

**TOWN OF FARMINGTON, CT.  
OFFICE OF THE TOWN MANAGER  
SPECIAL TOWN COUNCIL MEETING**

**\*PLEASE NOTE THE LOCATION CHANGE\***

DATE: February 4, 2020  
(Council Members are asked to call the Town Manager's office if they are unable to attend the meeting.)

TIME: 7:00 P.M.

PLACE: **FHS AUDITORIUM**

**AGENDA**

- A. Call to Order
- B. Pledge of Allegiance
- C. Public Comments
- D. Consideration of Special Topics
  - 1. Farmington High School (FHS) Building Committee Presentation.
  - 2. To discuss and select the overall project scope for the Farmington High School Building project.
  - 3. To set the range of the net municipal cost of FHS Building Project.
  - 4. To charge the FHS Building Committee with an overall project scope/option and next steps for the Farmington High School Building Project.
- E. Adjournment

cc: Town Clerk  
Press  
Nutmeg TV  
Main Library  
Barney Library

**MOTION:**

Agenda Item D-1

Farmington High School Building Committee Presentation.

**NOTE:** Meghan Guerrero, FHS Building Committee Chair, will report the options and present the Building Committee's recommendation to the Town Council.

The presentation and backup information regarding the Committee's recommendation will be provided at the Town Council meeting.

MOTION:

Agenda Item D-2

To discuss and select the overall project scope/option for the Farmington High School Building Project.

NOTE: Per the current charge of the FHS Building Committee (attached), after the report of the options and presentation of the Building Committee's recommendation, the Town Council will select an overall project scope/option for the Farmington High School Building Project. At their FHS Building Committee Meeting, the FHS Building Committee recommended Option 3, from TSKP Studio for Town Council Consideration. The recommendation presentation given by the FHS Building Committee on January 29, 2020, and the FHS Building Committee's cost criteria matrix for all options are attached.

/Attachments

# Current Charge of the FHS Building Committee

D-2

- 2) Charge the Farmington High School (FHS) Building Committee, in addition to the general responsibilities included in Chapter 53 of the Farmington Code, to complete the following tasks, listed below as Part I and Part II.

## Part I:

a) That the committee shall review the approved statement of needs, FHS survey, previous building committee information, Town of Farmington financial impact and forecasting documents, and other reference documents as needed, in preparation for the proposal of a comprehensive building project (renovate, renovate with additions, renovate as new or new construction) for Town Council review and approval.

b) That after the review is complete, the committee shall engage multiple firms to generate competition to get initial design concepts for conceptual solutions that address the Statement of Needs for:

1. Maintaining the current FHS facility;
2. Renovation in the existing footprint of FHS (including renovate, renovate with additions, renovate as new, etc.); and
3. Completing a new building option on the existing FHS site or other locations.

c) That pricing for options b (1) through b (3) above shall be prepared by an Owner's Representative/Value Engineering Professional who shall be selected by the Committee. The Owner's Representative/ Value Engineering Professional shall be retained by the committee and shall be independent of any of the firms who have submitted a proposal for the FHS facility.

d) That after the architects have completed their plans and after the Owner's Representative/Value Engineering Professional has completed their analysis of the proposed plans, the Committee shall report the options to the Town Council, who shall have exclusive authority on the overall project scope and cost of the project.

e) That the Committee begin to consider alternate/other locations for a new building.

## Part II:

That once the Town Council has reviewed the options presented by the Committee and the preliminary pricing, it shall re-charge the committee with:

- (1) An overall project scope; and
- (2) A range of the net municipal cost of the project with guidance from the Owner's Representative's/Value Engineering Professional's preliminary pricing options.

The committee shall then complete Phase 1, Preliminary Plan Development, per Section 53-4(B) of the town ordinances.

Once Phase 1, Preliminary Plan Development, is complete and the Project is approved at the Town Meeting and referendum, the Committee shall proceed with Phase 2, Final Design Development, as described in Section 53-4(C) of the Town Ordinances.

# Why? - The FHS Needs are Real and Urgent



- Urgent ADA and Accreditation requirements
- 6 additions between 1952 and 2003 that met immediate need only
- Restricted educational programming due to lack of space - increasing enrollment
- Cafeteria and Media Center unable to support student population
- Auditorium at the end of its useful life
- Roof with mechanicals installed
- Security risks with multiple entrance points



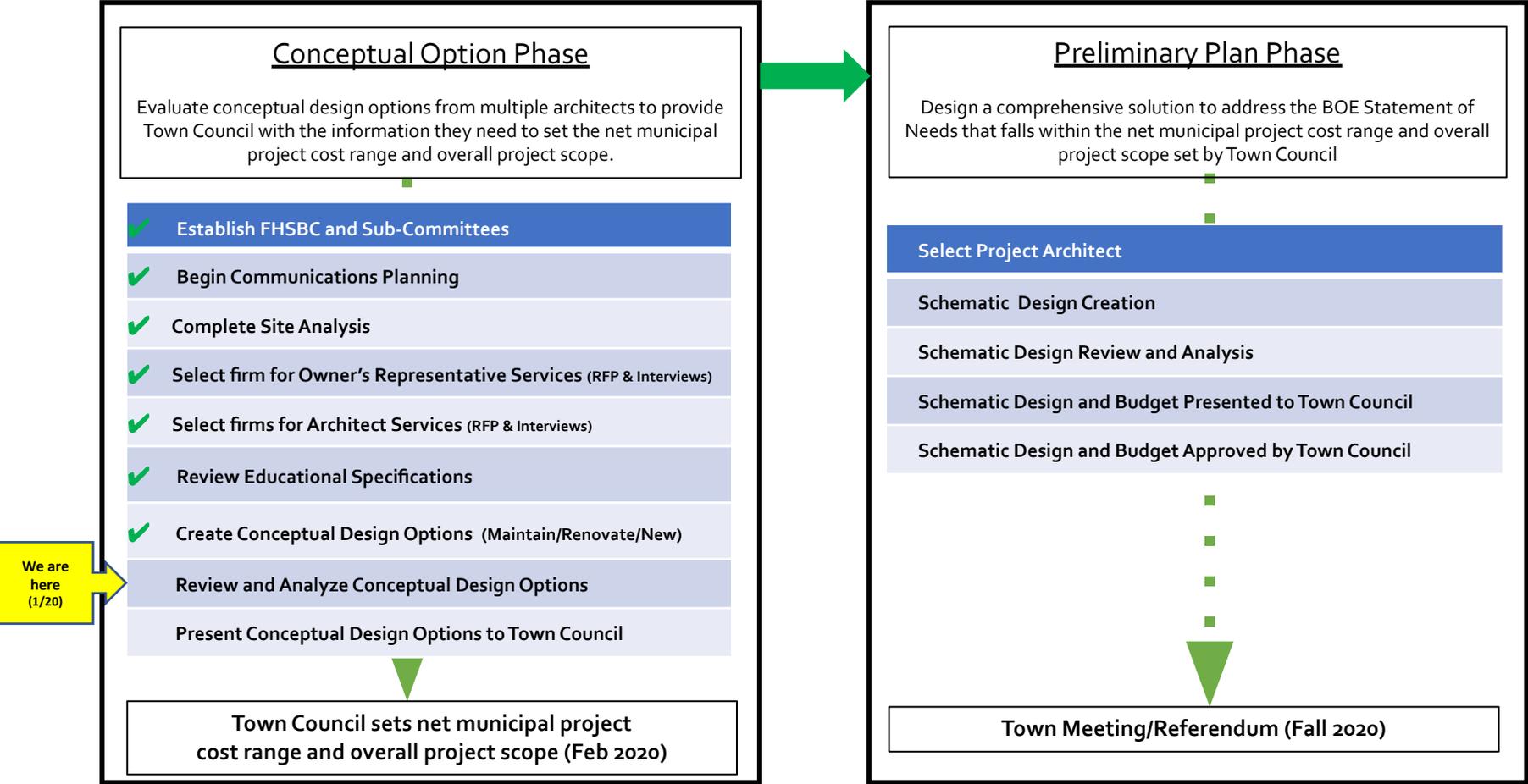
## Part 1:

