

# ***RECOMMENDED BUDGET***

***Fiscal Year 2020/2021***



**Town of Manchester, Connecticut**

**TOWN OF MANCHESTER, CONNECTICUT  
RECOMMENDED BUDGET  
FY 2020/21**

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March 3, 2020

Members of the Board of Directors and Citizens of the Town of Manchester,

In contrast to the last several budget cycles of volatility during the State budget process, state aid to Manchester appears slated to remain stable year-to-year, with some increase proposed in the form of additional Grants for Capital Projects funding. While the Governor's proposal includes increases that appear to be in the Education Cost Grant, it is our understanding, as well as the Superintendent's, that all of this increase is in the form of the Alliance Grant and will therefore not be available as revenue for tax calculations. As some of you know, the Education Cost Grant is a revenue to the town for the Board of Directors' use. The Alliance Grant does not go to the town as a revenue but rather directly to the Board of Education. Some costs reflected in the Board of Education proposal will be applicable for Alliance funding. This is the basis for the recommended reduction to the Board of Education budget increase.

The biggest challenges to predictable budgeting for the Town operations continues to be the cost of employee benefits. Budgetary costs for health insurance have benefitted from the introduction of new lower-cost plans, yet still increase above inflation. Defined benefit pension costs have increased by nearly 10% as a result of changes in life expectancy tables of public employees recently issued nationally. Cost factors in the South Manchester Fire District budget were particularly challenging this year, due to a sudden State-driven re-assessment of the Fire Fund's contributions towards the State-run Municipal Employee Retirement System (MERS), as well as the Town's own liability self insurance fund (MSIP). The upcoming fiscal year also represents the phasing-out of the 4-year SAFER Grant which has covered 75% of the salary & benefits of three new firefighter positions; this funding ratio lowers to 35% in the upcoming year, requiring the Fire Fund to cover the resulting difference.

Overall, the General Fund recommended budget increases by 2.98%, with a proposed mill rate increase of 2.28%. This municipal budget maintains 31 frozen and unfunded positions consistent with the current year, with no net increases in position count. Sewer rates are recommended to increase by 3.5% as part of a multi-year phase in of the cost of rebuilding the wastewater treatment plant, and water rates are proposed to increase by 2% to prepare for new filtration needs in the coming years.

Respectfully Submitted,

Scott Shanley  
General Manager

**MILL RATE CALCULATIONS  
FY 2020/21**

**GENERAL FUND**

A.	Adjusted Net Taxable Assessment	\$4,073,579,493
	Minus \$1M allowance for assessment appeals	\$4,072,579,493
	<b>THEREFORE, 1 MILL = \$4,072,579</b>	
B.	Tax Dollars Required	\$148,773,860
C.	To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8%	\$152,120,511
D.	Item C Amount, \$152,120,511, divided by \$4,072,579	37.35 mills

**FIRE DISTRICT SPECIAL FUND**

A.	Adjusted Net Taxable Assessment	\$2,691,986,493
	<b>THEREFORE, 1 MILL = \$2,691,986</b>	
B.	Tax Dollars Required	\$14,623,653
C.	Item B Amount, \$14,623,653, divided by \$2,691,986	5.43 mills

**SPECIAL TAXING DISTRICT**

A.	Net Taxable Assessment	\$26,016,490
	<b>THEREFORE, 1 MILL = \$26,016</b>	
B.	Tax Dollars Required	\$75,000
C.	Item B Amount, \$75,000, divided by \$26,016	2.88 mills

## Expenditure Summary

	Expended 2018/19	Adopted 2019/20	Estimated Expenditure 2019/20	Department Request 2020/21	Manager's Recommended 2020/21	Adopted 2020/21	Change Over Current Adopted	Percent Change
<b>GENERAL GOVERNMENT</b>								
Board of Directors	\$ 286,141.40	\$ 365,679	\$ 365,739	\$ 382,024	\$ 356,247		\$ (9,432)	-2.6%
General Manager	\$ 475,082.15	\$ 530,252	\$ 519,655	\$ 632,857	\$ 649,220		\$ 118,968	22.4%
Budget & Research Office	\$ 230,181.53	\$ 258,537	\$ 257,089	\$ 281,127	\$ 224,887		\$ (33,650)	-13.0%
Human Resources	\$ 506,935.00	\$ 556,677	\$ 499,647	\$ 452,576	\$ 430,716		\$ (125,961)	-22.6%
Customer Service/Info Office	\$ 146,568.43	\$ 154,469	\$ 153,703	\$ 164,002	\$ 163,382		\$ 8,913	5.8%
Finance Administration	\$ 191,005.08	\$ 201,308	\$ 199,954	\$ 213,195	\$ 212,265		\$ 10,957	5.4%
Accounting	\$ 531,612.14	\$ 543,928	\$ 541,719	\$ 560,136	\$ 556,429		\$ 12,501	2.3%
Assessment & Collection	\$ 1,014,346.37	\$ 1,031,159	\$ 1,023,963	\$ 1,062,889	\$ 1,056,076		\$ 24,917	2.4%
Finance Purchasing	\$ 512,146.69	\$ 609,168	\$ 594,798	\$ 624,161	\$ 611,129		\$ 1,961	0.3%
Planning and Economic Development	\$ 669,338.66	\$ 796,124	\$ 753,770	\$ 804,038	\$ 799,698		\$ 3,574	0.4%
Town Clerk	\$ 453,822.59	\$ 472,385	\$ 468,125	\$ 497,322	\$ 492,222		\$ 19,837	4.2%
Registrars	\$ 309,278.20	\$ 265,669	\$ 278,586	\$ 298,532	\$ 308,722		\$ 43,053	16.2%
Town Attorney	\$ 363,192.57	\$ 405,884	\$ 404,572	\$ 412,267	\$ 409,027		\$ 3,143	0.8%
Probate Court	\$ 35,792.84	\$ 61,652	\$ 46,152	\$ 57,568	\$ 42,568		\$ (19,084)	-31.0%
<b>TOTAL</b>	<b>\$ 5,725,443.65</b>	<b>\$ 6,252,891</b>	<b>\$ 6,107,472</b>	<b>\$ 6,442,694</b>	<b>\$ 6,312,588</b>	<b>\$ -</b>	<b>\$ 59,697</b>	<b>1.0%</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>								
Administration	\$ 800,915.54	\$ 802,136	\$ 780,492	\$ 878,460	\$ 831,269		\$ 29,133	3.6%
Engineering	\$ 2,195,041.44	\$ 2,240,710	\$ 2,240,472	\$ 2,313,787	\$ 2,299,795		\$ 59,085	2.6%
Field Services	\$ 7,007,616.33	\$ 7,742,616	\$ 7,349,453	\$ 7,990,829	\$ 7,808,861		\$ 66,245	0.9%
Facilities	\$ 2,252,597.47	\$ 2,164,868	\$ 2,061,521	\$ 2,321,321	\$ 2,314,856		\$ 149,988	6.9%
Building Inspection	\$ 951,809.06	\$ 965,131	\$ 960,681	\$ 995,694	\$ 990,095		\$ 24,964	2.6%
<b>TOTAL</b>	<b>\$ 13,207,979.84</b>	<b>\$ 13,915,461</b>	<b>\$ 13,392,619</b>	<b>\$ 14,500,091</b>	<b>\$ 14,244,876</b>	<b>\$ -</b>	<b>\$ 329,415</b>	<b>2.4%</b>
<b>PUBLIC SAFETY</b>								
Police	\$ 20,465,842.93	\$ 21,225,259	\$ 21,561,802	\$ 22,434,038	\$ 22,072,242		\$ 846,983	4.0%
Emergency Management	\$ 53,574.51	\$ 60,971	\$ 57,506	\$ 60,971	\$ 60,971		\$ -	0.0%
<b>TOTAL</b>	<b>\$ 20,519,417.44</b>	<b>\$ 21,286,230</b>	<b>\$ 21,619,308</b>	<b>\$ 22,495,009</b>	<b>\$ 22,133,213</b>	<b>\$ -</b>	<b>\$ 846,983</b>	<b>4.0%</b>
<b>DEPARTMENT OF HUMAN SERVICES</b>								
Administration	\$ 840,825.49	\$ 840,064	\$ 828,016	\$ 856,737	\$ 854,775		\$ 14,711	1.8%
Health	\$ 825,833.09	\$ 888,769	\$ 817,077	\$ 895,547	\$ 876,335		\$ (12,434)	-1.4%
Senior, Adult and Family Services	\$ 613,329.27	\$ 647,428	\$ 625,677	\$ 657,684	\$ 654,584		\$ 7,156	1.1%
Senior Center	\$ 626,978.26	\$ 739,588	\$ 700,629	\$ 770,394	\$ 767,553		\$ 27,965	3.8%
<b>TOTAL</b>	<b>\$ 2,906,966.11</b>	<b>\$ 3,115,849</b>	<b>\$ 2,971,399</b>	<b>\$ 3,180,362</b>	<b>\$ 3,153,247</b>	<b>\$ -</b>	<b>\$ 37,398</b>	<b>1.2%</b>
<b>LEISURE</b>								
Recreation	\$ 2,095,508.06	\$ 2,043,244	\$ 1,973,863	\$ 2,118,163	\$ 2,092,169		\$ 48,925	2.4%
Resource Office-Neighb. & Families	\$ 141,011.19	\$ 177,122	\$ 159,183	\$ 204,899	\$ 178,924		\$ 1,802	1.0%
Youth Services Bureau	\$ 652,664.06	\$ 704,986	\$ 689,787	\$ 734,570	\$ 719,103		\$ 14,117	2.0%
Library	\$ 3,135,331.22	\$ 3,206,497	\$ 3,197,554	\$ 3,357,241	\$ 3,337,908		\$ 131,411	4.1%
<b>TOTAL</b>	<b>\$ 6,024,514.53</b>	<b>\$ 6,131,849</b>	<b>\$ 6,020,387</b>	<b>\$ 6,414,873</b>	<b>\$ 6,328,104</b>	<b>\$ -</b>	<b>\$ 196,255</b>	<b>3.2%</b>
<b>FIXED COSTS AND MISCELLANEOUS</b>								
Retired Employee Benefits	\$ 3,261,277.79	\$ 4,334,820	\$ 4,334,820	\$ 4,582,377	\$ 4,696,647		\$ 361,827	8.3%
Interfund Transfer	\$ 7,296,695.00	\$ 6,547,716	\$ 6,547,716	\$ 7,299,511	\$ 7,036,466		\$ 488,750	7.5%
Miscellaneous	\$ 241,688.53	\$ 524,697	\$ 250,020	\$ 303,714	\$ 490,714		\$ (33,983)	-6.5%
Debt Service	\$ 11,939,244.49	\$ 12,697,594	\$ 12,697,594	\$ 13,220,935	\$ 12,961,935		\$ 264,341	2.1%
<b>TOTAL</b>	<b>\$ 22,738,905.81</b>	<b>\$ 24,104,827</b>	<b>\$ 23,830,150</b>	<b>\$ 25,406,537</b>	<b>\$ 25,185,762</b>	<b>\$ -</b>	<b>\$ 1,080,935</b>	<b>4.5%</b>
<b>TOTAL NON-EDUCATIONAL</b>	<b>\$ 71,123,227.38</b>	<b>\$ 74,807,107</b>	<b>\$ 73,941,335</b>	<b>\$ 78,439,566</b>	<b>\$ 77,357,790</b>	<b>\$ -</b>	<b>\$ 2,550,683</b>	<b>3.4%</b>
<b>EDUCATION</b>								
Board of Education	\$ 113,406,180.00	\$ 116,531,237	\$ 116,531,237	\$ 121,017,593	\$ 120,027,174		\$ 3,495,937	3.0%
Manchester Regional Academy	\$ 1,161,075.00	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Private School Health and Welfare	\$ 412,367.38	\$ 426,145	\$ 426,145	\$ 426,145	\$ 426,145		\$ -	0.0%
Transitional Living Center	\$ 188,821.00	\$ 188,821	\$ 188,821	\$ 194,486	\$ 194,486		\$ 5,665	3.0%
Teachers Retirement Cost Share	\$ -	\$ 315,607	\$ 140,000	\$ -	\$ -		\$ (315,607)	-100.0%
<b>TOTAL</b>	<b>\$ 115,168,443.38</b>	<b>\$ 117,461,810</b>	<b>\$ 117,286,203</b>	<b>\$ 121,638,224</b>	<b>\$ 120,647,805</b>	<b>\$ -</b>	<b>\$ 3,185,995</b>	<b>2.7%</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 186,291,670.76</b>	<b>\$ 192,268,917</b>	<b>\$ 191,227,538</b>	<b>\$ 200,077,790</b>	<b>\$ 198,005,595</b>	<b>\$ -</b>	<b>\$ 5,736,678</b>	<b>3.0%</b>
FIRE FUND	\$ 16,183,223.81	\$ 17,173,163	\$ 17,118,285	\$ 18,304,106	\$ 18,263,939		\$ 1,090,776	6.4%
INFORMATION SYSTEMS FUND	\$ 1,871,435.27	\$ 2,029,026	\$ 1,999,839	\$ 2,352,875	\$ 2,352,875		\$ 323,849	16.0%
WATER FUND	\$ 7,562,245.55	\$ 8,044,112	\$ 7,738,154	\$ 8,650,873	\$ 8,737,814		\$ 693,702	8.62%
SEWER FUND	\$ 6,769,700.91	\$ 9,674,482	\$ 9,178,495	\$ 9,911,207	\$ 9,911,207		\$ 236,725	2.45%
SANITATION FUND	\$ 10,432,518.18	\$ 7,272,209	\$ 6,957,614	\$ 7,548,921	\$ 7,543,168		\$ 270,959	3.73%
<b>GRAND TOTAL</b>	<b>\$ 229,110,794.48</b>	<b>\$ 236,461,909</b>	<b>\$ 234,219,925</b>	<b>\$ 246,845,772</b>	<b>\$ 244,814,598</b>	<b>\$ -</b>	<b>\$ 8,352,689</b>	<b>3.5%</b>

# Revenue Summary

	Collected 2018/19	Adopted Budget 2019/20	Collected through 12/31/19	Estimated Revenues 2019/20	Manager's Recommended 2020/21	Adopted 2020/21	Change Over FY20 Adopted	Percent Change
<b>GENERAL RELATED</b>								
<b><u>Property Taxes</u></b>								
Taxes - Current Year	\$ 139,960,891.57	\$ 143,890,831	\$ 96,941,076.14	\$ 143,890,831	\$ 148,773,860		\$ 4,883,029	3.4%
Motor Vehicle Supplement	\$ 1,818,275.34	\$ 1,854,000	\$ 123,810.39	\$ 1,854,000	\$ 1,854,000		\$ -	0.0%
Taxes - Prior Years	\$ 2,339,346.34	\$ 2,000,000	\$ 1,239,224.41	\$ 2,300,000	\$ 2,250,000		\$ 250,000	12.5%
Suspense Collection	\$ 155,001.02	\$ 100,000	\$ 59,250.85	\$ 100,000	\$ 120,000		\$ 20,000	20.0%
Interest and Liens	\$ 1,342,204.76	\$ 1,100,000	\$ 533,129.96	\$ 1,100,000	\$ 1,230,000		\$ 130,000	11.8%
<b>Total</b>	<b>\$ 145,615,719.03</b>	<b>\$ 148,944,831</b>	<b>\$ 98,896,491.75</b>	<b>\$ 149,244,831</b>	<b>\$ 154,227,860</b>	<b>\$ -</b>	<b>\$ 5,283,029</b>	<b>3.5%</b>
<b><u>Permits, Licenses, Fees</u></b>								
Town Clerk Fees	\$ 1,096,518.18	\$ 1,100,000	\$ 956,371.81	\$ 1,100,000	\$ 1,050,000		\$ (50,000)	-4.5%
Town Clerk Land Record Fees	\$ 16,086.00	\$ 16,000	\$ 8,079.00	\$ 16,000	\$ 16,000		\$ -	0.0%
Citizen Services Fees	\$ 10,535.00	\$ 10,000	\$ 3,465.00	\$ 10,000	\$ 10,000		\$ -	0.0%
Building Inspection	\$ 1,376,377.98	\$ 875,000	\$ 687,545.18	\$ 875,000	\$ 950,000		\$ 75,000	8.6%
Engineering	\$ 2,533.50	\$ 2,000	\$ 675.00	\$ 2,000	\$ 2,000		\$ -	0.0%
Road Cut Permits	\$ 22,550.00	\$ 25,000	\$ 11,350.00	\$ 25,000	\$ 25,000		\$ -	0.0%
Health	\$ 79,828.73	\$ 66,000	\$ 40,498.24	\$ 66,000	\$ 66,000		\$ -	0.0%
Planning and Zoning	\$ 19,973.00	\$ 10,000	\$ 7,966.00	\$ 10,000	\$ 15,000		\$ 5,000	50.0%
Police - Permits	\$ 36,859.23	\$ 30,000	\$ 12,613.55	\$ 30,000	\$ 35,000		\$ 5,000	16.7%
Bingo Proceeds	\$ 8,057.52	\$ 4,000	\$ 2,190.90	\$ 4,000	\$ 4,000		\$ -	0.0%
Dog Licenses	\$ 10,303.50	\$ 10,000	\$ 3,561.50	\$ 10,000	\$ 10,000		\$ -	0.0%
Dog Warden	\$ 2,330.00	\$ 2,500	\$ 872.00	\$ 2,500	\$ 2,500		\$ -	0.0%
Police - Fines	\$ 21,740.00	\$ 20,000	\$ 11,455.00	\$ 20,000	\$ 20,000		\$ -	0.0%
Library - Fines	\$ 33,631.57	\$ 30,000	\$ 12,474.97	\$ 30,000	\$ 30,000		\$ -	0.0%
<b>Total</b>	<b>\$ 2,737,324.21</b>	<b>\$ 2,200,500</b>	<b>\$ 1,759,118.15</b>	<b>\$ 2,200,500</b>	<b>\$ 2,235,500</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>1.6%</b>
<b><u>Charges for Services</u></b>								
Cemetery Fees	\$ 214,770.00	\$ 225,000	\$ 85,835.00	\$ 225,000	\$ 225,000		\$ -	0.0%
Fleet Maintenance	\$ 86,131.17	\$ 100,000	\$ 62,509.67	\$ 100,000	\$ 100,000		\$ -	0.0%
Grocery Bags	\$ 58.00	\$ 100	\$ -	\$ 100	\$ 100		\$ -	0.0%
Health - Flu Clinic	\$ 293.21	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Senior Center Activities	\$ 14,110.00	\$ 14,500	\$ 1,909.00	\$ 14,500	\$ 14,500		\$ -	0.0%
Welfare Clients	\$ 845.09	\$ 500	\$ -	\$ 500	\$ 500		\$ -	0.0%
Recreation - General Facility Pass	\$ 31,352.00	\$ 27,000	\$ 11,261.00	\$ 27,000	\$ 27,000		\$ -	0.0%
Recreation - Organized Sports	\$ 13,431.25	\$ 12,000	\$ 9,975.00	\$ 12,000	\$ 12,000		\$ -	0.0%
Recreation - Aquatics	\$ 36,285.25	\$ 32,000	\$ 12,953.75	\$ 32,000	\$ 32,000		\$ -	0.0%
Recreation - Summer Camp	\$ 176,237.89	\$ 200,000	\$ 4,674.50	\$ 200,000	\$ 175,000		\$ (25,000)	-12.5%
<b>Total</b>	<b>\$ 573,513.86</b>	<b>\$ 611,100</b>	<b>\$ 189,117.92</b>	<b>\$ 611,100</b>	<b>\$ 586,100</b>	<b>\$ -</b>	<b>\$ (25,000)</b>	<b>-4.1%</b>
<b><u>State and Federal Grants</u></b>								
PILOT State Property	\$ 428,017.00	\$ 428,017	\$ 428,017.00	\$ 428,017	\$ 428,017		\$ -	0.0%
PILOT Tax Exempt Property	\$ 552,286.00	\$ 552,286	\$ 552,286.00	\$ 552,286	\$ 552,286		\$ -	0.0%
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 137,483.33	\$ 412,450	\$ 412,450		\$ -	0.0%
PILOT - Phone Company	\$ 84,505.84	\$ 108,000	\$ -	\$ 108,000	\$ 86,441		\$ (21,559)	-20.0%
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354.00	\$ 780,354	\$ 780,354		\$ -	0.0%
Veterans Exemption Reimbursement	\$ 55,302.77	\$ 60,000	\$ 51,938.06	\$ 60,000	\$ 60,000		\$ -	0.0%
Disability Reimbursement	\$ 7,561.10	\$ 9,000	\$ 8,012.02	\$ 9,000	\$ 9,000		\$ -	0.0%
State Historic Preservation Grant	\$ 6,500.00	\$ 5,000	\$ 7,500.00	\$ 5,000	\$ -		\$ (5,000)	-100.0%
Greater Hartford - Dial A Ride	\$ -	\$ 12,400	\$ -	\$ 12,400	\$ -		\$ (12,400)	-100.0%
Controlling Interest Transfer Tax	\$ 11,438.10	\$ 500	\$ -	\$ 500	\$ 5,500		\$ 5,000	1000.0%
Town Aid Roads	\$ 644,745.98	\$ 644,746	\$ -	\$ 644,746	\$ 643,681		\$ (1,065)	-0.2%
Federal Highway Safety	\$ 17,300.00	\$ 12,000	\$ -	\$ 12,000	\$ 16,000		\$ 4,000	33.3%
Emergency Management	\$ -	\$ 28,195	\$ -	\$ 28,195	\$ 28,195		\$ -	0.0%
Youth Service Bureau	\$ 32,533.00	\$ 24,110	\$ 22,750.00	\$ 24,110	\$ 32,000		\$ 7,890	32.7%
E-911 Dispatch Grant	\$ 159,979.09	\$ 129,500	\$ 64,043.82	\$ 129,500	\$ 129,500		\$ -	0.0%
Health - Per Capita Grant	\$ 60,880.68	\$ 68,700	\$ 61,523.79	\$ 68,700	\$ 61,000		\$ (7,700)	-11.2%
Library Support/Connecticut	\$ 28,341.00	\$ 28,000	\$ -	\$ 28,000	\$ 28,000		\$ -	0.0%
Grant for Municipal Projects	\$ 1,072,449.00	\$ 1,072,449	\$ -	\$ 1,072,449	\$ 1,506,098		\$ 433,649	40.4%
<b>Total</b>	<b>\$ 4,354,643.56</b>	<b>\$ 4,375,707</b>	<b>\$ 2,113,908.02</b>	<b>\$ 4,375,707</b>	<b>\$ 4,778,522</b>	<b>\$ -</b>	<b>\$ 402,815</b>	<b>9.2%</b>
<b><u>Income from Assets</u></b>								
Interest on Investments	\$ 971,275.57	\$ 410,000	\$ 17,985.23	\$ 410,000	\$ 600,000		\$ 190,000	46.3%
Rent	\$ 225,668.72	\$ 250,000	\$ 100,924.00	\$ 250,000	\$ 250,000		\$ -	0.0%
Rent - North Elm Housing	\$ 47,519.78	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Sale of Town-Owned Property	\$ 178,006.46	\$ 80,000	\$ 18,312.68	\$ 80,000	\$ 130,000		\$ 50,000	62.5%
<b>Total</b>	<b>\$ 1,422,470.53</b>	<b>\$ 740,000</b>	<b>\$ 137,221.91</b>	<b>\$ 740,000</b>	<b>\$ 980,000</b>	<b>\$ -</b>	<b>\$ 240,000</b>	<b>32.4%</b>

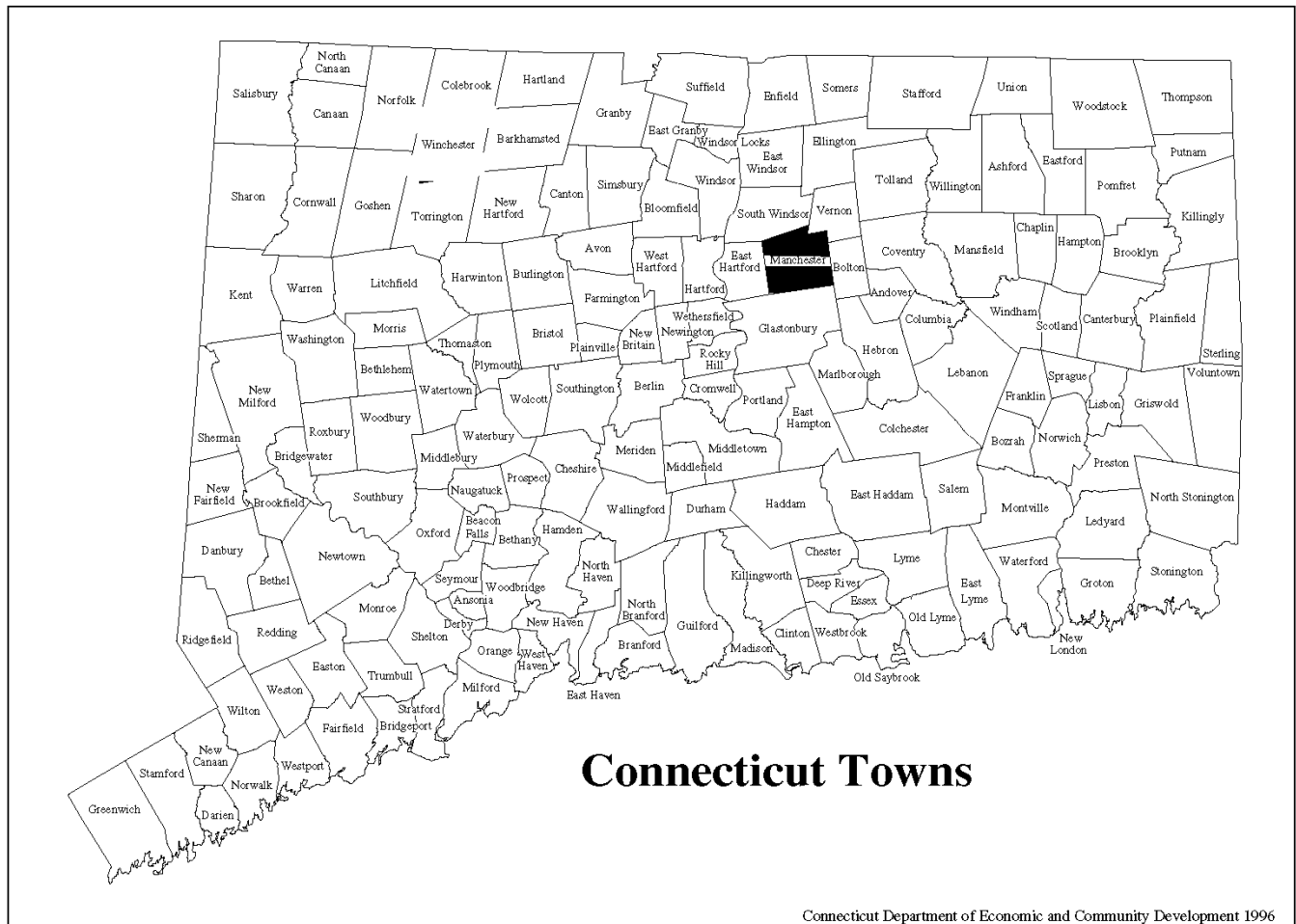
## Revenue Summary

	Collected 2018/19	Adopted Budget 2019/20	Collected through 12/31/19	Estimated Revenues 2019/20	Manager's Recommended 2020/21	Adopted 2020/21	Change Over FY20 Adopted	Percent Change
<b><u>Interfund Transfers</u></b>								
Fire	\$ 318,073.00	\$ 330,923	\$ 165,461.50	\$ 330,923	\$ 337,541		\$ 6,618	2.0%
Water	\$ 163,318.00	\$ 166,584	\$ 83,292.00	\$ 166,584	\$ 166,584		\$ -	0.0%
Sewer	\$ 125,749.00	\$ 128,264	\$ 64,132.00	\$ 128,264	\$ 128,264		\$ -	0.0%
Sanitation Fund	\$ 108,605.00	\$ 110,777	\$ 55,388.50	\$ 110,777	\$ 112,993		\$ 2,216	2.0%
Trust Funds	\$ 0.36	\$ 32,000	\$ -	\$ 32,000	\$ 32,000		\$ -	0.0%
Water/Sewer Transfer for Engin.	\$ 885,325.00	\$ 903,031	\$ 451,515.50	\$ 903,031	\$ 903,031		\$ -	0.0%
PILOT Housing Authority	\$ 92,937.57	\$ 98,000	\$ -	\$ 98,000	\$ 98,000		\$ -	0.0%
PILOT Bennet Housing	\$ 67,680.90	\$ 68,000	\$ -	\$ 68,000	\$ 68,000		\$ -	0.0%
<b>Total</b>	<b>\$ 1,761,688.83</b>	<b>\$ 1,837,579</b>	<b>\$ 819,789.50</b>	<b>\$ 1,837,579</b>	<b>\$ 1,846,413</b>	<b>\$ -</b>	<b>\$ 8,834</b>	<b>0.5%</b>
<b><u>Miscellaneous Income</u></b>								
Unclassified Revenue	\$ 62,692.36	\$ 75,000	\$ 19,605.60	\$ 75,000	\$ 75,000		\$ -	0.0%
Camp Kennedy Donations	\$ 750.00	\$ 600	\$ 540.00	\$ 600	\$ 600		\$ -	0.0%
ISO-NE Demand Response	\$ -	\$ -	\$ 436.26	\$ -	\$ -		\$ -	N/A
Subdivision Inspections	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
OTB Revenue	\$ 61,917.48	\$ 68,000	\$ 21,060.33	\$ 68,000	\$ 60,000		\$ (8,000)	-11.8%
Citizen Service Sales	\$ 4,538.49	\$ 4,500	\$ 2,632.05	\$ 4,500	\$ 4,500		\$ -	0.0%
Main Street Banner Sales	\$ 3,500.00	\$ 2,000	\$ 1,375.00	\$ 2,000	\$ 2,000		\$ -	0.0%
<b>Total</b>	<b>\$ 133,398.33</b>	<b>\$ 150,100</b>	<b>\$ 45,649.24</b>	<b>\$ 150,100</b>	<b>\$ 142,100</b>	<b>\$ -</b>	<b>\$ (8,000)</b>	<b>-5.3%</b>
<b>Total Non-Education</b>	<b>\$ 156,598,758.35</b>	<b>\$ 158,859,817</b>	<b>\$ 103,961,296</b>	<b>\$ 159,159,817</b>	<b>\$ 164,796,495</b>	<b>\$ -</b>	<b>\$ 5,936,678</b>	<b>3.7%</b>
<b>EDUCATION RELATED</b>								
<b><u>Charges for Services</u></b>								
Tuition - High School	\$ 257,580.60	\$ 150,000	\$ 5,446.44	\$ 150,000	\$ 200,000		\$ 50,000	33.3%
Tuition - Manch. Regional Academy	\$ 1,161,074.50	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
<b>Total</b>	<b>\$ 1,418,655.10</b>	<b>\$ 150,000</b>	<b>\$ 5,446.44</b>	<b>\$ 150,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>33.3%</b>
<b><u>State and Federal Grants</u></b>								
General State Aid (ECS)*	\$ 30,595,096.00	\$ 30,619,100	\$ 7,654,775.00	\$ 30,619,100	\$ 30,619,100		\$ -	0.0%
Private School Health & Welfare	\$ 141,202.00	\$ 140,000	\$ -	\$ 140,000	\$ 140,000		\$ -	0.0%
<b>Total</b>	<b>\$ 30,736,298.00</b>	<b>\$ 30,759,100</b>	<b>\$ 7,654,775.00</b>	<b>\$ 30,759,100</b>	<b>\$ 30,759,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Education Revenue</b>	<b>\$ 32,154,953.10</b>	<b>\$ 30,909,100</b>	<b>\$ 7,660,221.44</b>	<b>\$ 30,909,100</b>	<b>\$ 30,959,100</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>0.2%</b>
<b>Use of Fund Balance</b>	<b>\$ 300,000.00</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ 1,158,621</b>	<b>\$ 2,250,000</b>		<b>\$ (250,000)</b>	<b>-10.0%</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 189,053,711.45</b>	<b>\$ 192,268,917</b>	<b>\$ 111,621,517.93</b>	<b>\$ 191,227,538</b>	<b>\$ 198,005,595</b>	<b>\$ -</b>	<b>\$ 5,736,678</b>	<b>3.0%</b>
FIRE FUND	\$ 16,644,578.10	\$ 17,173,163	\$ 9,449,422.84	\$ 17,053,163	\$ 18,263,939		\$ 1,090,776	6.4%
INFORMATION SYSTEMS FUND	\$ 1,910,679.79	\$ 2,029,026	\$ 1,821,721.14	\$ 2,029,026	\$ 2,352,875		\$ 323,849	16.0%
WATER FUND	\$ 9,117,862.43	\$ 8,945,451	\$ 4,096,459.89	\$ 8,806,334	\$ 8,947,415		\$ 1,964	0.0%
SEWER FUND	\$ 9,121,581.32	\$ 9,674,482	\$ 3,298,599.49	\$ 9,516,972	\$ 9,689,069		\$ 14,587	0.2%
SANITATION FUND	\$ 9,578,336.67	\$ 8,306,000	\$ 4,876,628.65	\$ 10,316,013	\$ 8,307,000		\$ 1,000	0.0%
<b>GRAND TOTAL</b>	<b>\$ 235,426,749.76</b>	<b>\$ 238,397,039</b>	<b>\$ 135,164,349.94</b>	<b>\$ 238,949,046</b>	<b>\$ 245,565,893</b>	<b>\$ -</b>	<b>\$ 7,168,854</b>	<b>3.0%</b>

\* ECS amounts do not include Alliance grant funding awarded separately to the Board of Education.



## DESCRIPTION OF TOWN OF MANCHESTER



Town of Manchester Government

The Town of Manchester covers 27.2 square miles in the Connecticut River Valley nine miles east of Hartford. It was settled in 1672 and incorporated as a town in 1823. It is bordered by Glastonbury on the south, East Hartford on the west, and South Windsor, Vernon, and Bolton on the north and east.

The Town has two major interstate highways that serve the community. Interstate I-84 (New York, Hartford, Boston) and I-384 (Hartford and Providence) join in Manchester and are connected to Interstate I-91 (New Haven, Hartford, Montreal) by the 6.4-mile I-291 connecting expressway. Bradley International Airport is less than a twenty-minute drive from the Town. Direct rail freight service is available via Connecticut Southern Railroad. Commuter bus service provided by Connecticut Transit to Hartford is available along with commuter parking lots.

The Town is a first tier suburban community with a diverse industrial, service and commercial tax base. Manchester continues to maintain a strong and diverse local economy during this period of sluggish state economic growth. The healthcare, aerospace, retail, wholesale trade, finance and insurance industries each have a major regional presence here. Historically an industrial center, Manchester's roughly 100 manufacturing firms include precision machining, plastics molding, metals fabricating and coating, and commercial printing operations. The location of Manchester Memorial Hospital in central Manchester provides a hub for almost 200 of our health care and social service establishments. Because of the Town's exceptional location

relative to I-84, I-384, and I-91, all of which converge in the Town, it is a preferred location for warehouse and distribution businesses and for regional retail and service establishments. Manchester's warehouse/ distribution tenants include the J. C. Penney Northeast Warehouse Fulfillment Center, Raymour and Flanigan and Hartford Distributors, as well as many smaller materials handling or freight forwarding businesses. Strong finance, banking, insurance, and real estate sectors anchor the historic downtown and other smaller business districts. The business services sector includes accountants, attorneys and other consulting services. In 2017, Bob's Discount Furniture opened a new, 103,000 sf corporate headquarters in Manchester housing over 200 employees. Lydall Inc., and Fuss & O'Neill are among other companies headquartered in Manchester.

Manchester's major employers include the Town and Board of Education at 1,888 employees; Manchester Memorial Hospital at 1,680 employees; Allied Printing at 357 employees; Paradigm at [350]; J.C. Penney Company at 250 employees; Manchester Community College at 280 employees; Home Depot at 300 employees; and Big Y World Class Market at 300 employees. Overall, approximately 33,062 people are employed in Manchester.

The Buckland Hills area lies at the merge of I-84 and I-291 and is a regional center for retail, service, and industrial business. The Buckland Industrial Park is home to J. C. Penney and other industrial and manufacturing firms. Over 3.7 million square feet of retail space makes Buckland Hills one of the largest retail centers in New England. The area serves a market of approximately 20 miles and a market population of over 300,000 people. Major retailers in the area include the Shoppes at Buckland Hills regional mall, anchored by Macy's, Sears, Dick's Sporting Goods, and Barnes and Noble. Other retailers include Wal-Mart; Home Depot; BJ's Wholesale Club; and Best Buy, to name but a few. Buckland Hills is also home to over 15 full service restaurants, approximately 500 hotel rooms, numerous entertainment venues including a multi-screen movie theater, and roughly 2,000 apartment units.

Manchester is a leader in the region with 8 million square feet of rentable industrial space. The 333 acre Manchester Business Park and 340 acre Buckland Industrial Park anchor a mature and diverse industrial market complimented by continued rehabilitation and reuse of existing spaces. Hydrofera, a medical sponge company, opened a new million-dollar production facility in the Manchester Business Park in 2017. Some industrial land remains available near I-291 and opportunities for building expansion exist as well. Manchester's available land and buildings, highway access, full complement of municipal services and utilities, and availability of public transportation will continue to make us a strong location for new business locations and expansions.

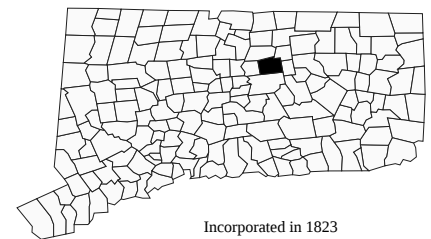
The Town experienced one of its largest periods of growth in the early 19th century industrial age, when the community developed neighborhoods around central business districts and industrial villages. As a result, the Town has a wide variety of housing types and neighborhoods including historic housing built in the Victorian era, streetcar suburban neighborhoods, post-World War II neighborhoods, and suburban developments from the 1960's through today. Single-family homes, condominiums, and market-rate rental apartments are all part of the residential and neighborhood mix. There are approximately 25,290 housing units with an estimated residential population in 2017 of 58,172 people.

