	-	0.00%
10054203	56615	Equip Hand/Shop Tools	500	364	125	500	500	500	-	0.00%
10054203	56630	Uniforms & Equipment	23,942	22,628	29,974	26,000	26,000	26,000	-	0.00%
10054203	56632	Equip Personnel/Pep	6,292	2,680	1,283	4,000	4,000	4,000	-	0.00%
10054203	56635	Equip - Emergency	5,540	5,898	1,769	6,500	6,500	6,500	-	0.00%
10054203	58115	Dues And Subscriptions	5,536	5,361	5,185	5,600	5,600	5,600	-	0.00%
			3,732,755	3,912,973	4,067,955	3,973,456	4,046,944	4,283,917	310,461	7.81%
EMS										
10054209	53425	O/S Paramedic Service	399,840	399,840	399,840	399,842	399,842	399,842	-	0.00%
10054209	54301	Property Repair / Maintenance	-	-	500	-	-	-	-	
10054209	54445	Office Equip Lease/Rental	1,080	1,139	1,214	-	1,300	-	-	
10054209	55067	Town Contribution	60,900	54,900	53,000	63,465	62,165	63,465	0	0.00%
10054209	56220	Electricity	11,775	11,862	12,528	14,945	14,945	15,394	449	3.00%
10054209	56240	Fuel Oil / Propane	12,163	7,344	2,061	12,243	12,243	12,611	368	3.01%
10054209	56260	Gasoline/Oil	7,482	7,505	6,618	9,506	9,506	9,792	286	3.01%
10054209	56270	Water	2,343	2,432	2,455	2,440	2,440	2,514	74	3.03%
10054209	56500	Voice / Data	2,905	2,871	2,913	3,750	3,750	3,750	-	0.00%
10054209	56515	Information Services	53,162	55,639	57,723	57,896	57,896	59,800	1,904	3.29%
			551,650	543,533	538,852	564,087	564,087	567,168	3,081	0.55%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Animal Control										
10054215	51610	Salaries F/T	83,985	87,306	88,129	87,597	89,568	89,562	1,965	2.24%
10054215	51620	Salaries P/T	4,846	1,960	-	-	-	4,500	4,500	
10054215	51630	Salaries O/T	1,143	969	711	1,600	1,600	585	(1,015)	-63.44%
10054215	52200	Social Security	6,798	6,569	6,291	7,321	7,472	7,241	(80)	-1.09%
10054215	52205	401A Employer Contributions	5,849	5,991	6,404	6,132	6,132	6,520	388	6.33%
10054215	53018	O/S Contractors	996	143	2,570	2,000	2,000	2,000	-	0.00%
			103,616	102,937	104,105	104,649	106,771	110,408	5,759	5.50%
Emergency Management										
10054223	51620	Salaries P/T	-	-	32,058	35,000	35,000	35,000	-	0.00%
10054223	52200	Social Security	-	-	2,167	2,678	2,678	2,678	1	0.02%
10054223	53018	O/S Contractors	21,308	12,789	65,542	5,755	7,756	11,900	6,145	106.78%
10054223	53200	Training	450	-	-	5,100	9,071	5,100	-	0.00%
10054223	55800	Travel	-	-	-	-	29	-	-	
10054223	54326	Repairs Emergency Equipment	-	-	-	2,020	1,370	5,920	3,900	193.07%
10054223	56100	Supplies - General	-	-	564	2,020	2,020	2,020	-	0.00%
10054223	56500	Voice / Data	464	390	1,159	510	1,160	1,500	990	194.12%
10054223	56635	Equip - Emergency	3,614	1,437	3,001	12,094	6,093	13,879	1,785	14.76%
			25,836	14,616	104,490	65,177	65,177	77,997	12,821	19.67%
Public Works Admin										
10054301	51610	Salaries F/T	201,651	221,514	223,551	223,612	226,860	228,439	4,827	2.16%
10054301	51620	Salaries P/T	-	2,648	-	-	-	-	-	
10054301	51630	Salaries O/T	1,369	7,759	16,139	1,000	1,000	8,000	7,000	700.00%
10054301	52200	Social Security	14,457	16,579	16,976	17,183	17,431	18,088	905	5.27%
10054301	52205	401A Employer Contributions	3,896	4,556	4,811	4,572	4,572	4,874	302	6.61%
10054301	52901	Longevity	600	650	700	700	700	700	-	0.00%
10054301	53018	O/S Contractors	-	16,095	48,236	50,000	50,000	50,000	-	0.00%
10054301	53200	Training	243	463	494	500	500	500	-	0.00%
10054301	54445	Office Equip Lease/Rental	4,278	4,353	4,164	4,200	4,200	4,275	75	1.79%
10054301	55301	Postage	1,615	600	1,934	1,500	2,500	1,500	-	0.00%
10054301	55400	Advertising	698	560	1,173	700	700	700	-	0.00%
10054301	55800	Travel	242	234	211	250	250	250	-	0.00%
10054301	56120	Supplies Office	6,662	798	652	1,250	1,250	1,250	-	0.00%
10054301	56500	Voice / Data	947	1,035	710	1,800	1,800	1,800	-	0.00%
10054301	58115	Dues And Subscriptions	-	-	-	-	-	-	-	
			236,659	277,843	319,750	307,267	311,763	320,376	13,109	4.27%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Highway										
10054303	51610	Salaries F/T	1,861,249	1,945,388	1,933,553	1,976,184	2,006,554	2,031,299	55,115	2.79%
10054303	51617	Salaries Educational	-	1,200	1,200	-	-	1,200	1,200	
10054303	51620	Salaries P/T	-	161	-	-	-	-	-	
10054303	51630	Salaries O/T	327,165	216,816	331,925	276,000	277,500	289,266	13,266	4.81%
10054303	51930	Salary Offset	-	-	-	(52,500)	(52,500)	(67,041)	(14,541)	27.70%
10054303	51640	Salaries O/T Meal Allow	15,674	10,563	22,147	16,800	16,800	16,800	-	0.00%
10054303	51905	Salaries Shift Differential	-	-	-	2,550	2,550	2,550	-	0.00%
10054303	52200	Social Security	163,878	159,920	175,348	169,268	171,605	177,403	8,135	4.81%
10054303	52205	401A Employer Contributions	39,961	38,767	46,432	37,961	37,961	52,151	14,190	37.38%
10054303	52901	Longevity	7,475	7,638	6,988	7,600	7,600	7,600	-	0.00%
10054303	52906	Accrued Benefits Payout	2,305	-	13,044	-	-	-	-	
10054303	53011	Prof Service	-	-	-	-	-	-	-	
10054303	53018	O/S Contractors	11,624	12,610	49,424	45,000	50,944	60,000	15,000	33.33%
10054303	53200	Training	3,238	1,275	3,237	2,500	2,500	2,500	-	0.00%
10054303	53405	O/S Laundry Service	8,426	3,798	3,817	11,554	11,554	4,000	(7,554)	-65.38%
10054303	53506	Pipe Cleaning	15,000	14,800	9,195	15,000	15,000	15,000	-	0.00%
10054303	54200	Property Cleaning	-	-	-	1,500	-	1,500	-	0.00%
10054303	54290	Road Maintenance	273,905	253,959	313,944	340,000	327,056	346,800	6,800	2.00%
10054303	54301	Property Repair / Maintenance	4,596	8,537	-	-	-	-	-	
10054303	54335	Repairs Mobile Equipment	117,349	108,394	95,485	117,000	117,000	117,000	-	0.00%
10054303	54445	Office Equip Lease/Rental	1,515	1,580	1,203	1,380	1,380	1,380	-	0.00%
10054303	55400	Advertising	10	265	469	500	500	500	-	0.00%
10054303	55800	Travel	-	1,619	-	1,500	1,500	1,500	-	0.00%
10054303	56261	CHP Gas	-	-	2,386	-	26,000	5,900	5,900	
10054303	56020	Supplies Auto Truck	64,083	55,486	69,108	64,500	71,500	64,500	-	0.00%
10054303	56040	Supplies Signs	27,071	18,179	14,811	15,000	15,000	15,000	-	0.00%
10054303	56100	Supplies - General	3,938	4,523	5,265	8,000	8,000	8,000	-	0.00%
10054303	56105	Radio	1,607	2,220	1,663	5,000	5,000	5,000	-	0.00%
10054303	56108	Paint	9,595	24,666	12,014	20,000	20,000	20,000	-	0.00%
10054303	56120	Supplies Office	914	883	472	1,500	1,500	1,500	-	0.00%
10054303	56220	Electricity	34,831	30,756	33,510	31,050	24,050	34,220	3,170	10.21%
10054303	56240	Fuel Oil / Propane	38,086	28,917	34,239	35,731	16,731	36,803	1,072	3.00%
10054303	56260	Gasoline/Oil	79,715	42,454	67,189	69,842	69,842	68,770	(1,072)	-1.53%
10054303	56270	Water	4,777	5,865	6,858	4,429	4,429	7,202	2,773	62.61%
10054303	56500	Voice / Data	4,966	4,639	4,374	7,500	7,500	4,500	(3,000)	-40.00%
10054303	56520	Supplies Stone And Gravel	19,707	16,410	13,286	15,000	15,000	20,000	5,000	33.33%
10054303	56610	Equip Furniture	-	-	1,881	2,000	2,000	2,000	-	0.00%
10054303	56615	Equip Hand/Shop Tools	5,274	5,017	7,935	10,000	10,000	10,000	-	0.00%
10054303	56630	Uniforms & Equipment	11,898	13,873	23,093	15,000	15,000	15,000	-	0.00%
			3,159,831	3,041,178	3,305,493	3,274,348	3,307,055	3,379,803	105,455	3.22%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
Engineering										
10054305	51610	Salaries F/T	94,393	219,111	222,973	221,622	226,609	231,609	9,987	4.51%
10054305	51620	Salaries P/T	33,145	28,871	300	25,000	25,000	25,000	-	0.00%
10054305	51630	Salaries O/T	-	-	12	-	-	-	-	
10054305	52200	Social Security	9,481	17,999	15,864	18,867	19,248	19,248	381	2.02%
10054305	52205	401A Employer Contributions	6,695	14,835	16,117	15,514	15,514	16,262	748	4.82%
10054305	53011	Prof Service	8,998	8,275	8,903	9,000	5,200	9,000	-	0.00%
10054305	53015	O/S Contract Service	83,873	61,254	27,879	47,500	47,500	47,500	-	0.00%
10054305	53200	Training	358	1,034	466	1,250	1,250	1,000	(250)	-20.00%
10054305	54335	Repairs Mobile Equipment	92	459	473	500	500	500	-	0.00%
10054305	54340	Repairs Office Equipment	-	-	476	200	200	200	-	0.00%
10054305	55301	Postage	-	-	27	-	-	-	-	
10054305	55800	Travel	81	153	65	200	200	200	-	0.00%
10054305	56020	Supplies Auto Truck	34	184	100	400	400	400	-	0.00%
10054305	56100	Supplies - General	898	683	701	700	4,500	700	-	0.00%
10054305	56120	Supplies Office	347	1,965	340	850	850	850	-	0.00%
10054305	56260	Gasoline/Oil	2,488	1,476	1,592	3,200	3,200	3,600	400	12.50%
10054305	56500	Voice / Data	1,372	3,968	2,741	2,100	2,100	2,750	650	30.95%
10054305	58115	Dues And Subscriptions	410	721	1,417	1,000	1,000	1,500	500	50.00%
			242,664	360,987	300,447	347,903	353,271	360,319	12,416	3.57%
Town Buildings										
10054306	51610	Salaries F/T	208,671	220,866	210,276	255,416	258,237	257,905	2,489	0.97%
10054306	51620	Salaries P/T	734	2,150	18,046	-	-	-	-	
10054306	51630	Salaries O/T	5,249	5,989	5,497	6,000	6,000	6,000	-	0.00%
10054306	52200	Social Security	15,647	16,526	17,177	19,998	20,214	20,189	191	0.95%
10054306	52205	401A Employer Contributions	4,124	5,543	5,276	3,713	3,713	3,991	278	7.49%
10054306	52901	Longevity	500	500	500	500	500	500	-	0.00%
10054306	52906	Accrued Benefits Payout	-	-	1,940	-	-	-	-	
10054306	53010	Service Contracts	148,921	132,664	119,328	160,000	184,550	188,000	28,000	17.50%
10054306	53011	Prof Service	-	-	-	-	-	-	-	
10054306	53018	O/S Contractors	254,617	226,718	223,097	200,750	407,245	230,000	29,250	14.57%
10054306	53200	Training	218	-	-	-	-	-	-	
10054306	54200	Property Cleaning	123,838	123,045	155,345	166,400	179,985	215,535	49,135	29.53%
10054306	54301	Property Repair / Maintenance	19,630	13,192	18,570	20,000	26,620	21,500	1,500	7.50%
10054306	54335	Repairs Mobile Equipment	756	89	655	750	750	750	-	0.00%
10054306	54361	Light Poles-Maintenance	6,015	13,628	4,079	10,000	10,000	10,000	-	0.00%
10054306	54445	Office Equip Lease/Rental	-	56	1,336	1,000	1,000	1,500	500	50.00%
10054306	55400	Advertising	738	2,186	651	700	1,900	700	-	0.00%
10054306	56025	Supplies Building / Grounds	6,154	3,528	3,941	9,000	8,950	9,250	250	2.78%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054306	53028	O/S Contract Old Incin. Bldng	-	-	22,598	-	-	-	-	
10054306	53029	O/S Contractor Potting Shed	-	-	15,550	-	-	-	-	
10054306	56100	Supplies - General	2,239	2,414	240	2,500	1,300	2,500	-	0.00%
10054306	56120	Supplies Office	595	776	338	1,000	1,000	1,000	-	0.00%
10054306	56121	Supplies-Centralized Office	22,591	20,066	18,815	20,000	20,000	25,000	5,000	25.00%
10054306	56220	Electricity	112,291	114,482	109,311	113,510	113,510	126,985	13,475	11.87%
10054306	56240	Fuel Oil / Propane	48,635	35,964	50,192	46,150	46,150	88,500	42,350	91.77%
10054306	56260	Gasoline/Oil	2,514	2,058	2,139	2,485	2,485	3,726	1,241	49.94%
10054306	56270	Water	7,539	6,711	4,157	5,480	5,480	6,154	674	12.30%
10054306	56500	Voice / Data	1,616	1,285	1,399	2,200	2,200	2,200	-	0.00%
10054306	56611	Furniture - Centralized	4,362	1,983	(87)	-	-	2,000	2,000	
			998,191	952,419	1,010,368	1,047,552	1,301,789	1,223,885	176,333	16.83%
Utilities										
10054350	56291	Town Utility Sewer Fee	-	47,985	21,925	48,900	48,900	32,775	(16,125)	-32.98%
10054350	56292	Town Utility Street Lights	91,135	93,603	101,143	100,000	100,000	105,003	5,003	5.00%
10054350	56295	Town Utility Hydrant Service	361,749	371,908	386,910	372,000	372,000	398,518	26,518	7.13%
			452,885	513,496	509,979	520,900	520,900	536,296	15,396	2.96%
Transfer Station										
10054380	51610	Salaries F/T	367,924	358,072	339,230	333,415	341,135	341,464	8,049	2.41%
10054380	51620	Salaries P/T	-	-	-	-	-	-	-	
10054380	51630	Salaries O/T	93,393	90,586	101,138	93,000	93,000	103,368	10,368	11.15%
10054380	51640	Salaries O/T Meal Allow	112	144	448	510	510	538	28	5.49%
10054380	52200	Social Security	33,815	32,767	32,502	32,660	33,253	34,071	1,411	4.32%
10054380	52205	401A Employer Contributions	4,929	5,296	7,157	7,608	7,608	8,176	568	7.47%
10054380	52901	Longevity	1,000	1,000	500	500	500	500	-	0.00%
10054380	52906	Accrued Benefits Payout	-	-	6,500	600	600	-	(600)	-100.00%
10054380	53010	Service Contracts	-	-	-	600	600	-	(600)	-100.00%
10054380	53018	O/S Contractors	13,556	11,448	10,615	13,000	16,133	13,000	-	0.00%
10054380	53415	Paint Disposal	3,471	-	2,599	2,500	2,500	5,000	2,500	100.00%
10054380	53420	Hazardous Waste Day	12,460	16,906	456	30,000	30,000	30,000	-	0.00%
10054380	53440	Recycling	208,978	270,968	266,312	230,000	230,000	250,000	20,000	8.70%
10054380	53901	Garbage Hauling Contract	518,031	542,162	644,551	620,000	620,000	620,000	-	0.00%
10054380	53908	Groundwater Monitor/Landfill	14,256	7,078	8,925	20,000	20,000	20,000	-	0.00%
10054380	54301	Property Repair / Maintenance	-	-	-	-	-	-	-	
10054380	54330	Repairs Machinery And Equipment	9,684	4,876	14,587	15,000	11,000	15,000	-	0.00%
10054380	54335	Repairs Mobile Equipment	1,938	30	369	3,000	3,000	3,000	-	0.00%
10054380	54421	O/S Bulky Waste Disposal	195,250	217,466	231,628	180,000	180,000	200,000	20,000	11.11%
10054380	55800	Travel	-	-	-	255	255	255	-	0.00%
10054380	56100	Supplies - General	1,824	4,333	2,384	4,800	4,800	4,800	-	0.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054380	56120	Supplies Office	533	813	577	1,600	5,600	1,600	-	0.00%
10054380	56220	Electricity	17,797	15,716	17,123	18,427	18,427	18,227	(200)	-1.09%
10054380	56260	Gasoline/Oil	8,030	8,369	10,309	10,191	10,191	13,500	3,309	32.47%
10054380	56270	Water	1,507	1,444	1,588	1,639	1,639	1,666	27	1.65%
10054380	56500	Voice / Data	1,988	1,701	1,623	2,835	2,835	2,835	-	0.00%
10054380	56615	Equip Hand/Shop Tools	1,445	480	1,222	1,500	1,500	1,500	-	0.00%
10054380	56630	Uniforms & Equipment	3,266	2,074	2,788	2,500	2,500	2,500	-	0.00%
10054380	58120	State Permits	1,050	290	290	2,500	2,500	2,500	-	0.00%
10054380	58144	Banking & Transaction Fees	11,484	6,072	9,110	7,000	7,000	9,500	2,500	35.71%
			1,527,722	1,600,093	1,714,532	1,635,640	1,647,087	1,703,000	67,360	4.12%
Parks										
10054385	51610	Salaries F/T	957,442	1,011,979	1,018,371	1,018,670	1,041,771	1,115,820	97,150	9.54%
10054385	51620	Salaries P/T	-	-	-	45,000	45,000	15,000	(30,000)	-66.67%
10054385	51930	Salary Offset	-	-	-	(8,400)	(8,400)	(8,400)	-	0.00%
10054385	51630	Salaries O/T	106,391	56,780	72,094	95,552	95,552	95,500	(52)	-0.05%
10054385	51640	Salaries O/T Meal Allow	4,764	2,782	4,288	7,168	7,168	7,168	-	0.00%
10054385	52200	Social Security	77,334	77,535	80,711	89,229	91,005	92,231	3,002	3.36%
10054385	52205	401A Employer Contributions	8,854	14,090	19,532	15,161	15,161	23,266	8,105	53.46%
10054385	52901	Longevity	4,800	4,000	3,500	3,500	3,500	3,500	-	0.00%
10054385	52906	Accrued Benefits Payout	-	1,918	3,866	-	-	-	-	
10054385	56630	Uniforms & Equipment	-	-	10,900	-	-	-	-	
10054385	53011	Prof Service	13,664	13,997	15,000	15,000	15,000	25,450	10,450	69.67%
10054385	53018	O/S Contractors	138,368	148,342	145,982	174,280	174,280	206,280	32,000	18.36%
10054385	53049	Mosquito Control	9,815	13,595	9,960	13,270	13,270	13,270	-	0.00%
10054385	53200	Training	2,082	855	650	2,200	2,200	2,200	-	0.00%
10054385	53905	O/S Grass Treatments	159,202	158,571	144,169	182,050	182,050	219,500	37,450	20.57%
10054385	54200	Property Cleaning	-	-	-	500	500	500	-	0.00%
10054385	54301	Property Repair / Maintenance	-	215	202	9,200	9,200	9,200	-	0.00%
10054385	54330	Repairs Machinery And Equipment	37,140	37,710	31,932	43,000	43,000	45,700	2,700	6.28%
10054385	54350	Repairs Parks And Trails	1,637	4,627	7,054	7,500	7,500	14,500	7,000	93.33%
10054385	55800	Travel	1,355	716	641	1,600	1,600	1,600	-	0.00%
10054385	56020	Supplies Auto Truck	590	1,308	2,663	3,000	3,000	3,190	190	6.33%
10054385	56025	Supplies Building / Grounds	41,162	58,043	70,417	67,300	67,300	71,500	4,200	6.24%
10054385	56100	Supplies - General	9,231	12,265	4,747	13,500	13,500	14,400	900	6.67%
10054385	56220	Electricity	28,697	26,981	38,269	50,958	50,958	53,505	2,547	5.00%
10054385	56240	Fuel Oil / Propane	5,532	3,045	8,744	4,882	4,882	7,787	2,905	59.50%
10054385	56260	Gasoline/Oil	22,968	19,590	23,124	22,786	22,786	32,712	9,926	43.56%
10054385	56270	Water	4,037	3,817	5,931	5,099	5,099	6,109	1,010	19.81%
10054385	56500	Voice / Data	4,656	4,976	5,607	4,300	4,300	5,610	1,310	30.47%
10054385	56621	Grounds Equipment	14	17,502	8,801	9,000	9,000	9,500	500	5.56%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054385	58115	Dues And Subscriptions	280	470	415	400	400	450	50	12.50%
			1,640,015	1,695,709	1,737,570	1,895,705	1,920,582	2,087,048	191,343	10.09%
		Town Hall Annex								
10054397	53018	O/S Contractors	8,250	12,923	4,266	15,000	15,000	-	(15,000)	-100.00%
10054397	54200	Property Cleaning	-	4,325	-	9,080	9,080	-	(9,080)	-100.00%
10054397	54301	Property Repair / Maintenance	2,076	4,392	-	1,500	1,500	-	(1,500)	-100.00%
10054397	56025	Supplies Building / Grounds	40	198	-	250	250	-	(250)	-100.00%
10054397	56220	Electricity	3,683	7,403	7,457	5,150	5,150	-	(5,150)	-100.00%
10054397	56240	Fuel Oil / Propane	2,071	3,189	2,522	8,056	8,056	-	(8,056)	-100.00%
10054397	56270	Water	1,656	1,657	1,540	1,854	1,854	-	(1,854)	-100.00%
			17,776	34,087	15,785	40,890	40,890	-	(40,890)	-100.00%
		Nature Center								
10054398	56220	Electricity	32,008	27,726	27,601	33,864	33,864	35,557	1,693	5.00%
10054398	56240	Fuel Oil / Propane	25,421	19,583	21,135	22,566	22,566	36,051	13,485	59.76%
10054398	56270	Water	2,934	2,862	2,871	3,626	3,626	3,626	-	0.00%
			60,363	50,172	51,607	60,056	60,056	75,234	15,178	25.27%
		Tree Warden								
10054399	51620	Salaries P/T	24,591	24,464	24,145	24,000	24,000	25,000	1,000	4.17%
10054399	52200	Social Security	1,881	1,871	1,847	1,836	1,836	1,913	77	4.19%
10054399	53018	O/S Contractors	9,160	-	-	-	-	-	-	-
10054399	53450	O/S Tree Service Highway	239,024	221,585	236,922	243,000	243,000	293,000	50,000	20.58%
10054399	53451	O/S Tree Service Parks	42,290	30,648	46,916	40,000	40,000	65,000	25,000	62.50%
10054399	54303	O/S Tree Maintenance	91,765	89,252	118,116	135,000	135,000	150,000	15,000	11.11%
10054399	56100	Supplies - General	-	3,906	3,609	4,000	4,000	4,000	-	0.00%
10054399	56500	Voice / Data	383	368	397	900	900	500	(400)	-44.44%
			409,094	372,094	432,048	448,736	448,736	539,413	90,677	20.21%
		Human Services								
10054427	51610	Salaries F/T	465,848	343,556	374,871	383,466	390,396	396,068	12,602	3.29%
10054427	51620	Salaries P/T	-	13,028	3,354	-	-	-	-	-
10054427	51630	Salaries O/T	1,289	1,073	1,680	500	500	1,000	500	100.00%
10054427	51930	Salary Offset	-	-	-	(5,000)	(5,000)	(5,000)	-	0.00%
10054427	52200	Social Security	34,703	27,662	27,971	29,412	29,942	29,816	404	1.37%
10054427	52205	401A Employer Contributions	7,618	8,924	15,932	15,982	15,982	16,952	970	6.07%
10054427	52901	Longevity	600	300	350	400	400	400	-	0.00%
10054427	52906	Accrued Benefits Payout	-	12,260	-	-	-	-	-	-
10054427	53048	Flu Clinic	7,405	8,166	9,952	10,000	12,175	14,000	4,000	40.00%
10054427	53650	General Assistance	16,782	17,400	16,573	-	-	-	-	-

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054427	53947	Public Health Services	6,597	18,980	4,408	5,000	5,000	5,000	-	0.00%
10054427	54445	Office Equip Lease/Rental	2,552	2,453	2,286	2,000	2,000	2,500	500	25.00%
10054427	55301	Postage	835	346	1,203	500	1,100	1,100	600	120.00%
10054427	55800	Travel	35	179	-	200	200	200	-	0.00%
10054427	55970	Program Meeting Expense	8,529	2,539	332	2,500	325	1,000	(1,500)	-60.00%
10054427	56120	Supplies Office	1,458	2,457	1,524	1,500	900	1,000	(500)	-33.33%
10054427	56500	Voice / Data	2,144	1,865	2,074	2,000	2,000	2,200	200	10.00%
10054427	58115	Dues And Subscriptions	1,528	425	1,280	1,200	1,200	1,300	100	8.33%
			557,923	461,613	463,787	449,660	457,120	467,536	17,876	3.98%
Other Agencies										
10054450	53610	Getabout	46,000	46,000	46,000	46,000	46,000	46,000	-	0.00%
10054450	53621	Kids In Crisis	56,000	56,000	56,000	90,000	90,000	85,000	(5,000)	-5.56%
10054450	53630	New Canaan Cares	17,500	-	18,000	18,000	18,000	18,000	-	0.00%
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	5,000	5,000	5,000	-	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	-	16,240	-	5,000	5,000	10,000	5,000	100.00%
			134,500	133,240	135,000	174,000	174,000	174,000	-	0.00%
Library										
10054501	55067	Town Contribution	2,274,886	2,320,250	2,378,072	2,425,634	2,425,634	2,562,818	137,184	5.66%
			2,274,886	2,320,250	2,378,072	2,425,634	2,425,634	2,562,818	137,184	5.66%
			-	-	-	-	-	-	-	-
Rec-Civic Activity										
10054511	53445	O/S Refuse Service	11,105	9,943	6,480	12,750	12,750	12,750	-	0.00%
10054511	55965	Program Band Concert	8,778	7,514	2,518	10,250	10,250	10,250	-	0.00%
10054511	55966	Program Light Sound	-	306	-	500	500	500	-	0.00%
10054511	55975	Program Memorial Day	-	-	-	500	500	500	-	0.00%
10054511	56100	Supplies - General	1,549	1,326	127	1,500	1,500	1,500	-	0.00%
			21,432	19,088	9,125	25,500	25,500	25,500	-	0.00%
Recreation Administration										
10054520	51610	Salaries F/T	424,375	449,187	453,360	452,897	460,033	462,746	9,849	2.17%
10054520	51620	Salaries P/T	256,359	237,587	140,165	286,000	286,000	289,100	3,100	1.08%
10054520	51630	Salaries O/T	2,476	1,412	2,151	3,000	3,000	3,000	-	0.00%
10054520	52200	Social Security	51,912	50,326	44,031	56,755	57,301	57,746	991	1.75%
10054520	52205	401A Employer Contributions	-	-	63	-	-	-	-	-
10054520	52901	Longevity	1,600	1,600	1,650	1,200	1,200	1,200	-	0.00%
10054520	53015	O/S Contract Service	3,051	5,073	5,426	7,000	7,000	7,000	-	0.00%
10054520	54200	Property Cleaning	3,068	1,611	-	4,000	4,000	4,000	-	0.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054520	54301	Property Repair / Maintenance	1,418	1,540	2,927	3,500	3,500	3,500	-	0.00%
10054520	54305	Dog Park Maintenance	7,747	12,053	12,042	15,000	15,000	15,000	-	0.00%
10054520	54330	Repairs Machinery And Equipment	1,035	1,364	756	3,000	3,000	3,000	-	0.00%
10054520	54335	Repairs Mobile Equipment	164	30	308	350	350	350	-	0.00%
10054520	54350	Repairs Parks And Trails	-	1,500	2,090	2,500	2,500	2,500	-	0.00%
10054520	54445	Office Equip Lease/Rental	4,697	5,003	4,510	5,500	5,500	5,500	-	0.00%
10054520	55005	Background/Security Checks	726	512	-	950	950	1,200	250	26.32%
10054520	55301	Postage	2,721	2,255	488	2,800	2,800	2,800	-	0.00%
10054520	55400	Advertising	5,384	5,335	-	6,500	6,500	6,500	-	0.00%
10054520	55800	Travel	-	-	-	150	150	150	-	0.00%
10054520	55950	Program Soccer	-	-	762	1,800	1,300	1,800	-	0.00%
10054520	55955	Program Camp Buses	5,148	4,826	-	6,000	6,000	6,000	-	0.00%
10054520	55967	Program Men's Softball	699	619	299	600	600	600	-	0.00%
10054520	55968	Program Spring/Summer Clinics	3,797	2,391	1,760	4,500	3,550	4,500	-	0.00%
10054520	55980	Other Classes & Programs	206,893	190,323	255,575	240,750	240,750	400,500	159,750	66.36%
10054520	56035	Supplies Program Inc. Sporting	11,350	12,292	7,706	15,000	15,000	15,000	-	0.00%
10054520	56100	Supplies - General	6,478	6,412	5,021	10,000	10,000	10,000	-	0.00%
10054520	56120	Supplies Office	3,750	3,003	3,411	5,000	5,000	5,000	-	0.00%
10054520	56260	Gasoline/Oil	1,711	1,631	1,556	1,800	1,800	2,500	700	38.89%
10054520	56500	Voice / Data	4,263	4,047	4,730	3,500	3,500	4,750	1,250	35.71%
10054520	56610	Equip Furniture	-	-	-	350	350	350	-	0.00%
10054520	56630	Uniforms & Equipment	5,875	6,879	5,175	7,000	8,450	7,000	-	0.00%
10054520	57350	Software	7,277	6,978	7,394	8,500	8,500	8,500	-	0.00%
10054520	58115	Dues And Subscriptions	875	719	450	750	750	750	-	0.00%
10054520	58144	Banking & Transaction Fees	36,145	23,754	36,539	36,500	36,500	36,500	-	0.00%
			1,060,993	1,040,259	1,000,345	1,193,152	1,200,834	1,369,042	175,890	14.74%
Recreation - Waveny House										
10054521	51610	Salaries F/T	60,356	63,050	63,472	65,189	65,189	65,657	468	0.72%
10054521	51620	Salaries P/T	4,437	8,735	12,255	5,000	5,000	8,500	3,500	70.00%
10054521	51630	Salaries O/T	18,909	16,710	5,935	22,000	22,000	24,000	2,000	9.09%
10054521	52200	Social Security	6,050	6,372	5,825	7,052	7,052	7,509	457	6.47%
10054521	52205	401A Employer Contributions	3,131	3,119	2,742	2,582	2,582	3,196	614	23.78%
10054521	52901	Longevity	200	200	200	200	200	200	-	0.00%
10054521	53015	O/S Contract Service	17,111	18,385	18,165	18,750	18,750	19,250	500	2.67%
10054521	54360	Major Maintenance	11,864	3,855	9,184	15,000	15,000	15,000	-	0.00%
10054521	55400	Advertising	3,000	1,530	1,114	3,000	3,341	3,500	500	16.67%
10054521	56100	Supplies - General	7,064	6,459	4,417	9,000	9,000	9,000	-	0.00%
10054521	56120	Supplies Office	22	-	-	-	-	-	-	
10054521	56500	Voice / Data	342	368	397	400	400	400	-	0.00%
10054521	56610	Equip Furniture	-	3,475	1,090	4,000	3,659	4,000	-	0.00%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054521	56925	Equip China / Silverware	837	920	-	2,500	2,500	2,500	-	0.00%
			133,322	133,178	124,794	154,674	154,674	162,712	8,038	5.20%
		Recreation - Paddle Tennis								
10054522	51620	Salaries P/T	26,546	6,908	11,951	26,400	26,400	28,000	1,600	6.06%
10054522	52200	Social Security	-	528	914	2,020	2,020	2,142	122	6.06%
10054522	54301	Property Repair / Maintenance	-	-	-	-	-	-	-	-
10054522	54325	Repairs Courts	7,761	7,542	7,470	7,500	7,500	11,000	3,500	46.67%
10054522	56100	Supplies - General	736	668	600	1,000	1,000	1,000	-	0.00%
10054522	56500	Voice / Data	101	255	274	900	900	900	-	0.00%
10054522	56620	Equip Heaters / Snowblowers	656	-	500	500	500	1,000	500	100.00%
			35,800	15,902	21,709	38,320	38,320	44,042	5,722	14.93%
		Recreation - Park Bldgs.								
10054523	51620	Salaries P/T	-	-	-	2,000	2,000	2,000	-	0.00%
10054523	52200	Social Security	-	-	-	153	153	153	-	0.00%
10054523	53015	O/S Contract Service	1,623	1,328	1,310	2,000	2,000	2,000	-	0.00%
10054523	53445	O/S Refuse Service	11,667	11,834	12,834	14,500	14,500	15,540	1,040	7.17%
10054523	54200	Property Cleaning	1,731	350	483	2,750	2,750	2,750	-	0.00%
10054523	54301	Property Repair / Maintenance	11,187	12,666	8,815	15,000	15,000	15,000	-	0.00%
10054523	54330	Repairs Machinery And Equipment	6,560	4,278	3,841	5,250	5,250	5,250	-	0.00%
10054523	56100	Supplies - General	4,234	4,784	3,284	6,000	6,000	6,000	-	0.00%
10054523	56220	Electricity	97,541	92,229	103,970	98,000	98,000	110,000	12,000	12.24%
10054523	56240	Fuel Oil / Propane	42,262	46,802	46,772	51,000	51,000	62,000	11,000	21.57%
10054523	56270	Water	6,371	5,847	6,197	6,500	6,500	6,500	-	0.00%
10054523	56500	Voice / Data	-	-	-	-	-	-	-	-
			183,176	180,118	187,505	203,153	203,153	227,193	24,040	11.83%
		Recreation - Lapham Center								
10054524	51610	Salaries F/T	159,955	169,605	90,260	166,800	168,995	165,461	(1,339)	-0.80%
10054524	51620	Salaries P/T	97,265	83,379	105,715	113,000	113,000	115,000	2,000	1.77%
10054524	51630	Salaries O/T	2,157	2,444	-	2,250	2,250	2,250	-	0.00%
10054524	52200	Social Security	18,949	19,607	14,466	8,817	8,985	19,000	10,183	115.50%
10054524	52901	Longevity	800	800	350	400	400	400	-	0.00%
10054524	52906	Accrued Benefits Payout	-	9,448	-	-	-	-	-	-
10054524	54445	Office Equip Lease/Rental	1,283	1,300	1,350	1,400	1,400	1,500	100	7.14%
10054524	55301	Postage	614	667	-	850	850	850	-	0.00%
10054524	55970	Program Meeting Expense	4,541	1,704	2,354	5,000	5,000	5,000	-	0.00%
10054524	56035	Supplies Program Inc. Sporting	97	259	651	750	750	750	-	0.00%
10054524	56100	Supplies - General	668	-	845	900	900	900	-	0.00%
10054524	56120	Supplies Office	9,200	7,949	220	8,500	8,500	9,000	500	5.88%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054524	56300	Food	1,533	648	1,292	1,000	1,000	1,500	500	50.00%
10054524	56500	Voice / Data	1,523	1,333	1,224	1,750	1,750	1,500	(250)	-14.29%
10054524	58115	Dues And Subscriptions	145	145	-	200	200	200	-	0.00%
10054524	58144	Banking & Transaction Fees	1,015	3,609	4,561	4,000	4,000	4,000	-	0.00%
			299,743	302,898	223,288	315,617	317,979	327,311	11,694	3.71%
Recreation - Kiwanis Park										
10054526	51620	Salaries P/T	26,318	33,597	20,860	38,250	38,250	39,015	765	2.00%
10054526	52200	Social Security	2,038	2,608	1,605	2,926	2,926	2,984	58	1.98%
10054526	54301	Property Repair / Maintenance	4,595	2,948	3,764	4,000	4,000	4,000	-	0.00%
10054526	55980	Other Classes & Programs	-	3,740	-	-	-	-	-	
10054526	56025	Supplies Building / Grounds	8,392	6,212	6,893	7,500	7,500	7,800	300	4.00%
10054526	56100	Supplies - General	1,366	74	1,098	1,750	1,750	1,750	-	0.00%
10054526	56500	Voice / Data	1,649	1,477	1,515	1,500	1,500	1,650	150	10.00%
10054526	56630	Uniforms & Equipment	320	-	912	1,000	1,000	1,000	-	0.00%
10054526	56910	Supplies - Chemicals	5,015	5,147	3,813	7,250	7,250	7,250	-	0.00%
			49,692	55,803	40,460	64,176	64,176	65,449	1,273	1.98%
Board of Education										
10054700	52110	Group Insurance-BOE	11,991,285	12,289,526	12,147,943	8,942,809	8,942,809	13,384,033	4,441,224	49.66%
10054700	55065	Expense Summary	77,772,202	77,066,606	79,686,858	83,331,259	83,331,259	85,668,966	2,337,707	2.81%
			89,763,487	89,356,132	91,834,801	92,274,068	92,274,068	99,052,999	6,778,931	7.35%
Board of Education COVID Appropriation										
10054700	59020	Operating Transfer	-	400,000	1,543,091	-	-	-	-	
			-	400,000	1,543,091	-	-	-	-	
Other Agencies										
10055006	53600	Health/Welfare	267,937	263,104	265,656	271,000	271,000	271,000	-	0.00%
10055006	53605	Day Care Center	31,947	31,947	32,000	32,000	32,000	32,000	-	0.00%
10055006	53640	Trans Private Schools	258,356	229,192	224,320	280,000	280,000	280,000	-	0.00%
10055006	53686	New Canaan Historical Society	-	-	25,000	25,000	25,000	25,000	-	0.00%
10055006	53690	Channel 79 TV	29,000	29,000	29,000	38,197	38,197	38,197	-	0.00%
10055006	53695	Probate Court	11,977	10,551	10,789	12,000	12,000	12,000	-	0.00%
			599,217	563,794	586,764	658,197	658,197	658,197	-	0.00%
Debt Service										
10054801	58310	Bond Principal Town	6,896,870	6,830,585	6,780,515	7,217,750	7,217,750	7,319,353	101,603	1.41%
10054801	58315	Bond Principal School	6,933,172	5,029,415	5,278,485	5,626,250	5,626,250	5,960,647	334,397	5.94%
10054801	58320	Bond Interest Town	2,006,265	2,367,387	2,545,945	2,490,271	2,490,271	2,663,558	173,287	6.96%
10054801	58325	Bond Interest Schools	1,606,413	1,759,724	1,687,493	1,652,966	1,652,966	1,719,506	66,540	4.03%

Expenditures			FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
10054801	58330	BOE ICT Lease	672,151	623,194	630,419	630,000	630,000	675,516	45,516	7.22%
			18,114,871	16,610,305	16,922,856	17,617,237	17,617,237	18,338,580	721,343	4.09%
		Contingency								
10059800	51935	Contingency	-	10,297	64,336	300,000	48,800	300,000	-	0.00%
10054050	53961	Volunteer Tax Abatement	-	-	-	-	-	62,156	62,156	
10059800	51936	Salary Contingency	-	-	-	375,000	39,907	136,644	(238,356)	-63.56%
			-	10,297	64,336	675,000	88,707	498,800	(176,200)	-26.10%
		Interfund Transfers								
10059910	56291	Town Utility Sewer Contribution	76,125	23,020	-	-	-	-	-	
10059910	59021	Transfer to Tax Supported Capital	2,898,365	1,489,828	2,225,212	1,726,862	1,726,862	232,000	(1,494,862)	-86.57%
10059910	59022	Transfer to Town Clerk Fund	-	-	-	-	-	-	-	
10059910	59026	Transfer To Waveny Pool Fund	37,996	31,750	39,531	5,300	5,300	-	(5,300)	-100.00%
			3,012,486	1,544,598	2,264,743	1,732,162	1,732,162	232,000	(1,500,162)	-86.61%
		Operating Carry Over - BOE								
10059940	53904	Board Of Ed AP Carryover	246,605	31,757	35,576	-	-	-	-	
			246,605	31,757	35,576	-	-	-	-	
		Total General Fund Expenditures	149,587,468	147,849,293	155,320,082	154,509,519	154,528,166	161,583,995	7,074,476	4.58%

TOWN OF NEW CANAAN
Sewer Fund Summary

ORG	OBJECT	PROJECT	Account	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
28054135	41101		Tax Collections - Current	1,374,763	-	-	-	-	-		
28054135	41102		Tax Collections - Prior Yrs	3,501	(7,374)	8,325	3,000	3,000	3,000	-	0.0%
28054135	41901		Lien Fees And Interest	3,545	14,291	12,281	2,134	2,134	6,000	(3,866)	181.2%
28054135	44745		Sewer Utility Revenue	-	1,461,847	1,577,763	1,578,732	1,578,731	1,618,200	(39,468)	2.5%
28054135	46101		Interest On Investments	-	-	-	869	869	750	119	-13.6%
28054135	49101		General Fund Contribution	76,125	23,020	-	-	-	-		
			Sewer Fund-Tax Collector	1,457,934	1,491,785	1,598,369	1,584,734	1,584,734	1,627,950	(43,216)	2.7%
28058201	42322		Sewer Connection Permits	27,200	800	2,400	1,300	1,300	1,300	-	0.0%
28058201	43341		Nitrogen Credit	45,365	151,775	98,932	48,673	48,673	24,350	24,323	-50.0%
28058201	44024		Disposal Fees	254,443	245,143	272,536	249,329	249,329	273,000	(23,671)	9.5%
			Sewer Fund-Operations	327,008	397,718	373,868	299,302	299,302	298,650	652	-0.2%
			Total Sewer Fund Revenue	1,784,942	1,889,503	1,972,237	1,884,037	1,884,037	1,926,600	(42,563)	2.3%

ORG	OBJECT	PROJECT	Account	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
28054135	51610		Salaries F/T	43,958	47,019	47,230	47,651	47,651	47,651	-	0.0%
28054135	51620		Salaries P/T	2,143	1,814	1,170	2,000	2,000	2,000	-	0.0%
28054135	51630		Salaries O/T	61	144	280	180	180	180	-	0.0%
28054135	52200		Social Security	3,543	3,757	3,725	3,818	3,818	3,818	-	0.0%
28054135	52205		401A Employer Contributions	702	748	730	721	721	721	-	0.0%
28054135	52901		Longevity	50	-	-	160	160	160	-	0.0%
28054135	53010		Service Contracts	-	-	-	2,000	2,000	2,000	-	0.0%
28054135	53011		Prof Service	75	-	75	100	100	100	-	0.0%
28054135	54340		Repairs Office Equipment	-	-	145	150	150	150	-	0.0%
28054135	54445		Office Equip Lease/Rental	-	-	-	330	330	330	-	0.0%
28054135	55301		Postage	1,107	8,257	4,062	7,000	7,000	7,000	-	0.0%
28054135	55400		Advertising	-	675	153	1,000	1,000	1,000	-	0.0%
28054135	56120		Supplies Office	559	1,361	135	1,400	1,400	1,400	-	0.0%
28054135	56500		Voice / Data	-	-	-	100	100	100	-	0.0%
			Sewer Fund-Tax Collector	52,198	63,776	57,705	66,610	66,610	66,610	-	0.0%
28054158	52902		Wellness	54	102	18	-	-	-	-	0.0%
			Sewer Fund-Health Benefits	54	102	18	-	-	-	-	0.0%
28054159	52700		Workers Compensation	25,704	25,248	26,008	27,810	27,810	27,810	-	0.0%
28054159	55210		Ins Blanket Coverage	55,808	56,086	54,858	59,740	59,740	59,740	-	0.0%
			Sewer Fund-Insurance	81,512	81,334	80,866	87,550	87,550	87,550	-	0.0%
28054801	58310		Bond Prin Town	50,000	54,000	54,000	54,000	54,000	-	54,000	-100.0%
28054801	58320		Bond Interest Town	8,088	8,100	5,400	8,100	8,100	8,100	-	0.0%
			Sewer Fund-Debt Service	58,088	62,100	59,400	62,100	62,100	8,100	54,000	-87.0%
28058201	51610		Salaries F/T	286,466	304,444	304,312	423,784	423,784	429,155	(5,371)	1.3%
28058201	51617		Salaries Educational	600	-	2,730	2,100	2,100	2,730	(630)	30.0%
28058201	51620		Salaries P/T	67,674	86,992	68,245	-	-	-	-	0.0%
28058201	51630		Salaries O/T	58,624	54,212	61,129	60,000	60,000	61,800	(1,800)	3.0%
28058201	51640		Salaries O/T Meal Allow	489	354	703	700	700	700	-	0.0%
28058201	52200		Social Security	30,243	32,810	31,597	37,224	37,224	37,224	-	0.0%
28058201	52205		401A Employer Contributions	8,194	8,543	8,578	17,800	17,800	17,800	-	0.0%
28058201	52901		Longevity	1,000	1,000	1,000	1,000	1,000	1,000	-	0.0%
28058201	52906		Accrued Benefits Payout	-	-	-	-	-	-	-	0.0%
28058201	53018		O/S Contractors	52,797	51,749	26,652	37,000	37,000	37,000	-	0.0%
28058201	53200		Training	2,965	2,676	2,880	3,500	3,500	3,500	-	0.0%

ORG	OBJECT	PROJECT	Account	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
28058201	53505		Grit Removal	9,507	4,859	9,739	12,000	12,000	17,000	(5,000)	41.7%
28058201	53506		Pipe Cleaning	23,015	30,422	22,293	30,000	30,000	30,000	-	0.0%
28058201	53902		O/S Sludge Hauling Contract	159,028	177,361	189,030	200,000	200,000	225,000	(25,000)	12.5%
28058201	54200		Property Cleaning	4,380	5,112	792	5,000	5,000	5,000	-	0.0%
28058201	54301		Property Repair / Maintenance	13,114	18,679	29,419	27,000	27,000	30,000	(3,000)	11.1%
28058201	54330		Repairs Machinery And Equipmen	25,457	23,042	28,644	35,000	35,000	35,000	-	0.0%
28058201	54335		Repairs Mobile Equipment	2,195	1,649	1,450	2,500	2,500	2,500	-	0.0%
28058201	54445		Office Equip Lease/Rental	-	-	2,720	1,500	1,500	2,800	(1,300)	86.7%
28058201	55301		Postage	28	24	53	255	255	255	-	0.0%
28058201	55800		Travel	222	-	-	2,000	2,000	2,000	-	0.0%
28058201	56025		Supplies Building / Grounds	117,284	135,101	102,594	128,500	128,500	128,500	-	0.0%
28058201	56100		Supplies - General	2,757	3,062	1,668	3,900	3,900	3,900	-	0.0%
28058201	56120		Supplies Office	597	714	646	800	800	800	-	0.0%
28058201	56220		Electricity	251,570	178,131	205,298	234,390	202,390	234,390	-	0.0%
28058201	56240		Fuel Oil / Propane	19,932	13,534	15,015	17,098	9,098	23,000	(5,902)	34.5%
28058201	56260		Gasoline/Oil	1,921	2,147	2,217	4,840	4,840	4,000	840	-17.4%
28058201	56261		CHP Gas	-	-	2,323	-	40,000	-	-	0.0%
28058201	56270		Water	5,911	6,403	7,219	6,180	6,180	7,500	(1,320)	21.4%
28058201	56291		Town Util Sewer Contribution	-	-	4,590	4,590	4,590	4,590	-	0.0%
28058201	56500		Voice / Data	4,441	4,416	3,858	5,000	5,000	5,000	-	0.0%
28058201	56630		Uniforms & Equipment	5,036	6,371	6,004	6,700	6,700	6,700	-	0.0%
28058201	56915		Supplies - Laboratory	3,950	4,175	4,300	4,300	4,300	5,000	(700)	16.3%
28058201	57350		Software	2,369	2,691	1,730	2,000	2,000	2,000	-	0.0%
28058201	58115		Dues And Subscriptions	183	458	-	250	250	250	-	0.0%
28058201	59530		COVID19 Professional Services	-	782	-	-	-	-	-	0.0%
28058201	59540		COVID19 Property Services	-	966	-	-	-	-	-	0.0%
28058201	59560		COVID19 Supplies	-	-	1,105	-	-	-	-	0.0%
28058201	59630		Isaias Professional Services	-	-	6,178	-	-	-	-	0.0%
28058201	58120		State Permits	2,638	2,638	2,638	2,700	2,700	2,700	-	0.0%
Sewer Fund-Operations				1,164,586	1,165,514	1,159,351	1,319,611	1,319,611	1,368,794	(49,183)	3.7%
28059800	51935		Contingency	-	-	-	14,000	14,000	395,546		2725.3%
28059910	59020		Transfer Out	-	-	3,750,000	-	-	-	-	0.0%
Total Contingency & Transfer				-	-	3,750,000	14,000	14,000	395,546	(381,546)	2725.3%
Total Sewer Fund Operating Budget				1,356,438	1,372,825	5,107,340	1,549,871	1,549,871	1,926,600	(376,729)	24.3%
28054135	49101		Sewer Capital Fund Transfer In	-	-	3,750,000	-	-	-	-	0.0%
Sewer Fund-Tax Collector				-	-	3,750,000	-	-	-	-	0.0%

ORG	OBJECT	PROJECT	Account	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved
28058201	58942	10227	2018 Eng Servcs (Zinc, Phosp, WPCF)	-	-	-	-	-	-
28058201	58942	10228	2018 Fine Screen ,Washer,Compactor	271,032	37,889	-	-	-	-
28058201	58942	10231	2018 Sewer Fund Rehab	-	-	-	-	-	-
28058201	58942	10342	2019 Eng Servcs (Zinc, Phosp, WPCF)	15,610	14,196	-	-	-	-
28058201	58942	10343	2019 UV Re-Hab	27,040	31,666	-	-	-	-
28058201	58942	10344	2019 Submersible Pump	12,955	10,884	-	-	-	-
28058201	58942	10345	2019 Sewer Fund Rehab	8,808	7,121	-	-	-	-
28058201	58942	10346	2019 Horizontal Grinder Pump	28,874	31,107	-	-	-	-
28058201	58942	10478	2021 Combined Heat and Power Unit	-	-	552,794	-	47,206	-
28058201	58942	10479	2021 Post-Treatment Building	-	-	8,800	-	1,357	-
28058201	58942	10480	2021 Mead Park Pump Station	-	-	-	-	10,000	-
28058201	58942	10481	2021 Collection System Inflow Eval	-	-	-	-	200,000	-
28058201	58942	10482	2021 Engineering Services	-	-	1,755	-	18,245	-
28058201	58942	10561	2022 Main Street Sewer Re-Hab	-	-	-	66,125	66,125	-
28058201	58942	10483	2021 Submersible Pump	-	-	13,276	30,000	524	-
28058201	58942	10563	2022 Horizontal Grinder Pump	-	-	-	25,000	25,000	-
28058201	58942	10564	2022 Motor Control Electrical Rehab	-	-	-	24,000	24,000	-
28058201	58942	10566	2022 Sensor Replacements	-	-	-	10,000	10,000	-
28058201	58942	10567	2022 Inline Flow meter replacement	-	-	-	9,200	9,200	-
28408201	58942	10570	2022 Submersible Pumps	-	-	-	-	90,000	-
28058201	58942	10568	2022 Post-Treatment Building- (Building Maintenance)	-	-	-	6,000	6,000	-
28058201	58942	10485	2021 Control Building	-	-	7,925	2,000	6,418	-
28408201	58942	10557	2022 Submersible Pumps	-	-	-	-	30,000	-
28408201	58942	10558	2022 Sewer Fund Rehab	-	-	-	10,900	10,900	-
28408201	58942	10559	2022 Control Building	-	-	-	2,000	2,000	-
28408201	58942	10562	2022 UV Re-Hab	-	-	-	25,000	25,000	-
28408201	58942	10560	2022 Clarifier Drive Replacement & Rehab	-	-	-	80,500	80,500	-
28408201	58942	10565	2022 Engineering Services	-	-	-	20,000	20,000	-
28408201	58942	10484	2021 Sewer Fund Rehab	-	-	6,247	10,900	4,353	-
28408201	58992	10595	FY23 Generator Fuel Tank Project	-	-	-	-	-	168,000
28408201	58992	10596	FY23 Control Building Fuel tank removal	-	-	-	-	-	18,000
28408201	58993	10592	FY23 Sewer Rehab	-	-	-	-	-	10,900
28408201	58994	10589	FY23 Clarifier Drive Replacement & Rehab	-	-	-	-	-	80,500
28408201	58994	10590	FY23 UV Re-Hab	-	-	-	-	-	25,000
28408201	58994	10591	FY23 Engineering Services (Zn, P,WPCF upgrades)	-	-	-	-	-	20,000
28408201	58994	10593	FY23 UV Replacement	-	-	-	-	-	815,000
28408201	58996	10594	FY23 Fence Replacement	-	-	-	-	-	60,000
Sewer Fund-Capital				364,319	132,863	590,796	321,625	686,829	1,197,400
28408201	48255		Contribution from Reserve	-	-	-	-	-	1,197,400
Total Sewer Fund & Sewer Capital Fund				1,720,757	1,505,688	5,698,136	1,871,496	2,236,700	3,124,000