- a) Review reference docs
- b) Engage multiple architectural firms for competitive conceptual designs
- c) Independent pricing review with Owner's Rep/Estimator
- d) Report findings to Town Council
- e) Consider alternate locations

## Part 2: - Phase 1

- a) Receive project scope and net project cost range from Town Council
- b) Continue with preliminary plan development
- c) Bring plan to referendum

# FHSBC Process and Timeline



(This is a planning document that represents high-level tasks and will be updated continually.)

# What is a Conceptual Design Option?



*-The primary function of a conceptual design is to determine a starting point-*

- High Level Design Concept
- Categorized as either a Maintain, Renovate or New Building Option
- Focus on meeting the Statement of Needs
- High level costs using an independent estimator
- Estimated Tax Impact is calculated using basic financing methods and point-in-time data for a stand-alone project



# How did FHSBC create & evaluate the conceptual options?



- 1.) Review reference docs and hire experts to help us – CSG **(3 months)**
- 2.) Interview and select two architects as part of competitive design process – **(3 months)**
- 3.) Design & Evaluate **Conceptual Options – (4 months)**
  - Designated design discussions with each architect
  - Option evaluation discussions after each presentation
  - Community feedback via online and public comments
  - Community Meeting – October 2019
  - Community Meeting – January 2020

# Conceptual Option Selection



## 1. Select project scope

— Maintain/Renovate/New

## 2. Select option within the project scope

# FHSBC Project Scope Evaluation



## Scope Priorities

- Meets the Statement of Needs and Educational Specifications
- Creates a safe and flexible learning environment for students
- Limits educational disruption during construction
- Reduces risk associated to unknowns
- Maximizes Value while Minimizing Risk
- Acts as a community asset

# FHSBC Scope Recommendation



Based on a full evaluation of all conceptual options, the FHSBC is recommending a project scope of: **New Build**

# Thank You



The FHSBC would like to extend a sincere thank you to both architects that have supported us through the competitive conceptual design process. We acknowledge that this process has been unique and challenging. The support and collaboration from both firms is greatly appreciated.

# FHSBC Option Recommendation



## MOTION:

To recommend option \_\_\_\_\_ by \_\_\_\_\_ for Town Council consideration.

# FHSBC Option Evaluation - Part 1



## FHSBC Evaluation Criteria Matrix

CRITERIA		Total Points Available	PRESENTATION 1 OF 3- JANUARY 8, 2020		PRESENTATION 2 OF 3- JANUARY 15, 2020		PRESENTATION 3 OF 3- JANUARY 22, 2020	
			OPTION 1 MAINTAIN EXISTING FHS		OPTION 2 RENOVATE EXISTING FHS AS NEW WITH ADDITIONS		OPTION 3 NEW FHS BUILDING	
			TSKP	QA&M	TSKP	QA&M	TSKP	QA&M
1	LOCAL, STATE, AND FEDERAL REQUIREMENTS		2.7	3.3	3.8	3.8	4.0	3.9
2	PROGRAMMATIC NEEDS		1.2	2.2	3.6	3.6	3.9	3.7
3	CONSOLIDATION OF SPACE		0.3	1.1	3.8	3.7	4.0	3.5
4	BUILDING SYSTEMS		1.6	2.4	3.7	3.6	4.0	3.9
5	SITE IMPROVEMENTS		3.0	3.1	3.9	3.5	4.0	3.5
6	BENEFITS TO THE COMMUNITY		1.4	2.2	3.7	3.7	3.9	3.9
7	FIT AND FEEL FOR FARMINGTON		2.2	2.7	3.7	3.2	3.8	3.4
TOTAL		28	12.3	17.0	26.3	25.0	27.6	25.8

# FHSBC Option Evaluation - Part 2



- Site Layout and External Traffic Flow with Neighborhood Considerations
- Preservation of 900 wing/Separation of Central Office
- Flexibility of Design
- Internal Design and Traffic Flow



## The Time is Now

Based on the Finance Director's forecast delivered to Town Council, the town has the capacity to take on a large project now. The FHSBC is committed to working collaboratively to maximize reimbursement and reduce the net municipal cost by finding efficiencies in design elements that minimize impact on educational programs.

# FHSBC Next Steps



- February 4, 2020 – FHSBC Recommendation to Town Council
- TBD – Receive Net Municipal Project Cost Range and Scope from Town Council
- Plan Part 2/Phase 1 of Charge in preparation for referendum

## **IMPORTANT:**

- Only a conceptual design has been determined at this time (a starting point)
- FHSBC will work with the selected architect to complete a detailed design once Town Council has set the Net Municipal Project Cost Range and Scope
  - The design will be modified through a more detailed evaluation
- FHSBC will continue to collaborate with the community and Town Council on the detailed design prior to referendum

# FHSBC Cost Criteria Matrix

CRITERIA	PRESENTATION 1 OF 3- JANUARY 8, 2020		PRESENTATION 2 OF 3- JANUARY 15, 2020		PRESENTATION 3 OF 3- JANUARY 22, 2020	
	OPTION 1 MAINTAIN EXISTING FHS		OPTION 2 RENOVATE EXISTING FHS AS NEW WITH ADDITIONS		OPTION 3 NEW FHS BUILDING	
	TSKP	QA&M	TSKP	QA&M	TSKP	QA&M
<b>TOTAL PROJECT COST:</b> Total Project Cost includes construction and soft costs. This is the number that would appear on the referendum ballot and interest is not included in the total project cost.	\$49,863,339	\$99,140,353	\$ 138,120,124.00	\$140,597,857.00	\$ 142,039,523.00	\$ 145,305,460.00
<b>LESS STATE REIMBURSEMENT OF ELIGIBLE COSTS( NOT ALL ITEMS ELIGIBLE):</b> Farmington's reimbursement rate depends on the type of building project that is proposed. A renovation is up to 30%, and a new building is up to 20%. However, the exact reimbursement is not known until the very end of a project (after auditors review the final project).	\$4,188,520	\$17,845,264	\$ 40,836,037.00	\$41,579,357.00	\$ 28,007,905.00	\$ 28,661,092.00
<b>NET PROJECT COST:</b>	\$45,674,819	\$81,295,089	\$97,284,087.00	\$99,018,500.00	\$114,031,618.00	\$116,644,368.00
<b>ADDITIONAL CAPITAL EXPENDITURES OVER 20 YEARS</b>	\$1,170,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PROJECTED COST OVER 20 YEARS--TOWN SHARE</b>	\$46,844,819	\$81,295,089	\$97,284,087.00	\$99,018,500.00	\$114,031,618.00	\$116,644,368.00
<b>Tax Impact Year 1 *</b>	\$229.16	\$401.31	\$480.31	\$488.70	562.75	575.58
The Tax Impact is for the Farmington High School Building Project ONLY. The tax impact is calculated based on the Average Residential Assessment of \$226,777.	*Costs will decrease by approximately \$4.27/year over 20 years	*Costs will decrease by approximately \$7.60/year over 20 years	*Costs will decrease by approximately \$9.09/year over 20 years	*Costs will decrease by approximately \$9.25/year over 20 years	*Costs will decrease by approximately \$10.66/year over 20 years	*Costs will decrease by approximately \$10.89/year over 20 years
<b>ANNUAL OPERATIONAL COST:</b> This cost is the best estimate of running the building compared to what it costs to run the building now.						
<b>ENERGY COST</b>						
<b>MAINTENANCE COST</b>						
<b>TAX IMPACT</b>						