# Manchester, Connecticut

CERC Town Profile 2019 *Produced by Connecticut Data Collaborative*

**Town Hall**  
P.O. Box 191  
Manchester, CT 06045  
(860) 647-3123

*Belongs To*  
Hartford County  
LMA Hartford  
Capitol Region Planning Area



Incorporated in 1823

## Demographics

### Population

	<b>Town</b>	<b>County</b>	<b>State</b>
2000	54,740	857,183	3,405,565
2010	58,241	894,014	3,574,097
2013-2017	58,172	897,417	3,594,478
2020	62,697	925,492	3,604,591
'17 - '20 Growth / Yr	2.4%	1.0%	0.1%

	<b>Town</b>	<b>County</b>	<b>State</b>
Land Area (sq. miles)	27	735	4,842
Pop./Sq. Mile (2013-2017)	2,123	1,221	742
Median Age (2013-2017)	35	40	41
Households (2013-2017)	23,728	348,871	1,361,755
Med. HH Inc. (2013-2017)	\$67,325	\$69,936	\$73,781

	<b>Town</b>	<b>State</b>
Veterans (2013-2017)	2,674	180,111

### Age Distribution (2013-2017)

	<b>0-4</b>	<b>5-14</b>	<b>15-24</b>	<b>25-44</b>	<b>45-64</b>	<b>65+</b>	<b>Total</b>
Town	4,078 7%	6,956 12%	6,487 11%	18,006 31%	14,426 25%	8,219 14%	58,172 100%
County	47,813 5%	108,578 12%	118,163 13%	226,627 25%	251,235 28%	145,001 16%	897,417 100%
State	186,188 5%	432,367 12%	495,626 14%	872,640 24%	1,031,900 29%	575,757 16%	3,594,478 100%

### Race/Ethnicity (2013-2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
White Non-Hisp	33,602	560,997	2,446,049
Black Non-Hisp	7,999	114,711	350,820
Asian Non-Hisp	6,486	45,178	154,910
Native American Non-Hisp	137	1,338	5,201
Other/Multi-Race Non-Hisp	2,056	20,021	84,917
Hispanic or Latino	7,892	154,977	551,916

	<b>Town</b>	<b>County</b>	<b>State</b>
Poverty Rate (2013-2017)	11.1%	11.2%	10.1%

### Educational Attainment (2013-2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
High School Graduate	10,555 26%	673,582 27%	
Associates Degree	3,497 9%	188,481 8%	
Bachelors or Higher	15,834 39%	953,199 38%	

## Economics

### Business Profile (2018)

<b>Sector</b>	<b>Units</b>	<b>Employment</b>
Total - All Industries	1,789	27,667
23 - Construction	106	914
31-33 - Manufacturing	74	2,645
44-45 - Retail Trade	322	6,196
62 - Health Care and Social Assistance	212	5,555
72 - Accommodation and Food Services	170	3,314
Total Government	34	3,306

### Top Five Grand List (2018)

	<b>Amount</b>
Eversource/CT Light and Power Co.	\$125,870,140
Shoppes at Buckland Hills, LLC	\$117,494,210
Northland Pavilions LLC	\$65,343,200
Manchester Developers LLC/Buckland Developers LLC/	\$43,334,210
Aspen Woods & Highlands	
Prospect ECHN/Prospect Manchester Hospital	\$42,607,921
Net Grand List (SFY 2016-2017)	\$3,944,803,409

### Major Employers (2018)

ECHN Prospect	Manchester Board of Education
Town of Manchester	Allied Printing
Paradigm	

## Education

### 2018-2019 School Year

	<b>Grades</b>	<b>Enrollment</b>
Manchester School District	PK-12	6251

### Smarter Balanced Test Percent Above Goal (2017-2018)

Smarter Balanced Test Percent Above Goal (2017-2018)						
	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	38.3%	53.8%	32.0%	51.3%	21.5%	43.0%
ELA	39.5%	53.1%	39.1%	54.9%	33.1%	56.1%

### Pre-K Enrollment (PSIS)

	<b>2018-2019</b>
Manchester School District	287

### 4-Year Cohort Graduation Rate (2017-2018)

	<b>All</b>	<b>Female</b>	<b>Male</b>
Connecticut	88.3%	91.8%	85.1%
Manchester School District	82.2%	87.8%	77.8%

### Rate of Chronic Absenteeism (2017-2018)

	<b>All</b>
Connecticut	10.7%
Manchester School District	19.2%

### Public vs Private Enrollment (2013-2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
Public	86.7%	89.4%	86.8%
Private	13.3%	10.6%	13.2%

# Manchester, Connecticut

## CERC Town Profile 2019



Connecticut  
Economic  
Resource Center

### Government

Government Form: General Manager - Board of Directors

Total Revenue (2017)	\$202,901,000	Total Expenditures (2017)	\$198,524,000	Annual Debt Service (2017)	\$11,650,000
Tax Revenue	\$139,728,000	Education	\$133,514,000	As % of Expenditures	5.9%
Non-tax Revenue	\$63,173,000	Other	\$65,010,000	Eq. Net Grand List (2017)	\$5,549,612,279
Intergovernmental	\$57,402,000	Total Indebtedness (2017)	\$98,680,000	Per Capita	\$95,795
Per Capita Tax (2017)	\$2,474	As % of Expenditures	49.7%	As % of State Average	63.5%
As % of State Average	84.4%	Per Capita	\$1,703	Moody's Bond Rating (2017)	Aa1
		As % of State Average	67.7%	Actual Mill Rate (2017)	39.68
				Equalized Mill Rate (2017)	25.83
				% of Net Grand List Com/Ind (2017)	21.6%

### Housing/Real Estate

#### Housing Stock (2013-2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
Total Units	25,293	377,840	1,507,711
% Single Unit (2013-2017)	46.9%	55.6%	59.2%
New Permits Auth (2017)	23	957	4,547
As % Existing Units	0.1%	0.3%	0.3%
Demolitions (2017)	0	509	1,403
Home Sales (2017)	493	4,581	21,880
Median Price	\$182,100	\$235,300	\$270,100
Built Pre-1950 share	32.9%	27.8%	29.3%
Owner Occupied Dwellings	13,478	225,378	906,798
As % Total Dwellings	56.8%	64.6%	66.6%
Subsidized Housing (2018)	3,691	52,368	167,879

#### Distribution of House Sales (2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
Less than \$100,000	7	59	536
\$100,000-\$199,999	274	1,524	5,237
\$200,000-\$299,999	156	1,642	6,681
\$300,000-\$399,999	43	721	3,863
\$400,000 or More	13	635	5,563

#### Rental (2013-2017)

	<b>Town</b>	<b>County</b>	<b>State</b>
Median Rent	\$1,181	\$1,044	\$1,123
Cost-burdened Renters	45.0%	50.1%	52.3%

### Labor Force

	<b>Town</b>	<b>County</b>	<b>State</b>
Residents Employed	31,829	459,939	1,827,070
Residents Unemployed	1,359	20,380	78,242
Unemployment Rate	4.1%	4.2%	4.1%
Self-Employed Rate	6.0%	7.7%	10.0%
Total Employers	1,789	28,871	122,067
Total Employed	27,667	510,814	1,673,867

#### Connecticut Commuters (2015)

<b>Commuters Into Town From:</b>		<b>Town Residents Commuting To:</b>	
Manchester, CT	5,080	Hartford, CT	5,223
East Hartford, CT	1,945	Manchester, CT	5,080
Hartford, CT	1,676	East Hartford, CT	1,994
Vernon, CT	1,373	Windsor, CT	1,060
South Windsor, CT	896	Glastonbury, CT	1,021
Enfield, CT	671	South Windsor, CT	993
Glastonbury, CT	608	Vernon, CT	885

### Quality of Life

#### Crime Rates (per 100,000 residents) (2017)

	<b>Town</b>	<b>State</b>
Property	2,584	1,777
Violent	187	228

#### Distance to Major Cities

	<b>Miles</b>
Hartford	8
Providence	57
Boston	86
New York City	107
Montreal	266

#### Disengaged Youth (2013-2017)

	<b>Town</b>	<b>State</b>
Female	7.9%	4.2%
Male	7.2%	5.6%

	<b>Town</b>
Library circulation per capita	11.38

#### Residential Utilities

##### Electric Provider

Eversource Energy  
(800) 286-2000

##### Gas Provider

Eversource Energy  
(800) 989-0900

##### Water Provider

Connecticut Water Company  
(800) 286-5700

##### Cable Provider

Comcast, Manchester  
(800) 266-2278

## **General Manager's Recommended Budget Financial Overview**

**2019/20**

### **General Fund**

Expenses in the General Fund as of December 31 total \$97,350,695, or 50.5% of budget. Most departments are projected to show some savings due to vacancies and turnover. Expenditures in the public works department will be a function of winter weather for the remainder of the season, but currently costs are trending low, with projected savings around \$600,000. Police expenditures are currently projected to be in excess of budget by \$170,000 due to a high level of turnover and new hires, yielding reduced vacancy savings with no offset of overtime expenses since the new hires are in their probationary periods and will not help with overtime abatement. This situation will be monitored closely; measures will be taken to minimize expenses or utilize other funding sources where possible, and if necessary, transfers from other operating departments will be used to balance the Police budget. General Fund revenues are currently projected to exceed the budgeted amount by \$600,000 based on tax sales of lien properties as well as higher-than-budgeted revenues in the Town Clerk's office.

### **Fire Fund**

Expenses in the Fire Fund as of December 31 total \$9,176,418, or 53.3% of budget. The South Manchester Fire Department was successful in its application for a federal SAFER Grant, which will cover 75% of the cost of the three new Firefighters approved as part of the FY19 budget. Expenditures and revenues are projected to be roughly on track with budgeted amounts, with some vacancy savings present.

### **Water Fund**

Expenses in the Water Fund as of December 31 total \$3,885,487, or 48.2% of budget. Some vacancies in full time positions are projected to yield approximately \$327,000 in savings. Water usage data shows a positive variance, which at this point is projected to yield a shortage of \$136,000 compared to budgeted revenues. The Water Fund budget includes a budgeted surplus of \$880,057, so the projected variances in revenues and expenses would result in a positive net result of approximately \$1M, part of which is to be used for the paydown of short-term notes by the Finance Department.

### **Sewer Fund**

Expenses in the Sewer Fund as of December 31 total \$3,353,373, or 36.5% of budget. Current vacancies and positive performance with the utility accounts yield a projected savings of approximately \$509,000. The Sewer Fund budget includes a budgeted and planned deficit of \$289,530, which reflects the multi-year phase-in of rate increases associated with the wastewater treatment plant rebuild. Projected net result based on year to date actuals is a positive variance of \$268,000.

## **Sanitation Fund**

Expenses in the Sanitation Fund as of December 31 total \$2,631,252, or 36.2% of budget. Vacancies in full time positions projected to yield a savings of \$314,000. Based on historic trends and year-to-date collections, the Sanitation Fund is projected to have a positive year end net result of upwards of \$3M based on tipping fee revenues.

## **FY 2020/21**

### **General Fund Revenues**

The following table shows projected State Aid for the budget year compared to the current year:

<b>State Aid to Manchester</b>	<b>Adopted Budget 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>\$ Change</b>	<b>% Change</b>
Budgeted State Aid- General Fund	35,134,807	35,537,622	402,815	1.15%
Budgeted State Aid- Fire Fund	-	-	-	-
Subtotal Budgeted State Aid to Manchester	35,134,807	35,537,622	402,815	1.15%

The upcoming fiscal year is the second year of the current biennial State budget; therefore, no major changes in State Aid are expected, other than a positive adjustment to the Grant for Capital Projects in the amount of \$433,649, based on state aid estimates released by the Connecticut Conference of Municipalities.

There are also a number of revenues directed to off-budget accounts which are not available for general purposes. The Alliance Grant provides funding for non-core educational programming and enhancements; LoCIP provides funding for qualified capital improvement programs; and Adult Education receives a direct State grant as well. As has been the case for the last several years, the Education Cost Share base grant has remained unchanged while all increases in State education funding have come in the form of increases to the Alliance Grant, which is reserved for new programs over and above the baseline district operating costs.

<b>Off-Budget State Aid to Manchester</b>	<b>Adopted Budget 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>\$ Change</b>	<b>% Change</b>
Adult Education	771,180	772,724	1,544	0.20%
LoCIP	434,522	434,522	-	0.00%
Alliance	5,936,857	7,304,953	1,368,096	23.04%
Subtotal Budgeted State Aid to Manchester	7,142,559	8,512,199	1,369,640	19.18%

*\* Alliance Grant amounts are based on ECS estimates provided by the Connecticut Conference of Municipalities, 2/5/20, net of the base grant amount of \$30,619,100.*

The following table summarizes General Fund revenues by category. It also shows the budgeted Use of Fund Balance proposed for FY 2020/21 is reduced from \$2,500,000 to \$2,250,000 in order to limit exposure to depletion of the general fund's financial base.

Revenue Source	Adopted Budget 2019/20	Manager's Recommended 2020/21	Dollar Change	Percentage Change
Current Property Tax Levy	143,890,831	148,773,860	4,883,029	3.39%
Other Property Taxes	5,054,000	5,454,000	400,000	7.91%
Fees, Fines, Charges, Etc.	2,961,600	3,021,600	60,000	2.03%
State and Federal Aid	35,134,807	35,537,622	402,815	1.15%
Income from Interest & Other Assets	740,000	980,000	240,000	32.43%
Other	1,987,679	1,988,513	834	0.04%
Use of Fund Balance	2,500,000	2,250,000	(250,000)	-10.00%
<b>Total</b>	<b>192,268,917</b>	<b>198,005,595</b>	<b>5,736,678</b>	<b>2.98%</b>

### **General Fund Expenditures**

The following table provides a breakdown of the current and recommended budget by major categories.

Category	Adopted 2019/20	Manager's Recommended 2020/21	Dollar Change	Percentage Change
Town Government Operations	50,702,280	52,172,028	1,469,748	2.90%
Town Government Non-Operating	11,407,233	12,223,827	816,594	7.16%
Town Government Subtotal	62,109,513	64,395,855	2,286,342	3.68%
Board of Education	116,531,237	120,027,174	3,495,937	3.00%
Other Education-Related	930,573	620,631	(309,942)	-33.31%
Education Subtotal	117,461,810	120,647,805	3,185,995	2.71%
Debt Service	12,697,594	12,961,935	264,341	2.08%
Total General Fund	192,268,917	198,005,595	5,736,678	2.98%

The FY 2020/21 budget includes an increase of 2.98%; this reflects an increase in the Board of Education budget of 3.00% which does not include the increased Alliance Grant funding, and an increase in Town Government of 3.68%. The Town Government operating budget for departments, excluding debt, capital, and other non-departmental costs, increases by 2.90%

over the current year expenditure budget. Debt service increases by 2.08% in the upcoming year, which includes first year payments on a 2020 issuance of \$15M in general obligation bonds, net of a budgeted use of debt premium. Other education related items decrease by 309,942, which reflects the removal of \$315,607 meant to cover a newly-mandated Town contribution to teacher retirement costs included in the Governor's proposed budget which was ultimately not approved by the General Assembly.

The main drivers behind the changes to expenditures over the current fiscal year are as follows:

- Contractual increases for full time employees plus adjustments in part-time and overtime budgets results in an increase of \$644,311 or 2.19%. Several position changes are incorporated into the budget proposal, which mostly involve exchanging newly-created positions with newly-frozen ones.

The Communications Manager is moved from Human Resources to the General Manager's Office, yielding an increase in one that is offset by a decrease in the other.

The Budget & Research Office, which currently covers the salary of the Work\_Space site manager position, will only cover 50% of that position in the upcoming year, with the remainder to come out of Work\_Space's operating budget.

In Public Works, two positions in Sanitation have been exchanged for two new positions, Deputy Director of Public Works and a Management Analyst, which are 95% funded in Sanitation and 5% in the General Fund.

And in the Police Department, an additional \$150,000 is provided for overtime expenses to accommodate for keeping the department fully-staffed.

- Analysis of the Town's health insurance plan claims experience showed a need for higher per-person contributions, resulting in an increase of roughly \$239,000, or 3.6%, for health insurance costs across the General Fund operating departments.
- Debt service increases by \$264,341, which includes the use of \$1M in bond premium receipts to offset some of the cost.
- The General Fund portion of the Capital Improvement Plan is proposed to increase by \$140,000. Funds from the Local Capital Improvement Plan grant (LoCIP), as well as a use of existing reserves, are incorporated into the budget to offset capital expenses.
- Overall, pension costs for town employees increase by \$359,236, or 9.74% over the current year, based on actuarial valuation of the pension funds and adjustments in the mortality tables to ensure pensions remain appropriately funded.
- Utilities reflect an increase of \$91,886 which has become necessary after several years of holding the utility budgets flat for Town-owned buildings and properties.



- The Board of Education budget increases by \$3,495,937, or 3.00%. This reflects an adjustment of -\$990,419 from the Board of Education requested budget, which reflects a use of additional Alliance grant funding in the upcoming year towards some of the programming included in the Board of Education's budget proposal.

## **Taxes**

The Recommended FY 2020/21 Budget results in a General Fund mill rate of 37.35, which reflects an increase of 2.28% over the current year mill rate of 36.52, and a Fire Fund mill rate of 5.43, up 4.8% from the current mill rate of 5.18.

The following table provides examples of the tax increase impact on various assessed values (for taxation purposes, property is assessed at 70% of market value):

### **General Fund Only (8th Utilities District)**

Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$150,000	\$105,000	\$3,835	\$3,922	\$87
\$250,000	\$175,000	\$6,391	\$6,536	\$145
\$350,000	\$245,000	\$8,947	\$9,151	\$203

### **General Fund + South Manchester Fire District**

Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$150,000	\$105,000	\$4,379	\$4,492	\$113
\$250,000	\$175,000	\$7,298	\$7,487	\$189
\$350,000	\$245,000	\$10,217	\$10,481	\$265

## **Fire Fund:**

Total expenditures in the Fire Fund increase by \$1,090,776, or 6.35% in the proposed budget. The proposed budget provides for the stepping-down of the SAFER Grant reimbursement rate for three positions newly-authorized in FY2018/19, which decreases from 75% to 35% effective October 2020. This budget also incorporates a \$265,212 increase to contributions to the Municipal Employee Retirement System (MERS), reflecting an increase in the contribution percentage required by the State, as well as a \$108,726 increase to the Fire Fund contribution to the Town's liability insurance (MSIP). An additional \$100,000 is also included as the first payment towards a newly-purchased Class A pumper as part of the Fire Fund's multi-year apparatus replacement plan.

## **Enterprise Funds:**

The Water and Sewer Fund budgets in FY 2020/21 continue the practice of building rates around maintaining 180 days of operating expenses in working capital while sufficiently funding current operations and projected debt service requirements, but consumption trends have been revised to take into account reduced usage that has been observed.

Overall expenditures in the Water Fund increase by \$574,385, or 7.1%. This includes the second year of a two-year phase in of an upward adjustment to the Water Fund's reimbursement to the Sewer Fund for discharge to the sanitary sewer system associated with the water operation, which adds \$210,874 to the operating budget. The proposal also includes an increase of \$192,500 to the contribution to capital projects, based on the maintenance needs of the treatment plant and town-wide infrastructure. A 2% increase in water rates is recommended for the upcoming year based on an analysis of reserves and projected revenues and expenses; this follows three years of no rate increases.

Overall expenditures in the Sewer Fund increases by \$236,725, or 2.4%. This increase includes the first payment towards Manchester's share of the cost of the Vernon Wastewater Treatment Plant, which serves a portion of Manchester. A rate increase of 3.5% is proposed as part of the multi-year phase in of the costs associated with the wastewater treatment plant renovation.

Total expenses in the 2020/21 budget for Sanitation increase by \$270,959, or 3.7% which includes an anticipated 9.2% increase in the tipping fees paid for the Town's disposal of curbside municipal solid waste from \$87/ton to \$95/ton.

**TOWN OF MANCHESTER**  
**Authorized and Funded Positions**

	Positions Authorized 2018/19	Positions Authorized 2019/20	Positions Funded 2019/20	Positions Authorized 2020/21	Positions Funded 2020/21	Frozen Positions	Change in Funded Positions
<b>GENERAL GOVERNMENT</b>							
Board of Directors	1.25	1.25	1.25	1.25	1.25	-	-
General Manager	3.25	3.25	2.75	4.25	3.75	0.50	1.00
Budget and Research	3.50	3.50	2.50	3.00	2.00	1.00	(0.50)
Human Resources	5.00	6.00	5.00	5.00	4.00	1.00	(1.00)
Customer Service & Information	1.00	1.00	1.00	1.00	1.00	-	-
Finance Administration & Insurance	1.50	1.50	1.50	1.50	1.50	-	-
Accounting	7.50	7.50	5.50	7.50	5.50	2.00	-
Assessment/Collection	10.00	10.00	9.00	10.00	9.00	1.00	-
General Services	4.00	4.00	4.00	4.00	4.00	-	-
Planning and Economic Development	6.00	7.00	7.00	7.00	7.00	-	-
Town Clerk	6.00	6.00	5.00	6.00	5.00	1.00	-
Registrars of Voters	4.00	4.00	4.00	4.00	4.00	-	-
Town Attorney	2.00	2.00	2.00	2.00	2.00	-	-
Information Systems	14.00	14.00	12.00	14.00	12.00	2.00	-
<b>Total General Government</b>	<b>69.00</b>	<b>71.00</b>	<b>62.50</b>	<b>70.50</b>	<b>62.00</b>	<b>8.50</b>	<b>(0.50)</b>
<b>PUBLIC WORKS</b>							
Administration	1.85	1.85	1.85	1.95	1.95	-	0.10
Engineering	23.00	23.00	19.00	23.00	19.00	4.00	-
Field Services	57.25	57.25	55.25	57.25	55.25	2.00	-
Facilities Management	8.00	8.00	8.00	8.00	8.00	-	-
Building Inspection	9.00	9.00	8.00	9.00	8.00	1.00	-
Water	26.65	26.65	26.15	26.65	26.15	0.50	-
Sewer	25.65	25.65	25.15	25.65	25.15	0.50	-
Sanitation	12.60	12.60	12.10	13.50	13.00	0.50	0.90
<b>Total Public Works</b>	<b>164.00</b>	<b>164.00</b>	<b>155.50</b>	<b>165.00</b>	<b>156.50</b>	<b>8.50</b>	<b>1.00</b>
<b>PUBLIC SAFETY</b>							
Police-Sworn Officers	124.00	124.00	117.00	124.00	117.00	7.00	-
Police-Civilians	36.50	38.50	36.50	38.50	36.50	1.00	-
Emergency Management	1.00	1.00	-	1.00	-	1.00	-
Fire	86.00	86.00	85.00	86.00	85.00	1.00	-
<b>Total Public Safety</b>	<b>247.50</b>	<b>249.50</b>	<b>238.50</b>	<b>249.50</b>	<b>238.50</b>	<b>10.00</b>	<b>-</b>
<b>HUMAN SERVICES</b>							
Administration	2.00	2.00	2.00	2.00	2.00	-	-
Health	8.00	8.00	8.00	8.00	8.00	-	-
Senior Center	5.00	5.00	5.00	5.00	5.00	-	-
Senior, Adult and Family Services	5.00	5.00	5.00	5.00	5.00	-	-
<b>Total Human Services</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>-</b>	<b>-</b>
<b>LEISURE SERVICES</b>							
Library	28.00	28.00	25.00	28.00	25.00	3.00	-
Resource Office for Neigh. and Families	1.00	1.00	1.00	1.00	1.00	-	-
Youth Services	6.50	6.50	6.50	6.50	6.50	-	-
Recreation	9.00	9.00	8.00	9.00	8.00	1.00	-
<b>Total Leisure Services</b>	<b>44.50</b>	<b>44.50</b>	<b>40.50</b>	<b>44.50</b>	<b>40.50</b>	<b>4.00</b>	<b>-</b>
<b>TOTAL TOWN EMPLOYEES</b>	<b>545.00</b>	<b>549.00</b>	<b>517.00</b>	<b>549.50</b>	<b>517.50</b>	<b>31.00</b>	<b>0.50</b>

**NOTES:**

*The Communications Manager position, funded in Human Resources in FY20, is redistributed to the General Manager's Office in FY21*

*The Work\_Space Manager position, currently funded in the Budget & Research Office, will be funded 50% from the Work\_Space self-supporting fund in FY21.*

*The Environmental Services Manager position and Working Foreman position in Sanitation have been eliminated in FY21, and two new positions (Deputy Director of Public Works and Management Analyst) have been established, which are 95% funded in Sanitation and 5% funded in Public Works Administration.*

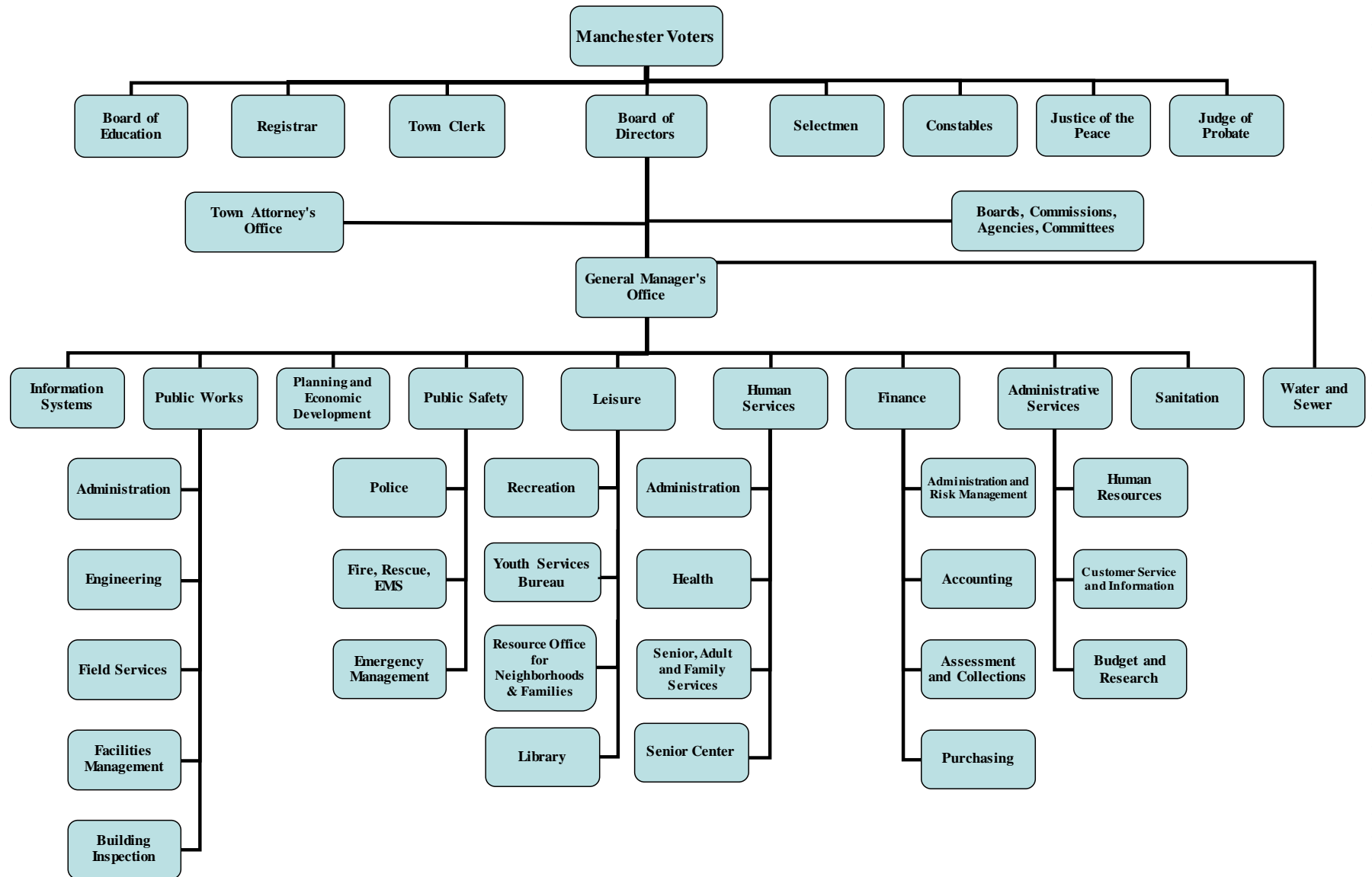
*The part time transfer station attendant positions in Sanitation have been eliminated in FY21, and a new Maintainer I position is established.*

*A full-time Clinic Nurse position is eliminated in FY21, and an additional full time Health Inspector position is established.*

*The Assistant Recreation Director position is eliminated in FY21, and a new Recreation Supervisor position has been established.*

## **BUDGET EXHIBITS**

# TOWN OF MANCHESTER ORGANIZATION CHART



## PLANNING PROCESSES

The following graphic illustrates the linkages among various planning and decision-making processes and how they shape the plans that are formulated for implementing policy. Some elements of each phase depicted below occur at regular intervals, such as the Board of Directors biennial strategic planning sessions or annual budget adoption. Other elements may be tied to special initiatives that require active planning for a period of time followed by implementation and conclusion.



# Town of Manchester Strategic Goals

## 1. Ensure an Effective Town Government

*The Town of Manchester strives to provide full array of public services in an efficient and fiscally responsible manner.*

- ❖ Oversee and administer finances, purchasing, and revenue collection for the Town of Manchester
- ❖ Attract, develop, and retain a diverse, well-qualified and professional workforce that reflects the high standards of the community.
- ❖ Accurately bill and collect receivables by tracking consumption, invoicing customers, and managing delinquent accounts.
- ❖ Implement long-range financial planning and forecasting of major Town operations.
- ❖ Ensure the provision of access to accurate land records and vital records by processing, verifying, and storing records in a timely manner within statutory requirements.

## 2. Promote a Safe and Healthy Community.

*The Town of Manchester is a safe and secure community with excellent emergency services that ensures preparation, responsiveness, and resiliency.*

- ❖ Uphold laws, protect lives and property, and provide a safe and secure environment.
- ❖ Uphold building standards for the safety and well-being of Manchester residents.
- ❖ Limit the incidence of fire by providing education and inspections to Manchester residents and businesses.
- ❖ Address the health needs of Manchester residents and ensure access to the services and protection required to remain healthy.

## 3. Well-Maintained Infrastructure and Community Facilities.

*The Town of Manchester's public infrastructure and facilities are well-maintained and benefit from consistent investment and upgrading to meet the ever-evolving demands and expectations of our residents.*

- ❖ Oversee building maintenance and major facilities capital projects for the Town and Board of Education.
- ❖ Maintain the safety and quality of Manchester's roadways, parks, cemeteries, public grounds, and vehicle fleet.
- ❖ Provide the highest possible water quality and customer service at the lowest possible cost.
- ❖ Provide professional engineering and geographic information services and overseeing infrastructure improvements within the Town of Manchester.
- ❖ Facilitate curbside waste and recyclable pickup services, and manage the Town landfill.

## 4. Promote a Vibrant Economy.

*The Town of Manchester economy is vibrant and diverse and provides quality jobs and employment opportunities for residents and destination retail opportunities for the region.*

- ❖ Work with residents, Town departments, and the private sector to build, sustain and manage a high quality of life in Manchester.
- ❖ Process development permit applications and obtain a decision within the statutory time frame.

## 5. Bolster and Maintain a Sense of Community.

*The Town of Manchester is a welcoming and open community that embraces and celebrates the rich diversity of its residents. Manchester seeks to offer the quaint character of a New England town with amenities and services of a small city.*

- ❖ Provide residents with convenient access to Town literature, information, media, and educational programming.
- ❖ Help develop Manchester's youths into responsible individuals who make positive contributions to the community.
- ❖ Provide residents with access to important information and open government by maintaining a local access television channel, recording meetings and events, and maintaining the town website.
- ❖ Provide meaningful social and physical activities to all Manchester residents of all ages.

## FY 2020/21 Town of Manchester Departmental Goals Matrix

In the table below, department goals are organized based on functional area, in the order that they appear in the budget document. The matrix aligns each goal with one or more of the strategic goals previously adopted by the Manchester Board of Directors.

Town of Manchester's Strategic and Departmental Goals	Ensure an Effective Town Government	Promote a Safe and Healthy Community	Well-Maintained Infrastructure and Community Facilities	Promote a Vibrant Economy	Bolster and Maintain a Sense of Community
<b>General Government</b>					
<b><i>Budget &amp; Research Office</i></b>					
▪ Continue to improve upon the long-term financial models, incorporating their use into operating and capital budget planning discussions, in order to ensure the sustainable delivery of core services.	X				
▪ Continue with efforts to strengthen the Town's performance measurement program, identifying areas where additional measures are needed and any areas where measures can be eliminated.	X				
<b><i>Human Resources</i></b>					
▪ Coordinate Town-wide Diversity, Equity and Inclusion (DEI) training for all Town employees.	X				X
▪ Coordinate Town-wide State mandated Harassment Awareness training for all Town employees.	X				
▪ Work with Finance to roll out the new MARC Pension Administration (Milliman Actuarial Retirement Calculator) system to Town employees.					
<b><i>Customer Service</i></b>					
▪ Apply for notary certificate for 1 additional staff member and provide training.	X				
▪ Train and re-certify all Customer Service staff as Passport Acceptance Agents.	X				
<b><i>Finance Administration</i></b>					
▪ Achieve PCI compliance, so credit cards can be accepted at all Point of Sale locations without using a third-party vendor, reducing fees.	X			X	
▪ Convert to a town-wide, integrated electronic file management system.	X				
▪ Focus on workplace and cyber safety to mitigate worker's comp and liability risks.	X				
▪ Implement standardized customer service training in Collector's and General Services office.					
▪ Manage financial impact of SMARTR2.	X				
<b><i>Accounting</i></b>					
▪ Paperless Payroll Initiative.	X				
▪ Fully implement paperless voucher payments.	X				
▪ Coordinate School Construction project reporting.	X		X		
▪ Close out older capital reserve and special grant accounts.	X				
<b><i>Assessment &amp; Collection</i></b>					
▪ Completion of the revaluation assessment appeals. We hope that we will be able to complete this goal in FY 2020/21; we anticipate having more pre-trials and potentially trials in FY 2020/21.	X				X



<b>Town of Manchester's Strategic and Departmental Goals</b>	<b>Ensure an Effective Town Government</b>	<b>Promote a Safe and Healthy Community</b>	<b>Well-Maintained Infrastructure and Community Facilities</b>	<b>Promote a Vibrant Economy</b>	<b>Bolster and Maintain a Sense of Community</b>
▪ Begin the revaluation for the 2021 Grand List.	<b>X</b>				
▪ Continue with efforts to improve customer service by continuing to improve our website, and by translating more of the Department's brochures translated into Spanish.	<b>X</b>				
▪ Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office.	<b>X</b>				
▪ Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations. This will remain a goal for our office for several years to come.	<b>X</b>			<b>X</b>	

<b>Town of Manchester's Strategic and Departmental Goals</b>	<b>Ensure an Effective Town Government</b>	<b>Promote a Safe and Healthy Community</b>	<b>Well-Maintained Infrastructure and Community Facilities</b>	<b>Promote a Vibrant Economy</b>	<b>Bolster and Maintain a Sense of Community</b>
<b><i>Finance Purchasing</i></b>					
▪ Expand implementation of new print management system to reduce printing costs.	X				
▪ Coordinate large purchases and lease agreements with Board of Education.	X				
▪ Work collaboratively with Statewide purchasing coalitions to contain purchasing costs.	X				
▪ Review and update purchasing procedures to allow for sustainable purchasing practices, e-procurement and other technology improvements.	X				
<b><i>Planning &amp; Economic Development</i></b>					
▪ In partnership with the Department of Public Works and Leisure Family and Recreation, complete a Parks and Facilities master plan.		X	X	X	
▪ Procure and begin implementation of an online permitting system.				X	
▪ Oversee Broad Street Parkade permitting and development.				X	
▪ Complete Downtown 2020 initiative. Assist the Board of Directors in identifying additional priority capital investments. Attract multiple transformative Downtown loan program projects. Publicize small business assistance services to existing and potential local businesses and continue recruitment of desirable Downtown anchors.			X	X	X
▪ Further incorporate low impact development, sustainability and complete streets best practices into Zoning and other regulations.		X	X	X	
<b><i>Town Clerk</i></b>					
▪ Improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records.	X				
▪ Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage.	X				
▪ Access/ability to share useful information/records with other departments electronically.	X				
<b><i>Public Works</i></b>					
<b><i>Engineering</i></b>					
▪ Complete design and construction of Foster Street Neighborhood Improvements project.			X		
▪ Complete design and construction of Townwide Road Resurfacing project.			X		
▪ Identify and prioritize areas for pedestrian and bicycle safety improvements in accordance with the Complete Streets policy.		X	X		
<b><i>Facilities</i></b>					
▪ Manchester Public Schools Phase 2 (Buckley, Bowers, Keeney & Martin) RFP for selection of design team (architect/engineer/planner), construction management and commissioning provider.			X		
▪ Secure State grant approval for funding of Buckley Elementary Renovation.			X		
▪ Secure design approval for Buckley Elementary Renovation.			X		

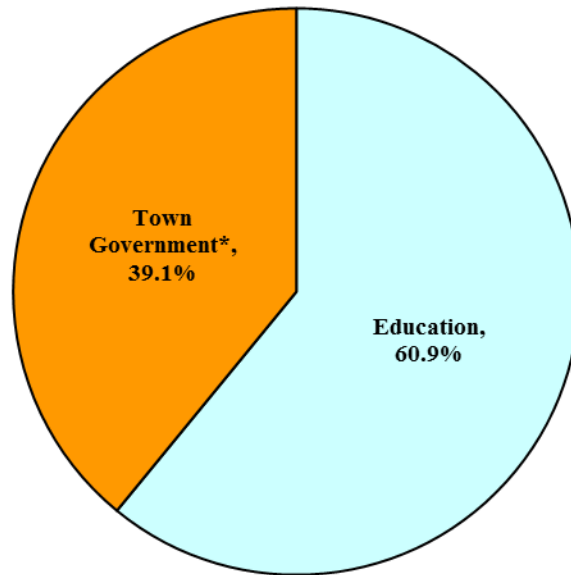
Town of Manchester's Strategic and Departmental Goals	Ensure an Effective Town Government	Promote a Safe and Healthy Community	Well-Maintained Infrastructure and Community Facilities	Promote a Vibrant Economy	Bolster and Maintain a Sense of Community
▪ Implementation phase of lighting controls and upgrades at Mary Cheney Library with Building Automation Systems identified by Eversource for incentives.			X		
▪ Conduct investigation and design for Town office reorganization.			X		
▪ Replace roofing at Cheney Hall (wood shingle portion).			X		
<b>Building Inspection</b>					
▪ Provide support conducive to fast-track projects such as the Parkade redevelopment and Winstanley Enterprise’s 1339 Tolland Turnpike project, along with Main Street EDC projects.		X	X	X	
▪ Commence review and selection process for new permit management software.	X		X	X	
▪ Update Manchester Property Maintenance Code.	X		X		
<b>Public Safety</b>					
<b>Police</b>					
▪ Maintain full staffing levels for sworn officers.	X				
▪ Increase recruitment efforts and achieve full staffing in the Dispatch Center.	X				
▪ To train new officers hired in the past year in Crisis Intervention Training (CIT).	X	X			
▪ To provide accident reports online.	X				
▪ To develop an online case reporting system for minor crimes not requiring investigation through our RMS Software (Nexgen).	X				
<b>Emergency Management</b>					
▪ Start to update or replace some of the Emergency Operations Center's aging infrastructure such as chairs, projectors and computers. This needs to be a four year project which will spread out the costs.			X		

Town of Manchester's Strategic and Departmental Goals	Ensure an Effective Town Government	Promote a Safe and Healthy Community	Well-Maintained Infrastructure and Community Facilities	Promote a Vibrant Economy	Bolster and Maintain a Sense of Community
<ul style="list-style-type: none"> <li>Start the process of reviewing and updating the 700 page Local Emergency Operations Plan with all Town department and agency heads, re-write and publish the plan, and submit the updated plan to the State.</li> </ul>	X				
<b>South Manchester Fire Department</b>					
<ul style="list-style-type: none"> <li>Continue Development of the Standard Operating Practices and Policies Manual.</li> </ul>	X	X			
<ul style="list-style-type: none"> <li>Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services.</li> </ul>	X	X			
<ul style="list-style-type: none"> <li>Development of Data Management System to monitor performance metrics of Fire, Rescue and Emergency Medical Services delivery.</li> </ul>	X				
<b>Human Services</b>					
<b>Human Services Administration</b>					
<ul style="list-style-type: none"> <li>Continue to develop Strategic Plans and initiatives that address the key areas of Housing, Communication and Mental Health for Older Americans residing in Manchester.</li> </ul>	X	X			
<ul style="list-style-type: none"> <li>Work with General Manager, Board of Directors and various Departments to begin development of plans towards Manchester becoming a “Livable Community” as defined by the American Association of Retired Persons.</li> </ul>	X	X			
<b>Health</b>					
<ul style="list-style-type: none"> <li>The department will continue to work with local food establishments to provide for a smooth transition to the FDA Food Code.</li> </ul>		X			
<ul style="list-style-type: none"> <li>The department will review the Senior Needs Assessment report and provide programs and education based on the identified areas. The department will continue to strive to provide health education programs among all age groups as well.</li> </ul>		X			
<ul style="list-style-type: none"> <li>The department will work to increase the visibility of its core functions within the community through a series of educational campaigns using electronic and print media.</li> </ul>		X			
<b>Senior, Adult, and Family Services</b>					
<ul style="list-style-type: none"> <li>Increase the visibility of Senior, Adult &amp; Family Services and the services it provides through community outreach.</li> </ul>		X			X
<ul style="list-style-type: none"> <li>Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance.</li> </ul>		X			X
<ul style="list-style-type: none"> <li>Ensure that Manchester’s Senior &amp; Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester.</li> </ul>		X			X
<ul style="list-style-type: none"> <li>Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner.</li> </ul>		X			X
<ul style="list-style-type: none"> <li>Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations.</li> </ul>		X			X
<b>Senior Center</b>					
<ul style="list-style-type: none"> <li>The Senior Center, using the information obtained from the Senior Needs Assessment, will determine goals to implement the priorities of the report as determined.</li> </ul>		X			X

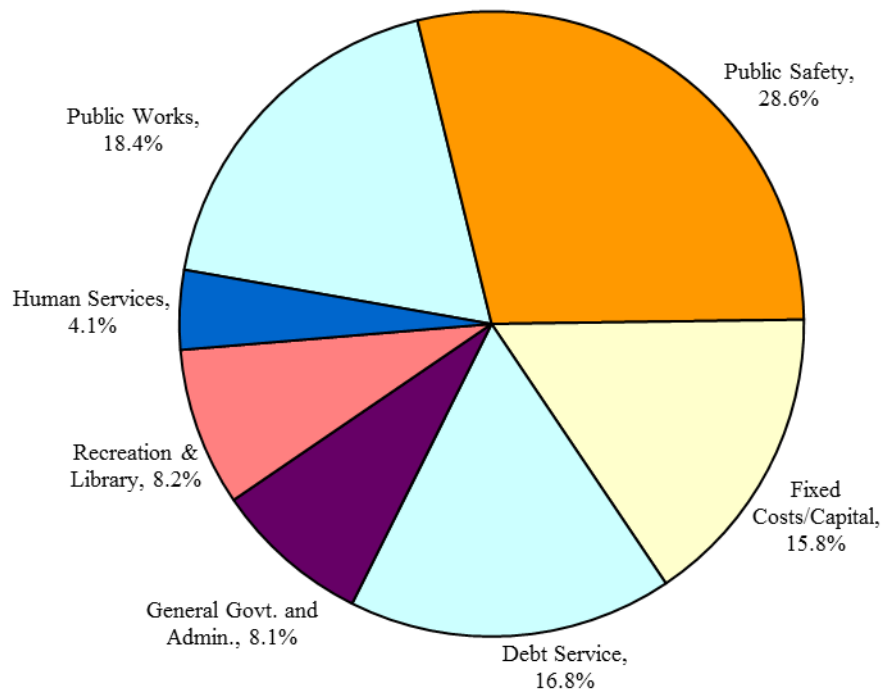
Town of Manchester's Strategic and Departmental Goals	Ensure an Effective Town Government	Promote a Safe and Healthy Community	Well-Maintained Infrastructure and Community Facilities	Promote a Vibrant Economy	Bolster and Maintain a Sense of Community
<b>Leisure Services</b>					
<i><b>Recreation</b></i>					
▪ Work collectively to develop a Parks & Facilities Master Plan.		X	X		X
▪ Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings.			X		X
▪ Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.			X		X
▪ Contingent upon approval of capital funds, move forward All-Wheel Park project.					X
▪ Further develop fee based Rec on the Run programs.					X
<i><b>Youth Service Bureau</b></i>					
▪ Work collaboratively with the Manchester Board of Education to incorporate a substance use prevention program into Illing Middle School.		X			X
▪ Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.					X
▪ Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings.	X				X
<i><b>Neighborhoods and Families</b></i>					
▪ Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.					X
▪ Further develop Mahoney Culture Lab concept as a supportive space for local grassroots groups and organizations doing work around diversity, equity and inclusion.		X	X		X
▪ Sustain current levels of programs and support at the ESNRC, while expanding operations to west side to support both creative arts lab and culture lab.					X
▪ Once operational, reinstate Pickleball, Badminton, Family Fun Nights at the Nathan Hale Activity Center.			X		X
<i><b>Library</b></i>					
▪ Organize a 'One Book' reading event where hundreds of people read the same book and meet the author	X		X		
▪ Increase citizen convenience when using the library by creating prepacked thematic 'bundles' for all ages of readers -- as well as a range of other measures.	X				
▪ Sufficient financial support remains from the New Alliance Bank Foundation to allow one additional summer of intense outreach to Squire Village as well as to other locations.	X		X		

## GENERAL FUND EXPENDITURES

**Total General Fund Expenditures: FY 2020/21**



**General Fund Non-Education Expenditures: FY 2020/21**

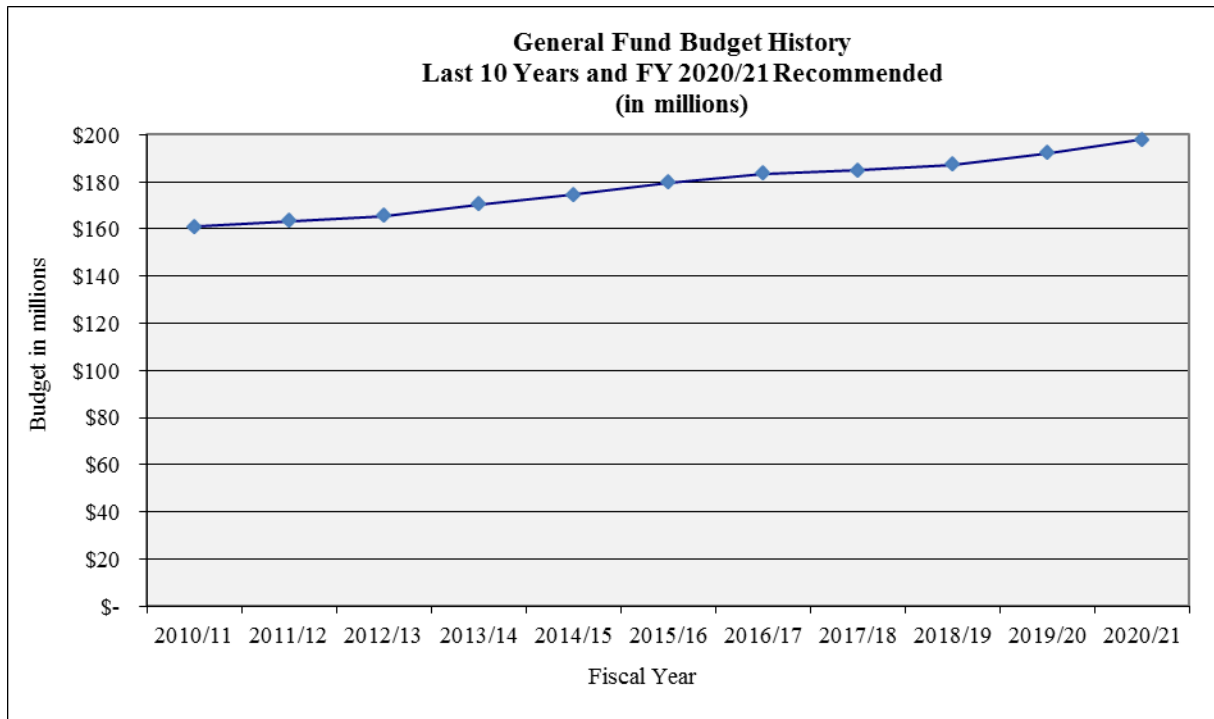


\* Town Government includes Debt Service payments for school building projects.