Dog Fund

ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-22 \$YoY Budg.-Budg.	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	98,561	56,359	64,608	64,608	64,608	64,608		
28204147	42262	Dog Lic. Clerk Fees	8,047	-	35	26,000	26,000	26,000	-	0.00%
28204215	42262	Dog Lic. Clerk Fees	15,265	14,347	30,094	-	-	-	-	
28204215	44960	Miscellaneous Income	1	-	141	-	-	-	-	
28204215	45015	Warden Redemption Fees (Impound)	742	620	1,140	1,000	1,000	1,000	-	0.00%
28204215	46101	Interest On Investments	-	-	-	50	50	50	-	0.00%
28204215	48255	Contribution from Reserve	-	-	-	3,555	3,555	2,490	(1,065)	-29.96%
			24,054	14,967	31,410	30,605	30,605	29,540	(1,065)	-3.48%
28204215	53011	Prof Service	1,688	1,729	4,898	3,500	3,500	3,500	-	0.00%
28204215	53200	Training	-	149	800	1,750	1,750	1,000	(750)	-42.86%
28204215	53651	Town Paid Adoption Fees	-	-	-	90	90	-	(90)	-100.00%
28204215	54301	Property Repair / Maintenance	255	-	9	1,200	1,200	500	(700)	-58.33%
28204215	54335	Repairs Mobile Equipment	298	59	329	1,000	1,000	500	(500)	-50.00%
28204147	55301	Postage	985	1,988	1,390	2,000	2,000	2,000	-	0.00%
28204215	55301	Postage	155	480	723	500	500	500	-	0.00%
28204215	55400	Advertising	-	-	-	90	90	90	-	0.00%
28204215	56100	Supplies - General	403	560	1,064	850	850	850	-	0.00%
28204147	56120	Supplies Office	1,193	1,508	1,080	1,500	1,500	1,500	-	0.00%
28204215	56120	Supplies Office	85	-	182	100	100	100	-	0.00%
28204215	56630	Uniforms & Equipment	300	245	163	1,000	1,000	1,000	-	0.00%
28204215	58250	State Remittance	14,838	-	10,157	17,025	17,025	18,000	975	5.73%
			20,199	6,716	20,796	30,605	30,605	29,540	(1,065)	-3.48%
		Ending Balance Dog Fund	56,359	64,608	75,222	64,608	64,608	64,608		

Parking Fund

ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-21 %YoY Budg.-Actual	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	821,971	954,760	1,007,260	1,007,260	1,007,260	1,007,260		
29304178	44925	Parking Permits	159,970	-	-	195,000	195,000	100,000	(95,000)	-48.72%
29304178	44926	Fee In Lieu of Parking	-	52,500	-	-	-	-	-	
			159,970	52,500	-	195,000	195,000	100,000	(95,000)	-48.72%
29309800	51935	Contingency	-	-	-	195,000	195,000	100,000	(95,000)	-48.72%
29304178	54348	Parking Meter Replacement	19,508	-	-	-	-	-	-	
29309920	58748	Parking Lot Improvements	7,673	-	-	-	-	-	-	
			27,181	-	-	195,000	195,000	100,000	(95,000)	-48.72%
		Ending Balance Parking Fund	954,760	1,007,260	1,007,260	1,007,260	1,007,260	1,007,260		

Railroad Fund

ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-21 %YoY Budg.-Actual	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	235,826	315,157	287,358	183,368	183,368	104,647		
29404050	41010	Prior Year Adjustment	235	-	-	-	-			
29404178	44920	Parking Meters	172,716	130,043	3,998	60,000	60,000	40,000	(20,000)	-33.33%
29404178	45005	Parking Tickets	21,595	18,100	2,250	9,100	9,100	60,000	50,900	559.34%
29404050	47202	Rental Of Property	6,400	2,400	(300)	7,200	7,200	-	(7,200)	-100.00%
29404050	48255	Contribution from Reserve	-	-	-	-	-	64,124	64,124	
			200,946	150,543	5,948	76,300	76,300	164,124	87,824	115.10%
29404178	51610	Salaries F/T	-	-	-	-	-	-	-	
29404178	53015	O/S Contract Service	2,555	2,153	270	3,000	3,000	3,000	-	0.00%
29404178	54347	Repairs Parking Meters	1,262	-	391	3,500	3,500	3,500	-	0.00%
29404178	54348	Parking Meter Replacement	-	-	-	-	-	-	-	
29404178	56100	Supplies - General	319	279	-	600	600	600	-	0.00%
29404178	56500	Voice / Data	2,100	2,100	2,100	2,200	2,200	2,200	-	0.00%
29404178	58144	Banking & Transaction Fees	18,820	15,023	567	14,000	14,000	14,000	-	0.00%
29404306	53018	O/S Contractors	8,029	63,760	9,316	13,100	13,100	17,600	4,500	34.35%
29404306	54200	Property Cleaning	9,720	9,968	3,516	19,060	19,060	20,165	1,105	5.80%
29404306	54301	Property Repair / Maintenance	1,612	889	1,176	3,100	3,100	3,100	-	0.00%
29404306	54370	Municipal Maint Charge	52,500	60,900	69,960	69,960	69,960	73,458	3,498	5.00%
29404306	55210	Ins Blanket Coverage	3,141	3,160	2,887	4,244	4,244	4,244	-	0.00%
29404306	56025	Supplies Building / Grounds	46	287	998	1,900	1,900	1,900	-	0.00%
29404306	56100	Supplies - General	2,591	433	553	600	600	600	-	0.00%
29404306	56220	Electricity	12,811	11,863	10,359	12,460	12,460	12,460	-	0.00%
29404306	56240	Fuel Oil / Propane	2,402	1,894	2,222	1,975	1,975	1,975	-	0.00%
29404306	56270	Water	1,243	1,816	1,538	2,122	2,122	2,122	-	0.00%
29404306	56500	Voice / Data	2,463	2,524	2,525	3,200	3,200	3,200	-	0.00%
29404306	59640	Isaias Property Services			285			-	-	
29404350	56291	Town Util Sewer Fee			1,275			-	-	
29409800	51935	Contingency	-	-	-	-	-	-	-	
			121,615	177,050	109,938	155,021	155,021	164,124	9,103	5.87%
		Ending Balance Railroad Fund	315,157	287,358	183,368	104,647	104,647	104,647		

Rental Property Fund

ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-21 %YoY Budg.-Actual	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	47,687	54,558	49,344	43,174	43,174	43,174		
29504050	46101	Interest On Investments	-	-	-	-	-	-		
29504050	47202	Rental Of Property	10,400	800	-	10,900	10,900	11,700	800	7.34%
			10,400	800	-	10,900	10,900	11,700	800	7.34%
29509800	51935	Contingency	-	-	-	-	-	-		
29504306	53018	O/S Contractors	949	4,057	5,582	6,000	6,000	6,000	-	0.00%
29504306	54301	Property Repair / Maintenance	187	432	-	750	750	750	-	0.00%
29504306	56220	Electricity	-	-	-	1,575	1,575	1,654	79	5.02%
29504306	56240	Fuel Oil / Propane	1,201	753	-	1,112	1,112	1,833	721	64.84%
29504306	56270	Water	1,193	772	588	1,463	1,463	1,463	-	0.00%
			3,529	6,014	6,170	10,900	10,900	11,700	800	7.34%
		Ending Balance Rental Property Fund	54,558	49,344	43,174	43,174	43,174	43,174		

Pool Fund

ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-21 %YoY Budg.-Actual	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	721,755	917,989	1,068,786	1,103,331	1,103,331	1,103,331		
60074526	44695	Pool Programs	15,543	10,365	(213,220)	13,500	13,500	13,500	-	0.00%
60074526	44702	Pool Fees	520,024	450,269	578,516	510,000	510,000	550,000	40,000	7.84%
60074050	44704	Concessions And Commissions	-	5,000	-	5,000	5,000	5,000	-	0.00%
60074050	46101	Interest On Investments	-	-	-	300	300	300	-	0.00%
60074000	49055	Operating Transfers In	-	-	-	41,500	41,500	-	(41,500)	-100.00%
60074000	49101	General Fund Contribution	37,996	31,750	39,531	5,300	5,300	-	(5,300)	-100.00%
			573,563	497,384	404,827	575,600	575,600	568,800	(6,800)	-1.18%
60074526	51620	Salaries P/T	180,797	168,450	171,169	183,000	183,000	190,000	7,000	3.83%
60074526	52200	Social Security	13,831	12,886	13,094	13,300	13,300	13,300	-	0.00%
60074526	53015	O/S Contract Service	8,576	15,875	10,950	10,250	10,250	24,500	14,250	21.95%
60074526	54200	Property Cleaning	4,738	6,607	8,976	13,900	13,900	33,100	19,200	15.11%
60074526	54301	Property Repair / Maintenance	10,558	10,168	12,557	12,500	12,500	14,000	1,500	12.00%
60074526	54360	Major Maintenance	12,675	9,052	32,691	40,000	40,000	40,000	-	0.00%
60074526	55980	Other Classes & Programs	5,988	4,660	5,462	7,500	7,500	7,500	-	0.00%
60074526	56100	Supplies - General	4,539	3,709	3,961	6,500	6,500	6,500	-	0.00%
60074526	56220	Electricity	17,997	17,620	16,056	15,000	15,000	18,000	3,000	20.00%
60074526	56240	Fuel Oil / Propane	14,303	4,146	9,982	18,000	18,000	18,000	-	0.00%
60074526	56270	Water	9,797	11,192	11,861	10,000	10,000	12,500	2,500	25.00%
60074526	56291	Town Util Sewer Contribution	-	-	2,550	-	-	2,550	2,550	
60074526	56500	Voice / Data	264	264	204	350	350	350	-	0.00%
60074526	56630	Uniforms & Equipment	1,855	2,361	1,126	2,500	2,500	2,500	-	0.00%
60074526	56910	Supplies - Chemicals	21,537	22,164	22,927	24,000	24,000	26,000	2,000	8.33%
60074000	57905	Depreciation Expense	39,388	40,579	40,579			40,687	40,687	
60074526	58144	Banking & Transaction Fees	295	381	225	1,500	1,500	800	(700)	-46.67%
60074801	58310	Bond Principal	-	-	-	212,000	212,000	-	(212,000)	-100.00%
60074801	58320	Bond Interest	30,190	17,015	5,913	5,300	5,300	-	(5,300)	-100.00%
60079800	51935	Contingency	-	-	-	-	-	118,513	118,513	
			377,328	347,128	370,282	575,600	575,600	568,800	(6,800)	-1.18%
		Ending Balance Pool Fund	917,989	1,068,786	1,103,331	1,103,331	1,103,331	1,103,331		

Movie Theatre Fund

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ORG	OBJ	DESCRIPTION	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Approved	FY22 Revised	FY23 Approved	FY23-21 %YoY Budg.-Actual	FY23-22 %YoY Budg.-Budg.
		Beginning Balance	696,073	776,953	826,063	791,422	791,422	791,422		
60104050	49055	Operating Transfers In	-	-	-	28,688	28,688	-	(28,688)	-100.00%
60104050	47202	Rental Of Property	99,830	73,380	54,688	110,400	110,400	50,000	(60,400)	-54.71%
60104050	48255	Contribution from Reserve	-	-	-	-	-	25,635	25,635	
			99,830	73,380	54,688	139,088	139,088	75,635	(63,453)	-45.62%
60109800	51935	Contingency	-	-	61,700	63,093	63,093	-	(63,093)	-100.00%
60104306	53018	O/S Contractors	11,687	16,384	14,977	27,000	27,000	27,000	-	0.00%
60104306	54200	Property Cleaning	1,360	(37)	235	10,000	10,000	11,000	1,000	10.00%
60104306	54301	Property Repair / Maintenance	3,660	1,610	229	5,775	5,775	5,775	-	0.00%
60104139	55762	Movie Theatre Property	-	-	-	10,000	10,000	1,000	(9,000)	-90.00%
60104306	56100	Supplies - General	-	-	-	1,000	1,000	10,000	9,000	900.00%
60104306	56220	Electricity	-	-	2,689	10,000	10,000	16,060	6,060	60.60%
60104306	56240	Fuel Oil / Propane	2,242	6,313	6,435	10,220	10,220	2,000	(8,220)	-80.43%
60104306	56270	Water	-	-	614	2,000	2,000	1,300	(700)	-35.00%
60104306	56291	Town Util Sewer Contribution	-	-	1,275	-	-	1,500	1,500	0.00%
60104306	56500	Voice / Data	-	-	1,173	-	-	-	-	0.00%
			18,949	24,270	89,328	139,088	139,088	75,635	(63,453)	-45.62%
		Ending Balance Movie Theatre Fund	776,953	826,063	791,422	791,422	791,422	791,422		

Town of New Canaan, Connecticut

**Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Year Ended June 30, 2019**

	<u>General Fund</u>	<u>Bridge Replacement Fund</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$141,703,404	\$ -	\$ 1,457,934	\$143,161,338
Intergovernmental	25,857,879	265,765	1,679,183	27,802,827
Charges for services	6,084,052	-	5,502,786	11,586,838
Investment income	1,486,008	-	39,976	1,525,984
Contributions	-	-	945,415	945,415
Total revenues	<u>175,131,343</u>	<u>265,765</u>	<u>9,625,294</u>	<u>185,022,402</u>
Expenditures:				
Current:				
General government	12,510,277	-	402,639	12,912,916
Public safety and protection	11,870,822	-	1,068,053	12,938,875
Public works	8,821,325	-	1,382,994	10,204,319
Social services	557,923	-	526,014	1,083,937
Parks and recreation	1,784,158	-	90,613	1,874,771
Education	113,936,308	-	4,355,741	118,292,049
Payments to other agencies	3,008,603	-	-	3,008,603
Debt service	18,114,871	-	14,208,351	32,323,222
Capital outlay	-	582,206	14,741,707	15,323,913
Total expenditures	<u>170,604,287</u>	<u>582,206</u>	<u>36,776,112</u>	<u>207,962,605</u>
Excess (deficiency) of revenues over expenditures	<u>4,527,056</u>	<u>(316,441)</u>	<u>(27,150,818)</u>	<u>(22,940,203)</u>
Other financing sources (uses):				
Issuance of debt	-	-	7,269,967	7,269,967
Issuance of refunding bonds	-	-	37,470,000	37,470,000
Payment to refunded bond escrow agent	-	-	(26,574,992)	(26,574,992)
Bond premium	-	-	3,546,020	3,546,020
Sale of capital assets	22,462	-	-	22,462
Insurance settlement	-	-	500,000	500,000
Transfers in	236,181	-	3,092,939	3,329,120
Transfers out	(2,936,361)	-	(430,755)	(3,367,116)
Net other financing sources (uses)	<u>(2,677,718)</u>	<u>-</u>	<u>24,873,179</u>	<u>22,195,461</u>
Net change in fund balances	1,849,338	(316,441)	(2,277,639)	(744,742)
Fund balances - July 1, 2018	<u>31,516,489</u>	<u>39,614</u>	<u>19,012,888</u>	<u>50,568,991</u>
Fund Balances - June 30, 2019	<u><u>\$ 33,365,827</u></u>	<u><u>\$ (276,827)</u></u>	<u><u>\$16,735,249</u></u>	<u><u>\$ 49,824,249</u></u>

Town of New Canaan, Connecticut

**Statement of Revenues, Expenses and Changes in Fund Net Position
Proprietary Funds
For the Year Ended June 30, 2019**

	<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>\$ 535,567</u>	<u>\$ 20,714,303</u>
Operating expenses:		
Personnel services	194,628	-
Utilities	42,362	-
Repairs and maintenance	27,971	-
Materials and supplies	27,931	-
Contracted services	8,576	-
Classes and programs	5,988	-
Other	295	-
Depreciation	39,388	
Claims incurred	-	18,988,176
Administration	<u>-</u>	<u>2,279,129</u>
Total operating expenses	<u>347,139</u>	<u>21,267,305</u>
Operating income (loss)	<u>188,428</u>	<u>(553,002)</u>
Nonoperating revenues (expenses):		
Interest expense	<u>(30,190)</u>	<u>-</u>
Income (loss) before transfers	<u>158,238</u>	<u>(553,002)</u>
Transfers in	<u>37,996</u>	<u>-</u>
Change in net position	196,234	(553,002)
Total net position - July 1, 2018	<u>721,755</u>	<u>4,537,472</u>
Total net position - June 30, 2019	<u><u>\$ 917,989</u></u>	<u><u>\$ 3,984,470</u></u>

Town of New Canaan, Connecticut

**Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Year Ended June 30, 2020**

	<u>General Fund</u>	<u>Small Bonded Capital Projects Fund</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 141,558,586	\$ -	\$ -	\$ 141,558,586
Intergovernmental	15,033,279	332,099	1,808,200	17,173,578
Charges for services	4,728,342	-	5,563,741	10,292,083
Income from investments	1,122,601	-	34,759	1,157,360
Contributions	-	170,000	473,440	643,440
Total revenues	<u>162,442,808</u>	<u>502,099</u>	<u>7,880,140</u>	<u>170,825,047</u>
Expenditures:				
Current:				
General government	13,203,334	-	733,867	13,937,201
Public safety and protection	12,406,521	-	1,117,906	13,524,427
Public works	9,040,767	-	1,463,745	10,504,512
Social services	489,740	-	334,670	824,410
Parks and recreation	1,750,392	-	126,230	1,876,622
Education	102,863,830	-	3,812,448	106,676,278
Payments to other agencies	3,017,284	-	-	3,017,284
Debt service	16,610,305	-	366,649	16,976,954
Capital outlay	-	7,002,275	3,777,766	10,780,041
Total expenditures	<u>159,382,173</u>	<u>7,002,275</u>	<u>11,733,281</u>	<u>178,117,729</u>
Excess (deficiency) of revenues over expenditures	<u>3,060,635</u>	<u>(6,500,176)</u>	<u>(3,853,141)</u>	<u>(7,292,682)</u>
Other financing sources (uses):				
Issuance of debt	-	7,658,022	1,941,978	9,600,000
Issuance of refunding bonds	-	-	24,680,000	24,680,000
Payment to refunded bond escrow agent	-	-	(28,813,477)	(28,813,477)
Premium	-	-	6,042,351	6,042,351
Sale of capital assets	17,550	-	-	17,550
Transfers in	10,000	3,350,000	1,173,145	4,533,145
Transfers out	(1,554,895)	-	(3,010,000)	(4,564,895)
Net other financing sources (uses)	<u>(1,527,345)</u>	<u>11,008,022</u>	<u>2,013,997</u>	<u>11,494,674</u>
Net change in fund balances	1,533,290	4,507,846	(1,839,144)	4,201,992
Fund balances - July 1, 2019	<u>33,365,827</u>	<u>469,898</u>	<u>15,988,524</u>	<u>49,824,249</u>
Fund Balances - June 30, 2020	<u>\$ 34,899,117</u>	<u>\$ 4,977,744</u>	<u>\$14,149,380</u>	<u>\$ 54,026,241</u>

Town of New Canaan, Connecticut

**Statement of Revenues, Expenses and Changes in Net Position
Proprietary Funds
For the Year Ended June 30, 2020**

	<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>\$ 465,634</u>	<u>\$ 21,796,383</u>
Operating expenses:		
Personnel services	181,335	-
Utilities	33,222	-
Repairs and maintenance	25,826	-
Materials and supplies	28,234	-
Contracted services	15,875	-
Classes and programs	4,660	-
Other	381	-
Depreciation	40,579	-
Claims incurred	-	14,245,169
HSA contributions	-	1,358,418
Administration	<u>-</u>	<u>3,284,555</u>
Total operating expenses	<u>330,112</u>	<u>18,888,142</u>
Operating income (loss)	135,522	2,908,241
Nonoperating revenues (expenses):		
Interest expense	<u>(16,475)</u>	<u>-</u>
Income (loss) before transfers	119,047	2,908,241
Transfers in	<u>31,750</u>	<u>-</u>
Change in net position	150,797	2,908,241
Total net position - July 1, 2019	<u>917,989</u>	<u>3,984,470</u>
Total net position - June 30, 2020	<u><u>\$ 1,068,786</u></u>	<u><u>\$ 6,892,711</u></u>

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>

Full Time Town Personnel By Department

	2019-20	2020-21	2021-22	2022-23
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

	2019-20	2020-21	2021-22	2022-23
Finance	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Chief Financial Officer/Budget Director	-	1.00	1.00	-
Chief Financial Officer	1.00	-	-	1.00
Budget Manager	1.00	-	-	1.00
Comptroller	1.00	1.00	1.00	1.00
Financial Analyst	-	1.00	1.00	-
Staff Accountant	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00

	2019-20	2020-21	2021-22	2022-23
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

	2019-20	2020-21	2021-22	2022-23
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

Human Resources	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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

Information Technology	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Director of Information Technology	1.00	1.00	1.00	1.00
IT Operations Manager	1.00	1.00	1.00	1.00
Technology Specialist	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.00	3.00

Legal	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
HR Generalist	0.50	-	-	-
Total Full Time	0.50	-	-	-

Town Clerk	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Town Clerk	1.00	1.00	1.00	1.00
Assistant Town Clerk II	2.00	2.00	2.00	2.00
Total Full Time	3.00	3.00	3.00	3.00

Parking Department	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Parking Authority Manager	1.00	1.00	1.00	1.00
Parking Enforcement Officer	4.00	3.00	2.00	2.00
Total Full Time	5.00	4.00	3.00	3.00

Police Department	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
<i>Sworn Non-Bargaining</i>				
Chief of Police	1.00	1.00	1.00	1.00
Captain-Operations	1.00	1.00	1.00	1.00
Captain-Staff Services	1.00	1.00	1.00	1.00
<i>Civilian Non-Bargaining</i>				
Building Maintenance Police	1.00	1.00	1.00	1.00
Police Chief Administrative Assistant	1.00	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00	1.00
Property Mgt. Clerk	1.00	1.00	1.00	1.00
Systems Administrator/Adm. Assistant	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</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	31.00	31.00
<i>Total Bargaining Unit</i>	<i>44.00</i>	<i>44.00</i>	<i>44.00</i>	<i>44.00</i>
Total Full Time	52.00	52.00	52.00	52.00

Animal Control / Park Ranger	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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

Fire Department	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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
Fire Marshal	1.00	1.00	1.00	1.00
Administrative Assistant (Split with DPW)	0.50	0.50	-	-
<i>Total Non-Bargaining</i>	<i>2.50</i>	<i>2.50</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	26.50	26.50	27.00	27.00

Land Use	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Director Building Department	1.00	1.00	1.00	1.00
Town Planner/ZEO	1.00	1.00	1.00	1.00
Wetlands Agent Director	1.00	1.00	1.00	1.00
Deputy Building Official	1.00	1.00	1.00	1.00
Planner I	-	-	-	1.00
Assistant Building Inspector	1.00	1.00	1.00	1.00
Assistant ZEO	1.00	1.00	1.00	1.00
Administrative Asst. II	1.00	1.00	1.00	1.00
Administrative Asst.	1.00	1.00	1.00	1.00
Director of Health	1.00	-	-	-
Sanitarian	1.00	-	-	-
Administrative Assistant-EH	1.00	-	-	-
Total Full Time	11.00	8.00	8.00	9.00

Health	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Director of Health	-	1.00	1.00	1.00
Registered Sanitarian	-	1.00	1.00	1.00
Sanitarian/Health Program Planner	-	1.00	1.00	1.00
Administrative Assistant-EH	-	1.00	1.00	1.00
Total Full Time	-	4.00	4.00	4.00

Public Works - Administration	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Director	1.00	1.00	1.00	1.00
Assistant Director	1.00	-	-	-
Admin. Assistant	1.00	1.00	1.00	1.00
Total Full Time	3.00	2.00	2.00	2.00

Public Works - Town Buildings	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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
Administrative Asst. (split w/Fire)	0.50	0.50	-	-
Total Full Time	2.50	2.50	3.00	3.00

Public Works - Highway	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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	11.00	11.00	12.00
Welder	1.00	1.00	1.00	1.00
Mason	1.00	1.00	1.00	1.00
Laborer	2.00	2.00	2.00	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	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Assistant Director	-	1.00	1.00	1.00
Sr. Engineer	1.00	1.00	1.00	1.00
Total Full Time	1.00	2.00	2.00	2.00

Public Works - Transfer Station	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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
Laborer	1.00	-	-	-
<i>Total Bargaining Unit</i>	<i>4.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
Total Full Time	5.00	4.00	4.00	4.00

Public Works - Parks	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Director of Parks & Grounds	1.00	1.00	1.00	1.00
Assistant Superintendent	-	1.00	1.00	1.00
Total Non-Bargaining	1.00	2.00	2.00	2.00
<i>Bargaining Unit</i>				
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
Irrigation Technician	-	-	-	-
Groundsman III	8.00	8.00	8.00	8.00
Groundsman II	-	-	-	1.00
<i>Total Bargaining Unit</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>	<i>12.00</i>
Total Full Time	12.00	13.00	13.00	14.00

Recreation - Admin and Program	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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	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	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 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	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
Director of Human Services	1.00	1.00	1.00	1.00
Assistant Director Human Services	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	5.00	4.00	4.00	4.00

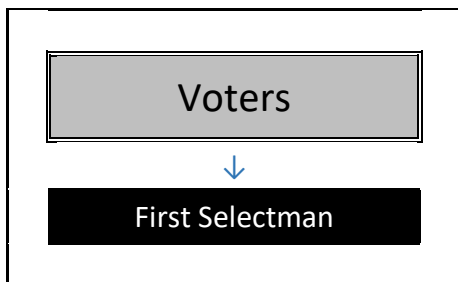
Sewer Operations	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Plant Superintendent	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Sewer Plant Chief Operator	1.00	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	187.50	186.00	186.00	188.00
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There has been an increase of Two Full Time Funded positions between FY 21-22 and FY 22-23

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

- Initiated a program for the installation of solar photovoltaic equipment on four or five Town buildings. The initiative involves proposed solar panel installations using renewable energy credits issued by Eversource under a State of Connecticut alternative energy incentive program
- Installation of natural gas in the Town of New Canaan

Major Departmental Challenges

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

- Lack of funding and support from the state
- Federal tax reform
- Transportation issues

FY 20-21 Accomplishments

- Improving Cell Phone Service
- Strengthening Financial Management
- Insuring Transparency in Government
- Expanding Natural Gas Availability Creates Savings Opportunities
- Supporting Downtown Business District
- Established a Tourism and Economic Development Advisory Committee to continue to strengthen the local economy.
- Preserving Open Space and Historic Areas
- Working Collaboratively with Town Leaders and Town Employees

FY 21-22 Objectives

- Present and pass lowest Town budget increase in 10 years
- Continue to study parking lot usage to optimize parking availability in the most cost effective manner
- Support the installation of solar photovoltaic equipment and combined heat and power on Town and school buildings
- Support the installation of natural gas pipelines
- Improve constituent communications, and increase operational efficiencies.
- Continue to look for opportunities to preserve open space.
- Fund the Land Acquisition Fund
- Initiate various Town Building projects, e.g., Police Department, Vine Cottage, and Town Hall Annex.
- Support the renovation of Waveny House, including a project to make the facility compliant with the Americans with Disabilities Act

FY 22-23 Objectives

- Striving to work 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. The First Selectman also plans to work with the Board of Finance and Town Council to contain spending and keep the 2021-22 tax increase as close to flat as possible consistent with contractually obligated wage increases for town employees and teachers.

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

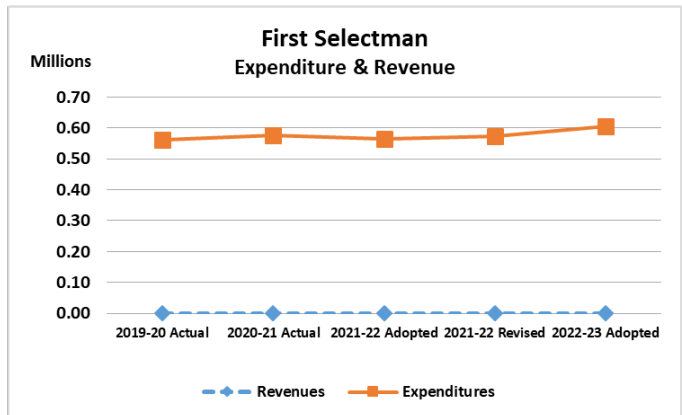
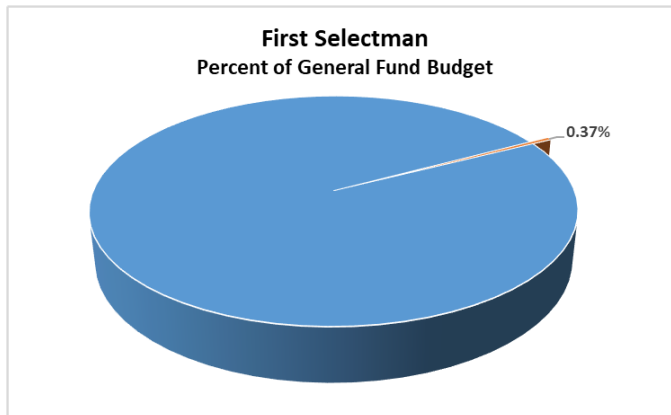
As the Chief Executive and enforces the bylaws and ordinances of the Town and the laws of the state.

Selectmen								
Position Title	2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>								
First Selectman*	1.0	147,000	1.0	147,000	1.0	155,761	1.0	155,000
Administrative Officer**	1.0	151,866	1.0	184,504	1.0	133,675	1.0	137,018
Executive Secretary	1.0	80,696	1.0	81,882	1.0	83,724	1.0	83,720
HR Generalist	0.5	47,125	0.5	48,703	0.5	52,391	0.5	51,115
Total Full Time	3.5	426,686	3.5	462,089	3.5	425,551	3.5	426,853
<u>Part Time</u>								
Selectmen (2)		16,042		16,042		16,042		16,042
Project Coordinator						25,000		25,410
Total Part Time		16,042		16,042		41,042		41,452
<u>Miscellaneous Pay</u>								
Overtime		2,040		1,500		1,500		2,399
Total Miscellaneous Pay		2,040		1,500		1,500		2,399
Total Salary		444,768		479,631		468,093		470,704

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

**Two positions during transition overlap in FY21





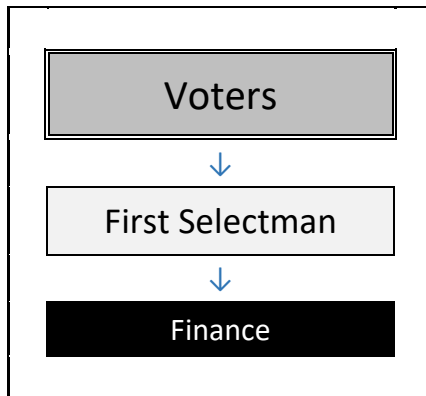
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
First Selectman							
Expenditures							
Wages	456,874	469,981	458,729	468,093	470,704	2,611	0.56%
Employee Benefits	47,615	65,193	49,036	49,752	59,074	9,322	18.74%
Purchased Professional Services	37,600	25,199	30,000	30,000	50,000	20,000	66.67%
Purchased Property Services	1,818	2,108	2,500	2,500	2,500	-	0.00%
Purchased Other Services	2,032	3,412	4,300	4,300	4,300	-	0.00%
Supplies	2,169	3,721	4,000	4,000	4,000	-	0.00%
Miscellaneous	13,547	7,536	15,000	15,000	15,000	-	0.00%
Total Expenditure	561,654	577,150	563,564	573,645	605,578	31,933	5.57%
Total FTEs	3.50	3.50	3.50	3.50	3.50	-	0.00%

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

Performance Indicators	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Freedom of Information Act (FOIA) Requests	72	75	80

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

monthly financial reports on the fiscal condition of the Town in relation to 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 in accordance with borrowing provisions. The Finance Department also oversees 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

The Finance Department is initiating a Town department-wide focus on record retention and the procedures for discarding records when record retention periods have been met. This is being done so that the use of building space to accommodate record storage does not become overwhelming. The department is also transitioning to a new fixed asset system effort to improve financial reporting, accountability, and operational efficiencies in managing the Town's fixed assets.

Recent/New Programs and Initiatives

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

- Following the resignation of the Chief Financial Officer, the position of Budget Manager was created.
- The Department is also reviewing opportunities to reorganize the internal audit functions.
- Physical – the space has been altered through the removal of high walls around work spaces

- Cross Training – personnel have made an effort to cross train so that if a member of the staff is not at work, the work flow 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 2021. The Town also received the GFOA Distinguished Budget Award Presentation.

Major Departmental Challenges

The Town's Comptroller and Chief Financial resigned within six weeks of each other (Sept/Nov 2021). A new comptroller was hired the following October and the Financial Analyst was promoted to Budget Manager at the end of November. A new Chief Financial Officer will start in January. The department is looking to enhance forecasting and for use of budget moderating techniques and technology.

FY 20-21 Accomplishments

- Gained a better understanding of Capital Projects on the horizon so that large fluctuations can be addressed in concert with concern over rising debt, the revaluation in New Canaan, and federal tax impacts
- Issued bonds to finance a variety of Town capital projects
- Streamlined the budget process
- Provided information to Boards and the TC in a format that is easily understood in order to facilitate better informed financial decision-making
- Worked better as a team within the Department and as perceived by other departments in the Town
- Worked with the Debt Management Committee of the BOF to better control the amount of debt

in compliance with the Debt Management Guidelines

- Redistributed work and edit the Finance Policies and Procedures to reflect that redistribution
- Reduced the number of significant deficiencies identified in the financial audit
- Received three GFOA financial report awards

FY 21-22 Objectives and Accomplishments

- Continue to receive GFOA reporting awards
- Provide a user-friendly Annual Report to inform residents on the Town's financial status and the operational accomplishments of the Town
- To work with IT to allow a greater number of transactions to be handled online
- To maintain cooperative working relationships with other departments and agencies, as well as Boards, TC, and Committees

FY 22-23 Objectives

- Continue to receive GFOA reporting and budgeting awards
- Complete the transition to a new banking institution for primary banking
- Complete the transition to JP Morgan Chase Credit Card Program (Purchase Cards)from Webster Bank/Elan Corp
- Complete upgrade to the a new version of Munis, the accounting software currently in use

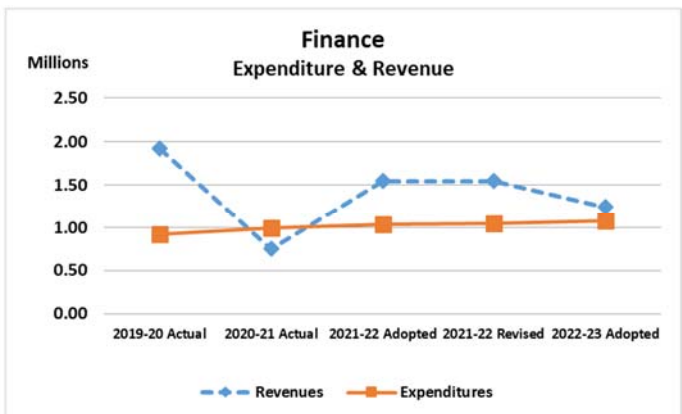
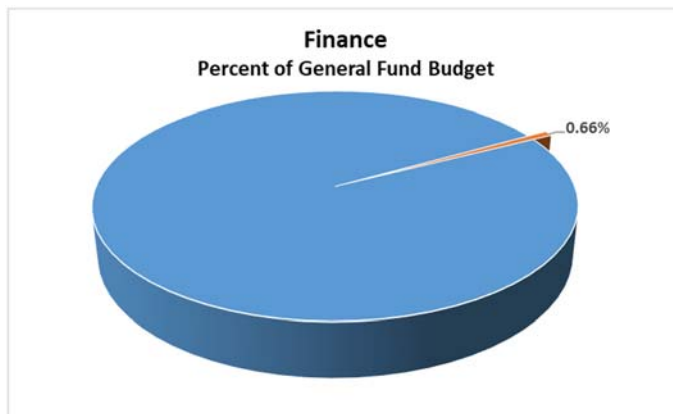
Alignments with New Canaan being a community of choice for its residents

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.



Finance									
Position Title		2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>									
Chief Financial Officer	1.0	148,480	-	-	-	-	1.0	174,056	
Chief Financial Officer/Budget Director			1.0	160,868	1.0	164,487	-	-	
Comptroller	1.0	132,546	1.0	138,917	1.0	142,042	1.0	133,675	
Budget Manager	1.0	132,546	-	-	-	-	1.0	110,837	
Accountant	1.0	92,617	1.0	93,748	1.0	95,623	1.0	97,535	
Senior Financial Analyst			1.0	85,140	1.0	91,726	-	-	
Staff Accountant	2.0	140,283	2.0	143,944	2.0	150,416	2.0	158,002	
Total Full Time	6.0	646,473	6.0	622,616	6.0	644,295	6.0	674,105	
<u>Part Time</u>									
Treasurer*		20,480		20,480		20,941		21,400	
Project Coordinator				35,000		25,000		25,000	
Total Part Time		20,480		55,480		45,941		46,400	
<u>Miscellaneous Pay</u>									
Overtime		510		500		500		4,545	
Total Miscellaneous Pay		510		500		500		4,545	
Total Salary		667,463		678,596		690,736		725,050	

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



	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
Finance	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Revenues							
Intergovernmental Revenues	420,345	344,790	377,566	377,566	427,264	49,698	13.16%
Charges for Services	66,570	26,710	75,513	75,513	75,513	-	0.00%
Investment Earnings	1,122,602	106,419	850,000	850,000	500,000	(350,000)	-41.18%
Rents & Royalties	275,739	252,948	210,000	210,000	210,000	-	0.00%
Other Revenues	16,533	16,383	15,496	15,496	15,496	-	0.00%
Other Financing Sources	17,700	1,500	15,100	15,100	15,100	-	0.00%
Total Revenues	1,919,488	748,750	1,543,675	1,543,675	1,243,373	(300,302)	-19.45%
Expenditures							
Wages	669,724	743,560	680,450	690,736	725,050	34,314	4.97%
Employee Benefits	87,563	97,335	93,699	94,486	92,286	(2,200)	-2.33%
Purchased Professional Services	134,912	135,992	217,600	217,600	216,448	(1,152)	-0.53%
Purchased Property Services	2,906	4,017	4,000	4,000	4,000	-	0.00%
Purchased Other Services	4,922	5,045	12,300	12,300	12,300	-	0.00%
Supplies	6,259	4,887	7,610	7,610	7,610	-	0.00%
Miscellaneous	18,148	3,546	18,700	18,700	18,700	-	0.00%
Total Expenditures	924,434	994,381	1,034,360	1,045,432	1,076,394	30,962	2.96%
Total FTEs	6.00	6.00	6.00	6.00	6.00	-	0.00%

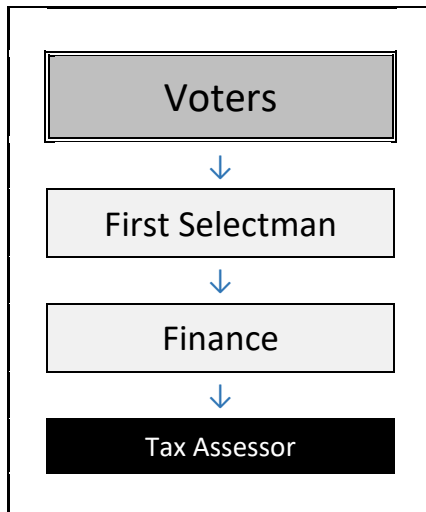
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 20-21	FY 21-22	FY 22-23
	Actual	Estimated	Estimated
Moody's Bond Rating	Aaa	Aaa	Aaa
GFOA Popular Annual Financial Report (PAFR) Award	0	0	0
GFOA Annual Comp. Financial Report (ACFR) Award	1	1	1
GFOA Budget Award	1	1	1
Accounts Payable Check Printed	5,517	6,500	6,500



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

The new sewer fee based methodology and process will require to be maintained in the Equality system and require additional inspection to commercial properties for sewer classification/reclassification of fees. The department will lose a log time employee to retirement Susan McCaughey deputy assessor that will require replacement, training and reassignment of duties within the office and staff.

FY 2021-22 Accomplishments

- Completed the sewer conversion for maintaining and billing
- Completed personal property audits on questionable accounts
- Completed inspections on all building permits issued that had value changes
- Completed all Motor vehicles issues, additions, and deletions on time

FY 2022-23 Objectives

- Perform personal property audits
- Building permits inspections
- Work on and get RFP ready for the 2023 town wide full revaluation

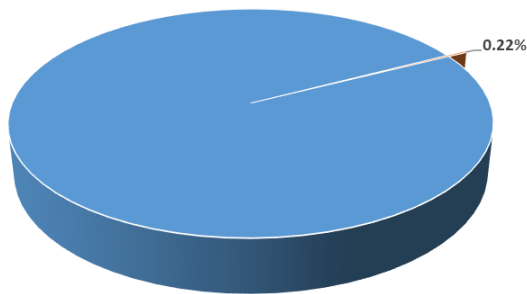
**Alignments with New Canaan being a
community of choice for its residents**

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

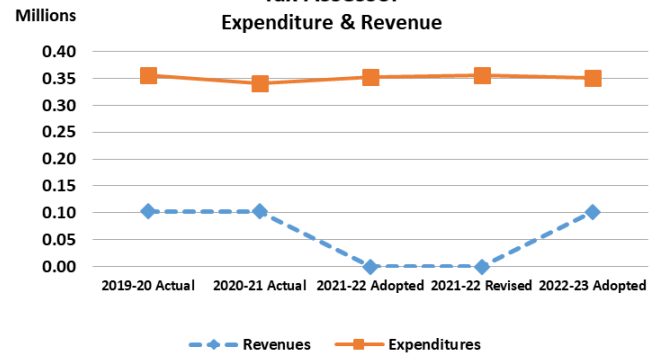
Tax Assessor

Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Assessor	1.0	125,044	1.0	127,857	1.0	130,734	1.0	130,734
Deputy Assessor	1.0	84,199	1.0	85,231	1.0	86,935	1.0	78,885
Assessment Technician	1.0	61,586	1.0	62,772	1.0	65,647	1.0	65,315
Total Full Time	3.0	270,828	3.0	275,859	3.0	283,316	3.0	274,934
<u>Part Time</u>								
Part Time (Independent Appraisers/office)		13,005		13,000		13,000		13,000
Part Time (Board of Assessment Appeals)		1,224		1,200		1,200		1,200
Clerical Help		1,530		500		500		800
Total Part Time		15,759		14,700		14,700		15,000
<u>Miscellaneous Pay</u>								
Overtime		500		200		200		202
Total Miscellaneous Pay		500		200		200		202
Total Salary								
		287,087		290,759		298,216		290,136

Tax Assessor
Percent of General Fund Budget



Tax Assessor
Expenditure & Revenue



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Tax Assessor							
Revenues							
Other Revenues	102,749	102,455	-	-	101,728	101,728	
Total Revenues	102,749	102,455	-	-	101,728	101,728	
Expenditures							
Wages	307,113	290,724	295,340	298,216	290,136	(8,080)	-2.71%
Employee Benefits	26,517	27,267	27,061	27,282	27,919	637	2.34%
Purchased Professional Services	14,261	16,803	21,240	21,240	22,500	1,260	5.93%
Purchased Property Services	1,634	1,708	1,883	1,883	2,051	168	8.92%
Purchased Other Services	1,736	945	2,800	2,800	2,800	-	0.00%
Supplies	3,821	3,085	3,993	3,993	3,876	(117)	-2.93%
Miscellaneous	540	580	750	750	750	-	0.00%
Total Expenditures	355,622	341,112	353,067	356,164	350,032	(6,132)	-1.72%
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

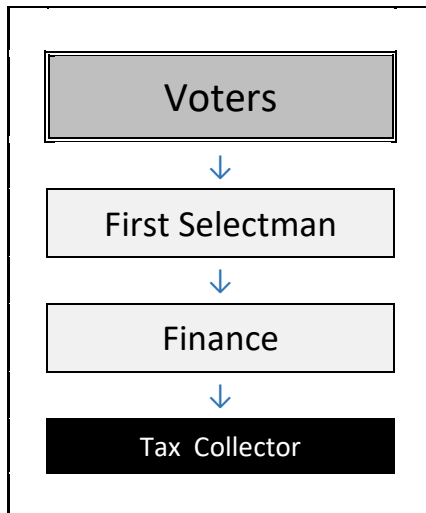


Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated
	2019 Grand List	2020 Grand List	2021 Grand List
Real Estate # of properties	7187	7,241	N/A
Motor Vehicle # of vehicles	16528	15,977	N/A
Supplemental MV # of vehicles	2493	3,667	N/A
Personal Properties # of accounts	744	733	N/A
Elderly Tax applicants processed	56	56	N/A
Data Collection/Inspections (permits)	457	320	N/A
MV Pricing/Delete/Adjustments	2447	2,310	N/A



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

- 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

- 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 will now have a 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
- COVID-19 produced an increase in phone questions regarding bills
- COVID-19 produced an increase in online payments for first time users who continue to need assistance

FY 20-21 Accomplishments

- Use of foreclosure by attorney for delinquent real estate bills
- Continued use of collection agency to collect delinquent bills
- Use of CT State Marshal for delinquent personal property bills

FY 21-22 Accomplishments and Objectives

- Used collection agency to collect delinquent bills
- Used CT State Marshal to collect delinquent personal property bills

FY 22-23 Objectives

- Continue use of collection agency to collect delinquent bills
- Use of CT 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
- Highlight the use of QR codes

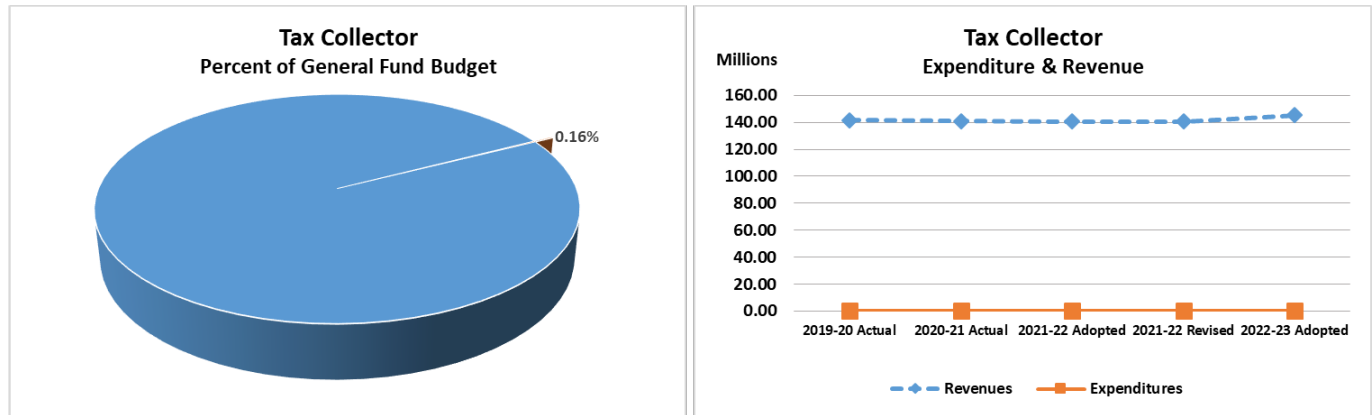
Tax Collector alignments with New Canaan being a community of choice for its residents

- 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

Tax Collector

Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Tax Collector	1.0	106,017	1.0	108,399	1.0	110,350	1.0	110,838
Assistant Tax Collector	1.0	65,144	1.0	65,930	1.0	67,257	1.0	72,054
Tax Clerk II	1.0	60,570	1.0	61,289	1.0	62,523	1.0	59,497
Total Full Time	3.0	231,731	3.0	235,618	3.0	240,131	3.0	242,389
				-				
Part Time				-				
Clerical Assistance		10,200		10,200		6,000		6,000
Total Part Time		10,200		10,200		6,000		6,000
<u>Miscellaneous Pay</u>								
<u>Overtime</u>		400		400		720		720
Total Miscellaneous Pay		400		400		720		720
				-				
20% Allocation to Sewer Fund		(48,466)		(49,244)		(47,651)		(48,479)
				-				
Total Salary		193,865		196,974		199,200		200,630





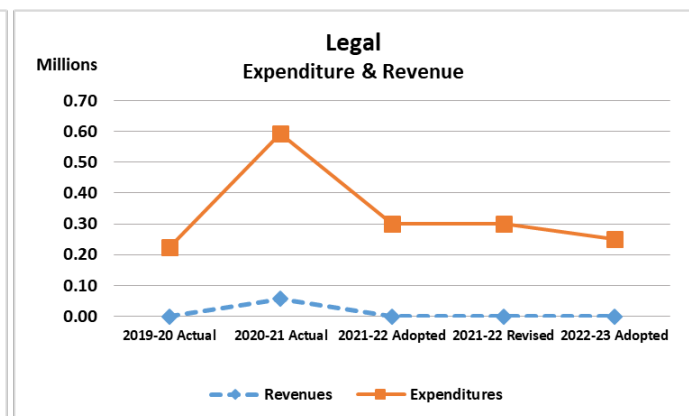
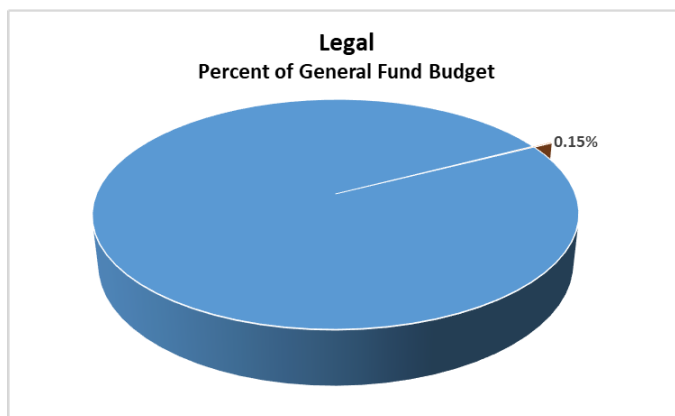
	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Tax Collector							
Revenues							
Tax Revenues	141,558,587	141,078,756	140,731,791	140,731,791	144,789,893	4,058,102	2.88%
Total Revenues	141,558,587	141,078,756	140,731,791	140,731,791	144,789,893	4,058,102	2.88%
Expenditures							
Wages	195,909	198,929	197,249	199,200	200,630	1,430	0.72%
Employee Benefits	16,679	17,257	18,413	18,562	18,668	106	0.57%
Purchased Professional Services	9,952	10,702	11,950	11,950	12,845	895	7.49%
Purchased Property Services	2,440	2,234	2,200	2,200	2,250	50	2.27%
Purchased Other Services	26,994	16,216	16,600	16,600	16,600	-	0.00%
Supplies	1,157	2,249	2,500	2,500	2,500	-	0.00%
Miscellaneous	175	175	200	200	200	-	0.00%
Total Expenditures	253,307	247,762	249,112	251,212	253,693	2,481	0.99%
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 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Text & emails reminders to taxpayers on taxes due	2,000	2,000	2,100	2,100
Mailing of real estate bills	7,200	7,200	7,420	7,200
Mailing of personal property bills	800	730	750	700
Mailing of motor vehicle bills	17,200	17,000	17,200	17,100
Mailing of supplementals	2,700	1,950	2,000	2,000
Download of lockbox processing	18,600	17,000	16,000	16,000
Download of escrow accounts	5,100	5,200	5,200	5,000
Download of online payments	10,700	11,000	12,000	13,000
Download of collection agency payments	80	60	60	50
Processing of mail and over the counter payments	27,500	27,200	27,100	28,000
Average annual real estate liens	54	45	50	50
Average annual sewer liens	51	30	40	40
Average annual UCC liens on personal property	50	40	40	35
Average weekly put-on / take-off with DMV	90	80	70	80
Average monthly mailing of delinquent statement	910	1,000	1,100	1,100
Average weekly research of returned mail	35	50	60	70
Calls per day. Each call averaging 10 to 20 minutes	60	65	70	75

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				
Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
Full Time				
HR Generalist	0.50	45,181		
Total Full Time	0.50	45,181		
Total Salary		45,181		

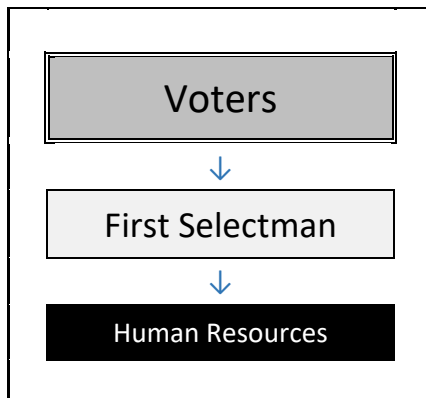


Legal	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Revenues							
Other Revenues	-	56,000	-	-	-	-	
Total Revenues	-	56,000	-	-	-	-	
Expenditures							
Employee Benefits	-	-	-	-	-	-	
Purchased Professional Services	221,447	589,972	300,000	300,000	250,000	(50,000)	-16.67%
Purchased Other Services	2,950	2,115	-	-	-	-	
Total Expenditures	224,397	592,087	300,000	300,000	250,000	(50,000)	-16.67%
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

- Moving to managed pension benefit fund administration

Recent/New Programs and Initiatives

- Moving toward managed pension benefit administration with Hooker & Holcombe
- Currently working with Town's IT Department and KnowBe4 to set up online training for employees
- Evaluate new time/attendance software for Fire Department
- Distribute new employee handbook

Major Departmental Challenges

- Controlling healthcare and workers' compensation costs
- Working with staff during COVID to make sure the building was safe, staff were safe and implementing changes as needed for employees

FY 21-22 Accomplishments

- Worked closely with Hooker & Holcombe to transition administration of pension benefits
- Implemented new Everbridge employee notification system
- Implemented new provider to handle banking for employee HAS accounts

- Implemented new provider for employee life insurance
- Changed to a lower cost underwriter (Transamerica) for the Post-65 Retiree Medicare Supplement plan effective 1/1/2021
- Implemented programs from CIRMA to reduce workers' compensation/liability costs
- Negotiated contracts with Town Attorney for Fire Department, Police Department and Department of Public Works
- Developed updated employee handbook
- Continued to train managers regarding staffing issues
- Completed valuations and GASB disclosures in a timely and accurate manner
- Worked closely with new RPAC members on plan decisions
- Developed and implement policies regarding COVID-19 protocols
- Provide programs and training for staff to help reduce workers compensation costs
- Work closely with new RPAC members on plan decisions such as; rebalancing investment portfolios to target allocation, analyzing potential new investment strategies
- Distribute and implement new employee handbook
- Evaluate new time/attendance software for Fire Department

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.