MOTION:

Agenda Item D-3

To set the range of the net municipal cost of FHS Building Project.

NOTE: Per the current charge of the FHS Building Committee, after the report of the options and presentation of the Building Committee's recommendation, the Town Council will set a range of the net municipal cost of the project. On January 28, 2020, the Town's Finance Director, Joe Swetcky presented the Town of Farmington Financial Forecast with and without a large high school project (attached).

Enclosed are the following requested attachments:

**20-year term:**

1. Tax and Budget Worksheet 10 Year Forecast with \$100 Million Bond Issue
2. Tax and Budget Worksheet 10 Year Forecast with \$108 Million Bond Issue
3. Tax and Budget Worksheet 10 Year Forecast with \$114 Million Bond Issue

**25-year term:**

1. Tax and Budget Worksheet 10 Year Forecast with \$100 Million Bond Issue
2. Tax and Budget Worksheet 10 Year Forecast with \$108 Million Bond Issue
3. Tax and Budget Worksheet 10 Year Forecast with \$114 Million Bond Issue

**30-year term:**

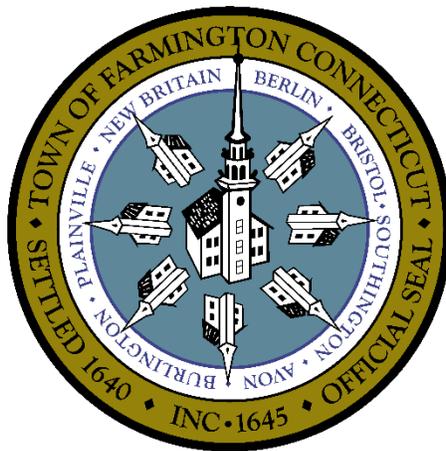
1. Tax and Budget Worksheet 10 Year Forecast with \$100 Million Bond Issue
2. Tax and Budget Worksheet 10 Year Forecast with \$108 Million Bond Issue
3. Tax and Budget Worksheet 10 Year Forecast with \$114 Million Bond Issue

Town Staff will be available to answer any questions.

/Attachments

# Tax and Budget Worksheet 10 Year Forecast

## **20-Year Term**



- \$100 Million Bond Issue
- \$108 Million Bond Issue
- \$114 Million Bond Issue













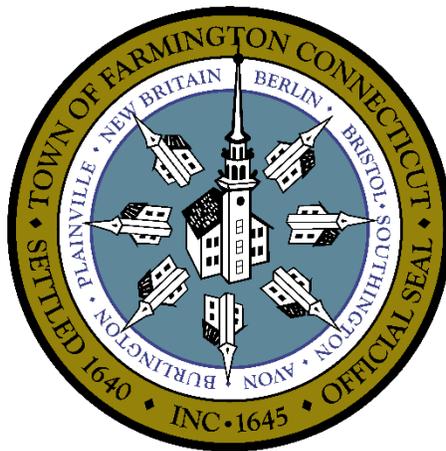






# Tax and Budget Worksheet 10 Year Forecast

## **25-Year Term**



- \$100 Million Bond Issue
- \$108 Million Bond Issue
- \$114 Million Bond Issue

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (25 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$100 Mil Bond Issue</b>			<b>-</b>	<b>1,400,000</b>	<b>4,176,000</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	117,997,265	122,827,581
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,782,777	4,692,777	4,602,777
Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,756,735	\$ 114,651,450
Mill Rate			28.69	29.54	30.62
Mill Rate Change			0.72	0.85	1.08
% Change			2.56%	2.98%	3.66%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,698.99	\$ 6,943.89
Dollar Increase			163.14	193.59	244.91
Percent Increase			2.57%	2.98%	3.66%
Debt to Budget			8.1%	8.7%	9.7%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (25 YEARS)**

			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$100 Mil Bond Issue</b>			<b>5,504,000</b>	<b>6,808,000</b>	<b>6,688,000</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		127,960,395	132,834,415	136,311,248
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	119,853,333	\$ 124,791,087	\$ 128,316,314
Mill Rate			31.49	32.53	33.19
Mill Rate Change			0.87	1.04	0.66
% Change			2.84%	3.31%	2.02%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,262.76	\$ 7,503.37	\$ 7,655.25
Dollar Increase			318.87	240.61	151.88
Percent Increase			4.59%	3.31%	2.02%
Debt to Budget			10.8%	11.5%	11.2%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (25 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$100 Mil Bond Issue</b>			<b>6,568,000</b>	<b>6,448,000</b>	<b>6,328,000</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		139,109,821	142,761,941	146,195,566
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	131,177,937	\$ 134,892,759	\$ 138,388,732
Mill Rate			33.67	34.35	34.66
Mill Rate Change			0.47	0.68	0.32
% Change			1.43%	2.02%	0.92%
Avg Residential Assessment		\$	230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes		\$	7,764.74	\$ 7,921.84	\$ 8,130.64
Dollar Increase			109.48	157.10	208.80
Percent Increase			1.43%	2.02%	2.64%
Debt to Budget			10.4%	10.1%	9.7%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (25 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$108 Mil Bond Issue</b>			<b>-</b>	<b>1,540,000</b>	<b>4,523,600</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	118,137,265	123,175,181
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
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Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,896,735	\$ 114,999,050
Mill Rate			28.69	29.58	30.71
Mill Rate Change			0.72	0.89	1.14
% Change			2.56%	3.11%	3.84%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,707.53	\$ 6,964.94
Dollar Increase			163.14	202.14	257.41
Percent Increase			2.57%	3.11%	3.84%
Debt to Budget			8.1%	8.8%	10.0%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (25 YEARS)**