## GENERAL FUND EXPENDITURES, continued

The Recommended FY 2020/21 General Fund budget for non-Education expenditures is \$64,395,855, an increase of \$2,286,342, or 3.68% over the current year budget. The Board of Education budget increases by \$3,495,937, or 3.00%. The total General Fund budget increases by 2.98%.

Category	Adopted 2019/20	Manager's Recommended 2020/21	Dollar Change	Percentage Change
Town Government Operations	50,702,280	52,172,028	1,469,748	2.90%
Town Government Non-Operating	11,407,233	12,223,827	816,594	7.16%
Town Government Subtotal	62,109,513	64,395,855	2,286,342	3.68%
Board of Education	116,531,237	120,027,174	3,495,937	3.00%
Other Education-Related	930,573	620,631	(309,942)	-33.31%
Education Subtotal	117,461,810	120,647,805	3,185,995	2.71%
Debt Service	12,697,594	12,961,935	264,341	2.08%
Total General Fund	192,268,917	198,005,595	5,736,678	2.98%

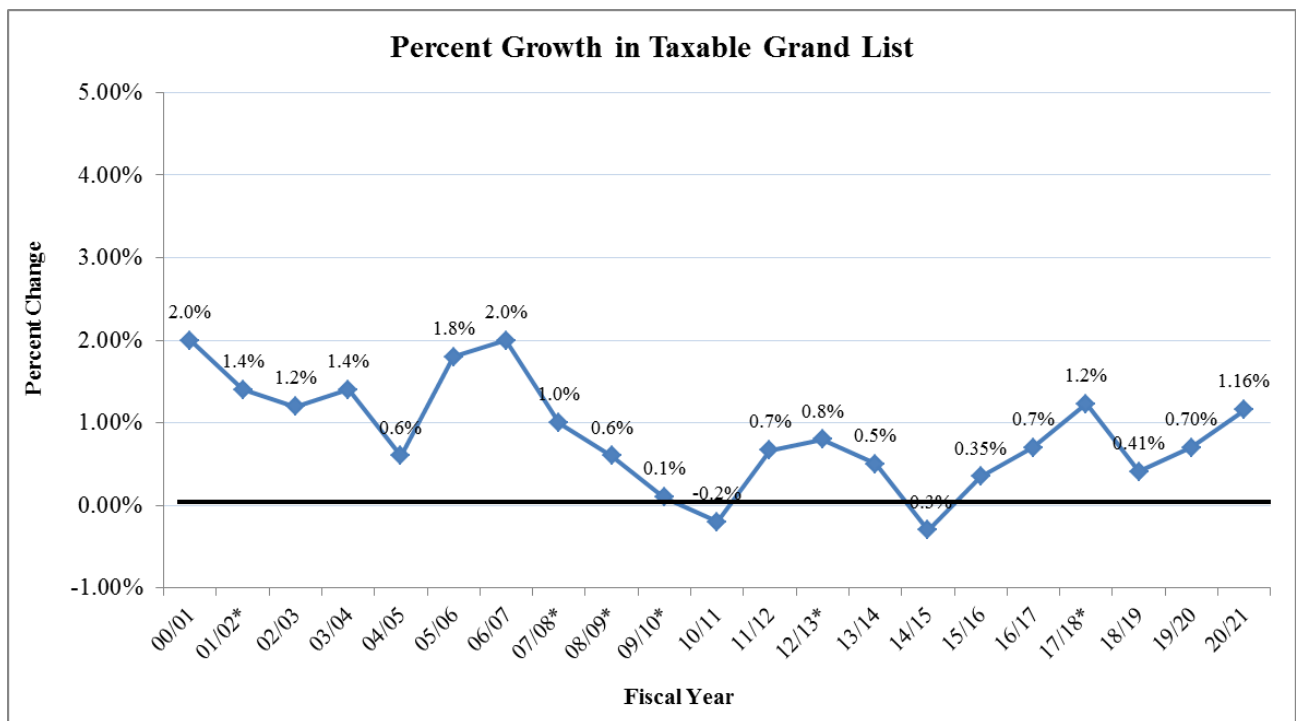


## GRAND LIST

The Grand List is the totality of the town's tax base. It is comprised of the total valuation of all Personal and Real Property on which taxes are based and levied. Since property taxes account for about three quarters of total revenues, the rate of growth in the grand list is an important indicator of the town's ability to maintain existing services and undertake capital projects. When the grand list grows, it generates additional revenue.

Revenue resulting from grand list growth is new revenue that is available without changing the tax rate. Any new revenue resulting from growth can support some growth in expenditures or reductions in non-tax revenues without requiring a change in the tax rate. Conversely, a stagnant or declining grand list generally means that, absent additional revenues from other sources, an increase in the tax rate will be required to support the same level of services.

The following graph shows how rates of growth in the Grand List have changed over the years. Since revaluation can obscure true changes in the size and growth of the tax base, the figures in the line graph represent only the actual growth (or decline) in the tax base. For years in which revaluation occurred, the effects of revaluation (changes due to market appreciation or depreciation) have been removed.



\* Revaluation years. Percentages represent actual growth only, not market appreciation.

During the latter portion of the 1990s and through much of the 2000s, grand list growth was typically in the 1% to 2% range, exceeding 3% once in 1998/99, with some years of negative growth during economic downturns. This year continues a trend of modest increases.



## GRAND LIST (cont'd)

This slowdown of Grand List growth over the last decade reflects Manchester's pattern of development and the fact that it is virtually "built-out" with respect to commercial and industrial real estate (meaning very little land zoned as commercial or industrial real estate remains available for development). With so little remaining land available for new commercial or industrial development, growth in the tax base is severely limited.

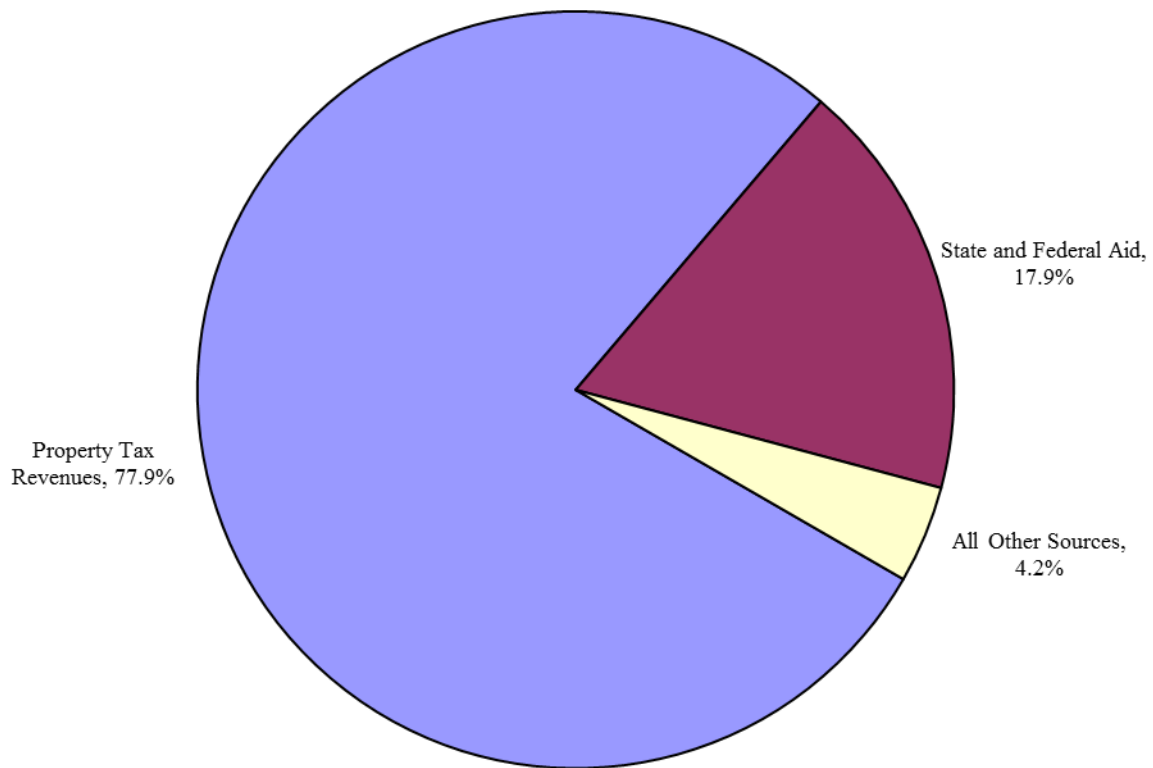
### **Grand List Growth and Revaluation**

Actual growth in the grand list refers to new construction and expansions, or new commercial property and vehicles on the grand list. This is different from changes in the grand list that occur as a result of revaluation. Revaluation is a valuation of all existing property that occurs on a scheduled basis every four to five years (though the spacing between revaluations can vary). When a new building is constructed or expanded, or when a business purchases additional equipment, that is actual growth in the grand list that generates additional revenue. Revaluation may result in higher or lower values on the grand list, but it does not represent actual growth or decline in the tax base, it is simply an update of the valuation of property already existing on the grand list. These changes are driven by changes in the real estate market. The same house can change in value from one year to the next without any changes occurring to the house itself.

While revaluations themselves do not increase taxes, they do result in shifts in the tax burden. As different properties increase or decrease in value at different rates, they take on differing shares of the tax burden. The most recent revaluation occurred with the October 2016 Grand List.

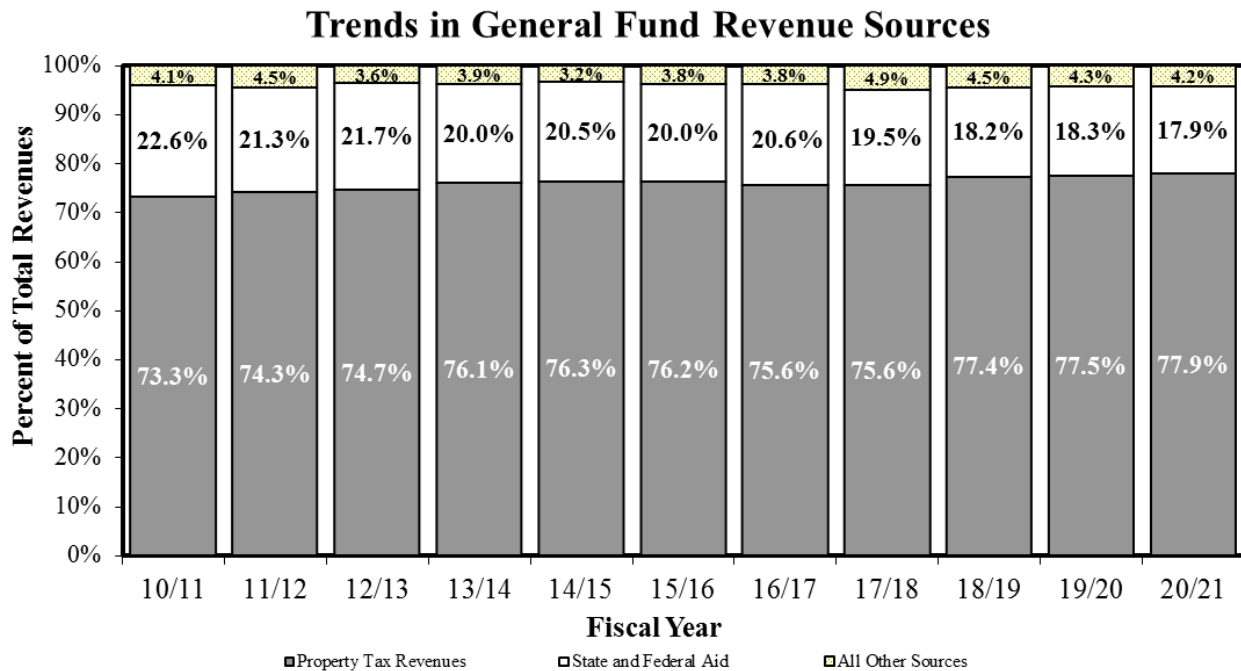
## REVENUE SOURCES

### Sources of General Fund Revenue: FY 2020/21



The following table depicts the percentages of the operating budget funded by various revenue sources over time. The most striking feature of the breakdown of revenue sources is the extent to which the town budget is dependent on just two sources – local property taxes and State and Federal aid. As the second largest source of General Fund revenues, State and Federal aid has a considerable impact on the property tax rate. Most sources of State aid are formula driven and therefore are effected not only by total funding levels state-wide, but also by numerous variables such as the Town’s population, the Town’s grand list relative to other towns, income levels relative to other towns, student enrollment figures, and various demographic characteristics. The remaining revenue sources, including permits, licenses, fees for services, investment income, and miscellaneous sources, and use of fund balance, combine for approximately 4.5% of total revenues in the 2018/19 adopted budget.

## REVENUE SOURCES, continued



A detailed review of State Aid is provided later in this section.

### Property Taxes

Property Taxes include not only the Current Levy, which is determined by the Grand List and the mill rate, but also collections on prior year taxes, interest and lien fees and motor vehicle supplemental taxes. Collections on prior year taxes and interest and lien fees are based on average end-of-year receivables and historical collection rates against receivables. Motor vehicle supplemental taxes are based on historical averages and information obtained from the Assessor's Office regarding supplemental motor vehicle billing. At 77.9% of the budget, property taxes in FY 2020/21 will support a larger share of the General Fund budget than last year. The 2020/21 Recommended budget provides for a mill rate on personal property, real estate, and motor vehicles of 37.35 mills, an increase of 2.28% over the current year.

### State Aid

The following table details the changes to the major State Aid grants over the last three years, along with the State Aid projection used for the FY21 recommended budget:

## REVENUE SOURCES, continued

Grant	FY19 Town		FY20 Town		FY21	Change from Current Year
	Adopted	FY19 Actual	Adopted		Governor's Recommended	
State Property PILOT	\$ 417,968	\$ 428,017	\$ 428,017	\$ 428,017	\$ 428,017	\$ -
College & Hospital PILOT	\$ 539,129	\$ 552,286	\$ 552,286	\$ 552,286	\$ 552,286	\$ -
Pequot	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -
Education Cost Sharing	\$ 30,369,100	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100	\$ -
Town Aid Road	\$ 321,974	\$ 643,916	\$ 644,746	\$ 643,681	\$ 643,681	\$ (1,065)
Grants for Municipal Projects	\$ 1,072,449	\$ 1,072,449	\$ 1,072,449	\$ 1,506,098	\$ 1,506,098	\$ 433,649
Municipal Stabilization Grant	\$ 289,969	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -
<b>Total General Fund- Grant Only</b>	<b>\$ 33,423,039</b>	<b>\$ 34,508,572</b>	<b>\$ 34,509,402</b>	<b>\$ 34,941,986</b>	<b>\$ 34,941,986</b>	<b>\$ 432,584</b>

### Other

	FY21				
	FY19 Town	FY19 State		Governor's	Change from
Grant	Projected	Adopted	FY20 Estimate	Recommended	Current Year
Adult Education	\$ 626,175	\$ 639,112	\$ 771,180	\$ 772,724	\$ 1,544
LoCIP	\$ 506,944	\$ 506,944	\$ 434,522	\$ 434,522	\$ -
Alliance	\$ 4,764,285	\$ 4,317,896	\$ 5,936,857	\$ 7,304,953	\$ 1,368,096
<b>Total, Non-General Fund</b>	<b>\$ 5,897,404</b>	<b>\$ 5,463,952</b>	<b>\$ 7,142,559</b>	<b>\$ 8,512,199</b>	<b>\$ 1,369,640</b>

The FY 2020/21 State Aid projection assumes adoption of the Governor's proposal, which holds aid levels mostly flat compared to the current year, with the exception of Grants for Municipal Projects, which includes an increase of \$433,649. The Governor's proposal also includes a \$1.37M increase to the Alliance grant.

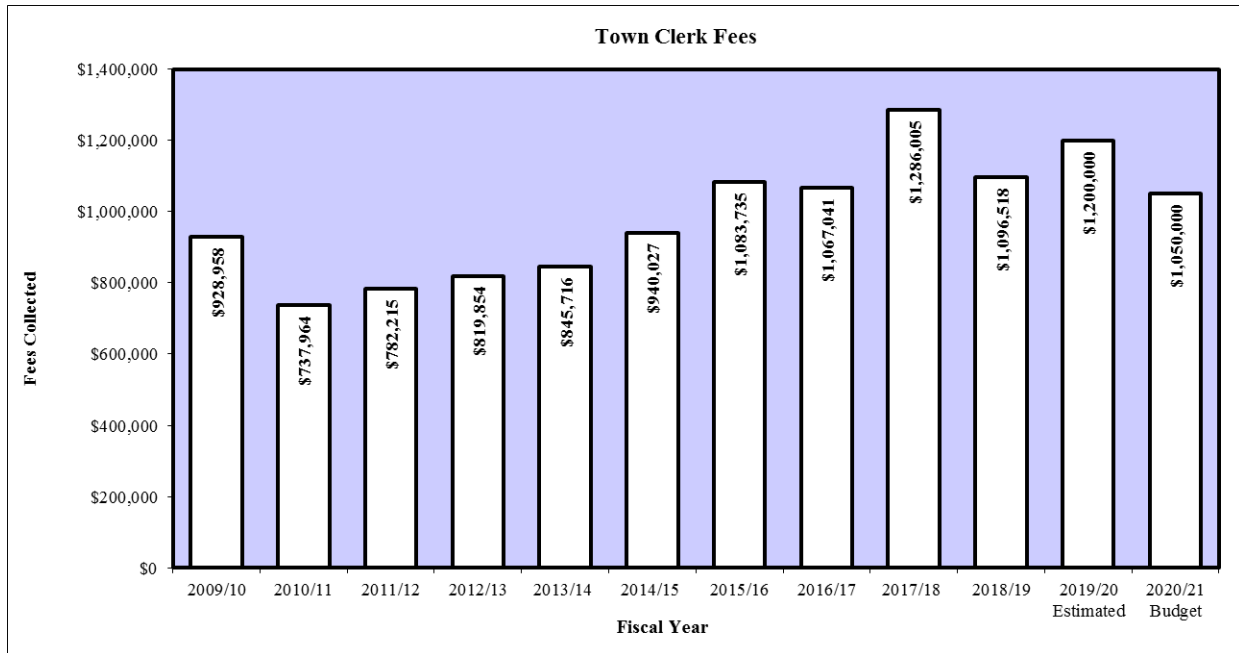
### Local Non-Tax Sources

Among the numerous local non-tax revenue sources, three of the most significant are Town Clerk Fees, Building Permit Fees and Interest Income. Revenues from each of these sources are driven largely by economic conditions, and amounts can fluctuate within a wide range from year to year.

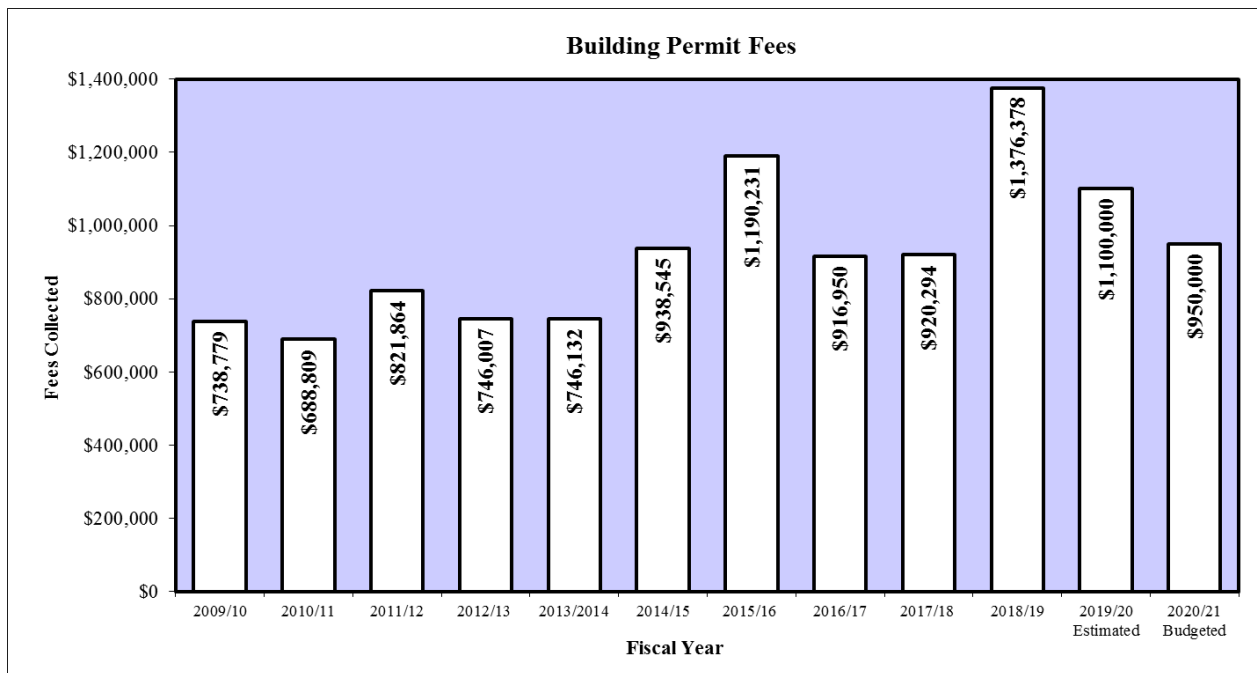
#### *Town Clerk Fees*

Town Clerk fees are projected based on trends in property transactions and other fee-based activities in the Town Clerk's Office. The next graph depicts fees collected for Town Clerk services since 2009/10 and estimated collections for the current and next fiscal years. Recent and projected Town Clerk fees illustrate how revenues are directly affected by economic conditions, particularly the real estate market, with an upswing in recent years indicating some economic revival. Changes in the fee structure as adopted by the Board of Directors and permitted by the State of Connecticut also affect amounts.

## REVENUE SOURCES, continued



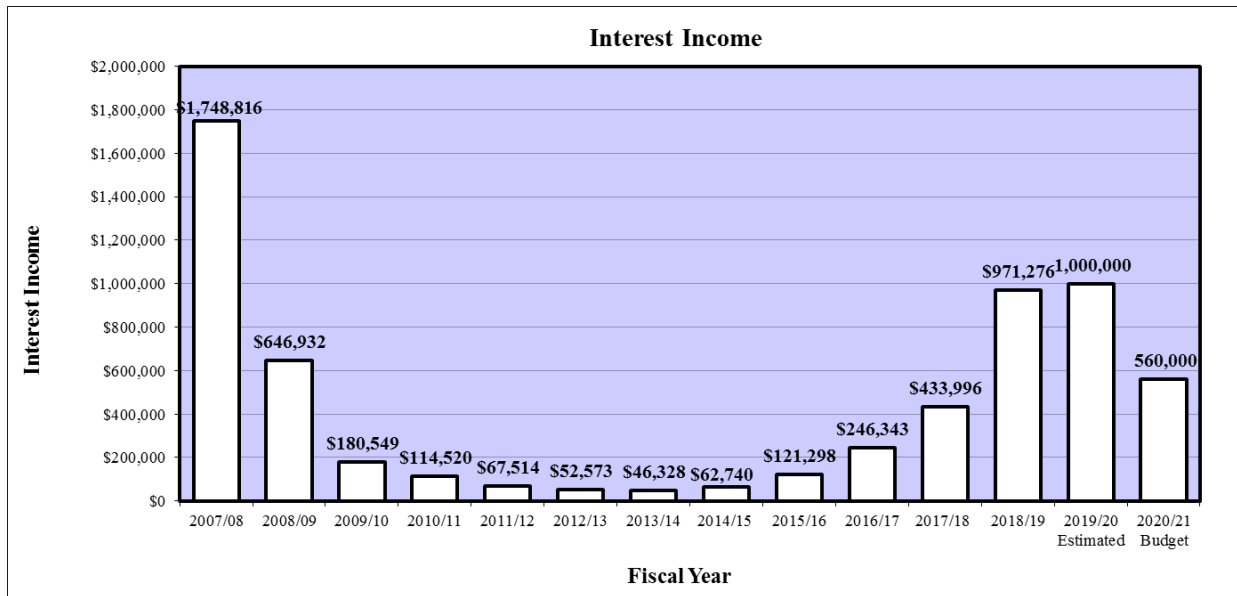
### *Building Permit Fees*



Building permits are budgeted using historical data, usually looking back five years, with some adjustments for current economic trends. As the next chart illustrates, building permit fees can vary significantly from year to year when unusually large development projects are undertaken, and then completed, or if there are significant shifts in economic activities.

## REVENUE SOURCES, continued

### *Interest Income*

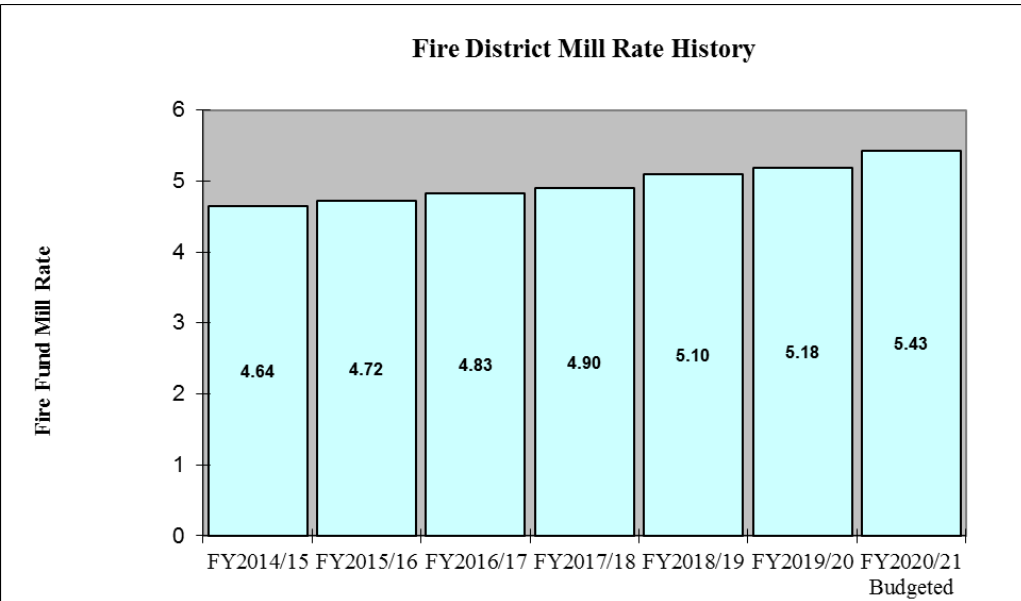


Interest Income has historically provided a significant source of non-tax revenue to the General Fund. Interest income is generated by available cash the Town has invested, primarily in the State Treasurer's Short-Term Investment Fund (STIF). Interest income in recent years has declined significantly as interest rates have fallen, though earnings have increased somewhat since their lowest point in 2013/14.

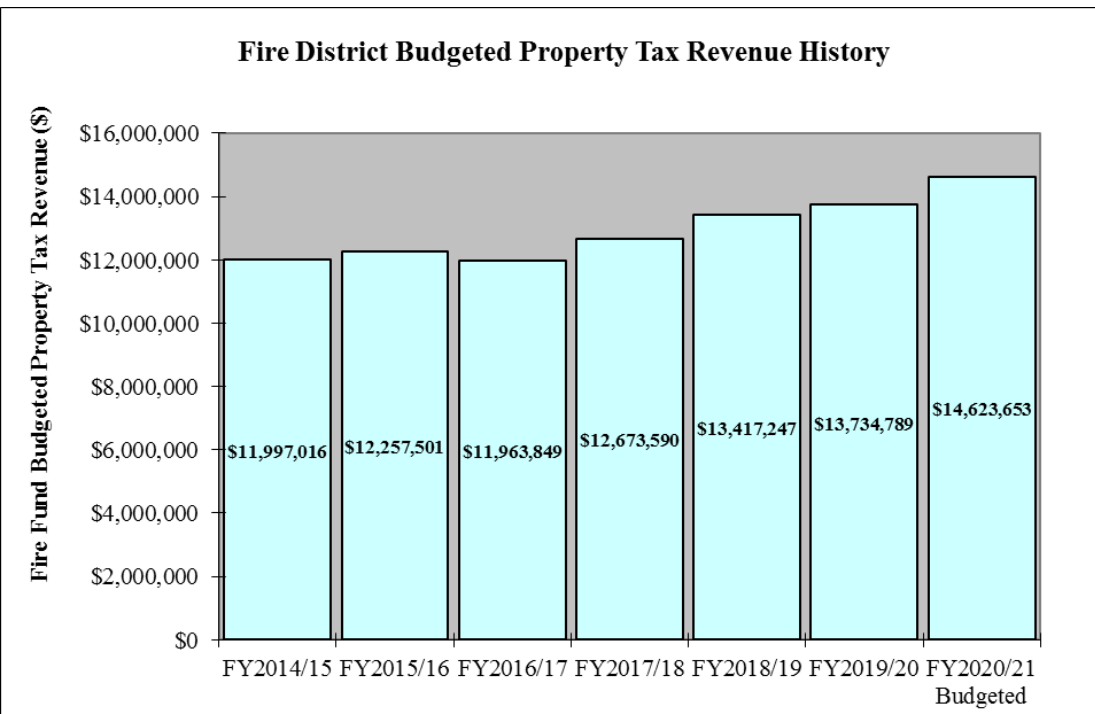
## REVENUE SOURCES, continued

### Fire Fund Revenues

#### *Fire Fund Property Taxes*



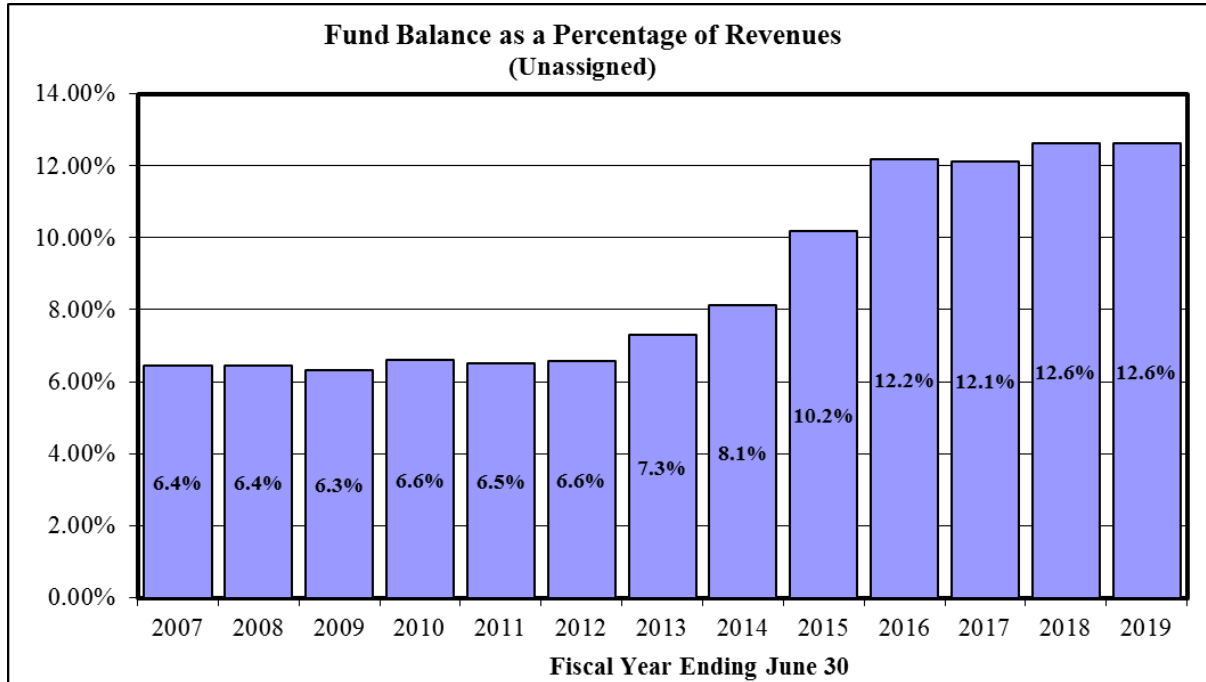
*\*A statutory mill rate cap of 37 mills for motor vehicles was instituted in 2016/17, resulting in a reduction of motor vehicle tax revenue, which was offset by a transfer of state aid money from the General Fund. In FY 2017/18, the cap was increased to 45 mills.*



Like the General Fund, the largest single source of revenue to the Fire Fund is property taxes. The charts above provide a history of budgeted Fire Fund property taxes.

## Fund Balance

Fund Balance is a measure of the Town's capacity to withstand financial emergencies or to undertake unforeseen, but necessary, projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial management.



The Town maintains a formal unassigned fund balance target of between 5-7% of general fund revenues, although Management has been targeting 10%. As the above graph demonstrates, Manchester has significantly increased its unassigned fund balance in recent years. The increase is largely attributable to positive tax collections as a result of the delinquent tax collection policy, which began in 2013, and to personnel vacancy and other operating budget savings achieved by Town departments.

The stability of Manchester's fund balance has been a key factor in maintaining a strong bond rating and securing highly competitive interest rates when bonds are issued. This is particularly important in light of plans being developed for future school related capital improvements as well as continued improvements to the town's roads, sidewalks, bridges, facilities and other elements of its infrastructure.

The Recommended FY 2020/21 Budget includes a \$2,250,000 use of Fund Balance in order to mitigate tax impact.



## FUND BALANCE, continued

### Components of Fund Balance

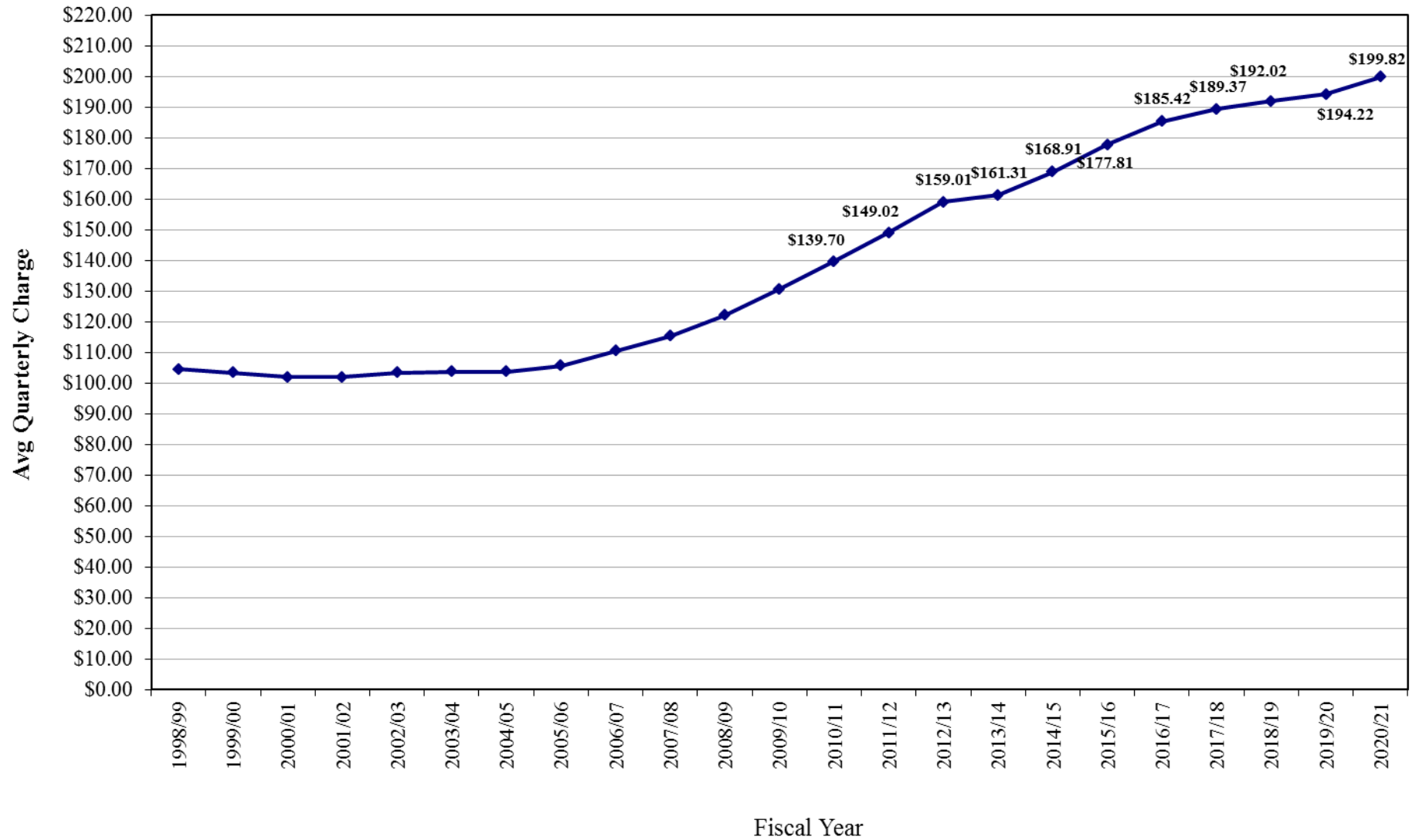
When discussing Fund Balance, distinctions are typically made among the various components of Fund Balance. According to current governmental accounting rules, the components of Fund Balance include:

1. Restricted Fund Balance refers to the portion of fund balance that may only be used for purposes specified in law or specified by their provider (such as a grant provider)
2. Committed Fund Balance refers to the portion of fund balance that has been set aside by the Board of Directors for specific purposes. To change the use of committed fund balance would require a subsequent act by the Board of Directors
3. Assigned Fund Balance refers to the portion of fund balance that the Town intends to use for a specified purpose. Assigned fund balance is often comprised of funds that have been set aside for future capital needs or known liabilities (such as pending labor settlements). Approval by the Board of Directors is required before any portion of Assigned Fund Balance may be expended.
4. Unassigned Fund Balance refers to amounts that are available for any purpose. Sometimes Unassigned Fund Balance is referred to as the “rainy day” fund. It is common for policy makers to set a target amount for Unassigned Fund Balance with the intent of having reserves on hand for emergencies or unexpected needs.
5. Non-Spendable Fund Balance consists of amounts that are non-spendable in form (such as inventory), or that may not be spent (such as the principal of an endowment fund).

Because Fund Balance is made up of several components that may increase or decrease independently of each other from year to year, it is possible for one part, such as Unassigned Fund Balance, to increase while total fund balance declines (or vice versa).

Prior to recent changes in governmental accounting rules, the components of Fund Balance were named and categorized differently. Unassigned Fund Balance equates to what was previously known as Unreserved, Undesignated Fund Balance. Assigned Fund Balance loosely equates to what was previously referred to as Designated Fund Balance.

## Average Household Quarterly Charges for Water and Sewer Service



Based on a quarterly household consumption of 22 HCF per household, and a minimum water charge of \$7.59 per quarter.

## **GENERAL GOVERNMENT**

### **Section A**

The General Government section of the budget includes the administrative functions of the Town, including Board of Directors, General Manager, Administrative Services, Finance, Planning & Economic Development, and Elected and Appointed Officials' Offices. The total change in General Fund divisions of Section A for FY 2020/21 is a **\$59,697, or 1.0%** increase compared to the current year budget.

The Information Systems Internal Services Fund and the Special Services District (Downtown District) are also included in the General Government section, but are budgeted separately from the General Fund.

# BOARD OF DIRECTORS

## DESCRIPTION

The Board of Directors is the legislative policy setting entity of the Town of Manchester. It is comprised of nine citizens elected biennially. Each year, the Board conducts monthly regular meetings and numerous special meetings to carry out its responsibilities. Specific duties of the Board include reviewing and adopting the annual budget; enacting ordinances and resolutions; appointing the General Manager, Town Attorney, and Auditor; and appointing citizens to boards and commissions.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Board of Directors budget represents a **decrease of \$9,432 or -2.6%** compared to the current year budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$2,824 or 3.0%** and represent salaries and benefits of existing funded positions.

The combined Purchased Services and Supplies objects have **decreased by \$17,256, or -6.4%**, attributable to the following adjustments:

- A decrease of \$30,000 reflects moving funding for the Downtown Arts & Culture Grant to the Fixed Miscellaneous transfer to special grants budget.
- An additional \$10,000 is provided for diversity, equity & inclusion programming.

A new equipment budget of \$5,000 is also provided for replacement of the chairs in the Lincoln Center Hearing Room.

## BOARD OF DIRECTORS

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	62,179.83	62,342	62,541	64,049	
Employee Benefits	30,809.52	32,348	32,209	33,465	
Purchased Services	191,907.81	265,989	264,989	248,733	
Supplies	1,244.24	5,000	6,000	5,000	
Equipment	-	-	-	5,000	
Other	-	-	-	-	
<b>TOTAL</b>	<b>286,141.40</b>	<b>365,679</b>	<b>365,739</b>	<b>356,247</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Executive Assistant	0.25	0.25	0.25	0.25	0.25
Confidential Executive Secretary	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

# GENERAL MANAGER

## DESCRIPTION

The General Manager's Office provides management services and coordination to ensure effective and efficient delivery of services consistent with the policies of the Board of Directors. Chapters IV and V of the Town Charter, as well as other sections, set forth the powers and duties of the General Manager.

## BUDGET COMMENTARY

The FY 2020/21 Recommended General Manager's budget represents **an increase of \$118,968, or 22.4%**, compared to the current year adopted budget.