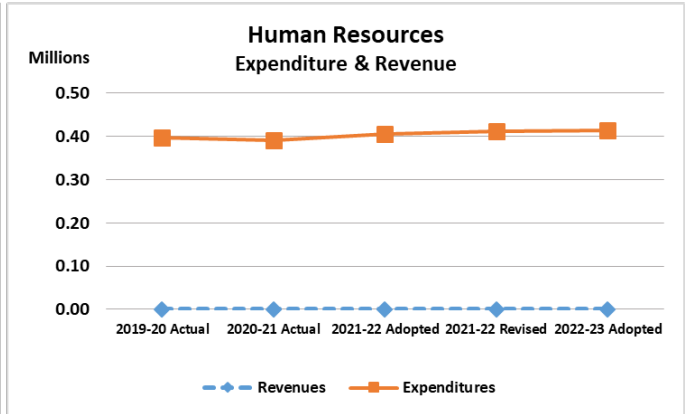
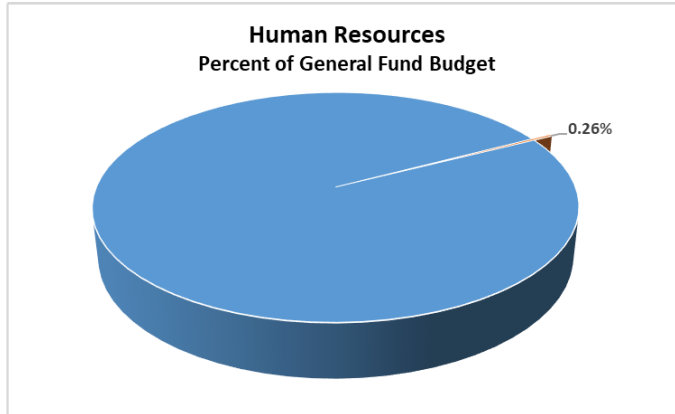
FY 22-23 Objectives

- Finalize transition to Hooker & Holcombe for pension benefit administration
- Continue to monitor policies regarding COVID-19

Human Resources

Position Title	2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>								
Human Resource Director	1.0	135,860	1.0	138,917	1.0	142,042	1.0	142,043
Payroll/Benefits Administrator	1.0	83,594	1.0	87,269	1.0	89,233	1.0	95,897
HR Generalist	0.5	47,125	0.5	48,703	0.5	52,391	0.5	51,115
Total Full Time	2.5	266,578	2.5	274,889	2.5	283,666	2.5	289,055
<u>Part Time</u>								
Pension & Finance Analyst		4,000		4,000		4,000		-
Part Time		-		-		-		792
Total Part Time		4,000		4,000		4,000		792
<u>Miscellaneous Pay</u>								
Overtime		510		350		350		1,186
Total Miscellaneous Pay		510		350		350		1,186
Total Salary		271,088		279,239		288,016		291,033





	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Human Resources							
Expenditures							
Wages	274,259	281,186	281,773	288,016	291,033	3,017	1.05%
Employee Benefits	29,862	30,525	33,917	34,395	32,432	(1,963)	-5.71%
Purchased Professional Services	86,652	74,710	80,500	80,500	81,200	700	0.87%
Purchased Property Services	1,536	1,669	1,500	1,500	1,700	200	13.33%
Purchased Other Services	2,792	1,662	5,525	5,525	5,525	-	0.00%
Supplies	1,801	1,565	1,700	1,700	1,700	-	0.00%
Miscellaneous	63	-	250	250	250	-	0.00%
Total Expenditures	396,963	391,318	405,166	411,885	413,840	1,955	0.47%
Total FTEs	2.50	2.50	2.50	2.50	2.50	-	0.00%

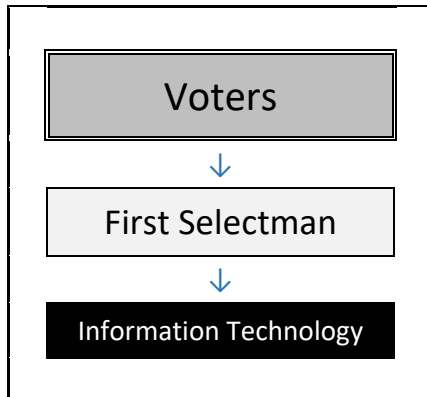
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Recruitment and Selection				
# of advertisements for employment	9	3	2	2
# of applications received and reviewed	277	169	200	200
# of interviews conducted	39	34	35	35
Grievances				
# of grievances filed	14	8	10	10
# of grievances filed for arbitration with state	2	2	1	1
# of grievances resolved	12	6	9	9
Employee Benefits				
# of Open Enrollments	191	187	188	188
# of new hires	10	12	10	10
# of seasonal hires	230	140	225	225
# of retirement's	16	14	12	12
# of Survivor benefits	16	13	12	12
Pension				
# of Retirement Calculations (BOE, Library and Town)	24	24	30	30
# of Benefit Statement's	319	319	312	312
Workman's Compensation				
# of claims	42	46	45	45



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.

**Department Goals**

1. Provide the latest technology for users to make their 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

- 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

COVID-19 24x7x365 Support

Recent/New Programs and Initiatives

COVID-19 24x7x365 Support

Recent Departmental Recognitions

- Replaces WAN (gateway) equipment for better network performance
- 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

COVID-19 24x7x365 Support

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 20-21 Accomplishments

- Continued to educate users about cyber threats (on-going)
- Replaced network switch equipment at BOE, Library, and WAN routing (In-process)
- Revisited Departments to help streamline processes (on-going)
- Upgraded VOIP (phone system), possible replacement of 700 phone sets
- Continued to access control system Town-wide

FY 21-22 Accomplishments and Objectives

- Enhance Cyber Security
- Constant improving of Secure Remote Access and Monitoring
- Improve Online Services via Website

FY 22-23 Objectives

- Adding protection and Education for users
- Extending Cyber Security Training
- Upgrade Voice Systems
- New Firewalls

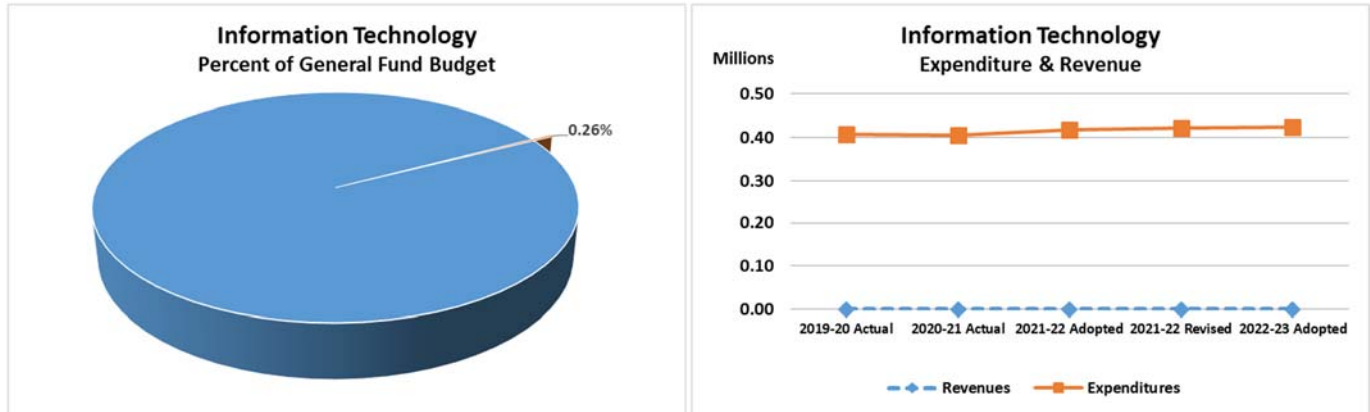
Alignments with New Canaan being a community of choice for its residents

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.

Information Technology

	2019-20		2020-21		2021-22		2022-23	
Position Title	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Director of Information Technology	1.0	135,860	1.0	138,917	1.0	142,042	1.0	142,043
IT Operations Manager	1.0	101,158	1.0	103,434	1.0	105,761	1.0	105,761
IT Systems Administrator	1.0	84,199	1.0	85,883	1.0	91,008	1.0	92,820
Total Full Time	3.0	321,216	3.0	328,233	3.0	338,811	3.0	340,624
Total Salary	321,216		328,233		338,811		340,624	





	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Information Technology Expenditures							
Wages	327,317	330,275	333,358	338,811	340,624	1,813	0.54%
Employee Benefits	24,527	24,775	26,502	26,919	27,058	139	0.52%
Purchased Professional Services	51,271	44,739	53,000	53,000	53,000	-	0.00%
Purchased Other Services	71	170	200	200	200	-	0.00%
Supplies	4,047	4,793	3,800	3,800	3,800	-	0.00%
Total Expenditures	407,233	404,751	416,860	422,730	424,682	1,952	0.46%
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 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
User Service Requests	2,500	6,000	5,000	4,000
New Projects / Installs	20	15	15	15
24x7 Support	365	365	365	365
Work done in-house Saving	120,000	150,000	135,000	130,000
WAN Network Security Updates/Patches per month	50	120	140	140
WAN Support (Waveny Care, BOE, Library, PD, etc) Requests	80	120	100	100

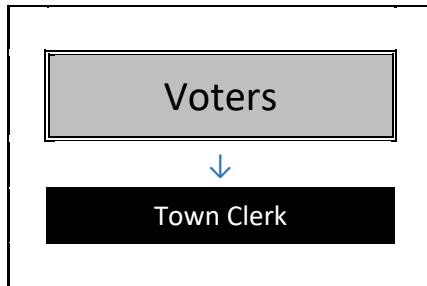
Security Patches and Updates are up due to an influx of Cyber Security issues and concerns, vendors releasing more patches

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

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 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 Objectives

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.

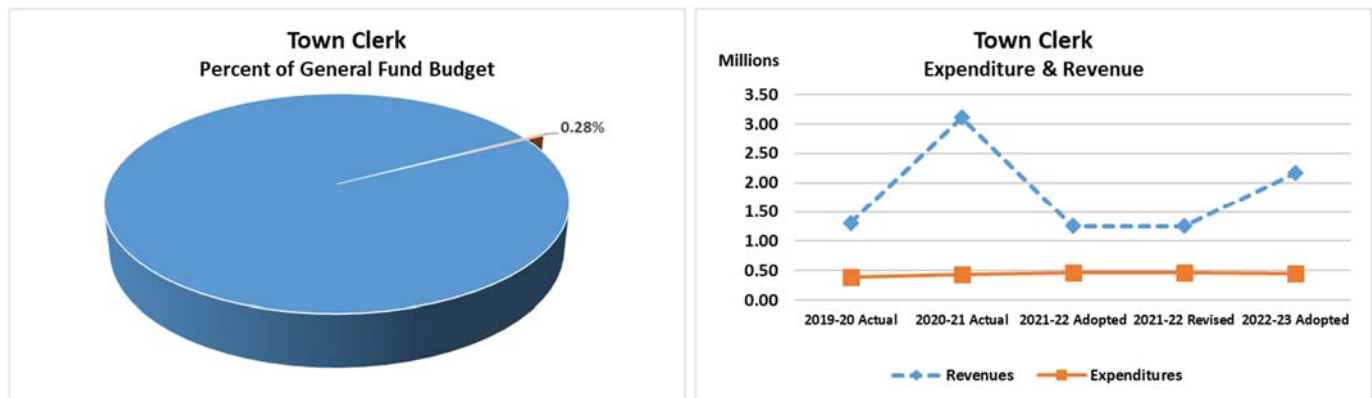
Town Clerk alignments with New Canaan being a community of choice for its residents

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.



Town Clerk								
Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Town Clerk*	1.0	106,786	1.0	109,188	1.0	111,645	1.0	111,646
Assistant Town Clerk II	2.0	146,206	2.0	148,002	2.0	150,962	2.0	153,970
Total Full Time	3.0	252,992	3.0	257,191	3.0	262,607	3.0	265,616
<u>Part Time</u>								
Clerical Assistance		74,250		68,000		68,000		68,000
Total Part Time		74,250		68,000		68,000		68,000
<u>Miscellaneous Pay</u>								
Overtime		4,080		4,080		4,080		6,000
Total Miscellaneous Pay		4,080		4,080		4,080		6,000
Total Salary		331,322		329,271		334,687		339,616

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



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Town Clerk Revenues							
License and Permits	6,293	11,179	8,600	8,600	8,600	-	0.00%
Charges for Services	1,301,464	3,099,950	1,245,650	1,245,650	2,160,600	914,950	73.45%
Total Revenues	1,307,757	3,111,129	1,254,250	1,254,250	2,169,200	914,950	72.95%
Town Clerk Expenditures							
Wages	318,091	345,407	332,231	334,687	342,276	7,589	2.27%
Employee Benefits	23,603	29,169	26,716	26,904	27,484	580	2.16%
Purchased Professional Services	17,466	18,545	54,405	54,405	24,650	(29,755)	-54.69%
Purchased Property Services	5,568	6,260	9,700	9,700	9,700	-	0.00%
Purchased Other Services	8,728	12,345	16,000	16,000	16,000	-	0.00%
Supplies	15,241	24,047	25,500	25,500	25,500	-	0.00%
Miscellaneous	2,591	3,014	3,000	3,000	3,000	-	0.00%
Total Expenditures	391,289	438,788	467,551	470,196	448,610	(21,586)	-4.59%
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

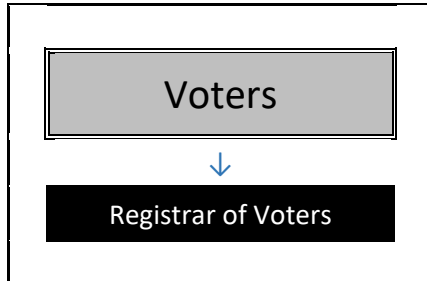


Performance Indicator	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Land Records				
# of land record instruments recorded, indexed, proofed, verified, returned	3,483	5,183	5,000	4,000
# of land record pages printed, scanned, microfilmed	18,530	28,790	25,000	20,000
# of maps filed, indexed, scanned, microfilmed	17	22	20	20
# of day book reports created and printed	248	248	248	248
Vital Statistics/Records				
# of birth records recorded, indexed, archived	129	153	125	130
# of marriage records recorded, indexed, archived	65	106	100	90
# of marriage licenses issued and # certified and sent to State	56	90	80	75
# of death records recorded, indexed, archived and # certified /sent to State	163	118	120	130
# of vitals certified copies issued and sold	1,367	1,117	1,100	1,650
# of home births (10 forms/birth) processed	1	1	0	1
# of sexton's reports processed	24	24	24	24
Licenses/ Permits				
# of liquor licenses processed	17	14	15	20
# of peddler's permits issued	3	1	2	3
# of dog licenses issued (plus-1 renewal and 1 delinquent mailing)	2,760	2,585	3,000	3,000
Miscellaneous				
# of notary registrations filed and processed	33	30	30	35
# of reports sent to the State of Connecticut	102	102	102	102
# of trade names certificates filed, indexed, scanned	54	58	55	55
# of document copies sold	22,591	34,230	30,000	29,000
# of certifications of documents prepared and sold	77	88	80	95
# of map copies printed and sold	1,054	1,832	1,500	1,450
# of foreclosure registration forms filed	42	15	30	35
# of legal notices/public notices issued	40	48	45	45
Elections				
# of elections/ primaries	1	4	2	2
# of regular absentee ballots issued	398	8,409	>670	2,750
# of overseas absentee ballots issued	0	162	0	25
# of regular absentee ballots returned and processed	364	6,991	670	2,750
# of overseas absentee ballots returned and processed	0	137	50	40
# of campaign finance filings processed	0	3	2	2
# of petitions verified and processed	0	2	30	0
# of referenda executed	0	1	0	0
# of referenda prepared for	0	2	1	0
Boards and Commissions				
# of Boards, Commissions, Committees maintained	54	54	54	54
# of filings received and processed	1,500	1,375	1,380	1,390
Finance				
# of requisitions	10	10	10	10
# of check requests	12	13	15	15
# of invoices received, coded, processed	152	134	150	145
# 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)	15	11	11	15
Revenue				
\$ amount of real estate conveyance tax to Town general fund	\$ 1,127,796	\$ 2,850,984	\$ 2,000,000	1,900,000
\$ amount to Town general fund from other revenue accounts	\$ 185,947	\$ 266,590	\$ 200,000	200,000
\$ amount to State in fees	\$ 202,722	\$ 319,005	\$ 250,000	250,000
\$ amount of real estate conveyance tax collected and transferred to State	\$ 4,417,722	\$ 12,352,445	\$ 8,000,000	7,000,000



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 adequate personnel for efficient election and referendum execution.
3. To accurately tabulate and efficiently report election results.

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 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.

Anticipated Operational Changes

- Concentrate on developing an expanded cadre of polling location staff while deepening the training.

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.

Recent Departmental Recognitions

- All moderators are currently certified and must recertify every 24 months;
- Highest turnout for a Municipal Election for 2021, 51%.

Major Departmental Challenges

- Demographics along with increased staff requirements and regulations are making it more difficult to find willing and capable poll workers. This is aggravated still further with the COVID pandemic.
- The Secretary of the State has informed Registrars that there will be a question on the 2022 ballot for "early voting". This would cover early voting, extended voting or no fault absentee voting. Should a variant of the first two be mandated, the election process will require major process changes and enhancements.
- The completion of a number of large multi-family rental complexes has resulted in an influx of new voters.
- Ten year redistricting - The Secretary of State's office has proposed new districting that will result in six (possibly 7) New Canaan Districts, from the

current three, along with commensurate voting locations.

- A town wide Canvass must be completed in compliance with state regulations.

FY 20-21 Objectives

- Reviewed District 1 for division into two separate districts.
- Trained of additional Moderators
- Administered 2020 Presidential Election
- Administered town wide voter canvas
- Continued sinking fund for replacement of older equipment and/or additional equipment should District One bifurcate

FY 21-22 Accomplishments

- 2021 Referendum conducted related to Town Council approval of BOE budget
- 2021 special election for State Senate
- 2021 Municipal election

FY 21-22 Objectives

- Review District 1 for division into two separate districts.
- Training of additional Moderators
- Administer 2021 Town Party Caucuses and resulting primaries (if any)
- Administer Anticipated Library Referendum;
- Administer Municipal Election

- Initiate thorough 100% canvass of all voters in anticipation of 2022 state redistricting initiative

FY 22-23 Objectives

- Reorganize District voter assignments and polling locations from current 3 districts to new state assigned six (possibly 7) districts.
- Train additional Moderators and polling location staff to facilitate modified district structure.
- Administer 2022 Gubernatorial Primary, including Federal offices – Senate and House, and state offices – two state senate districts and the four house districts.
- Administer any Referendum(s).
- Administer the Gubernatorial Election including state and federal offices.
- Conduct town wide Canvass of every voter as mandated by the Secretary of the State related to redistricting.

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.

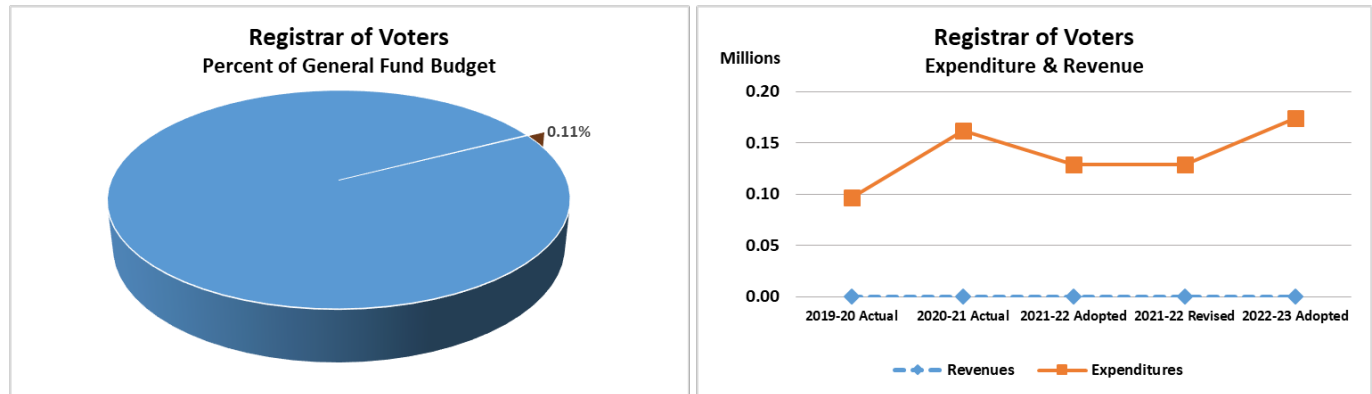
Registrar of Voters

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
<u>Part Time</u>				
Registrars of Voters*	47,692	52,000	52,000	66,000
Elections Personnel	32,000	17,500	17,500	30,000
P/T Elections	11,000	11,000	11,000	15,000
Clerical Assistance	10,000	10,000	10,000	10,000
Total Part Time	100,692	90,500	90,500	121,000

*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





	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Registrar of Voters							
Expenditures							
Wages	56,333	94,112	73,000	73,000	91,000	18,000	24.66%
Employee Benefits	4,033	6,359	5,585	5,585	5,585	1	0.01%
Purchased Professional Services	24,146	45,875	31,445	31,445	51,195	19,750	62.81%
Purchased Property Services	6,937	8,542	13,310	13,310	19,650	6,340	47.63%
Purchased Other Services	3,480	4,808	3,520	3,520	4,520	1,000	28.41%
Supplies	1,253	2,217	1,430	1,430	1,430	-	0.00%
Miscellaneous	140	245	815	815	815	-	0.00%
Total Expenditures	96,321	162,159	129,105	129,105	174,195	45,091	34.93%
Total FTEs	-	-	-	-	-	-	

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

Performance Indicators	FY 18-19 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Polling Stations	3	3	3	7
Municipal Elections	1	0	1	0
Governor Primary	1	0	0	1
State Elections	1	1	0	1
Presidential Preference Primary	0	0	0	0
Town Party Caucuses	1	1	1	1

The Conservation Commission was created to keep an inventory 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, 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 2024 Centennial Celebration.

FY 20-21 Accomplishments

- ☐ Completed Phase I Bristow Restoration ahead of plan and under budget. Visitation has grown.
- ☐ The Public-Private Partnership "Friends of Bristow" contributed a cumulative \$90,000 towards Bristow Park efforts.
- ☐ Agreed \$112,00 Capital Funding for Phase II Restoration of Bristow Park
- ☐ Expanded River Testing in New Canaan

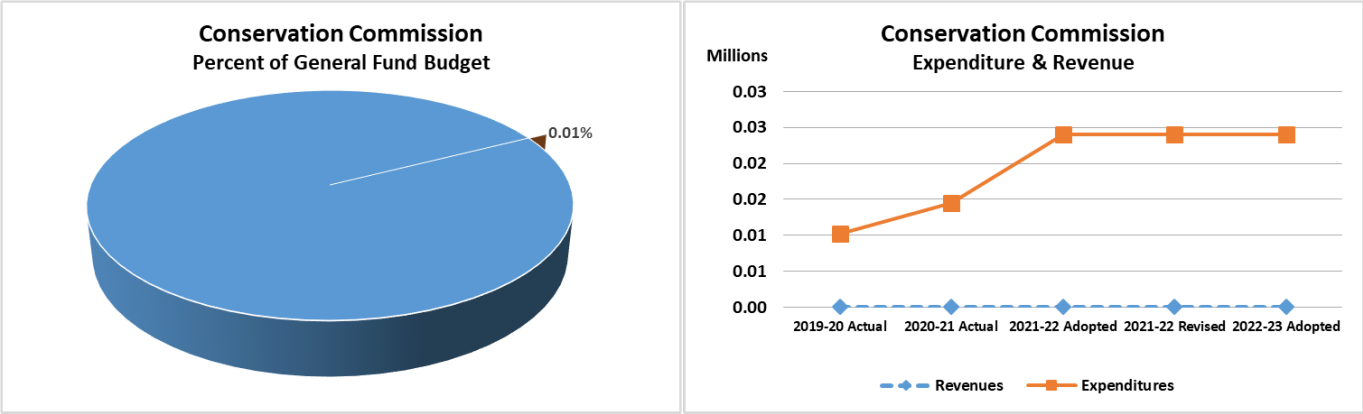
FY 21-22 Accomplishments and Objectives

- ☐ Phase II Restoration of Bristow Park: Raised Walkway, Stream and Railroad Trails, Center Crossing Pavilion.
- ☐ Raised awareness for good water management via Town River/Bristow Park testing
- ☐ Support SustainableCT Accreditation Effort - completed Bristow/Mead Pollinator Pathway Project
- ☐ Begin Inventory and Prioritization of New Canaan Open Space as prep for POCD
- ☐ Raise Awareness for Solar Power, Reducing Carbon Footprint, Lawns-to-Meadows shift.
- ☐ Restart funding for Land Acquisition Fund

FY 22-23 Objectives

- ☐ Fund and Complete Phase III of Bristow Park Centennial Master Plan
- ☐ Seek Federal & State Grants for Parks Projects
- ☐ Complete 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.
- ☐ Reservoir, River, Stream and Wetlands review with IWC, including Water Company input. Continued river testing efforts.
- ☐ Support Complete Streets Analysis for POCD Incorporation - GreenLinks and Bike Links
- ☐ Continued \$100,000 Allocated to Land Acquisition Fund. Propose Conveyance Fee funding of LAF
- ☐ Organize Conservation Commission groundwork for 2024 POCD



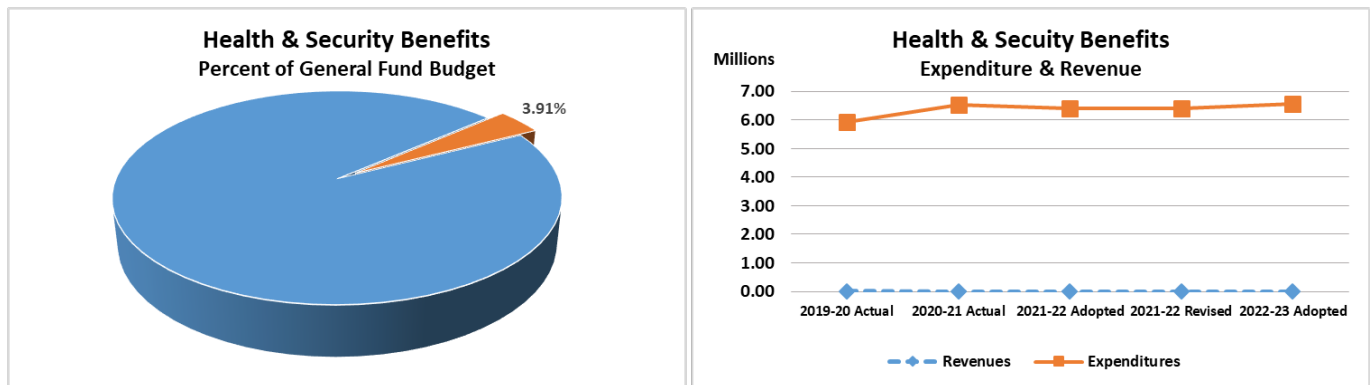


	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
Conservation Commission	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Expenditures							
Purchased Professional Services	10,200	14,516	24,000	24,000	24,000	-	0.00%
Total Expenditures	10,200	14,516	24,000	24,000	24,000	-	0.00%
Total FTEs	-	-	-	-	-	-	

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



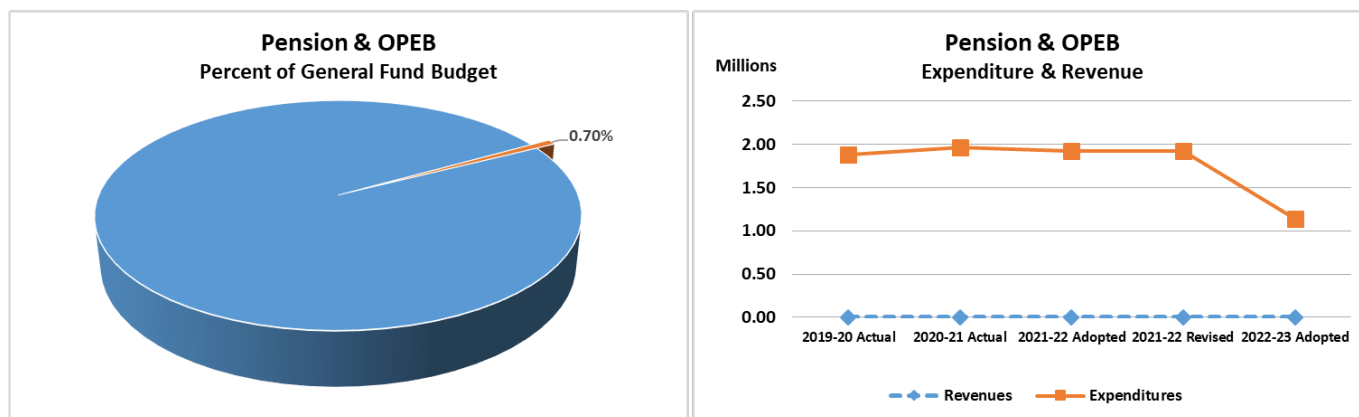
The Health & Security Benefits accounts for funding employee health & security. The Town of New Canaan is self insured. The Town also provides 401A contributions for certain Board of Education employees.



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Health & Security Benefits							
Revenues							
Other Revenues	762	-	-	-	-	-	
Total Revenues	<u>762</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditures							
Contribution to Town Bens Fund	5,774,741	6,381,032	6,247,000	6,247,000	6,409,350	162,350	2.60%
401A Employer Contributions	126,168	127,231	137,914	137,914	142,809	4,895	3.55%
Uniforms & Equipment	-	-	-	-	-	-	
Unemployment Comp	8,385	25,218	15,836	15,836	10,000	(5,836)	-36.85%
Wellness	10,022	12,870	8,798	8,798	14,695	5,897	67.03%
	<u>5,919,316</u>	<u>6,546,351</u>	<u>6,409,548</u>	<u>6,409,548</u>	<u>6,576,854</u>	<u>167,306</u>	<u>2.61%</u>

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.

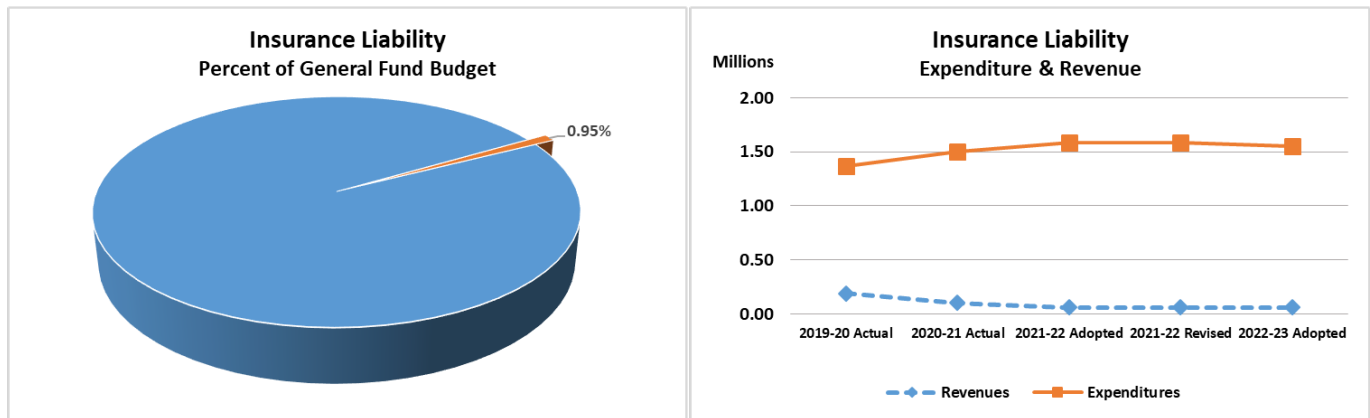


	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Pensions & OPEB							
Town Pension Contribution	1,446,047	1,543,662	1,647,180	1,647,180	1,142,124	(505,056)	-30.66%
OPEB GASB 45	440,000	419,083	279,981	279,981	-	(279,981)	-100.00%
Total Expenditures	1,886,047	1,962,745	1,927,161	1,927,161	1,142,124	(785,037)	-40.74%
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.

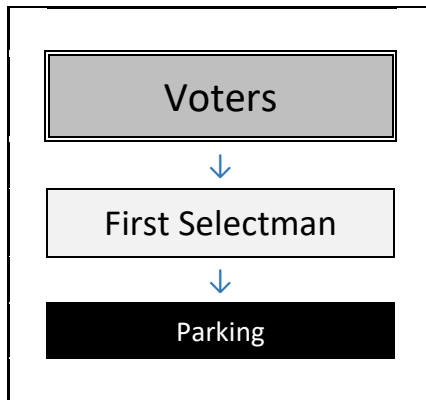


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Insurance Liability							
Revenues							
Other Revenues	190,809	103,903	60,000	60,000	60,000	-	0.00%
Total Revenues	190,809	103,903	60,000	60,000	60,000	-	0.00%
Expenditures							
Employee Benefits	797,933	813,071	869,400	869,400	891,135	21,735	2.50%
Purchased Other Services	568,590	688,869	712,428	712,428	662,805	(49,623)	-6.97%
Total Expenditures	1,366,523	1,501,939	1,581,828	1,581,828	1,553,940	(27,888)	-1.76%
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

Anticipated Operational Changes

- Loss of enforcement officer position

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 current FY 21-22 budget or the next FY 22-23 budget.
- Working with such a limited staff has created patrol and department coverage issues.

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

FY 19-20 Accomplishments

- Purchase a new vehicle to replace Ford Explorer
- Facilitate safety of pedestrians in the downtown area
- Add 20 Boxcar spaces to Walgreens

FY 20-21 Accomplishments

- Upgraded Parking Machines to 4G network
- Updated and improved website with more user friendly information and mapping
- Facilitated safety of pedestrians in the downtown area
- Implemented six month experimental program of "free" business permits in Center and Locust lots

FY 21-22 Accomplishments and Objectives

- Added PayByPhone to short term downtown parking lots
- Implemented Permit Renewals Online
- Continued with "free" business permits in Center and Locust lots since experimental program worked
- Upgraded both LPR software programs
- Continue to facilitate safety of pedestrians in the downtown area
- Maximize usage in Lumberyard and Richmond Hill commuter permit lots by moving down on the wait lists

- Work with parking computer software company Passport to make a smooth transition/migration to new parking software system

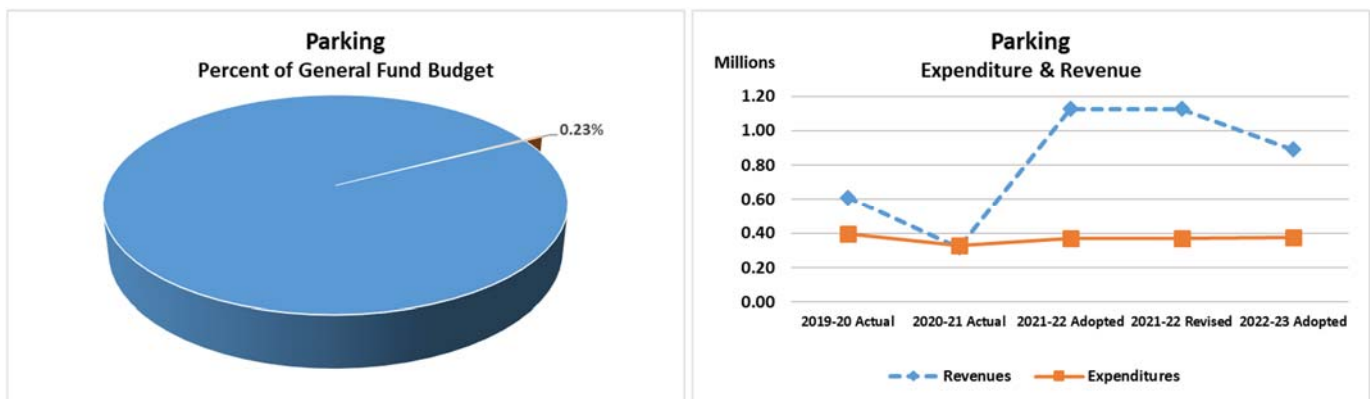
FY 22-23 Objectives

- Add another Parking Enforcement Officer
- Continue to make improvements to website
- Continue to move on wait lists
- Continue to monitor "free" parking program for the Center and Locust lots
- Continue to facilitate the best parking options, safety and services for the residents, businesses and visitors to New Canaan

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.

Parking								
Position Title	2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>								
Parking Authority Manager	1.0	95,625	1.0	100,221	1.0	102,476	1.0	102,476
Parking Enforcement Officer	4.0	246,820	3.0	148,075	2.0	129,818	2.0	132,418
Total Full Time	5.0	342,444	4.0	248,295	3.0	232,294	3.0	234,894
<u>Miscellaneous Pay</u>								
Cleaning Allowance				600		400		400
Total Miscellaneous Pay				600		400		400
Salary Allocation to Railroad		(9,060)		(9,060)		(9,060)		(9,060)
Total Salary		333,384		239,835		223,634		226,234



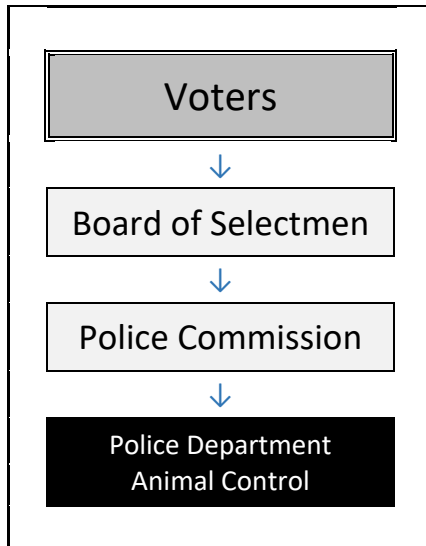
Parking	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Revenues							
Charges for Services	384,573	140,470	926,000	926,000	690,000	(236,000)	-25.49%
Fines & Special Assessments	225,537	174,994	200,000	200,000	200,000	-	0.00%
Total Revenues	610,110	315,464	1,126,000	1,126,000	890,000	(236,000)	-20.96%
Expenditures							
Wages	290,203	236,450	221,379	223,634	226,234	2,600	1.16%
Employee Benefits	25,164	23,215	22,280	22,452	22,760	308	1.37%
Purchased Professional Services	30,552	24,289	46,400	46,400	46,792	392	0.84%
Purchased Property Services	12,114	17,245	15,486	15,486	15,486	-	0.00%
Purchased Other Services	720	1,383	3,000	3,000	2,500	(500)	-16.67%
Supplies	14,860	15,537	23,911	23,911	23,236	(675)	-2.82%
Miscellaneous	21,547	8,934	36,000	36,000	36,000	-	0.00%
Total Expenditures	395,160	327,052	368,456	370,883	373,008	2,125	0.57%
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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Parking violations issued	6,423	5,883	7,000	8,000
Parking payments processed	6,081	5,605	6,500	7,500
Parking permits processed	1,859	707	1,700	1,800
Wait list letters processed	371	376	307	250
One day permits processed	82	0	100	100
Phone calls handled	3,018	2,522	3,500	4,000
Emails handled	11,303	6,190	10,000	12,000
Appeals processed	130	53	60	75
Walk-ins helped- approximately	2,000	1,000	3,000	3,000
Total miles patrolled	9,116	3,893	7,500	8,500

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 a Comprehensive Traffic Safety Plan
5. Develop and implement training programs that enhance organizational effectiveness
6. Prepare for future Department growth and crime trends
7. Develop employee skills that promote organizational leadership
8. Continued Education (Animal Control)
9. Continued Communication (Animal Control)
10. Continued Timely Response (Animal Control)

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

- The Department continues to carefully manage overtime expenditures – FY18 saw the lowest aggregate overtime spending in nearly six years

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
- Created a Five-Year, 2018-2022 Strategic Plan
- Continue to follow our Five-Year, 2018-2022 Strategic Plan

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
- Local opioid crisis resulting in many overdoses and deaths

FY 19-20 Accomplishments

- Participated in successful on-site remote law enforcement (CALEA) audit.
- Finalized crisis intervention training.
- Adopted the Bola Wrap which is a less lethal restraint device.
- At the direction of the First Selectman a Building Committee was formed.

FY 20-21 Accomplishments

- Finalized crisis intervention programming
- Conducted targeted enforcement at high accident locations
- Motor vehicle accidents (especially injury) declined by 41% (impact of decreased traffic due to Covid-19)
- Successful law enforcement (CALEA) audit
- Ongoing Police building renovation planning
- Provided cost-effective animal control services

FY 21-22 Objectives

- Renovate as new the police building
- Staff the Community Impact Officer Position
- Ensure successful law enforcement (CALEA) audit

- Comply with the mandates of Connecticut's Police Accountability Law
- Continue and enhance crisis intervention training

FY 22-23 Objectives

- Renovate as new the police building
- Staff the Community Impact Officer Position
- Ensure successful law enforcement (CALEA) audit
- Comply with the mandates of Connecticut's Police Accountability Law
- Enhance crisis intervention training
- Implement fixed license plate readers to solve and mitigate crime

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.



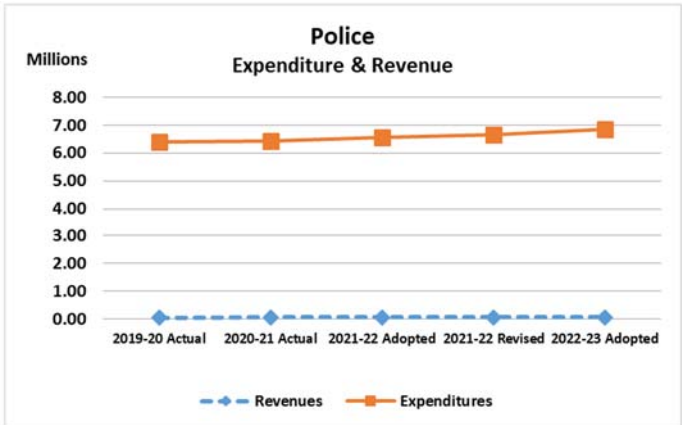
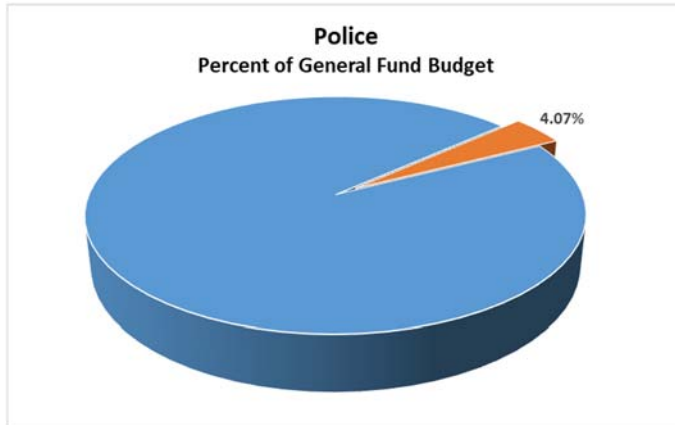
Police								
Position Title		2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved
<u>Full Time</u>								
<i>Sworn Non-Bargaining</i>								
Chief of Police	1.0	152,788	1.0	152,788	1.0	159,741	1.0	159,741
Captain-Operations	1.0	136,625	1.0	136,625	1.0	142,842	1.0	142,842
Captain-Staff Services	1.0	136,625	1.0	136,625	1.0	142,842	1.0	142,842
<i>Civilian Non-Bargaining</i>								
Police Chief Administrative Assistant	1.0	70,169	1.0	70,169	1.0	72,800	1.0	72,800
Property Mgt. Clerk	1.0	66,152	1.0	66,152	1.0	68,297	1.0	69,671
Records Clerk	1.0	66,042	1.0	66,042	1.0	68,186	1.0	69,541
Systems Administrator/Adm. Assistant	1.0	65,180	1.0	65,180	1.0	67,295	1.0	68,650
Building Maintenance Police	1.0	58,211	1.0	58,211	1.0	60,092	1.0	61,298
<i>Total Non-Bargaining</i>	<i>8.0</i>	<i>751,792</i>	<i>8.0</i>	<i>751,792</i>	<i>8.0</i>	<i>782,093</i>	<i>8.0</i>	<i>787,385</i>
<i>Bargaining Unit</i>								
Lieutenant	5.0	575,981	5.0	591,820	5.0	605,752	5.0	620,896
Sergeant	8.0	841,416	8.0	864,556	8.0	884,917	8.0	907,040
Patrolman	31.0	2,629,894	31.0	2,740,844	31.0	2,838,454	31.0	2,910,621
<i>Total Bargaining Unit</i>	<i>44.0</i>	<i>4,047,290</i>	<i>44.0</i>	<i>4,197,219</i>	<i>44.0</i>	<i>4,329,123</i>	<i>44.0</i>	<i>4,438,557</i>
Total Full Time		52.0 4,799,082		52.0 4,949,011		52.0 5,111,216		52.0 5,225,942
<u>Part Time</u>								
Part Time and Clerical		17,136		18,720		17,720		17,720
School Guard (2)		24,480		21,280		20,280		20,280
Total Part Time		41,616		40,000		38,000		38,000
<u>Miscellaneous Pay</u>								
Overtime		225,000		225,000		240,000		285,000
12 Paid Holidays & in Lieu of Vacation		216,000		216,000		231,000		267,026
Salaries Overtime-Accumulated Time		120,000		125,000		125,000		85,000
Shift Differential Pay		98,000		97,000		102,000		108,070
Overtime-Training		95,000		100,000		100,000		105,000
Overtime-Sick		70,000		70,000		50,000		45,000
Educational Pay		55,000		50,000		45,000		56,000
Actg. Lt. & Sgt. Pay		19,000		22,000		26,000		22,000
Cleaning Allowance		16,450		16,450		16,450		15,400
Detective Standby		17,000		16,500		15,000		16,000
Overtime-Injury		15,000		10,000		10,000		10,000
Overtime-Traffic Enforcement		10,000		5,000		5,000		5,000
Total Miscellaneous Pay		956,450		952,950		965,450		1,019,496
Total Salary		5,797,148		5,941,961		6,114,666		6,283,438



Animal Control

Position Title	2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>								
Animal Control Officer	1.0	86,326	1.0	87,597	1.0	89,568	1.0	89,562
Total Full Time	1.0	86,326	1.0	87,597	1.0	89,568	1.0	89,562
<u>Part Time</u>								
Part Time		13,848		6,500				4,500
Total Part Time		13,848		6,500		-		4,500
<u>Miscellaneous Pay</u>								
Overtime		1,632		1,600		1,600		585
Total Miscellaneous Pay		1,632		1,600		1,600		585
Total Salary		101,806		95,697		91,168		94,647

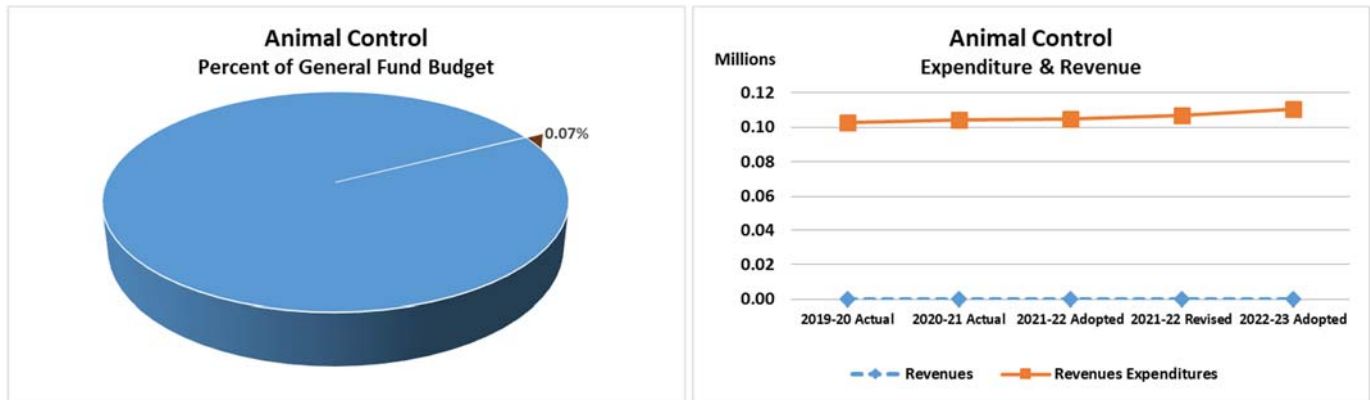




	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Police Department Revenues							
License and Permits	4,245	14,530	10,150	10,150	10,150	-	0.00%
Intergovernmental Revenues	-	13,719	-	-	-	-	-
Charges for Services	7,057	10,812	9,000	9,000	9,000	-	0.00%
Fines & Special Assessments	35,809	28,482	38,000	38,000	38,000	-	0.00%
Other Revenues	-	-	-	-	-	-	-
Total Revenues	47,111	67,543	57,150	57,150	57,150	-	0.00%
Police Department Expenditures							
Wages	5,760,064	5,857,802	5,867,027	5,978,092	6,141,364	163,272	2.73%
Employee Benefits	150,882	131,287	135,565	137,802	141,293	3,491	2.53%
Purchased Professional Services	117,018	106,486	128,500	127,800	159,250	31,450	24.61%
Purchased Property Services	48,660	43,986	49,350	49,250	54,000	4,750	9.64%
Purchased Other Services	7,159	4,259	9,800	9,800	9,600	(200)	-2.04%
Supplies	308,660	277,445	354,000	348,350	351,270	2,920	0.84%
Miscellaneous	2,908	3,133	2,500	3,450	3,000	(450)	-13.04%
Total Expenditures	6,395,351	6,424,400	6,546,742	6,654,544	6,859,777	205,233	3.08%
Total FTEs	52.00	52.00	52.00	52.00	52.00	-	0.00%

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

Performance Indicators	FY 20-21 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Incidents/Calls for Service	12,092	13,110	12,500	13,000
Motor Vehicle Accidents	332	311	340	300
Arrests	121	119	150	150
Worker's Compensation Lost Days	0	6	TBD	TBD



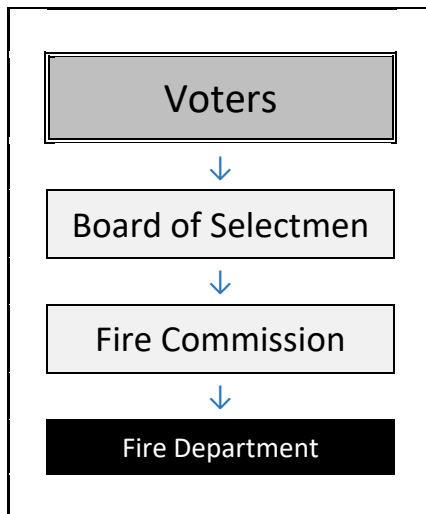
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Animal Control Expenditures							
Wages	90,235	88,840	89,197	91,168	94,647	3,479	3.82%
Employee Benefits	12,560	12,695	13,453	13,604	13,761	157	1.16%
Purchased Professional Services	143	2,570	2,000	2,000	2,000	-	0.00%
Total Expenditures	102,937	104,105	104,649	106,771	110,408	3,637	3.41%
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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Animal Control Calls	287	292	320	300
Impounded Animals	39	71	30	40
Adoptions	1	16	6	6
Euthanized	1	0	0	0
Animal Bites	16	19	20	20
Infractions	4	2	6	6
Written Warnings	19	44	30	30
Licensed Dogs	2,663	2,328	2,600	2,600

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.