			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$108 Mil Bond Issue</b>			<b>5,915,600</b>	<b>7,352,400</b>	<b>7,222,800</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		128,371,995	133,378,815	136,846,048
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	120,264,933	\$ 125,335,487	\$ 128,851,114
Mill Rate			31.60	32.68	33.33
Mill Rate Change			0.89	1.08	0.65
% Change			2.89%	3.41%	2.00%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,287.70	\$ 7,536.10	\$ 7,687.16
Dollar Increase			322.76	248.40	151.06
Percent Increase			4.63%	3.41%	2.00%
Debt to Budget			11.1%	11.9%	11.6%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (25 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$108 Mil Bond Issue</b>			<b>7,093,200</b>	<b>6,963,600</b>	<b>6,834,000</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		139,635,021	143,277,541	146,701,566
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	131,703,137	\$ 135,408,359	\$ 138,894,732
Mill Rate			33.80	34.48	34.79
Mill Rate Change			0.47	0.68	0.31
% Change			1.41%	2.00%	0.90%
Avg Residential Assessment	\$		230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes	\$		7,795.82	\$ 7,952.12	\$ 8,160.37
Dollar Increase			108.67	156.29	208.25
Percent Increase			1.41%	2.00%	2.62%
Debt to Budget			10.8%	10.5%	10.0%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (25 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$114 Mil Bond Issue</b>			<b>-</b>	<b>1,610,000</b>	<b>4,802,400</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	118,207,265	123,453,981
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,782,777	4,692,777	4,602,777
Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,966,735	\$ 115,277,850
Mill Rate			28.69	29.60	30.79
Mill Rate Change			0.72	0.91	1.19
% Change			2.56%	3.17%	4.02%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,711.80	\$ 6,981.83
Dollar Increase			163.14	206.41	270.03
Percent Increase			2.57%	3.17%	4.02%
Debt to Budget			8.1%	8.9%	10.2%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (25 YEARS)**

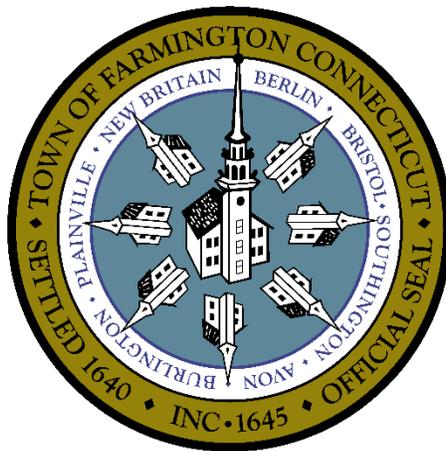
			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$114 Mil Bond Issue</b>			<b>6,259,600</b>	<b>7,760,400</b>	<b>7,623,600</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		128,715,995	133,786,815	137,246,848
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	120,608,933	\$ 125,743,487	\$ 129,251,914
Mill Rate			31.69	32.78	33.43
Mill Rate Change			0.90	1.09	0.65
% Change			2.93%	3.45%	1.99%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,308.55	\$ 7,560.63	\$ 7,711.07
Dollar Increase			326.72	252.09	150.44
Percent Increase			4.68%	3.45%	1.99%
Debt to Budget			11.3%	12.1%	11.8%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (25 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$114 Mil Bond Issue</b>			<b>7,486,800</b>	<b>7,350,000</b>	<b>7,213,200</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		140,028,621	143,663,941	147,080,766
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	132,096,737	\$ 135,794,759	\$ 139,273,932
Mill Rate			33.90	34.58	34.89
Mill Rate Change			0.47	0.68	0.31
% Change			1.40%	1.99%	0.89%
Avg Residential Assessment		\$	230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes		\$	7,819.12	\$ 7,974.81	\$ 8,182.65
Dollar Increase			108.05	155.69	207.84
Percent Increase			1.40%	1.99%	2.61%
Debt to Budget			11.0%	10.7%	10.2%

# Tax and Budget Worksheet 10 Year Forecast

## **30-Year Term**



- \$100 Million Bond Issue
- \$108 Million Bond Issue
- \$114 Million Bond Issue

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (30 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$100 Mil Bond Issue</b>			<b>-</b>	<b>1,270,000</b>	<b>3,784,900</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	117,867,265	122,436,481
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,782,777	4,692,777	4,602,777
Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,626,735	\$ 114,260,350
Mill Rate			28.69	29.50	30.52
Mill Rate Change			0.72	0.82	1.01
% Change			2.56%	2.85%	3.42%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,691.05	\$ 6,920.21
Dollar Increase			163.14	185.66	229.15
Percent Increase			2.57%	2.85%	3.42%
Debt to Budget			8.1%	8.6%	9.4%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (30 YEARS)**

			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$100 Mil Bond Issue</b>			<b>4,994,750</b>	<b>6,184,500</b>	<b>6,084,150</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		127,451,145	132,210,915	135,707,398
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	119,344,083	\$ 124,167,587	\$ 127,712,464
Mill Rate			31.36	32.37	33.04
Mill Rate Change			0.84	1.01	0.66
% Change			2.76%	3.24%	2.05%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,231.90	\$ 7,465.88	\$ 7,619.23
Dollar Increase			311.69	233.98	153.35
Percent Increase			4.50%	3.24%	2.05%
Debt to Budget			10.4%	11.1%	10.8%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$100 MILLION BOND ISSUE (30 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$100 Mil Bond Issue</b>			<b>5,983,800</b>	<b>5,883,450</b>	<b>5,783,100</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		138,525,621	142,197,391	145,650,666
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	130,593,737	\$ 134,328,209	\$ 137,843,832
Mill Rate			33.52	34.20	34.53
Mill Rate Change			0.48	0.69	0.32
% Change			1.46%	2.05%	0.95%
Avg Residential Assessment		\$	230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes		\$	7,730.16	\$ 7,888.68	\$ 8,098.62
Dollar Increase			110.93	158.53	209.94
Percent Increase			1.46%	2.05%	2.66%
Debt to Budget			10.1%	9.8%	9.3%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (30 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$108 Mil Bond Issue</b>			<b>-</b>	<b>1,395,000</b>	<b>4,097,950</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	117,992,265	122,749,531
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,782,777	4,692,777	4,602,777
Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,751,735	\$ 114,573,400
Mill Rate			28.69	29.54	30.60
Mill Rate Change			0.72	0.85	1.06
% Change			2.56%	2.97%	3.59%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,698.68	\$ 6,939.17
Dollar Increase			163.14	193.29	240.49
Percent Increase			2.57%	2.97%	3.59%
Debt to Budget			8.1%	8.7%	9.7%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (30 YEARS)**

			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$108 Mil Bond Issue</b>			<b>5,362,850</b>	<b>6,671,750</b>	<b>6,563,600</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		127,819,245	132,698,165	136,186,848
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	119,712,183	\$ 124,654,837	\$ 128,191,914
Mill Rate			31.45	32.50	33.16
Mill Rate Change			0.85	1.04	0.66
% Change			2.79%	3.32%	2.04%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,254.21	\$ 7,495.18	\$ 7,647.83
Dollar Increase			315.04	240.97	152.65
Percent Increase			4.54%	3.32%	2.04%
Debt to Budget			10.7%	11.4%	11.1%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$108 MILLION BOND ISSUE (30 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$108 Mil Bond Issue</b>			<b>6,455,450</b>	<b>6,347,300</b>	<b>6,239,150</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		138,997,271	142,661,241	146,106,716
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	131,065,387	\$ 134,792,059	\$ 138,299,882
Mill Rate			33.64	34.32	34.64
Mill Rate Change			0.48	0.68	0.32
% Change			1.44%	2.03%	0.93%
Avg Residential Assessment		\$	230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes		\$	7,758.07	\$ 7,915.92	\$ 8,125.42
Dollar Increase			110.24	157.85	209.50
Percent Increase			1.44%	2.03%	2.65%
Debt to Budget			10.4%	10.1%	9.6%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (30 YEARS)**