The Combined Personal Services and Fringe Benefits objects provide **an increase of \$108,818, or 23.0%** and reflects the following changes:

- The Communications Manager position, currently funded in the Human Resources Department, will be funded in the General Manager's Office beginning in FY2020/21.
- An additional \$9,000 is provided for part time assistance with communications & media content development.

The Combined Purchased Services and Supplies objects **increase by \$10,150, or 18.0%**, with the following significant adjustments:

- \$7,500 is provided for expenses associated with communications & marketing, including software applications, advertising, etc.

## GENERAL MANAGER

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	305,178.31	374,283	364,397	450,721	
Employee Benefits	78,761.06	99,505	98,794	131,885	
Purchased Services	89,303.09	53,924	53,924	64,074	
Supplies	1,839.69	2,540	2,540	2,540	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>475,082.15</b>	<b>530,252</b>	<b>519,655</b>	<b>649,220</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
General Manager	1.00	1.00	1.00	1.00	1.00
Deputy Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.75	0.75	0.75	0.75	0.75
Communications Manager	-	-	-	1.00	1.00
Director of Operations	0.50	0.50	-	0.50	-
<b>TOTAL</b>	<b>3.25</b>	<b>3.25</b>	<b>2.75</b>	<b>4.25</b>	<b>3.75</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

Part-Time/Temporary staffing represents temporary office support.

## ADMINISTRATIVE SERVICES - BUDGET & RESEARCH OFFICE

### DESCRIPTION

The Budget & Research Office provides analytical and informational services to the General Manager, Board of Directors, town departments, and general public in order to facilitate informed decision making. To this end, the Budget & Research Office carries out the following duties:

- Preparation of the Recommended Budget and Adopted Town Budget;
- Preparation of the Capital Improvement Plan;
- Monitoring of the operating budget;
- Development of multi-year financial forecasts;
- Analysis of the impacts of operations and policy proposals;
- Coordination of special projects and studies;
- Oversight and management of the Town-wide performance measurement initiative; and
- Guidance and technical assistance with grant writing and reporting

### BUDGET COMMENTARY

The FY 2020/21 Recommended Budget and Research Office budget represents a **decrease of \$33,650, or -13.0%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide a **decrease of \$41,650, or -16.8%** and represent salaries and benefits of existing funded positions with the following significant adjustments:

- The Work\_Space Manager position, currently fully-funded in the Budget & Research Office, will be funded 50% from the Work\_Space self-supporting fund beginning in FY2020/21.

The Purchased Services and Supplies objects provide **an increase of \$8,000, or 76.9%**, with the following significant adjustments:

- Costs associated with the tracking software used to monitor and analyze utility cost and usage across the Town's facilities & properties, currently funded in the Public Works Facilities Maintenance Budget, will be funded in the Budget & Research Office beginning in FY2020/21.

### STATUS of FY 2019/20 GOALS

- 1. Oversee the completion and implementation of strategic plans for various operations -** Work on strategic plans will continue as needed at the direction of the General Manager and Board of Directors.
- 2. Increase use of long-term financial planning models in accordance with the recommendation of bond rating agencies -** Redesigned and updated long-term financial models for all major Town funds were built, including the General Fund, Fire Fund, Water



## ADMINISTRATIVE SERVICES - BUDGET & RESEARCH OFFICE

Fund, Sewer Fund, and Sanitation Fund. The new models allow for more "what-if" analysis and responsive scenario modeling.

3. **Roll out department implementation of grant and utility tracking tools for ongoing monitoring and reporting** - The Budget & Research Office provided Town departments with access to GrantFinder beginning in May 2017. GrantFinder is a real-time, online, searchable database of federal, state, foundation and corporate grants sponsored by the National League of Cities and the Connecticut Conference of Municipalities. In addition, the Office re-organized utility accounts in the Town's online tool for tracking utility costs, known as UtilityTrac, into a hierarchy based on major fund, department, and utility type, and is in the process of developing a periodic report of energy usage across Town buildings & sites.
4. **Develop performance measure system and reporting focused on attaining measurable goals and objectives across the organization** - Conducted a complete review of all performance measures and developed a streamlined, dashboard-based reporting tool. The new reporting mechanism allows for faster insights to be gleaned from the data and facilitates easier information sharing and analysis. Additionally, completed a revised Annual Operations & Performance Report, to be issued in January 2020, which aligns key performance measures across the organization with nine focus areas: Safe Community, Vibrant Economy, Quality Parks & Recreation, Supportive Human Services, Financial Stability, Effective Governance, Dependable Infrastructure, Diversity, Equity & Inclusion, and Healthy Community & Environment.

### FY 2020/21 GOALS

1. Continue to improve upon the long-term financial models, incorporating their use into operating and capital budget planning discussions, in order to ensure the sustainable delivery of core services.
2. Continue with efforts to strengthen the Town's performance measurement program, identifying areas where additional measures are needed and any areas where measures can be eliminated.

# ADMINISTRATIVE SERVICES - BUDGET & RESEARCH OFFICE

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	161,621.51	176,022	175,058	146,561	
Employee Benefits	63,270.99	72,115	71,631	59,926	
Purchased Services	5,058.84	9,050	8,050	17,050	
Supplies	230.19	1,350	1,350	1,350	
Equipment	-	-	1,000	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$230,181.53</b>	<b>258,537</b>	<b>257,089</b>	<b>224,887</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Budget and Research Officer	0.50	0.50	0.50	0.50	0.50
Management Analyst	1.00	1.00	1.00	1.00	1.00
Grants Administration Specialist	1.00	1.00	-	1.00	-
Work_Space Program Manager	1.00	1.00	1.00	0.50	0.50
<b>TOTAL</b>	<b>3.50</b>	<b>3.50</b>	<b>2.50</b>	<b>3.00</b>	<b>2.00</b>

\* Funding for the Budget & Research Officer is distributed between the General, Water, Sewer and Sanitation Funds

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

## ADMINISTRATIVE SERVICES – HUMAN RESOURCES

### DESCRIPTION

Human Resources is responsible for an array of employee related services and administrative duties including labor relations and contract administration, recruitment, orientation and retention, organizational development, strategic planning, training, and employee benefits counseling and administration. Functions associated with these areas of responsibility include:

- Bargaining unit contract negotiation and administration;
- Job description development, vacancy posting and advertising, applicant testing and interviewing, employee orientation and exit interviewing, and employee recognition program coordination;
- Development and coordination of training programs to enhance job skills and performance, as well as to improve employee relations and job satisfaction. Specific programs include supervisory training, diversity training, customer service training, safety training, communications training, sexual harassment prevention training, workplace violence prevention, and Americans with Disabilities Act compliance;
- Ensure access to the Employee Assistance Program (EAP) and similar services as needed;
- Administration of wellness activities, provision of health, dental and life insurance coordination, administration of retirement plans, process workers' compensation benefits, and provision of pre-retirement counseling sessions; and
- Coordination of annual Manchester Government Academy.

### BUDGET SUMMARY

The FY 2020/21 Recommended Human Resources budget represents **a decrease of \$125,961 or -22.6 %** compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **a decrease of \$105,561, or -28.12%**, and represents salaries and benefits of existing funded positions with the following adjustments:

- The Communications Manager position, currently funded in Human Resources, will be funded in the General Manager's Office beginning in FY2020/21.
- Turnover in existing positions has also provided additional savings in the Human Resources Department.

The combined Purchased Services and Supplies objects provide **a decrease of \$20,400 or -11.3%**, with the following significant adjustments:

- Funding for collective bargaining & labor counsel is reduced by \$20,000; additional funding was provided in the current year based on the high volume of re-negotiated contracts.

# ADMINISTRATIVE SERVICES – HUMAN RESOURCES

## STATUS of FY 2019/20 GOALS

1. Continue the process of converting existing Human Resources paper records to electronic format – Ongoing.
2. Continue to identify processes and procedures that would benefit from the use of electronic forms. Develop and implement these forms as appropriate - Ongoing.

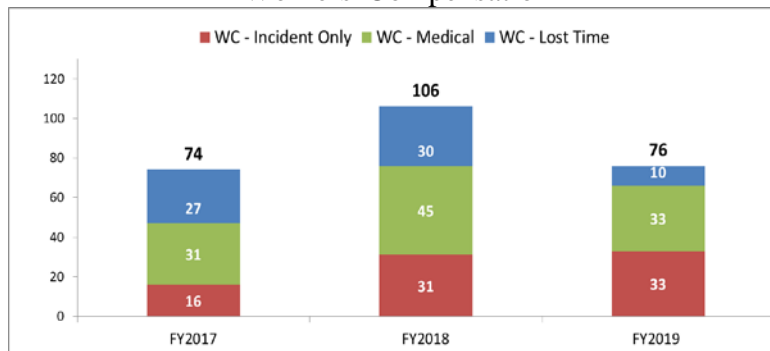
## FY 2020/21 GOALS

1. Coordinate Town-wide Diversity, Equity and Inclusion (DEI) training for all Town employees.
2. Coordinate Town-wide State mandated Harassment Awareness training for all Town employees.
3. Work with Finance to roll out the new Pension Administration System to Town employees.

## PERFORMANCE MEASURES

Employee Wellness: To reduce risks, enhance health, and improve the overall quality of life of the workforce by offering a variety of health and safety-based programs, services, screenings, and information.

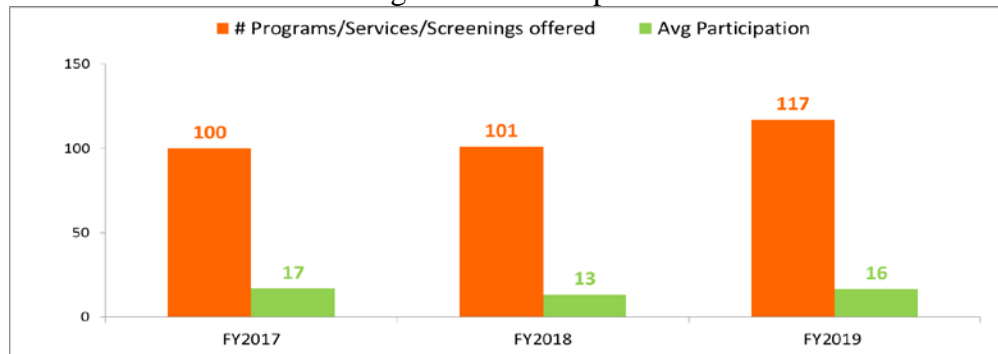
Workers' Compensation



Fiscal Yr	FY2017	FY2018	FY2019	Avg
WC - Incident Only	16	31	33	27
WC - Medical	31	45	33	36
WC - Lost Time	27	30	10	22
# of First Reports of Injury	74	106	76	85

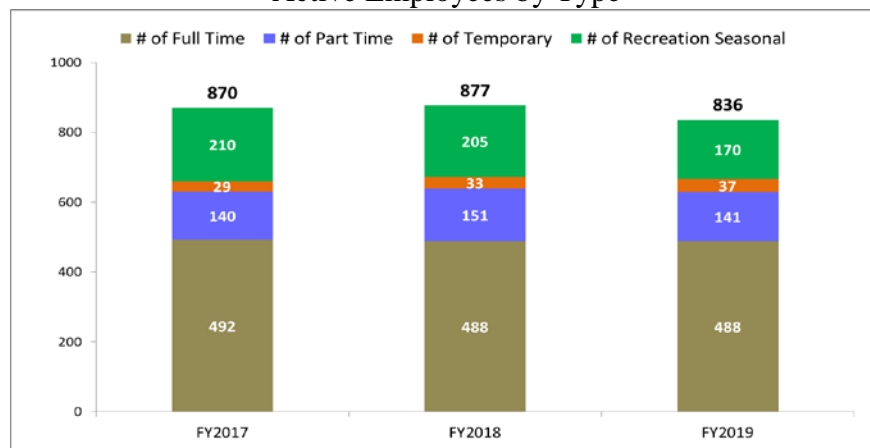
# ADMINISTRATIVE SERVICES – HUMAN RESOURCES

Programs & Participation



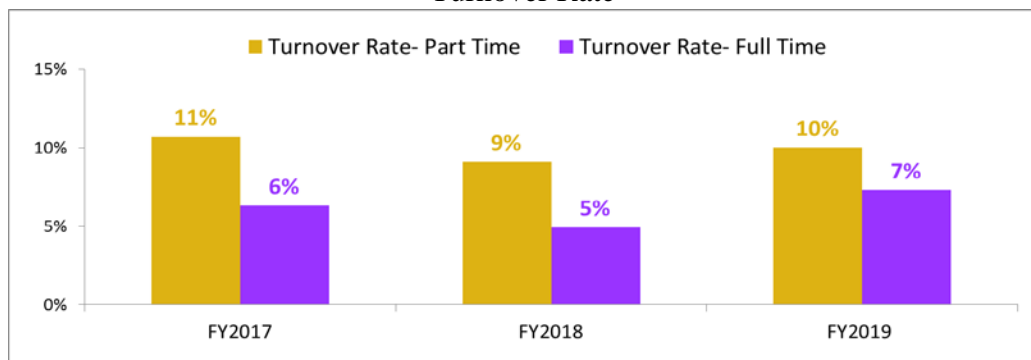
Recruitment and Retention: To establish and maintain a high-quality workforce by defining positions, recruiting, selecting, orienting, and recognizing employees.

Active Employees by Type

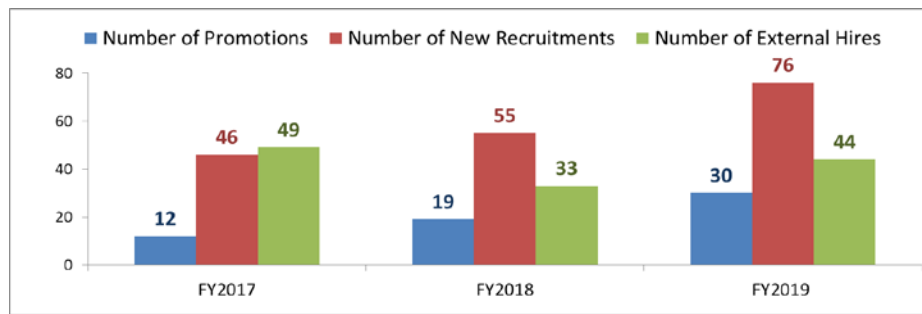


Fiscal Yr	FY2017	FY2018	FY2019	Avg
# of Full Time	492	488	488	489
# of Part Time	140	151	141	144
# of Temporary	29	33	37	33
# of Recreation Seasonal	210	205	170	195
Total	870	877	836	861

Turnover Rate

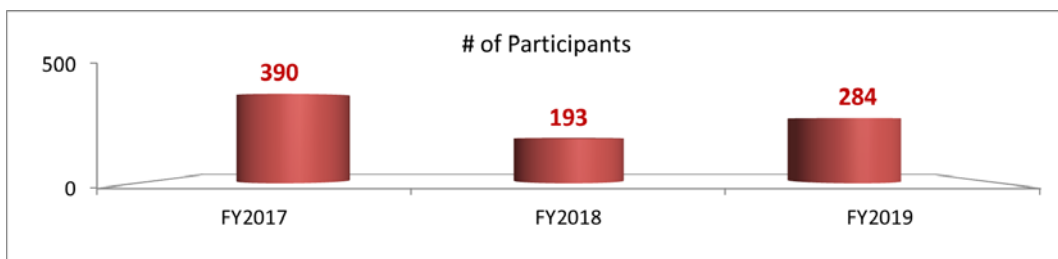
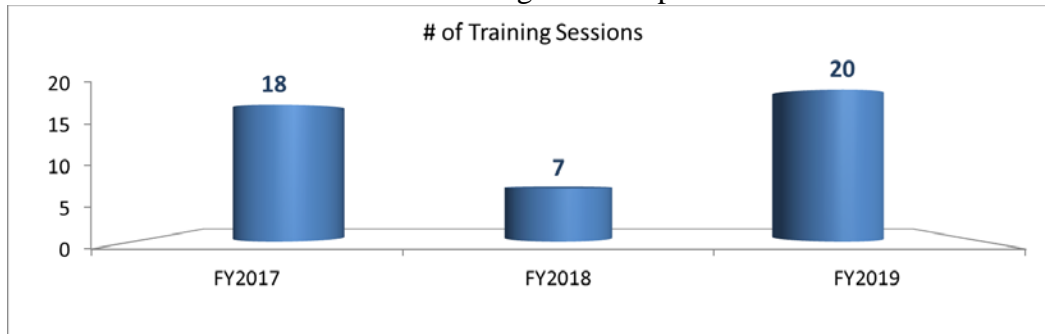


## ADMINISTRATIVE SERVICES – HUMAN RESOURCES



Training and Compliance: To maintain and enhance employees' capacity to safely and effectively perform their job duties by coordinating and providing training opportunities and maintaining compliance with OSHA and other employment regulations through conducting required training and testing.

### OSHA Training & Participation



### Training & Compliance: All Other Training (Non-OSHA)

Fiscal Yr	FY2017	FY2018	FY2019	Avg
# of Training Sessions	13	13	12	13
# of Participants	318	270	258	282

## ADMINISTRATIVE SERVICES - HUMAN RESOURCES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	251,061.66	262,595	224,160	184,466	
Employee Benefits	96,266.08	112,757	94,162	85,325	
Purchased Services	153,262.61	174,925	174,325	154,925	
Supplies	5,705.65	5,900	6,500	5,500	
Equipment	639.00	500	500	500	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$506,935.00</b>	<b>556,677</b>	<b>499,647</b>	<b>430,716</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Admin. Services	1.00	-	-	-	-
Communications Manager	-	1.00	1.00	-	-
Human Resources Associate	2.00	2.00	2.00	2.00	2.00
Human Resources Specialist*	2.00	2.00	2.00	2.00	2.00
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

\* One of the HR Specialist positions is funded through the Manchester Self-Insurance Fund

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

## ADMIN. SERVICES – CUSTOMER SERVICE & INFORMATION

### DESCRIPTION

The Customer Service and Information Center is a centralized municipal service responsible for the following:

- Management of the Customer Service and Information Center located in Town Hall;
- Citizen services such as receipt of current taxes and water and sewer bills, recreation program registration, fee-based notary public services, sale of leaf bags, recycling bins, t-shirts and Manchester memorabilia;
- Staffing a help desk phone line;
- Management of the web-based citizen request and response system;
- Development of printed and electronic materials including the Annual Report, Manchester Matters, reports, home page elements and Channel 16 slides;
- Administration of the Downtown Parking Permit and Memorial Tree Planting programs and property card fax service to area realtors; and
- Support of the General Manager's Office and department heads through internal communication, and development of information for and responses to inquiries from the Board of Directors.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Customer Services and Information budget represents **an increase of \$8,913, or 5.8%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$8,913, or 6.2%**, and represent salaries and benefits of existing funded positions with adjustments in part time staffing associated with the new Connecticut minimum wage schedule.

The combined Purchased Services and Supplies objects reflect **no change** over the current fiscal year.

### STATUS of FY 2019/20 GOALS

1. Train and re-certify all Customer Service staff as Passport Acceptance Agents. Train all staff for RecTrac upgrade. **Completed**

### FY 2020/21 GOALS

1. Apply for notary certificate for 1 additional staff member and provide training.
2. Train and re-certify all Customer Service staff as Passport Acceptance Agents.

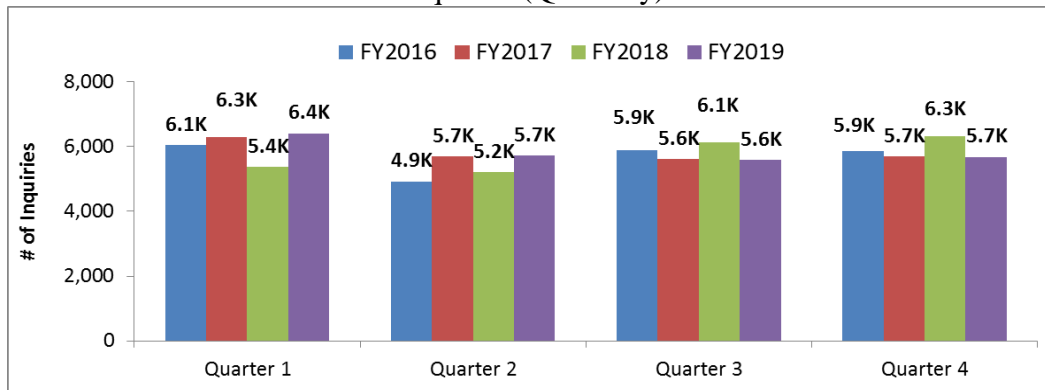


## ADMIN. SERVICES – CUSTOMER SERVICE & INFORMATION

### PERFORMANCE MEASURES

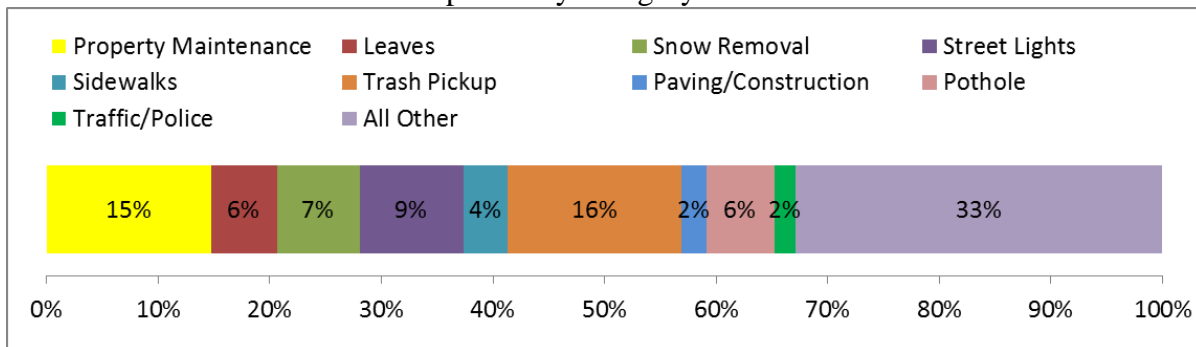
Inquiries and Complaints: To provide citizens with convenient central access to Town information, programs, and personnel by receiving and reviewing complaints and informational requests from the public and to provide the appropriate action, information, and/or referrals in response to inquiries and complaints received.

Inquiries (Quarterly)



Fiscal Yr	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
FY2016	6,054	4,928	5,904	5,868	22,754
FY2017	6,307	5,696	5,629	5,706	23,338
FY2018	5,372	5,203	6,133	6,325	23,033
FY2019	6,415	5,728	5,595	5,687	23,425

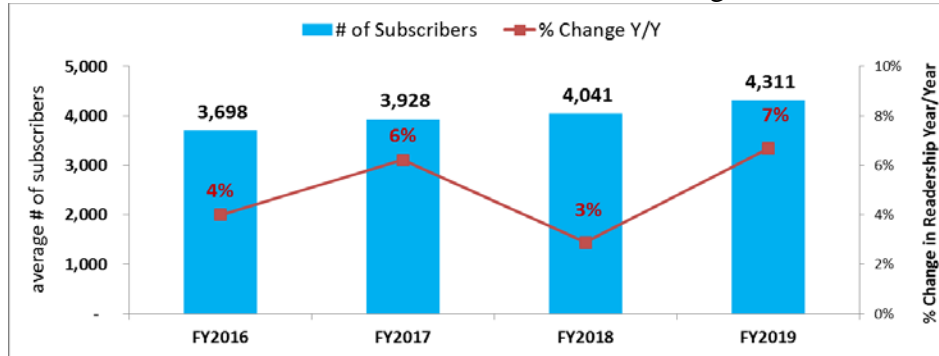
Complaints by Category - FY2019



## ADMIN. SERVICES – CUSTOMER SERVICE & INFORMATION

**Public Relations:** To inform persons and businesses about services, programs, events, and restricted or required activity in Manchester by developing, storing, and distributing printed and electronic materials.

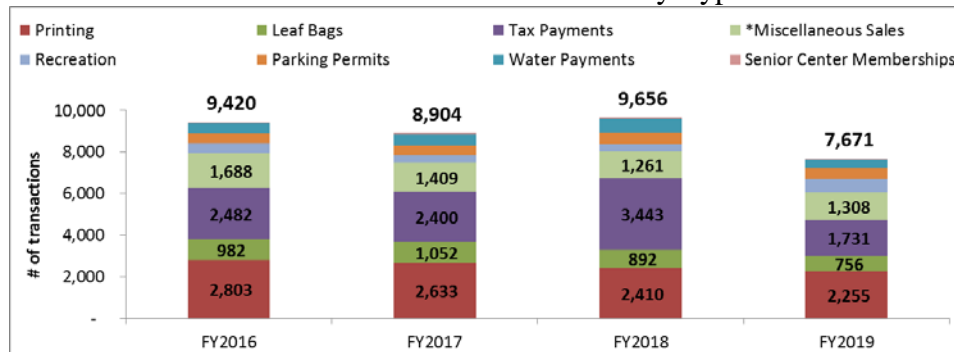
Manchester Matters - Number of Subscribers & Percent Change Over Prior Fiscal Year



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
# of Subscribers	3,698	3,928	4,041	4,311	3,995
% Change Y/Y	4%	6%	3%	7%	5%
# of Issues Published	162	158	157	168	161

**Sales, Permits, and Tax Receipts:** To enhance the convenience of visitors to Town Hall by providing a central source for compensable permits, tax payments, and other goods and services.

Customer Service Transactions by Type



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Total Transactions	9,420	8,904	9,656	7,671	8,913
Printing	2,803	2,633	2,410	2,255	2,525
Leaf Bags	982	1,052	892	756	921
Tax Payments	2,482	2,400	3,443	1,731	2,514
Water Payments	504	564	698	397	541
Parking Permits	451	450	533	544	495
Recreation	467	354	377	641	460
Senior Center Memberships	43	42	42	39	42
*Miscellaneous Sales	1,688	1,409	1,261	1,308	1,417

\*Merchandise sale, events tickets etc.

## ADMIN. SERVICES - CUSTOMER SERVICE AND INFORMATION

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	110,670.07	112,988	112,468	120,542	
Employee Benefits	30,282.82	31,914	31,668	33,273	
Purchased Services	3,138.40	5,100	5,100	5,100	
Supplies	2,477.14	3,967	3,967	3,967	
Equipment	-	500	500	500	
Other	-	-	-	-	
<b>TOTAL</b>	<b>146,568.43</b>	<b>154,469</b>	<b>153,703</b>	<b>163,382</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Customer Service Center Manager	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	1.50	1.50

Part-Time/Temporary staffing in the Customer Service and Information Center consists of four part-time Customer Service Associates and some seasonal support.

## FINANCE – ADMINISTRATION AND INSURANCE

### DESCRIPTION

The Finance Administration and Insurance Division is responsible for oversight and the general administration of the entire Finance Department, administration of the Town's General Liability and Workers' Compensation Self-Insurance Program, and management of the Town's premiumed property and liability coverages and the Health Insurance programs for Town employees and retirees.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Finance Administration and Insurance budget represents **an increase of \$10,957, or 5.4%**, compared to the current year budget.

The combined Personal Services and Employee Benefits objects result in **an increase of \$3,832, or 1.9%**, and represent salaries and benefits of existing funded positions.

The combined Purchased Services and Supplies objects provide **an increase of \$7,125, or 261.9%**, which reflects the establishment of a centralized budget for debit card fees incurred by the town for accepting credit and debit card payments for taxes and services. Without this addition of \$7,000, the combined Purchased Services and Supplies objects provide **an increase of \$125, or 4.6%**.

### STATUS of FY 2019/20 GOALS

1. **Fully implement COSO Internal Control Framework** – Internal controls were updated for cash control at satellite offices; new procedures implemented at Landfill; Direct.
2. **Develop five and 10 year debt-plan structures for the Water and Sewer Department** – **Plan** is in place, with an accelerated pay-down until 2023, when new issuances will take place for authorized note-funded projects.
3. **Update OPEB database to track costs effectively** – Claims reports will be provided monthly by new benefits advisor, Lockton.
4. **Continue to receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association** - Received for FY2018 reporting.

### FY 2020/21 GOALS

1. Achieve PCI compliance, so credit cards can be accepted at all Point of Sale locations without using a third-party vendor, reducing fees.
2. Convert to a town-wide, integrated electronic file management system.

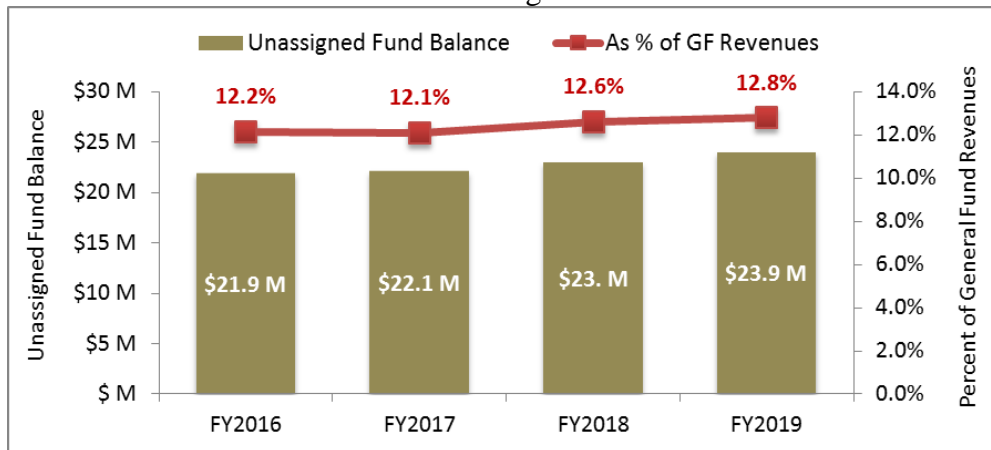
## FINANCE – ADMINISTRATION AND INSURANCE

3. Focus on workplace and cyber safety to mitigate worker's comp and liability risks.
4. Implement standardized customer service training in Collector's and General Services office.

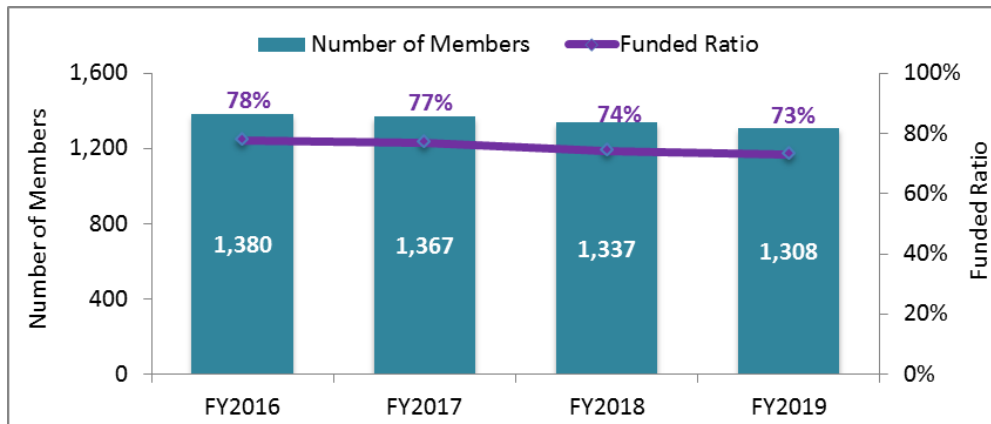
### PERFORMANCE MEASURES

**Financial Management:** To exercise prudent and proactive financial management and control across town operations, with a continued commitment to continued achievement of high level credit ratings.

General Fund - Unassigned Fund Balance



Town of Manchester Pension Plan - # of Members & Funded Ratio



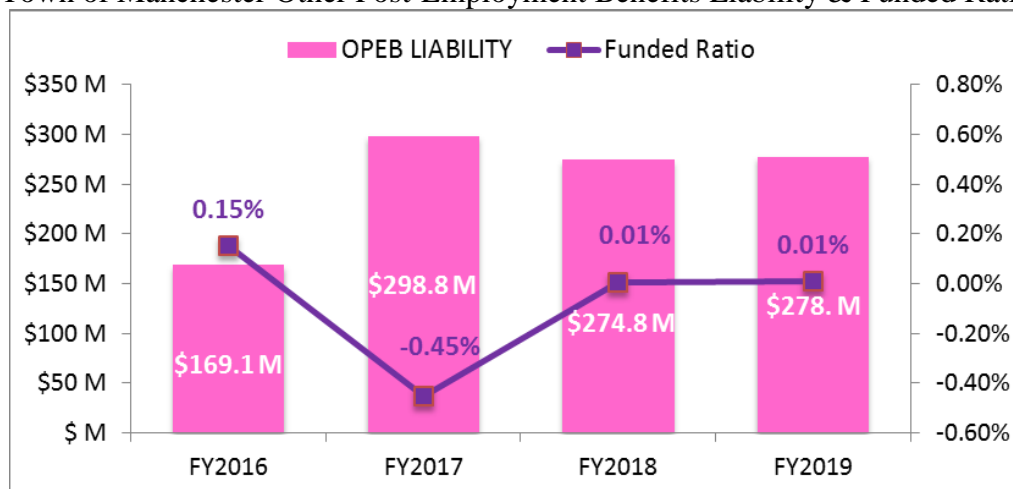
# FINANCE – ADMINISTRATION AND INSURANCE

## Audit Findings, Material Weaknesses, and Deficiencies



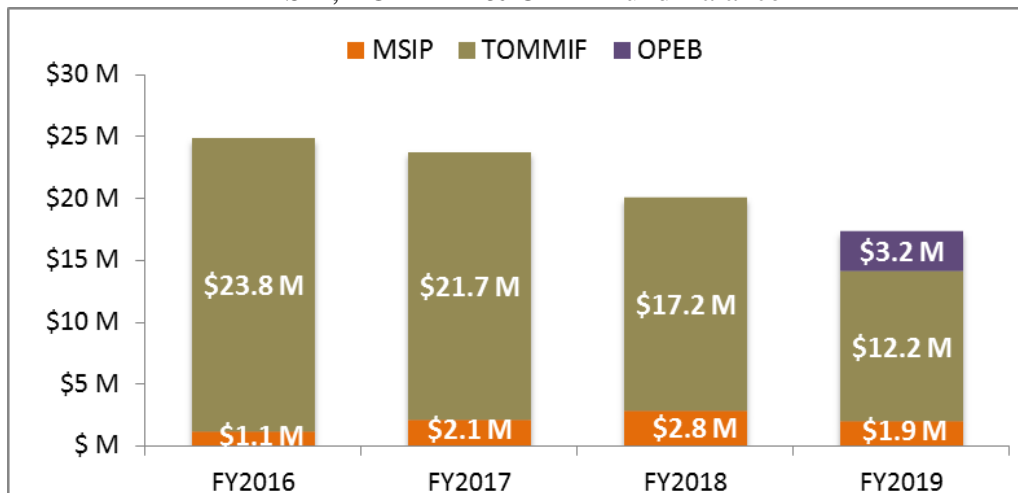
\* BOE Medicaid Grant Deficiency

## Town of Manchester Other Post-Employment Benefits Liability & Funded Ratio



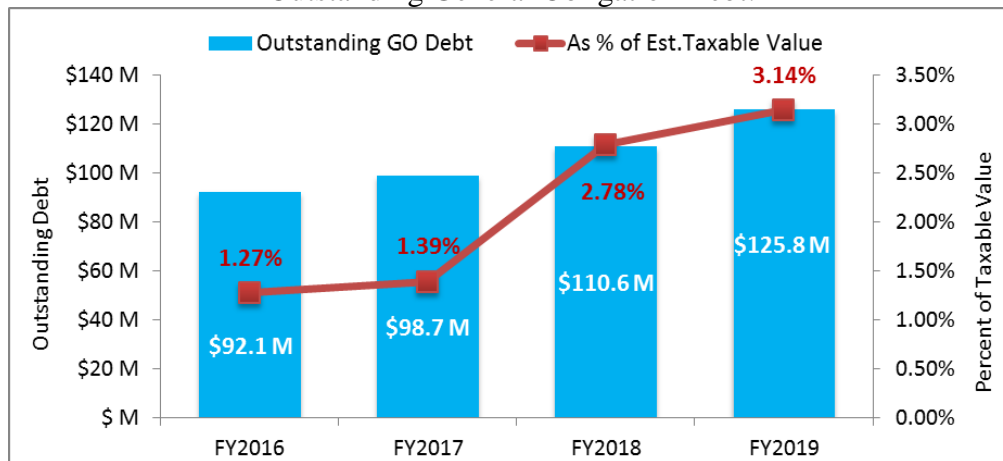
# FINANCE – ADMINISTRATION AND INSURANCE

MSIP, TOMMIF & OPEB Fund Balance

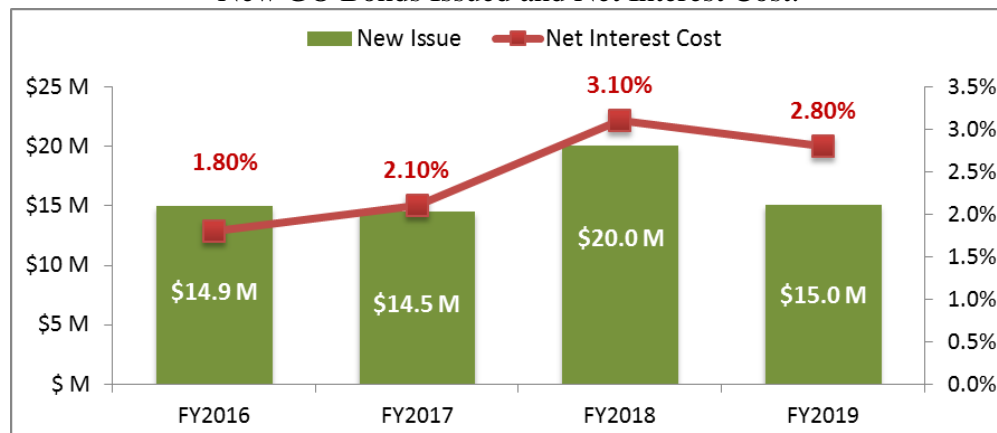


Investments & Borrowing: To optimize the Town's use of funds by pursuing high-yield investments and low-yield debt and maintaining appropriate levels of assets and liabilities.

Outstanding General Obligation Debt:



New GO Bonds Issued and Net Interest Cost:



## FINANCE - ADMINISTRATION AND INSURANCE

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	142,386.00	149,107	148,056	151,557	
Employee Benefits	47,075.29	49,481	49,178	50,863	
Purchased Services	1,322.53	2,420	2,420	9,345	
Supplies	221.26	300	300	500	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>191,005.08</b>	<b>201,308</b>	<b>199,954</b>	<b>212,265</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Finance	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-



# FINANCE – ACCOUNTING

## DESCRIPTION

The Accounting Division maintains complete financial records for all Town funds including the Fire District, Downtown Special Services District, Water and Sewer Funds, and Special Grant Funds. Chapter 5-16 of the Town Charter and Section 7-394(a) of the Connecticut General Statutes detail these responsibilities. The Accounting Division is divided into three sections: Accounts Payable, Payroll and Cash Management.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Accounting budget represents **an increase of \$12,501, or 2.3%** compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects result in **an increase of \$11,331, or 2.1%**, and represent salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects provide **an increase of \$1,170, or 13%**, with additional funding provided for paperless/archival document services.

## STATUS of FY 2019/20 GOALS

1. **Focus on cyber security** - New direct deposit procedures were implemented. ACH and check positive pay fraud control technology were used to protect the Town's funds.
2. **Upgrade financial software system to updated, cloud-based version** - Financial software was updated with a new version, in preparation for FY21 migration to web-hosted Tyler ERP software.
3. **Convert to electronic requisition entry and approval system** - Testing has begun for implementation of electronic voucher processing.
4. **Move towards 100% paperless payroll and pension payments** - Conversion to MARC online Pension Admin system will be complete in November, 2019.

## FY 2020/21 GOALS

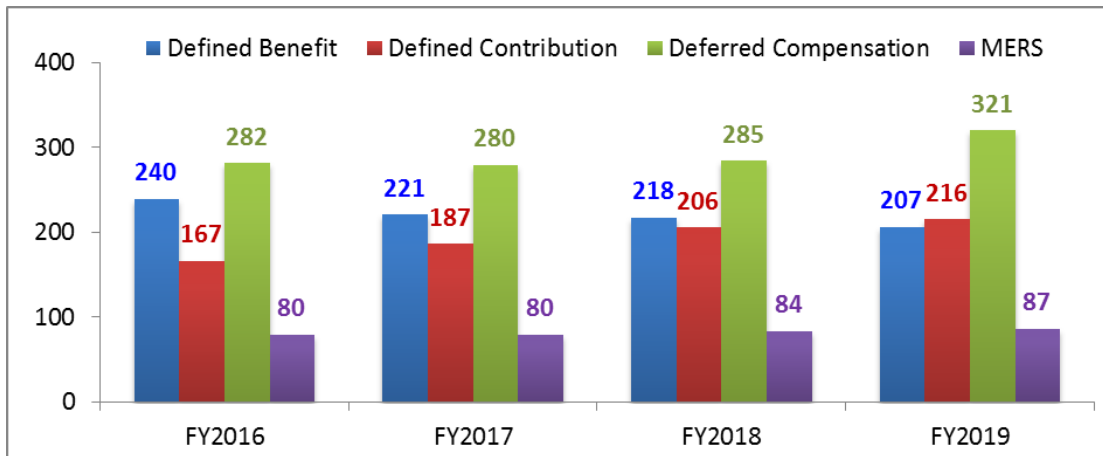
1. Paperless Payroll Initiative.
2. Fully implement paperless voucher payments.
3. Coordinate School Construction project reporting.
4. Close out older capital reserve and special grant accounts.

# FINANCE – ACCOUNTING

## PERFORMANCE MEASURES

**Payroll:** To ensure continuity in the provision of Town services by providing compensation to employees in a timely manner with accurate tax and benefit withholdings.

# of Employees Enrolled in Each Plan Type



## FINANCE - ACCOUNTING

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	367,124.64	379,094	377,242	385,870	
Employee Benefits	157,451.38	155,804	155,447	160,359	
Purchased Services	3,263.76	5,580	7,380	7,200	
Supplies	3,772.36	3,450	1,650	3,000	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$531,612.14</b>	<b>543,928</b>	<b>541,719</b>	<b>556,429</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Accounting Manager	1.00	1.00	-	1.00	-
Accountant	2.00	2.00	2.00	2.00	2.00
Executive Assistant	0.50	0.50	0.50	0.50	0.50
Payroll Coordinator	1.00	1.00	1.00	1.00	1.00
Account Associate	3.00	3.00	2.00	3.00	2.00
<b>TOTAL</b>	<b>7.50</b>	<b>7.50</b>	<b>5.50</b>	<b>7.50</b>	<b>5.50</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

# FINANCE – ASSESSMENT AND COLLECTIONS

## DESCRIPTION

The Assessment & Collection Division is responsible for collection of all property taxes, water and sewer billings, and miscellaneous revenues, as well as the appraisal of all real and personal property for inclusion in the annual Grand List. In addition, the Division maintains all records and maps of each parcel relating to structures, boundaries, and market value, with appropriate internal controls and security that are required by generally accepted accounting principles and financial management. By jointly administering assessment and collection activities from one office, all information and resources a taxpayer may require to address a tax bill issue are in one location.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Assessment and Collections budget represents **an increase of \$24,917, or 2.4%** compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects provide **an increase of \$21,967 or 2.4%** and represent salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects reflect **an increase of \$3,450 or 3.6%** with minor adjustments to contractual services & operating expense line items.