**Major Departmental Challenges**

- Volunteer firefighter recruitment and retention
- Timely staffing for working structure fires
- Adequate water supplies

FY 20-21 Accomplishments

- Continued 2019-20 objectives
- Maintained the current service delivery
- Placed Rescue 5 in service
- Water supply improvement
- Transitioned to the new regional dispatch center
- Hired two new firefighters to replace retirements
- Hired a career assistant chief

FY 21-22 Objectives

- Continue 2019-20 objectives
- Maintain a dynamic volunteer component
- Continue water supply improvement initiative

FY 22-23 Objectives

- Maintain the current level of service
- Improve firefighting water supply system in Town.
- 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

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.

Recent Departmental Recognitions

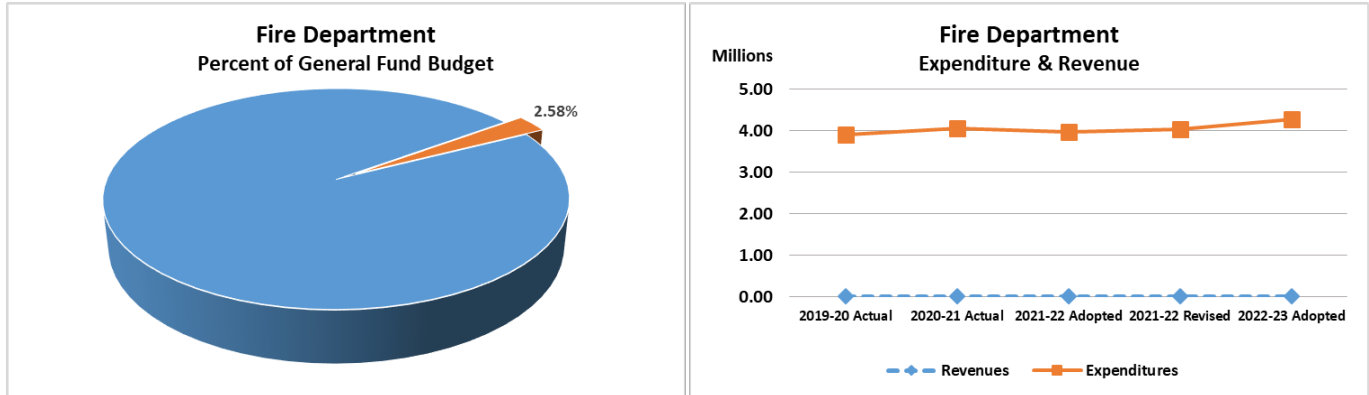
- Public Protection Classification rating improved to 4/4Y in 2015 by the Insurance Service Office

- Take advantage of grant funding opportunities
- Evaluate operations against nationally recognized standards.

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.

Fire								
	2019-20		2020-21		2021-22		2022-23	
Position Title	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Director of Fire Services	1.0	144,691	1.0	147,946	1.0	151,275	1.0	130,734
Assistant Director of Fire Services					1.0	57,614	1.0	57,614
Fire Marshal	1.0	119,219	1.0	109,718	1.0	115,228	1.0	120,695
Administrative Assistant (Split with DPV)	0.5	32,590	0.5	35,490				
<i>Total Non-Bargaining</i>	<i>2.5</i>	<i>296,500</i>	<i>2.5</i>	<i>293,154</i>	<i>3.0</i>	<i>324,116</i>	<i>3.0</i>	<i>309,043</i>
<i>Bargaining Unit</i>								
Captain (4)	4.0	424,334	4.0	435,022	4.0	445,183	4.0	456,313
Lieutenant (4)	4.0	381,498	4.0	391,046	4.0	456,330	4.0	404,482
Fireman-Engineer (16)	16.0	1,330,193	16.0	1,367,327	16.0	1,357,187	16.0	1,479,952
<i>Total Bargaining Unit</i>	<i>24.0</i>	<i>2,136,025</i>	<i>24.0</i>	<i>2,193,395</i>	<i>24.0</i>	<i>2,258,700</i>	<i>24.0</i>	<i>2,340,747</i>
Total Full Time	26.5	2,432,525	26.5	2,486,549	27.0	2,582,816	27.0	2,649,790
<u>Part Time</u>								
Administrative Assistant						37,500		37,500
Volunteers (minimum manpower coverage)		33,000		33,000		27,500		27,500
Assistant Fire Marshals		41,500		21,500		21,500		21,000
Total Part Time		74,500		54,500		86,500		86,000
<u>Miscellaneous Pay</u>								
Shift Differential								
Training		54,500		54,500		45,000		44,032
Acting Captain/Lt.		6,000		8,000		8,000		8,000
Overtime:								
Vacation Coverage		265,000		279,000		280,200		338,645
Holiday Coverage		230,000		230,000		230,000		255,825
Sick Coverage		176,000		170,000		201,000		222,100
Injury		46,500		58,500		82,500		90,630
Overtime		35,000		33,000		50,000		50,500
Promo Tests		9,100		9,100		12,500		-
Callback		7,500		6,500		6,000		2,568
Total Miscellaneous Pay		829,600		848,600		915,200		1,012,300
Total Salary		3,336,625		3,389,649		3,584,516		3,748,090



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Fire Department							
Revenues							
License and Permits	-	240	-	-	-	-	
Fines & Special Assessments	1,600	200	-	-	-	-	
Total Revenues	1,600	440	-	-	-	-	
Expenditures							
Wages	3,500,989	3,619,046	3,512,079	3,582,016	3,748,090	166,074	4.64%
Employee Benefits	80,480	88,508	62,242	63,292	91,422	28,130	44.45%
Purchased Professional Services	94,024	95,030	108,400	109,850	146,700	36,850	33.55%
Purchased Property Services	54,947	82,294	91,700	91,700	93,400	1,700	1.85%
Purchased Other Services	441	193	730	730	730	-	0.00%
Supplies	176,732	177,699	192,706	193,756	197,975	4,219	2.18%
Miscellaneous	5,361	5,185	5,600	5,600	5,600	-	0.00%
Total Expenditures	3,912,973	4,067,955	3,973,456	4,046,944	4,283,917	236,973	5.86%
Total FTEs	26.50	26.50	27.00	27.00	27.00	-	0.00%

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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Incidents	1,023	1,198	1,300	1,100
Fire Loss	\$3,264,200	\$109,230	\$150,000	\$500,000
Mutual Aid Received	24	8	12	10
Mutual Aid Given	11	14	12	20
Average Firefighters per Incident	7.2	7.0	7.5	8.0
Average Response Time	7:56	8:12	7:30	7:30
Simultaneous Incidents	96	147	100	100
Training man-hours	4,525	6,835	4,500	7,000
Public Education Events	35	35	35	100
Fire Marshal Investigations	97	65	100	80
Fire Marshal Inspections	1,051	730	1,000	1,000
Fire Marshal Residential Inspectable Units	N/A	523	N/A	700
Fire Marshal Consultations	1,799	1,846	1,300	1,600
Fire Marshal Plan Reviews	145	116	145	130

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
- Active members assigned a weekly shift and ride as a crew
- Members attend ongoing monthly medical education seminars
- Provider of the highest level of pre-hospital emergency medical care, including transport to Stamford Hospital and Norwalk Hospital in one of three state-of-the-art ambulances, free of charge to patients
- Operates 24 hours a day, 7 days a week,

Anticipated Operational Changes

- During the COVID-19 pandemic, our operations have been greatly impacted. Our staffing levels have been reduced due to the health concerns and issues of some of our volunteers, our protocols have been expanded, and the need to protect our crews and sanitize our rigs and equipment has elongated the duration of many of our calls.

Recent/New Programs and Initiatives

- Continued monthly training requirements using remote learning.
- Worked out procedures and qualifications for members to receive tax abatement, in accordance with State and Town ordinances.

Major Departmental Challenges

- The pandemic has required us to spend more on cleaning and sanitizing, as well as on PPE. In addition to the financial burden, some items have been difficult to source, and have long lead times.
- Hands-on training has been hard to conduct, relying mostly on video conferencing and presentations.

FY 20-21 Accomplishments

- Handled over 1500 calls, a call volume similar to the previous fiscal year, but with the more taxing COVID issues.
- Conducted an EMT Basic certification course using a hybrid model.
- Conducted an Emergency Vehicle Operator Course (EVOC) for our EMTs to become drivers of our ambulances.
- Continued to recruit new members.
- Increased presence on social media.
- Trained over half of our members to be COVID vaccinators, under a State-run course. Many have volunteered weekly at New Canaan vaccine clinics.
- Acquired a new ambulance, to replace our oldest ambulance (9 years old).

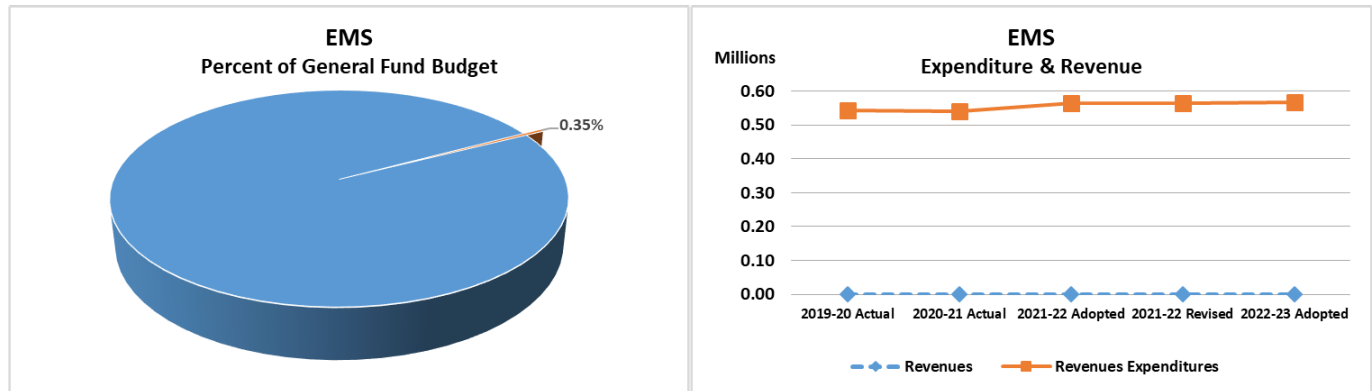
FY 21-22 Accomplishments & Objectives

- Trained more members on UTV operations.
- Provided training to small groups of Town employees and civic organizations, in First Aid, CPR, and AED.
- Upgrade ipads and networking in each vehicle.
- Conduct another EMT Basic certification course.
- Replace the Paramedic's SUV Fly car.



FY 22-23 Objectives

- Continue providing high quality pre-hospital care, for all 911 medical calls.
- Conduct an EMT Basic certification course.
- Continue recruiting new members.
- Post-pandemic, return to community training programs, participate in town events, and support outreach opportunities.

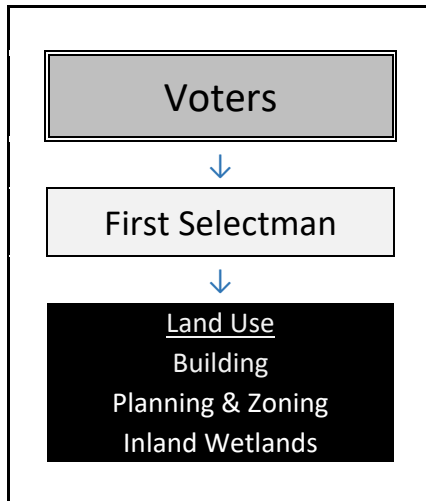


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
EMS							
Expenditures							
Purchased Professional Services	399,840	399,840	399,842	399,842	399,842	-	0.00%
Purchased Property Services	1,139	1,714	-	1,300	-	(1,300)	-100.00%
Purchased Other Services	54,900	53,000	63,465	62,165	63,465	1,300	2.09%
Supplies	87,653	84,297	100,780	100,780	103,861	3,081	3.06%
Total Expenditures	543,533	538,852	564,087	564,087	567,168	3,081	0.55%
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 19-20 Accomplishments

- Continued to provide effective services

FY 20-21 Accomplishments

- Became more proactive in communicating code- and construction-related information to clients.
- Continued to provide effective services

- Researched new software capable of on-line services

FY 21-22 Accomplishments and Objectives

- Continued to review increased online services for permitting etc.
- Digitalized land use records to be made available to the public via the town website.
- Established protocol for inspections while maintaining pandemic safety guidance.

FY 22-23 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

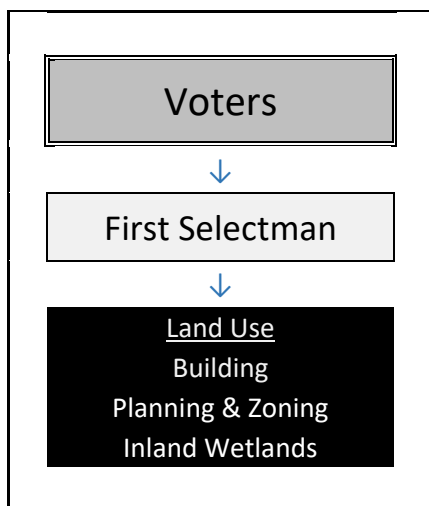
Alignments with New Canaan being a community of choice for its residents

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 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Number of building inspections performed	3082	2833	2950
Number of building permits issued	2197	1947	1950

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 better help everyone 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 various land use boards and commissions, including 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 the Plan of Conservation and Development, New Canaan Zoning Regulations, Subdivision Regulations, and Village District Guidelines
- Interpret and enforce the Town's Zoning Regulations

- Provide exceptional and efficient customer service on all land use matters
- Serve as a staff liaison to the Planning & Zoning Commission and the Zoning Board of Appeals
- Provide guidance to the public 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

- A part-time Planner I position was added in FY2020, increasing staffing, and allowing for the handling of more diverse projects throughout the Town. With the global pandemic the individual that staffed this position assisted the Health Department and eventually was recruited to fill a void in the Health Department's staffing needs. We hope to fill this position in FY 2022

Recent/New Programs and Initiatives

- Researching more efficient records digitalization to reduce manual searches
- Improved use of GIS software.
- Analyze and recommend updates to the Zoning Regulations where appropriate

Major Departmental Challenges

- While Planning & Zoning has been accepting electronic applications as an ancillary part of an application submittal, for a number of years the global pandemic due to the novel corona virus, COVID, showed that there is an increased need to improve our on-line capabilities. This includes the ability to make on-line payments.

FY 19-20 Accomplishments

- Reviewed approximately 250 Building Permits for zoning compliance
- Processed zoning variance applications
- Approved approximately 21 tag sale permits
- Processed 28 Special Permits and 25 site plan applications one Regulation Amendments, two Map Changes and one subdivision application.
- Reviewed 14 generator permits.
- Processed 17 sidewalk café permits
- Reviewed and processed sign and awning permits
- Staff review of all tent permits

FY 20-21 Accomplishments

- Educated and provided vital information, guidance and assistance to residents, business owners, and developers regarding land use issues
- Reviewed and processed applications and administered and enforced the Zoning and Subdivision Regulations of the Town
- Provided professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals

FY 21-22 Accomplishments and Objectives

- Successfully processed the new New Canaan Library Plans from Concept thru Permit Approval including multiple public hearings, meetings and public and professional commentary.
- Educated and provided vital information, guidance and assistance to residents, business owners, and developers regarding land use issues

- Reviewed and processed applications and administered and enforced the Zoning and Subdivision Regulations of the Town
- Provided professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals

FY 22-23 Objectives

- 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

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

Our goal is to be a one-stop-shop for land use questions. Provide the correct amount of resources to assist the public with a variety of land use processes as efficiently and effectively as possible.

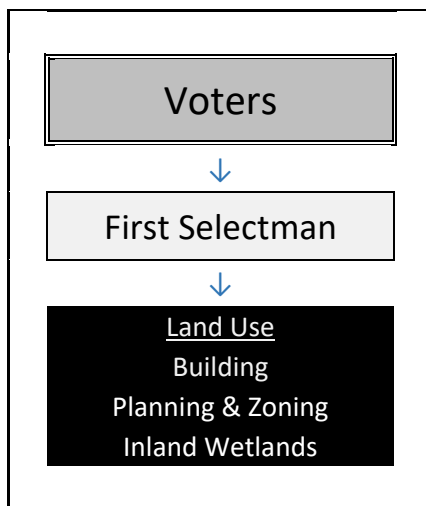


Mission**Inland Wetlands Director:**

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

Anticipated Operational Changes

- Legal budget is stable, but can vary and is subject to applications that may be controversial and/or legally complex, which is unknown

Recent/New Programs and Initiatives

- Developed and distributed Wetland Informational Flyer for new property owners
- Operated successfully Zoom platform for Inland Wetland Commission Meetings
- Improved virtual access for public to view all new Inland Wetland applications pending review, now available electronically on IW webpage

Recent Departmental Recognitions

- Obtained Certificate of Achievement from the Department of Energy and Environmental Protection's online training course
- Trained in Zoom meetings, Flood Rules and Regulations, Inland Wetlands, Army Corps training, Information Technology-website, Scams, Human Resources- Harassment
- Attended CT Association of Floodplain Managers annual meeting

Major Departmental Challenges

- Addressing and resolving property issues, after unpredictable, more frequent and significant rain events
- Keeping up with the land use workload during busier periods of construction activities, real estate inquiries, complaints

FY 19-20 Accomplishments

- Enhanced Inland Wetlands website page by adding relevant information and user friendly fillable forms
- Hundreds of Inland Wetland records have been made publicly available for ease of use by customers
- Eight Commission members attended various training opportunities for new and existing Commission members
- Staff participated in various training opportunities throughout the year.

FY 20-21 Accomplishments

- Made digitally available Wetland Application submittals on Inland Wetlands Town webpage and added Fillable Forms
- Kept Inland Wetlands page current with timely and relevant information for the public.

FY 21-22 Accomplishments

- Provided timely review and comments for FEMA Risk Map project
- Digitized wetland records, on-going
- Optimized opportunities to educate the public and Commission members thru site visits
- Managed records in accordance with record retention laws

FY 22-23 Objectives

- Work collaboratively to enhance GIS based wetland mapping for Town
- Coordinate with Sustainable New Canaan to help provide watershed training program for public
- Provide guidance and training to newly appointed Commission members and staff
- Continue second phase of FEMA RISK Map Project
- Continue to adapt and pivot during Covid 19 pandemic to allow for work flow to continue with little to no delays for customers, while applying Inland Wetland requirements

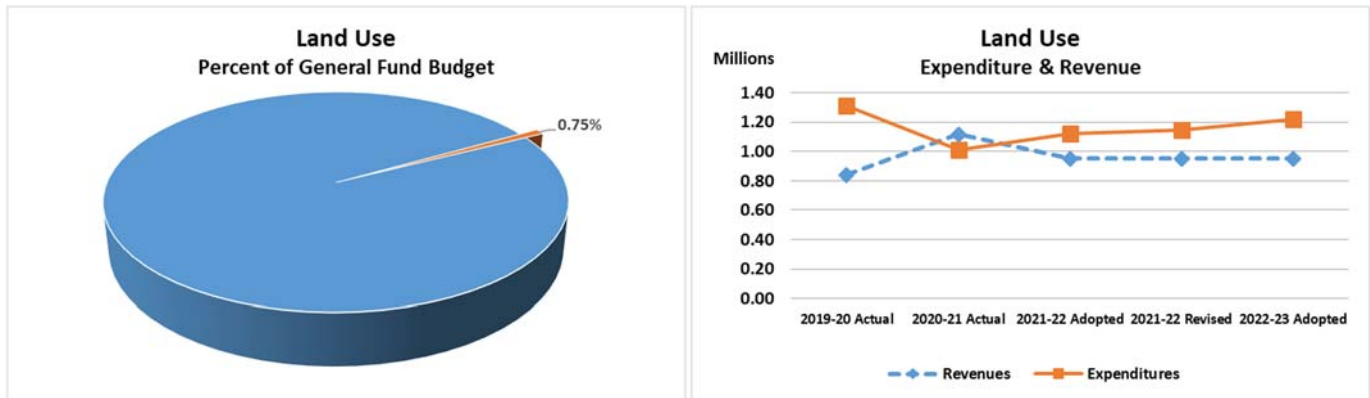
Alignments with New Canaan being a community of choice for its residents

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.

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.

Land Use									
Position Title		2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>									
Director Building Department		1.0	135,860	1.0	138,917	1.0	142,042	1.0	142,043
Town Planner/ZEO		1.0	125,952	1.0	128,786	1.0	131,684	1.0	131,684
Wetlands Agent Director		1.0	112,455	1.0	114,986	1.0	117,573	1.0	117,573
Deputy Building Official		1.0	97,165	1.0	93,603	1.0	97,029	1.0	101,439
Planner I								1.0	100,000
Assistant Building Inspector		1.0	84,199	1.0	86,941	1.0	68,917	1.0	80,865
Assistant ZEO		1.0	80,146	1.0	83,138	1.0	86,941	1.0	88,681
Administrative Asst. II		1.0	74,864	1.0	75,785	1.0	77,300	1.0	78,842
Administrative Assistant		1.0	65,180	1.0	65,975	1.0	71,021	1.0	72,066
Director of Health		1.0	112,736						
Sanitarian		1.0	96,322						
Administrative Assistant-EH		1.0	68,427						
Total Full Time		11.0	1,053,306	8.0	788,130	8.0	792,508	9.0	913,193
<u>Part-Time</u>									
Assistant ZEO			40,000		40,000		40,000		-
Land Use Records Manager			35,700		33,500		33,500		33,500
Total Part Time			75,700		73,500		73,500		33,500
<u>Miscellaneous Pay</u>									
Overtime			15,300		9,000		9,000		15,000
Total Miscellaneous Pay			15,300		9,000		9,000		15,000
Total Salary			1,144,306		870,630		875,008		961,693





Land Use	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Revenues							
License and Permits	780,498	1,062,034	900,000	900,000	910,000	10,000	1.11%
Charges for Services	61,150	55,378	52,500	52,500	43,000	(9,500)	-18.10%
Other Revenues	720	1,157	800	800	800	-	0.00%
Total Revenues	842,368	1,118,568	953,300	953,300	953,800	500	0.05%
Expenditures							
Wages	1,123,609	830,494	866,398	875,008	961,693	86,685	9.91%
Employee Benefits	114,238	79,994	81,367	82,026	83,309	1,283	1.56%
Purchased Professional Services	39,441	82,505	143,560	157,573	144,379	(13,194)	-8.37%
Purchased Property Services	9,047	3,901	6,900	7,263	7,900	637	8.77%
Purchased Other Services	8,174	594	8,970	8,970	8,970	-	0.00%
Supplies	13,396	13,708	15,378	15,515	15,075	(440)	-2.83%
Miscellaneous	-	-	-	-	-	-	
Total Expenditures	1,307,905	1,011,197	1,122,573	1,146,356	1,221,326	74,970	6.54%
Total FTEs	11.00	8.00	8.00	8.00	9.00	1.00	12.50%

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

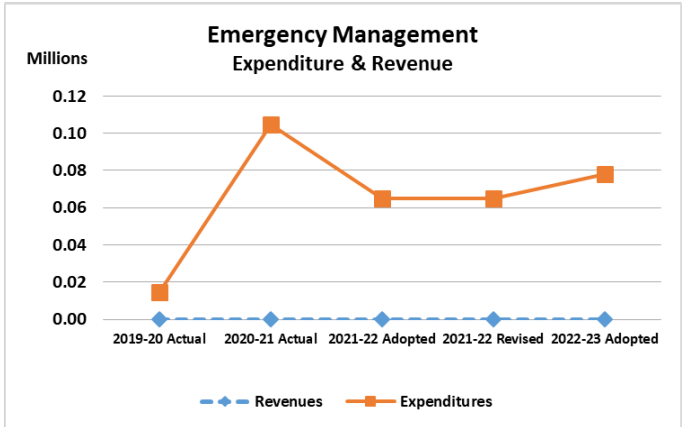
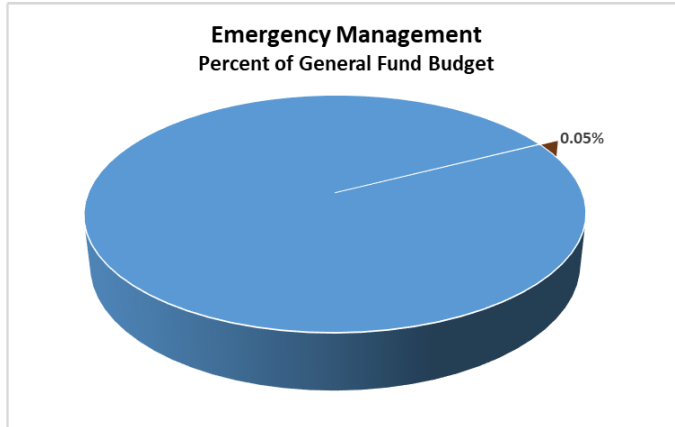
Prepare for Emergencies

- 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



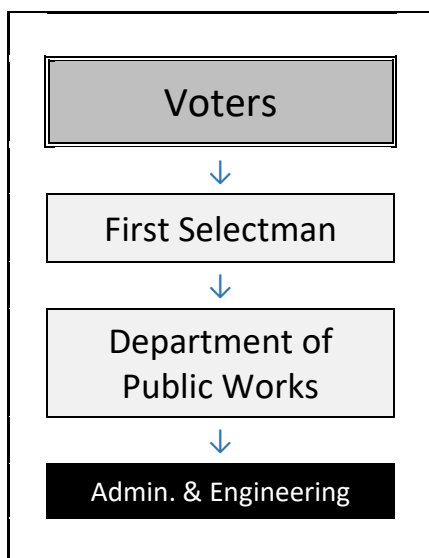


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Emergency Management							
Expenditures							
Wages	-	32,058	35,000	35,000	35,000	-	0.00%
Employee Benefits	-	2,167	2,678	2,678	2,678	1	0.02%
Purchased Professional Services	12,789	65,542	10,855	16,827	17,000	173	1.03%
Purchased Property Services	-	-	2,020	1,370	5,920	4,550	332.12%
Purchased Other Services	-	-	-	29	-	(29)	-100.00%
Supplies	1,827	4,724	14,624	9,273	17,399	8,126	87.62%
Total Expenditures	14,616	104,490	65,177	65,177	77,997	12,821	19.67%
Total FTEs	-	-	-	-	-	-	

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.

**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

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

FY 19-20 Accomplishments

- Designed the West Road Bridge Reconstruction
- Key partner in bringing natural gas into Town
- Paved/overlaid over ten miles of Town roads
- Installed key sidewalk connections around Town
- Major Renovation of Mead Park Gold Star Walk

FY 20-21 Accomplishments

- Reconstructed the West Road Bridge
- Began Design of the Reconstruction of Ponus Ridge at Collins Pond Bridge – construction set for 4/2023
- Installation of CHP Units at WWTF and Highway
- Paved or overlaid 10 miles of Roads
- Preserved over 9 miles of Roads
- Constructed new Access Road from Waveny Park to New Canaan High School
- Repair/replace existing sidewalks and parking lots
 - Paved New Canaan High School Lots
 - Paved Schoolhouse Parking Lots
 - Replaced sidewalks on Field Crest Road and Village Drive

- Installed new sidewalks on River Street
- Began construction of new Waveny Water Tower Parking Lot

FY 21-22 Objectives and Accomplishments

- Finished construction of the new Waveny Water Tower Parking Lot
- Finished Reconstruction of River Street
- Continued Design for Reconstruction of the Ponus Ridge at Collins Pond Bridge
- Paved and/or overlaid numerous Town Roads including lower Main Street, Down River Road and Old Studio Road.
- Replaced Sidewalks on Mortimer Street, Brinkerhoff Avenue and Lockwood Avenue
- Assisted Eversource with Gas Expansion in Town
- Assisted Aquarion Water with Major Reconstruction of Water Mains in Downtown.
- Main Street Sewer Line Design
- CHP Installation at Town Hall

FY 22-23 Objectives

- Continue to provide the expected services on-time and under budget
- Reconstruct the Ponus Ridge at Collins Pond Bridge – slated to begin 4/23
- Pave and/or overlay numerous Town Roads
- Repair/Replace existing sidewalks including on Oenoke Ridge Road

- Repave the following parking lots:
 - New Canaan High School
 - East School Circular Drive
 - West School
 - Park Street Lot
 - Playhouse Lot
- Finalize LOTCIP Applications for sidewalk installations on Park Street and Richmond Hill Road
- CHP Installation at Lapham Community Center
- Begin Survey of Entire Drainage System in Town

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

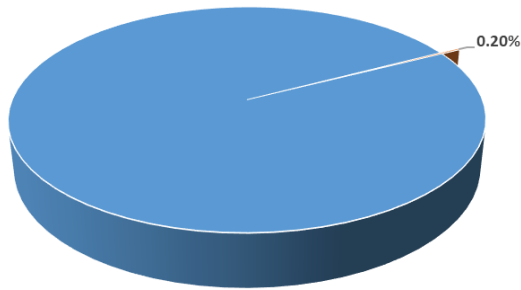
	2019-20		2020-21		2021-22		2022-23	
Position Title	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Director	1.0	141,168	1.0	144,344	1.0	147,592	1.0	147,592
Admin. Assistant	1.0	76,771	1.0	77,714	1.0	79,268	1.0	80,847
Assistant Director	1.0	118,556						
Total Full Time	3.0	336,495	2.0	222,058	2.0	226,860	2.0	228,439
<u>Overtime</u>								
Over-Time		225		1,000		1,000		8,000
Total Overtime		225		1,000		1,000		8,000
<u>Total Salary</u>								
Total Salary		336,720		223,058		227,860		236,439

Public Works - Engineering

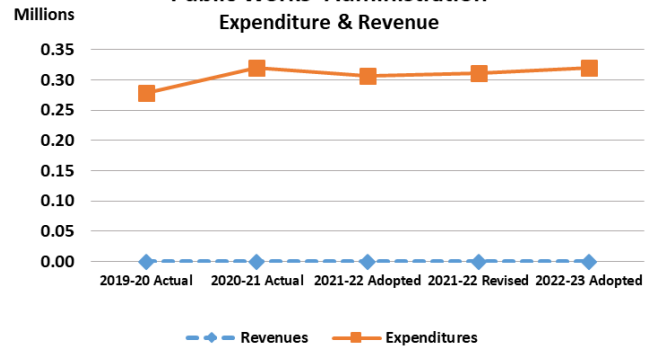
Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Assistant Director			1.0	121,402	1.0	124,133	1.0	124,133
Sr. Engineer	1.0	98,015	1.0	100,221	1.0	102,476	1.0	107,476
Total Full Time	1.0	98,015	2.0	221,622	2.0	226,609	2.0	231,609
<u>Part Time</u>								
Construction Insp. Engineer		39,222		34,222				
Project Coordinator						25,000		25,000
Total Part Time		39,222		34,222		25,000		25,000
Total Salary		137,237		255,844		251,609		256,609



**Public Works- Administration
Percent of General Fund Budget**



**Public Works- Administration
Expenditure & Revenue**

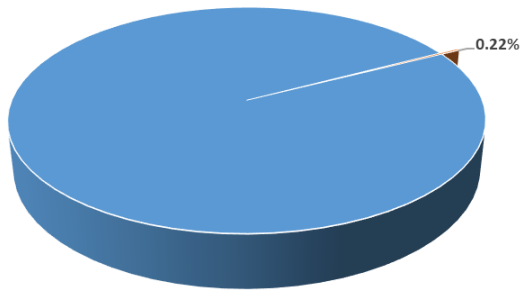


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works Administration Expenditures							
Wages	231,921	239,690	224,612	227,860	236,439	8,579	3.77%
Employee Benefits	21,785	22,487	22,455	22,703	23,662	959	4.22%
Purchased Professional Services	16,558	48,729	50,500	50,500	50,500	-	0.00%
Purchased Property Services	4,353	4,164	4,200	4,200	4,275	75	1.79%
Purchased Other Services	1,394	3,318	2,450	3,450	2,450	(1,000)	-28.99%
Supplies	1,833	1,362	3,050	3,050	3,050	-	0.00%
Miscellaneous	-	-	-	-	-	-	-
Total Expenditures	277,843	319,750	307,267	311,763	320,376	8,613	2.76%
Total FTEs	3.00	2.00	2.00	2.00	2.00	-	0.00%

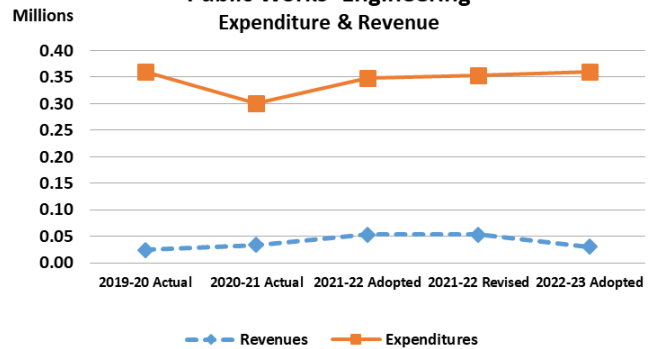
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Call Before You Dig Requests	1734	2514	1500	1500
Phone Calls	3001	4106	2500	2500

Public Works- Engineering
Percent of General Fund Budget



Public Works- Engineering
Expenditure & Revenue

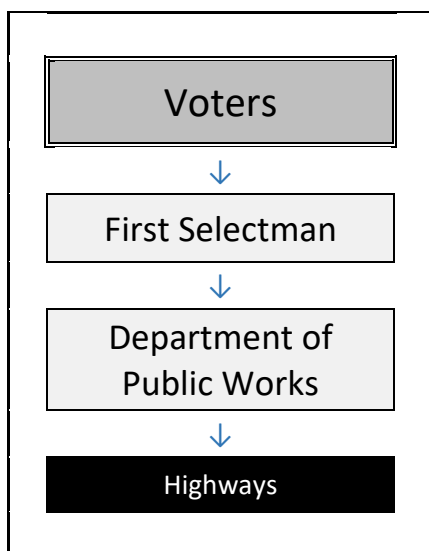


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works-Engineering Revenues							
License and Permits	24,279	28,969	21,100	21,100	26,000	4,900	23.22%
Charges for Services	-	4,500	32,500	32,500	4,500	(28,000)	-86.15%
Other Revenues	-	-	-	-	-	-	
Total Revenues	24,279	33,469	53,600	53,600	30,500	(23,100)	-43.10%
Public Works-Engineering Expenditures							
Wages	247,982	223,285	246,622	251,609	256,609	5,000	1.99%
Employee Benefits	32,834	31,981	34,381	34,762	35,510	748	2.15%
Purchased Professional Services	70,563	37,248	57,750	53,950	57,500	3,550	6.58%
Purchased Property Services	459	950	700	700	700	-	0.00%
Purchased Other Services	153	92	200	200	200	-	0.00%
Supplies	8,275	5,474	7,250	11,050	8,300	(2,750)	-24.89%
Miscellaneous	721	1,417	1,000	1,000	1,500	500	50.00%
Total Expenditures	360,987	300,447	347,903	353,271	360,319	7,048	2.00%
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 roadway system in a safe and cost-effective manner.



- 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
- Traffic (as directed by Police Department)

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 19-20 Accomplishments

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

- Continue to partner with Eversource Gas

FY 20-21 Accomplishments

- Pave and/or overlay numerous Town roads
- Continue to partner with Eversource Gas
- Reconstructed the West Road Bridge
- Successfully manage Emergency Management and Storm Clean-Up/Restoration from Tropical Storm Isaias

FY 21-22 Objectives and Accomplishments

- Pave and/or overlay numerous Town roads
- Continue to partner with Eversource Gas
- Successfully manage Emergency Management and Storm Clean-Up/Restoration from various Tropical Storms and Hurricanes

FY 22-23 Objectives

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

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

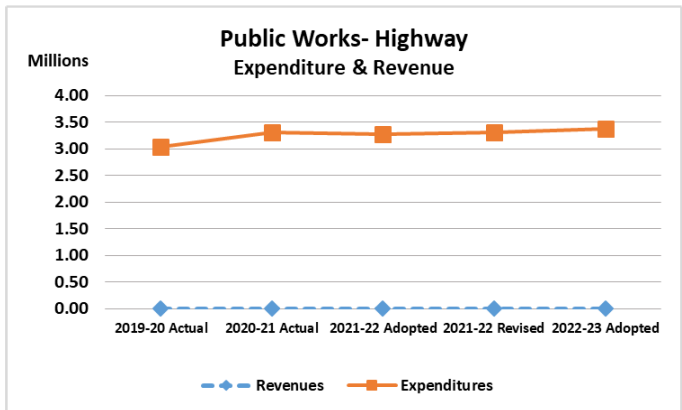
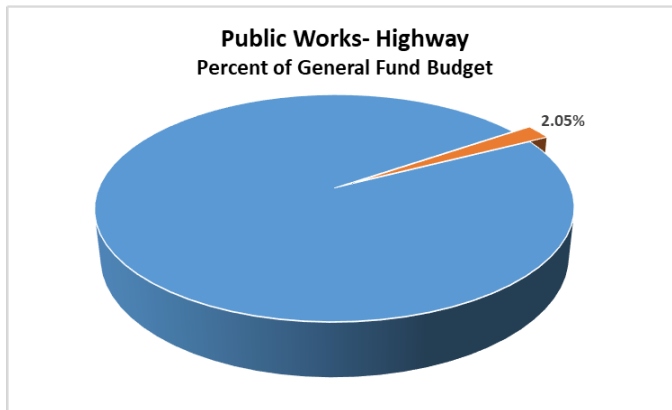
By preserving the Town's infrastructure in a timely and cost-effective manner as well as preserving and maintaining the character of the Town we make the Town a community of choice for its residents.

Public Works - Highways								
Position Title	2019-20 Revised		2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Highway Superintendent	1.0	119,766	1.0	125,400	1.0	128,221	1.0	133,221
Total Non-Bargaining	1.0	119,766	1.0	125,400	1.0	128,221	1.0	133,221
<i>Bargaining Unit</i>								
Mechanics Foreman	1.0	85,721	1.0	88,941	1.0	88,941	1.0	91,164
Mechanics:								
Mechanic	1.0	72,487	1.0	75,192	1.0	75,192	1.0	77,072
Mechanic	1.0	77,428	1.0	80,330	1.0	80,330	1.0	77,072
Mechanic	1.0	72,487	1.0	75,192	1.0	75,192	1.0	77,072
Mechanic	1.0	67,177	1.0	73,362	1.0	73,362	1.0	77,072
Mechanics	4.0	289,579	4.0	304,075	4.0	304,075	4.0	308,288
Crew Leaders								
Equipment Operator III/ Crew Leader	1.0	77,428	1.0	80,330	1.0	80,330	1.0	82,338
Equipment Operator III/ Crew Leader	1.0	77,428	1.0	80,330	1.0	80,330	1.0	82,338
Equipment Operator III/ Crew Leader	1.0	77,428	1.0	80,330	1.0	80,330	1.0	82,338
Equipment Operator III/ Crew Leaders	3.0	232,285	3.0	240,989	3.0	240,989	3.0	247,014
Operators								
Operator II/Dispatcher	1.0	77,428	1.0	80,330	1.0	80,330	1.0	82,338
Equipment Operator III	1.0	72,487	1.0	75,192	1.0	75,192	1.0	77,072
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	66,485	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	66,485	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	69,021	1.0	71,614	1.0	71,614	1.0	73,405
Equipment Operator II	1.0	63,928	1.0	66,352	1.0	66,352	1.0	73,405
Equipment Operator II	1.0	66,485	1.0	68,973	1.0	66,352	1.0	67,683
Equipment Operator II	1.0	69,021	1.0	68,973	1.0	66,352	1.0	67,683
Equipment Operator II	1.0	69,021	1.0	68,973	1.0	66,352	1.0	67,683
Equipment Operators	14.0	965,469	14.0	1,001,707	14.0	993,845	14.0	1,023,104
Laborers:								
Welder	1.0	77,426	1.0	80,330	1.0	80,330	1.0	82,338
Mason	1.0	72,487	1.0	75,192	1.0	75,192	1.0	77,072
Laborer	1.0	64,976	1.0	67,413	1.0	67,413	1.0	69,098
Laborers	3.0	214,889	3.0	222,934	3.0	222,934	3.0	228,508
Total Bargaining Unit	25.0	1,787,944	25.0	1,858,646	25.0	1,850,784	25.0	1,898,078
Total Full Time	26.0	1,907,710	26.0	1,984,046	26.0	1,979,005	26.0	2,031,299



Miscellaneous Pay

Overtime	272,165	271,665	276,000	289,266
Meal Allowance	16,800	16,800	16,800	16,800
Salaries Shift Differential	2,550	2,550	2,550	2,550
Total Miscellaneous Pay	291,515	291,015	295,350	308,616
Allocation of Overtime to Railroad	(52,500)	(52,500)	(52,500)	(67,041)
Total Salary	2,146,724	2,222,561	2,221,855	2,272,874



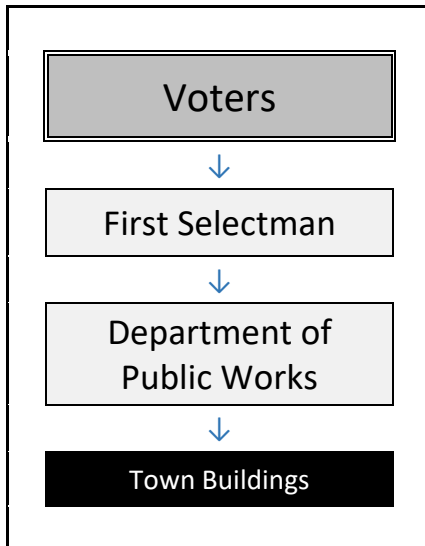
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works-Highway							
Expenditures							
Wages	2,174,128	2,288,826	2,219,034	2,250,904	2,274,074	23,170	1.03%
Employee Benefits	206,325	241,812	214,829	217,166	237,154	19,988	9.20%
Purchased Professional Services	32,483	65,673	74,054	79,998	81,500	1,502	1.88%
Purchased Property Services	372,470	410,632	459,880	445,436	466,680	21,244	4.77%
Purchased Other Services	1,884	469	2,000	2,000	2,000	-	0.00%
Supplies	253,888	298,081	304,552	311,552	318,395	6,843	2.20%
Total Expenditures	3,041,178	3,305,493	3,274,348	3,307,055	3,379,803	72,748	2.20%
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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Miles Road Swept	225	312	225	225
CB Cleaned	600	650	500	500
Snow/Ice Call-Outs	8	13	15	15

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 20-21 Accomplishments

- Complete III of Waveny House ADA Upgrades
- Continued the planning stage for the Police Department Renovation/Construction Project
- Continued uploading information into Facility Dude Capital Forecasting & PM Software
- Completed four building exterior painting projects (NCNC Animal Care, Education Annex, TH Annex, and Waveny Lodge), and one interior painting project (Lapham Center).
- Completed oil tank removal and site restoration at Police Dept. and Schoolhouse apt.
- Completed engineering for new shed roof for Parks Dept. Garage.
- Completed three boiler projects: Lapham Center, Powerhouse, and Carriage Barn.
- Upgraded Highway Garage, Town Hall and Parks Department interior lighting
- Ongoing review of utility bills and accounts
- Converted PD, NC Day Care, Parks Garage, NCEMS, HW and WWTF Buildings to Natural Gas.
- Roof replacement engineering for Playhouse Theater
- Bid out Preventive Maintenance Contracts for FY21
- Completed FEMA and Cares Relief Fund applications for reimbursement for COVID-19 expenses.

FY 21-22 Objectives and Accomplishments

- Completed Phase III of Waveny House ADA Upgrades
- Installed new roof on the Playhouse Theater
- Completed the oil to natural gas conversion of several Town Buildings
- Completed ADA upgrade/renovations to Carriage Barn
- Complete the planning stage for the Police Department Renovation/Construction Project
- Continue uploading information into Facility Dude Capital Forecasting & PM Software
- Installed new furnaces at the NC Nature Center Education Building, and Education Annex.
- Install new shed roof on the Parks Department Garage
- upgrade AC equipment at Town Hall Annex
- Install new lamp posts at the Train Station.
- Make structural repairs at the Schoolhouse Apartments

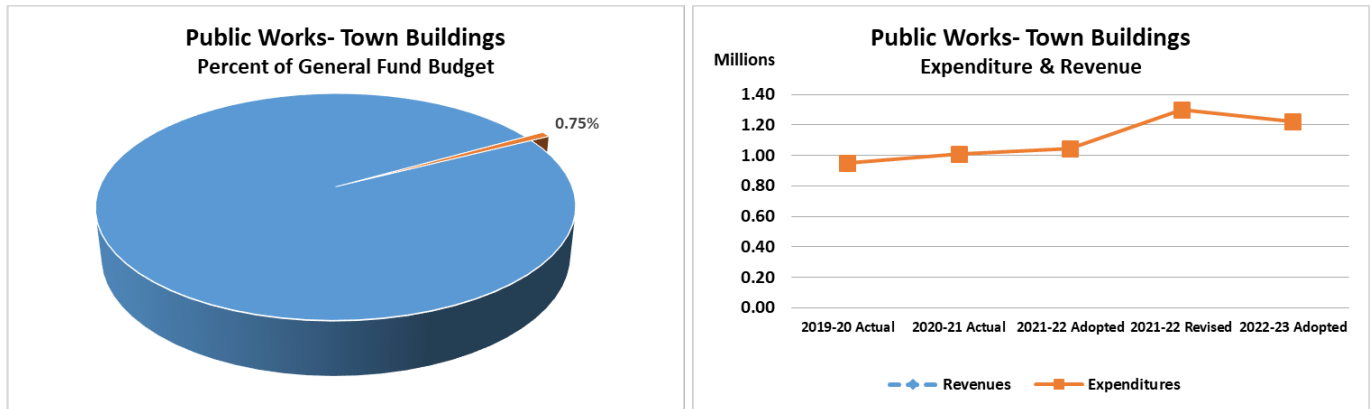
FY 22-23 Objectives

- Complete Phase I and II of Waveny House ADA Upgrades
- Install heating system in the Ambulance Building
- 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
- Tie-in generator at the Town Hall Annex
- Complete ADA upgrade to New Canaan Nature Center
- Install heating system in the Ambulance Building
- Install new roof on Irwin Barn

Public Works - Town Buildings

	2019-20		2020-21		2021-22		2022-23	
Position Title	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Superintendent of Buildings	1.0	122,635	1.0	125,394	1.0	128,215	1.0	128,216
Building Maintenance Repairman	1.0	62,357	1.0	63,118	1.0	64,380	1.0	65,661
Administrative Assistant					1.0	65,642	1.0	64,028
Administrative Asst. (was split w/Fire)	0.5	32,590	0.5	35,490				
Total Full Time	2.5	217,582	2.5	224,002	3.0	258,237	3.0	257,905
<u>Part-Time</u>								
Part-Time		1,530		5,000				
Administrative Assistant						37,500		
Total Part-Time		1,530		5,000		37,500		-
<u>Overtime</u>								
Over-Time		2,448		5,250		6,000		6,000
Total Overtime		2,448		5,250		6,000		6,000
Total Salary		221,560		234,252		301,737		263,905

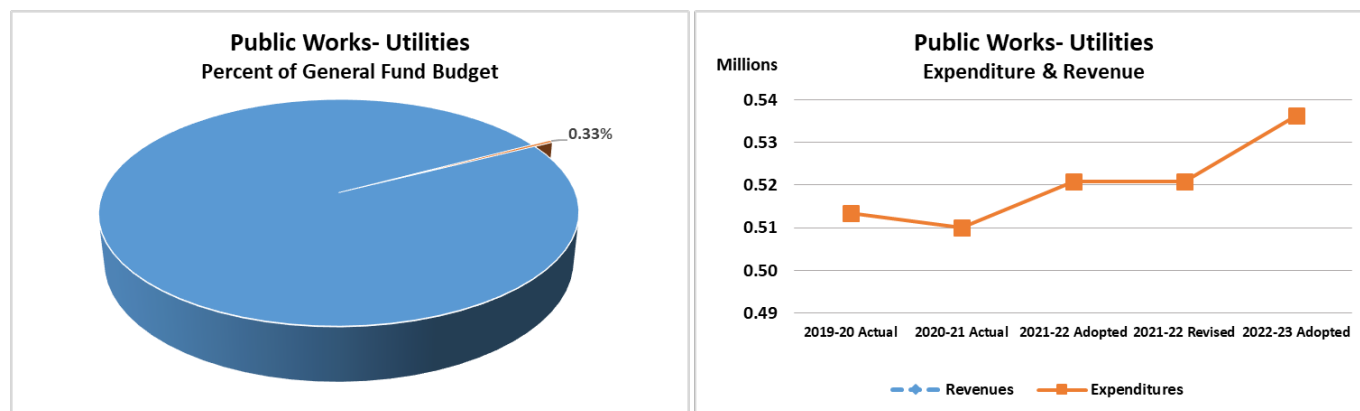




	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Public Works-Town Buildings							
Revenues							
Intergovernmental Revenues	-	-	-	-	-	-	
Other Revenues	1,574	23,529	-	-	-	-	
Total Revenues	1,574	23,529	-	-	-	-	
Expenditures							
Wages	229,004	233,819	261,416	264,237	263,905	(332)	-0.13%
Employee Benefits	22,569	24,893	24,211	24,427	24,680	253	1.04%
Purchased Professional Services	359,383	380,573	360,750	591,795	418,000	(173,795)	-29.37%
Purchased Property Services	150,010	179,985	198,150	218,355	249,285	30,930	14.16%
Purchased Other Services	2,186	651	700	1,900	700	(1,200)	-63.16%
Supplies	189,267	190,446	202,325	201,075	267,315	66,240	32.94%
Total Expenditures	952,419	1,010,368	1,047,552	1,301,789	1,223,885	(77,904)	-5.98%
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.