			<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			69,753,405	71,859,958	74,030,128
Town			31,695,461	32,409,338	33,323,281
BOE Pensions			50,000	55,675	61,994
Debt Service			9,252,445	8,876,257	7,780,306
<b>\$114 Mil Bond Issue</b>			<b>-</b>	<b>1,460,000</b>	<b>4,351,900</b>
Capital Improvements			3,322,539	3,396,037	3,455,871
	Total		114,073,850	118,057,265	123,003,481
<b>GRAND LIST</b>					
Real Estate			3,222,707,651	3,241,399,355	3,260,199,471
Personal Property			240,195,348	247,401,208	254,823,245
Motor Vehicles			237,867,314	240,531,428	243,225,380
	Total		3,700,770,313	3,729,331,992	3,758,248,096
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,250,000
Licenses and Permits			655,449	666,067	676,858
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,782,777	4,692,777	4,602,777
Service Charges			1,394,529	1,409,186	1,423,996
Other			51,500	51,500	51,500
Westwoods Contribution			325,000	325,000	325,000
Fund Balance			-	-	-
	Total		9,013,255	8,948,530	8,884,131
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	105,768,595	\$ 109,816,735	\$ 114,827,350
Mill Rate			28.69	29.56	30.67
Mill Rate Change			0.72	0.87	1.11
% Change			2.56%	3.03%	3.76%
Avg Residential Assessment	\$		226,777	\$ 226,777	\$ 226,777
Real Estate Taxes	\$		6,505.39	\$ 6,702.65	\$ 6,954.55
Dollar Increase			163.14	197.25	251.90
Percent Increase			2.57%	3.03%	3.76%
Debt to Budget			8.1%	8.8%	9.9%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (30 YEARS)**

			<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			76,265,838	78,569,067	80,941,852
Town			34,262,998	35,229,214	36,222,678
BOE Pensions			69,030	76,865	85,590
Debt Service			8,291,837	8,480,596	8,597,693
<b>\$114 Mil Bond Issue</b>			<b>5,677,750</b>	<b>7,046,550</b>	<b>6,932,250</b>
Capital Improvements			3,566,691	3,670,672	3,775,434
	Total		128,134,145	133,072,965	136,555,498
<b>GRAND LIST</b>					
Real Estate			3,311,710,623	3,330,918,544	3,350,237,872
Personal Property			262,467,942	270,341,980	278,452,240
Motor Vehicles			245,949,505	248,704,139	251,489,625
	Total		3,820,128,069	3,849,964,664	3,880,179,737
<b>REVENUES</b>					
Other Property Taxes			1,250,000	1,250,000	1,265,000
Licenses and Permits			687,823	698,965	710,289
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,512,777	4,422,777	4,332,777
Service Charges			1,438,962	1,454,086	1,469,368
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,815,062	8,751,328	8,702,934
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	120,027,083	\$ 125,029,637	\$ 128,560,564
Mill Rate			31.54	32.60	33.26
Mill Rate Change			0.87	1.06	0.66
% Change			2.84%	3.36%	2.02%
Avg Residential Assessment		\$	<b>230,632</b>	\$ 230,632	\$ 230,632
Real Estate Taxes		\$	7,273.29	\$ 7,517.71	\$ 7,669.82
Dollar Increase			318.74	244.42	152.11
Percent Increase			4.58%	3.36%	2.02%
Debt to Budget			10.9%	11.7%	11.4%

**TAX AND BUDGET WORKSHEET**  
**10 YEAR FORECAST WITH \$114 MILLION BOND ISSUE (30 YEARS)**

			<b>FY26/27</b>	<b>FY27/28</b>	<b>FY28/29</b>
			<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
			<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>					
Education			83,386,296	85,904,563	88,498,880
Town			37,244,158	38,294,443	39,374,346
BOE Pensions			95,304	106,121	118,166
Debt Service			7,955,621	8,038,505	7,802,361
<b>\$114 Mil Bond Issue</b>			<b>6,817,950</b>	<b>6,703,650</b>	<b>6,589,350</b>
Capital Improvements			3,860,441	3,970,309	4,073,813
	Total		139,359,771	143,017,591	146,456,916
<b>GRAND LIST</b>					
Real Estate			3,369,669,252	3,389,213,333	3,442,762,904
Personal Property			286,805,807	295,409,981	304,272,281
Motor Vehicles			254,306,309	257,154,540	260,034,671
	Total		3,910,781,368	3,941,777,854	4,007,069,855
<b>REVENUES</b>					
Other Property Taxes			1,265,000	1,265,000	1,265,000
Licenses and Permits			721,795	733,488	745,371
Fines and Penalties			29,000	29,000	29,000
Interest			525,000	525,000	525,000
Grants			4,242,777	4,152,777	4,062,777
Service Charges			1,484,811	1,500,417	1,516,186
Other			51,500	51,500	51,500
Westwoods Contribution			320,000	320,000	320,000
Fund Balance			-	-	-
	Total		8,639,884	8,577,182	8,514,834
<b>TAX &amp; MILL RATE</b>					
Tax Levy		\$	131,427,887	\$ 135,148,409	\$ 138,650,082
Mill Rate			33.73	34.41	34.73
Mill Rate Change			0.48	0.68	0.32
% Change			1.43%	2.02%	0.92%
Avg Residential Assessment	\$		230,632	\$ 230,632	\$ <b>234,553</b>
Real Estate Taxes	\$		7,779.53	\$ 7,936.85	\$ 8,145.99
Dollar Increase			109.71	157.32	209.14
Percent Increase			1.43%	2.02%	2.64%
Debt to Budget			10.6%	10.3%	9.8%

# **Town of Farmington Financial Forecast**

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**JANUARY 28, 2020**



# Financial Forecast

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**First Forecast Prepared in 2016**

**Forecast was prepared in Response to a Request from Moody's Rating Analyst**

**Moody's had raised concern regarding amount of debt Town was taking on due to Treatment Plant Upgrade Project**

**Forecast in its current form was prepared for Town Council subcommittee studying financial aspects of Farmington High School Project**

**Forecast is a "snapshot" in time, it is updated twice a year**



# Capital Improvement Policy

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- Goal is to contribute at least 2.5% of annual General Fund Revenues to the Capital Improvement Program;
  - 20% of all CIP project costs should be financed on a pay-as-you-go basis;
  - debt obligations should only be used for CIP projects that cannot be funded from current revenue sources;
  - long term debt shall have a maturity of the earlier of the estimated useful life of the capital improvement or twenty years;
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# Debt Management Policy

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Town may periodically issue debt obligations to finance the construction or acquisition of infrastructure or to refinance existing debt;

Goal is to assure that debt obligations are issued and managed in a manner that obtains the best long-term financial advantage to the Town and its residents, while maintaining and improving the Town's bond rating and reputation in the investment community.

Debt shall not be used to finance current operations;

The Town will measure the impact of debt service requirements on a single year, five, ten and twenty-year periods.