## STATUS of FY 2019/20 GOALS

1. **Completion of the revaluation assessment appeals. We hope that we will be able to complete this goal in FY 2019/20; we have already scheduled a number of pretrials with this intention** - As of October 2019, we still have several appeals pending from the 2016 revaluation. Though we have settled some of the appeals we started this fiscal year with, at largely at favorable terms, with a few withdrawals, our larger appeals remain open. We have had pre-trials on these appeals, and we have made some minor progress, but we have not settled these appeals. We believe the Town's case in these appeals is strong, and we have not felt that settlement offers from the appellants were reasonable or acceptable. In addition, the New Britain Superior Court, which handles virtually all of our assessment appeals, had turnover in the judges assigned to handle appeals, which further slowed the process. We are hopeful that in FY 2020/2021, we will make more progress and have favorable results.
2. **Continue with efforts to improve customer service by translating the Department's brochures translated into Spanish. We hope to continue these efforts to include senior and veterans programs are offered by the Town, personal property tax assessment, among others** - We have translated our Motor Vehicle Assessment brochure into Spanish, though we are still hoping to translate more of our documents.
3. **Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office** - We continue to work with TaxServ, our collection agency. We are

## FINANCE – ASSESSMENT AND COLLECTIONS

optimistic that we will meet our collection goals for FY 2019/2020, both in terms of current and delinquent taxes.

4. **Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations. Unfortunately, many Manchester residents are impacted by this issue. Manchester is one of over 40 municipalities impacted by this issue. Our office has worked with these homeowners over the years to make sure that they have access to all the information they will need to keep up-to-date on legislation and programs that impact them in regards to their homes, and efforts to provide assistance to them. Our office has worked with CRCOG and members of the CT State Legislature to provide more opportunities for these homeowners to repair their homes -** We have continued to focus on this aspect that impacts many of our residents. We have attended many meetings with members of the State Legislature, CRCOG, the Coalition against Crumbling Basements, and CFSIC. We have submitted testimony that was helpful in passing new legislation. We have attended meetings conducted by ownership groups who are impacted by defective concrete. We have seen a large increase in the number of Manchester residents who have come forward for an assessment reduction. We have also seen a handful of Manchester homes that had defective concrete that were repaired with foundations replaced. We anticipate that we could have over 150 reduced assessments by the time we reach FY 2020/2021.

### **FY 2020/21 GOALS**

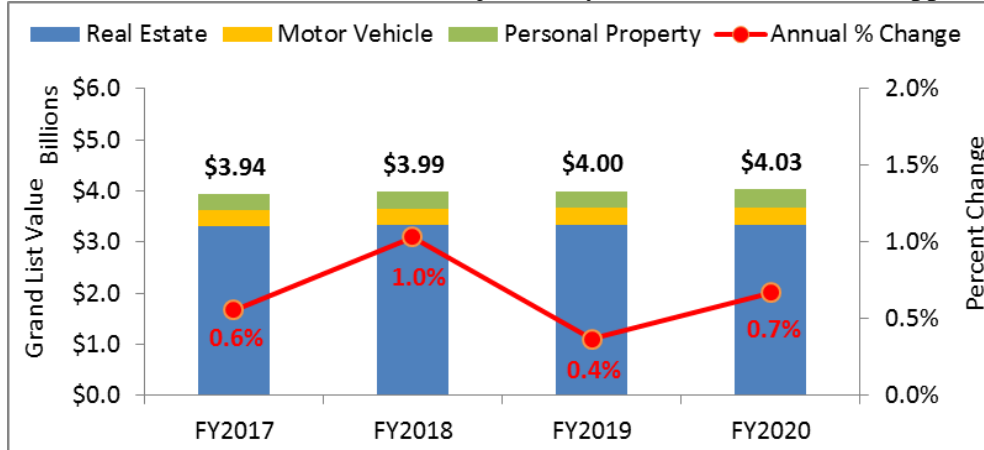
1. Completion of the revaluation assessment appeals.
2. Begin the revaluation for the 2021 Grand List.
3. Continue with efforts to improve customer service by continuing to improve our website, and by translating more of the Department's brochures translated into Spanish.
4. Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office.
5. Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations. This will remain a goal for our office for several years to come.

# FINANCE – ASSESSMENT AND COLLECTIONS

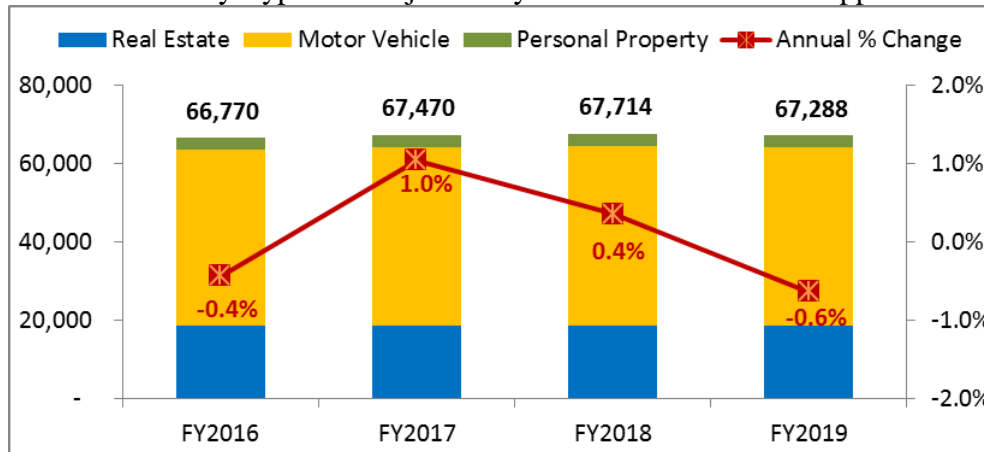
## PERFORMANCE MEASURES

Assessment: To establish an equitable distribution of property taxation for the financing of Town operations by discovering, listing, and valuing real property.

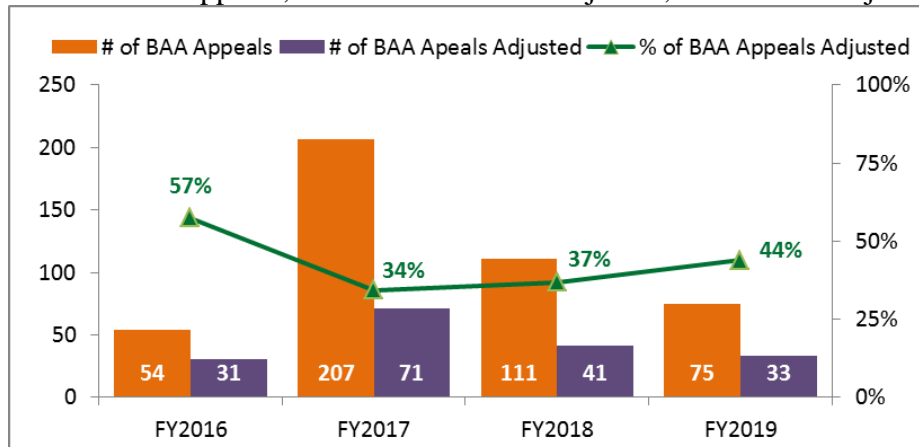
Grand List: Final Assessment, As Adjusted By Board of Assessment Appeals:



Accounts by Type: As Adjusted By Board of Assessment Appeals:



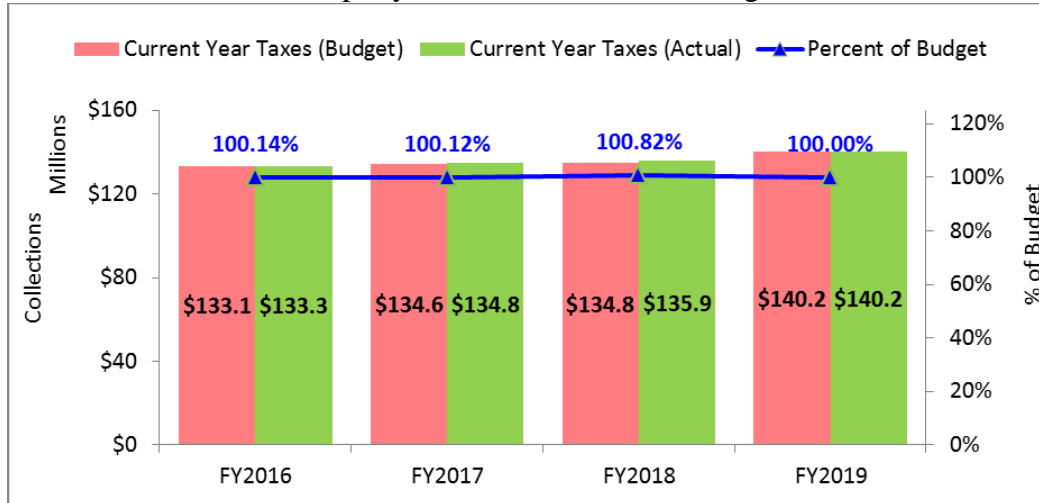
Number of BAA Appeals, Number & Percent Adjusted, Amount of Adjustment:



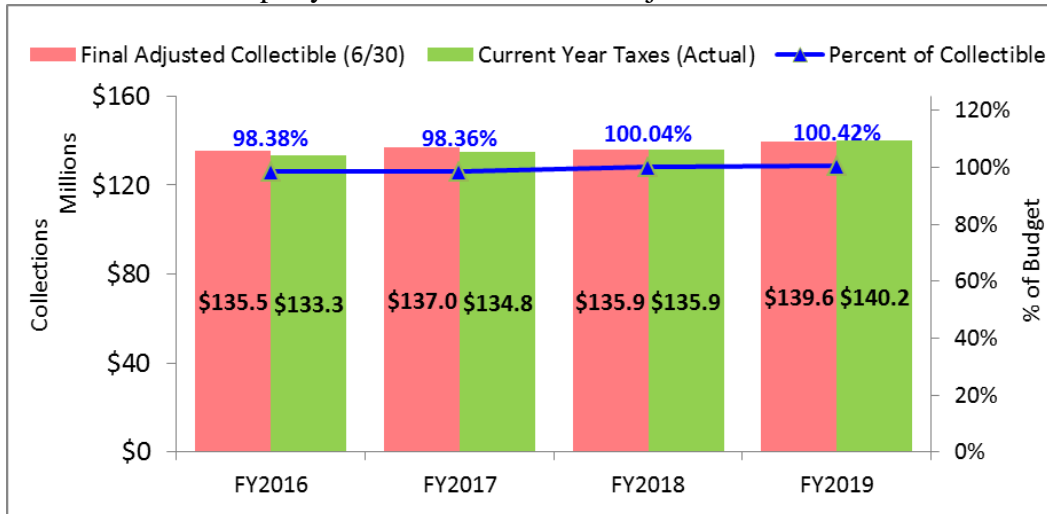
# FINANCE – ASSESSMENT AND COLLECTIONS

**Collection:** To legally acquire revenues budgeted for the purpose of supporting town operations by collecting, balancing, and depositing tax collections and reporting them to the proper State entities.

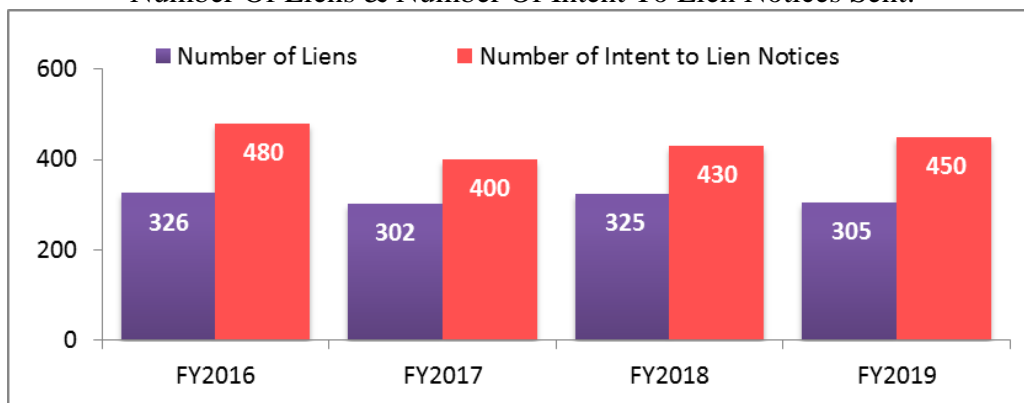
Current Year Property Tax Collection Rate: Budget Vs. Actual:



Current Year Property Tax Collection Rate: Adjusted Collectible Vs. Actual:



Number Of Liens & Number Of Intent To Lien Notices Sent:



## FINANCE - ASSESSMENT AND COLLECTION DIVISION

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	637,696.99	675,819	670,013	690,685	
Employee Benefits	283,965.73	257,860	256,470	264,961	
Purchased Services	88,962.50	89,505	89,505	92,655	
Supplies	3,363.15	6,975	6,975	7,275	
Equipment	358.00	1,000	1,000	500	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$1,014,346.37</b>	<b>1,031,159</b>	<b>1,023,963</b>	<b>1,056,076</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Dir. of Assessment/Collection	1.00	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	-	1.00	-
Assistant Assessor	2.00	2.00	2.00	2.00	2.00
Account Associate	3.00	3.00	3.00	3.00	3.00
Assistant Collector of Revenue	1.00	1.00	1.00	1.00	1.00
Delinquent Collector	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>10.00</b>	<b>9.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	2.00	2.00

Part-Time/Temporary staffing consists of three half-time Account Associates plus seasonal assistance in the Assessor's and Collector's offices.



## FINANCE – GENERAL SERVICES

### DESCRIPTION

The Purchasing & Print Shop Division activities are divided into the following four functions:

#### 1) Purchasing

- Procures supplies, materials, equipment and services - including construction contracts - for all Town departments;
- Works with the Board of Education on a cooperative basis regarding their procurement;
- Monitors Federal- and State-regulated insurance and bonding requirements on all construction projects; and
- Coordinates the Town's energy policy.

#### 2) Central Duplicating

- Processes much of the Town's printing needs and includes offset printing, photocopy, collating, binding, and other needed processes.

#### 3) Telephone Service

- Manages telephone service within the Town; and
- Coordinates system changes, installation, and repair calls through AT&T for all Town services.

#### 4) Central Mailing

- Provides postage and monitors mailing by all Town departments.

### BUDGET COMMENTARY

The FY 2020/21 Recommended General Services budget represents **an increase of \$1,961, or 0.3%**, compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects provide **an increase of \$5,151, or 1.3%**, and represent salaries and benefits of existing funded positions.

The combined Purchased Services and Supplies objects provide **a decrease of \$3,190 or -1.5%** with the following significant adjustment:

- A decrease of \$3,800 for telephone service, relating to the continuing switch-over to internet-based telephone systems (IP telephony).

## **FINANCE – GENERAL SERVICES**

### **STATUS of FY 2019/20 GOALS**

- 1. Work with Information Systems to maximize savings potential related to the new IP telephone system** - New IP system up and running, reduction of phone trunk lines and costs reflected in FY20 budget.
- 2. Expand use of online auction sites for removal of Town surplus** - Several successful auctions completed, with proceeds exceeding \$100,000.
- 3. Review and Update the Town Purchasing Guidelines** - Ongoing; credit card purchasing procedure revised.

### **FY 2020/21 GOALS**

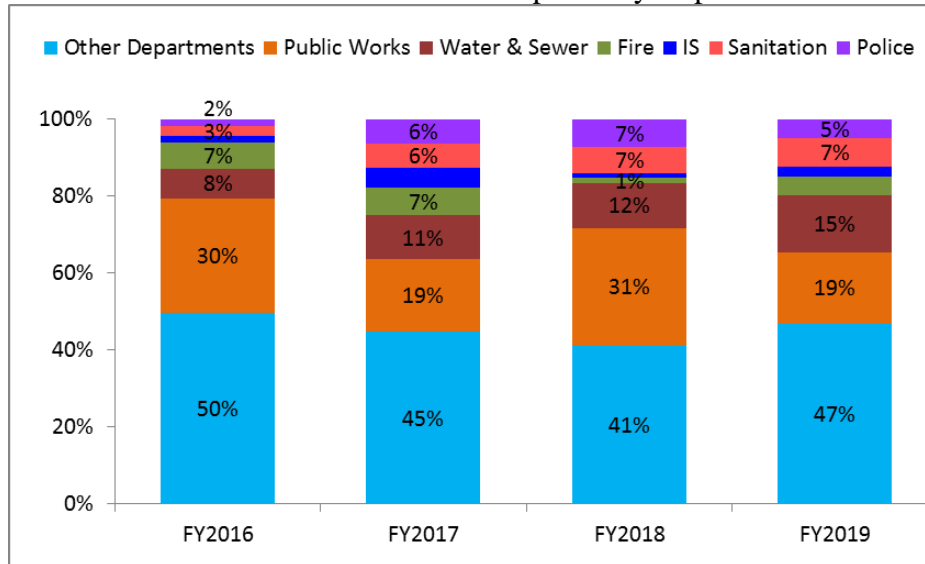
1. Expand implementation of new print management system to reduce printing costs.
2. Coordinate large purchases and lease agreements with Board of Education.
3. Work collaboratively with Statewide purchasing coalitions to contain purchasing costs.
4. Review and update purchasing procedures to allow for sustainable purchasing practices, e-procurement and other technology improvements.

# FINANCE – GENERAL SERVICES

## PERFORMANCE MEASURES

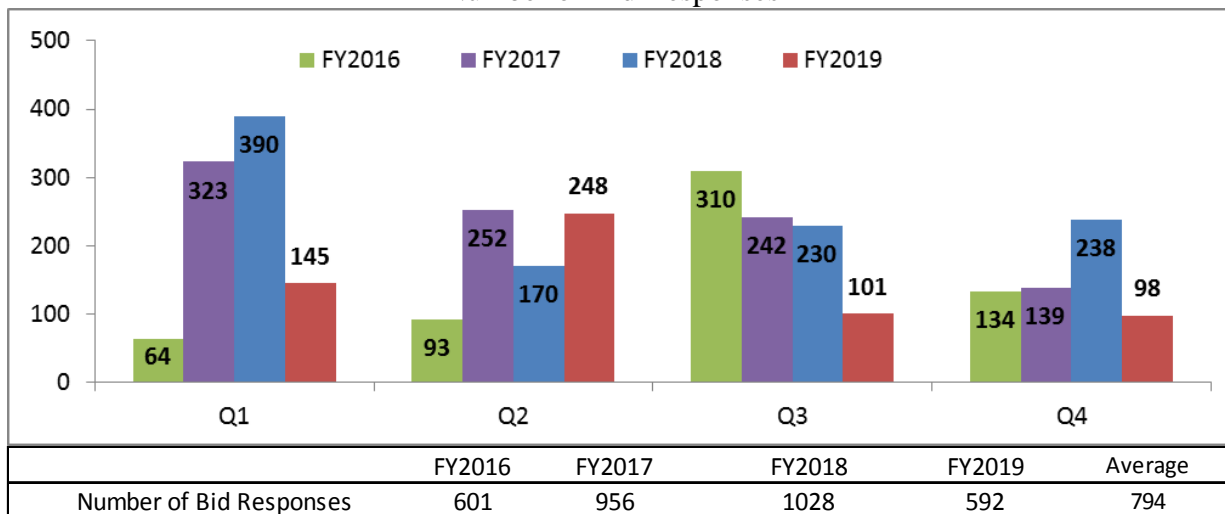
Procurement: To ensure that Town departments can obtain needed supplies, materials, equipment, and services by implementing fair, timely, and cost-effective purchasing procedures.

Number & Percent of Bids Prepared By Department



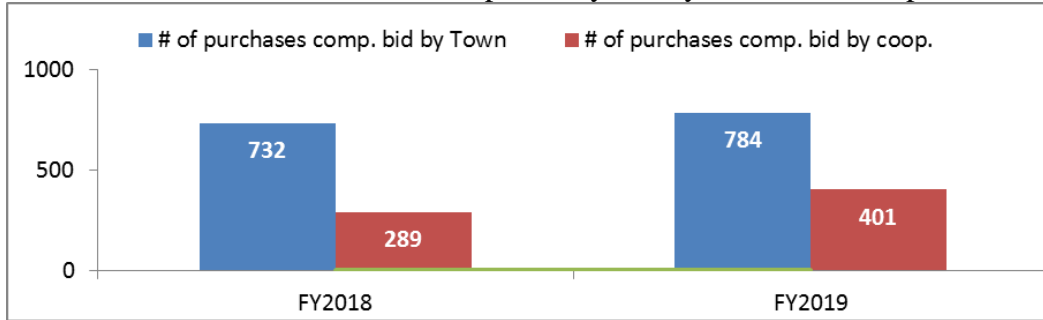
	FY2016	FY2017	FY2018	FY2019	Average
Number of Bids/RFP's/RFQ's	117	96	85	81	95
Number of Bid Addenda	82	68	56	76	71

Number of Bid Responses

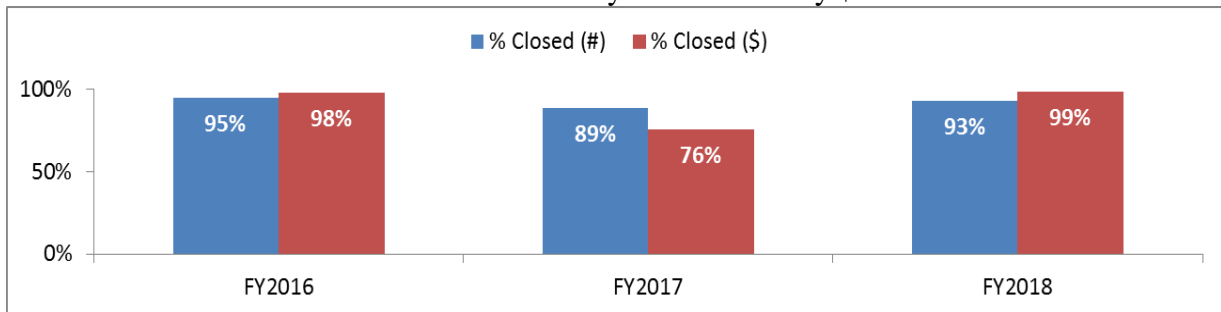


# FINANCE – GENERAL SERVICES

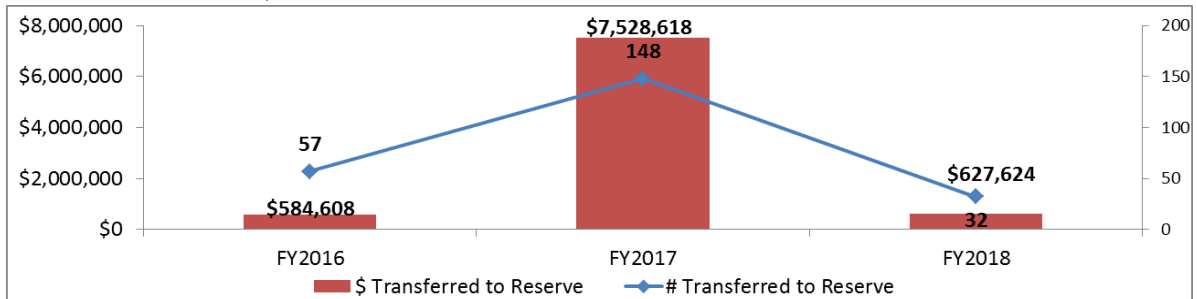
Number of Purchases Competitively Bid by Town Vs. Co-op



Percent of PO's Closed by End of FY - By \$ and #



# And \$ of PO's Transferred to Prior Year Reserve for Encumbrance

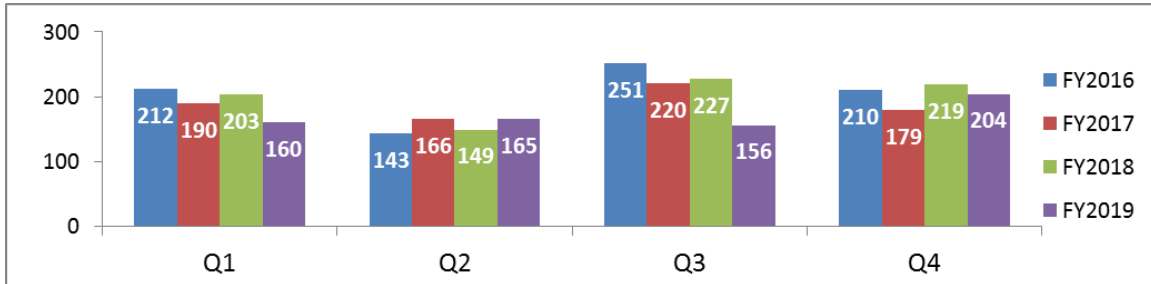


	FY2016	FY2017	FY2018	Average
% Closed (#)	95%	89%	93%	92%
% Closed (\$)	98%	76%	99%	91%
# Transferred to Reserve	57	148	32	79
\$ Transferred to Reserve	\$584,608	\$7,528,618	\$627,624	\$2,913,617

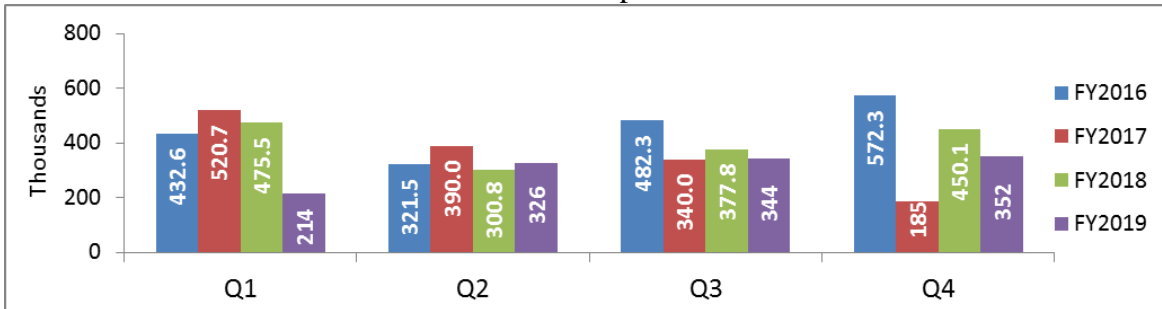
## FINANCE – GENERAL SERVICES

**Print Shop & Mailroom:** To provide Town departments access to cost-effective and quality print and mailroom services.

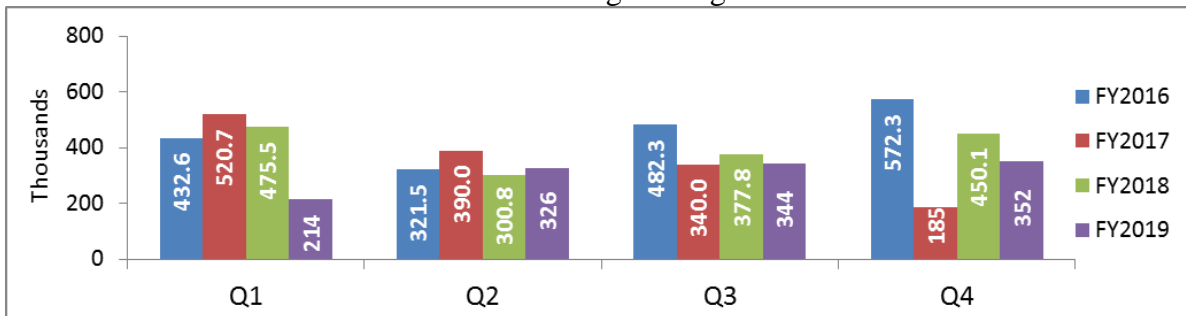
Number of Print Jobs



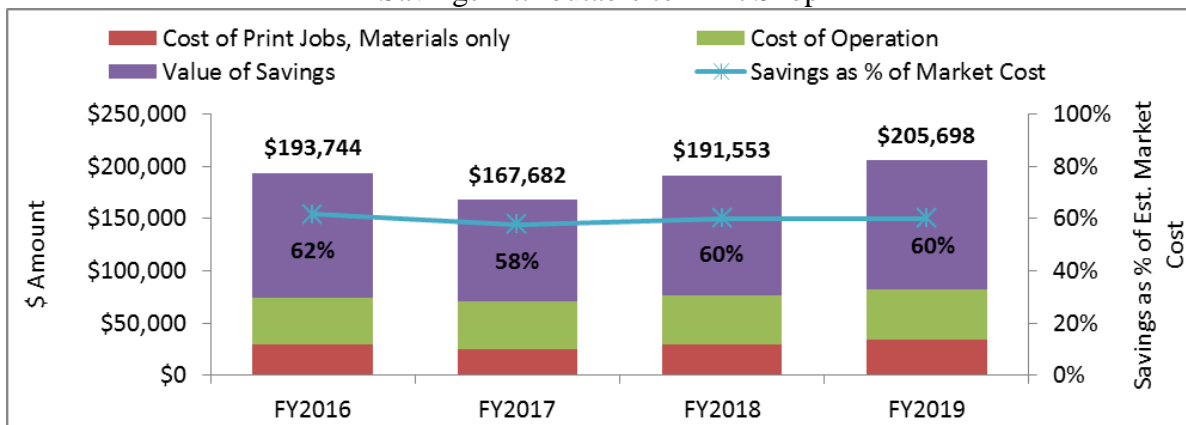
Number of Impressions



Number of Mailings through Meter



Estimated Market Value of Print Jobs & Value of Savings Attributable to Print Shop



## FINANCE - GENERAL SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	267,090.60	284,731	276,616	283,748	
Employee Benefits	117,905.78	113,837	107,283	119,971	
Purchased Services	131,411.79	206,600	206,600	203,410	
Supplies	(4,261.48)	4,000	4,299	4,000	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$512,146.69</b>	<b>609,168</b>	<b>594,798</b>	<b>611,129</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of General Services	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	-	-
Account Associate	-	-	-	1.00	1.00
Print Shop Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	0.30	0.30

Part-Time Temporary staffing consists of print shop assistance.

## PLANNING & ECONOMIC DEVELOPMENT

### DESCRIPTION

Chapter XVII of the Town Charter establishes a Planning Department and specifies that the department must review and make recommendations on any proposed action implementing the Town's Plan of Conservation and Development. This plan serves as a guide to all actions concerning land use and development ordinances, urban renewal programs, and expenditures for capital improvements. In addition, the department assists the General Manager, Zoning Enforcement Officer, Director of Public Works, and other departments in matters relating to the Town's physical development.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Planning & Economic Development budget represents **an increase of \$3,574, or 0.4%** compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects reflect **a decrease of \$1,433, or -0.2%**, and represent salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects have **an increase of \$5,007, or 7.2%**, with the following significant adjustments:

- An additional \$7,800 is provided to pay for rental of office space at Work\_Space for use as a Downtown Development Office by the Town.

### STATUS of FY 2019/20 GOALS

1. **Begin implementation of the Downtown 2020 initiative. Market the loan program and transition SSD Manager position into the Department. Work with Department of Public Works to begin priority capital projects** - Planning and Economic Development, in conjunction with several other departments began implementation of Downtown 2020. Downtown real estate and marketing functions have transitioned to the department and the additional mill rate assessment for the Special Services District has decreased by 3 mills. The first capital projects, including town-sponsored mural work and strung lighting on Purnell Place have been completed. The Loan process for the Downtown Loan program has been finalized and the first loan has been awarded by the Economic Development Commission.
2. **Secure a developer for the Broad Street Parkade site** - In consultation with the Redevelopment Agency and Board of Directors, the Department issued a Request for Proposals (RFP) for the private development of the Parkade Property. In July 2019 the Board of Directors, at the recommendation of the Redevelopment Agency, approved a Memorandum of Understanding with Manchester Parkade I, a private

## PLANNING & ECONOMIC DEVELOPMENT

development team. The Department is coordinating the Town's negotiation of a development agreement with the developer and assisting with preparation for permit application submittals.

3. **Improve communication with the public. Reorganize and simplify website information on the development process. Publicize Downtown loan program. In partnership with Public Works, implement public outreach and education aspects of the Town's MS4 program** - In consultation with the Economic Development Commission, the Department reorganized the portion of the Town website dedicated to the development process. Staff created a webpage ([www.downtown2020.com](http://www.downtown2020.com)) and print materials to publicize the downtown loan program and the initiative has been featured in various news publications. The Department has begun outreach activities related to MS4.
4. **In partnership with the Department of Leisure Family and Recreation, transition sponsorship and curation of WORK\_SPACE art gallery** - Transition of gallery management continues. The departments have developed a close working relationship with the Manchester Art Association, which has taken on the role of scheduling and coordinating exhibits. Gallery exhibits have been scheduled through 2020. Staff continues to seek out partnerships to ensure the financial and managerial sustainability of the gallery.
5. **Continue implementation of Complete Streets Policy. Improve bicycle and pedestrian connections and continue pursuit of eliminating remaining gaps in the 15 mile multiuse trail loop. Investigate town-wide bike share options** - The Department funded a major portion of the Cheney Rail Trail project through the Community Development Block Grant program, and a Recreational Trails Program grant from the Connecticut Department of Energy and Environmental Protection. The Town's Public Improvement Standards are currently being updated to include Complete Street enhancements. Manchester participated in a Request for Proposals (RFP process) through the Capitol Region Council of Governments for a regional bike share vendor/operator, and expects to be included in the regional system starting in the spring of 2020.

### FY 2020/21 GOALS

1. In partnership with the Department of Public Works and Leisure Family and Recreation, complete a Parks and Facilities master plan.
2. Procure and begin implementation of an online permitting system.
3. Oversee Broad Street Parkade permitting and development.
4. Complete Downtown 2020 initiative. Assist the Board of Directors in identifying additional priority capital investments. Attract multiple transformative Downtown



## PLANNING & ECONOMIC DEVELOPMENT

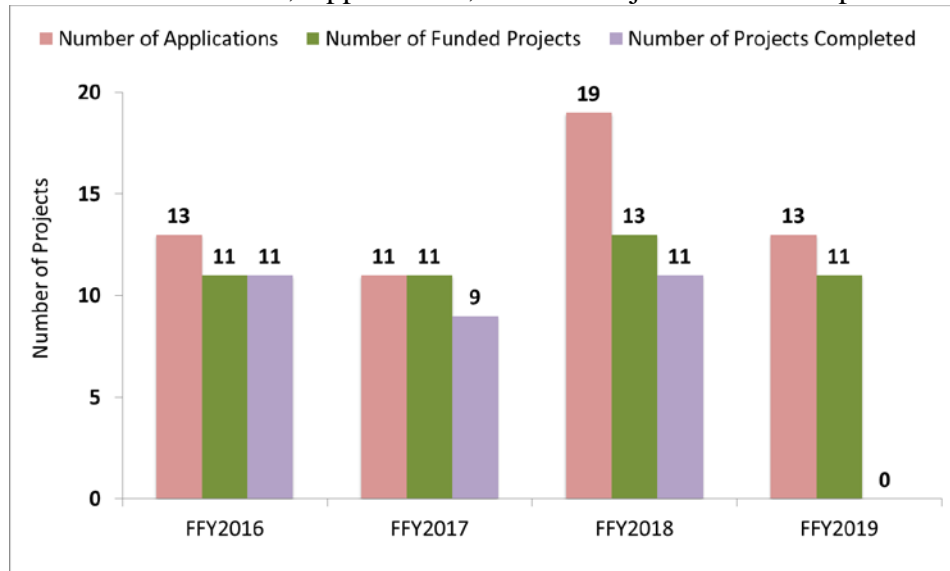
loan program projects. Publicize small business assistance services to existing and potential local businesses and continue recruitment of desirable Downtown anchors.

5. Further incorporate low impact development, sustainability and complete streets best practices into Zoning and other regulations.

### PERFORMANCE MEASURES

Community Development: To provide activities and services that benefit low- and moderate-income persons and neighborhoods by coordinating the HUD process for the development of an annual action plan and monitoring sub-recipient compliance with CDBG regulations and procedures.

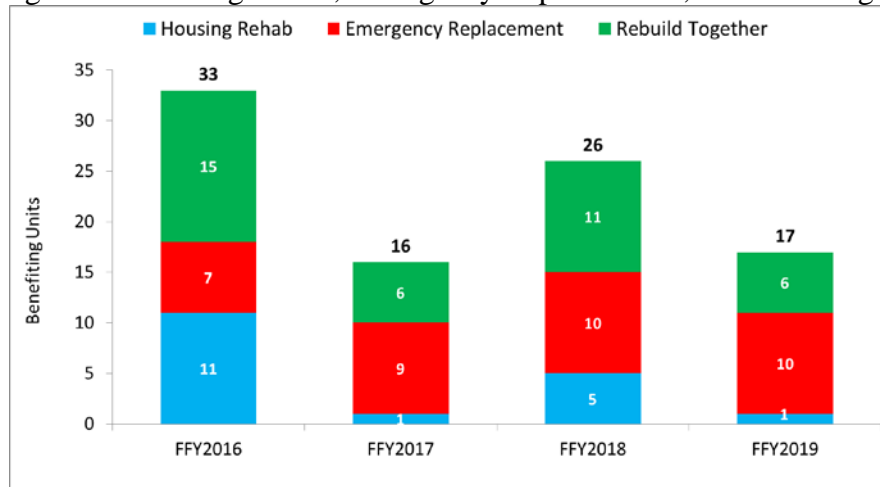
Total Annual Award, Applications, Funded Projects and # Completed



Fiscal Yr	FFY2016	FFY2017	FFY2018	FFY2019
CDBG Program Year	CD025	CD026	CD027	CD028
Total Award Amount	\$542,387	\$534,623	\$529,074	\$565,271
% Change from Prior Year	-2%	-1%	-1%	7%
Number of Applications	13	11	19	13
Number of Funded Projects	11	11	13	11
Number of Projects Completed	11	9	11	TBD

# PLANNING & ECONOMIC DEVELOPMENT

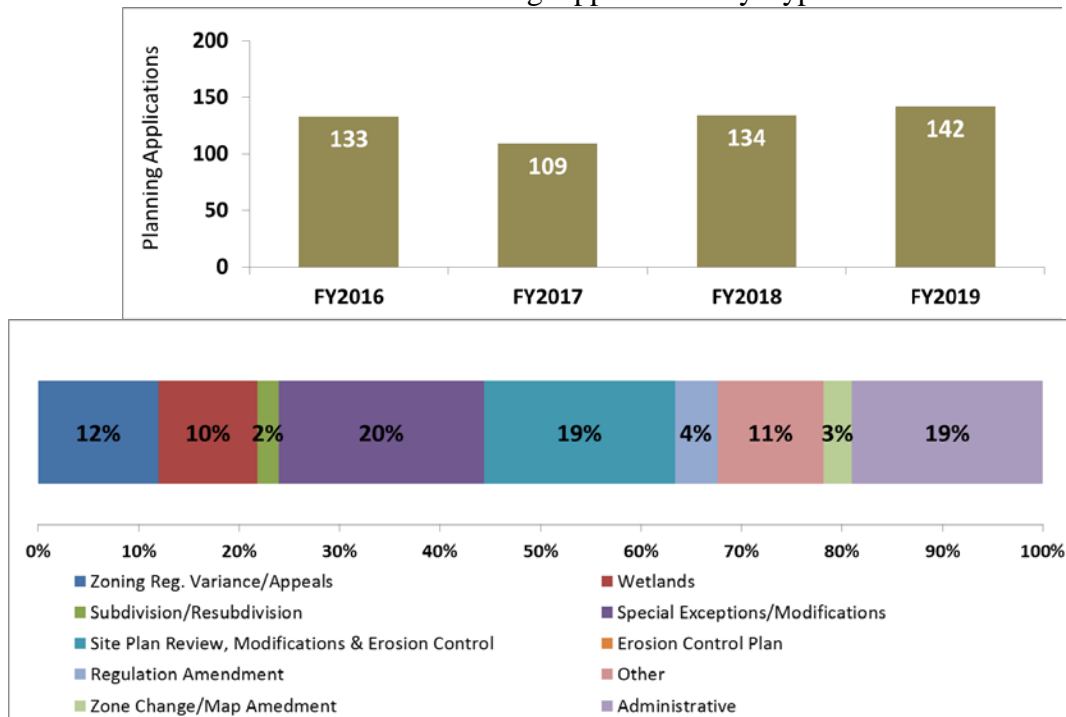
## Benefiting Units: Housing Rehab, Emergency Replacements, & Rebuilding Together



Calendar Year	FFY2016	FFY2017	FFY2018	FFY2019
Housing Rehab	11	1	5	1
Emergency Replacement	7	9	10	10
Rebuild Together	15	6	11	6
Total Units Participating	33	16	26	17

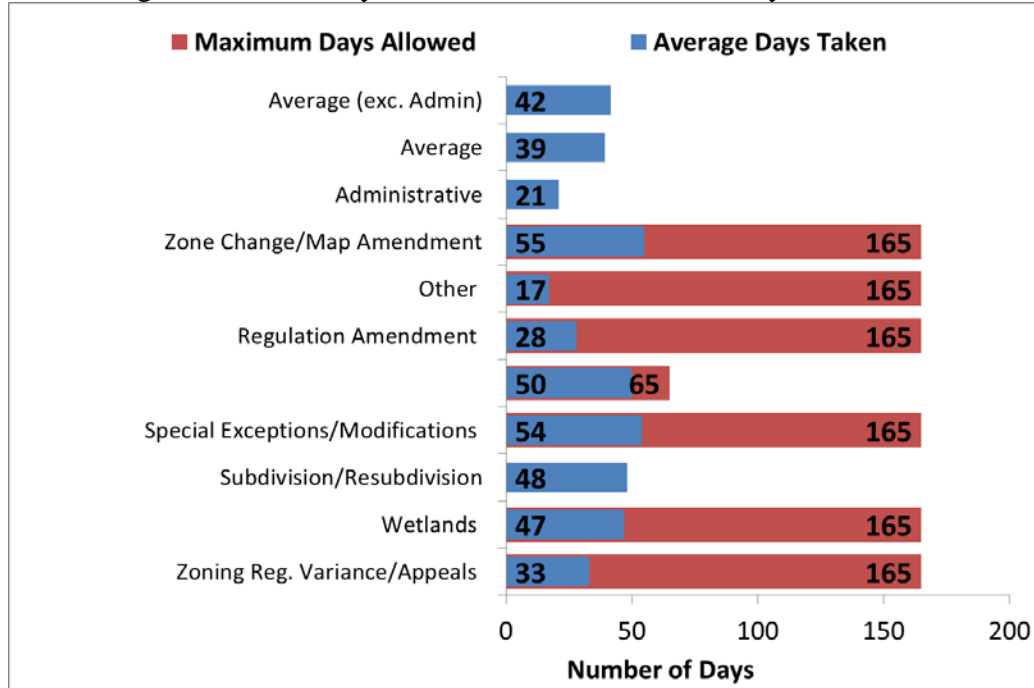
**Current Planning:** To process development permit applications and obtain a decision within the statutory time frame by coordinating the interdepartmental plan review process, communicating and coordinating among Town staff, the applicants, and their agents, and managing the commission/agency agendas and legal due process requirements.