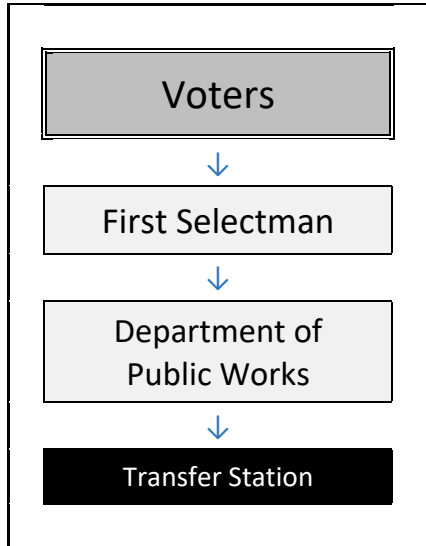


	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Public Works-Utilities							
Expenditures							
Purchased Other Services	513,496	509,979	520,900	520,900	536,296	15,396	2.96%
Total Expenditures	513,496	509,979	520,900	520,900	536,296	15,396	2.96%
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

Recent Departmental Recognitions

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

Major Departmental Challenges

- Recycling costs

FY 19-20 Accomplishments

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

FY 20-21 Accomplishments

- Continued to maintain and operate the transfer station as a user-friendly facility
- Continued to monitor materials that are delivered to the transfer station
- Established an efficient way to purchase and monitor permits

FY21-22 Objectives and Accomplishments

- 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 established a food composting program.

FY22-23 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
- Plan to fit more recycling material into the containers in order to reduce the overall amount of containers

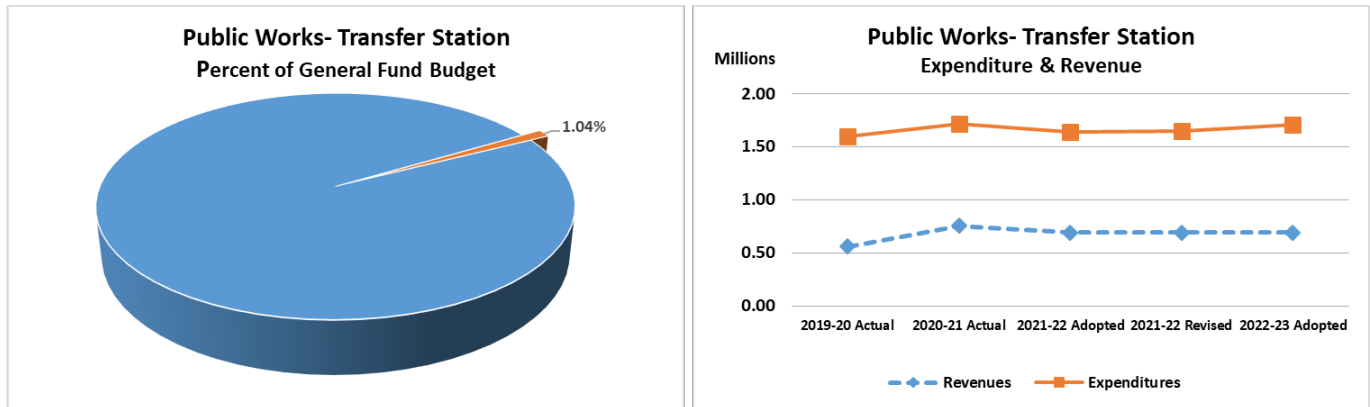
- Look into more stewardship programs available to reduce the waste stream

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.

Public Works - Transfer Station

Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Transfer Station Supervisor	1.0	112,464	1.0	114,994	1.0	117,581	1.0	117,582
<i>Total Non-Bargaining</i>	1.0	112,464	1.0	114,994	1.0	117,581	1.0	117,582
<i>Bargaining Unit</i>								
Trans Station Operator III	1.0	72,203	1.0	75,192	1.0	76,959	1.0	77,072
Trans Station Operator	1.0	68,758	1.0	71,614	1.0	73,297	1.0	73,405
Equipment Operator II	1.0	68,758	1.0	71,614	1.0	73,297	1.0	73,405
Laborer	1.0	63,705						
<i>Total Bargaining Unit</i>	4.0	273,424	3.0	218,421	3.0	223,554	3.0	223,882
Total Full Time	5.0	385,887	4.0	333,415	4.0	341,135	4.0	341,464
<u>Miscellaneous Pay</u>								
Overtime		89,852		93,000		93,000		103,368
Meal Allowance		510		510		510		538
Total Miscellaneous Pay		90,362		93,510		93,510		103,906
Total Salary		476,249		426,925		434,645		445,370



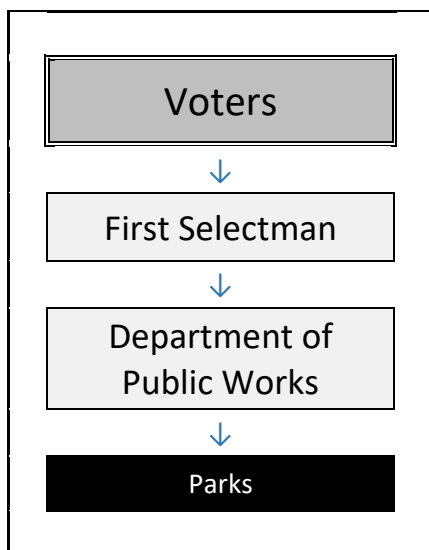
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works-Transfer Station							
Revenues							
Charges for Services	557,843	753,016	690,000	690,000	690,000	-	0.00%
Total Revenues	557,843	753,016	690,000	690,000	690,000	-	0.00%
Expenditures							
Wages	448,802	440,816	426,925	434,645	445,370	10,725	2.47%
Employee Benefits	39,063	46,659	41,368	41,961	42,747	786	1.87%
Purchased Professional Services	848,562	933,458	916,100	919,233	938,000	18,767	2.04%
Purchased Property Services	222,372	246,583	198,000	194,000	218,000	24,000	12.37%
Purchased Other Services	-	-	255	255	255	-	0.00%
Supplies	34,931	37,615	43,492	47,492	46,628	(864)	-1.82%
Miscellaneous	6,362	9,400	9,500	9,500	12,000	2,500	26.32%
Total Expenditures	1,600,093	1,714,532	1,635,640	1,647,087	1,703,000	55,913	3.39%
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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
MSW(tons)	6,186	7,028	7,000	7,000
CD/Brush(tons)	2,810	3,217	3,000	3,000
Recycling(tons)	1,686	1,680	1,750	1,750

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 20-21 Accomplishments

- Pickleball court installation
- Open Mead tennis courts early in season

FY 21-22 Objectives and Accomplishments

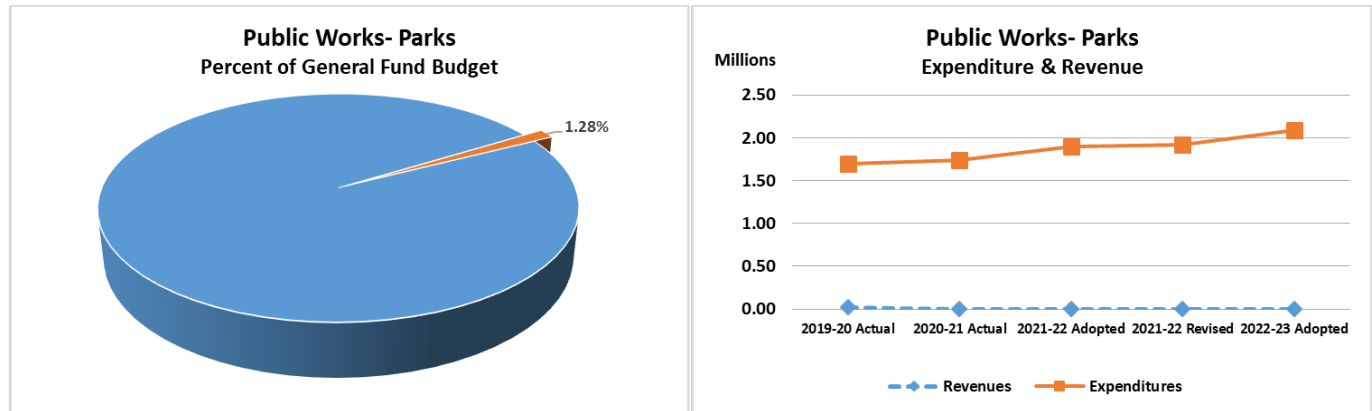
- Develop specifications for tennis rebuilding project and implementation
- Keep maintaining the parks in exemplary condition.
- Dunning Stadium - Maintenance responsibilities and safety improvements

FY 22-23 Objectives

- Maintain the parks in exemplary condition.
- Install Waveny Playground
- Replace Irrigation system Mead Park

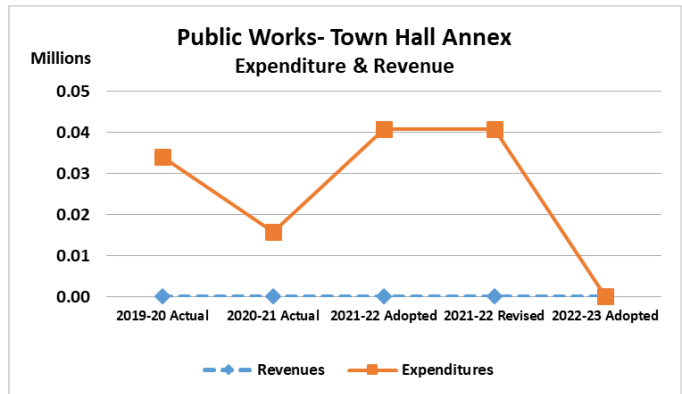
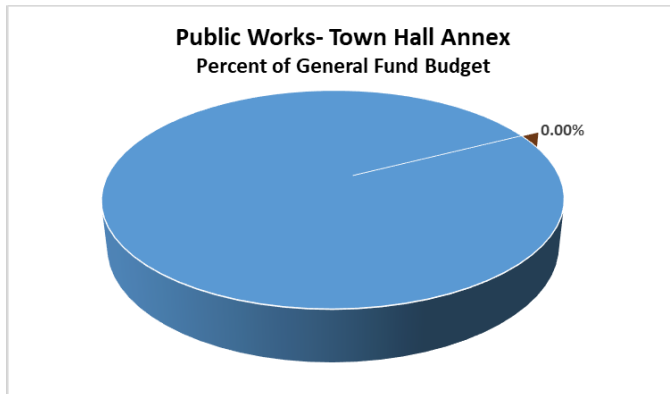
Public Works - Parks								
	2019-20		2020-21		2021-22		2022-23	
Position Title	Revised		Revised		Revised		Approved	
<i>Non-Bargaining</i>								
Director of Parks & Grounds	1.0	128,084	1.0	130,966	1.0	133,913	1.0	133,913
Assistant Superintendent		81,549	1.0	85,469	1.0	87,392	1.0	89,577
<i>Total Non-Bargaining</i>	<i>1.0</i>	<i>209,633</i>	<i>2.0</i>	<i>216,435</i>	<i>2.0</i>	<i>221,305</i>	<i>2.0</i>	<i>223,490</i>
<i>Bargaining Unit</i>								
Field Technician / Crew Leader	1.0	80,847	1.0	84,198	1.0	86,177	1.0	86,303
Mechanic Technician	1.0	72,203	1.0	75,192	1.0	76,959	1.0	77,072
Irrigation Tech & Crew Leader								
Park Crew Leader	1.0	72,203	1.0	75,192	1.0	76,959	1.0	77,072
Irrigation Technician								
Groundsman II							1.0	65,000
Groundsman III	8.0	545,273	8.0	567,653	8.0	580,371	8.0	586,883
<i>Total Bargaining Unit</i>	<i>11.00</i>	<i>770,527</i>	<i>11.00</i>	<i>802,235</i>	<i>11.00</i>	<i>820,466</i>	<i>12.00</i>	<i>892,330</i>
Total Full Time	12.0	980,160	13.0	1,018,670	13.0	1,041,771	14.0	1,115,820
<u>Part Time</u>								
Part Time		-		-		45,000		15,000
Total Part Time		-		-		45,000		15,000
<u>Overtime</u>								
Overtime		104,752		95,552		95,552		95,500
Total Overtime		104,752		95,552		95,552		95,500
<u>Miscellaneous Pay</u>								
Meal Allowance		6,720		6,720		7,168		7,168
Total Miscellaneous Pay		6,720		6,720		7,168		7,168
Allocation of Overtime to Railroad		(8,400)		(8,400)		(8,400)		(8,400)
Total Salary		1,083,232		1,112,542		1,181,091		1,225,088





	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works-Parks							
Revenues							
Charges for Services	22,260	-	-	-	-	-	
Total Revenues	22,260	-	-	-	-	-	
Expenditures							
Wages	1,071,541	1,094,754	1,157,990	1,181,091	1,225,088	43,997	3.73%
Employee Benefits	97,543	107,609	107,890	109,666	118,997	9,331	8.51%
Purchased Professional Services	335,360	315,760	386,800	386,800	466,700	79,900	20.66%
Purchased Property Services	42,552	39,187	60,200	60,200	69,900	9,700	16.11%
Purchased Other Services	716	641	1,600	1,600	1,600	-	0.00%
Supplies	147,527	179,203	180,825	180,825	204,313	23,488	12.99%
Miscellaneous	470	415	400	400	450	50	12.50%
Total Expenditures	1,695,709	1,737,570	1,895,705	1,920,582	2,087,048	166,466	8.67%
Total FTEs	12.00	13.00	13.00	13.00	14.00	1.00	7.69%

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



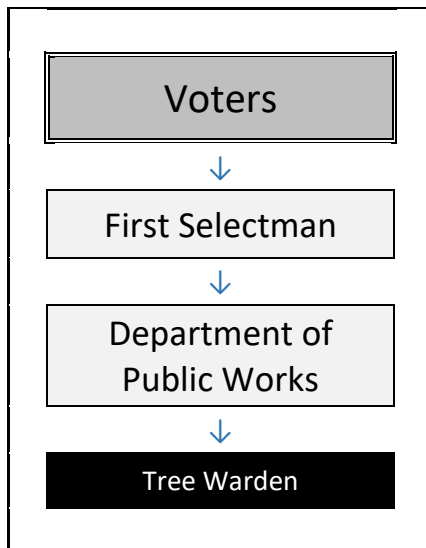
	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Public Works-Town Hall Annex							
Expenditures							
Purchased Professional Services	12,923	4,266	15,000	15,000	-	(15,000)	-100.00%
Purchased Property Services	8,717	-	10,580	10,580	-	(10,580)	-100.00%
Supplies	12,447	11,519	15,310	15,310	-	(15,310)	-100.00%
Total Expenditures	34,087	15,785	40,890	40,890	-	(40,890)	-100.00%
Total FTEs	-	-	-	-	-	-	

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

*FY23 Town Hall Annex Budget has been integrated into the Town Buildings budget

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 (budget dependent)

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 19-20 Objectives

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

FY 19-20 Accomplishments

- Managed expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted Gold Star Walk in Mead Park
- Replanted all trees in Morse Court parking lot
- Replanted trees in several locations in Town

FY 20-21 Accomplishments

- Managed expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted trees in several locations in Town
- Successfully managed Tree Damage and Clean-Up from Tropical Storm Isaias

FY 21-22 Objectives and Accomplishments

- Manage expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted 15 trees in Waveny Park along the entrance from Lapham Road
- Successfully managed Tree Damage and Clean-Up from various Tropical Storms and Hurricanes

FY 22-23 Objectives

- Manage expectations of residents and visitors as to the natural beauty of New Canaan

- Replant trees along South Avenue – Phase II of the New Canaan Beautification League's Tree Planting Plan

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

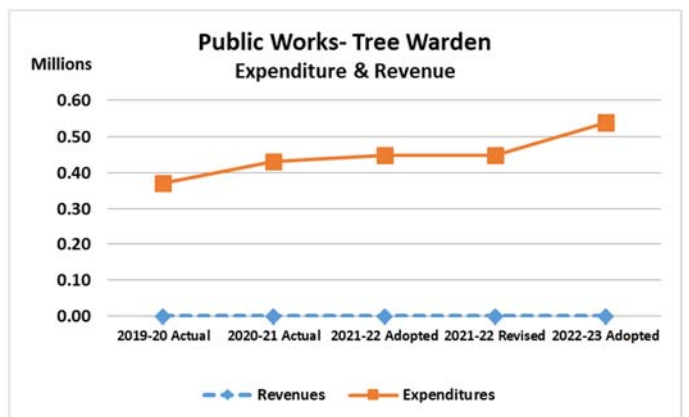
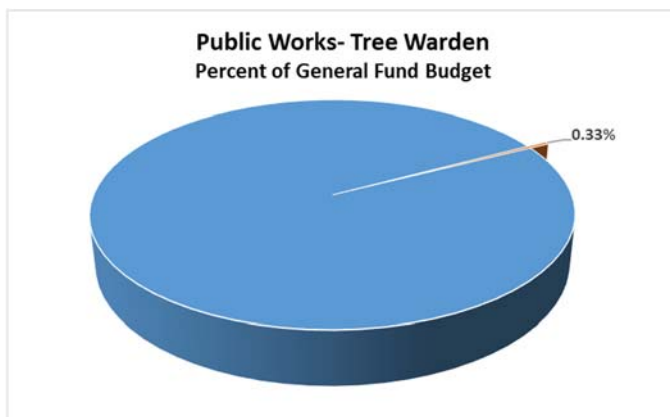
By preserving the Town's trees in a timely and cost-effective manner we preserve and maintain the character of the Town.

Public Works - Tree Warden

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
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Part Time

Tree Warden	24,000	24,000	24,000	25,000
Total Part Time	24,000	24,000	24,000	25,000



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Public Works-Tree Warden							
Expenditures							
Wages	24,464	24,145	24,000	24,000	25,000	1,000	4.17%
Employee Benefits	1,871	1,847	1,836	1,836	1,913	77	4.19%
Purchased Professional Services	252,233	283,837	283,000	283,000	358,000	75,000	26.50%
Purchased Property Services	89,252	118,116	135,000	135,000	150,000	15,000	11.11%
Purchased Other Services	-	-	-	-	-	-	-
Supplies	4,274	4,103	4,900	4,900	4,500	(400)	-8.16%
Total Expenditures	372,094	432,048	448,736	448,736	539,413	90,677	20.21%
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

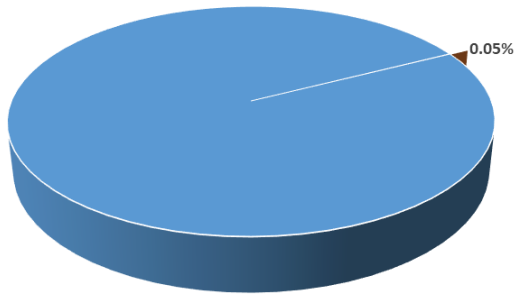
Membership fees, program revenue, special events, individual and corporate donations, and grants fund the annual \$1.7 million operating budget. Programming revenues contribute 60% - 70% to the annual budget. The Town of New Canaan provides in-kind maintenance of land and buildings.

Major Departmental Challenges

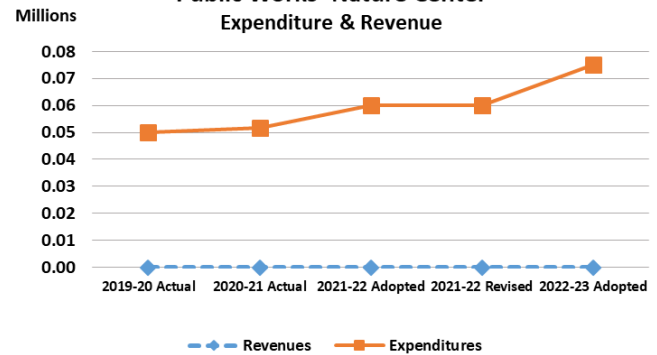
- Increasing number of organizations offering nature-based programming
- Increasing competition among not-for-profits for a limited pool of charitable dollars



Public Works- Nature Center
Percent of General Fund Budget



Public Works- Nature Center
Expenditure & Revenue

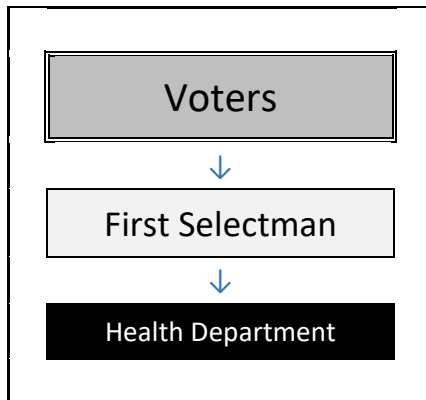


	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Public Works- Nature Center							
Expenditures							
Supplies	50,172	51,607	60,056	60,056	75,234	15,178	25.27%
Total Expenditures	50,172	51,607	60,056	60,056	75,234	15,178	25.27%
Total FTEs	-	-	-	-	-	-	

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. Install new software for licensing that meets the needs of the health department for restaurant, salon, pools, and septic permits.

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

- The ongoing pandemic of COVID 19 has really stretched the resources of the health department
- Public health nurse staff person added November 2020 via a grant received from CDC & DPH. Grant is valid through Nov 2022.
- An additional ELC 2 state DPH grant was awarded to the health department which will fund 2 more public health nurses through May 2023.
- Additional PT temporary support staff have been added and will continue to be necessary for the duration of the pandemic COVID 19 response.

Recent/New Programs and Initiatives

- Conducting rapid COVID 19 testing daily
- Working in collaboration with Waveny Care Center we have stood up testing site at Irwin Park for 2 days a week resident COVID 19 PCR testing. Health Department handles all of the registration and results reporting needs for the test site.
- 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 VAMS and received CDC approval for COVID 19 vaccine administration and hold multiple vaccination clinics every week.

Major Departmental Challenges

- COVID 19 Pandemic is stressing all the resources of the limited staff of the health department

- 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 21-22 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 for all childhood immunizations in addition to COVID 19 vaccines.
- The New Canaan Health Department has administered over 21,000 doses of COVID 19 to date and will continue in this effort.
- Obtained CLIA waiver from Federal and State governments to become a certified lab to be able to conduct on-site rapid testing for COVID 19, Flu A & B, and RSV. Health department received the CLIA waiver in July 2021 and has conducted over 1000 rapid tests since.
- Continue to manage the ongoing COVID 19 pandemic response for contact tracing of positive cases, holding mass vaccination clinics, and testing.
- Worked with IT on building an external link to all health department files. All septic, well, salon, restaurant, and daycare files are now available for public search on the town website via Documents on Demand.
- Hired 2 more PT Public Health Nurses who are RN's via a grant written & received by Health department. PH Nurses to assist with contact tracing, mass vaccination planning, and vaccination.
- Continue to work towards the ten essential services mandated by the State Department of Public Health and getting the Town of New Canaan into full compliance
- Provide more public health services by expanding the department.
- Streamline licensing of all our various health department permits in an electronic system. Right now this is all done via Excel spreadsheets and manual labor which slows down each license process considerably. A new online permitting system is desired.
- New FT Sanitarian hired in August 2020 to complete licensing requirements needed for the health department by passing the Registered Sanitarian exam. The RS exam cannot be taken until 2 years of experience in a health department is achieved per state DPH requirements

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.

FY 22-23 Objectives

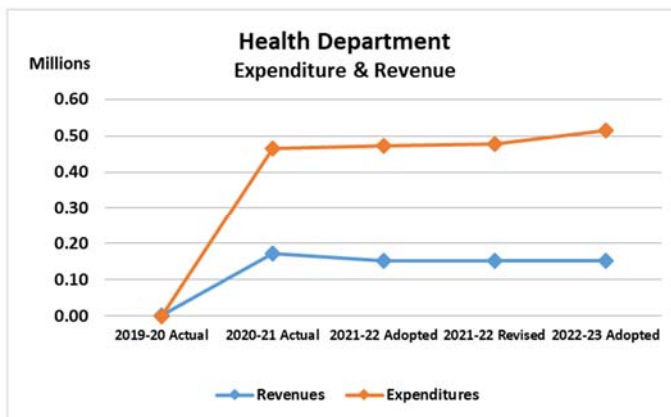
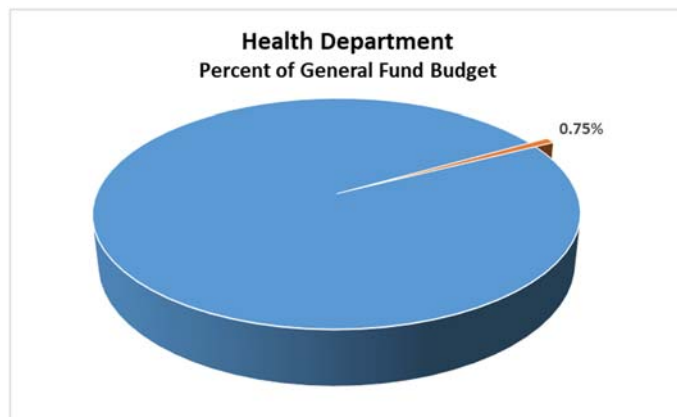
- Continue with pandemic response
- Enrollment in CT Vaccine Program (CVP) with objective to provide all childhood immunizations



Health Department						
Position Title	2020-21 Revised		2021-22 Revised		2022-23 Approved	
<u>Full Time</u>						
Director of Health	1.0	127,857	1.0	130,734	1.0	138,240
Registered Sanitarian	1.0	97,497	1.0	99,447	1.0	101,434
Sanitarian/Health Program Planner	1.0	73,965	1.0	76,953	1.0	78,886
Administrative Assistant-EH	1.0	69,269	1.0	70,655	1.0	72,066
Total Full Time	4.0	368,588	4.0	377,789	4.0	390,626
<u>Part-Time</u>						
Medical Director				13,292		30,000
Total Part Time				13,292		30,000
<u>Miscellaneous Pay</u>						
Overtime		5,000		15,000		20,000
Total Miscellaneous Pay		5,000		15,000		20,000
Total Salary		373,588		406,081		440,626
Grant Funded						
Medical Director				11,708		11,708
Public Health Nurse				29,530		-
Grant Salaries				41,238		11,708

Performance Indicators	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Number of septic permits issued	105	110	75
Number of restaurants licensed	95	95	95
Number of restaurants inspected	191	200	200
Number of well permits issued (incl. geothermal)	44	45	45
Number of commercial pools licensed	21	22	22
Number of commercial pools inspected	30	30	30
Number of salons licensed	37	39	39
Number of salons inspected (includes re-inspections)	56	50	50
Number of building permits reviewed for health	262	250	220
Number of septic plans reviewed	115	115	100
Number of generator/propane tank permits	210	150	150
Number of trucks licensed/inspected	43	43	43



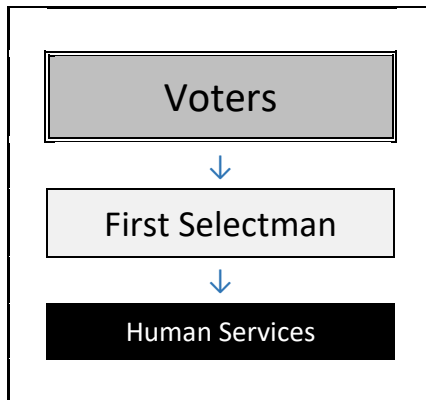


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Health Department Revenues							
License and Permits	-	173,375	153,200	153,200	153,200	-	0.00%
Charges for Services	-	-	-	-	-	-	-
Other Revenues	495	(270)	-	-	-	-	-
Total Revenues	495	173,105	153,200	153,200	153,200	-	0.00%
Health Department Expenditures							
Wages	-	395,477	403,204	406,081	440,626	34,545	8.51%
Employee Benefits	-	54,598	45,104	45,324	48,759	3,435	7.58%
Purchased Professional Services	-	2,327	9,000	8,500	9,000	500	5.88%
Purchased Property Services	-	5,813	5,000	5,000	6,000	1,000	20.00%
Purchased Other Services	-	-	1,530	1,530	840	(690)	-45.10%
Supplies	-	7,108	9,674	10,174	9,674	(500)	-4.91%
Miscellaneous	-	-	-	-	-	-	-
Total Expenditures	-	465,323	473,512	476,609	514,899	38,290	8.03%
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**

1. Assist residents with immediate need of food clothing and/or shelter
2. Assist residents inquiring about behavioral health support by identifying options and resources specific to the need
3. Effectively collaborate with local agencies and organizations to promote and encourage positive outcomes for residents requesting assistance
4. Empower residents to make informed choices for healthier living by providing relevant public health information and education

Summary of Major Responsibilities

- Assist/Support residents of all demographics

Anticipated Operational Changes

- Increase in client base as a result of continued COVID 19 Pandemic hardship and a greater number of low-income and affordable housing units becoming available in New Canaan

Current Programs and Initiatives

- Back to School Program
- Behavioral Health Initiatives

- CHOICES Counseling
- Coffee with a Cop
- Community Outreach Team
- COVID Clinic Assistance
- NC Abuse Prevention Partnership
- GetAbout Transportation Services
- Holiday Programs
- New Canaan Food Pantry
- OSHA Training
- Peer Discussion Group
- Seasonal Flu Vaccines
- Senior Community Outreach
- Social Service Pre-School Consultant
- 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 as a larger low-income population migrates to New Canaan
- Maintaining effective interventions/resources related to an increase in behavioral health needs associated with COVID 19 stress

FY 21-22 Accomplishments

- Implementation of postvention suicide plan
- Implementation of relevant senior focused activities/support
- Stronger partnering with municipal and state entities including Police, Fire, Adult Protective Services, EMS and the faith-based community
- Sustainability of sufficient food pantry inventory as need for food increases

- Continued community outreach and public health education for residents of all ages
- Continued assistance in Medicare, Medicaid, Renters Rebate, Energy Assistance and other State and Federal program application and renewal processes
- Continued partnering with local agencies and organizations to assist with resident needs
- Continued assessment of Human Services programs and operations in order to most effectively and efficiently assist with resident needs
- Continued Health & Human Service Commission community assessment of public health issues relevant to the community at large

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

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

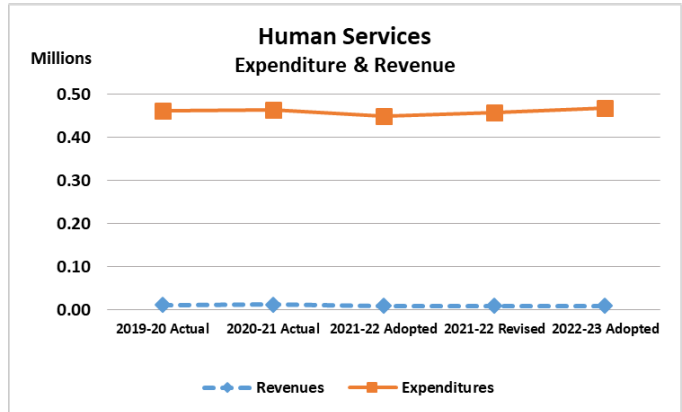
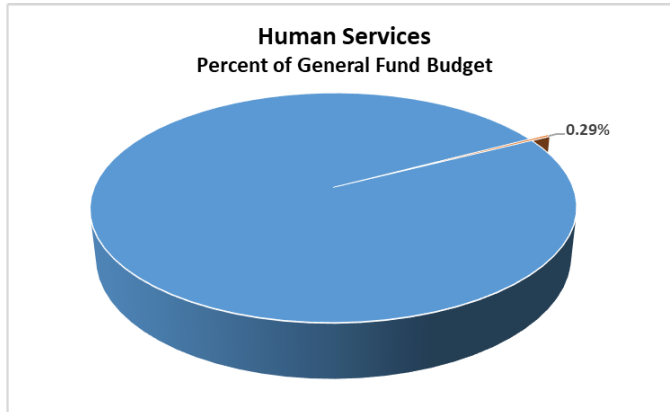
FY 22-23 Objectives

- Maintain positive outcomes in effectively supporting residents facing hardship, including challenges of COVID-19 Pandemic.
- Strengthen outreach efforts to senior-based population
- With respect to the Ten Essential Public Health Services: Assess community needs to better understand where the greatest discrepancies exist and possible plans for improvement

Human Services

Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Director Health & Human Services	1.0	128,170	1.0	124,133	1.0	126,926	1.0	126,927
Youth/Family Services Coordinator	1.0	94,245	1.0	96,366	1.0	98,534	1.0	98,535
Adult/Senior Services Coordinator	1.0	74,428	1.0	83,506	1.0	89,489	1.0	91,727
HS Program Assistant*	1.0	68,427	1.0	69,269	1.0	75,447	1.0	78,879
Assistant Director Human Services	1.0	94,246	-	-	-	-	-	-
Total Full time	5.0	459,515	4.0	373,274	4.0	390,396	4.0	396,068
<u>Part Time</u>								
Medical Director		12,000		12,000		-		-
Part Time		3,354		3,400		-		1,940
Part Time Salaries		15,354		15,400		-		1,940
<u>Miscellaneous Pay</u>								
Overtime		3,000		1,000		500		2,210
Total Miscellaneous Pay		3,000		1,000		500		2,210
<u>Food Pantry</u>								
Salary Offset*						(5,000)		(5,000)
Total Salary		477,869		389,674		385,896		395,218





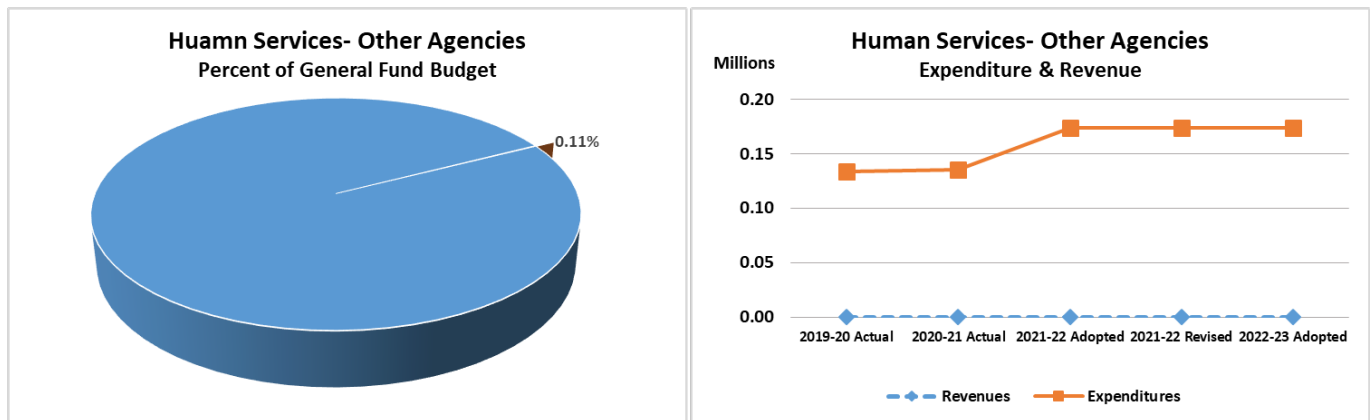
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Human Services							
Revenues							
Charges for Services	11,069	11,376	8,000	8,000	8,000	-	0.00%
Other Revenues	-	-	-	-	-	-	-
Total Revenues	11,069	11,376	8,000	8,000	8,000	-	0.00%
Expenditures							
Wages	357,657	379,905	378,966	385,896	392,068	6,172	1.60%
Employee Benefits	49,146	44,252	45,794	46,324	47,168	844	1.82%
Purchased Professional Services	44,547	30,933	15,000	17,175	19,000	1,825	10.63%
Purchased Property Services	2,453	2,286	2,000	2,000	2,500	500	25.00%
Purchased Other Services	3,064	1,534	3,200	1,625	2,300	675	41.54%
Supplies	4,322	3,597	3,500	2,900	3,200	300	10.34%
Miscellaneous	425	1,280	1,200	1,200	1,300	100	8.33%
Total Expenditures	461,613	463,787	449,660	457,120	467,536	10,416	2.28%
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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Number of Residents Served	510	1,040	1,050	1,150
Amount of Assistance Provided*	\$17,500	\$16,600	\$10,000	\$15,000
Number of Food Pantry Participant Visits	1,650	2,000	2,500	2,500
Number of Annual Flu Shots Given	330	370	370	370

*Paid from Special Projects Donations beginning FY21-22

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



	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
Human Services- Other Agencies	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Expenditures							
Getabout	46,000	46,000	46,000	46,000	46,000	-	0.00%
Kids In Crisis	56,000	56,000	90,000	90,000	85,000	(5,000)	-5.56%
New Canaan Cares	-	18,000	18,000	18,000	18,000	-	0.00%
Child Guidance Center	5,000	5,000	5,000	5,000	5,000	-	0.00%
Domestic Violence Crisis Centre	5,000	5,000	5,000	5,000	5,000	-	0.00%
Meals On Wheels	5,000	5,000	5,000	5,000	5,000	-	0.00%
Smart Prepare	-	-	-	-	-	-	-
Community Prog Mental Wellness	16,240	-	5,000	5,000	10,000	5,000	100.00%
SW Reg. Mental Health Board	-	-	-	-	-	-	-
Total Expenditures	133,240	135,000	174,000	174,000	174,000	-	0.00%
Total FTEs	-	-	-	-	-	-	-

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

Mission

To inspire lifelong learning through innovation and discovery. To be the information and cultural center of the community.

Department Goals

1. Deliver a best-in-class Library service to New Canaan community
2. Community and Town Engagement
3. Fundraise remaining money for and build new Library building and campus
4. Fundraise for Operations concurrent to Building Campaign
5. Continue to strengthen partnerships with local non-profits, schools, and other local entities
6. Provide a dynamic and rewarding workplace environment

Summary of Major Responsibilities

- The New Canaan Library is responsible for providing the community a Library service that is a platform for life-long learning, information and culture. The Library offers free and equal access to learning opportunities and cultural experiences for every citizen through enriching programs for all ages, excellent 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 to raise funds to support its own operation. This year the fundraising burden is \$735,000. *(NB: this is **not** related to our Campaign for a new New Canaan Library).*

In FY 20 the Library raised more dollars and dollars per capita than any of our peers with more than double the dollars per capita of the average of our peer group. New Canaan Library, in fact, raised the second largest sum of total dollars of all libraries in Connecticut.

It's visitor numbers, the very high percentage of households who use the Library (~90%), the attendance levels at its programs even with the Library closed for the 4th quarter of the year (29,740 in FY 20) and the continued very high rate of borrowing including large increases in digital borrowing through the pandemic by New Canaanites are some additional indicators of the very high value that the residents of town place on the Library.

Anticipated Operational Changes

The Library will continue to follow local public health guidelines informing our in-person operations with regard to the pandemic. We anticipate remaining fully open to the public for borrowing materials, utilizing Library resources, and for small in-person programs, events and meetings even as the pandemic continues. Large programs and events will mostly remain virtual, outdoors, or offsite. We anticipate moving into the new Library building in winter 2023.

Recent/New Programs and Initiatives

The Library fosters a culture of innovation ensuring that its team is encouraged and recognized for initiating improvements and creating new, exciting learning opportunities for our community, even with a slightly different delivery model in response to the pandemic. The Library has continued to offer an array of programs and workshops for all ages in a remote environment and has reintroduced in-person programs in a healthy and safe way for all ages where possible. The Library has strengthened its partnerships with many local nonprofit institutions, resulting in meaningful collaborations and exemplary programs and learning opportunities for the community. In March 2021, we held our very successful biannual town-wide read, One Author New



Canaan, featuring a virtual conversation for all ages with award-winning author Jacqueline Woodson. Our construction has brought the Library even more outside of its walls, and out into the community. We offer weekly popular technology classes at the Lapham Community Center and have delivered scores of story times and programs to hundreds of children around the community including at Kiwanis, Waveny, Lapham, the YMCA, and more.

Recent Departmental Recognitions

- Librarians Kathleen Crouse and Samantha Connell presented at the Tri-State Summer Summit 2021 and co-chaired the Connecticut Library Association Young Adult Winter Workshop.
- Library Marketing Associate Sean Walsh was awarded the 2021 Connecticut Library Association Publicity Award in Print Media.
- Librarians Laura Miller and Samantha Connell presented at Connecticut Library Association Annual Conference.
- Librarian Rebecca Fox was appointed to the Association of Jewish Libraries – Sydney Taylor Manuscript Committee and the AASL/ALSC/YALSA School & Public Library Cooperation Committee.
- Librarian Dajana Martinez was appointed to the Intermediate Nutmeg Award Committee.
- Librarian Samantha Connell was named Connecticut Library Association Equity, Diversity and Inclusion Section Chair-Elect and presented at their EDI Fall Workshop.

Major Departmental Challenges

- When the pandemic forced the Library to close the its doors in March 2020, the team pivoted immediately to completely re-envision its service delivery model to ensure the health and safety of the staff and the public, while maintaining its focus on exceptional customer service. The pandemic added unprecedented demand on the Library's already popular digital collections,

converting many readers so that the trend continues and demand remains high. E-books and e-audiobooks are significantly more expensive to purchase than physical books and books on CD, costing anywhere from 5 to 10 times more per title. The Library's physical collection is also still in high demand, but supply chain problems and warehouse staffing shortages from publishers and vendors have adversely impacted delivery of our physical collections, compounding this demand. The current collections budget cannot meet our members' demands for all formats, and lag time for print availability further drives up demand for instant access to digital books.

- The Library building has for some time presented many limitations, including multiple roof leaks, failing plumbing, drainage and HVAC, and periodic floods, in addition to very inefficient use of space not suitable for a modern Library. The ongoing pandemic further complicates our ability to deliver in-person services and programs, as the auditorium in our current building has substandard ventilation and air circulation, so we cannot safely host large groups there. During the course of the past 18 months, we have seen a high number of retirements (20% of our full-time staff as well as some part time staff) and have been recruiting in a time of accelerating wage growth.
- Relative to the reference group we are 5th of 6 on municipal support to the Library at 1.64% of Town budget salaries/capita (below the mean). However, the New Canaan Library outperforms that position on most every indicator including children and adult program attendance, circulation of books, digital media & children's materials.

Earlier Accomplishments

Over the past several years the Library has maximized efficiencies to focus maximum resource on the delivery of excellent service to our community.



During this time, the Library successfully executed a complete reorganization, eliminated many outmoded processes, and introduced a continuous improvement culture while also evolving its structure regularly to shift its talent resources to match service delivery needs. The Library has built and used in-house capacity to undertake its own website development, marketing and promotion, and event planning. It is a leaning organization, ensuring its team is at the front edge of their field delivering the best-in-class Library service, twice-nominated for the IMLS National Medal in 2018 and 2020.

FY 19-20 Accomplishments

- Swift pivot to remote programs and services.
- Safe and effective gradual reopening.
- Met annual fundraising goal despite having to cancel our spring fundraiser.
- Significant progress on Capital Campaign for new facility.

FY 20-21 Accomplishments

- During Hurricane Isaias in August 2020, New Canaan Library was among the few fortunate with power, so the next morning our staff set up tables, tents, extension cords, and power strips and fulfilled the power, charging, and Wi-Fi needs of thousands of New Canaanites for days.
- Safely reopened the Library building and in-person services after Covid-19 shutdown.
- Continued to effectively serve the community, keeping the Library open to the extent possible while ensuring health and safety of its members and its staff during this pandemic, and returned to pre-pandemic hours as soon as we could.
- Continued to offer exceptional programs and services in this pandemic year. Hosted over 400 virtual programs for children, teens, and adults with over 17,000 in attendance.
- Create a revised strategic plan and goals through 2024

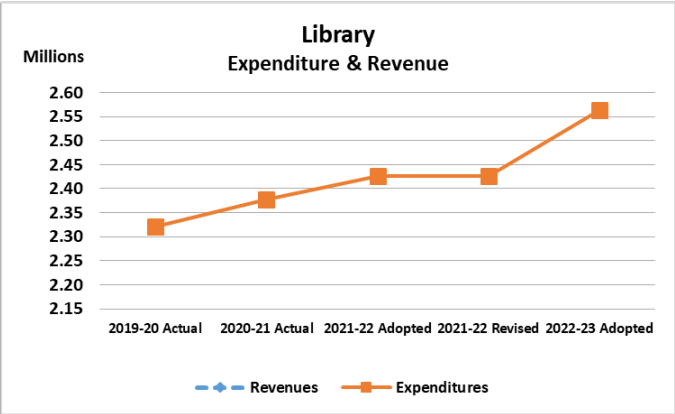
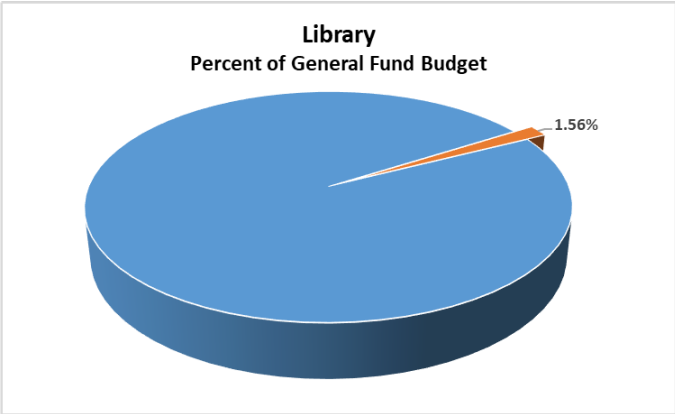
- Partnered with and supported local nonprofits and businesses in several initiatives.
- Library met fundraising goals in a challenging year including our primary autumn fundraiser in a virtual format, which nevertheless netted \$160,000 in funds for Library operations.

FY 21-22 Objectives

- Continue to deliver a continuous, high-quality service to the community during the construction of our new facility.
- Continue to offer an optimal balance of in-person and virtual programs for all ages to ensure safety of all while meeting needs and interests of the community.
- Continue to plan for the evolution of our programs, services, collections and spaces in the new facility including strategic planning, mapping collections to new spaces, ensuring teams are well prepared, updating procedures and policies, etc.
- Complete RFID-tagging project of all physical Library collections in preparation for new workflow in the Library building.
- Continue substantial fundraising efforts both for annual operating budget and for capital campaign.

FY 22-23 Objectives

- Complete move into new Library building and implement new workflows, processes, and solutions for streamlined, exceptional service
- Opening of new Library building to public

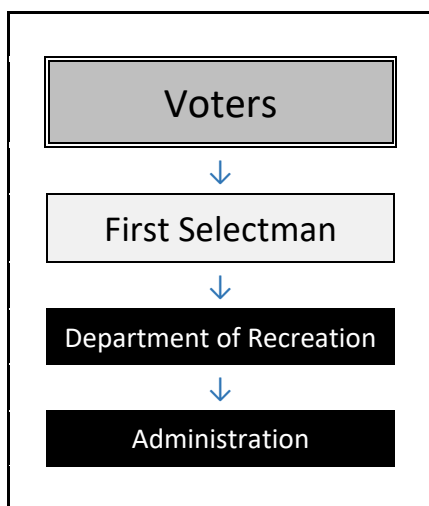


					2022-23	FY22-FY23	VARIANCE
					APPROVED	AMOUNT	%
Library	2019-20	2020-21	2021-22	2021-22			
Expenditures	ACTUAL	ACTUAL	APPROVED	REVISED			
Purchased Other Services	2,320,250	2,378,072	2,425,634	2,425,634	2,562,818	137,184	5.66%
Total Expenditures	2,320,250	2,378,072	2,425,634	2,425,634	2,562,818	137,184	5.66%
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**

- 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

- Added Girls' Flag Football Program
- 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
- Revise programing to try to provide the community with safe programs under the Guidelines established by the State DECD during the Covid-19 Pandemic
- Implement Pickleball Program for the Community at Mead Park on 5 new courts.

FY 20-21 Accomplishments

- Work in public-private/ partnership with NC Softball to install new field lights on the Water Tower Softball Field
- Received positive response and participation to revised Adult and Youth Tennis Clinic.
- Completed installation of new shade umbrellas at Kiwanis Park

FY 21-22 Accomplishments

- Worked to implement new and modify existing programs to meet Community needs during Covid-19 Pandemic.
- Received positive response and participation to revised Adult and Youth Tennis Clinics.
- Worked with DPW to install 5 new Pickleball Courts at Mead Park

FY 22-23 Objectives

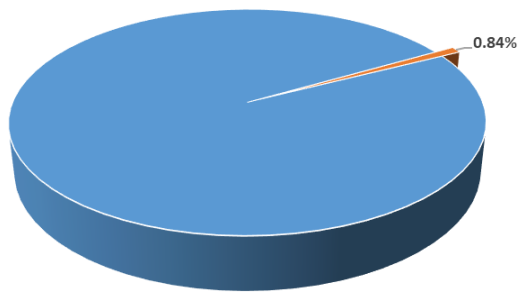
- Continue to improve and add walking/running trails in Waveny Park in partnership with Waveny Park Conservancy

- Continue to offer new programs that meet the changing needs and interests of the community.