# Current Debt Position (January 15, 2020)

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<b>Current Outstanding Long-Term Debt</b>	<b>\$ 33,965,000</b>
<b>Clean Water Fund Loan</b>	<b>\$ 31,157,363</b>
<b>Total</b>	<b>\$ 65,122,363</b>
<b>Pending Debt:</b>	
<b>Clean Water Fund Loan #2 (February 2020)</b>	<b>\$12,700,000</b>
<b>Debt Issue of 2020 (May 2020)</b>	<b>\$ 4,500,000</b>

# **Ten Year Debt Issuance Forecast**

## **January 28, 2020**

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	<u>Amount</u>	<u>FY19/20 Projected Budget</u>	<u>FY20/21 Projected Budget</u>	<u>FY21/22 Projected Budget</u>	<u>FY22/23 Projected Budget</u>	<u>FY23/24 Projected Budget</u>
<b>Existing Debt Service</b>		6,346,495	5,600,722	4,628,834	2,977,186	2,931,795
<b>CWF Loan # 1</b>	33,679,242	2,044,534	2,044,534	2,044,534	2,044,534	2,044,534
<b>CWF Loan # 2</b>	12,700,000	498,867	810,066	770,966	770,966	770,966
<b>Issue of 2020</b>	4,500,000		435,000	426,000	417,000	408,000
<b>Issue of 2021</b>	6,295,000			516,190	506,118	496,046
<b>Issue of 2022</b>	6,940,000				572,080	560,880
<b>Issue of 2023</b>	7,690,000					634,425
<b>Issue of 2024</b>	4,850,000					
<b>Issue of 2025</b>	4,000,000					
<b>Issue of 2026</b>	3,750,000					
<b>Issue of 2027</b>	3,250,000					
<b>Issue of 2028</b>	3,250,000					
<b>ESCO Lease</b>	4,821,593	81,899	84,433	87,043	89,732	92,501
<b>Streetlight Lease</b>	1,000,000	152,690	152,690	152,690	152,690	152,690
<b>Issuance Cost</b>		175,000	125,000	250,000	250,000	200,000
<b>Totals</b>		<b>9,299,485</b>	<b>9,252,445</b>	<b>8,876,257</b>	<b>7,780,306</b>	<b>8,291,837</b>
<b>Year over Year Change</b>		<b>991,450</b>	<b>(47,040)</b>	<b>(376,188)</b>	<b>(1,095,951)</b>	<b>511,531</b>

	<u>Amount</u>	<u>FY24/25 Projected Budget</u>	<u>FY25/26 Projected Budget</u>	<u>FY26/27 Projected Budget</u>	<u>FY27/28 Projected Budget</u>	<u>FY28/29 Projected Budget</u>
<b>Existing Debt Service</b>		2,835,720	2,744,361	1,842,504	1,814,438	1,372,044
<b>CWF Loan # 1</b>	33,679,242	2,044,534	2,044,534	2,044,534	2,044,534	2,044,534
<b>CWF Loan # 2</b>	12,700,000	770,966	770,966	770,966	770,966	770,966
<b>Issue of 2020</b>	4,500,000	399,000	390,000	381,000	372,000	363,000
<b>Issue of 2021</b>	6,295,000	485,974	475,902	465,830	455,758	445,686
<b>Issue of 2022</b>	6,940,000	549,680	538,480	527,280	516,080	504,880
<b>Issue of 2023</b>	7,690,000	621,929	609,433	596,936	584,440	571,944
<b>Issue of 2024</b>	4,850,000	401,095	393,165	385,236	377,306	369,376
<b>Issue of 2025</b>	4,000,000		332,000	325,400	318,800	312,200
<b>Issue of 2026</b>	3,750,000			312,375	306,131	299,888
<b>Issue of 2027</b>	3,250,000				271,375	265,931
<b>Issue of 2028</b>	3,250,000					272,025
<b>ESCO Lease</b>	4,821,593	95,353	98,852	103,560	106,677	109,887
<b>Streetlight Lease</b>	1,000,000	76,345				
<b>Issuance Cost</b>		200,000	200,000	200,000	100,000	100,000
<b>Totals</b>		8,480,596	8,597,693	7,955,621	8,038,505	7,802,361
<b>Year over Year Change</b>		188,759	117,097	(642,072)	82,884	(236,144)

# Ten Year Financial Forecast

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10/10/2010

10/10/2010



**TAX AND BUDGET WORKSHEET  
10 YEAR FORECAST  
BASED ON FY19/20 ADOPTED BUDGET**

		<b>FY19/20</b>	<b>FY20/21</b>	<b>FY21/22</b>
		<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>				
Education		67,708,605	69,753,405	71,859,958
Town		30,373,104	31,695,461	32,409,338
BOE Pensions		296,006	50,000	55,675
Debt Service		9,298,362	9,252,445	8,876,257
Capital Improvements		3,668,000	3,322,539	3,396,037
	<b>Total</b>	<b>111,344,077</b>	<b>114,073,850</b>	<b>116,597,265</b>
<b>GRAND LIST</b>				
Real Estate		3,200,941,250	3,222,707,651	3,241,399,355
Personal Property		233,199,367	240,195,348	247,401,208
Motor Vehicles		235,232,708	237,867,314	240,531,428
	<b>Total</b>	<b>3,669,373,325</b>	<b>3,700,770,313</b>	<b>3,729,331,992</b>
<b>REVENUES</b>				
Other Property Taxes		1,240,000	1,250,000	1,250,000
Licenses and Permits		645,000	655,449	666,067
Fines and Penalties		24,000	29,000	29,000
Interest		525,000	525,000	525,000
Grants		4,822,777	4,782,777	4,692,777
Service Charges		1,380,025	1,394,529	1,409,186
Other		50,000	51,500	51,500
Westwoods Contribution		335,025	325,000	325,000
Fund Balance		800,000	-	-
	<b>Total</b>	<b>9,821,827</b>	<b>9,013,255</b>	<b>8,948,530</b>
<b>TAX &amp; MILL RATE</b>				
Tax Levy		\$ 102,241,250	\$ 105,768,595	\$ 108,356,735
Mill Rate		27.97	28.69	29.16
Mill Rate Change		0.78	0.72	0.48
% Change		2.88%	2.56%	1.66%
Avg Residential Assessment		\$ 226,777	\$ 226,777	\$ 226,777
Real Estate Taxes		\$ 6,342.25	\$ 6,505.39	\$ 6,613.54
Dollar Increase		177.37	163.14	108.14
Percent Increase		2.88%	2.57%	1.66%