## Distribution of Zoning Applications by Type

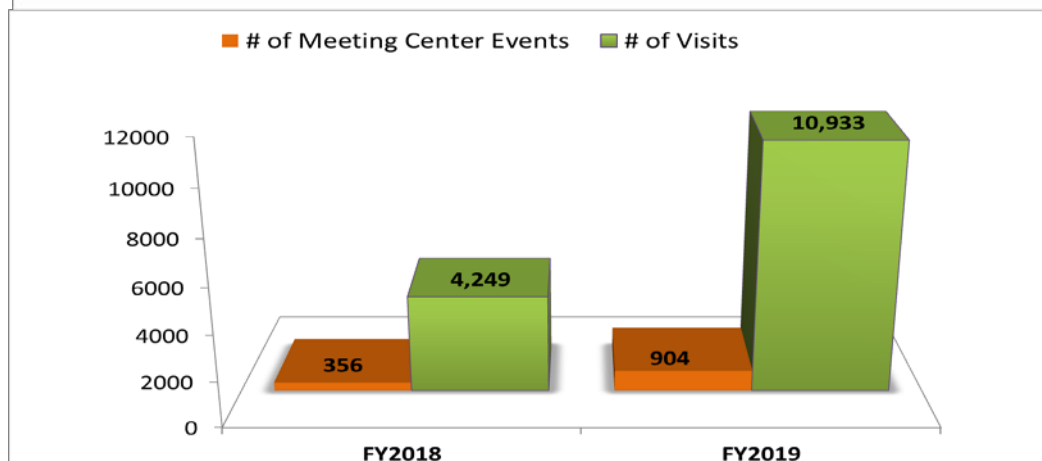
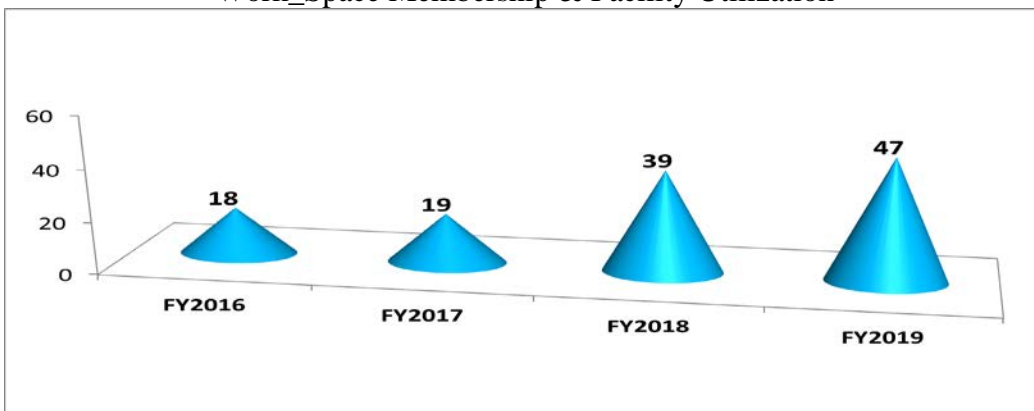


# PLANNING & ECONOMIC DEVELOPMENT

Average Number of Days from Submission to Action by PZC - FY 2019



Work\_Space Membership & Facility Utilization



## PLANNING & ECONOMIC DEVELOPMENT

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	435,369.86	521,851	492,142	516,328	
Employee Benefits	161,909.78	204,626	191,981	208,716	
Purchased Services	36,672.62	64,677	64,677	69,934	
Supplies	3,636.40	4,970	4,570	4,720	
Equipment	31,750.00	-	400	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$669,338.66</b>	<b>796,124</b>	<b>753,770</b>	<b>799,698</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Dir. of Planning & Economic Devel.	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Planner / Wetlands Agent	1.00	1.00	1.00	1.00	1.00
Downtown Development Specialist	-	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	0.15	0.15

Part-Time/Temporary staffing consists of office support and recording secretaries.

# TOWN CLERK

## DESCRIPTION

The duties of the Town Clerk's Office are established and regulated by the General Statutes and the Town Charter and also are subject to regulations of State Departments and Agencies. The Town Clerk's Office serves as the official keeper of Manchester's public records, and provides a variety of services for citizens and customers. Each year nearly 100,000 people are served in person, by mail, the internet, or by phone.

All land and vital records and records pertaining to meetings, elections, damages, injury claims, summonses, oaths of office, and business name registration are filed and maintained. The Town Clerk issues marriage applications, dog, game and liquor licenses and permits, serves as agent for U.S. Passport Services, provides notary service, and administers all general and special elections.

Special events coordinated by the Town Clerk include Dog Licensing Day, Family History Day and the Genealogy Road Show.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Town Clerk budget represents **an increase of \$19,837, or 4.2%**, compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects provide **an increase of \$14,237, or 3.6%**, and represent salaries and benefits of existing funded positions.

The combined Purchased Services and Supplies objects **increase by \$5,100, or 7.2%**, with additional funding provided for document management and archival services.

## STATUS of FY 2019/20 GOALS

1. **Enhance electronic image quality on the land records portal** - Ongoing.
2. **Continue electronic media back file conversion of permanent records for boards and commissions, military discharges, and trade names** - 21 books completed; trade names ongoing.
3. **Continue indexing and imaging of historical maps** - On hold.
4. **Implement new uses of technology for dog licensing** - Partly completed/on hold.

## FY 2020/21 GOALS

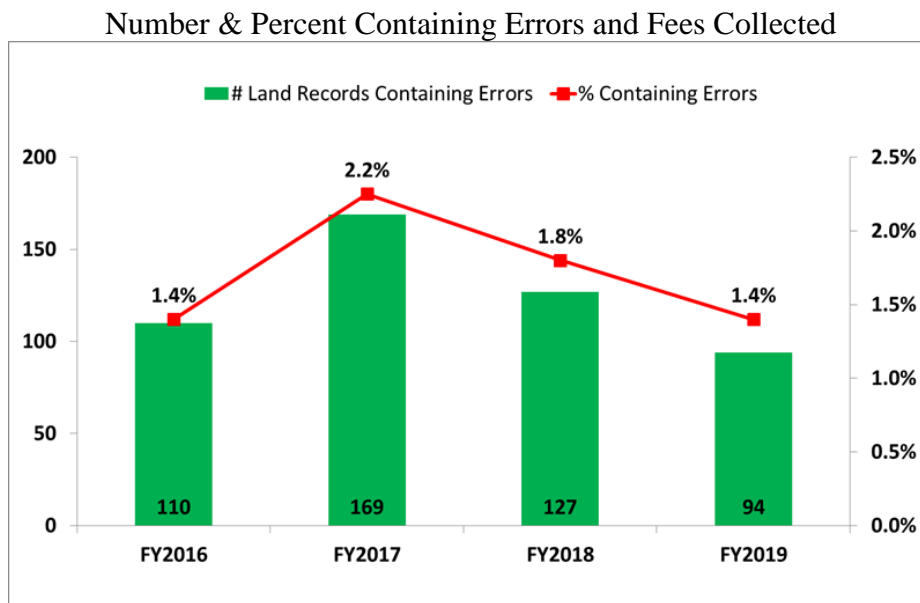
1. Improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records.

## TOWN CLERK

2. Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage.
3. Access/ability to share useful information/records with other departments electronically.

### PERFORMANCE MEASURES

Land Records: To provide and ensure access to and accuracy and preservation of land records by processing, verifying and storing records in a timely manner within statutory requirements.

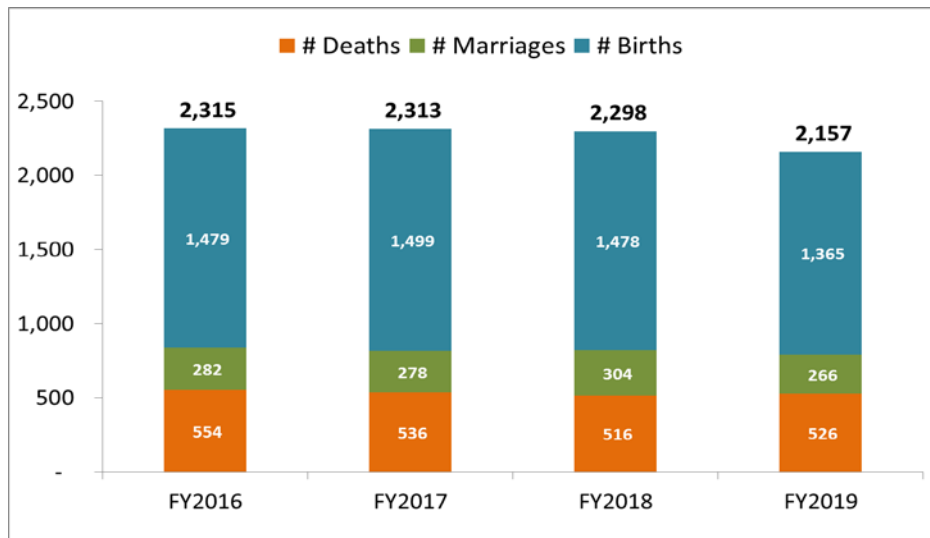


Fiscal Yr	FY2016	FY2017	FY2018	FY2019
# Land Records Containing Errors	110	169	127	94
% Containing Errors	1.4%	2.2%	1.8%	1.4%
Total Fees Collected	\$856,892	\$874,075	1,096,342	902,371

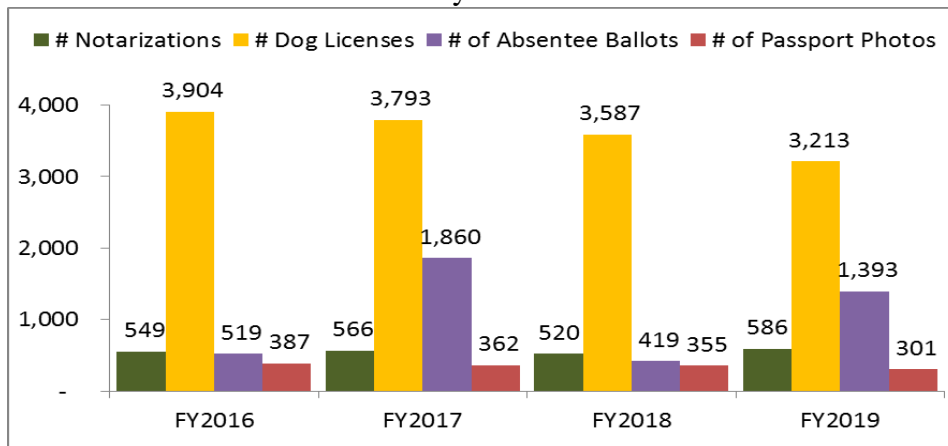
# TOWN CLERK

Vital Records: To provide and ensure access to and accuracy and preservation of vital records by processing, verifying and storing records in a timely manner within statutory requirements.

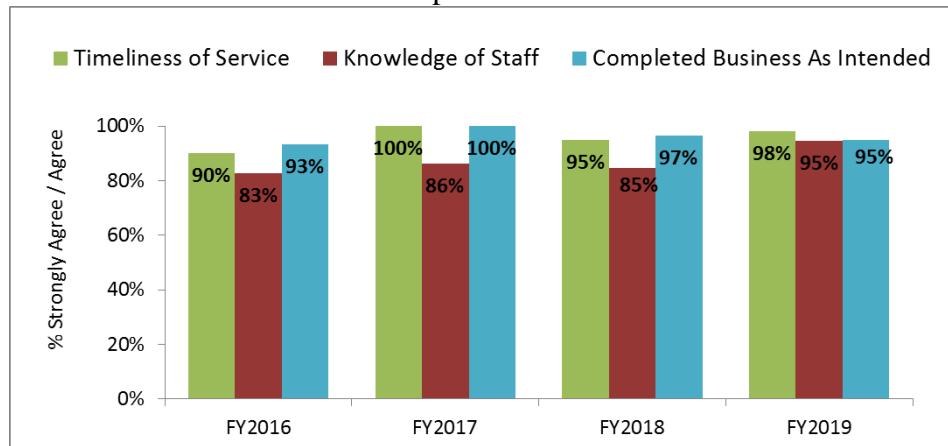
New Records Processed



Other Services: To provide and ensure access to and accuracy in the provision of documentation and services to the community's residents and businesses.



Customer Satisfaction: % of Respondent Satisfied or Somewhat Satisfied



# TOWN CLERK

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	263,511.05	268,379	265,595	277,767	
Employee Benefits	126,572.61	131,956	130,480	136,805	
Purchased Services	57,786.09	64,550	64,550	69,650	
Supplies	5,952.84	6,000	6,000	6,000	
Equipment	-	1,500	1,500	2,000	
Other	-	-	-	-	
<b>TOTAL</b>	<b>453,822.59</b>	<b>472,385</b>	<b>468,125</b>	<b>492,222</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Town Clerk	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk II	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk I	2.00	2.00	1.00	2.00	1.00
Land Records Clerk II	2.00	2.00	2.00	2.00	2.00
Land Records Clerk I	-	-	-	-	-
<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-



# REGISTRARS OF VOTERS

## Description:

The duties and responsibilities of the elected Registrars of Voters are specifically defined by State Statutes and the Town Charter. The Office of the Registrars is responsible for the conduct of all caucuses, primaries, regular elections and special referenda; for the registration of all legally qualified voters; for the maintenance and revision of complete voter lists; and for the maintenance of 22 voting machines. The Registrars Office conducts an outreach program of many special voter-making sessions each year. In addition, the Office assists the general public in verifying information regarding veteran and Social Security benefits and travel certificates.

## Budget Commentary:

The FY 2020/21 Recommended Registrars of Voters budget is **an increase of \$43,053, or 16.2%**, compared to the current year budget.

The budget is funded at a level that will support the November 2020 Presidential election.

The combined Personal Services and Employee Benefits objects **increase by \$31,573 or 13.6%**, and represent the salaries and benefits of existing funded positions with increases to part time staffing which reflect a Presidential election in the upcoming fiscal year.

The Combined Purchased Services and Supplies objects **increase by \$2,480, or 7.8%** compared to the current year budget, which also reflects the increased workload of the upcoming election cycle. Funding of \$10,000 is also provided in the office equipment object for new voting tabulators.

Expenditures by Object	Expended 2018/19	Adopted 2019/20	Estimated Expenditures 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Personal Services	186,632.79	143,958	156,630	172,347	
Employee Benefits	84,989.09	89,006	89,051	92,190	
Purchased Services	34,224.97	29,030	28,530	30,935	
Supplies	3,431.35	2,675	3,175	3,250	
Equipment	-	1,000	1,200	10,000	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$309,278.20</b>	<b>265,669</b>	<b>278,586</b>	<b>308,722</b>	<b>-</b>

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
Registrar	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
<b>TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## TOWN ATTORNEY

### DESCRIPTION

The Town Attorney's Office is the Town's legal department and represents the corporate interest of the Town of Manchester representing the Town Board of Directors, the Board of Education, the General Manager and each Town department. The Town Attorney is responsible for all claims and court actions for and against the Town, the Board of Education and various Town boards and commissions, including the Zoning Board of Appeals, the Planning and Zoning Commission and the Board of Tax Review.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Town Attorney budget represents **an increase of \$3,143, or 0.8%**, compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects provide **an increase of \$5,143, or 2.3%**, and represent salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects have **a decrease of \$2,000, or -1.1%**, with no significant adjustments.

# TOWN ATTORNEY

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	156,639.80	160,390	159,997	163,689	
Employee Benefits	56,770.95	60,359	59,440	62,203	
Purchased Services	140,761.88	174,855	174,855	172,855	
Supplies	7,975.94	8,836	8,836	8,836	
Equipment	1,044.00	1,444	1,444	1,444	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$363,192.57</b>	<b>405,884</b>	<b>404,572</b>	<b>409,027</b>	<b>-</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Staff Attorney	1.00	1.00	1.00	1.00	1.00
<b>Total Regular Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# PROBATE COURT

## Description:

The Probate Court is responsible for the admission of wills, the approval of executors and the appointment of administrators of estates of deceased persons, guardians of minors' estates and conservators of incapables' estates. The Court also supervises the settlement of estates and holds removal proceedings of natural parents as guardians of minors, adoption proceedings and proceedings on the administration of trust estates. Section 45 of the Connecticut General Statutes describes these responsibilities and the responsibility of the towns to provide office space to Probate Courts and to pay the expense of record books and supplies which the Judge of Probate deems necessary to keep complete records of all orders passed by the Court.

Effective January 2011, the Manchester Probate Court merged with the court districts serving the towns of Andover, Columbia, and Bolton. The new district is located in the current Manchester Probate Court facility. The budgetary increase is a result of consolidating all related Probate Court costs within this account, including certain utilities and maintenance expenses previously budgeted centrally in Public Works or General Services. Funding for the Probate Court budget is provided by the host community (Manchester) and the other towns served based on each member's grand list.

The FY 2020/21 Recommended Probate budget represents a decrease of **\$19,084, or -30.95%**, compared to the current year budget.

The Combined Purchased Services and Supplies objects decrease **by \$19,064, or -32.35%**, compared to the current year budget, which reflects transferring the annual contribution to future capital expenses to the Town's Transfer to Capital Projects account, which is in the Fixed/Miscellaneous portion of this budget.

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Purchased Services	25,355.27	47,932	32,932	31,168	
Supplies	8,522.84	11,000	11,000	8,700	
Equipment	1,914.73	2,220	2,220	2,200	
Other	-	500	-	500	
<b>TOTAL</b>	<b>\$35,792.84</b>	<b>61,652</b>	<b>46,152</b>	<b>42,568</b>	<b>-</b>

# INFORMATION SYSTEMS

## DESCRIPTION

The Information Systems Department is an administrative resource agency which, under the direction of the General Manager, provides comprehensive automated information services for all municipal departments and funds. It operates as an internal service fund supported by transfers from departments utilizing its services.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Information Systems budget represents **an increase of \$323,849, or 16.0%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$36,363, or 2.4%**, and represent salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects have **increased by \$26,486, or 6.7%** with the following adjustments:

- The telecommunications budget is reduced by \$31,580 to reflect moving to a lower bandwidth and eliminating duplicative internet services, based on actual needs & demands of the Town departments & operations.
- \$55,000 is provided for technical services relating to fiscal transparency and financial reporting on the Town webpage.

The Information Systems Capital Budget provides for the following:

- \$30,000 computer replacements
- \$20,000 server replacements
- \$20,000 switch replacements
- \$10,000 network & security upgrades
- \$30,000 Microsoft Office software upgrades
- \$81,000 camera system upgrades for town facilities & properties
- \$60,000 Town website upgrades
- \$120,000 major software upgrades (building inspection software, financial reporting, etc)

# INFORMATION SYSTEMS

## STATUS of FY 2019/20 GOALS

- 1. Software upgrades on several production systems throughout the Town -**  
Recreation and Health software upgrade complete. Kronos, Water Lab, Exchange software implementations still in progress.
- 2. Continue to assess security needs and implement new security practices. This includes education for both Information Systems and Town staff -** Dedicated security staff assigned. Evaluating security practices and software used for analysis.
- 3. Improve technology used for the Town's public access channel (Channel 16). Increase functionality to provide easily accessible content on a variety of devices -**  
Equipment and software upgraded. Implementation of additional features in progress.
- 4. Continue to improve network wiring throughout town buildings to allow for increased speed and additional network connected devices -** Replace some network wiring in the Probate Court and Public Works building.
- 5. Continue to explore fiber to the premise with a focus on the Downtown District -**  
Continuing to evaluate the need and the options available.

## FY 2020/21 GOALS

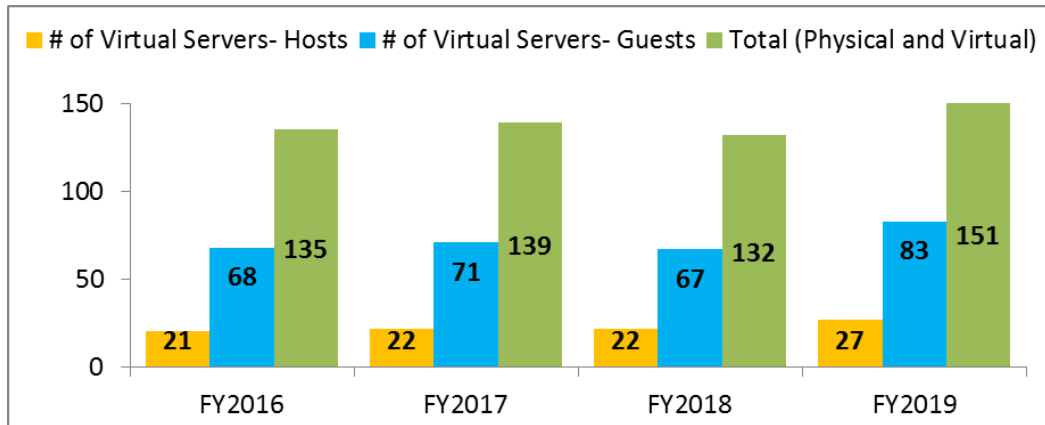
1. Software upgrades on several production systems throughout the Town.
2. Continue to assess security needs and implement new security practices. This includes education for both Information Systems and Town staff.
3. Continue to improve network wiring throughout town buildings to allow for increased speed and additional network connected devices.
4. Continue the development and implementation of in-house applications.
5. Continue to explore fiber to the premise with a focus on the Downtown District.

# INFORMATION SYSTEMS

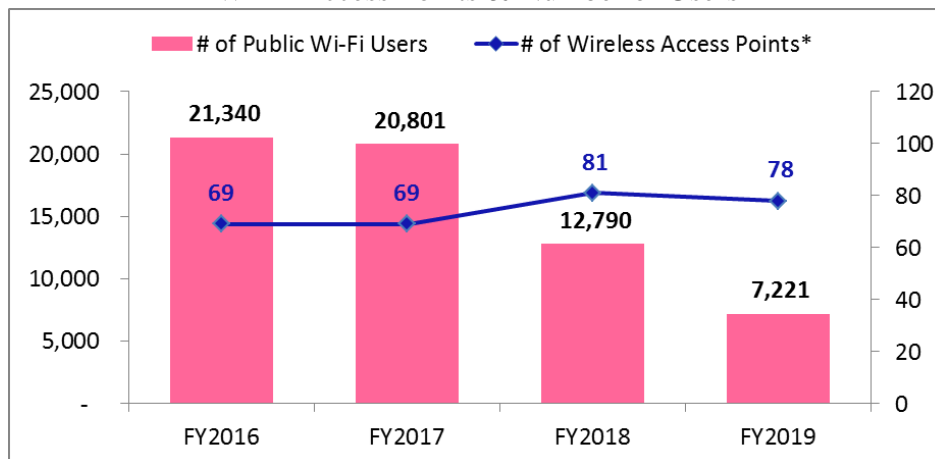
## PERFORMANCE MEASURES

Network Technology Services: To ensure continuity of Manchester's internet and network connectivity by providing maintenance and upkeep of the Town's computer network.

Workload Statistics



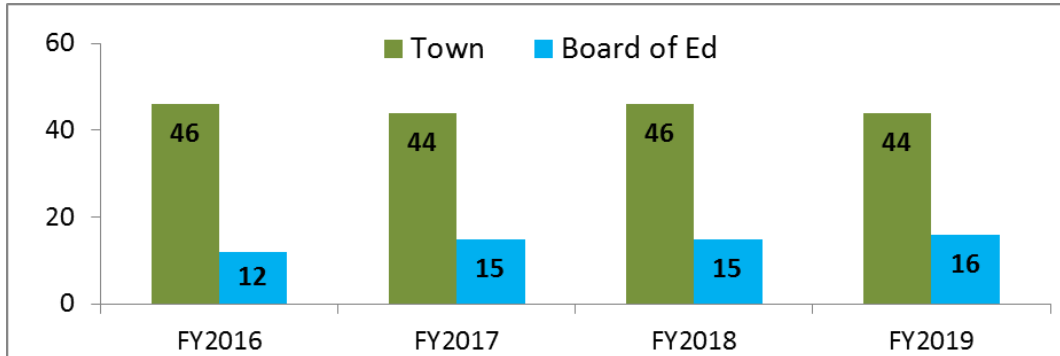
Wi-Fi Access Points & Number of Users



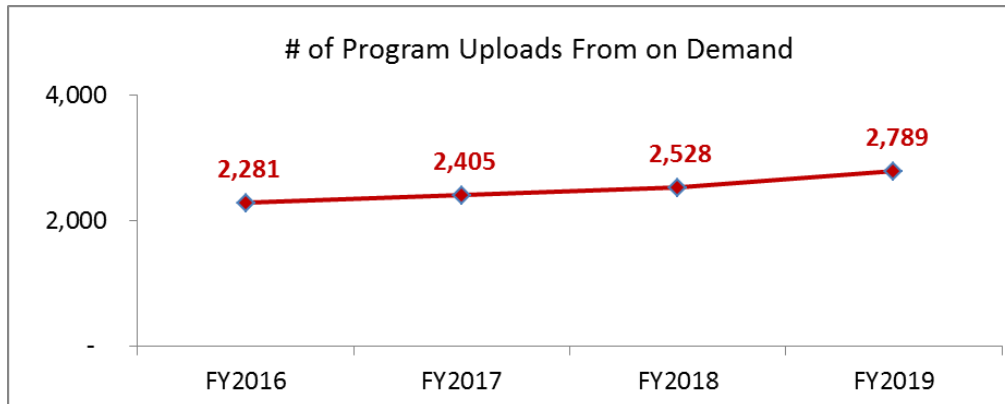
# INFORMATION SYSTEMS

Public Communication: To provide residents of Manchester with access to important information and open government by maintaining a local access television channel, recording meetings and events, and maintaining a website.

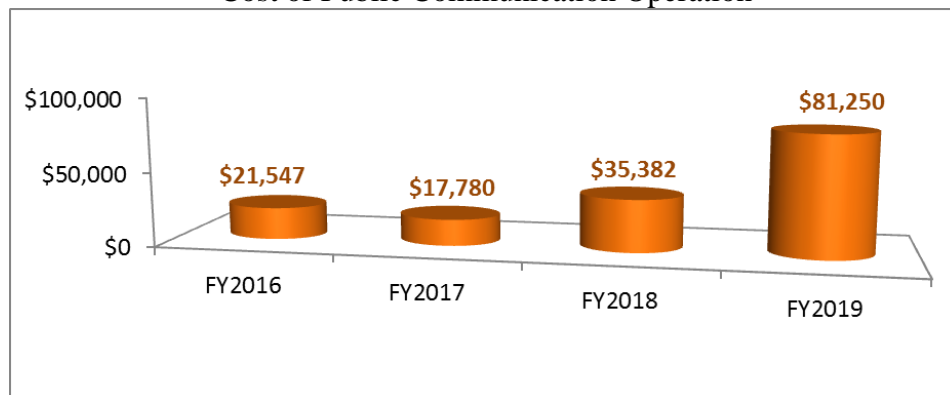
Number of Live TV Broadcasts



# of Program Uploads From on Demand



Cost of Public Communication Operation

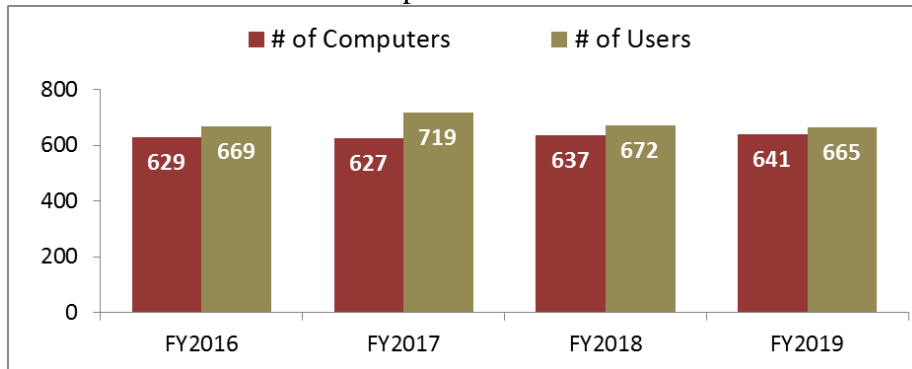




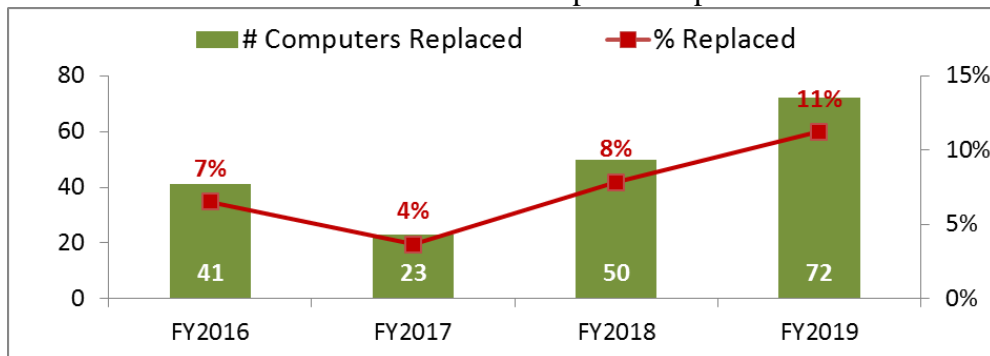
# INFORMATION SYSTEMS

Technical Support: To maintain efficient and reliable operation of Town functions by responding to requests for technology support to the satisfaction of the end user.

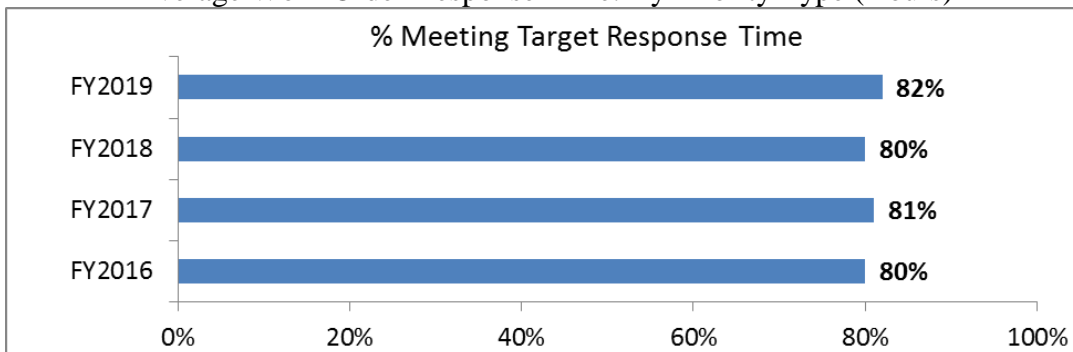
Number of Computers & Number of Users



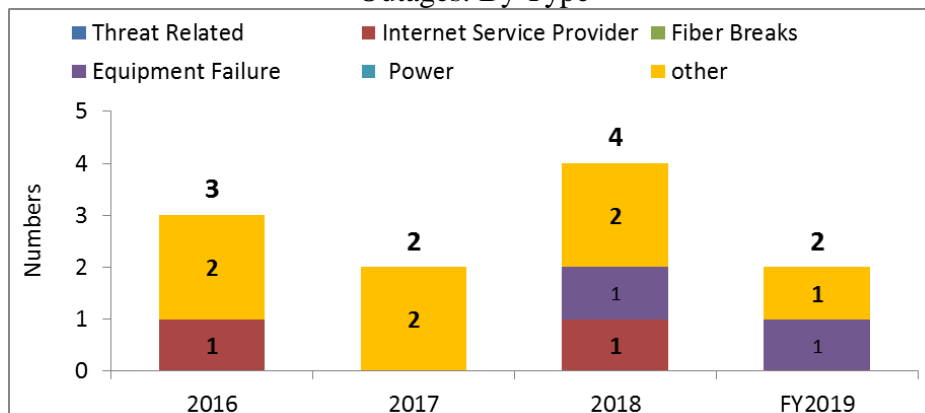
Number & Percent of Computers Replaced



Average Work Order Response Time: By Priority Type (Hours)



Outages: By Type



# INFORMATION SYSTEMS

	<b>Collected 2018/19</b>	<b>Adopted 2019/20</b>	<b>Revised Estimate 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
<b>Revenues</b>					
Town of Manchester	1,145,276.00	1,168,182	1,168,182	1,246,909	
Board of Education	206,940.00	207,895	207,895	212,053	
Water Fund	238,494.00	243,264	243,264	284,995	
Sewer Fund	158,666.00	161,839	161,839	200,313	
Sanitation Fund	19,124.00	19,506	19,506	22,286	
Fire Fund	114,454.00	116,743	116,743	121,413	
Interest on Investments & Misc.	27,725.79	-	-	30,000	
Use of Net Assets	-	111,597	111,597	234,906	
<b>TOTAL</b>	<b>1,910,679.79</b>	<b>2,029,026</b>	<b>2,029,026</b>	<b>2,352,875</b>	<b>-</b>

	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
<b>Expenditures by Object</b>					
Personal Services	1,084,356.02	1,124,855	1,110,588	1,148,939	
Employee Benefits	353,698.20	382,496	380,776	394,775	
Purchased Services	307,530.55	355,375	357,775	381,861	
Supplies	25,837.00	40,700	40,700	40,700	
Equipment	13.50	-	-	-	
Interfund Transfers	100,000.00	110,000	110,000	371,000	
Contingency	-	15,600	-	15,600	
<b>TOTAL</b>	<b>\$1,871,435.27</b>	<b>\$2,029,026</b>	<b>1,999,839</b>	<b>2,352,875</b>	<b>-</b>

	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
<b>Full Time Positions</b>					
Chief Information Officer	1.00	1.00	1.00	1.00	1.00
Deputy Director of Info. Systems	1.00	1.00	1.00	1.00	1.00
System Applications Project Manager	1.00	1.00	1.00	1.00	1.00
Technology Services Project Leader	1.00	1.00	1.00	1.00	1.00
Systems Application Consultants	3.00	3.00	1.00	3.00	2.00
Technical Support Specialist	4.00	4.00	4.00	4.00	3.00
Systems Programmer	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>14.00</b>	<b>12.00</b>

	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
<b>Part-Time/Temporary Staff</b>		
Full Time Equivalents	-	-

# SPECIAL SERVICES DISTRICT

## Description:

The Special Services District is responsible for parking area maintenance and patrol, business tenant recruitment, marketing of downtown services and merchants, and promotion of downtown activities and community services.

<b>Revenues</b>	<b>Collected 2018/19</b>	<b>Adopted 2019/20</b>	<b>Revised Estimate 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Property Taxes	150,000.00	75,000	75,000	75,000	
Rents	80,214.80	52,000	52,000	52,000	
Interest on Investments	-	500	500	500	
Miscellaneous	12,150.00	23,600	23,600	23,600	
Use of Fund Balance	-	6,945	6,945	6,945	
<b>TOTAL</b>	<b>242,364.80</b>	<b>158,045</b>	<b>158,045</b>	<b>158,045</b>	<b>-</b>

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	81,151.33	58,000	58,000	58,000	
Employee Benefits	26,798.56	4,437	4,437	4,437	
Purchased Services	104,294.00	93,808	93,808	93,808	
Supplies	1,653.07	1,800	1,800	1,800	
Equipment	-	-	-	-	
Sundry Services	-	-	-	-	
<b>TOTAL</b>	<b>213,896.96</b>	<b>158,045</b>	<b>158,045</b>	<b>158,045</b>	<b>-</b>

## **PUBLIC WORKS**

### **Section B**

The Public Works section of the budget includes the Administrative, Engineering, Building Inspection, and Facilities Management divisions as well as Field Services. The total change in the Public Works section for FY 2020/21 is a **\$329,415, or 2.4% increase** compared to the current year adopted budget.

# PUBLIC WORKS - ADMINISTRATION

## DESCRIPTION

Public Works Administration is responsible for the management and efficiency of the Public Works Department. Through overall supervision and organization of its various divisions, Public Works Administration preserves, develops and constructs Town-owned properties and structures and provides essential public works services to the citizens of Manchester. The Town's streetlight accounts, which cover electrical, maintenance, and replacement costs for town-owned street lights are also funded under this department.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Public Works Administration budget represents **an increase of \$29,133, or 3.6%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide an **increase of \$19,868, or 8.7%**, and represent salaries and benefits of existing funded positions with the following adjustments:

- The addition of two new positions, Deputy Director of Public Works and Management Analyst, which are 5% funded in Public Works Administration and 95% funded in Sanitation Administration. These two newly-authorized positions correspond with the freezing of two currently-funded positions in the Sanitation budget.

The combined Purchased Services and Supplies objects have **increased by \$9,265, or 1.6%**, with cost adjustments for electricity charges based on historical expenditures

## STATUS of FY 2019/20 GOALS

1. **Initiate a multi-year self-assessment and evaluation of management practices for each of the Department's divisions** - Ongoing.
2. **Develop an implementation plan for the conversion of the Town's street lights to LED** - Completed additional conversions and continue to work towards 100% conversion as funding allows.

## FY 2020/21 GOALS

1. Develop asset inventories and management plans that can be used to formulate capital investment strategies.
2. Identify, plan, and implement energy efficiency measures across all department divisions.

# PUBLIC WORKS ADMINISTRATION

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	167,815.02	170,310	172,360	184,969	
Employee Benefits	56,920.69	58,696	58,906	63,905	
Purchased Services	573,697.81	545,635	523,348	554,800	
Supplies	2,482.02	27,495	25,878	27,595	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$800,915.54</b>	<b>\$802,136</b>	<b>\$780,492</b>	<b>\$831,269</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	232,200.99	244,150	243,552	264,112	
Street Lights and Traffic Signals	568,714.55	557,986	536,940	567,157	
<b>TOTAL</b>	<b>\$800,915.54</b>	<b>\$802,136</b>	<b>\$780,492</b>	<b>\$831,269</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Public Works	0.85	0.85	0.85	0.85	0.85
Deputy Director of Public Works	-	-	-	0.05	0.05
Management Analyst	-	-	-	0.05	0.05
Sr. Administrative Secretary	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.95</b>	<b>1.95</b>

\* The Director of PW is 15% funded out of Sanitation; the Deputy Director of Public Works and Management Analyst are funded. 95% out of Sanitation Administration.

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

# PUBLIC WORKS - ENGINEERING

## DESCRIPTION

The Engineering Division is responsible for the proper construction of all public improvements undertaken by subdividers and builders and acts as the engineering consultant to the Department of Planning and Economic Development during the subdivision approval process. Engineering staff design and monitor the construction of streets, sidewalks, bridges, culverts and drainage structures. The engineering function entails a variety of activities including surveys, studies and investigations, capital improvement planning, field survey work, design and cost estimating, construction contracting, contract administration, preparation of maps, records and construction status records and reports, and assistance in public works maintenance, repair and reconstruction.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Engineering budget represents **an increase of \$59,085, or 2.6%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$58,485, or 2.8%**, and represents salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects for the Engineering Division have **increased by \$1,900, or 1.7%**, with no significant adjustments.

## STATUS of FY 2019/20 GOALS

- 1. Complete design, permitting and construction of Hillstown Road Reconstruction Project** - Design and permitting were completed in May 2019. Construction is expected to be completed in May 2020.
- 2. Complete design for LOTCIP funded Tolland Turnpike Sidewalk Installation Project** - Design is currently 50% complete and expected to be completed by June 2020.
- 3. Update the Town's Public Improvement Standards document** - Draft updated document is 95% complete. Expected to present to the Planning and Zoning Commission in February 2020.

## FY 2020/21 GOALS

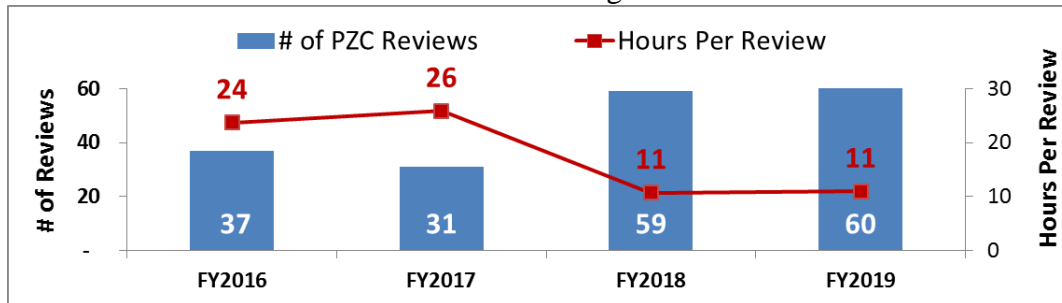
1. Complete design and construction of Foster Street Neighborhood Improvements project.
2. Complete design and construction of Townwide Road Resurfacing project.
3. Identify and prioritize areas for pedestrian and bicycle safety improvements in accordance with the Complete Streets policy.

# PUBLIC WORKS - ENGINEERING

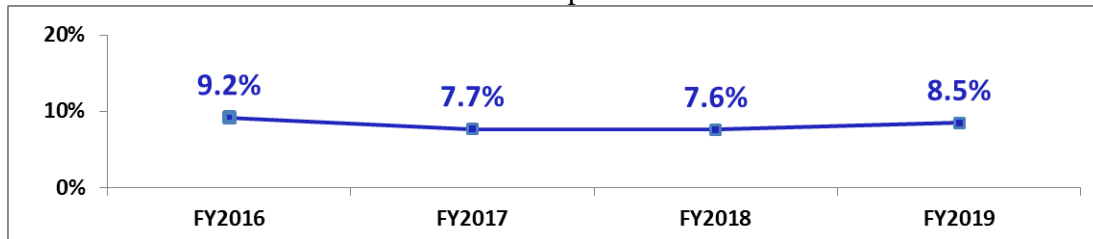
## PERFORMANCE MEASURES

Development Plan Review: To ensure the proper integration of private development with the existing public infrastructure by reviewing development proposals, identifying potential issues or non-compliance with regulatory standards, and providing recommendations to address those issues.