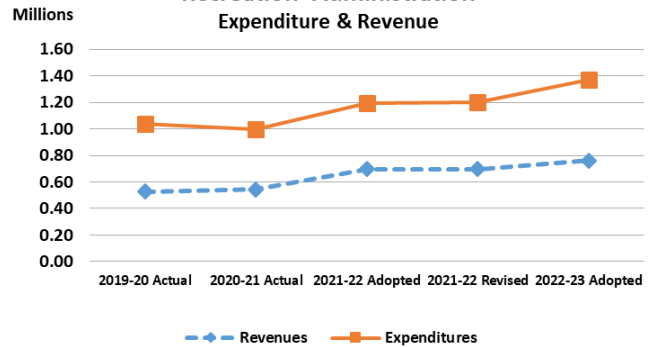
Recreation - Administration								
Position Title	2019-20		2020-21		2021-22		2022-23	
		Revised		Revised		Revised		Approved
<u>Full Time</u>								
Recreation Director	1.0	128,170	1.0	131,054	1.0	134,002	1.0	134,003
Asst. Recreation Director	1.0	101,936	1.0	104,229	1.0	106,574	1.0	106,575
Recreation Supervisor	1.0	80,073	1.0	81,874	1.0	83,716	1.0	83,717
Office Manager	1.0	68,427	1.0	69,269	1.0	70,655	1.0	72,066
Administrative Asst. II	1.0	63,035	1.0	63,809	1.0	65,085	1.0	66,385
Total Full Time	5.0	441,639	5.0	450,236	5.0	460,033	5.0	462,746
<u>Part Time</u>								
Outside Program Instructors		166,250		158,350		158,350		161,450
Tennis Court Attendant		20,600		19,000		35,000		35,000
Camp Counselor (14)		27,250		27,250		27,250		27,250
Day Camp Specialist (7)		18,250		18,250		18,250		18,250
Activity Aide (3)		19,000		17,500		17,500		17,500
Day Camp Director (4)		17,400		17,400		17,400		17,400
Office Clerk		7,750		7,750		7,750		7,750
Security and Patrol		4,500		4,500		4,500		4,500
Total Part Time		281,000		270,000		286,000		289,100
<u>Miscellaneous Pay</u>								
Overtime		3,500		3,000		3,000		3,000
Total Miscellaneous Pay		3,500		3,000		3,000		3,000
Total Salary		726,139		723,236		749,033		754,846



**Recreation- Administration
Percent of General Fund Budget**



**Recreation- Administration
Expenditure & Revenue**



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Recreation Administration							
Revenues							
Charges for Services	523,555	531,087	692,590	692,590	751,000	58,410	8.43%
Rents & Royalties	4,950	13,550	5,000	5,000	10,000	5,000	100.00%
Total Revenues	528,505	544,637	697,590	697,590	761,000	63,410	9.09%
Expenditures							
Wages	688,187	595,676	741,897	749,033	754,846	5,813	0.78%
Employee Benefits	51,926	45,745	57,955	58,501	58,946	445	0.76%
Purchased Professional Services	5,073	5,426	7,000	7,000	7,000	-	0.00%
Purchased Property Services	23,100	22,633	33,850	33,850	33,850	-	0.00%
Purchased Other Services	206,260	258,884	264,050	262,600	424,050	161,450	61.48%
Supplies	34,263	27,599	42,650	44,100	44,600	500	1.13%
Capital Assets	6,978	7,394	8,500	8,500	8,500	-	0.00%
Miscellaneous	24,473	36,989	37,250	37,250	37,250	-	0.00%
Total Expenditures	1,040,259	1,000,345	1,193,152	1,200,834	1,369,042	168,208	14.01%
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

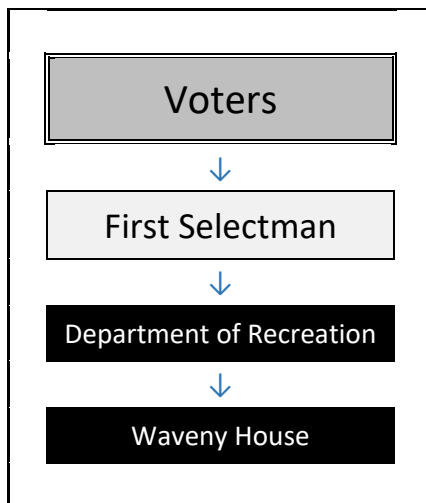
Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Spring Activities				
Youth Soccer	Covid	178	175	175
Adult Tennis Clinics	18	168	190	200
Youth Tennis Clinics	70	284	300	300
Girls Flag Football	Covid	20	24	24
BASF - Extension Programs	Covid	Covid	130	130
Youth Guitar Lessons Grades 5 - 8	Covid	13	14	14
Adult/youth Golf Instruction	Covid	Covid	0	0
Smart Start Baseball	Covid	Covid	20	20
Smart Start Soccer	Covid	Covid	24	24
Smart Start Golf	Covid	Covid	10	10
Summer Activities				
Youth Tennis Clinics	417	360	380	380
Adult Tennis Clinics	96	124	140	140
Youth Swim/dive Team	75	103	100	100
Water Polo Program	Covid	28	28	28
Waveny Summer Concerts - Number of Events	12	12	12	12
- Estimated Attendance	600	600	600	600
Children's Outdoor Concert-#/attendance	Covid	Covid	1/300	1/300
Waveny XC Races-#/Avg. Attendance	14/90	14/90	14/90	14/90
Adult Men's Softball league- # Teams/ Participants	8/125	7/113	6/100	6/100
Waveny Day Camp - 3 Sessions	177	252	360	360
PeeWee Camp - 5 - 7 Yr. Olds	53	120	240	240
Summer Baseball - Pitch/Hit/Swim	Covid	Covid	24	24
Summer Field Hockey/swim	Covid	Covid	24	24
Summer Tennis/Swim	Covid	Covid	30	30
4 Day Lego Camps	35	65	35	35
Youth Swim Lessons-Private/Group	567	1090	1000	1000

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Fall Activities				
BASF Programs - 3 Elementary Schools	380	Covid	173	225
Fall Youth Soccer	189	150	234	230
Fall Guitar Lessons- Grades 5-8	10	10	10	12
Fall Adult Tennis Clinics	32	44	87	90
Fall Youth Tennis Clinics	84	128	128	130
Fall Paddle Tennis Clinics	52	62	48	48
Fall Youth Paddle Tennis Clinics- Grades 3 -8	20	21	12	15
Halloween Party Family Fun night	155	Covid	Covid	155
Fall Flag Football Program - Grades 2 -9	313	304	253	265
Fall Girl's Flag Football Program - Grades 3 - 6	40	49	50	45
Adult Beginner Paddle Tennis- intro Clinic	24	24	36	36
Youth Field Hockey Program - Grades 3 & 4	48	53	43	45
Winter Activities				
Parent-Teacher Conf. Day Programs	764	Covid	673	750
BASF Programs -3 Elementary Schools	430	Covid	Covid	500
Breakfast w/ Santa	475	Covid	Covid	475
Youth Winter Paddle Clinic	23	23	36	36
Youth Guitar Lessons- Grades 5-8q	11	11	11	15
Adult Beginner/Int.Paddle Clinics	29	Covid	24	25
Family New Year's Eve Party	120	Covid	75	120
Monthly Friday Paddle Socials (7 Events)	130	Covid	Covid	130
Teddy Bear Tea	35	Covid	Covid	35
Winter Adult Paddle Tennis Clinics	55	55	62	62



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

- Serve as the administrative office for the booking of events, maintain a calendar of events, and coordinate all activities at Waveny House

Anticipated Operational Changes

- None anticipated (budget dependent)

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 21-22 Accomplishments

- Work with DPW's Facilities Department and the architectural firm to implement Phase I of the ADA renovations with construction of new handicapped access completed in the fall of 2021.

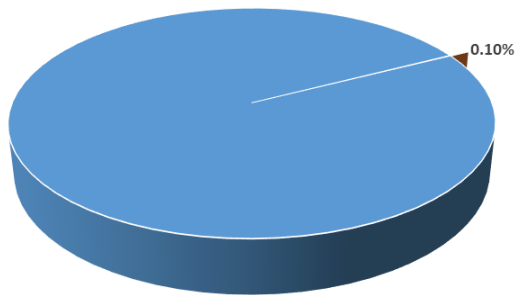
FY 22-23 Objectives

- Continue plans to implement Phase II of the ADA renovations
- Continue to market the facility for events and activities post Covid-19 which saw most of the reservations for events being cancelled due to the Pandemic.

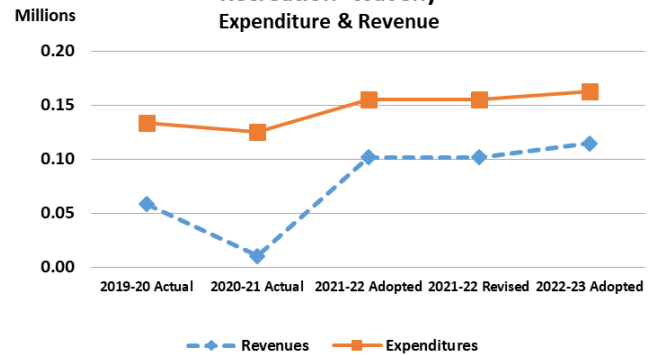
Recreation - Waveny

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
<u>Full Time</u>				
Maintenance -Waveny	1.0 62,687	1.0 63,911	1.0 65,189	1.0 65,657
Total Full Time	1.0 62,687	1.0 63,911	1.0 65,189	1.0 65,657
<u>Part Time</u>				
Part time	7,000	5,000	5,000	8,500
Total Part Time	7,000	5,000	5,000	8,500
<u>Miscellaneous Pay</u>				
Overtime	24,480	22,000	22,000	24,000
Total Miscellaneous Pay	24,480	22,000	22,000	24,000
Total Salary	94,167	90,911	92,189	98,157

Recreation- Waveny
Percent of General Fund Budget



Recreation- Waveny
Expenditure & Revenue

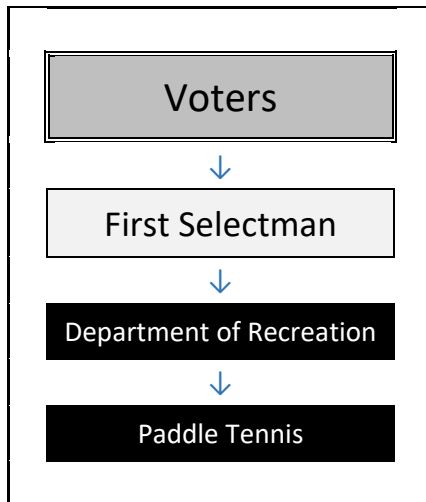


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Recreation - Waveny							
Revenues							
Charges for Services	5,131	300	1,750	1,750	4,500	2,750	157.14%
Rents & Royalties	53,100	10,000	100,000	100,000	110,000	10,000	10.00%
Total Revenues	58,231	10,300	101,750	101,750	114,500	12,750	12.53%
Expenditures							
Wages	88,495	81,662	92,189	92,189	98,157	5,968	6.47%
Employee Benefits	9,692	8,766	9,834	9,834	10,905	1,071	10.89%
Purchased Professional Services	18,385	18,165	18,750	18,750	19,250	500	2.67%
Purchased Property Services	3,855	9,184	15,000	15,000	15,000	-	0.00%
Purchased Other Services	1,530	1,114	3,000	3,341	3,500	159	4.75%
Supplies	11,222	5,903	15,900	15,559	15,900	341	2.19%
Total Expenditures	133,178	124,794	154,674	154,674	162,712	8,038	5.20%
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

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 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.

FY 21-22 Accomplishments

- Interest in the Sport continues to grow, with Adult and Senior increasing over FY20-21

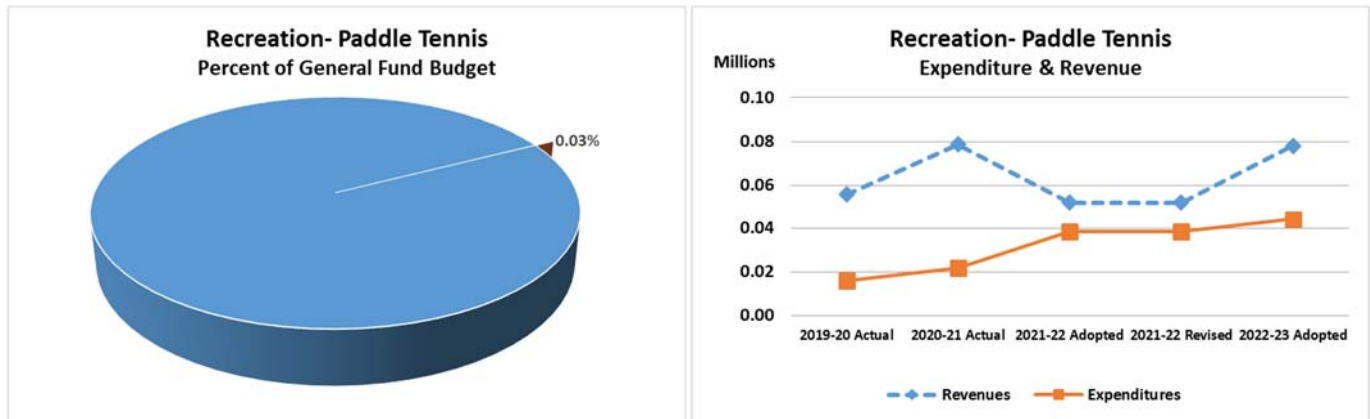
FY22-23 Objectives

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

Recreation - Paddle Tennis

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
Part Time				
Court Attendants	23,970	24,500	26,400	28,000
Total Part Time	23,970	24,500	26,400	28,000





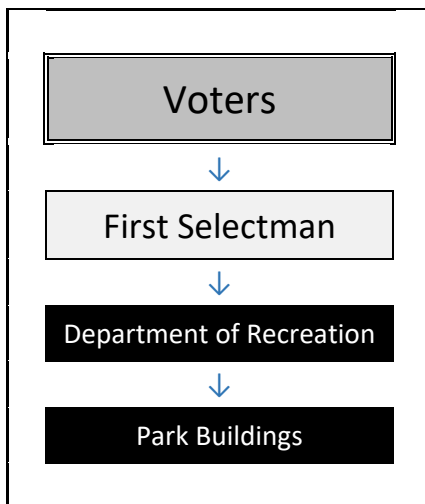
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Recreation - Paddle Tennis							
Revenues							
Charges for Services	55,831	78,591	52,000	52,000	78,000	26,000	50.00%
Total Revenues	55,831	78,591	52,000	52,000	78,000	26,000	50.00%
Expenditures							
Wages	6,908	11,951	26,400	26,400	28,000	1,600	6.06%
Employee Benefits	528	914	2,020	2,020	2,142	122	6.06%
Purchased Property Services	7,542	7,470	7,500	7,500	11,000	3,500	46.67%
Supplies	923	1,374	2,400	2,400	2,900	500	20.83%
Total Expenditures	15,902	21,709	38,320	38,320	44,042	5,722	14.93%
Total FTEs	-	-	-	-	-	-	

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

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Adult Permits	236	279	285	290
Family Permits	19	55	52	54
Senior Citizen Permits	64	68	77	75
Youth Permits	3	24	9	18
Total Permits	322	426	423	437
Revenues	\$55,831	\$78,691	\$65,156	\$78,500

Mission

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

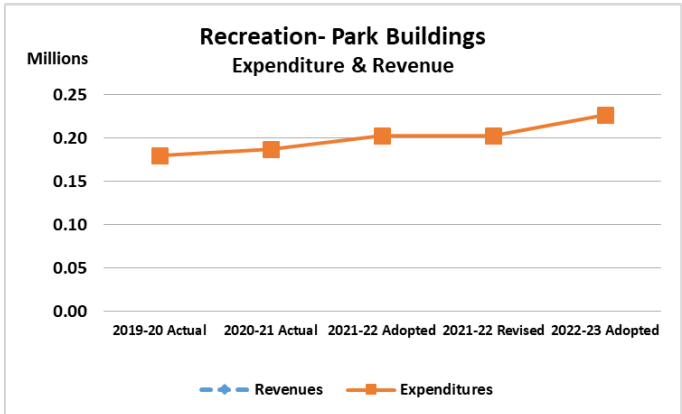
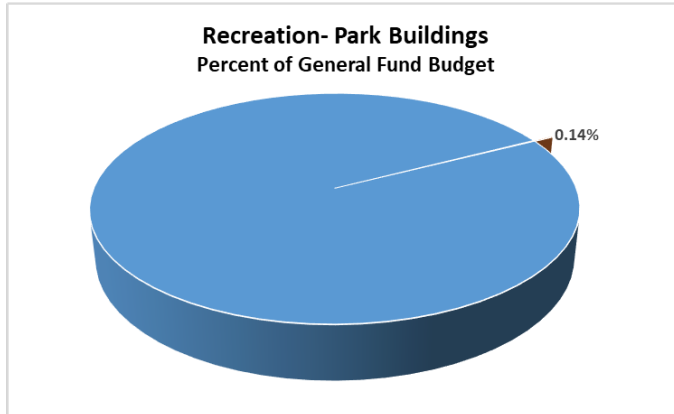
FY 22-23 Objectives

- 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

Recreation - Park Buildings

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
<u>Part Time</u>				
Custodian	2,000	2,000	2,000	2,000
Total Part Time	2,000	2,000	2,000	2,000



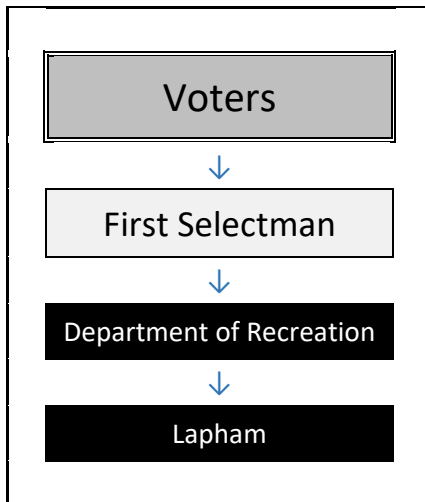


	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Recreation - Park Buildings							
Expenditures							
Wages	-	-	2,000	2,000	2,000	-	0.00%
Employee Benefits	-	-	153	153	153	-	0.00%
Purchased Professional Services	13,162	14,144	16,500	16,500	17,540	1,040	6.30%
Purchased Property Services	17,293	13,138	23,000	23,000	23,000	-	0.00%
Supplies	149,662	160,223	161,500	161,500	184,500	23,000	14.24%
Total Expenditures	180,118	187,505	203,153	203,153	227,193	24,040	11.83%
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.

Anticipated Operational Changes**Recent/New Programs and Initiative****Recent Departmental Recognitions****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 during the Covis-19 Pandemic

FY 21-22 Accomplishments

- Implement Virtual Learning and Educational programming to our Senior Community during the Covis-19 Pandemic
- Continue to evaluate classes and programs and look for new offerings
- Continue to work with local organizations to provide programs and information for the adult population
- Introduce and educate members of the Senior Community on how to access and get the most benefit out of on-line programming

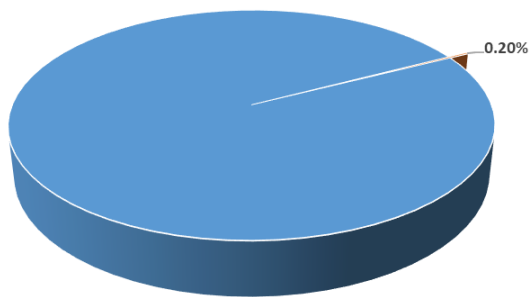
FY22-23 Objectives

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

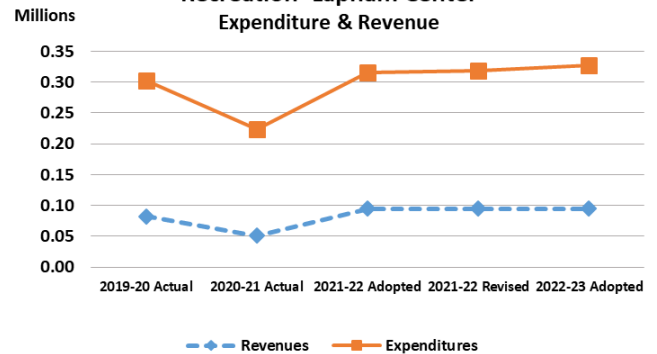
Recreation - Lapham

Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
Director Lapham Community Center	1.0	98,255	1.0	93,065	1.0	99,732	1.0	95,159
Administrative Assistant	1.0	68,427	1.0	68,427	1.0	69,262	1.0	70,302
Total Full Time	2.0	166,682	2.0	161,491	2.0	168,994	2.0	165,461
<u>Part-Time</u>								
Part Time		113,000		110,500		113,000		115,000
Total Part Time		113,000		110,500		113,000		115,000
<u>Miscellaneous Pay</u>								
Overtime		1,000		2,250		2,250		2,250
Total Miscellaneous Pay		1,000		2,250		2,250		2,250
Total Salary								
		280,682		274,241		284,244		282,711

Recreation- Lapham Center
Percent of General Fund Budget



Recreation- Lapham Center
Expenditure & Revenue

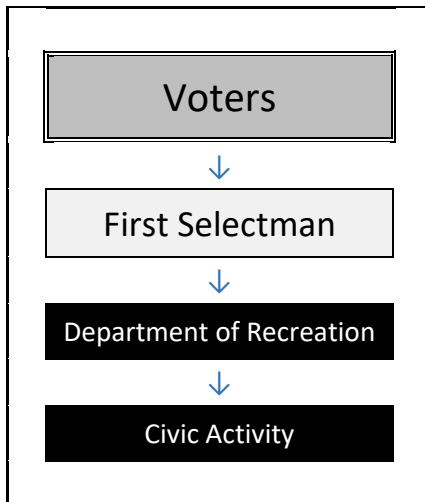


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Recreation - Lapham Center							
Revenues							
Charges for Services	82,581	50,950	95,000	95,000	95,000	-	0.00%
Total Revenues	82,581	50,950	95,000	95,000	95,000	-	0.00%
Expenditures							
Wages	255,428	195,975	282,050	284,245	282,711	(1,534)	-0.54%
Employee Benefits	29,855	14,816	9,217	9,385	19,400	10,015	106.72%
Purchased Property Services	1,300	1,350	1,400	1,400	1,500	100	7.14%
Purchased Other Services	2,371	2,354	5,850	5,850	5,850	-	0.00%
Supplies	10,189	4,233	12,900	12,900	13,650	750	5.81%
Miscellaneous	3,754	4,561	4,200	4,200	4,200	-	0.00%
Total Expenditures	302,898	223,288	315,617	317,979	327,311	9,332	2.93%
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

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**Department Goals**

The Civic Activities account provides a broad range of support services to a number of community events

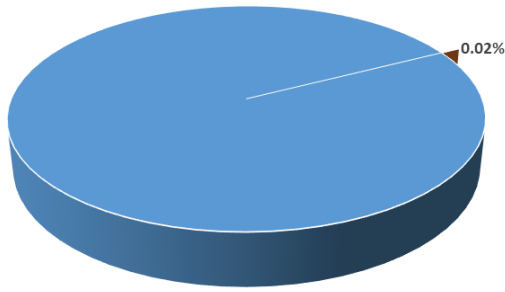
Summary of Major Responsibilities

- 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.

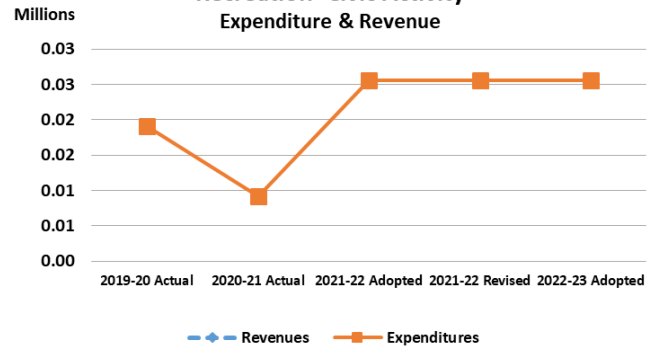
Anticipated Operational Changes**Recent/New Programs and Initiatives****Recent Departmental Recognitions****Major Departmental Challenges****FY 22-23 Objectives**

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

Recreation- Civic Activity
Percent of General Fund Budget



Recreation- Civic Activity
Expenditure & Revenue

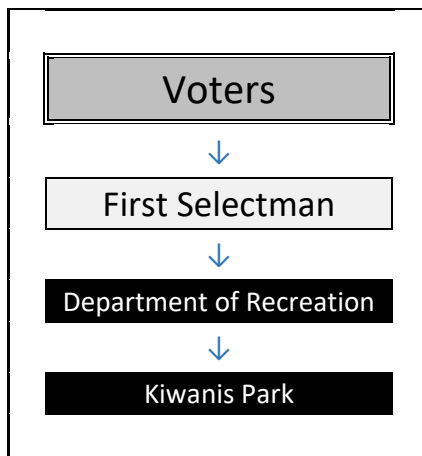


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Recreation-Civic Activity							
Expenditures							
Purchased Professional Services	9,943	6,480	12,750	12,750	12,750	-	0.00%
Purchased Other Services	7,820	2,518	11,250	11,250	11,250	-	0.00%
Supplies	1,326	127	1,500	1,500	1,500	-	0.00%
Total Expenditures	19,088	9,125	25,500	25,500	25,500	-	0.00%
Total FTEs	-	-	-	-	-	-	

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

Mission

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**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 21-22 Objectives and Accomplishments

- Develop programs and look into adding waterfront equipment that will make the facility more attractive to families and swimmers
- Continue to provides services that are necessary for community programs that utilize the Park to be successful
- Reorganize hours of operation and adjust staffing levels to in order to recognize cost savings

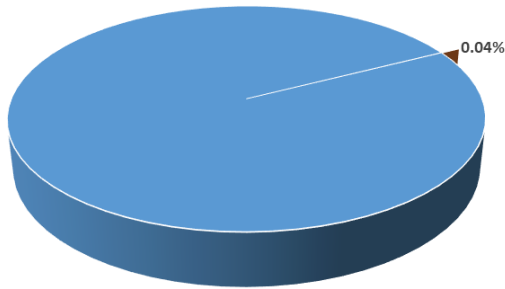
FY 22-23 Objectives

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

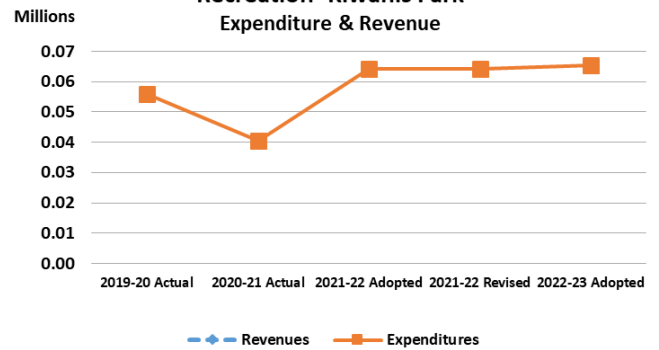
Recreation - Kiwanis Park

Position Title	2019-20 Revised	2020-21 Revised	2021-22 Revised	2022-23 Approved
<u>Part Time</u>				
Lifeguards	34,250	38,250	38,250	39,015
Aquatic Supervisor	15,500	-	-	-
Gate Attendant Kiwanis	7,250	-	-	-
Total Part Time	57,000	38,250	38,250	39,015

Recreation- Kiwanis Park
Percent of General Fund Budget



Recreation- Kiwanis Park
Expenditure & Revenue



Recreation - Kiwanis Park	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Expenditures							
Wages	33,597	20,860	38,250	38,250	39,015	765	2.00%
Employee Benefits	2,608	1,605	2,926	2,926	2,984	58	1.98%
Purchased Property Services	2,948	3,764	4,000	4,000	4,000	-	0.00%
Purchased Other Services	3,740	-	-	-	-	-	-
Supplies	12,910	14,231	19,000	19,000	19,450	450	2.37%
Total Expenditures	55,803	40,460	64,176	64,176	65,449	1,273	1.98%
Total FTEs	-	-	-	-	-	-	-

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

BOARD OF EDUCATION

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Superintendent of Schools

Jo-Ann Keating, Ed.D., SFO

Director of Finance and Operations

Jill Correnty, Ed. D

Assistant Superintendent for Curriculum & Instruction

William, Tesbir

Assistant Superintendent for Pupil Personnel & Family Services

Darlene Pianka

Director if Human Resources

Tracy Haberman

Budget Director

NEW CANAAN PUBLIC SCHOOLS 2022-2023 PROPOSED BUDGET

Dear New Canaan Board of Education and Community,

The third school year with the COVID-19 pandemic continues to challenge all of us like never before. We are still navigating uncharted waters, and our commitment to care for our students, faculty, staff, and greater community is as strong as ever. Throughout these past years, we have been guided by several nonnegotiable truths in our decision-making and approach, and they continue to serve us well each and every day.

First, we believe that navigating the pandemic includes leading forward, courageously, and making decisions based on data, facts, and up to date information. COVID-19 and the pandemic it has caused indiscriminately impacts all of us, regardless of our “beliefs,” and sticking to facts without prejudice or bias has continued to serve our school community well.

Secondly, we believe that the work we do in schools is the most important work on the planet. As such, it is our responsibility to rise above settling for a pale replica of what would have been by creating something new, inspiring, meaningful, and uniquely experienced by today’s students, faculty, staff, and parents. We’re not victims of circumstance; instead, we have will and agency to continue strengthening our school communities as thriving, nurturing, compassionate places where every child feels welcome, challenged, and successful.

Throughout the course of the 2020-2021 school year, the New Canaan Public Schools led the state and nation in our management of the COVID pandemic and in our success at minimizing its disruption in our schools. We learned with and from each other as we implemented a suite of successful mitigation strategies, including universal mask wearing, enhanced ventilation, social distancing, increased sanitization, cohorting, half-day Wednesdays for professional learning and focused cleaning of large-capacity spaces, and identifying/quarantining of potential cases. To implement these strategies, we used over 2,000 units of hand sanitizer, over 4,700 face shields, 30,000+ masks, 4,500+ feet of custom acrylic partitions, 2,445+ tabletop desk shields, 5,100+ tubs of wipes, and over 186,600 boxes of gloves for staff, nursing, and custodians.

In addition to this suite of strategies, in partnership with the New Canaan Health Department, the NCPS also held 16 large-scale testing events, 15 on-site vaccination clinics, and sent over 50 district-wide COVID-19 related communications. The COVID-19 related micro-site, “Charting our Course,” which includes our COVID-19 dashboard which is updated daily, received over 150,000 views throughout the course of 2020-2021, and it remains our most effective communications tool as we continue forward, this year and beyond.

With these and other strategies unfolding throughout the course of the year, we phased-in the return of our K-8 students to full-time, in-person school in September and early October, and we succeeded in keeping them in-person throughout the rest of the year. Given the more social and independent nature of high school students, returning NCHS took a little longer, so we transitioned in January 2021 from a 50% hybrid model to a 75% hybrid model, and returned full-time to in-person learning soon thereafter.

We certainly had our challenges, with over 300 positive COVID-19 cases reported among students, and over 60 among staff. The positive cases led to over 2,080 quarantined students and over 150 quarantined staff members throughout the year. Nonetheless, we persevered, and thanks to our mitigation strategies, the trust and support of our community, and a world-class faculty and staff who are second to none, we're proud to say **we did not have a single unexpected closure in any of our buildings for the entire 2020-2021 school year!**

As we approach the half-way point of the 2021-2022 school year, our efforts have intensified, our strategies have continued to work, and our schools have remained safe, open, and joyful communities full of engaged student learners. Together, we are doing the most important work on the planet in our schools every day, and together we will continue to successfully navigate the uncertain waters of the pandemic.

Onward!



2022-2023 Superintendent's Budget Proposal

With the challenges of the pandemic an ever present backdrop in our lives, we continue in our mission to progress as a world-class school district; in the following pages, I am proud to share the Superintendent's Proposed Operating and Capital Budgets for the New Canaan Public Schools for the 2022-2023 (FY2023) school year.

When you believe that educating students is the most important work on the planet, you approach each day with unequalled passion, zeal, humility, and awe. It is an honor and a privilege to work with children every day as they learn and grow, and we are wholeheartedly committed to providing an exceptional educational experience for every student.

We anchor our efforts in rigorous standards of performance in an engaging, caring and supportive environment. As FDR once said, "Democracy cannot succeed unless those who express their choice are prepared to choose wisely. The real safeguard of democracy, therefore, is education." We take this responsibility seriously, and feel there is no greater calling than to spend our days teaching our students to be their very best in all domains of their lives.

Every day in our schools our students are preparing to become active and engaged citizens by learning, growing, and exploring together. Our expert faculty and staff provide active, engaging, and inquiry-based educational experiences, with a focus on the acquisition of knowledge and skills relevant for today's world and tomorrow's future. 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 to stoke the fires of curiosity, innovation, and knowledge in every child, every day.

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 forward in our mission. This powerful collaborative relationship, between students, faculty and staff, parents, and the community, has yielded outstanding results, and has enabled the NCPS to be regarded among the very best school districts in the state and nation. It is our mission, and our commitment, and our passion to continue delivering the very highest level of service to every one of the students in our care.

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 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; while doing so, we have continuously reviewed and revised existing programs in order to adapt, 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

The New Canaan Board of Education is an active participant and partner in this work, and as such it remains a model for the state and country. Our nine (9) member volunteer Board brings a wealth of knowledge and experience to the governance of our school district. As volunteer members of an elected Board, each member actively and thoughtfully serves the school system and community with the highest integrity. Their outstanding efforts contribute towards the excellence of our school system, and their ongoing work directly impacts the quality of the educational experience for all of our students; as Superintendent, I am honored to work alongside such dedicated, professional, compassionate, and insightful community members and volunteers.

Our Board of Education approved **District Goals and Related Indicators** guide our work, and provide a roadmap for our efforts each year. Each Spring, these goals and indicators are reviewed, revised, discussed, and approved by the administration. Afterwards, they are presented to the Board of Education for further discussion and revision, and after two readings and careful consideration they are revised, approved, and adopted by the Board. Once adopted, plans are established to actualize the high expectations articulated in the document, which includes

identifying meaningful indicators of progress to be shared with the community. Throughout the course of the year, presentations at Board of Education meetings provide updates and feedback regarding progress on these goals, and as each year concludes, a process of reflection, refinement, revision, and reaffirmation flows into the revision cycle for the following year. This structure has 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 to reach each expressed outcome on behalf of our students.

A school district's budget is much more than a spreadsheet; as well as 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 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 all 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.

As the budget process has unfolded for the 2022 – 2023 school year, we have dedicated our efforts to maintaining the quality of each program, containing operational budget drivers wherever possible, adapting and adjusting to changing enrollment and demographic patterns, identifying high-leverage program areas for enhancement and support, and resourcing critical initiatives for our district's ongoing improvement and growth.

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 will be shared with the Board of Education on Monday, January 10, 2022. Subsequently, there will be several opportunities for parents to learn about the budget, including joint meetings of the Elementary PTCs on January 11, 2022, January 12, 2022, for the Saxe PTC and NCHS PFAs, a resources committee meeting the following week, and the second reading of the budget by the Board of Education on Monday, January 24, 2022.

Upon adoption by the Board of Education on January 24, the budget transitions from the Superintendent's Budget to the Board of Education's Budget. The Board of Education's Budget will then be shared with the Board of Selectmen at 8:30 A.M. on January 25, with an overview of the operating budget and a closer look at capital project requests.

On February 8, 2022, we will present the Board of Education's Budget to the Board of Finance, as we continue our discussions of FY23 together. Throughout February, the Board of Finance will dialogue with the Board of Education about the budget proposal; on March 1, 2022, the BOF will hold a public hearing for community members to share their feedback, and on March 3, 2022 the BOF will vote on a budget to move forward.

The Town Council will hear a presentation of the Board of Education’s Budget on March 15, 2022, and the subsequent TC meetings will focus on the totality of town budgets for 2023. A public hearing is scheduled for March 24 with the TC, and the vetting and approval process concludes with the Town Council’s final vote, which is scheduled for March 30, 2022.

As the budget moves through to approval, over 16 budget-focused meetings create 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:

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,” which are: Salary, Benefits, Contracted Services, Property Services, Supplies, Purchased Services, Equipment, and Other. Boards of Education are considered state agencies in Connecticut, and as such it is granted autonomy over the management of its operating budget. This structure empowers districts to be responsive to changing conditions over the course of a year on behalf of students and the schools. The value of this structure has been highlighted throughout the pandemic experience.

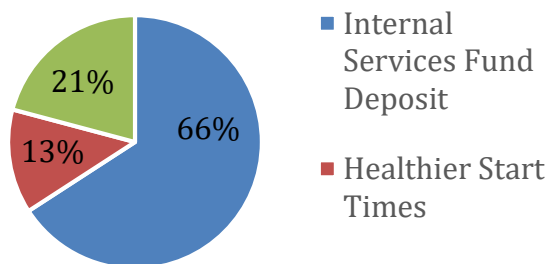
The FY23 Superintendent’s proposed operating budget is \$100,200,675, an increase of \$7,926,606. This proposal can be broken down into three drivers:

- | | | |
|----|---|-------------|
| 1) | Internal services fund deposit for insurance related needs: | \$5,219,785 |
| 2) | Implementation of healthier school start times: | \$1,053,382 |
| 3) | Other items, combined, total | \$1,653,439 |

The disruptions caused by the COVID-19 pandemic have made budgetary comparisons significantly more challenging and complex. Therefore, a trending average is more appropriate.

Trending from 2018-2019, this Superintendent’s Budget Request represents an annual growth rate of 2.85%. Furthermore, the pandemic has created unexpected volatility in healthcare, which we’ve experienced as a self-insured district. Removing the internal services fund deposit from the calculation, the FY23 budget request represents a 2.42% annual growth rate since the 2018-2019 base year.

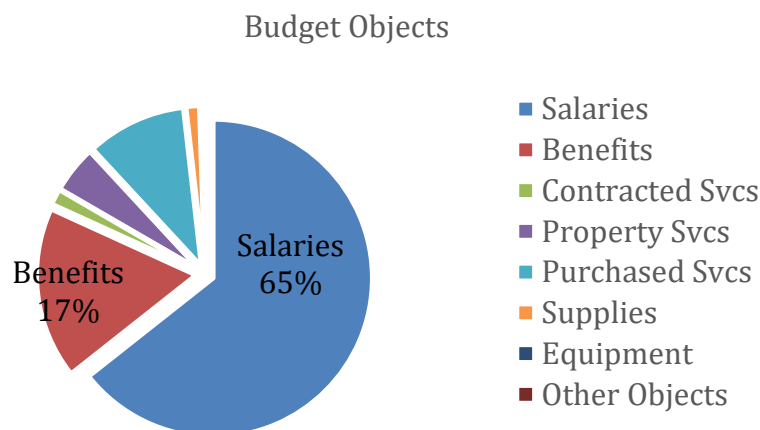
FY23 Budget Request



Budget Highlights – Salary

The education of children is a “people business” – as such, the largest items in the operating budget are salary and benefits for the district’s over 740 certified and non-certified employees.

As is common in school districts, employee costs (salary and benefits) are the largest budget items and most significant drivers of our budget. Education, after all, is a people business, and human capital is our most important asset. Combined, employee costs represent 81% of this Superintendent’s Budget Proposal. The salary budget consists of contracted wages for the NCPS’s six (6) bargaining units, unaffiliated employees, and other positions based upon enrollment and demographic needs. Additionally, salary costs include substitute costs, overtime, and other salary related items. For example, “grid progression” is the change in salary earned by teachers who have received additional degrees related to their service in the NCPS and is included in the so-named budget line. As another example, costs associated with salaries for unaffiliated employees and any non-certified bargaining unit that may be in negotiations when the fiscal year begins are included in the “Salary Adjustments” budget line.



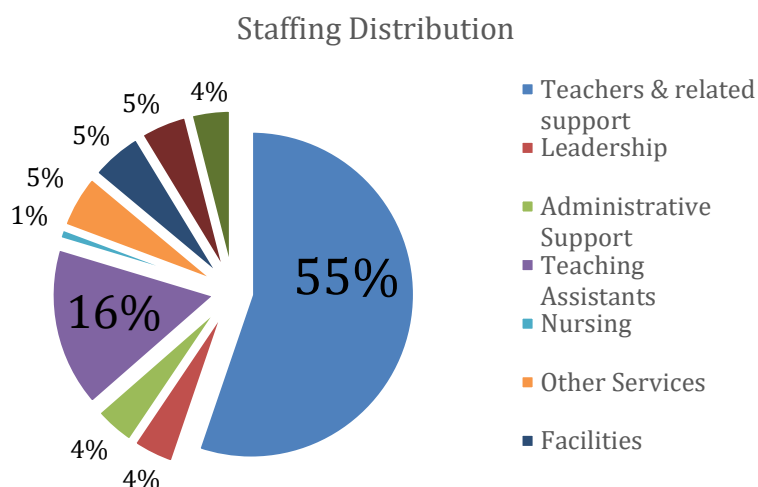
Salary for the district’s employees is the largest account in the budget, comprising 65% of the overall budget. Driven by enrollment and bound by negotiated labor contracts, the salary account is increasing \$2,588,663. Within this number, the largest driver is our certified faculty (\$1,796,628), and within that our general education faculty salaries (\$1,037,987).

Each year, teachers retire from the school district and new teachers are hired in their places. In the recent past, these numbers have fluctuated from a low of two (2) teachers to a high of fourteen (14), and the pandemic has increased the numbers locally and nation-wide. When the district hires new teachers, oftentimes the new teacher will be at a lower salary than the retiring teacher, and that savings is realized in the salary account of the budget. In reviewing this turnover differential through the years, the district has found that savings average approximately \$34,000 for each retired teacher in the salary account. However, there are some important caveats to this number.

First of all, savings are not always available when a teacher retires. Indeed, there is a teacher shortage in several disciplines, and often the district is hiring experienced teachers who are on the same salary level as the retiree. The pool for qualified teachers in World Languages, the Sciences, Speech Language, Administration, and Special Education has always been shallow; in the past few

years, we are finding all subjects are beginning to experience a similar shortage of qualified applicants.

A second caveat to this savings is the related costs incurred outside of the salary account when we onboard a new employee. Just as private employers have onboarding costs associated with training and developing new employees, the NCPS invests in supporting the ongoing training and development of all staff members; and, in particular, our newest colleagues joining the district. Therefore, while there may be a savings in the salary account, other costs, such as tuition reimbursement and grid progression, can be substantial, and diminishes overall savings. In light of these factors, and the uncertainty caused by the pandemic, this budget includes a \$150,000 assumed reduction for turnover savings.



Our staffing needs are driven directly by enrollment. The districts five schools strive to keep all class sizes within Board of Education approved guidelines. This year, COVID-19 has added increased complexity to managing class sizes, and given the uncertainty of the current environment and future enrollments this budget assumes a stable workforce for the 2022-2023 school year.

Budget Highlights – Employee Benefits

The Board of Education has managed a self-insured health insurance plan with great success for many years. In the past few years, all bargaining groups have transitioned to a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA). The district’s HDHP is, in many regards, a mutually beneficial health insurance plan. Participants can invest tax-free into their HSA accounts, unused balances accrue and are portable, and our plan manager, Cigna, has an expansive network of providers. In cooperation with our employees, the NCPS has continuously pursued cost containment measures to best manage the health insurance costs of the approximately 600 employees and 1,600+ members in the plan. These efforts have yielded great results, with a cumulative savings over \$10,000,000 in the past eight years.

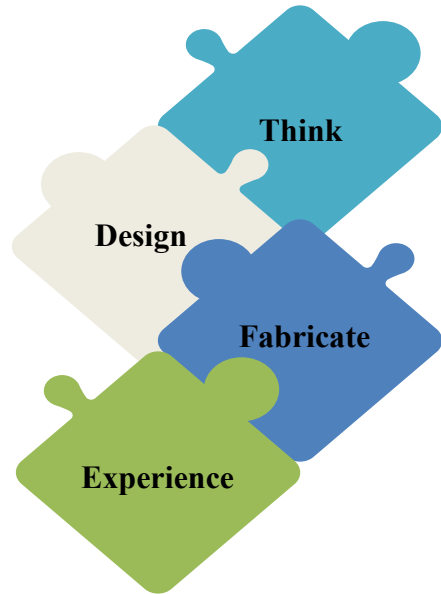
The NCPS funds its self-insured health insurance plan through an Internal Services Fund. Thanks to the good work of the Board and the cooperative partnership with our employee unions, the annual Internal Services Fund deposit has trended at 8.6% annual average growth since 2018-2019, and the insurance plan has performed above market expectations.

Budget Highlights - Out of District Tuition Costs

Working together with the town, several years ago the Board’s out-of-district-tuition account was fully funded at the level of anticipated need. Collaboratively, the town and the Board agreed that the same-year excess costs grant received by the town from the state would be available to the Board of Education if needed, and every year the remainder would be recorded as a revenue by the town. In recent years, the excess cost grant has exceeded \$1,000,000. The Board of Education did not access the grant for FY21, and so the town received the entire grant into the general fund. This arrangement has been beneficial to both the district and the town, and this Superintendent’s budget proposal again fully-funds the out of district tuition account.

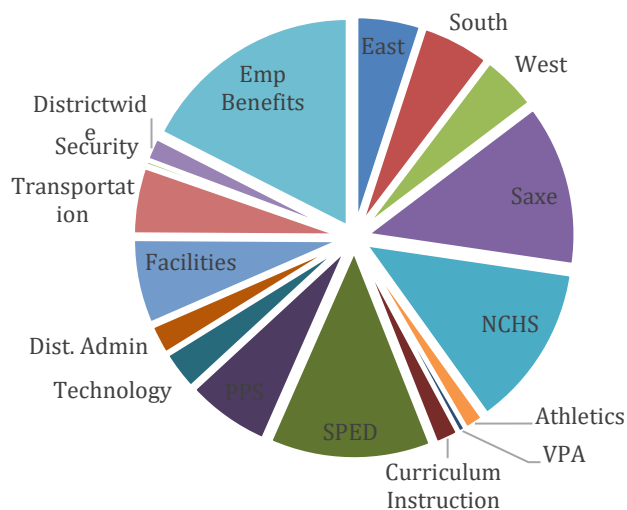
Budget Highlights – Healthier School Start Times

Since April of 2017, the district and the Board have been engaged in learning about the connections between sleep, school start and end times, and student wellness. As our understanding developed, the Board’s commitment to making a change on behalf of our students crystalized, and this budget appropriately funds an implementation of revised school start and end times at the start of the 2022-2023 school year. The Board’s consideration of two possible scenarios is underway, and a decision will be made soon. In the meantime, we are planning forward, and the funding required, regardless of the final scenario, is incorporated into this proposal.



Operating Budget Summary

Cost Center Budget Distribution



The Superintendent’s Proposed 2022-23 Budget meets our contractual obligations, state and federal mandates, and our commitment to the community to continue providing a high-quality program on behalf of every child in our care. By balancing excellence with efficiency, we provide a world-class educational experience to our students in a cost-effective, sustainable manner. I encourage you to learn more about this budget proposal online at our website (<http://ncps-k12.org>), and to participate

throughout the process by attending meetings and communicating with town representatives. As

you learn about the Superintendent's 2022-23 Budget Proposal, please keep in mind that education, at its core, is not an expense but an investment. An investment in our children, in our community, and in our future.

Budget Highlights – Innovation Center

When developing goals for this school year, the Board of Education and district leadership began articulating a vision for the evolution of our ongoing Science, Technology, Engineering, and Mathematics (STEM); to initiate the process, our existing STEM team researched existing models in K-12 and higher ed and developed a proposal for a long-term, strategic integration of an “Innovative Mindset” across the curriculum, K-12.

An innovative mindset is one that identifies issues or gaps, asks questions, develops prototypes, fails forward, and is relentless in pursuit of a solution. Teaching our students to take an innovative approach to problem-solving is teaching them that it's OK to try, fail, and keep trying, in pursuit of a meaningful, successful outcome. Where STEM focuses on the implementation of various disciplines in conjunction, innovation goes beyond by using all of what we teach with STEM while focusing on a learner's spirit of inquiry, discovery, development, effort, exploration, empowerment, and, ultimately after many tries, success. It's not the right answer that counts with such a mindset, it's the journey it takes to get there that truly teaches us to grow and improve as thinkers and learners.

A key part of this exciting initiative is our new Director of Innovation position, to begin at the start of the 2022-2023 school year (July 1, 2022). To create the position, the team has recommended that we reclassify the existing K-8 Science Coordinator position into a district administrative position. With a \$44,000 investment, this reclassification significantly expands the roles and responsibilities of the position, including the addition of supervision and evaluation responsibilities, budgetary oversight, and the continued implementation of our Innovation Center at all five schools. In addition to these new responsibilities, the Director of Innovation will continue to lead our K-8 science efforts, which will continue to move our district forward in both domains.

Budget Highlight – Literacy Academy

The New Canaan Public Schools continue to provide an outstanding educational experience for all of our students, and the proposed Literacy Academy is another way we are continually improving on behalf of our students. Focused on our elementary students receiving special education services related to reading, the Literacy Academy has been developed to provide struggling readers with intensive, scientifically-based reading instruction by dedicated special education teachers who are highly trained in the Orton-Gillingham approach to reading instruction. A strong literacy foundation in the early years is essential for future success in school and in life, and the Literacy Academy proposal is targeted specifically on our youngest students who need it the most.

The literacy academy is structured with an instructional leader, who has attained the highest level of Orton-Gillingham training as a “Fellow” (only 100 nationwide), overseeing special education reading interventions for our neediest students. With ongoing instructional coaching and professional development for our staff, we are confident the academy would help us keep students in our core reading program and in our buildings, where we can service them best.

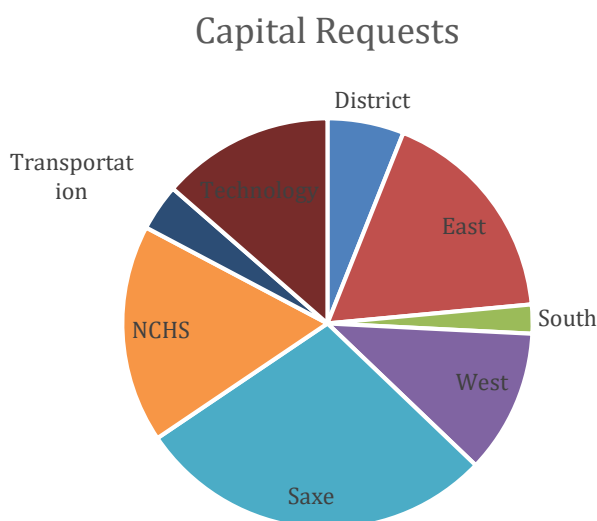
This proposal includes a three-year phase-in plan, and uses available Special Education COVID grant money to minimize the budgetary impact. In 2022-2023, two special education teachers would be hired to kick-start the academy, one through the budget and the other through the grant. In 2023-2024, the grant-funded position would be moved into the operating budget, and another teacher would be added as well. If grant money is available, the second position in 2023-2024 would be grant-funded. By the end of the third year of implementation, the district will have hired four special education teachers, with a focus on Orton-Gillingham training, a skillset that includes working with our youngest learners and their families, and who can provide professional learning for all of our elementary staff related to struggling readers.

Budget Overview – Operating Budget Summary

As in years past, the 2022-2023 Superintendent’s Budget Proposal balances the needs of the district with our commitment to managing spending; we are relentless in our pursuit of improvement on behalf of our students and families, and this commitment is reflected in the careful approach to budgeting, our alignment with district goals and our budget assumptions and related priorities, and the collaborative approach we use to developing and sharing this proposal. The New Canaan Public Schools are among the very best in the state and the nation, and this resourcing plan will help ensure we continue being so in the years ahead.

Budget Overview – Capital Budget

Unlike the operating budget, the capital budget is the financing required to maintain the town and district’s investments in facilities, technology, and other areas. The capital budget funding is managed at the town level, and the Board of Education submits requisitions to the town to expend the money that has been put aside for these approved purchases and expenditures. Since both budgets are required 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 the recurring cost of painting at each building, and individual needs at each location as identified through our ongoing preventative maintenance program. The largest single request, related to our innovation initiative, is a complete refurbishing and updating of the NCHS Planetarium. With this request, we are looking forward to transforming the existing “dots on a dome” space into a multidisciplinary, immersive, and engaging educational environment for students of all ages. This request represents a portion of the estimated cost of refurbishment, and with its approval the district will

immediately begin working with our community partners to fund raise the remaining portion of the costs.

In addition to painting and the planetarium, this budget request seeks to replace the boilers at West and East schools, repair and upgrade an elevator at Saxe, and renovate existing library space as an innovation center for students at the middle school.

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. Additionally, it includes a replacement vehicle for our in-house facilities staff. In support of technology, this Superintendent's Budget request increases the annual technology lease by \$50,000, which provides an additional \$200,000 of purchasing power annually because it is funded through a four-year lease. This increase in funding is necessary due to the district's transition to a 1-1 device strategy in response to the pandemic. This strategy helped the district maintain consistency for our students and staff during unpredictable times, and we continue to invest in leveraging technology to enhance the educational experience for our students.

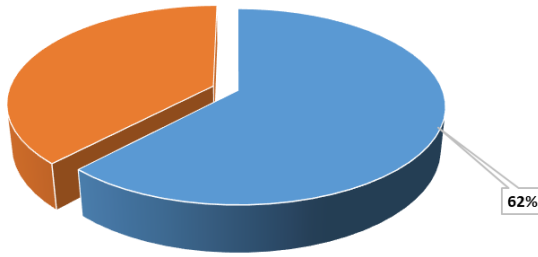
It is a privilege to share this Superintendent's Budget Proposal for 2022-2023; it has been developed with great care and careful consideration, and I look forward to our ongoing dialogue on behalf of New Canaan students, staff, and entire community.

Onward ever!

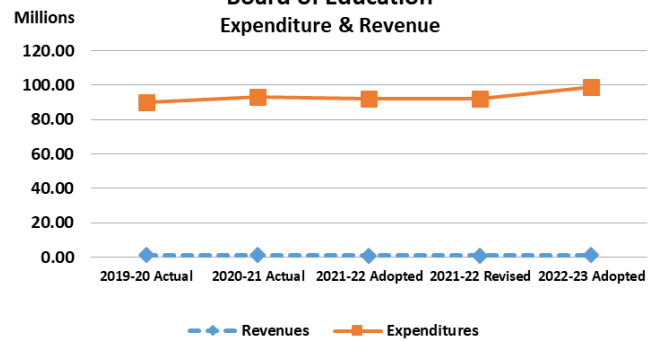
Respectfully,

Bryan D. Luizzi, Ed. D.
Superintendent of Schools

**Board of Education
Percent of General Fund Budget**



**Board of Education
Expenditure & Revenue**

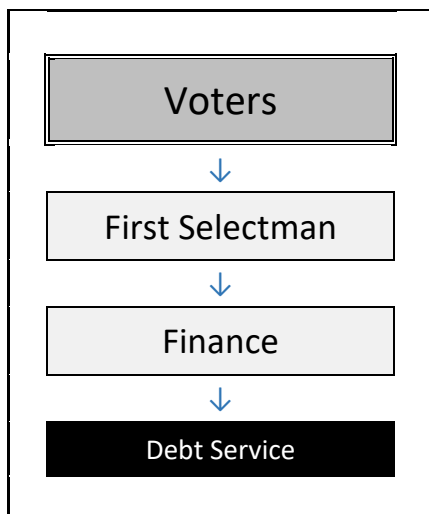


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Board of Education							
Revenues							
Intergovernmental Revenues	957,213	1,043,238	957,213	957,213	1,096,032	138,819	14.50%
Miscellaneous Income - BOE	-	-	-	-	-	-	
Charges for Services	61,356	-	-	-	-	-	
Total Revenues	1,018,569	1,043,238	957,213	957,213	1,096,032	138,819	14.50%
Expenditures							
Group Insurance-BOE	12,289,526	12,147,943	8,942,809	8,942,809	13,384,033	4,441,224	49.66%
Expense Summary	77,066,606	79,686,858	83,331,259	83,331,259	85,668,966	2,337,707	2.81%
BOE Special Appropriation	400,000	1,543,091	-	-	-	-	
Board Of Education Carryover	31,757	35,576	-	-	-	-	
Total Expenditures	89,787,889	93,413,468	92,274,068	92,274,068	99,052,999	6,778,931	7.35%

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 \$14.39 million requested FY 22-23 Capital Improvement Plan, \$10.65 million (74.1%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 22-23 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 bond rating in November 2021, Moody's Investors Service assigned an "Aaa" rating to the Town of New Canaan.