**TAX AND BUDGET WORKSHEET  
10 YEAR FORECAST  
BASED ON FY19/20 ADOPTED BUDGET**

		<b>FY22/23</b>	<b>FY23/24</b>	<b>FY24/25</b>
		<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>EXPENDITURES</b>				
Education		74,030,128	76,265,838	78,569,067
Town		33,323,281	34,262,998	35,229,214
BOE Pensions		61,994	69,030	76,865
Debt Service		7,780,306	8,291,837	8,480,596
Capital Improvements		3,455,871	3,566,691	3,670,672
	<b>Total</b>	<b>118,651,581</b>	<b>122,456,395</b>	<b>126,026,415</b>
<b>GRAND LIST</b>				
Real Estate		3,260,199,471	3,311,710,623	3,330,918,544
Personal Property		254,823,245	262,467,942	270,341,980
Motor Vehicles		243,225,380	245,949,505	248,704,139
	<b>Total</b>	<b>3,758,248,096</b>	<b>3,820,128,069</b>	<b>3,849,964,664</b>
<b>REVENUES</b>				
Other Property Taxes		1,250,000	1,250,000	1,250,000
Licenses and Permits		676,858	687,823	698,965
Fines and Penalties		29,000	29,000	29,000
Interest		525,000	525,000	525,000
Grants		4,602,777	4,512,777	4,422,777
Service Charges		1,423,996	1,438,962	1,454,086
Other		51,500	51,500	51,500
Westwoods Contribution		325,000	320,000	320,000
Fund Balance		-	-	-
	<b>Total</b>	<b>8,884,131</b>	<b>8,815,062</b>	<b>8,751,328</b>
<b>TAX &amp; MILL RATE</b>				
Tax Levy		\$ 110,475,450	\$ 114,349,333	\$ 117,983,087
Mill Rate		29.50	30.04	30.76
Mill Rate Change		0.34	0.54	0.71
% Change		1.17%	1.83%	2.38%
Avg Residential Assessment		\$ 226,777	\$ 230,632	\$ 230,632
Real Estate Taxes		\$ 6,690.97	\$ 6,929.23	\$ 7,094.02
Dollar Increase		77.44	238.26	164.79
Percent Increase		1.17%	3.56%	2.38%

**TAX AND BUDGET WORKSHEET  
10 YEAR FORECAST  
BASED ON FY19/20 ADOPTED BUDGET**

		<b>FY25/26</b>	<b>FY26/27</b>	<b>FY27/28</b>
		<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>EXPENDITURES</b>				
Education		80,941,852	83,386,296	85,904,563
Town		36,222,678	37,244,158	38,294,443
BOE Pensions		85,590	95,304	106,121
Debt Service		8,597,693	7,955,621	8,038,505
Capital Improvements		3,775,434	3,860,441	3,970,309
	<b>Total</b>	<b>129,623,248</b>	<b>132,541,821</b>	<b>136,313,941</b>
<b>GRAND LIST</b>				
Real Estate		3,350,237,872	3,369,669,252	3,389,213,333
Personal Property		278,452,240	286,805,807	295,409,981
Motor Vehicles		251,489,625	254,306,309	257,154,540
	<b>Total</b>	<b>3,880,179,737</b>	<b>3,910,781,368</b>	<b>3,941,777,854</b>
<b>REVENUES</b>				
Other Property Taxes		1,265,000	1,265,000	1,265,000
Licenses and Permits		710,289	721,795	733,488
Fines and Penalties		29,000	29,000	29,000
Interest		525,000	525,000	525,000
Grants		4,332,777	4,242,777	4,152,777
Service Charges		1,469,368	1,484,811	1,500,417
Other		51,500	51,500	51,500
Westwoods Contribution		320,000	320,000	320,000
Fund Balance		-	-	-
	<b>Total</b>	<b>8,702,934</b>	<b>8,639,884</b>	<b>8,577,182</b>
<b>TAX &amp; MILL RATE</b>				
Tax Levy		\$ 121,628,314	\$ 124,609,937	\$ 128,444,759
Mill Rate		31.46	31.98	32.71
Mill Rate Change		0.70	0.52	0.72
% Change		2.29%	1.65%	2.27%
Avg Residential Assessment		\$ 230,632	\$ 230,632	\$ 230,632
Real Estate Taxes		\$ 7,256.25	\$ 7,375.96	\$ 7,543.17
Dollar Increase		162.23	119.71	167.21
Percent Increase		2.29%	1.65%	2.27%

**TAX AND BUDGET WORKSHEET  
10 YEAR FORECAST  
BASED ON FY19/20 ADOPTED BUDGET**

		<b>FY28/29 Projected Budget</b>
<b>EXPENDITURES</b>		
Education		88,498,880
Town		39,374,346
BOE Pensions		118,166
Debt Service		7,802,361
Capital Improvements		4,073,813
	Total	<b>139,867,566</b>
<b>GRAND LIST</b>		
Real Estate		3,442,762,904
Personal Property		304,272,281
Motor Vehicles		260,034,671
	Total	<b>4,007,069,855</b>
<b>REVENUES</b>		
Other Property Taxes		1,265,000
Licenses and Permits		745,371
Fines and Penalties		29,000
Interest		525,000
Grants		4,062,777
Service Charges		1,516,186
Other		51,500
Westwoods Contribution		320,000
Fund Balance		-
	Total	<b>8,514,834</b>
<b>TAX &amp; MILL RATE</b>		
Tax Levy	\$	132,060,732
Mill Rate		33.08
Mill Rate Change		0.37
% Change		1.14%
Avg Residential Assessment	\$	<b>234,553</b>
Real Estate Taxes	\$	7,758.86
Dollar Increase		215.69
Percent Increase		2.86%

# Conclusion

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**Town finances are stable but will require tax increases to fund operations;**

**Town is expected to steadily add long term debt;**

**- Clean Water Fund Loan #2**

**- Fire Projects**

**- Road Improvements**

**- Elementary School Projects**

**Older debt is dropping off slightly faster than new debt is added;**



MOTION:

Agenda Item D-4

To charge the FHS Building Committee to complete the attached requirements for the planning and construction process for building projects per §53-4 of the Town of Farmington Code for the selected option within the determined net municipal cost range.

NOTE: Chapter 53 of the Town Code (attached) establishes procedures to plan, approve, and construct public buildings in an orderly and cost-effective manner. With the building committee's completion of their tasks, as outlined in Part 1 of their current charge, the next step is for the Town Council to re-charge the committee with an overall project scope and a range of the net municipal cost of the project. §53-4 outlines the required steps to bring the project through schematic design and to receive the required approvals prior to a Town meeting and referendum. If the project is approved at referendum, §53-4 outlines the steps necessary to bring the project through final plan development and construction.

A high-level timeline of the Building Committee's next steps is as follows:

Schematic Design- February- June 2020  
Submission of State Grant Application- June 30, 2020 deadline  
Referendum- Fall 2020

/Attachment

## ARTICLE I

**Construction Procedures****[Adopted 2-28-1995; amended in its entirety 5-14-2002]****§ 53-1. Purpose.**

The purpose of this article is to establish procedures to plan, approve and construct public buildings in an orderly and cost-effective manner, including giving clear direction and course of action to the appointed building committee or designated person or persons. This article shall apply to all pending public building projects in progress on the effective date of this article.

**§ 53-2. Statement of needs.**

- A. The Town department or agency initiating a request for the construction or renovation of a public building shall submit to the Town Manager a statement of needs which justifies the requested construction. The Town Manager shall review the statement of needs critically and shall, when satisfied that the statement is complete, submit the statement to the Town Council along with a recommendation for approval or disapproval of nonschool proposed construction.
- B. The Board of Education, being responsible under C.G.S. § 10-220 for making a study of the needs for school facilities and of a long-term school building program, shall, as part of a statement of needs, make recommendations to the Town Council for new school construction, additions or renovations based upon such study.
- C. Town Council approval of a statement of needs shall be required before any further action is taken. The Town Council may hold hearings or take any other action it deems appropriate to obtain information prior to approving a statement of needs.
- D. Each Town department or agency, including the Board of Education, shall, at the time of submitting annual budget requests, submit an estimate of expenditures for capital improvements for the next five years. The Town Manager, at the time of submitting the proposed annual budget to the Town Council, shall submit a five-year capital improvements program with a recommendation of what, if any, project or projects should be undertaken in the ensuing fiscal year. The Council shall consider and act on the projects, either approving, disapproving or approving at a revised estimate of costs.