Number of Reviews & Average Time to Review



Percent of Staff Time Spent on Plan Reviews



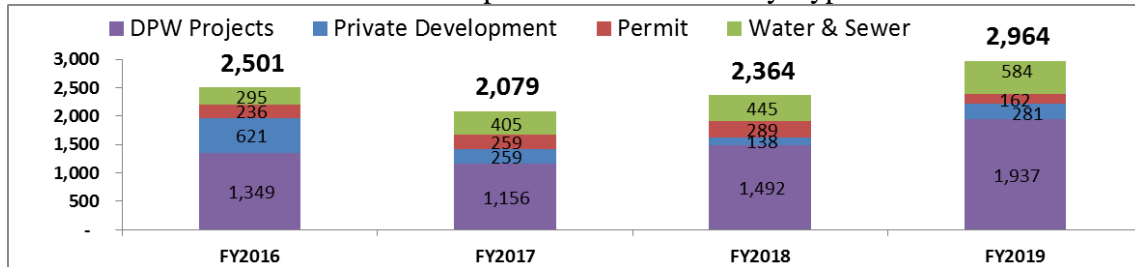
Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
# of PZC Reviews	37	31	59	60	47
Total hours Reviewing	877	802	633	657	742
Hours Per Review	24	26	11	11	18
% of Staff Time Plan Reviews	9.2%	7.7%	7.6%	8.5%	8.3%



## PUBLIC WORKS - ENGINEERING

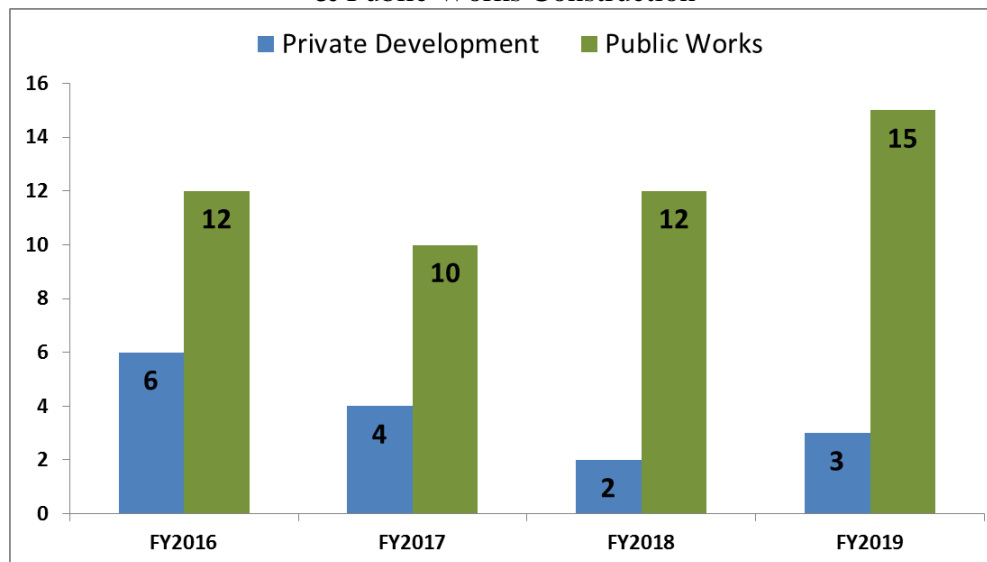
Construction Inspection: To protect the public's health and safety by ensuring compliance with applicable local, state, and federal standards by conducting inspections and overseeing construction activity in current and proposed public rights-of-way.

Number of Inspections Conducted By Type



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Private Development	621	259	138	281	325
Permit	236	259	289	162	237
Water & Sewer	295	405	445	584	432
DPW Projects	1349	1156	1492	1937	1484
Total	2501	2079	2364	2964	2477

Number of Active Projects by Quarter - Private Development  
& Public Works Construction

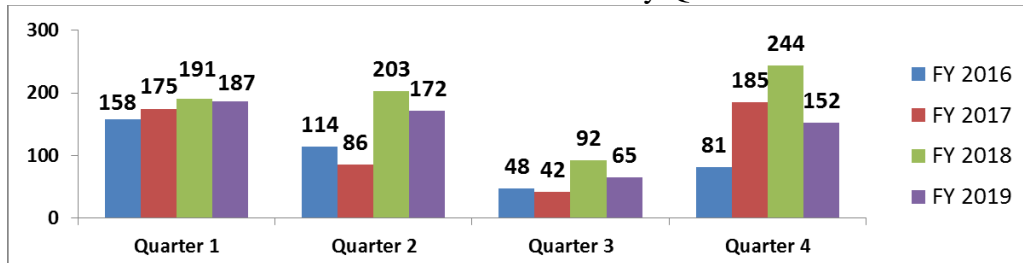


Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Private Development	6	4	2	3	4
Public Works	12	10	12	15	12

## PUBLIC WORKS - ENGINEERING

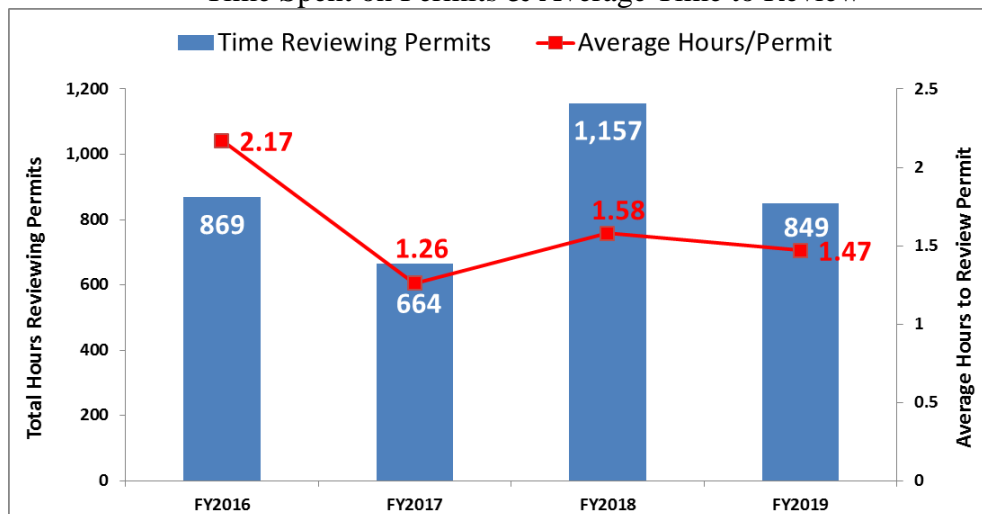
**Permitting:** To protect public infrastructure and natural resources from damage during development activities by receiving and reviewing applications from developers and issuing permits to approve applicants who meet applicable regulations, laws, and standards.

Number of Permits Issued By Quarter



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Right of Way	304	446	622	479	463
Water & Sewer	88	75	104	93	90
All Other	9	6	4	4	6
Total	401	488	730	576	549

Time Spent on Permits & Average Time to Review

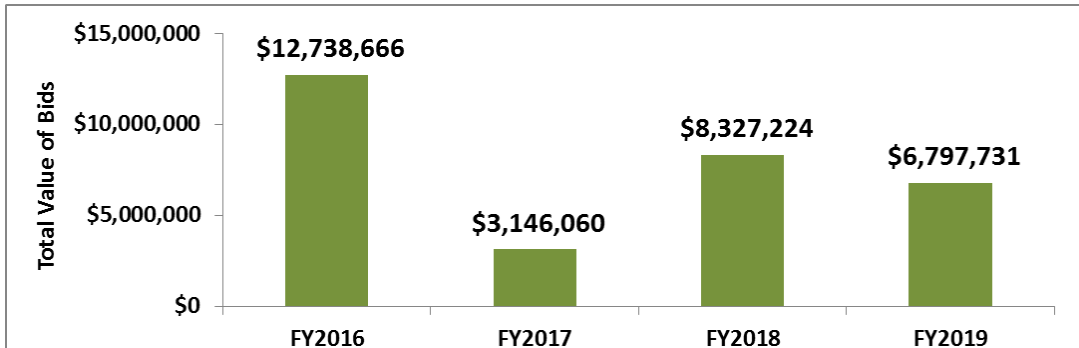


Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Time Reviewing Permits	869	664	1157	849	884.75
Average Hours/Permit	2.17	1.26	1.58	1.47	1.62

## PUBLIC WORKS - ENGINEERING

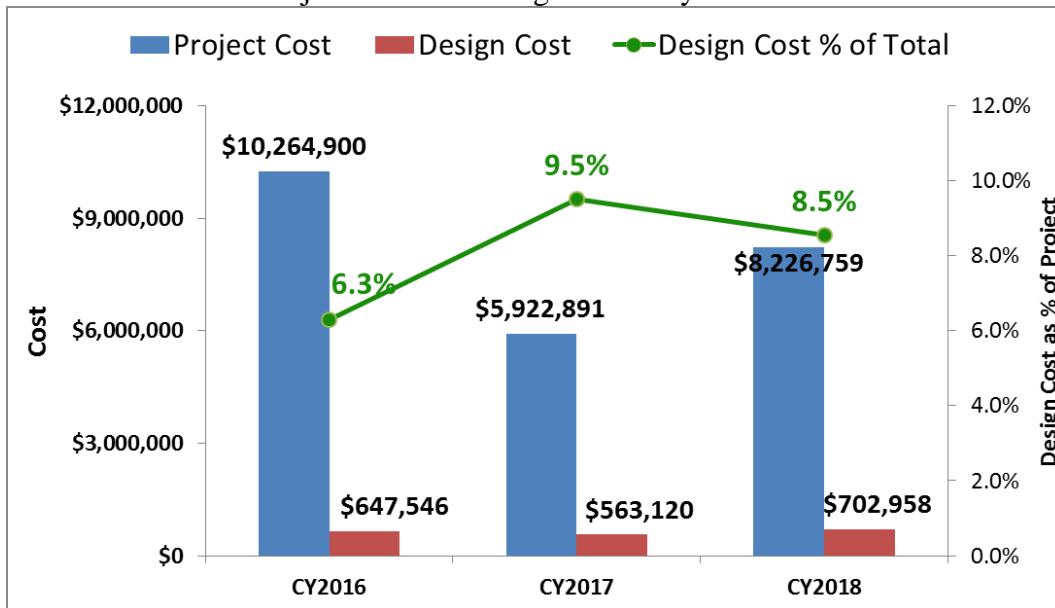
Project Planning and Design: To facilitate successful development of the public infrastructure by providing analysis and professional engineering services and developing design documents that guide the procurement and construction processes.

Total Value of Awarded Bids



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
Number of projects	81	72	58	53	66
Number of bids	23	10	22	11	17
Total Value of Bids	\$12,738,666	\$3,146,060	\$8,327,224	\$6,797,731	\$7,752,420

Total Project Cost Vs. Design Cost - By Calendar Year



## PUBLIC WORKS - ENGINEERING

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	1,483,679.52	1,553,119	1,554,384	1,595,330	
Employee Benefits	599,818.42	569,991	569,644	586,265	
Purchased Services	85,878.21	91,300	91,719	92,700	
Supplies	22,982.47	23,250	21,675	23,750	
Equipment	2,682.82	3,050	3,050	1,750	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$2,195,041.44</b>	<b>\$2,240,710</b>	<b>\$2,240,472</b>	<b>\$2,299,795</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Town Engineer	1.00	1.00	1.00	1.00	1.00
Utility Engineer	-	-	-	-	-
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Design Engineer	2.00	2.00	2.00	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00
GIS Technician II	1.00	1.00	1.00	1.00	1.00
GIS Technician I	1.00	1.00	-	1.00	-
Chief of Surveys	1.00	1.00	1.00	1.00	1.00
Senior Survey Technician	1.00	1.00	-	1.00	-
Survey Technician	2.00	2.00	2.00	2.00	2.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00	4.00	4.00
Jr. Construction Inspector	1.00	1.00	1.00	1.00	1.00
Civil Engineer	2.00	2.00	-	2.00	-
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>23.00</b>	<b>23.00</b>	<b>19.00</b>	<b>23.00</b>	<b>19.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-

## PUBLIC WORKS – FIELD SERVICES

### DESCRIPTION

The Field Services Division is made up of four (4) service components:

Highways – Field Services maintains the street system in Manchester. Field Services constructs streets and road surface and is responsible for their continued maintenance. The Division is obligated to ensure safe travel throughout the year in all but the most exceptional weather conditions. Therefore, snow and ice control maintenance is a major winter season function for the Field Services personnel. The clean streets program entails both spring time street-sweeping and maintenance sweeping. Leaf pick up is also a major program carried out by Field Services. The Division is responsible for the maintenance of over 218 miles of roadway. Other elements of the street system that are the responsibility of Field Services include the storm drainage system, curbs, gutters, drain inlets, underground culverts, and open channels. There are currently 163 miles of storm drain system and approximately 8,500 storm drains in town.

Cemeteries – Field Services is responsible for the development and maintenance of municipal cemeteries within the Town. Maintenance operations, such as mowing grass areas, cutting and trimming hedges, and providing services necessary to funerals and interments are the essential activities. Field Services maintains 127 acres of cemetery property.

Parks - Field Services is responsible for the development and maintenance of parks, play fields, and recreation areas other than those maintained by the Board of Education and for tree care and grounds maintenance along public rights-of-way. Field Services maintains 160 acres of parks, including 29 ball fields, ten soccer fields and two football fields. The Division also is responsible for street tree plantings and managing the Memorial Tree Program.

Fleet Maintenance – Fleet Maintenance is responsible for repairing and maintaining the Field Services' vehicles, servicing and repairing Town Hall and Lincoln Center vehicles as well as those of the Water Division, Sewer Division, Sanitation Division, Fire Department, and Senior Citizens' Center. The Fleet Maintenance Division is also responsible for the repair and maintenance of the Police Department and Board of Education vehicles and equipment. There are approximately 500 units serviced by this Division. These functions are conducted at several garage locations.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Field Services budget represents **an increase of \$66,245, or 0.9%**, over the combined current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$43,000 or 0.8%** and represents salaries and benefits for existing funded positions with no significant changes.

## **PUBLIC WORKS – FIELD SERVICES**

The combined Purchased Services and Supplies objects have **increased by \$30,245, or 1.4%**, with minor inflationary and other adjustments to the various contractual services used by the highway, parks and cemeteries operations.

### **STATUS OF FY 2019/20 GOALS**

- 1. Design and construct southern section of Cheney Rail - Center Street to Forest Street.** Completed
- 2. Complete construction of Union Pond Exercise trail for Springtime Grand Opening.** Completed
- 3. Create permeant pavement repair program.** Ongoing
- 4. Create and expand Field Services roadside mowing program.** Completed
- 5. Implement long term maintenance plan for storm water basins and treatment structures.** Ongoing in conjunction with MS4 requirements

### **FY 2020/21 GOALS**

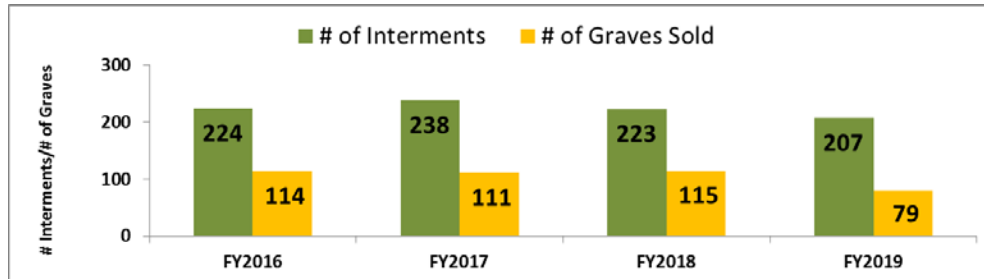
1. Complete the installation of Rotary Park Pavilion.
2. Complete construction and install amenities at Cricket Field.
3. Install aeration and fountains at Center Memorial Park.
4. Trail Fence bid and replacement program.
5. Cemetery road paving.
6. Maintenance and improvements town wide retention basins.
7. Case Mountain trail repairs, modifications.

# PUBLIC WORKS – FIELD SERVICES

## PERFORMANCE MEASURES

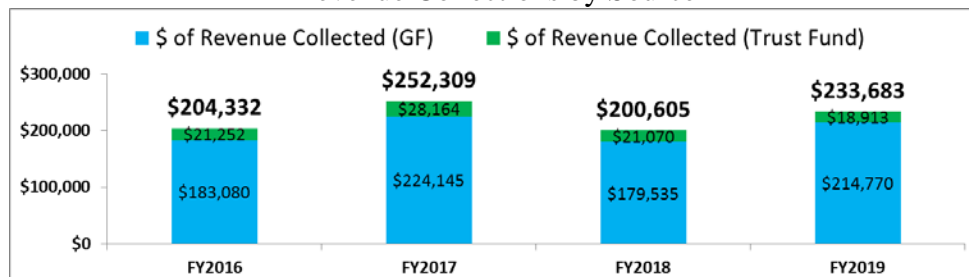
Cemetery: To provide a dignified, clean, and aesthetically-pleasing resting place for the deceased, tailored to the individual needs of the customers, by providing for lot sales, burials, recordkeeping and perpetual care of the cemetery grounds.

Number of Interments and Number of Graves Sold

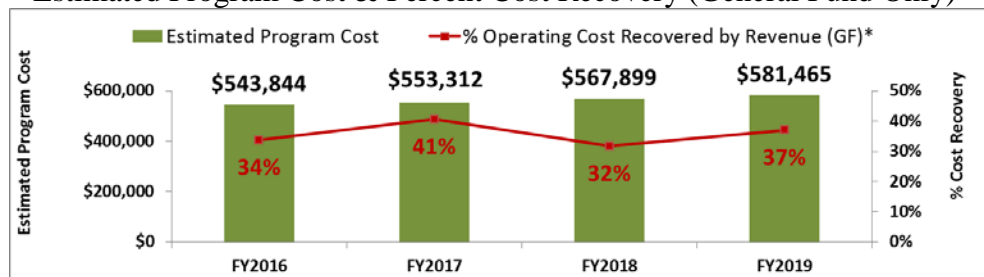


Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
# of Interments	224	238	223	207	223
# of Graves Sold	114	111	115	79	105
# Graves Available in Dev. Sec.	1,286	1,175	1,060	981	1,126

Revenue Collections by Source



Estimated Program Cost & Percent Cost Recovery (General Fund Only)

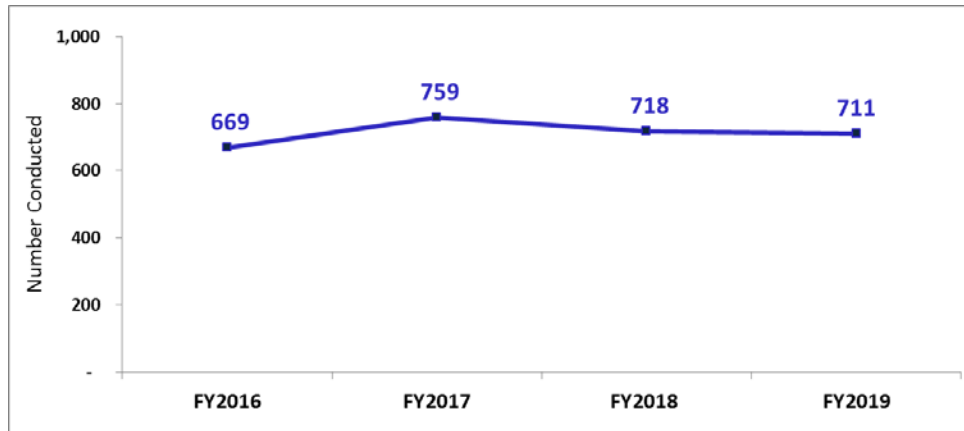


Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
\$ of Revenue Collected (GF)	\$183,080	\$224,145	\$179,535	\$214,770	\$200,383
\$ of Revenue Collected (Trust Fund)	\$21,252	\$28,164	\$21,070	\$18,913	\$22,350
Total Revenue	\$204,332	\$252,309	\$200,605	\$233,683	\$222,732
Estimated Program Cost	\$543,844	\$553,312	\$567,899	\$581,465	\$561,630
% Operating Cost Recovered by Revenue (GF)*	34%	41%	32%	37%	36%

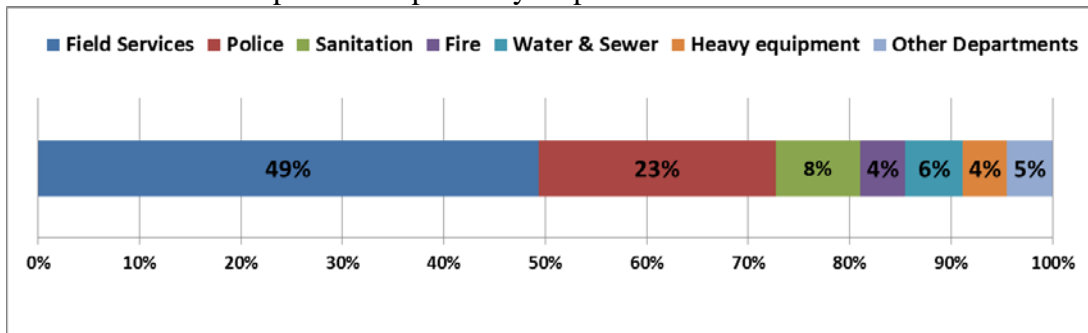
## PUBLIC WORKS – FIELD SERVICES

Fleet Services: To provide safe, reliable vehicles and equipment to Town operations by performing competent and timely preventative and emergency maintenance.

Fleet - Preventive Maintenance Services Conducted



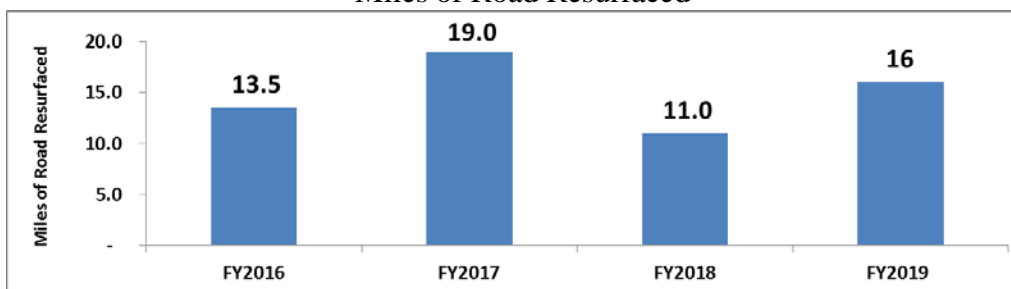
Hours Spent on Repairs: By Department - Fiscal Year 2019



Fleet Operation	FY2016	FY2017	FY2018	FY2019
# of FTEs in Fleet Operation	9	9	11	10
Cost of Source-out Repairs	\$211.5K	\$237.7K	\$237.5K	\$132.3K

Highways: To ensure safe passage and travel on town-owned roads by maintaining and cleaning them in an effective and timely manner.

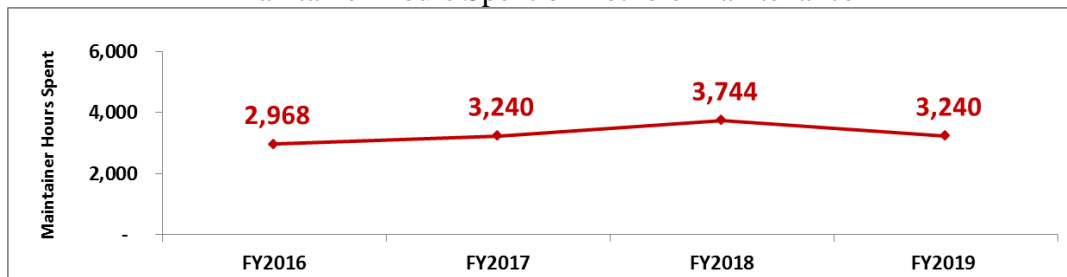
Miles of Road Resurfaced



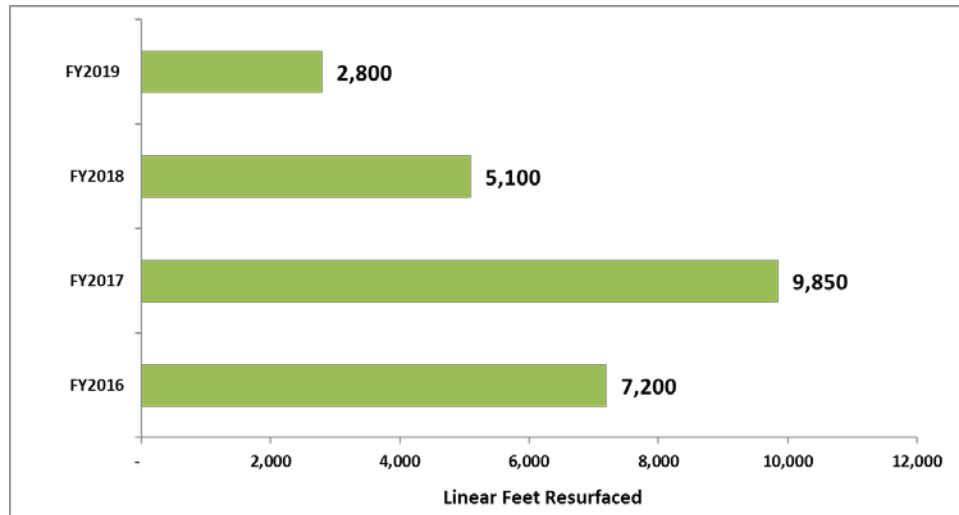


# PUBLIC WORKS – FIELD SERVICES

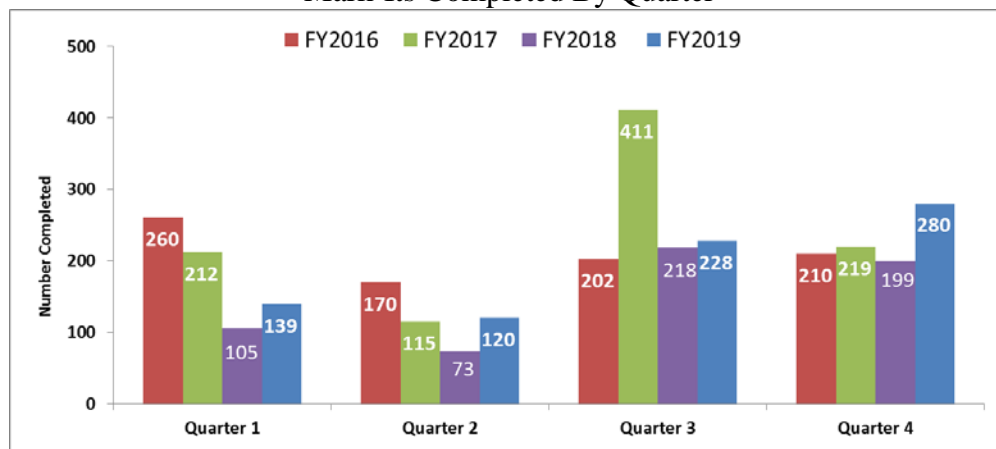
## Maintainer Hours Spent on Pothole Maintenance



## Linear Feet of Sidewalks Resurfaced



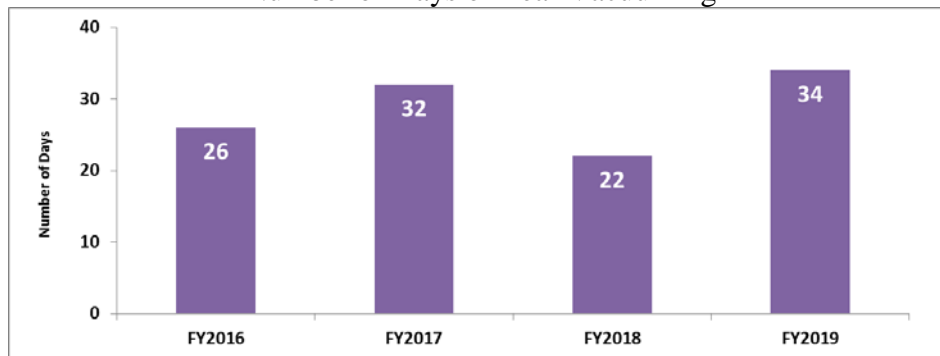
## Mark-Its Completed By Quarter



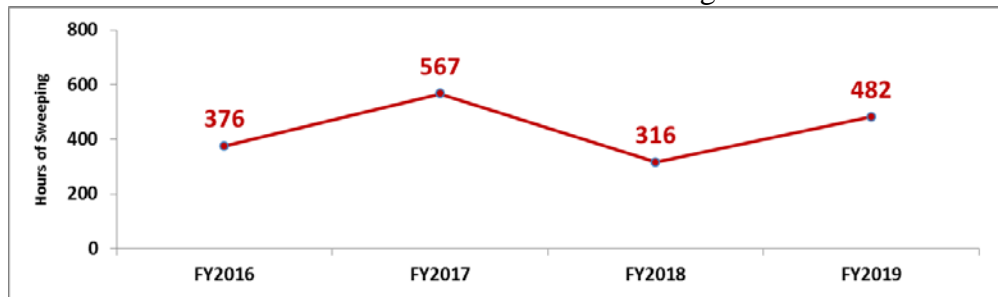
Fiscal Yr	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
FY2016	260	170	202	210	842
FY2017	212	115	411	219	957
FY2018	105	73	218	199	595
FY2019	139	120	228	280	767

# PUBLIC WORKS – FIELD SERVICES

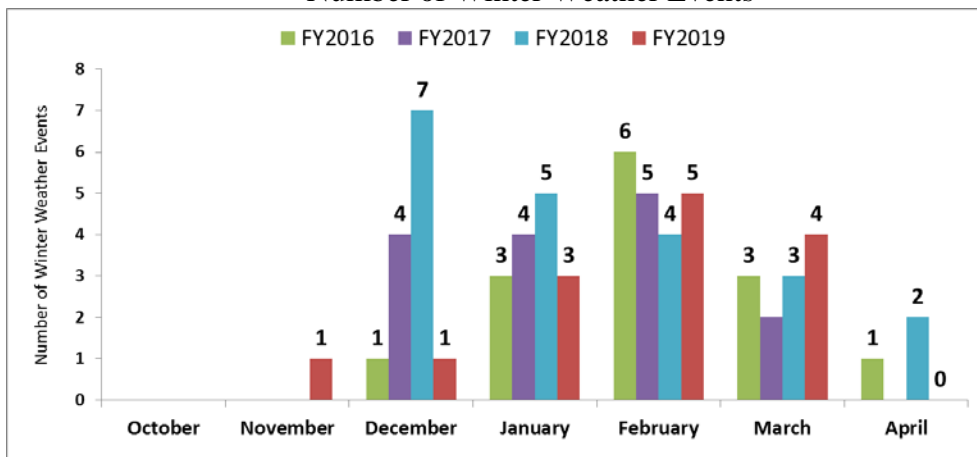
Number of Days of Leaf Vacuuming



Total Hours of Leaf Vacuuming

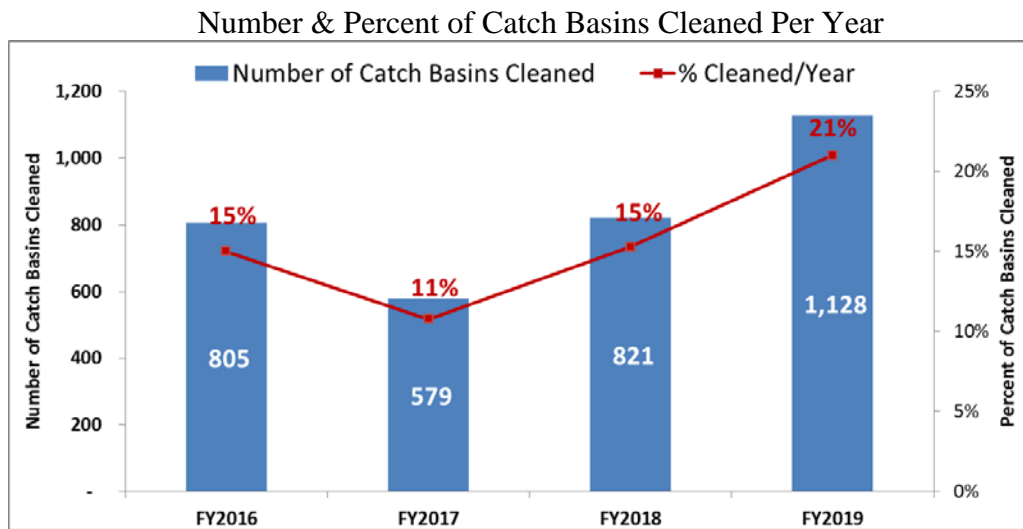


Number of Winter Weather Events



Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
October	0	0	0	0	0
November	0	0	0	1	0
December	1	4	7	1	3
January	3	4	5	3	4
February	6	5	4	5	5
March	3	2	3	4	3
April	1	0	2	0	1
<b>Total</b>	<b>14</b>	<b>15</b>	<b>21</b>	<b>14</b>	<b>16</b>

## PUBLIC WORKS – FIELD SERVICES



## PUBLIC WORKS - FIELD SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	3,546,003.49	3,941,487	3,672,786	3,950,699	
Employee Benefits	1,768,311.12	1,592,894	1,489,633	1,626,682	
Purchased Services	486,004.00	808,215	809,318	826,680	
Supplies	1,194,682.92	1,381,970	1,359,666	1,393,750	
Equipment	8,084.80	11,050	11,050	11,050	
Other	4,530.00	7,000	7,000	-	
<b>TOTAL</b>	<b>\$7,007,616.33</b>	<b>\$7,742,616</b>	<b>\$7,349,453</b>	<b>\$7,808,861</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	284,836.51	286,673	285,722	294,210	
Highways, Parks and Cemeteries	5,308,267.62	5,982,829	5,660,772	6,041,507	
Fleet Services	1,414,512.20	1,473,114	1,402,959	1,473,144	
<b>TOTAL</b>	<b>\$7,007,616.33</b>	<b>\$7,742,616</b>	<b>\$7,349,453</b>	<b>\$7,808,861</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Field Services Superintendent*	0.75	0.75	0.75	0.75	0.75
Sr. Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00	1.00
Working Master Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic II**	7.00	7.00	6.00	7.00	6.00
Mechanic III	2.00	2.00	2.00	2.00	2.00
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Park/Rec Facility Manager	1.00	1.00	1.00	1.00	1.00
Foreman	3.00	3.00	3.00	3.00	3.00
Maintainer III	5.00	5.00	5.00	5.00	5.00
Maintainer II	9.00	9.00	9.00	9.00	9.00
Maintainer I	25.00	25.00	24.00	25.00	24.00
Account Associate	0.50	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>57.25</b>	<b>57.25</b>	<b>55.25</b>	<b>57.25</b>	<b>55.25</b>

\* The Field Services Superintendent is partially funded in Sanitation.

\*\* The salary and benefits of one Mechanic are offset by a reimbursement from the Sanitation Fund.

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	1.40	1.40

# **PUBLIC WORKS – FACILITIES MANAGEMENT**

## **DESCRIPTION**

The two primary components to Facilities Management are facilities project management and building maintenance. Project management staff has design and specification responsibility for numerous Town government and Board of Education building projects. In addition, the Facilities Project Manager provides supervisory oversight to building maintenance staff, troubleshoots problems with the Board of Education maintenance staff, and provides oversight to architects and construction managers retained by the Town.

The building maintenance aspects of the division include responsibility for approximately 30 Town office buildings and various related outlying buildings. The division carries out preventive maintenance plans and mechanical repairs of buildings, plant equipment and related maintenance. Additionally, the management of custodial services is administered through this division. Division staff is used both as a construction force for the improvement of Town properties and for the implementation of preventive maintenance programs for buildings and building related equipment.

## **BUDGET COMMENTARY**

The FY 2020/21 Recommended Facilities Management budget represents **an increase of \$149,988, or 6.9%** compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$32,394, or 3.7%** and represent salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects have **increased by \$117,594, or 9.1%**, with adjustments in utility accounts to reflect actual cost experience and anticipated utility rate increases.

## **STATUS OF FY 2019/20 GOALS**

- 1. Complete renovations and additions at Verplanck Elementary School and secure grant approvals from the State of Connecticut for Phase 3 & Phase 4 designs - Complete**
- 2. Implementation phase of retro-commissioning of Town Buildings with Building Automation Systems identified by Eversource for incentives - Complete**
- 3. Design and implement mechanical and controls improvements for Weiss Center and Fire Station #2 which fall outside of Eversource incentive program requirements - Complete**
- 4. Conduct investigation and design for Lincoln Center Reorganization - Phase 1 Fire Marshall's Office complete; Phase 2 ongoing**

## PUBLIC WORKS – FACILITIES MANAGEMENT

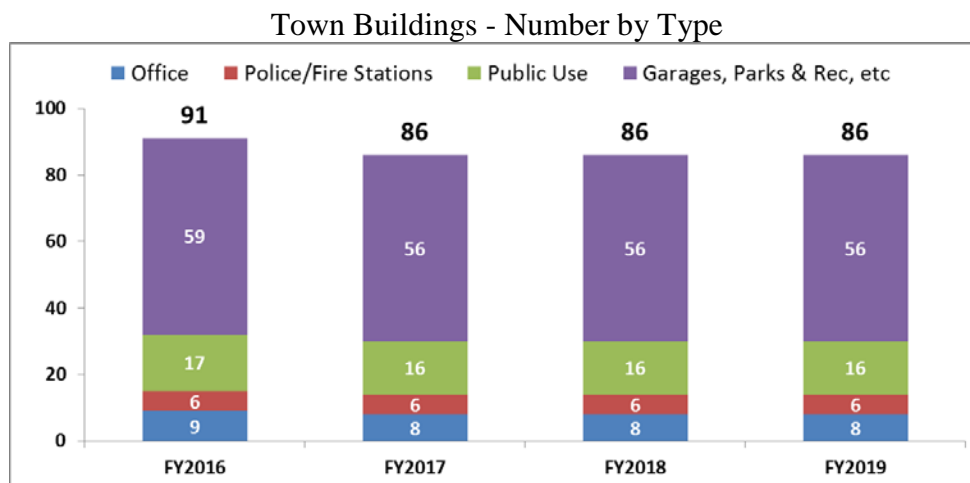
5. **Replace roofing at Weiss Center, Cheney Hall (wood shingle portion) and Phase 2 of Public Works Building** - Pending required drainage at Weiss and additional funding for Cheney Hall and Phase 2 of Public Works Building.

### FY 2020/21 GOALS

1. Manchester Public Schools Phase 2 (Buckley, Bowers, Keeney & Martin) RFP for selection of design team (architect/engineer/planner), construction management and commissioning provider.
2. Secure State grant approval for funding of Buckley Elementary Renovation.
3. Secure design approval for Buckley Elementary Renovation.
4. Implementation phase of lighting controls and upgrades at Mary Cheney Library with Building Automation Systems identified by Eversource for incentives.
5. Conduct investigation and design for Town office reorganization.
6. Replace roofing at Cheney Hall (wood shingle portion).

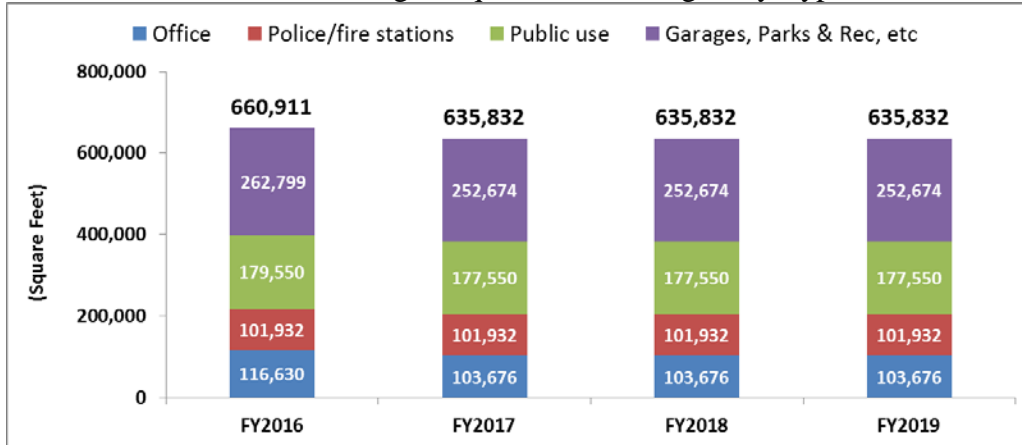
### PERFORMANCE MEASURES

Building Maintenance: To ensure citizens and employees can conduct town business in facilities that are safe, visually-appealing, and fully-functional by conducting preventative maintenance and responding to work orders.