Moody's most recent rationale for the rating was:

"The Aaa rating assignment reflects the amply sized tax base that is strengthened by exceptionally strong resident wealth indicators. The presence of such a large tax base and high wealth is a particularly key credit strength in Connecticut where the town's typically lower than average fund and cash balances (relative to national medians) are offset by the capacity to tap into its wealthy base to raise operating revenues. In addition to its economic strength, New Canaan benefits from stable and effective management that has produced consistent operating results that have driven solid levels of cash and reserves that we anticipate will remain sound. The rating is also driven by our view of the town's debt and retirement obligations, which are moderate and represent manageable annual 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
	Aa1	AA+	AA+
High Quality	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-

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

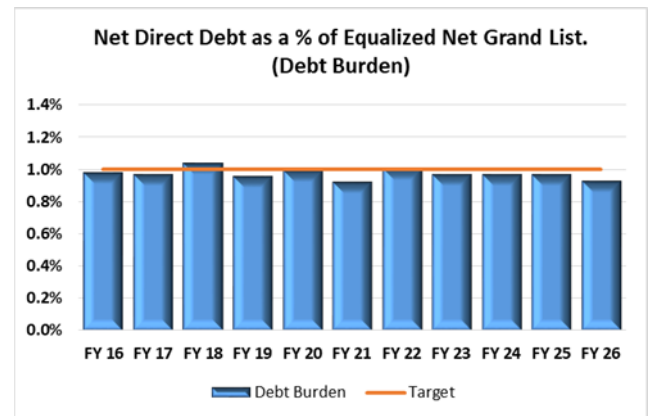
Debt Ratios

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

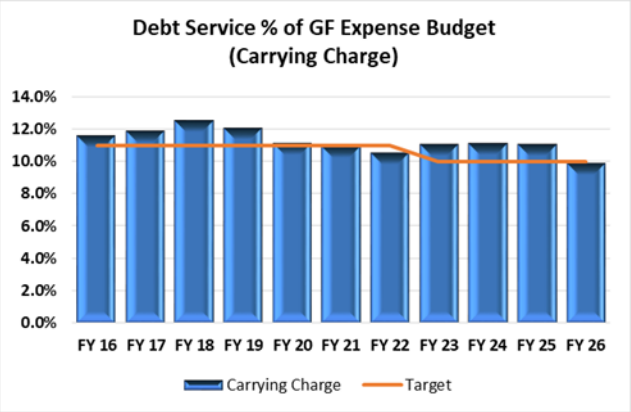
i. Debt Burden

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.

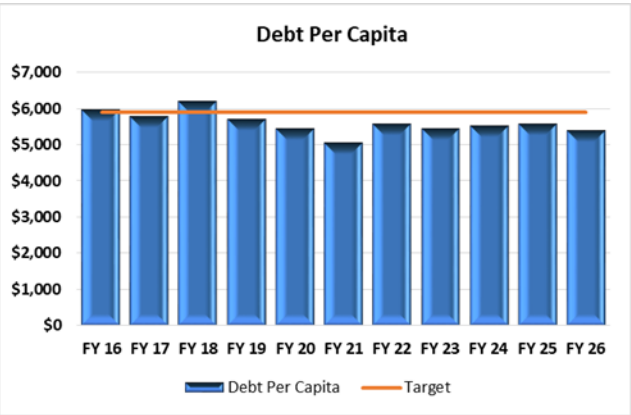


ii. Carrying Charge

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.

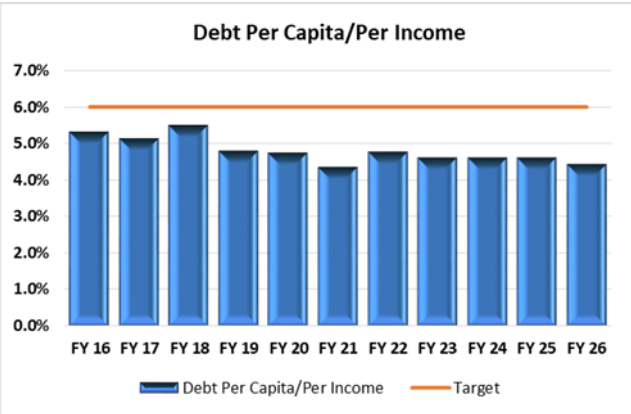


iii. *Debt Per Capita*
Net Direct Debt per resident. The Town’s Debt Per Capita ratio should not exceed 125% of the rolling average of the prior five fiscal years, with a target level approximating the rolling average of the prior five years.



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 November 2021, bidders offered more than Par value for bonds which resulted in a \$2.1 million bond premium, this is being used to lower the interest related to debt service during FY22-23. Of the \$14.39 million approved FY 22-23 Capital Improvement Plan, \$3.5 million (24.3%) 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 22-23 approved projects and their funding sources.

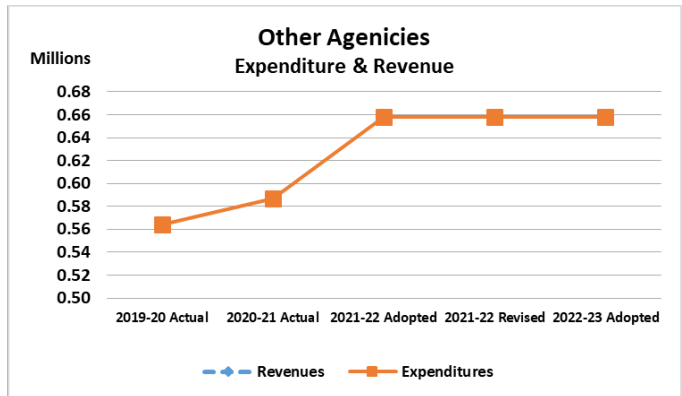
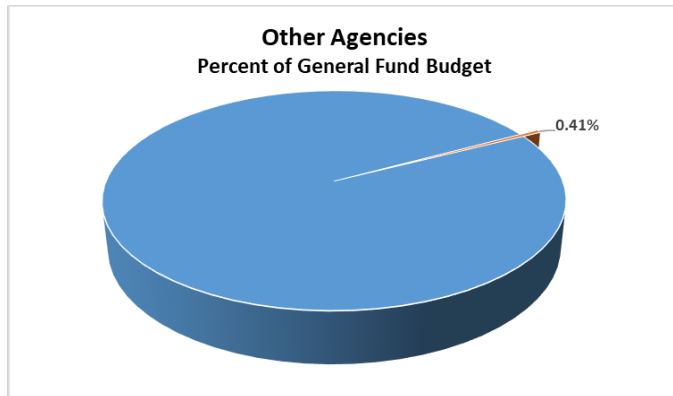
General Obligation Bonds - Payments to Maturity					
Governmental Activities General Obligation Bonds			Governmental Activities General Obligation Bonds		
Year End	Principal	Interest	Year End	Principal	Interest
2023	\$ 13,280,000	\$ 4,143,063	2033	3,875,000	646,975
2024	13,540,000	3,518,038	2034	3,880,000	529,881
2025	12,395,000	2,953,338	2035	3,190,000	425,794
2026	9,040,000	2,442,838	2036	3,085,000	337,806
2027	9,060,000	2,072,875	2037	3,030,000	252,269
2028	7,255,000	1,705,925	2038	2,195,000	172,006
2029	6,415,000	1,413,575	2039	1,640,000	108,625
2030	5,795,000	1,159,200	2040	1,520,000	66,150
2031	5,520,000	934,000	2041	1,125,000	33,750
2032	3,960,000	764,075	2042	925,000	9,250
				\$ 110,725,000	\$ 23,689,431



The Town of New Canaan funds outside agencies.

- **Transportation Private Schools** - State law requires school districts 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 Ac t 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.

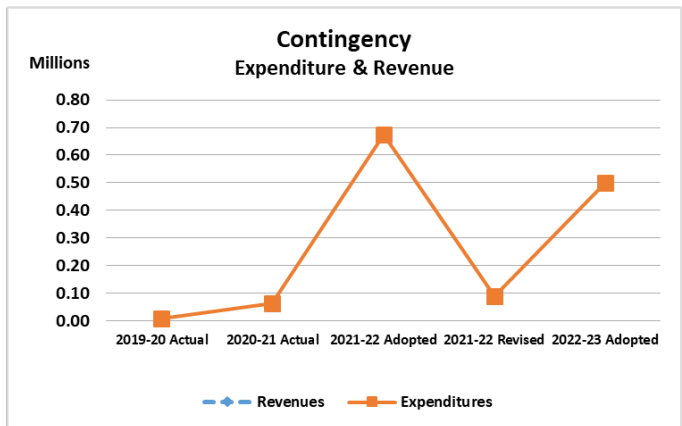
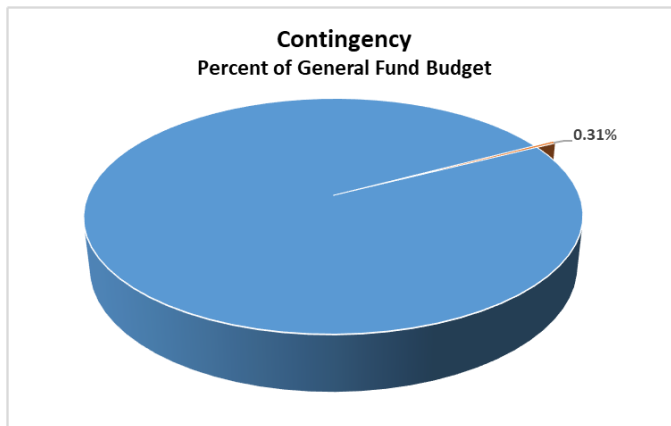




					2022-23	FY22-FY23	VARIANCE
					APPROVED	AMOUNT	%
Other Agencies	2019-20	2020-21	2021-22	2021-22			
Expenditures	ACTUAL	ACTUAL	APPROVED	REVISED			
Health/Welfare	263,104	265,656	271,000	271,000	271,000	-	0.00%
New Canaan Historical Society	-	25,000	25,000	25,000	25,000	-	0.00%
Day Care Center	31,947	32,000	32,000	32,000	32,000	-	0.00%
Trans Private Schools	229,192	224,320	280,000	280,000	280,000	-	0.00%
Channel 79 TV	29,000	29,000	38,197	38,197	38,197	-	0.00%
Probate Court	10,551	10,789	12,000	12,000	12,000	-	0.00%
Total Expenditures	563,794	586,764	658,197	658,197	658,197	-	0.00%

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

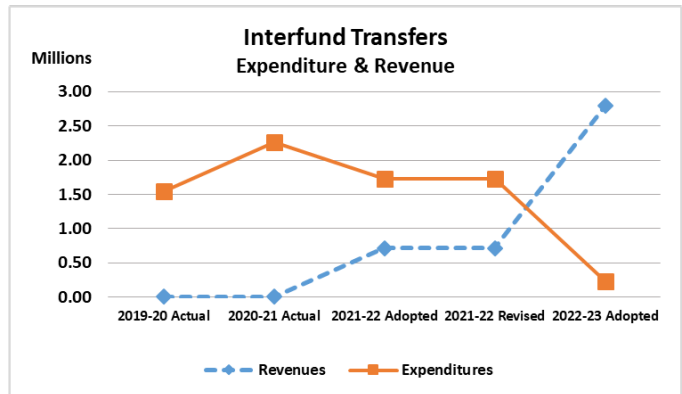
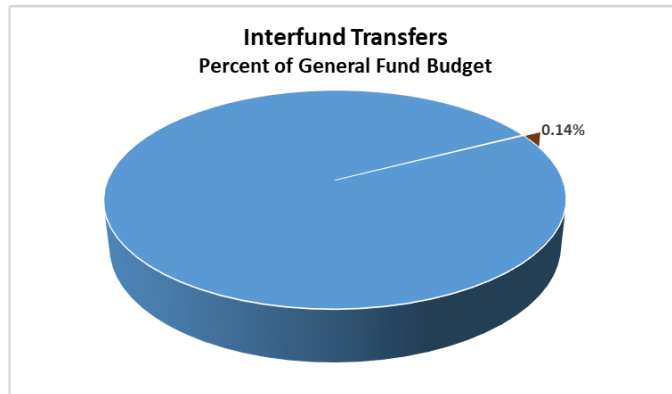
The General Fund Contingency account is established for the purpose of holding moneys to be spent for unforeseen expenses and/or emergencies. These funds can only be spent with Board of Finance approval.



	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Contingency							
Expenditures							
Salary Contingency	-	-	375,000	39,907	136,644	96,737	242.41%
Volunteer Tax Abatement	-	-	-	-	62,156	62,156	
Contingency	10,297	64,336	300,000	48,800	300,000	251,200	514.75%
Total Expenditures	10,297	64,336	675,000	88,707	498,800	410,093	462.30%

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.



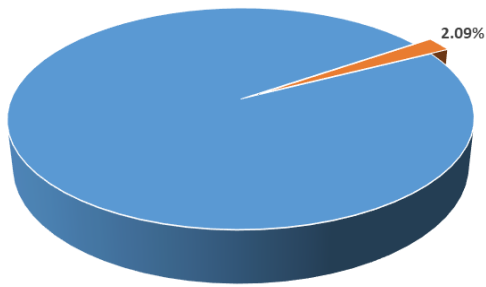
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Interfund Transfers							
Revenues							
Operating Transfers In	-	-	715,000	715,000	2,792,619	2,077,619	290.58%
Total Revenues	-	-	715,000	715,000	2,792,619	2,077,619	290.58%
Expenditures							
Town Utility Sewer Contribution	23,020	-	-	-	-	-	
Transfer to Tax Funded Capital Fund	1,489,828	2,225,212	1,726,862	1,726,862	232,000	(1,494,862)	-86.57%
Transfer To Waveny Pool Fund	31,750	39,531	5,300	5,300	-	(5,300)	-100.00%
Total Expenditures	1,544,598	2,264,743	1,732,162	1,732,162	232,000	(1,500,162)	-86.61%

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

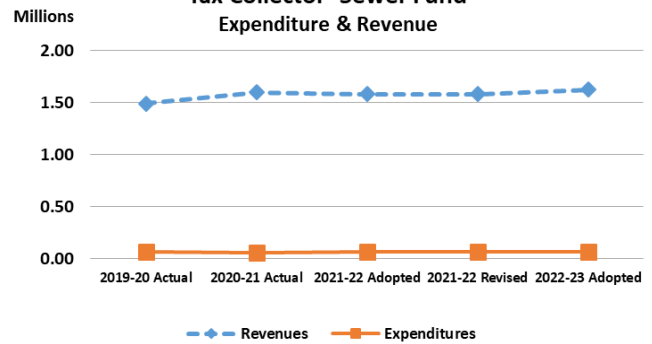
The Sewer Fund is used to account for revenues specifically designated for the maintenance and operation of the distribution system and sewer plant. The Board of Finance of the Town of New Canaan, acting as the Town's Water Pollution Control Authority, on June 11, 2019, approved a change in the method 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.

	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Sewer Operations							
Revenues							
Tax Collector	1,491,785	1,598,369	1,584,734	1,584,735	1,627,950	43,215	2.73%
Sewer Operations	397,718	373,868	299,302	299,302	298,650	(652)	-0.22%
Total Revenues	1,889,503	1,972,237	1,884,037	1,884,037	1,926,600	42,563	2.26%
Expenditures							
Tax Collector	63,776	57,705	66,610	66,610	66,610	-	0.00%
Sewer Operations	1,165,616	1,155,940	1,319,611	1,319,611	1,368,794	49,183	3.73%
Sewer Insurance	81,334	80,866	87,550	87,550	87,550	-	0.00%
Sewer Debt Service	62,100	59,400	62,100	62,100	8,100	(54,000)	-86.96%
Sewer Contingency	-	3,750,000	14,000	14,000	395,546	381,546	2725.33%
Sewer Non Bonded Capital Projects	132,863	590,796	308,725	686,829	1,197,400	510,571	74.34%
Total Expenditures	1,505,688	5,694,708	1,858,596	2,236,700	3,124,000	887,300	39.67%

Tax Collector- Sewer Fund
Percent of Sewer Fund Budget



Tax Collector- Sewer Fund
Expenditure & Revenue

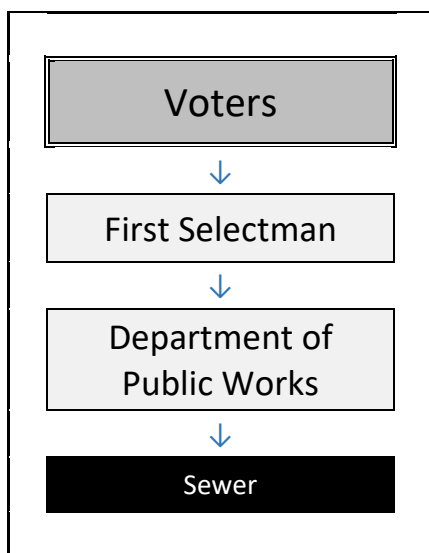


	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Tax Collector- Sewer Fund							
Revenues							
Tax Collections	6,918	20,606	5,134	5,134	9,000	3,866	75.31%
Sewer Utility Revenue	1,461,847	1,577,763	1,578,732	1,578,732	1,618,200	39,468	2.50%
Interest on Investments	-	-	869	869	750	(119)	-13.69%
General Fund Contribution	23,020	-	-	-	-	-	
Total Revenues	1,491,785	1,598,369	1,584,734	1,584,735	1,627,950	43,215	2.73%
Expenditures							
Wages	48,977	48,680	49,831	49,831	49,831	-	0.00%
Employee Benefits	4,506	4,455	4,539	4,539	4,539	-	0.00%
Purchased Professional Services	-	-	2,260	2,260	2,260	-	0.00%
Purchased Property Services	-	220	480	480	480	-	0.00%
Purchased Other Services	8,932	4,215	8,000	8,000	8,000	-	0.00%
Supplies	1,361	135	1,500	1,500	1,500	-	0.00%
Total Expenditures	63,776	57,705	66,610	66,610	66,610	-	0.00%

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 19-20 Accomplishments

- Operate facility within permit limits
- Operate Sewer Department within budget
- No residential complaints
- Maintain WPCF and collection system without any major issues
- Operator training
- No work-related injuries
- Safety training

FY 20-21 Accomplishments

- Operate facility within permit limits
- Operate Sewer Department within Budget
- No residential Complaints

- Maintain WPCF and collection system without any major issues
- Operator Training
- No work-related injuries (Safety Training)
- Equipment replacements

- No residential Complaints
- Maintain WPCF and collection system without any major issues
- Operator Training
- No work-related injuries (Safety Training)
- Equipment replacements

FY 21-22 Objectives and Accomplishments

- Operate facility within permit limits
- Operate Sewer Department within Budget
- No residential Complaints
- Maintain WPCF and collection system without any major issues
- Operator Training
- No work-related injuries (Safety Training)
- Equipment replacements

FY 22-23 Objectives

- Operate facility within permit limits
- Operate Sewer Department within Budget

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

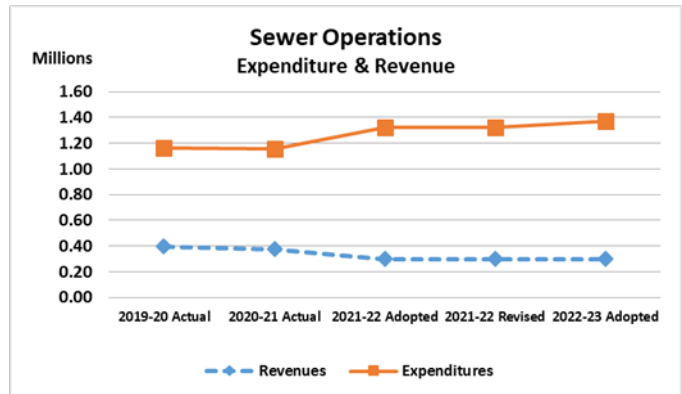
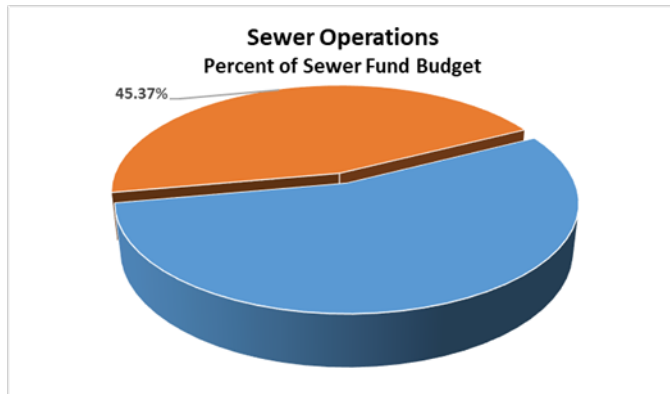
All goals set by the Public Works Sewer Department not only keeps us in compliance with our discharge permit but also keeps the discharge waterway (Five Mile River) free of pollutants.

The facility (upgraded in 1999) has been in compliance for the past 20 years.

Public Works - Sewer Operations

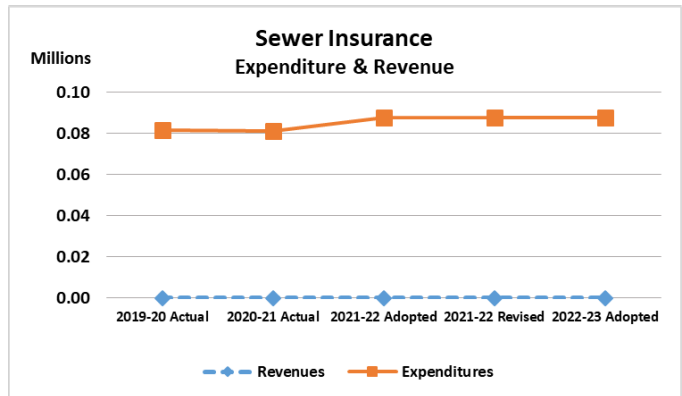
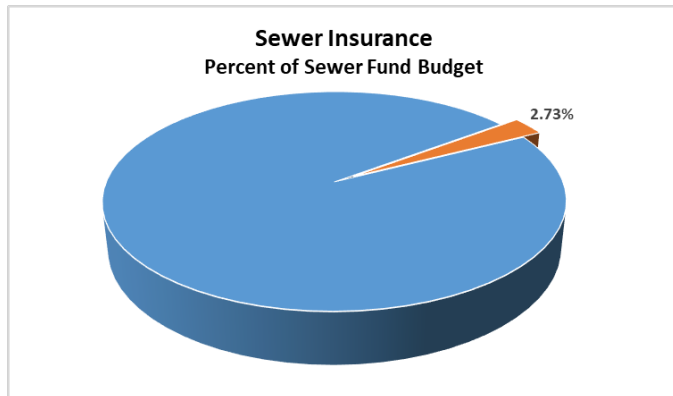
Position Title	2019-20		2020-21		2021-22		2022-23	
	Revised		Revised		Revised		Approved	
<u>Full Time</u>								
<i>Non-Bargaining</i>								
Plant Superintendent	1.0	120,000	1.0	120,000	1.0	120,000	1.0	120,000
<i>Total Non-Bargaining</i>	1.0	120,000	1.0	120,000	1.0	120,000	1.0	120,000
<i>Bargaining Unit</i>								
Sewer Plant Chief Operator	1.0	85,399	1.0	85,399	1.0	88,941	1.0	88,941
Sewer Plant Operator	1.0	68,758	1.0	68,758	1.0	71,614	1.0	73,405
Sewer Plant Operator	1.0	68,758	1.0	68,758	1.0	71,614	1.0	73,405
Sewer Plant Operator	1.0	68,758	1.0	68,758	1.0	71,614	1.0	73,405
<i>Total Bargaining Unit</i>	4.0	291,673	4.0	291,673	4.0	303,784	4.0	309,155
Total Full Time	5.0	411,673	5.0	411,673	5.0	423,784	5.0	429,155
<u>Miscellaneous Pay</u>								
Overtime		60,000		60,000		60,000		61,800
Total Miscellaneous Pay		60,000		60,000		60,000		61,800
Total Salary		471,673		471,673		483,784		490,955





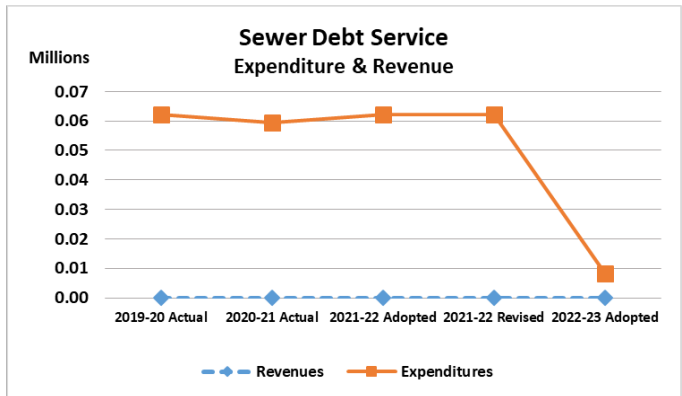
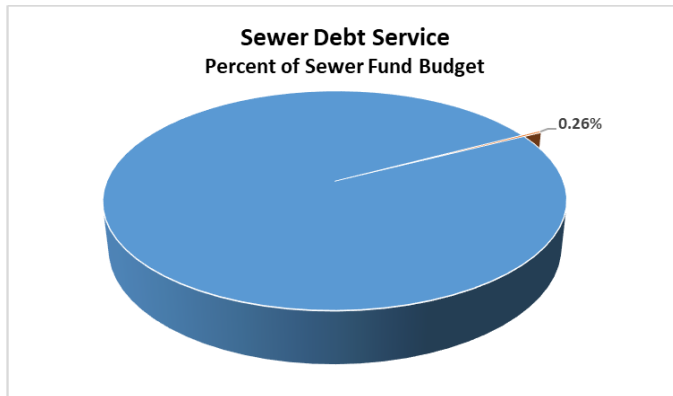
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Sewer Operations							
Revenues							
Charges for Services	397,718	373,868	299,302	299,302	298,650	(652)	-0.22%
Transfer from Reserves	-	-	-	-	-	-	-
Total Revenues	397,718	373,868	299,302	299,302	298,650	(652)	-0.22%
Expenditures							
Wages	446,001	437,119	486,584	486,584	494,385	7,801	1.60%
Employee Benefits	42,455	41,193	56,024	56,024	56,024	-	0.00%
Purchased Professional Services	267,067	250,594	282,500	282,500	312,500	30,000	10.62%
Purchased Property Services	48,482	63,026	71,000	71,000	75,300	4,300	6.06%
Purchased Other Services	24	53	2,255	2,255	2,255	-	0.00%
Supplies	361,586	363,955	421,248	421,248	428,330	7,082	1.68%
Total Expenditures	1,165,616	1,155,940	1,319,611	1,319,611	1,368,794	49,183	3.73%

Performance Indicators	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Estimated	FY 22-23 Estimated
Phosphorus Removal 315 lbs/season (DEEP max)	160lbs/season	160lbs/season	190lbs/season	190lbs/season
Nitrogen Removal 64 lbs/day (DEEP max allowed)	22 /lbs/day	15lbs/day	20lbs/day	20lbs/day
Sewer Cleaning (Goal 8 mile per year)	8 miles/year	8 miles/year	8 miles/year	8 miles/year



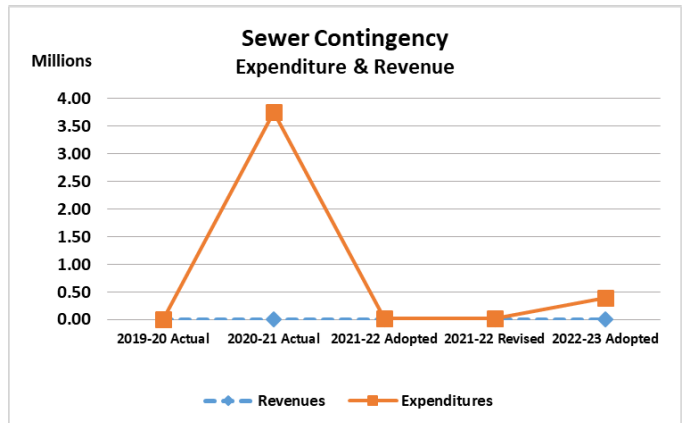
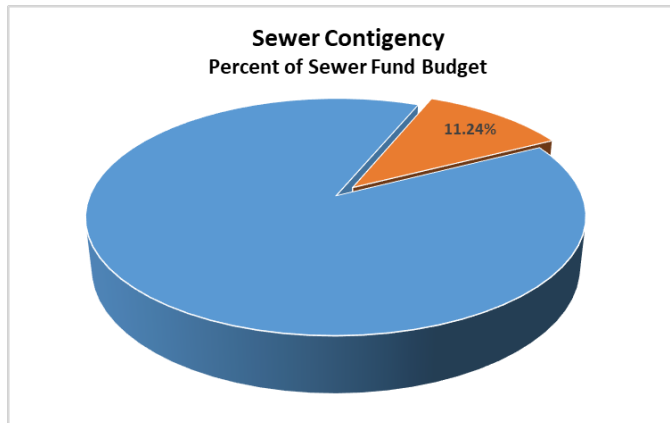
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Sewer Insurance							
Expenditures							
Employee Benefits	25,248	26,008	27,810	27,810	27,810	-	0.00%
Purchased Other Services	56,086	54,858	59,740	59,740	59,740	-	0.00%
Total Expenditures	81,334	80,866	87,550	87,550	87,550	-	0.00%

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



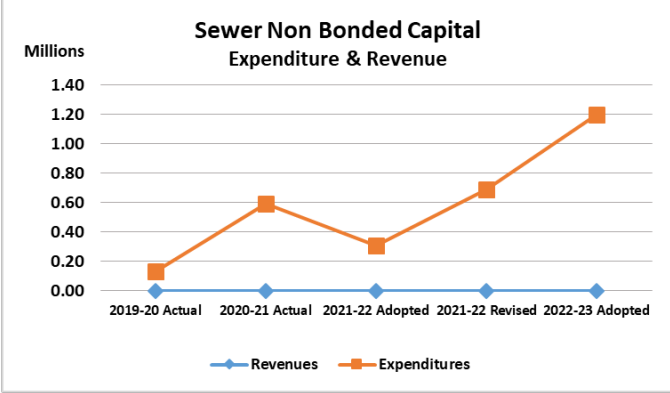
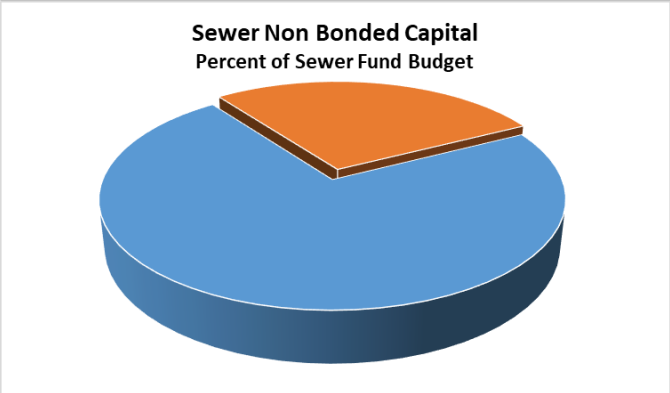
	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 APPROVED	2021-22 REVISED	2022-23 APPROVED	FY22-FY23 AMOUNT	VARIANCE %
Sewer Debt Service							
Expenditures							
Debt Service	62,100	59,400	62,100	62,100	8,100	(54,000)	-86.96%
Total Expenditures	62,100	59,400	62,100	62,100	8,100	(54,000)	-86.96%

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



	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
Sewer Contingency							
Expenditures							
Contingency	-	-	14,000	14,000	395,546	381,546	2725.33%
Transfer Out	-	3,750,000	-	-	-	-	
Total Expenditures	-	3,750,000	14,000	14,000	395,546	381,546	2725.33%

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



Sewer Non Bonded Capital Budget Expenditures	2019-20	2020-21	2021-22	2021-22	2022-23	FY22-FY23	VARIANCE
	ACTUAL	ACTUAL	APPROVED	REVISED	APPROVED	AMOUNT	%
	Capital expenses	132,863	590,796	308,725	686,829	1,197,400	510,571 74.34%
	Total Expenditures	132,863	590,796	308,725	686,829	1,197,400	510,571 74.34%

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





Artist Rendering- New Canaan Town Hall

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 22-23 Capital Budget is \$14.39 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.

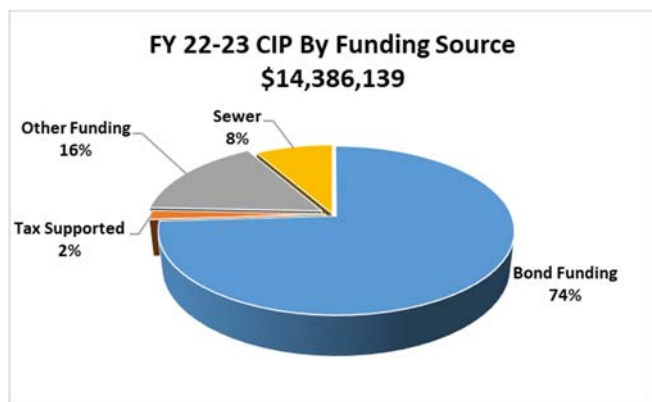
The foundation of any well-managed debt program is the establishment of a comprehensive debt management guideline. In addition to the general parameters, the management guidelines provide guidance to decision makers regarding the timing and

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 (Cash Funding)

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 22-23 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 \$14.39 million approved FY 22-23 Capital Improvement Plan, \$0.23 million (1.6%) is tax supported. The Summary of the 5 Year Capital Program includes a breakdown of all FY 22-23 approved projects and their funding sources.

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

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 \$14.39 million approved FY 22-23 Capital Improvement Plan, \$10.65 million (74.1%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 22-23 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 bond rating in November 2021, Moody's Investors Service assigned

a "Aaa" rating to the Town of New Canaan. The Town also has a "AAA" from Standard & Poor's and "AAA" from Fitch Rating Service, meaning the Town is very well positioned to meet its debt obligations, and the result is favorable interest rates.

Moody's most recent rationale for the rating was *"The Aaa rating assignment reflects the amply sized tax base that is strengthened by exceptionally strong resident wealth indicators. The presence of such a large tax base and high wealth is a particularly key credit strength in Connecticut where the town's typically lower than average fund and cash balances (relative to national medians) are offset by the capacity to tap into its wealthy base to raise operating revenues. In addition to its economic strength, New Canaan benefits from stable and effective management that has produced consistent operating results that have driven solid levels of cash and reserves that we anticipate will remain sound. The rating is also driven by our view of the town's debt and retirement obligations, which are moderate and represent manageable annual 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-

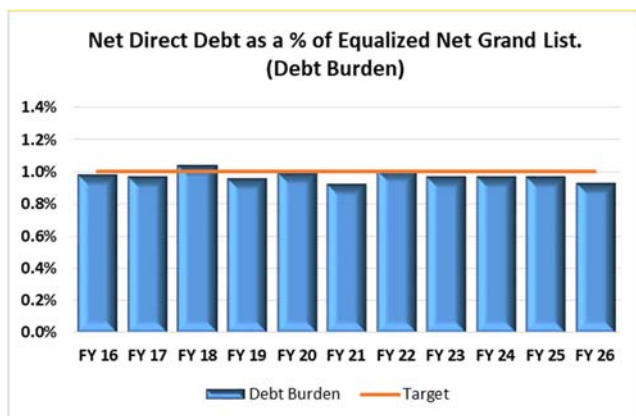
The following charts outline the guidelines established by the Debt Guidelines which guide the Town in maintaining its debt to manageable levels.

Debt Ratios

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:

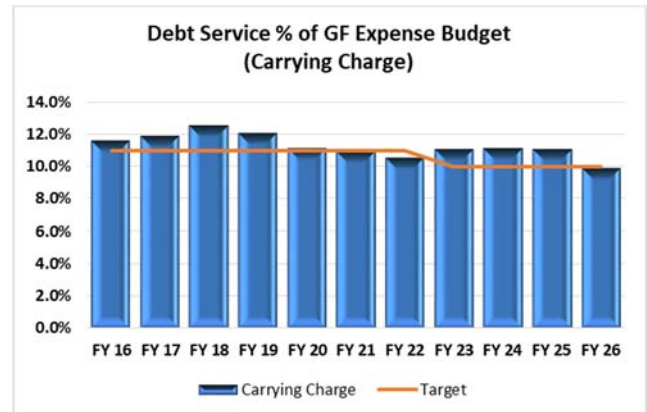
i. Debt Burden

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.



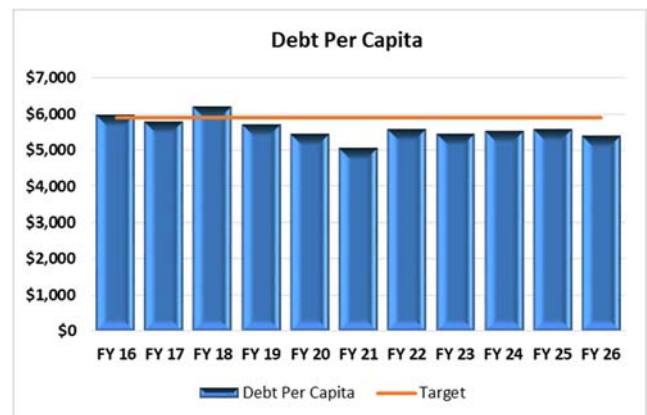
ii. Carrying Charge

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 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.



iii. Debt Per Capita

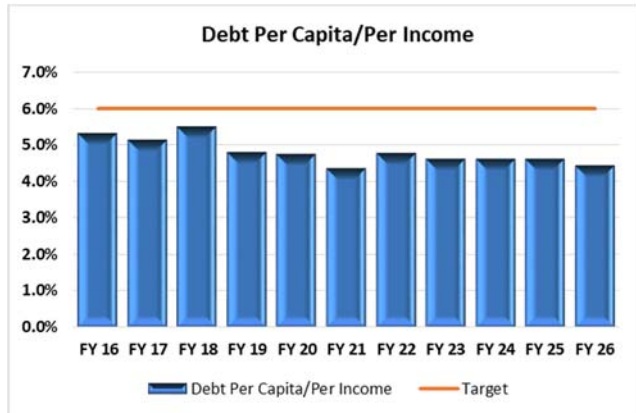
Net Direct Debt per resident. The Town's Debt Per Capita ratio should not exceed 125% of the rolling average of the prior 5 fiscal years, with a target level approximating the rolling average of the prior 5 years.



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 5 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. Of the \$14.39 million approved FY 22-23 Capital Improvement Plan, \$2.3 million (16.0%) 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 22-23 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 \$1.2 million (8.3%) of the \$14.39 million approved FY 22-23 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	Tax Assessor		
PROJECT NAME:	2023 Town-wide Revaluation		
RATIONALE:	An update of all the residential property and a full commercial revaluation as mandated by state statute.		
PROJECT LIFE:	5 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$150,000	\$0	\$0	\$150,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Information Technology		
PROJECT NAME:	IT Hardware / Software		
RATIONALE:	System Backup for all Town Data, Various Hardware & Software Peripherals.		
PROJECT LIFE:	5-7 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$80,000	\$0	\$0	\$80,000
IMPACT ON OPERATING BUDGET			
Reduce cost, improved security, improved performance and reliability			

DEPARTMENT	Information Technology		
PROJECT NAME:	WAN Hardware / Software		
RATIONALE:	Replace end of life equipment. Improve / increase security products and suites.		
PROJECT LIFE:			
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$80,000	\$0	\$0	\$80,000
IMPACT ON OPERATING BUDGET			
Reduce cost, improved security, improved performance and reliability			

DEPARTMENT	Health		
PROJECT NAME:	Vehicle		
RATIONALE:	Replacement of a 2000 Crown Vic that is routinely in the garage for issues with the power steering, AC, and tires. Vehicle is used by three Health Department employees to conduct inspections.		
PROJECT LIFE:	5 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Vehicle will reduce the costs of maintenance/repairs and enhance reliability.			

DEPARTMENT	Fire		
PROJECT NAME:	SCBA Air Bottles		
RATIONALE:	Federal law requires that SCBA bottles be replaced and destroyed 15 years after the date of manufacture		
PROJECT LIFE:	15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Portable Tri-band Radio		
RATIONALE:	Purchase of Tri-band Portable Radios for First due apparatus.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$156,780	\$156,780
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Personal Protective Equipment		
RATIONALE:	Replacing 5 sets of 10 year old protective coats and pants which are either out of compliance or worn out.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$18,500	\$18,500
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Radio Replacement		
RATIONALE:	Replacing four pagers. These radios are over 10 years old and at their end of life.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$2,000	\$2,000
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Fire Hose Replacement		
RATIONALE:	Replace fire hose that has failed during use or its annual pressure test, per National Fire Protection Association (NFPA) guidelines.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Equipment and Tools		
RATIONALE:	Purchase new tools and equipment and/or replace broken tools and equipment.		
PROJECT LIFE:	10+ years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	Fire		
PROJECT NAME:	Water Supply Improvement		
RATIONALE:	Installation and repair of new and existing dry fire hydrants. These dry fire hydrants supply water for firefighting from ponds, pools and streams in the area of town without water mains. This is a recurring program.		
PROJECT LIFE:	20+ Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
No cost savings is anticipated.			

DEPARTMENT	Emergency Management		
PROJECT NAME:	Motorola Radio Hardware & Software		
RATIONALE:	Year 2 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:			
EXPTD. START:	7/1/2021	EXPTD. COMPLETION:	6/30/2026
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$133,292	\$0	\$0	\$133,292
IMPACT ON OPERATING BUDGET			

DEPARTMENT	Police		
PROJECT NAME:	Police vehicles (3)		
RATIONALE:	Purchase three police vehicles 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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$108,000	\$108,000
IMPACT ON OPERATING BUDGET			
Vehicles will reduce the costs of maintenance/repairs and enhance reliability.			

DEPARTMENT	Police		
PROJECT NAME:	Equipment for new vehicles (3)		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$33,000	\$33,000
IMPACT ON OPERATING BUDGET			
New equipment should reduce repair costs.			

DEPARTMENT	Police		
PROJECT NAME:	Vehicle changeover costs (3)		
RATIONALE:	Labor associated with changing/installing equipment in two new vehicles.		
PROJECT LIFE:	4 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
New vehicles/equipment should reduce repair costs.			

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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Police		
PROJECT NAME:	Taser Replacement (4)		
RATIONALE:	Purchase new tasers. Tasers are a proven less lethal use of force tool that reduces injuries to both officers and suspects.		
PROJECT LIFE:	5 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$5,500	\$5,500
IMPACT ON OPERATING BUDGET			
Should reduce maintenance/repair of old taser models.			

DEPARTMENT	Police		
PROJECT NAME:	Fixed License Plate Readers (10)		
RATIONALE:	Purchase Fixed License Plate Readers. Fixed license plate readers are a useful tool in crime investigation and prevention		
PROJECT LIFE:	1 Year		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$36,000	\$36,000
IMPACT ON OPERATING BUDGET			
None-Devices are solar powered			

DEPARTMENT	Police		
PROJECT NAME:	Speed Sentry Units (2)		
RATIONALE:	Purchase Speed Sentries, solar models that will enhance efficiency.		
PROJECT LIFE:	5 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,000	\$12,000
IMPACT ON OPERATING BUDGET			
Should eliminate need for repairs/service calls.			

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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$7,500	\$7,500
IMPACT ON OPERATING BUDGET			
Should eliminate need for repairs/service calls.			

DEPARTMENT	Police		
PROJECT NAME:	In-Car Cameras (5)		
RATIONALE:	Purchase five in-car cameras with software, etc. for five marked police units. The CT Police Accountability Law mandates the installation of in-car cameras for each marked police vehicle. This will allow us to complete fleet installation.		
PROJECT LIFE:	5 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$40,000	\$40,000
IMPACT ON OPERATING BUDGET			
Given this is a new initiative the impact on our operating budget may evolve.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Town Hall - Steps		
RATIONALE:	Drainage and structural issues have been discovered at the Town Hall Front Steps. An engineering analysis noted that the stair and landing need to be removed, proper drainage and substructure installed and the landing and stairs rebuilt/restored.		
PROJECT LIFE:	30 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$130,000	\$0	\$0	\$130,000
IMPACT ON OPERATING BUDGET			
Reduce of maintenance costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Town Hall Annex Human Services, Boiler		
RATIONALE:	The current boiler at the Town Hall Annex is failing and needs to be replaced. Plans call for upgrading the boiler to an high efficiency natural gas powered unit that will be more cost effective.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$35,000	\$35,000
IMPACT ON OPERATING BUDGET			
Lower fuel usage and maintenance costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	NCVAC (EMT Building) Generator		
RATIONALE:	NCEMS is an Emergency Service Building for the Town. Currently, during a power outage emergency power is fed from the adjacent Police Department. The Police Department will be renovated over the next 24 months. Therefore a backup generator is needed and warranted to ensure power will be supplied to this critical building during an emergency.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$86,000	\$0	\$0	\$86,000
IMPACT ON OPERATING BUDGET			
Reduction of overtime when there is a power failure.			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Parks Garage Saxe (Fuel Tank)		
RATIONALE:	Currently, the Parks Department relies on vehicle and equipment re-fueling from the station at the Highway Department. An installation at the Parks Garage will save time, money and effort during daily refueling needs. It will also serve as a secondary fueling location in the case of emergency or breakdown/maintenance of our existing facility.		
PROJECT LIFE:			
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$145,000	\$0	\$0	\$145,000
IMPACT ON OPERATING BUDGET			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny Park Lapham Community Center, CHP		
RATIONALE:	Installation of a natural gas fueled Combined Heat and Power Station at the Lapham Community Center to reduce heating and electrical costs at the Lapham Center as well as the adjacent Water Tower Fields Lighting System. The new system has a payback of 8-10 years.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$400,000	\$0	\$0	\$400,000
IMPACT ON OPERATING BUDGET			
Reduction in heating and electrical costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny Tea House (Roof)		
RATIONALE:	The Gazebo (Tea House) at Waveny House is in need of a new tile roof and general repairs to the structure, seating areas and patio. The roof is beyond its useful life and the structure is showing signs of wear and damage due to visitors while the patio paving stones need to be reset to prevent tripping hazards.		
PROJECT LIFE:	50		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$63,000	\$0	\$0	\$63,000
IMPACT ON OPERATING BUDGET			
Reduction in maintenance costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Waveny Park Lamp Post Replacement Project		
RATIONALE:	The lam post at Waveny Park are beyond their useful lives and have become unreliable thereby creating a safety concern at nightfall for park users. This is part of a 3 year plan to replace all the existing lamp posts in the park with new posts and fixtures.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Energy efficient fixtures			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Irwin Park Barn (Garage Door)		
RATIONALE:	The existing garage door at the Irwin Park Barn is beyond its useful life and is failing. At present, it is difficult to access needed materials and equipment stored in the Barn and a complete new door is required.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$4,800	\$4,800
IMPACT ON OPERATING BUDGET			
Reduction on repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Visitor Center (New Roof)		
RATIONALE:	The Visitor's Center at the Nature Center is a sectional roof system. Previous years saw the Town replace the area above the main lobby. The area above the Meeting Room (Sturgess Room) is beyond its useful life and is in need of replacement. This will prevent water damage to the structure itself as well as help with heating costs since the roof system will include replacement of the insulation to current standards/codes.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$60,000	\$0	\$0	\$60,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Herb Bld & Shed (Paint & Repairs)		
RATIONALE:	The Herb Cottage at the Nature Center is in disrepair and is in need of structural and cosmetic building repairs to the walls, windows, doors and roof.		
PROJECT LIFE:	15		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Cider House Repairs (Roof Repairs)		
RATIONALE:	The Cider House at the Nature Center has a portion of the roof that was damaged. Roof repairs/slate tile replacement are necessary to prevent water infiltration and damage to the building.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$5,000	\$5,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Nature Center Rock House Roof Replacement		
RATIONALE:	The roof at the Rock House of the Nature Center is beyond its useful life and is failing. Complete replacement of the roof is necessary and will prevent water infiltration and damage to the building.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$20,000	\$20,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	School House Apartments / Daycare (Exterior Repairs)		
RATIONALE:	The Day Care Center at the Schoolhouse Apartments is seeing structural damage and spalling to the exterior concrete support columns. An engineering study performed recommended removal of damaged concrete down to the reinforcing steel, repair and replacement of the steel and new concrete poured.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Train Station (Boiler Replacement)		
RATIONALE:	Boiler is failing		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$28,750	\$28,750
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Oil to Gas conversions		
RATIONALE:	Various Town Building will be converted to the use of natural gas for heating and hot water purposes thereby reducing our reliance on oil and allow for the removal of underground oil storage tanks. Engineering analysis has shown a cost-benefit savings from the conversion to natural gas.		
PROJECT LIFE:	30		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
Fuel efficient			

DEPARTMENT	Public Works - Town Buildings		
PROJECT NAME:	Fire Alarm Upgrade Project to Town Buildings		
RATIONALE:	Our existing fire alarm systems are outdated and do not meet current fire codes. New, up to date systems are required to be installed and are required by the Town Fire Marshal.		
PROJECT LIFE:	20		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$46,000	\$46,000
IMPACT ON OPERATING BUDGET			
Reduction in repair costs			

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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$2,000,000	\$0	\$438,065	\$2,438,065
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$300,000	\$0	\$0	\$300,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs and avoidance of potential litigation.			

DEPARTMENT	Public Works - Administration		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	Public Works - Administration		
PROJECT NAME:	Cameras and Security Measures		
RATIONALE:	Installation of Security Cameras at select locations in Town: Town Parks, Town Parking Lots, Critical Infrastructure Areas are vital to the safety and security of the Town and will also aid the Police Department with enforcement and investigations.		
PROJECT LIFE:	10 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Minimal - Depends upon location and need for cellular service			

DEPARTMENT	Public Works - Administration		
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:	5-7 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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		
PROJECT NAME:	Energy Savings Initiative Master Plan		
RATIONALE:	Periodic review and enhancement of our energy usage is required to ensure that the Town is using the most cost-effective means to heat and power the Town's Buildings. Engineering analysis is required to review each system and recommend areas of improvement.		
PROJECT LIFE:	20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Rebates and incentives will be captured and offset energy or project costs			

DEPARTMENT	Public Works - Administration		
PROJECT NAME:	Electric Vehicle Charging Stations		
RATIONALE:	To install electric vehicle charging stations for use by the Town's Fleet and its residents. This will promote more environmentally sensitive means of transportation.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$15,000	\$15,000
IMPACT ON OPERATING BUDGET			
Reduced operational costs for the Town's Fleet			

DEPARTMENT	Public Works - Administration		
PROJECT NAME:	Electric Vehicles - Land Use Departments		
RATIONALE:	To replace the Town's aging Land Use Vehicle Fleet with more environmentally and less costly means of transportation. This will reduce the annual maintenance costs and downtime associated with aging vehicles.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$70,000	\$0	\$0	\$70,000
IMPACT ON OPERATING BUDGET			
Reduced operational and maintenance costs for the Town's Fleet			

DEPARTMENT	Public Works - Administration		
PROJECT NAME:	Bridges < 20' - 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:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$75,000	\$0	\$0	\$75,000
IMPACT ON OPERATING BUDGET			
Less daily maintenance for minor repairs.			