**§ 53-3. Building committee or other designated person or persons.**

- A. Upon approval of a statement of needs, the Town Council shall appoint a building committee for all school buildings, including at least one member of the Board of Education, and may appoint a building committee for all other Town buildings.

- B. If a building committee is appointed, the Town Council shall define the scope of the responsibilities of such committee. The Town Council shall seek to include persons experienced in design and construction (such as an architect and/or construction engineer) to be building committee members.
- C. If a building committee is not appointed for Town buildings other than schools, the Town Council shall specifically designate the person or persons responsible for planning and supervising the construction of such building and shall define the scope of responsibilities of such person or persons.
- D. Hereinafter, the building committee or designated person or persons shall be referred to as the "committee."
- E. The Town Manager shall provide the committee with qualified and adequate staff support on building, financial, administrative and clerical matters. The role and scope of staff shall be clearly defined by the Town Manager and shall be described by the Town Manager to the committee. The Town Manager shall stay in close touch with the committee and keep the Town Council advised on material developments as they occur.

**§ 53-4. Planning and construction process for building projects.**

- A. Project initiation. The Town Council shall, upon recommendation of the Town Manager:
  - (1) Select a site for the construction. If a school site is involved, the site shall be approved by the Board of Education and the State Commissioner of Education prior to the start of construction.
  - (2) Develop and incorporate into the committee's charge a clear description of the nature, size and purpose of the proposed building based on the approved statement of needs.
- B. Preliminary plan development. The committee shall:
  - (1) Solicit proposals from qualified architects to prepare schematic drawings and project cost estimates, including costs of construction, engineering, finance, legal, contingency, independent construction monitoring and oversight, and other appropriate costs.
  - (2) Negotiate a contract or contracts with the selected architect. The architectural work will be contracted for in two phases. Phase one will consist of preresolution services, including the preparation of schematic drawings and cost estimates, including structural site work, grading and drainage, presentations to Town boards and commissions and other services and costs as determined by the committee. Phase two services will complete the project through Town acceptance and final payment to the contractor(s). The phase

two contract will include the architectural fees and expenses to take the project through the design development, contract document and administrative services phases during construction, including the preparation of bid documents and contract documents, the evaluation of bids and the determination of appropriate bonding, insurance and other soft costs. The contract(s) shall provide that the architect will not proceed beyond phase one services until the committee has issued a notice to proceed after the approval of funding for the entire project; and that the Town has no financial obligation beyond phase one fees and expenses if the project funding is not approved.

- (3) Obtain from the architect a certificate attesting to the architect's errors and omissions insurance coverage that will be valid throughout the duration of the project.
  - (4) Request sufficient funds from the Town Council to pay for the architect's phase one services. Upon approval of such funding, the committee shall execute the contract with the architect for such services.
  - (5) Decide what type of owner's representative to use (if other than the architect) such as a clerk of the works, construction manager or general contractor. If a construction manager is to be used, the committee shall solicit proposals from qualified firms and negotiate services and fees for the pre- and post-referendum phases.
  - (6) Submit the completed schematic drawings to the Town Plan and Zoning Commission for informal review and recommendation and make such changes as appropriate in accordance with the contract for architectural services.
  - (7) Submit the completed schematic drawings and project cost estimates to the Town Council for approval.
  - (8) Upon Town Council (and Board of Education for school projects) approval of the schematic drawings and project cost estimates, request that the Town Council:
    - (a) Set a Town meeting (and referendum if necessary) for the total project cost based on the cost estimates prepared by the architect and/or construction manager; and
    - (b) Refer the project to the Town Plan and Zoning Commission for a report under C.G.S. § 8-24.
- C. Final plan development. If the project is approved at the Town meeting (or referendum, if necessary) the committee shall:
- (1) Issue a notice to proceed to the architect to complete final plans, working drawings and specifications, bid documents and contract documents. The committee and its consultants shall review the

design documents at each design phase to evaluate, refine and update cost estimates and verify that the plans fulfill the purpose of the proposed building in a reasonable manner. The committee shall submit a copy of the final plans, working drawings, specifications, bid documents and contract documents to an independent, qualified engineering firm for a comprehensive review as to accuracy, clarity and completeness. The engineering firm shall submit comments to the committee. The committee shall direct the architect to make such changes as it deems appropriate.

- (2) Submit the final plans to the Town Plan and Zoning Commission for site plan approval. Upon receipt of the architect's changes and approval of the Town Plan and Zoning Commission, and approval of the Board of Education for school projects, the committee shall put the project out to bid and award the construction contract. The Town Manager and a person designated by the committee shall execute the construction contract on behalf of the Town.
- (3) Meet with the architect, general contractor or construction manager to reconcile any differences between the parties. The committee shall approve the final plans, working drawings and specifications, bid documents and contract documents.

D. Construction initiation. The committee shall:

- (1) Establish an oversight team consisting of the architect, Town staff members and/or consultants to assure regular and knowledgeable in-the-field monitoring of construction and evaluation of change orders and to keep the committee up-to-date on a regular basis on all material developments. The committee shall contract for additional independent monitoring of the construction process, if deemed necessary.
- (2) Authorize the start of construction.
- (3) Monitor the construction process to include meetings with the architect, project manager and construction contractor as necessary to resolve any differences.
- (4) Establish liaisons and/or other means of communication to keep the Town Manager, Town Council and other interested parties up-to-date on project developments.
- (5) Consider and act promptly on change orders, making certain that any increase in the cost involved in any change order is within the amount appropriated for the project.
- (6) Monitor the preparation by the architect of a list of items (punch list) which are not fully completed or which require further attention when the architect has certified that the building is substantially complete. The committee shall accept the building as

substantially complete and make certain that the punch list items are completed promptly and properly.

- (7) Review the certification by the architect that construction has been completed in full compliance with contract documents or review the list of items that are not yet satisfactorily completed.
- (8) Authorize the release of funds that had been withheld or designate those funds to be withheld pending completion of any unfinished work or for any other appropriate reason.

**§ 53-5. Town Manager's responsibility for coordination of process.**

Throughout the planning and construction process, the Town Manager shall be responsible for coordinating the process and working with the committee and making full use of the Town staff and appropriate outside services as required. The Town Manager shall attend meetings as necessary between the architect and general contractor or construction manager and/or subcontractors. In the event of a conflict precluding the Town Manager's attendance at any such meetings, the Town Manager shall designate an alternate to attend in his/her absence and promptly after the meeting shall confer with the alternate and be briefed on significant developments. Within budgetary limits, the Town Manager is authorized to obtain such outside services as he/she believes are needed.

**§ 53-6. Execution of contracts.**

The Corporation Counsel shall review all contracts before they are entered into by the Town or the committee and shall oversee the execution of such contracts and compliance with appropriate bonding and insurance requirements.

**§ 53-7. Approval by State Commissioner of Education.**

In the case of the construction of school buildings, the Town Council may by resolution authorize the Board of Education to apply to the State Commissioner of Education for a state grant-in-aid for the project. The Board of Education and Superintendent of Schools shall be responsible for having the State Commissioner of Education approve the plans and other matters relating to such application and for obtaining school construction grants from the state.