DEPARTMENT	Public Works - Administration		
PROJECT NAME:	Lamp Post Installations		
RATIONALE:	Installation of new decorative lamp posts along Upper Main Street from the Town Hall to St. John's Place. This will enhance the northern gateway into Town and provide additional lighting for safe passage by pedestrians.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$35,000	\$35,000
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:	7/1/2022	EXPTD. COMPLETION:	3/15/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$220,000	\$0	\$0	\$220,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	Low-Boy Dump 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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$78,000	\$0	\$0	\$78,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Highway		
PROJECT NAME:	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 existing loader with high mileage and long hours.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$165,000	\$0	\$0	\$165,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of equipment			

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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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:	Patching Hot Box		
RATIONALE:	Purchase of new pavement hot box will allow the Department to patch potholes and perform small isolated paving work and curb repair without the added time and cost of repeated trips to the asphalt plant for material. This piece of machinery will help maintain proper working temperature for replacement asphalt.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$20,000	\$20,000
IMPACT ON OPERATING BUDGET			
Reduced time and costs associated with multiple trips to the asphalt plant for materials.			

DEPARTMENT	Public Works - Transfer Station		
PROJECT NAME:	Landfill Mower		
RATIONALE:	Replacement of an existing landfill (slope cutting) mower that has been in service for 21 years. Expected service life for this type of equipment is 15-20 years.		
PROJECT LIFE:	15 - 20 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	9/30/2022
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$67,000	\$0	\$0	\$67,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs on existing older machinery			

DEPARTMENT	Public Works - Parks 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:	7 - 10 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
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	Public Works - Parks 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:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,000	\$0	\$0	\$100,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs associated with irrigation repairs			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Rebuild Clay Tennis Courts		
RATIONALE:	The clay courts at Mead Park are over 30 years old and need to be rebuilt/reconstructed including irrigation and new subbase materials. The courts will also be regraded to promote proper drainage.		
PROJECT LIFE:	15 - 20 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$220,000	\$0	\$0	\$220,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs			

DEPARTMENT	Public Works - Parks 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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Playground Updates - Replace and Increase		
RATIONALE:	A safety inspection was performed and the recommendation was to replace the existing adult fitness equipment and install rubber safety surface. A new children's playscape will be added next to the adult fitness area to provide a place for the children to play.		
PROJECT LIFE:	15 - 20 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$455,000	\$0	\$0	\$455,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Disc Golf Course		
RATIONALE:	Volunteers have invested substantial money and time in the development of a disc golf course at Waveny. The tee boxes are in need of repair/replacement and minor drainage improvements are necessary.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Fence/Backstops Replacement		
RATIONALE:	Part of a multi-year plan to replace worn, damaged and (at times) dangerous fencing at various locations in our parks.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs			

DEPARTMENT	Public Works - Parks 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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,000	\$12,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks 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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,500	\$12,500
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Dunning Stadium Lights		
RATIONALE:	Replace all existing field lights with new LED technology and replace existing light towers. The existing lights have been in operation for nearly 25 years. They have become unreliable and some of the existing poles are leaning. An analysis of the system recommended a complete removal and reinstallation.		
PROJECT LIFE:	15 - 20 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$450,000	\$0	\$0	\$450,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and electrical costs for operation of the lights due to replacement with LED Technology.			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Bleacher Repairs		
RATIONALE:	Recently, all Town bleachers were inspected. Necessary repairs were given in a detailed report. This work will correct and deficiencies or safety concerns.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$125,000	\$0	\$0	\$125,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Bristow Bird Sanctuary		
RATIONALE:	Year 3 of 5 Year Master Plan developed by the Conservation Commission to refurbish the Bird Sanctuary in anticipation of its 100 year anniversary,		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$100,500	\$0	\$0	\$100,500
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Irwin Park Boardwalk		
RATIONALE:	The Irwin Park Boardwalk Project entails the installation of a trail through the wetland area in the south-western portion of the property. It will consist of approximately 600 linear feet of graded gravel trails and 300 linear feet boardwalks.		
PROJECT LIFE:	15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$175,000	\$0	\$0	\$175,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Waveny Trail Reconstruction		
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+ Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$50,000	\$50,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Mead Park Tennis Court Lighting		
RATIONALE:	Replacement of existing lighting sytem for the tennis courts at Mead Park which are no longer serviceable.		
PROJECT LIFE:	10+ Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$55,000	\$0	\$0	\$55,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Waveny Athletic Field Fencing		
RATIONALE:	There are a number of Safety Fences in front of the team bench areas on the softball and baseball fields that need to have new fabric attached to the frame. The exisiting fence fabric is bent and in poor condition and presents a hazard to players.		
PROJECT LIFE:	7 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,000	\$10,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Mead Park Tennis Walkways		
RATIONALE:	The walkways servicing the tennis areas at Mead Park are in disrepair and require replacement to prevent tripping hazards.		
PROJECT LIFE:			
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$12,500	\$12,500
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Mead Park Colonnade Improvements		
RATIONALE:	An additional table and extra seating will be added to the flagstone patio area in Mead Park to compliment the existing picnic table.		
PROJECT LIFE:			
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$5,000	\$5,000
IMPACT ON OPERATING BUDGET			
None			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	New Canaan Athletic Foundation Master Plan		
RATIONALE:	Five year plan developed by New Canaan Athletic Foundation to refurbish and reconstruct the athletic fields at Waveny Park. These monies are slated as part of the Town's Contribution to these proposed projects.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$300,000	\$0	\$0	\$300,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Infrastructure		
PROJECT NAME:	Waveny Park Conservancy		
RATIONALE:	Five year plan developed by the Waveny Park Conservancy to refurbish and reconstruct Waveny Park. These monies are slated as part of the Town's Contribution to these proposed projects.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$300,000	\$0	\$0	\$300,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Vehicle w/accessories		
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:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$78,000	\$0	\$0	\$78,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Utility Carts		
RATIONALE:	This is a replacement of a utility cart which is over 19 years old and is used for park and school maintenance. In the winter we put a salt spreader to spread salt on sidewalks and in the fall a leaf blower in the bed.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	72" Mower		
RATIONALE:	To replace an existing mower which is 10 years old and beyond its useful life. This mower converts to a track machine in the winter for snow removal operations. The service life of these units is 7-10 years.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$62,000	\$0	\$0	\$62,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs. Cost savings by replacement of vehicles.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Ride on Mowers		
RATIONALE:	This is to replace an old unreliable mower which has a life expectancy of 8 years. These mowers mow all the school grounds and parks and are run on a daily basis during the growing season.		
PROJECT LIFE:	7 - 10 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$11,500	\$11,500
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and increased operational efficiency.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Trailers		
RATIONALE:	To purchase two replacement trailers. These will replace two of our 15 year old trailers which are used to move equipment around town on a daily basis		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$14,000	\$14,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and increased operational efficiency.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Leaf Box and Vacuum		
RATIONALE:	Purchase a replacement leaf box and vacuum unit. The leaf box is over 30 years of age and the leaf vacuum is over 12 years old		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$21,500	\$21,500
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and increased operational efficiency.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Athletic Field Mower (16')		
RATIONALE:	To purchase a replacement large area mower (16') for athletic field and large area mowing. The existing mower is beyond its useful life.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$137,000	\$0	\$0	\$137,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and increased operational efficiency.			

DEPARTMENT	Public Works - Parks Equipment		
PROJECT NAME:	Infield Machine		
RATIONALE:	To replace a 20 year old infield machine which is beyond its useful life. Expected service life is 15-20 years.		
PROJECT LIFE:	10 - 15 Years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$32,000	\$32,000
IMPACT ON OPERATING BUDGET			
Reduced maintenance costs and increased operational efficiency.			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Clarifier Drive Replacement & Rehab		
RATIONALE:	To rebuild the existing clarifier drive which is currently 20 years old.		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$80,500	\$80,500
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	UV Re-Habilitation Parts		
RATIONALE:	Replacement of existing parts for our UV System which is currently 20 years old.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$25,000	\$25,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Engineering Consulting Services		
RATIONALE:	Consulting Engineering Services for the continued operation and maintenance of the plant.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$20,000	\$20,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Sewer Rehabilitation		
RATIONALE:	Annual inspection, cleaning and maintenance of our system, various areas in need of rehabilitation and/or replacement.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$10,900	\$10,900
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	UV Replacement		
RATIONALE:	Engineering fees and Construction associated with design and replacement of existing 20 year old UV System		
PROJECT LIFE:	15 - 20 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$815,000	\$815,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Fence Replacement		
RATIONALE:	Removal and replacement of existing 20 year old fenceline. It is no longer able to be repaired and is in need of replacement.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$60,000	\$60,000
IMPACT ON OPERATING BUDGET			
Reduced daily maintenance costs.			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Generator Fuel Tank Project		
RATIONALE:	Remove existing underground generator fuel tank and replace with new above ground system.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$168,000	\$168,000
IMPACT ON OPERATING BUDGET			
N/A			

DEPARTMENT	Public Works - Sewer		
PROJECT NAME:	Control Building Fuel Tank Removal		
RATIONALE:	Due to conversion of natural gas, the underground fuel tank is no longer necessary and should be removed.		
PROJECT LIFE:	10 - 15 years		
EXPTD. START:	7/1/2022	EXPTD. COMPLETION:	6/30/2023
FINANCIAL INFORMATION			
BONDING	TAX FUNDING	OTHER	PROJECT TOTAL
\$0	\$0	\$18,000	\$18,000
IMPACT ON OPERATING BUDGET			
N/A			

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Tax Assessor													
2023 Town-wide Revaluation	-	-	-	-	150,000	-	-	150,000	150,000	-	-	-	300,000
Total	-	-	-	-	150,000	-	-	150,000	150,000	-	-	-	300,000
Information Technology													
IT-Hardware/Software	75,000	-	-	75,000	80,000	-	-	80,000	75,000	75,000	75,000	75,000	380,000
WAN Software / Hardware	60,000	-	-	60,000	80,000	-	-	80,000	80,000	80,000	80,000	80,000	400,000
Total	135,000	-	-	135,000	160,000	-	-	160,000	155,000	155,000	155,000	155,000	780,000
Health Department													
Vehicles	-	-	-	-	-	-	50,000	50,000	50,000	-	-	-	100,000
Total	-	-	-	-	-	-	50,000	50,000	50,000	-	-	-	100,000
New Canaan Public Access (Channel 79)													
Studio Broadcast System	-	18,720	4,500	23,220	-	-	-	-	-	-	-	-	-
Total	-	18,720	4,500	23,220	-	-	-	-	-	-	-	-	-
Parking													
Replacement of current 2 camera, 8 year old LPR	-	-	-	-	-	-	-	-	-	20,000	-	-	20,000
Upgrade both LPR Programs	-	8,600	-	8,600	-	-	-	-	-	-	-	-	-
Replacement of current 2 camera, 6 year old LPR	-	-	-	-	-	-	-	-	-	-	-	20,000	20,000
Total	-	8,600	-	8,600	-	-	-	-	-	20,000	-	20,000	40,000
Fire													
SCBA Air Bottles	-	11,000	-	11,000	-	-	15,000	15,000	19,000	6,000	6,000	-	46,000
Tri-Band Radio Addition	-	-	-	-	-	-	156,780	156,780	156,780	-	-	-	313,560
Personal Protective Equipment	-	11,000	-	11,000	-	-	18,500	18,500	24,000	27,000	65,000	24,000	158,500
Radio Replacement	-	2,000	-	2,000	-	-	2,000	2,000	2,500	2,500	3,000	-	10,000
Fire Station Alert System	-	20,000	-	20,000	-	-	-	-	-	-	-	-	-
Fire Hose Replacement	-	5,000	-	5,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Equipment / Tools	-	10,000	-	10,000	-	-	10,000	10,000	-	10,000	-	10,000	30,000
Staff Vehicle Replacement	-	-	-	-	-	-	-	-	50,000	-	-	-	50,000
Water Supply Improvement	-	7,000	-	7,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Pumper Replacement (Engine 2)	-	-	-	-	-	-	-	-	-	675,000	-	-	675,000
SCBA Replacement	-	-	-	-	-	-	-	-	-	-	-	350,000	350,000
Total	-	66,000	-	66,000	-	-	222,280	222,280	272,280	740,500	94,000	404,000	1,733,060
Emergency Management													
Motorola Radio Hardware & Software Update Agreement	197,011	-	-	197,011	133,292	-	-	133,292	136,216	139,226	143,403	146,603	698,740
Trailer Generator - Multiphase	-	-	-	-	-	-	-	-	-	-	-	-	-
Replacement Incident Command Trailer	-	-	-	-	-	-	-	-	-	-	-	-	-
Electronic Sign (Variable Message Sign)	-	40,000	-	40,000	-	-	-	-	-	-	-	-	-
Generator Packs	-	12,500	-	12,500	-	-	-	-	-	-	-	-	-
Total	197,011	52,500	-	249,511	133,292	-	-	133,292	136,216	139,226	143,403	146,603	698,740
EMS													
New Ambulance	-	-	-	-	-	-	-	-	210,000	-	-	210,000	420,000
New Fly Car	65,000	-	-	65,000	-	-	-	-	-	-	-	-	-
Total	65,000	-	-	65,000	-	-	-	-	210,000	-	-	210,000	420,000

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Police Department													
Police vehicles (3)	-	-	70,000	70,000	-	-	108,000	108,000	73,000	108,000	73,000	108,000	470,000
Equipment for new vehicles (3)	-	-	20,000	20,000	-	-	33,000	33,000	22,000	33,000	22,000	33,000	143,000
Vehicle changeover costs (3)	-	-	10,000	10,000	-	-	15,000	15,000	10,000	15,000	10,000	15,000	65,000
Bullet Proof Vest Replacement	-	-	8,750	8,750	-	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Portable radio replacement	-	-	-	-	-	-	-	-	12,000	-	12,000	-	24,000
Mobile Radio Replacement	-	-	-	-	-	-	-	-	5,000	-	5,000	-	10,000
Taser Replacement (4)	-	-	5,000	5,000	-	-	5,500	5,500	5,500	5,500	5,500	5,500	27,500
Mobile Data Terminal Replacement	-	-	-	-	-	-	-	-	-	7,000	-	7,000	14,000
Duty Firearm Replacement (50)	-	-	-	-	-	-	-	-	-	-	45,000	-	45,000
Fixed License Plate Readers (10)	-	-	-	-	-	-	36,000	36,000	36,000	36,000	36,000	36,000	180,000
Speed Sentry Units (2)	-	-	-	-	-	-	12,000	12,000	-	5,000	-	5,000	22,000
Defibrillators (AEDs) (4)	-	-	-	-	-	-	7,500	7,500	7,500	7,500	7,500	7,500	37,500
Dispatch Recording Unit	-	-	18,000	18,000	-	-	-	-	-	-	-	-	-
Booking area video camera	-	-	7,000	7,000	-	-	-	-	-	-	-	-	-
Body Cameras	106,000	-	-	106,000	-	-	-	-	-	-	-	-	-
Mobile Fingerprinting Device (1)	-	-	-	-	-	-	-	-	-	-	-	-	-
In-Car Cameras (5)	120,000	-	-	120,000	-	-	40,000	40,000	-	-	-	-	40,000
Total	226,000	-	138,750	364,750	-	-	267,000	267,000	181,000	227,000	226,000	227,000	1,128,000
Public Works -Town Buildings													
CHP Project (BOE)	400,000	-	-	400,000	-	-	-	-	-	-	-	-	-
Town Hall - Steps	100,000	-	-	100,000	130,000	-	-	130,000	15,000	15,000	135,454	-	295,454
Town Hall Annex Human Services, Boiler	-	21,000	-	21,000	-	-	35,000	35,000	-	2,937	40,417	-	78,354
Vine Cottage Renovation	-	13,000	-	13,000	-	-	-	-	-	-	-	-	-
Police Station Renovation	-	-	-	-	-	-	-	-	-	-	-	-	-
NCVAC (EMT Building) Generator	170,000	-	-	170,000	86,000	-	-	86,000	22,225	-	47,099	-	155,324
Parks Garage Saxe	246,000	-	-	246,000	145,000	-	-	145,000	75,950	-	-	-	220,950
Wavney House ADA	-	-	-	-	-	-	-	-	1,760,000	-	-	-	1,760,000
Wavney House HVAC System	-	-	-	-	-	-	-	-	-	-	3,000,000	-	3,000,000
Wavney House Re-Pointing, Drainage	-	-	-	-	-	-	-	-	-	500,000	-	-	500,000
Wavney Park Carriage Barn Art Gallery	123,000	-	-	123,000	-	-	-	-	-	-	-	-	-
Wavney Park Powerhouse Theatre	-	29,480	-	29,480	-	-	-	-	-	11,591	-	-	11,591
Wavney Park LCC, Generator	-	-	-	-	-	-	-	-	50,794	-	-	-	50,794
Wavney Park LCC, CHP	-	-	-	-	400,000	-	-	400,000	50,794	-	-	-	450,794
Wavney Park Pool	-	-	-	-	-	-	-	-	-	79,000	-	-	79,000
Wavney Park Potting Shed (front of Powerhouse)	40,000	-	-	40,000	-	-	-	-	-	-	-	-	-
Wavney Tea House	-	-	-	-	63,000	-	-	63,000	-	-	-	-	63,000
Wavney Park Lamp Post Replacement Project	-	-	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Highway Garage - Old Incinerator bldg.	-	-	-	-	-	-	-	-	199,697	183,732	-	-	383,429
Transfer Station Platform	-	-	-	-	-	-	-	-	40,272	6,065	-	-	46,337
Animal Control Shelter	-	-	-	-	-	-	-	-	-	-	30,000	250,000	280,000
Irwin Park Barn	221,400	-	-	221,400	-	-	4,800	4,800	200,000	-	-	-	204,800
Kiwanis Park Pavilion	-	-	-	-	-	-	-	-	-	9,112	-	-	9,112
Nature Center Audubon House	-	-	-	-	-	-	-	-	-	-	-	-	-
Nature Center Education Annex	-	26,000	-	26,000	-	-	-	-	6,023	-	39,600	-	45,623
Nature Center Education Building	-	20,000	-	20,000	-	-	-	-	4,284	5,540	-	-	9,824
Nature Center Director's House	-	-	-	-	-	-	-	-	-	1,739	-	-	1,739
Nature Center Visitor Center	-	-	-	-	60,000	-	-	60,000	1,250	102,228	-	-	163,478
Nature Center Herb Bld & Shed	-	-	-	-	-	-	10,000	10,000	-	-	-	-	10,000
Nature Center Cider House Repairs	-	-	-	-	-	-	5,000	5,000	-	-	-	-	5,000

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Nature Center Rock House Roof Replacement	-	-	-	-	-	-	20,000	20,000	-	-	-	-	20,000
School House Apartments / Daycare	-	25,000	-	25,000	100,000	-	-	100,000	-	-	-	-	100,000
Playhouse Movie Theatre	-	-	-	-	-	-	-	-	-	-	-	-	-
Train Station	-	-	95,000	95,000	-	-	28,750	28,750	-	-	-	-	28,750
Incenerator Buildings Demo Engineering (2)	-	-	-	-	-	-	-	-	325,000	-	-	-	325,000
Oil to Gas conversions	-	-	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Fire Alarm Upgrade Project to Town Buildings	-	-	-	-	-	-	46,000	46,000	-	-	-	-	46,000
Total	1,300,400	134,480	95,000	1,529,880	1,084,000	-	199,550	1,283,550	2,801,289	966,944	3,342,570	300,000	8,694,353
Public Works - Administration & Engineering													
Pavement Management Program	2,000,000	-	438,065	2,438,065	2,000,000	-	438,065	2,438,065	2,438,065	2,438,065	2,438,065	2,438,065	12,190,325
Bridge at West Road	-	-	-	-	-	-	-	-	-	-	-	-	-
Sidewalks - Improvements & New	500,000	-	-	500,000	300,000	-	-	300,000	300,000	300,000	300,000	300,000	1,500,000
Parking Lots	-	-	300,000	300,000	-	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Bridge at Collins Pond	2,000,000	-	-	2,000,000	-	-	-	-	-	-	-	-	-
Pavement Preservation	-	250,000	-	250,000	250,000	-	-	250,000	250,000	250,000	250,000	250,000	1,250,000
Drainage	-	50,000	-	50,000	100,000	-	-	100,000	100,000	100,000	50,000	50,000	400,000
Guide Rails	-	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	-	-	150,000
Cameras and Security Measures	-	50,000	-	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	-	-	25,000	25,000	25,000	-	-	-	50,000
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	500,000	-	1,500,000
Electric Vehicle Charging Stations	-	-	-	-	-	-	15,000	15,000	15,000	-	-	-	30,000
Electric Vehicles - Land Use Departments	-	-	-	-	70,000	-	-	70,000	70,000	-	-	-	140,000
Bridges < 20' - Engineering & Construction	-	-	-	-	75,000	-	-	75,000	250,000	250,000	250,000	-	825,000
Lamp Post Installations	-	-	-	-	-	-	35,000	35,000	125,000	-	-	-	160,000
Total	4,500,000	450,000	738,065	5,688,065	2,795,000	-	938,065	3,733,065	5,948,065	7,713,065	4,113,065	3,363,065	24,870,325
Public Works - Highway													
Salt Barn	50,000	-	-	50,000	-	-	-	-	1,250,000	-	-	-	1,250,000
2 WD Dump/Sander Truck	220,000	-	-	220,000	220,000	-	-	220,000	220,000	220,000	220,000	220,000	1,100,000
Sweeper	190,000	-	-	190,000	-	-	-	-	-	200,000	200,000	-	400,000
Storage Building	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000
Low-Boy Dump Truck	-	-	-	-	78,000	-	-	78,000	-	78,000	78,000	78,000	312,000
Loader (a)	-	-	-	-	165,000	-	-	165,000	-	-	-	-	165,000
Boom Mower	-	-	-	-	-	-	-	-	140,000	-	-	-	140,000
Equipment Refurbishing	-	25,000	-	25,000	-	-	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Processing Screener	100,000	-	-	100,000	-	-	-	-	-	-	-	-	-
Loader Plow	-	20,000	-	20,000	-	-	-	-	-	-	-	-	-
Patching Hot Box	-	-	-	-	-	-	20,000	20,000	-	-	-	-	20,000
Total	560,000	45,000	-	605,000	463,000	-	45,000	508,000	2,135,000	523,000	523,000	323,000	4,012,000
Public Works - Transfer Station													
Wheeled Excavator	-	-	-	-	-	-	-	-	-	236,000	-	-	236,000
Install Security Gates - Phase II	-	25,000	-	25,000	-	-	-	-	-	-	-	-	-
Purchase and install electronic sign	-	8,000	-	8,000	-	-	-	-	-	-	-	-	-
Landfill Mower	-	-	-	-	67,000	-	-	67,000	-	-	-	-	67,000
Total	-	33,000	-	33,000	67,000	-	-	67,000	-	236,000	-	-	303,000

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Public Works - Parks Infrastructure													
Field Improvements	60,000	-	-	60,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000	300,000
Irrigation Upgrades	150,000	-	-	150,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Rebuild Clay Tennis Courts	-	-	-	-	220,000	-	-	220,000	-	-	-	-	220,000
Exterior Wall Reconstruction	-	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Playground Updates - Replace and Increase	-	-	-	-	455,000	-	-	455,000	-	-	-	-	455,000
Disc Golf Course	-	-	-	-	-	-	10,000	10,000	10,000	-	-	-	20,000
Driving Range Improvement	-	-	-	-	-	-	-	-	-	65,000	-	-	65,000
Fence/ Backstops Replacement	-	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Water fountains	-	12,000	-	12,000	-	-	12,000	12,000	4,500	4,500	-	-	21,000
Dunning Stadium	-	7,000	-	7,000	-	-	12,500	12,500	7,000	7,000	7,000	7,000	40,500
Dunning Stadium Lights	-	-	-	-	450,000	-	-	450,000	-	-	-	-	450,000
HS Tennis Court Lights	-	-	-	-	-	-	-	-	-	275,000	-	-	275,000
Conner Field Rebuild	-	-	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000
Bleacher Repairs	-	-	-	-	125,000	-	-	125,000	-	-	-	-	125,000
Lightening Detection System	-	-	-	-	-	-	-	-	-	85,000	-	-	85,000
Bristow Bird Sanctuary	112,000	-	-	112,000	100,500	-	-	100,500	82,500	15,000	-	-	198,000
Irwin Park Boardwalk	-	-	-	-	175,000	-	-	175,000	-	-	-	-	175,000
Waveny Trail Reconstruction	-	30,000	-	30,000	-	-	50,000	50,000	30,000	30,000	30,000	30,000	170,000
Mead Park Tennis Court Lighting	-	-	-	-	55,000	-	-	55,000	-	-	-	-	55,000
Waveny Athletic Field Fencing	-	10,000	-	10,000	-	-	10,000	10,000	10,000	15,000	10,000	15,000	60,000
Dixon Park Playground Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Waveny Athletic Field Bleachers	-	10,000	-	10,000	-	-	-	-	15,000	-	15,000	-	30,000
Resurface HS Tennis Courts (7)	-	28,000	-	28,000	-	-	-	-	-	-	-	85,000	85,000
Lapham Center Furniture Replacement	-	7,500	-	7,500	-	-	-	-	-	10,000	-	-	10,000
Mead Park Tennis Walkways	-	12,500	-	12,500	-	-	12,500	12,500	-	20,000	-	-	32,500
Mead Park Colonnade Improvements	-	5,000	-	5,000	-	-	5,000	5,000	-	-	-	-	5,000
New Canaan Athletic Foundation Master Plan	300,000	-	-	300,000	300,000	-	-	300,000	300,000	300,000	300,000	300,000	1,500,000
Waveny Park Conservancy	-	-	-	-	300,000	-	-	300,000	300,000	300,000	300,000	300,000	1,500,000
Total	622,000	222,000	-	844,000	2,340,500	-	212,000	2,552,500	2,019,000	1,386,500	922,000	997,000	7,877,000
Public Works - Parks Equipment													
Vehicle w/accessories	55,000	-	-	55,000	78,000	-	-	78,000	75,000	75,000	75,000	75,000	378,000
Utility Carts	-	-	-	-	-	-	25,000	25,000	-	34,000	-	34,000	93,000
72" Mower	-	-	-	-	62,000	-	-	62,000	62,000	-	-	-	124,000
Ride on Mowers	-	20,000	-	20,000	-	-	11,500	11,500	11,500	11,500	11,500	11,500	57,500
Articulating Loader	-	-	-	-	-	-	-	-	-	60,000	-	-	60,000
Blowers	-	21,000	-	21,000	-	-	-	-	8,000	15,000	-	11,000	34,000
Trailers	-	-	-	-	-	-	14,000	14,000	-	14,000	-	-	28,000
Leaf Box and vacuum	-	-	-	-	-	-	21,500	21,500	-	-	-	-	21,500
Brush cutters	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Artificial field groomer	-	-	-	-	-	-	-	-	-	-	45,000	-	45,000
Athletic Field Mower (16')	-	-	-	-	137,000	-	-	137,000	-	-	-	-	137,000
Infield Machine	-	-	-	-	-	-	32,000	32,000	-	-	32,000	-	64,000
Seeder/Aerator	-	23,000	-	23,000	-	-	-	-	-	-	-	22,000	22,000
Paint Machines	-	-	-	-	-	-	-	-	40,000	20,000	-	-	60,000
Field Mower	-	-	-	-	-	-	-	-	-	10,000	-	-	10,000
10' Front Mower	69,000	-	-	69,000	-	-	-	-	-	-	69,000	-	69,000
Snowplow tractor mount	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Sidewalk Plow	-	-	-	-	-	-	-	-	150,000	-	-	150,000	300,000
Salt Spreader Body	-	-	-	-	-	-	-	-	10,500	-	-	9,000	19,500
Sidewalk sander	-	-	-	-	-	-	-	-	5,000	-	-	-	5,000
Backhoe Loader	145,000	-	-	145,000	-	-	-	-	-	-	-	-	-
Ventrac type accessories	-	-	-	-	-	-	-	-	-	45,000	-	-	45,000
Skid Steer Loader	-	-	-	-	-	-	-	-	-	70,000	-	-	70,000
Tractor	-	-	-	-	-	-	-	-	-	-	84,000	-	84,000
Total	269,000	64,000	-	333,000	277,000	-	104,000	381,000	382,000	354,500	316,500	312,500	1,746,500

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-25	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Conservation Commission													
Other Land Acquisition Fund	-	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Total	-	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Library													
Library Building	10,000,000	-	-	10,000,000	-	-	-	-	-	-	-	-	-
Total	10,000,000	-	-	10,000,000	-	-	-	-	-	-	-	-	-
Board Of Education													
District													
Energy Conservation - Engineering Services	-	50,000	-	50,000	-	-	50,000	50,000	-	-	-	-	50,000
Innovation Center	-	-	-	-	200,000	-	-	200,000	-	-	-	-	200,000
220 Elm C.O. Relocation	-	-	-	-	100,000	-	-	100,000	-	-	-	-	100,000
Engineering Services - General	-	50,000	-	50,000	150,000	-	-	150,000	50,000	50,000	50,000	50,000	350,000
Sub Total District:	-	100,000	-	100,000	450,000	-	50,000	500,000	50,000	50,000	50,000	50,000	700,000
East													
Boiler Replacement (expected life less than 5 years)	-	-	-	-	385,000	-	-	385,000	-	-	-	-	385,000
Floor Tile Replacement	-	-	-	-	250,000	-	-	250,000	-	-	-	-	250,000
Painting- East	-	30,000	-	30,000	-	30,000	-	30,000	30,000	30,000	30,000	30,000	150,000
Parking Lot Renovation	125,000	-	-	125,000	-	-	-	-	-	-	-	-	-
Fire Alarm System Panel and Device Replacement	-	-	-	-	104,750	-	-	104,750	-	-	-	-	104,750
Masonry Restoration/Repair/Repoint Brick	-	-	-	-	-	-	-	-	80,000	-	-	-	80,000
Redesign Media Innovation Center	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Internal Public Access System Upgrade	-	26,447	-	26,447	-	-	-	-	-	-	-	-	-
Refinish Stage	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total East:	125,000	56,447	-	181,447	739,750	30,000	-	769,750	210,000	30,000	30,000	30,000	1,069,750
South													
Boiler Replacement (expected life less than 3 years)	350,000	-	-	350,000	-	-	-	-	-	-	-	-	-
Floor Tile Replacement (was FY22)	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000
Painting-South	-	30,000	-	30,000	-	30,000	-	30,000	30,000	30,000	30,000	30,000	150,000
Fire Alarm System Panel and Device Replacement	-	-	-	-	-	-	-	-	83,510	-	-	-	83,510
Rear Sidewalk and Court Repaving	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-
Redesign Media Innovation Center	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Stairs to Playground Repair	-	30,000	-	30,000	-	-	-	-	-	-	-	-	-
Internal Public Access System Upgrade	-	24,615	-	24,615	-	-	-	-	-	-	-	-	-
Sub Total South:	350,000	134,615	-	484,615	-	30,000	-	30,000	463,510	30,000	30,000	30,000	583,510
West													
Roof Replacement	-	-	-	-	-	-	-	-	-	2,200,000	-	-	2,200,000
Boiler Replacement (expected life less than 3 years)	-	-	-	-	309,000	-	-	309,000	-	-	-	-	309,000
Renovate Parking Lot	300,000	-	-	300,000	-	-	-	-	-	-	-	-	-
Floor Tile Replacement	-	-	-	-	-	-	-	-	-	250,000	-	-	250,000
Painting	-	30,000	-	30,000	-	30,000	-	30,000	30,000	30,000	30,000	30,000	150,000
Carpet Media Center	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Alarm System Panel and Device Replacement	-	-	-	-	-	-	-	-	-	93,362	-	-	93,362
Remove Oil Tank/Gas Piping or Propane	-	-	-	-	-	-	-	-	-	-	-	-	-
Piping and Propane Tank	-	-	-	-	132,000	-	-	132,000	-	-	-	-	132,000
Redesign Media Innovation Center	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Vinyl Covering on lunch line and hallway by ramps	-	-	-	-	-	-	-	-	-	-	-	-	-
Carpet Music Rooms	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total West:	300,000	30,000	-	330,000	441,000	30,000	-	471,000	130,000	2,573,362	30,000	30,000	3,234,362

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	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	-	-	-	750,000
Boiler Replacement Phase 2 (BOE)	340,734	-	-	340,734	-	-	-	-	-	-	-	-	-
Painting-Saxe	-	50,000	-	50,000	-	50,000	-	50,000	50,000	50,000	50,000	50,000	250,000
Masonry Repairs/Repoint Brick	-	-	-	-	150,000	-	-	150,000	150,000	-	-	-	300,000
Floor Tile Replacement	-	-	-	-	250,000	-	-	250,000	250,000	250,000	-	-	750,000
Sound Attention Media Center	-	-	-	-	-	-	-	-	-	-	-	-	-
Lower Division LVT and Carpet	-	-	-	-	-	-	-	-	33,000	-	-	-	33,000
Concrete Courtyard Resurface	-	-	-	-	-	-	-	-	84,335	-	-	-	84,335
Refinish Gym Floor	-	-	-	-	-	42,000	-	42,000	-	-	-	-	42,000
Bathroom Partitions	-	-	-	-	-	-	35,000	35,000	-	-	-	-	35,000
Gymnasium Divider Curtains	-	-	-	-	-	-	-	-	-	60,000	-	-	60,000
Roof Replacement	-	-	-	-	-	-	-	-	1,250,000	1,250,000	-	-	2,500,000
Elevator Upgrade	-	-	-	-	253,000	-	-	253,000	-	-	-	-	253,000
Science Courtyard Resurfacing & Utility Shed	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total Saxe:	340,734	50,000	-	390,734	1,028,000	92,000	35,000	1,155,000	2,192,335	1,610,000	50,000	50,000	5,057,335
HS													
Roof Replacement (pending study)	4,000,000	-	-	4,000,000	-	-	-	-	-	-	-	-	-
Co-Generation Plant	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000
Refurbish Planetarium	-	-	-	-	350,000	-	-	350,000	-	-	-	-	350,000
Diesel Tank Removal	-	-	-	-	-	-	-	-	50,000	-	-	-	50,000
Auditorium Carpet Replacement	-	-	-	-	-	-	-	-	30,000	-	-	-	30,000
Axillary Gym Floor Refinish	-	-	-	-	-	-	-	-	40,000	-	-	-	40,000
Auditorium Lighting System Replacement	-	-	-	-	175,000	-	-	175,000	-	-	-	-	175,000
Re-pave Parking Lot	250,000	-	-	250,000	-	-	-	-	-	-	-	-	-
Painting-HS	-	50,000	-	50,000	-	50,000	-	50,000	50,000	50,000	50,000	-	200,000
Sub Total HS:	4,250,000	50,000	-	4,300,000	525,000	50,000	-	575,000	670,000	50,000	50,000	-	1,345,000
Total BOE Facilities:	5,365,734	421,062	-	5,786,796	3,183,750	232,000	85,000	3,500,750	3,715,845	4,343,362	240,000	190,000	11,989,957
SPED													
Maintenance Vehicle Replacement	-	-	-	-	-	-	25,302	25,302	25,302	25,302	25,302	67,000	168,208
SPED Transportation Vehicle Replacement #1	-	50,000	-	50,000	-	-	52,500	52,500	52,500	52,500	52,500	52,500	262,500
SPED Transportation Vehicle Replacement #2	-	50,000	-	50,000	-	-	52,500	52,500	52,500	52,500	52,500	52,500	262,500
SPED Transportation Vehicle Replacement #3	-	61,500	-	61,500	-	-	52,500	52,500	52,500	52,500	52,500	52,500	262,500
Total BOE SPED:	-	100,000	-	100,000	-	-	130,302	130,302	130,302	130,302	130,302	172,000	693,208
Total BOE Projected Capital Needs	5,365,734	521,062	-	5,886,796	3,183,750	232,000	215,302	3,631,052	3,846,147	4,473,664	370,302	362,000	12,683,165
Total General Fund Capital Projects	23,240,145	1,665,362	976,315	25,881,822	10,653,542	232,000	2,303,197	13,188,739	18,335,997	16,985,399	10,255,840	6,870,168	65,636,143

Town of New Canaan- Summary of 5 Year Capital Program

	2021-22 Approved				2022-23 Approved				2023-24	2024-2025	2025-26	2026-27	Total A-E
	Bonded	Tax Support	Other	Total	Bonded	Tax Support	Other	Total A	Total B	Total C	Total D	Total E	
Sewer Capital Projects													
Clarifier Drive Replacement & Rehab	-	-	80,500	80,500	-	-	80,500	80,500	-	80,500	-	-	161,000
Main Street Sewer Re-Hab	-	-	66,125	66,125	-	-	-	-	-	-	-	-	-
Submersible Pump	-	-	30,000	30,000	-	-	-	-	30,000	-	30,000	30,000	90,000
UV Re-Hab	-	-	25,000	25,000	-	-	25,000	25,000	-	-	-	-	25,000
Horizontal Grinder Pump	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Motor Control Electrical Rehab	-	-	24,000	24,000	-	-	-	-	-	-	-	-	-
Engineering Services (Zinc, Phosphorus,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	-	-	10,900	10,900	11,300	11,600	12,000	12,000	57,800
Sensor Replacements	-	-	10,000	10,000	-	-	-	-	10,000	-	10,000	-	20,000
Inline Flow meter replacement	-	-	9,200	9,200	-	-	-	-	-	-	-	-	-
Post-Treatment Building- (Building Maintenance)	-	-	6,000	6,000	-	-	-	-	-	-	-	-	-
Control Building	-	-	2,000	2,000	-	-	-	-	-	-	-	-	-
Post-Treatment Building	-	-	-	-	-	-	-	-	-	-	-	-	-
Mead Park Pump Station	-	-	-	-	-	-	-	-	-	-	-	-	-
Old Stamford Road Pump Station	-	-	-	-	-	-	-	-	-	-	-	-	-
UV Replacement	-	-	-	-	-	-	815,000	815,000	-	-	-	-	815,000
Course Bar Screen Replacement	-	-	-	-	-	-	-	-	-	-	300,000	-	300,000
Fence Replacement	-	-	-	-	-	-	60,000	60,000	-	-	-	-	60,000
Generator Fuel Tank Project	-	-	-	-	-	-	168,000	168,000	-	-	-	-	168,000
Control Building Fuel tank removal	-	-	-	-	-	-	18,000	18,000	-	-	-	-	18,000
Total Sewer Capital	-	-	308,725	308,725	-	-	1,197,400	1,197,400	71,300	112,100	372,000	62,000	1,814,800
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	17,874,411	1,144,300	976,315	19,995,026	7,469,792	-	2,087,895	9,557,687	14,489,850	12,511,735	9,885,538	6,508,168	52,952,978
BOE Facilities	5,365,734	421,062	-	5,786,796	3,183,750	232,000	85,000	3,500,750	3,715,845	4,343,362	240,000	190,000	11,989,957
BOE SPED	-	100,000	-	100,000	-	-	130,302	130,302	130,302	130,302	130,302	172,000	693,208
Total General Fund	23,240,145	1,665,362	976,315	25,881,822	10,653,542	232,000	2,303,197	13,188,739	18,335,997	16,985,399	10,255,840	6,870,168	65,636,143
Sewer Capital	-	-	308,725	308,725	-	-	1,197,400	1,197,400	71,300	112,100	372,000	62,000	1,814,800
Grand Total	23,240,145	1,665,362	1,285,040	26,190,547	10,653,542	232,000	3,500,597	14,386,139	18,407,297	17,097,499	10,627,840	6,932,168	67,450,943

Town of New Canaan - Summary of 5 Year Capital Program

	2021-22 Adopted	2022-23 A	2023-24 B	2024-2025 C	2025-26 D	2026-2027 E	TOTAL (A thru E)
Tax Assessor	-	150,000	150,000	-	-	-	300,000
Information Technology	135,000	160,000	155,000	155,000	155,000	155,000	780,000
Health	-	50,000	50,000	-	-	-	100,000
Fire Department	66,000	222,280	272,280	740,500	94,000	404,000	1,733,060
Parking	8,600	-	-	20,000	-	20,000	40,000
EMS	65,000	-	210,000	-	-	210,000	420,000
Emergency Management	249,511	133,292	136,216	139,226	143,403	146,603	698,740
Police	364,750	267,000	181,000	227,000	226,000	227,000	1,128,000
DPW Buildings	1,529,880	1,283,550	2,801,289	966,944	3,342,570	300,000	8,694,353
DPW Admin	5,688,065	3,733,065	5,948,065	7,713,065	4,113,065	3,363,065	24,870,325
DPW Highway	605,000	508,000	2,135,000	523,000	523,000	323,000	4,012,000
DPW Transfer Station	33,000	67,000	-	236,000	-	-	303,000
DPW Parks Infrastructure	844,000	2,552,500	2,019,000	1,386,500	922,000	997,000	7,877,000
DPW Park Equipment	333,000	381,000	382,000	354,500	316,500	312,500	1,746,500
First Selectman	-	-	-	-	-	-	-
Registrar of Voters	-	-	-	-	-	-	-
Conservation Commission	50,000	50,000	50,000	50,000	50,000	50,000	250,000
New Canaan Public Access (Channel 79)	23,220	-	-	-	-	-	-
Library	10,000,000	-	-	-	-	-	-
Total Town Capital	19,995,026	9,557,687	14,489,850	12,511,735	9,885,538	6,508,168	52,952,978
<i>Total Board of Ed Paid by Town</i>	<i>5,948,296</i>	<i>3,683,552</i>	<i>3,898,647</i>	<i>4,526,164</i>	<i>422,802</i>	<i>414,500</i>	<i>12,945,665</i>
Total General Fund Capital Program	25,943,322	13,241,239	18,388,497	17,037,899	10,308,340	6,922,668	65,898,643
Tax Supported Amount	1,726,862	232,000	1,439,856	1,061,286	1,093,418	963,000	4,789,560
Grants & Other Contributions	976,315	2,355,697	1,060,345	965,065	964,065	965,065	6,310,237
Net Bondable Amount	23,240,145	10,653,542	15,888,296	15,011,548	8,250,857	4,994,603	54,798,846
Total Gross Capital	25,943,322	13,241,239	18,388,497	17,037,899	10,308,340	6,922,668	65,898,643
Total Sewer District Capital	308,725	1,197,400	71,300	112,100	372,000	62,000	1,814,800

Bondable Amounts By Department

	2021-22 Adopted	2022-23 A	2023-24 B	2024-2025 C	2025-26 D	2026-2027 E	TOTAL (A thru E)
Tax Assessor	-	150,000	150,000	-	-	-	300,000
Information Technology	135,000	160,000	155,000	155,000	155,000	155,000	780,000
Health	-	-	-	-	-	-	-
Fire Department	-	-	-	675,000	65,000	350,000	1,090,000
Parking	-	-	-	-	-	-	-
EMS	65,000	-	210,000	-	-	210,000	420,000
Emergency Management	197,011	133,292	136,216	139,226	143,403	146,603	698,740
Police	226,000	-	-	-	-	-	-
DPW Buildings	1,300,400	1,084,000	2,662,235	864,960	3,135,454	250,000	7,996,649
DPW Admin	4,500,000	2,795,000	5,045,000	6,900,000	3,300,000	2,550,000	20,590,000
DPW Highway	560,000	463,000	2,110,000	498,000	498,000	298,000	3,867,000
DPW Transfer Station	-	67,000	-	236,000	-	-	303,000
DPW Parks Infrastructure	622,000	2,340,500	1,810,000	1,235,000	810,000	810,000	7,005,500
DPW Park Equipment	269,000	277,000	287,000	205,000	144,000	225,000	1,138,000
First Selectman	-	-	-	-	-	-	-
Registrar of Voters	-	-	-	-	-	-	-
Conservation Commission	-	-	-	-	-	-	-
New Canaan Public Access (Channel 79)	-	-	-	-	-	-	-
Library	10,000,000	-	-	-	-	-	-
School	5,365,734	3,183,750	3,322,845	4,103,362	-	-	10,609,957
Total Bondable	23,240,145	10,653,542	15,888,296	15,011,548	8,250,857	4,994,603	54,798,846

Tax Supported Amounts By Department

	2021-22 Adopted	2022-23 A	2023-24 B	2024-2025 C	2025-26 D	2026-2027 E	TOTAL (A thru E)
Tax Assessor	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-
Health	-	-	50,000	-	-	-	50,000
Fire Department	66,000	-	131,000	65,500	29,000	54,000	279,500
Parking	8,600	-	-	20,000	-	20,000	40,000
EMS	-	-	-	-	-	-	-
Emergency Management	52,500	-	-	-	-	-	-
Police	-	-	-	-	-	-	-
DPW Buildings	134,480	-	139,054	101,984	207,116	50,000	498,154
DPW Admin	450,000	-	165,000	75,000	75,000	75,000	390,000
DPW Highway	45,000	-	25,000	25,000	25,000	25,000	100,000
DPW Transfer Station	33,000	-	-	-	-	-	-
DPW Parks Infrastructure	222,000	-	209,000	151,500	112,000	187,000	659,500
DPW Park Equipment	64,000	-	95,000	149,500	172,500	87,500	504,500
First Selectman	-	-	-	-	-	-	-
Registrar of Voters	-	-	-	-	-	-	-
Conservation Commission	50,000	-	50,000	50,000	50,000	50,000	200,000
New Canaan Public Access (Channel 79)	18,720	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
School	582,562	232,000	575,802	422,802	422,802	414,500	2,067,906
Total Tax Supported	1,726,862	232,000	1,439,856	1,061,286	1,093,418	963,000	4,789,560

Grants & Other Contributions By Department

	2021-22 Adopted	2022-23 A	2023-24 B	2024-2025 C	2025-26 D	2026-2027 E	TOTAL (A thru E)
Tax Assessor	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-
Health	-	50,000	-	-	-	-	50,000
Fire Department	-	222,280	141,280	-	-	-	363,560
Parking	-	-	-	-	-	-	-
EMS	-	-	-	-	-	-	-
Emergency Management	-	-	-	-	-	-	-
Police	138,750	267,000	181,000	227,000	226,000	227,000	1,128,000
DPW Buildings	95,000	199,550	-	-	-	-	199,550
DPW Admin	738,065	938,065	738,065	738,065	738,065	738,065	3,890,325
DPW Highway	-	45,000	-	-	-	-	45,000
DPW Transfer Station	-	-	-	-	-	-	-
DPW Parks Infrastructure	-	212,000	-	-	-	-	212,000
DPW Park Equipment	-	104,000	-	-	-	-	104,000
First Selectman	-	-	-	-	-	-	-
Registrar of Voters	-	-	-	-	-	-	-
Conservation Commission	-	50,000	-	-	-	-	50,000
New Canaan Public Access (Channel 79)	4,500	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
School	-	267,802	-	-	-	-	267,802
Total Grants & Others	976,315	2,355,697	1,060,345	965,065	964,065	965,065	6,310,237

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, 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, Tax Funded Capital Projects Fund, Special Bonding Fund, etc.). The information on these funds is based on audited FY 2020-21 financials and includes each fund's beginning balance as of July 1, of Fiscal Year 2021-22.

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	3,381,460
Plus FY 21 Revenues	1,972,237
Less FY 21 Expenses	1,357,340
Net Other Financing Sources	(3,750,000)
FY 22 Beginning Fund Balance	246,357

School Lunch Fund

School Lunch Fund – The School Lunch Fund is used to account for the operations of the schools' cafeterias.

Beginning Balance	956,437
Plus FY 21 Revenues	1,298,252
Less FY 21 Expenses	1,756,030
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	498,659

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 21 Revenues	244,708
Less FY 21 Expenses	244,708
Net Other Financing Sources	-
FY 22 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	254,527
Plus FY 21 Revenues	76,062
Less FY 21 Expenses	95,426
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	235,163



School Activity Fund

School Activity Fund – The School Activity Fund is used to account for student activity funds and school scholarships.

Beginning Balance	393,338
Plus FY 21 Revenues	78,800
Less FY 21 Expenses	116,436
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	355,702

Marcely Scholarship Fund

Marcely Scholarship Fund – The Marcely Scholarship Fund is used to account for Marcely Scholarship activity.

Beginning Balance	1,281,874
Plus FY 21 Revenues	337,877
Less FY 21 Expenses	28,149
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	1,591,602

Town Grants Fund

Town Grants Fund – The Town Grants Fund is used to account for revenues from federal and state grants.

Beginning Balance	(17,664)
Plus FY 21 Revenues	3,101,587
Less FY 21 Expenses	61,220
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	3,022,703

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	213,658
Plus FY 21 Revenues	14,912
Less FY 21 Expenses	13,410
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	215,160

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	939,401
Plus FY 21 Revenues	408,979
Less FY 21 Expenses	309,742
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	1,038,638



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	839,591
Plus FY 21 Revenues	1,214,873
Less FY 21 Expenses	1,028,599
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	1,025,865

Town Clerk Fund

Town Clerk Fund – The Town Clerk Fund is used to account for revenues related to historic document preservation and community investment to be used for the stated purpose.

Beginning Balance	119,737
Plus FY 21 Revenues	18,188
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	137,925

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	10,590
Plus FY 21 Revenues	1,505,180
Less FY 21 Expenses	1,508,195
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	7,575

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	63,990
Plus FY 21 Revenues	316,374
Less FY 21 Expenses	253,248
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	127,116

Railroad Fund

Railroad Fund – The Railroad Fund is used to account for revenues and expenditures related to the operation of the railway station.

Beginning Balance	287,358
Plus FY 21 Revenues	5,948
Less FY 21 Expenses	109,939
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	183,367



Property Rental Fund

Property Rental Fund – The Property Rental Fund is used to account for revenues and expenditures related to the Town's rental of property.

Beginning Balance	49,344
Plus FY 21 Revenues	-
Less FY 21 Expenses	6,170
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	43,174

Movie Theater Building Fund

Movie Theater Building Fund – The Movie Theater Building Fund is used to account for Movie Theater building revenues and expenditures.

Beginning Balance	826,063
Plus FY 21 Revenues	54,688
Less FY 21 Expenses	89,327
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	791,424

Parking Fund

Parking Fund – The Parking Fund is used to account for fees-in lieu-of the required parking spaces pursuant to section 8-2c of the Connecticut general statutes and a portion of the parking lot permit fees. These can be used for the repair and maintenance, expansion, and improvement of public parking facilities.

Beginning Balance	1,007,260
Plus FY 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	1,007,260

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	45,201
Plus FY 21 Revenues	372,972
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	418,173

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	74,003
Plus FY 21 Revenues	19,705
Less FY 21 Expenses	42,039
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	51,669



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	-
Plus FY 21 Revenues	-
Less FY 21 Expenses	590,796
Net Other Financing Sources	3,750,000
FY 22 Beginning Fund Balance	3,159,204

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	1,191,651
Plus FY 21 Revenues	-
Less FY 21 Expenses	194,236
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	997,415

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 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	(41,509)

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 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	(411,732)

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	1,688,851
Plus FY 21 Revenues	11,178
Less FY 21 Expenses	1,381,113
Net Other Financing Sources	2,225,212
FY 22 Beginning Fund Balance	2,544,128



Special Bonding Fund

Special Bonding Fund - The Special Bonding Fund is used to provide working capital for projects that will be ultimately financed through general obligation bonds.

Beginning Balance	2,243,990
Plus FY 21 Revenues	2,162
Less FY 21 Expenses	1,417,789
Net Other Financing Sources	1,497,913
FY 22 Beginning Fund Balance	2,326,276

Wavely Roof Fund

Wavely Roof Fund – The Wavely Roof Fund is used to account for expenditures related to replacing the roof at Wavely.

Beginning Balance	37,170
Plus FY 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	37,170

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	128,663
Plus FY 21 Revenues	10,000
Less FY 21 Expenses	58,227
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	80,436

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 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	14,866

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	416,631
Plus FY 21 Revenues	-
Less FY 21 Expenses	10,888
Net Other Financing Sources	-
FY 22 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	(276,827)
Plus FY 21 Revenues	-
Less FY 21 Expenses	95,932
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	(372,759)

Land Acquisition Fund

Land Acquisition Fund – Accounts for expenditures related to land acquisition

Beginning Balance	50,000
Plus FY 21 Revenues	-
Less FY 21 Expenses	-
Net Other Financing Sources	-
FY 22 Beginning Fund Balance	50,000

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.

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.

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

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.

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.



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.

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.

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.



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.

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