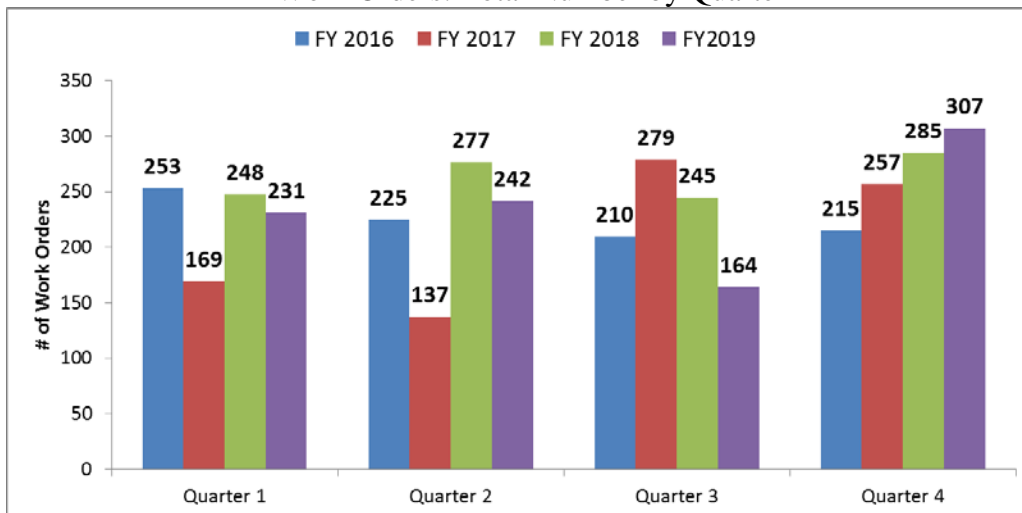


# PUBLIC WORKS – FACILITIES MANAGEMENT

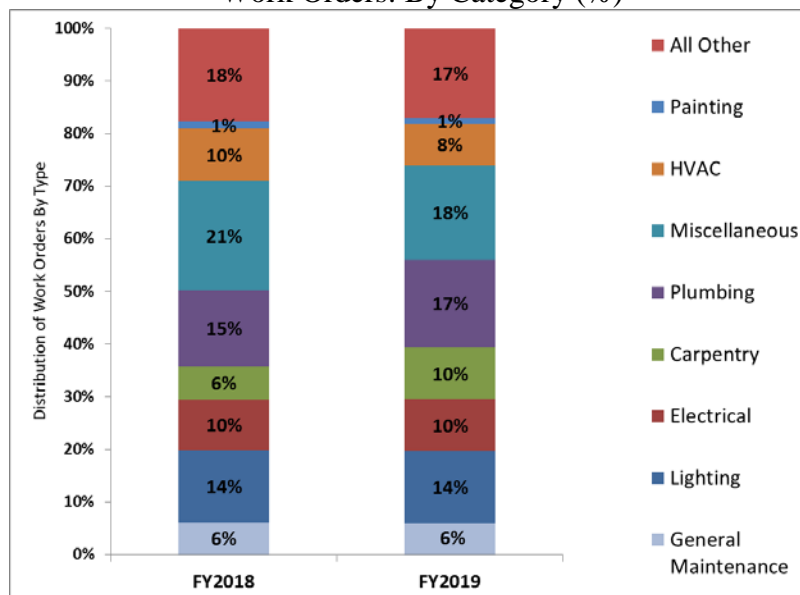
Town Buildings - Square Feet Managed By Type



Work Orders: Total Number by Quarter



Work Orders: By Category (%)



# PUBLIC WORKS - FACILITIES MANAGEMENT

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	623,364.88	634,244	642,907	655,777	
Employee Benefits	277,597.27	234,895	239,741	245,756	
Purchased Services	1,188,401.57	1,164,579	1,054,553	1,243,573	
Supplies	159,407.88	128,150	121,320	166,750	
Equipment	3,825.87	3,000	3,000	3,000	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$2,252,597.47</b>	<b>\$2,164,868</b>	<b>\$2,061,521</b>	<b>\$2,314,856</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Facilities Project Management	280,511.79	289,480	288,889	296,323	
Building Maintenance	1,972,085.68	1,875,388	1,772,632	2,018,533	
<b>TOTAL</b>	<b>\$2,252,597.47</b>	<b>\$2,164,868</b>	<b>\$2,061,521</b>	<b>\$2,314,856</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Project Manager	-	-	-	-	-
Asst. Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	-	-	-	-	-
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	2.00	2.00	2.00	2.00	2.00
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	-	-



# PUBLIC WORKS – BUILDING INSPECTION

## DESCRIPTION

The Building Inspection Division is frequently the first point of contact for new businesses opening in Manchester, for which we are typically relied upon to provide insight on the town wide permitting/approval process. Our enforcement purview includes all construction, housing and zoning regulations and codes adopted by the State of Connecticut and the Town of Manchester. Building inspections are made during all stages of construction from site inspections through footings, foundation, framing, electric, plumbing, heating, cooling, insulation, waterproofing and final inspection, to Certificate of Occupancy and use. An average of 17 inspections takes place during the construction of a home and many more in commercial construction.

The Zoning Enforcement Officer reviews building permit applications for their compliance with Zoning, Subdivision and Inland/Wetland Regulations. The Zoning Enforcement Officer determines whether proposed uses of land are permitted at described locations, provides guidance for building placement for everything from malls to tool sheds, and assists in the enforcement of applicable town ordinances.

The Building Department also provides code enforcement for existing structures and property maintenance based upon a model national property maintenance code. The Property Maintenance program seeks to eliminate unkempt properties, un-mowed lawns, peeling paint, unregistered vehicles, trash, and buildings without street numbers.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Building Inspection budget represents **an increase of \$24,964, or 2.6%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects result in **an increase of \$26,400, or 2.9%** and represents salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects have **decreased by \$1,436, or -3.2%**, with adjustments to various line items based on review of prior year actual expenses.

## STATUS of FY 2019/20 GOALS

1. **Broaden use of blight citation process to address problematic properties** - The Blight Citation process has proven capable of affecting change on properties beyond the reach of previously available enforcement paths.

## PUBLIC WORKS – BUILDING INSPECTION

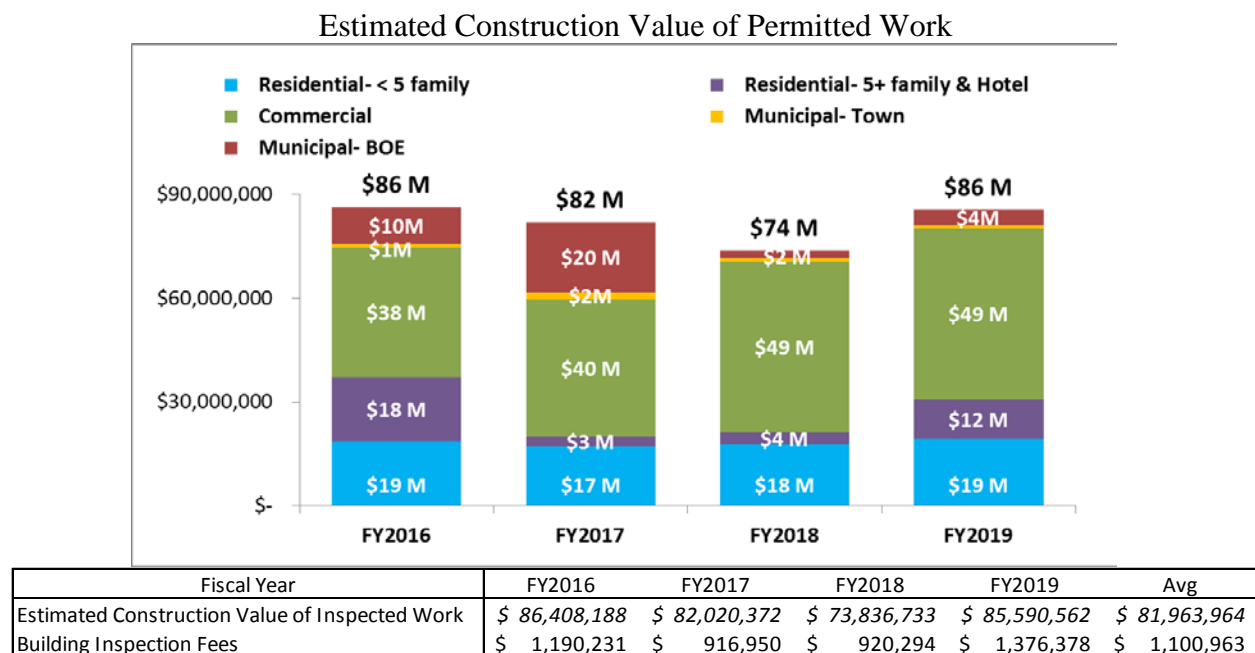
2. **Evaluate permitting work processes in preparation for evaluating future permitting software** - Existing work flows are being documented to serve as basis for comparative analysis of prospective software upgrades to assure enhance operational efficiency upon adoption.
3. **Continue to provide support on defective concrete foundation issues in collaboration with state organizations** - As part of the ongoing effort, we've evaluated alternative methods and materials for foundation repairs/replacements to reduce both cost and dislocation periods for compliance with the Connecticut State Building Code.

### FY 2020/21 GOALS

1. Provide support conducive to fast-track projects such as the Parkade redevelopment and Winstanley Enterprise's 1339 Tolland Turnpike project, along with Main Street EDC projects.
2. Commence review and selection process for new permit management software.
3. Update Manchester Property Maintenance Code.

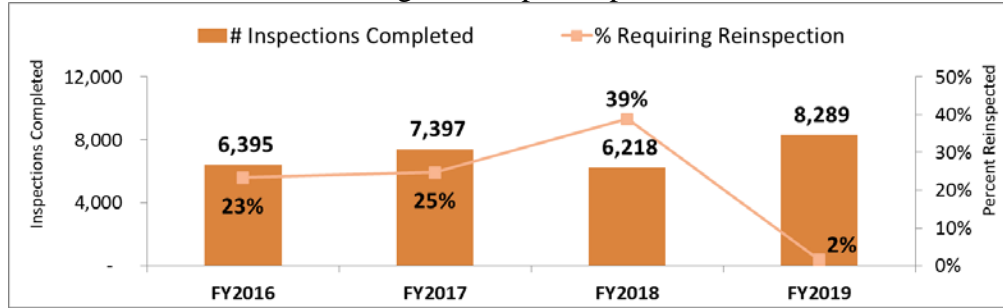
### PERFORMANCE MEASURES

Building Inspection: To ensure building and occupant safety by providing timely and accurate inspections.



# PUBLIC WORKS – BUILDING INSPECTION

Inspections Conducted, Percent Requiring Re-Inspection & Average Hours per Inspection

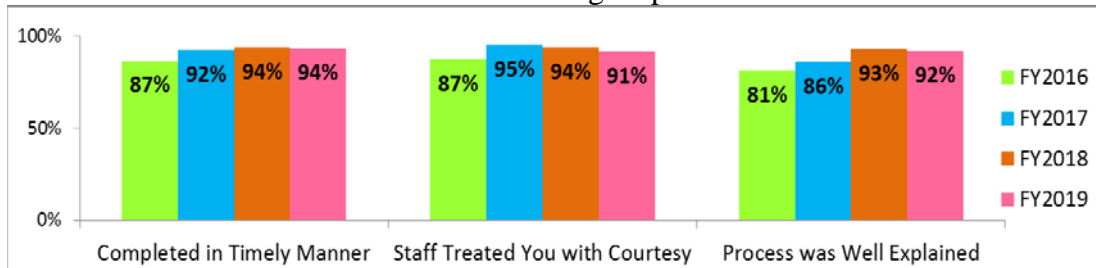


Fiscal Yr	FY2016	FY2017	FY2018	FY2019	Avg
# Inspections Completed	6,395	7,397	6,218	8,289	7,075
# Requiring Reinspection	1,490	1,830	2,418	129	1,467
% Requiring Reinspection	23%	25%	39%	2%	22%
Hours of Inspections	2,220	2,258	1,930	2,317	2,181
Avg Hours Per Inspection	0.35	0.31	0.31	0.28	0.31

Customer Service Survey (% Agree or Strongly Agree)  
Commercial Building Inspection



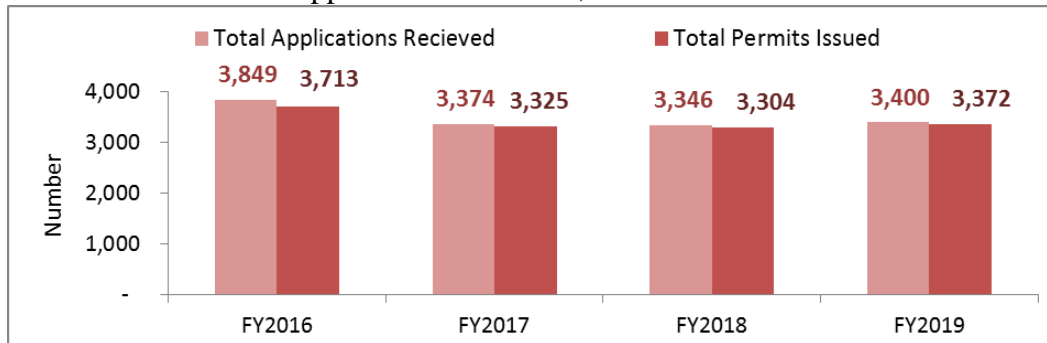
Residential Building Inspection



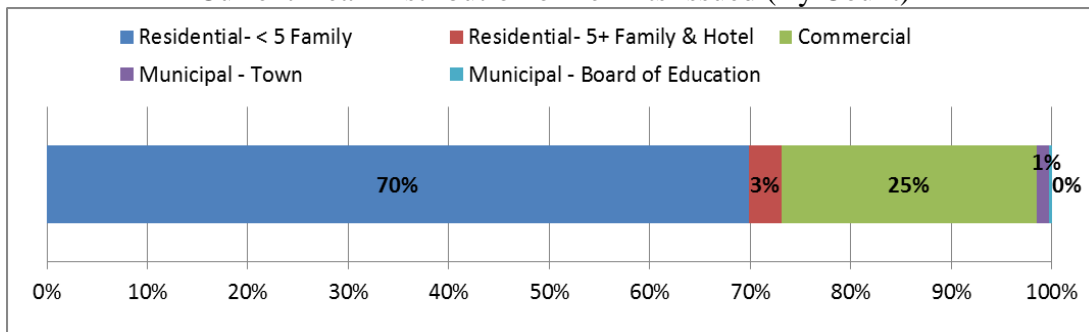
# PUBLIC WORKS – BUILDING INSPECTION

**Plan Review:** To ensure building and occupant safety by providing timely and accurate plan reviews.

Applications Received, Permits Issued

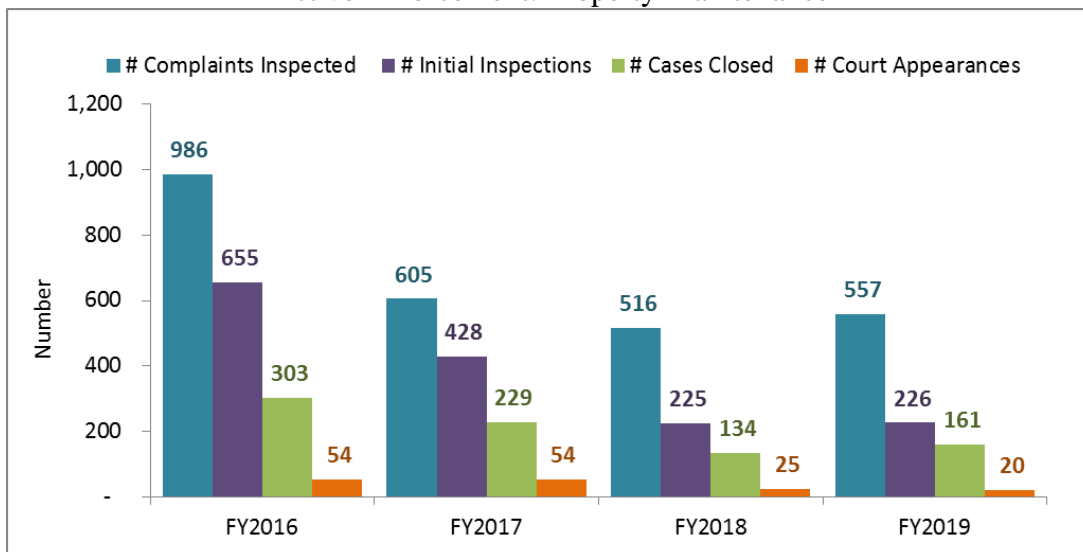


Current Year Distribution of Permits Issued (By Count)



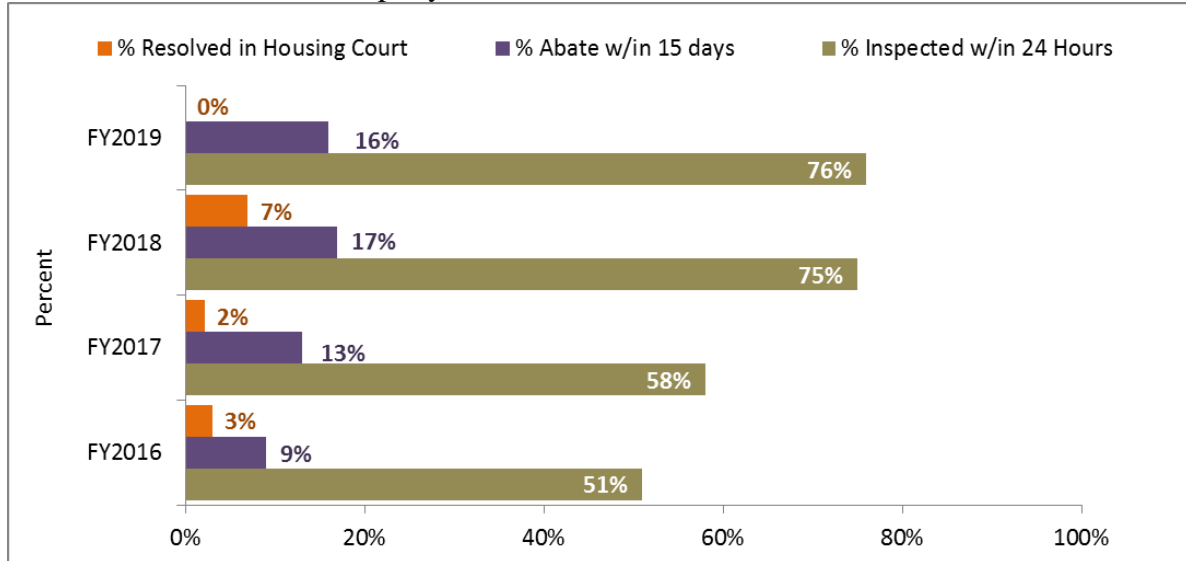
**Property Maintenance:** To maintain the integrity of housing and property in the Town of Manchester by providing fair and consistent enforcement of the property maintenance code.

Active Enforcement: Property Maintenance



## PUBLIC WORKS – BUILDING INSPECTION

Property Maintenance Outcome Statistics



# BUILDING INSPECTION

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	644,108.61	684,378	682,929	701,286	
Employee Benefits	262,607.80	235,539	239,355	245,031	
Purchased Services	36,813.25	34,314	29,703	32,478	
Supplies	8,279.40	10,900	8,694	11,300	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$951,809.06</b>	<b>\$965,131</b>	<b>\$960,681</b>	<b>\$990,095</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Asst. Chief Bldg. Inspector	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Assistant Building Official	4.00	4.00	3.00	4.00	3.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Office Support	0.50	0.50
Durational- Development Projects	0.35	0.35
<b>TOTAL</b>	<b>0.85</b>	<b>0.85</b>

## **PUBLIC SAFETY**

### **Section C**

The Public Safety section of the budget includes the Police Department and Emergency Management, as well as the Fire-Rescue-EMS Department (which is funded separately from the General Fund). The total increase in General Fund divisions of Section C for FY 2020/21 is **\$846,983, or 4.0%** over the current year adopted budget.

The Fire-Rescue-EMS Department, which is budgeted separately in the Fire District Fund, increases in FY 2020/21 by **\$1,090,776, or 6.4%** over the current year adopted budget.

# POLICE

## DESCRIPTION

The Manchester Police Department is a nationally accredited law enforcement agency. The department is comprised of three divisions: Field Services, Support Services, and Staff Services. Field Services includes Uniformed Patrol and Traffic. Support Services includes General Investigations, Child Investigations, The Domestic Violence Outreach Team, and the East Central Narcotics Task Force, as well as the Records and Maintenance Sections. Staff Services includes Communications, Training, Accreditation, and Budget/Grants.

The department is the Emergency 911 answering point for the Town of Manchester, and is responsible for police, fire, and emergency medical calls.

The department offers the very popular Law and Order class held as a cooperative effort with Manchester High School. The Police Department also coordinates Block Watch programs, and offers a wide variety of community oriented services that reach beyond the scope of traditional policing.

The Traffic Services Unit is a member of the regional Metro Traffic Services, and participates in many proactive programs such as DWI checkpoints, and seat belt checkpoints, as well as handling routine traffic enforcement and fatal accident investigations.

The department continues in its mission to foster community policing throughout the agency and the community at large. The emphasis continues to be on beat ownership and problem-solving at the beat officer level, along with maintaining an active role in the various programs that serve the youth of the Manchester community.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Police Department budget represents an **increase of \$846,983, or 4.0%**, compared to the current year adopted budget.

The combined Personal Services and Employee Benefits objects provide an **increase of \$776,827, or 4.0%**, and represent salaries and benefits of existing funded positions, with the following adjustments:

- An additional \$150,000 is provided for overtime expenses based on historic actuals and the recent successes in fully-staffing the department.
- An additional dispatcher position is authorized in the upcoming year, but funding is only provided for filling this position close to the end of the fiscal year.
- Pension costs increase by \$208,851 which reflects an actuarial valuation of the Town's liability for current employees and retirees.



## POLICE

The combined Purchased Services and Supplies objects provide for an **increase of \$70,156, or 5.3%**, compared to the current fiscal year, with the following significant adjustments:

- An additional \$12,000 is budgeted in the software object, which includes funding for the lease-purchase of a new computer-aided dispatch (CAD) system.
- An additional \$41,000 is provided for radio replacements, which have previously been funded with end-of-year vacancy savings that may not be available in the current & subsequent fiscal years.

Equipment provides for no increase compared to the current year adopted budget. The FY2020/21 budget provides for the purchase of four (4) new police cruisers, which reflects no change over the current year. End of year surplus funds and/or other funding sources may be utilized for the purchase of additional cruisers.

### STATUS of FY 2019/20 GOALS

1. **Increase recruitment and advertising efforts** – In Progress. Currently at 116 Sworn Officers which is 13 up from 103 Sworn Officers from the beginning of the fiscal year.
2. **To achieve and maintain full staffing levels in the dispatch center** – In progress. Still actively hiring and are currently still below staffing levels.
3. **To provide accident reports online** – In progress. Due to delay in the deployment of our new RMS Software a vendor has not been selected yet.
4. **Develop an online case reporting system for minor crimes not requiring investigation through our new RMS Software (Nexgen)** – In progress.
5. **To switch our scheduling software (Telestaff) from a server base system to cloud base system** - Completed

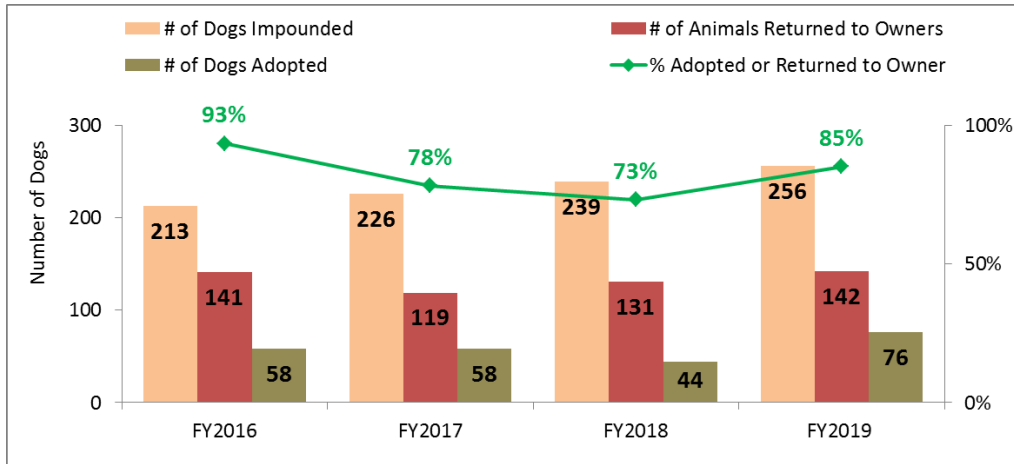
### FY 2020/21 GOALS

1. Maintain full staffing levels for sworn officers.
2. Increase recruitment efforts and achieve full staffing in the Dispatch Center.
3. To train new officers hired in the past year in Crisis Intervention Training (CIT).
4. To provide accident reports online.
5. To develop an online case reporting system for minor crimes not requiring investigation through our RMS Software (Nexgen).

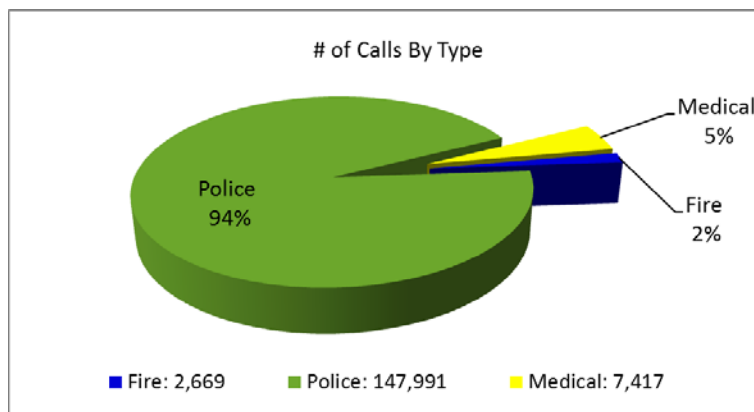
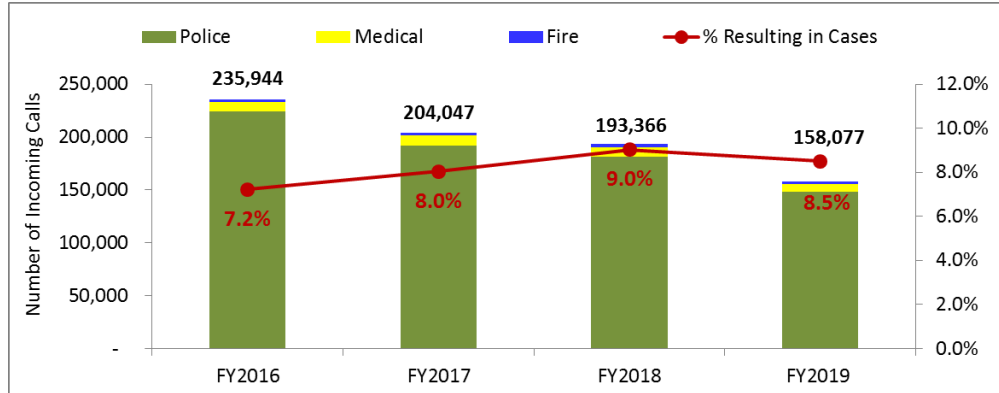
# POLICE

## PERFORMANCE MEASURES

**Animal Control:** To maintain a safe community and enforce laws relating to animal welfare by responding to animal complaints and maintaining kennel facilities for the temporary placement of lost or confiscated pets.



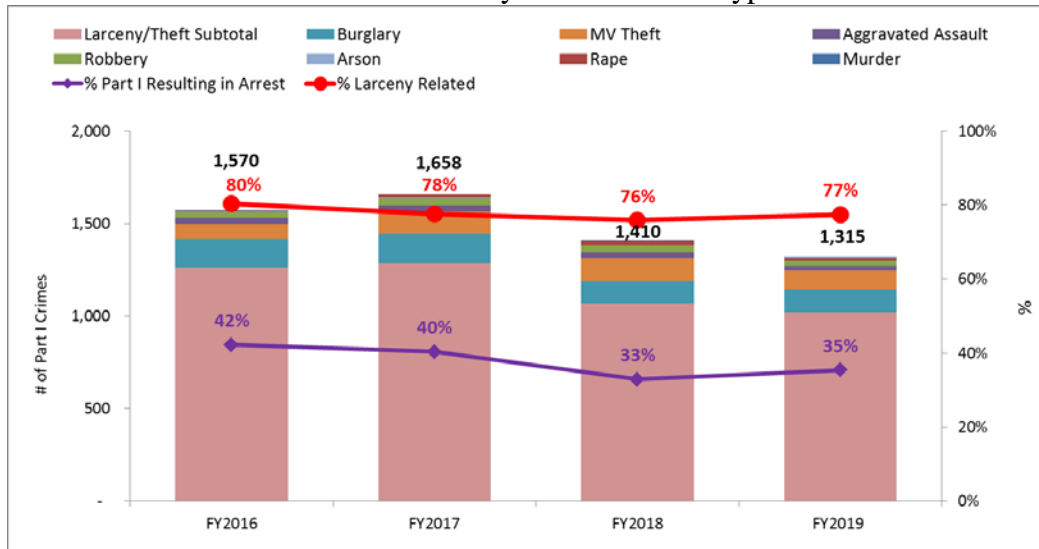
**Communications:** To help maintain public safety and assist with quality of life concerns by handling calls for service and directing the appropriate resources and or referrals to handle those calls.



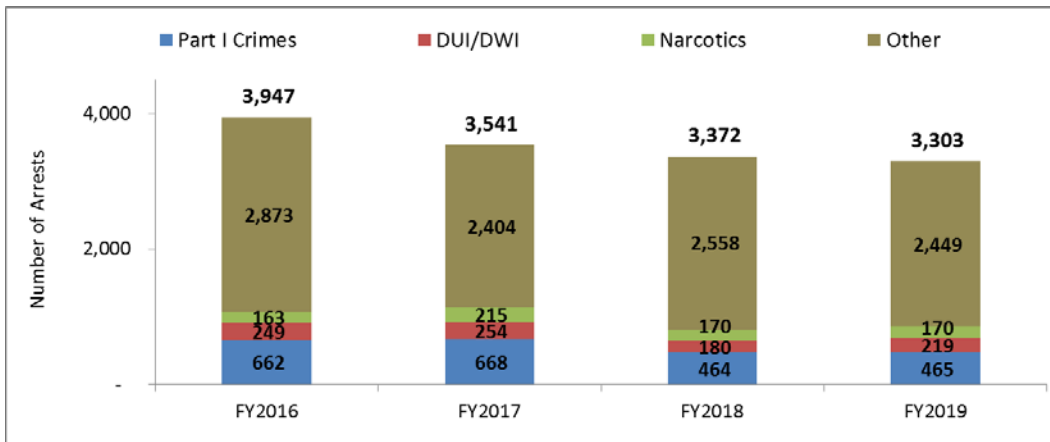
# POLICE

**Law Enforcement:** To strive to improve the quality of life for residents and visitors of Manchester by upholding laws, protecting lives and property, and providing a safe and secure environment.

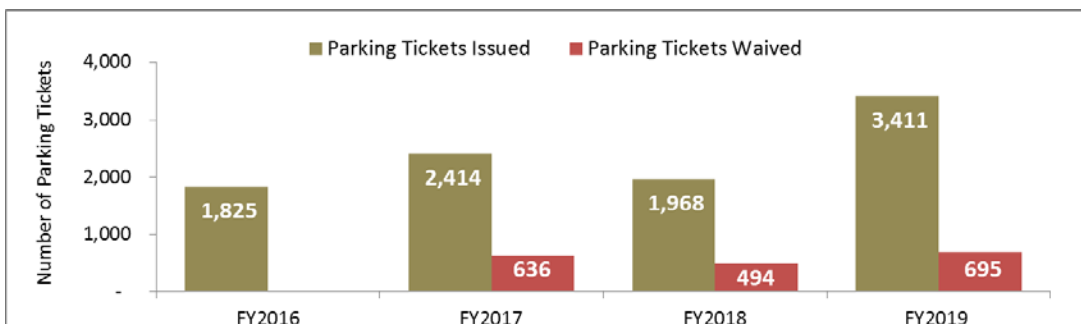
Part I Crimes - By Fiscal Year & Type



Arrests

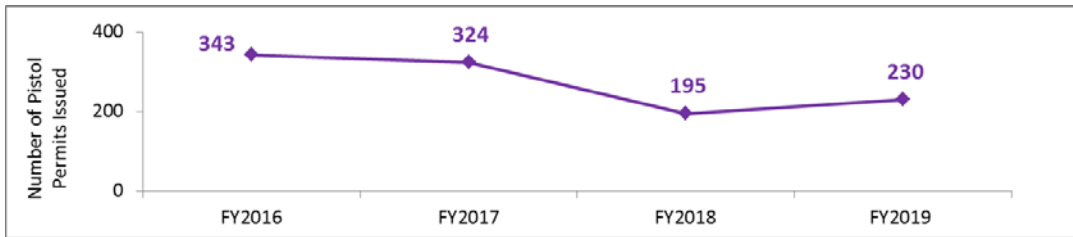


**Records Management:** To maintain a contact point and informational resource between the police department and the general public by preserving and providing police reports, public safety information, and criminal history information and issuing various permits.



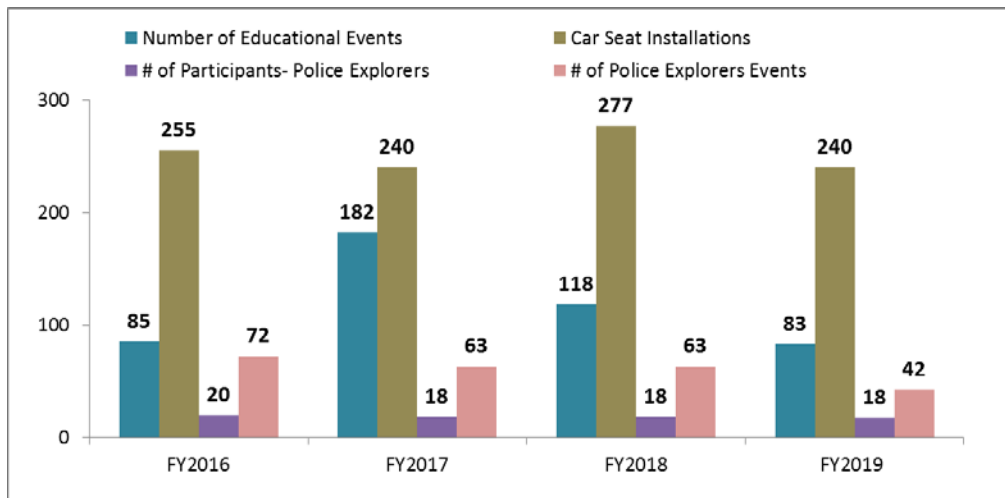
# POLICE

New Pistol Permits Issued

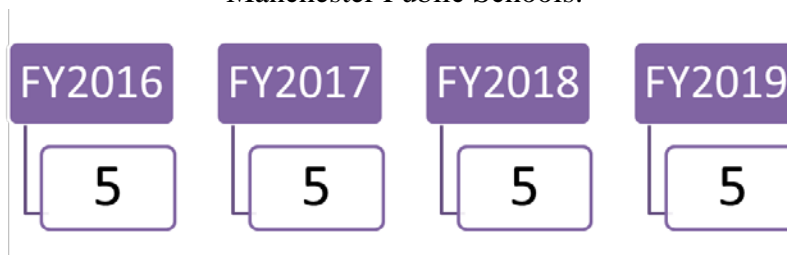


Outreach & Education: To enhance the public safety of the community by providing education, outreach, and preventative measures through special programs targeted at specific areas of concern.

Outreach Stats

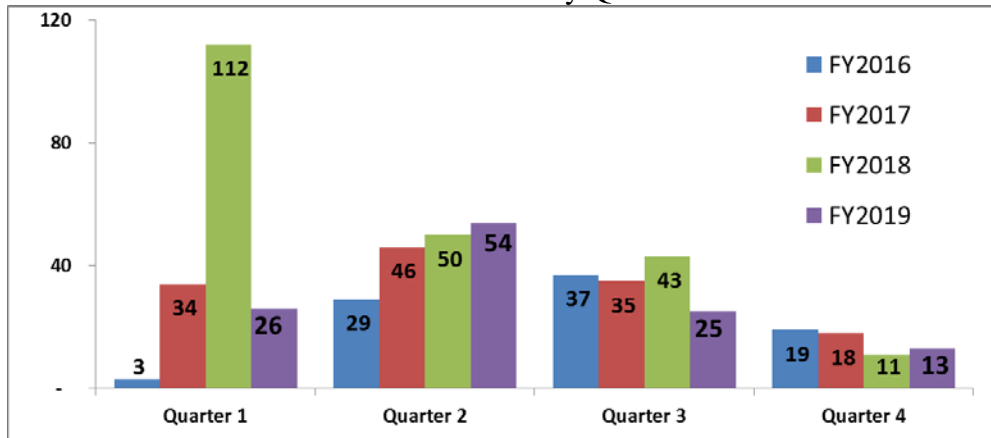


Number of Student Resource Officers Assigned to Manchester Public Schools:

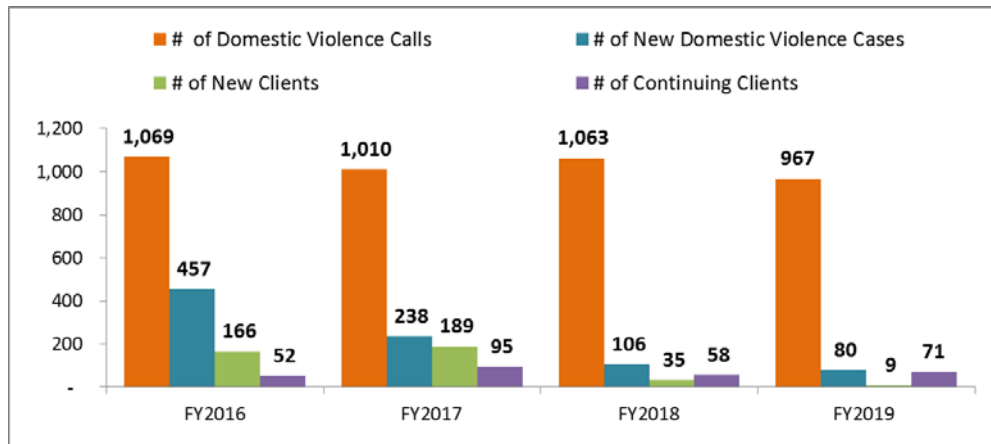


# POLICE

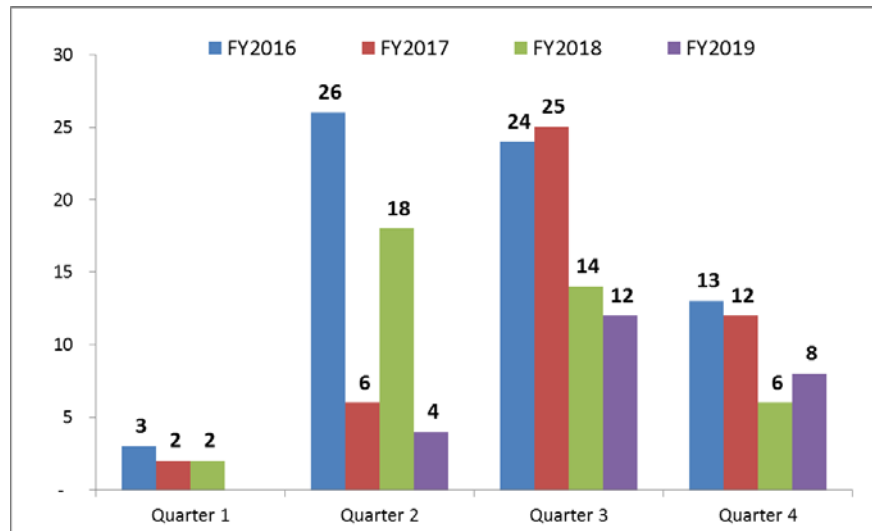
## Firearm Seizures by Quarter



## Domestic Violence



## School Officers & Student Arrests



# POLICE

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	12,983,371.85	13,070,461	13,407,073	13,492,389	
Employee Benefits	6,030,454.89	6,561,464	6,504,999	6,916,363	
Purchased Services	697,699.44	745,390	733,390	756,790	
Supplies	483,595.96	567,344	575,771	626,100	
Equipment	270,720.79	280,600	340,569	280,600	
<b>TOTAL</b>	<b>\$20,465,842.93</b>	<b>\$21,225,259</b>	<b>\$21,561,802</b>	<b>\$22,072,242</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Police Administration	1,079,168.30	2,628,856	2,525,758	2,845,536	
Police Patrol	12,726,657.00	11,678,292	12,161,014	11,971,278	
Training	491,464.00	494,761	489,760	500,985	
Animal Control	158,576.20	189,751	176,916	199,355	
Investigative Service	2,236,902.30	2,273,523	2,549,334	2,464,742	
Maintenance, M/V's & Equipment	184,080.40	225,000	168,355	225,000	
Maintenance- Bldgs. & Grounds	195,729.00	227,944	226,189	231,622	
Accident Records	725,807.90	785,421	733,043	824,028	
Communications	1,595,090.90	1,614,686	1,644,429	1,693,830	
East Central Narcotics	478,598.80	557,591	424,375	565,941	
Traffic Services	593,768.20	549,434	462,629	549,925	
<b>TOTAL</b>	<b>\$20,465,843.00</b>	<b>\$21,225,259</b>	<b>\$21,561,802</b>	<b>\$22,072,242</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
<b><u>Administration</u></b>					
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	-	-	-	-
Captain	1.00	2.00	2.00	2.00	2.00
Administration Lieutenant	2.00	2.00	2.00	2.00	2.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
	6.50	6.50	6.50	6.50	6.50

# POLICE

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<b><u>Training</u></b>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00
<b><u>Patrol</u></b>					
Captain	1.00	1.00	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	14.00	14.00	14.00	15.00	15.00
Patrol Officer	75.00	75.00	68.00	73.00	66.00
Secretary	0.50	0.50	0.50	0.50	0.50
Police Service Aides	5.00	5.00	5.00	5.00	5.00
	99.50	99.50	92.50	98.50	91.50
<b><u>Animal Control</u></b>					
Animal Control Officer	1.00	1.00	1.00	1.00	1.00
<b><u>Investigative Services</u></b>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00	3.00	3.00
Detective	12.00	12.00	12.00	12.00	12.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
	16.00	16.00	16.00	17.00	17.00
<b><u>Records</u></b>					
Account Clerk	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Data Operator	4.00	4.00	3.00	4.00	3.00
Admin. Records Supervisor	1.00	1.00	1.00	1.00	1.00
	6.50	6.50	5.50	6.50	5.50
<b><u>Communications</u></b>					
Supt. Of Communications	1.00	1.00	1.00	1.00	1.00
Dispatcher	18.00	19.00	18.00	19.00	18.00
	19.00	20.00	19.00	20.00	19.00
<b><u>East Central Narcotic</u></b>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
	4.00	4.00	4.00	4.00	4.00

## POLICE

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<b><u>Traffic Services</u></b>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
	4.00	4.00	4.00	4.00	4.00
<b><u>Maintenance</u></b>					
Janitor	2.00	2.00	2.00	2.00	2.00
<b>Total Regular Positions</b>	<b>160.50</b>	<b>161.50</b>	<b>152.50</b>	<b>161.50</b>	<b>152.50</b>
	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<b><u>TOTAL</u></b>					
<b>Sworn Officers</b>	124.00	124.00	117.00	124.00	117.00
<b>Civilians</b>	36.50	37.50	36.50	37.50	36.50
Part-Time/Temporary Staff			Budgeted 2019/20		Budgeted 2020/21
Administrative & Clerical			0.50		0.50
Crossing Guards			9.60		9.60
Animal Control			1.25		1.25
Evidence Tech.			1.00		1.00
Youth Outreach Workers			0.40		0.40
<b>Total Part Time FTE's</b>			12.75		12.75



# EMERGENCY MANAGEMENT

## DESCRIPTION

The Emergency Management Division is responsible for duties outlined in Section 28-7 of the Connecticut General Statutes for Civil Defense offices. Responsibilities include undertaking activities and measures necessary to minimize and control the effects of disaster, both natural and technological, as well as the effects of military or terrorist attacks by enemies of the United States.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Emergency Management budget represents **no change** over the current fiscal year adopted budget.

## STATUS OF FY 2019/20 GOALS

1. **The main goal is to get back to “normal operation capability” following the fire which occurred in June of 2018 and damaged much of the team’s capabilities. For example we will work to replace the Command vehicle, Fire Police vehicles and drones which were all destroyed in the fire.** - CERT has replaced the vehicles, drones and ancillary equipment and is now back in full operation. Additionally, a new trailer has been acquired and equipped to serve multiple roles in response to a disaster.
2. **Recruitment to increase the CERT team’s membership rolls and to recruit younger volunteers, as some of the team’s most integral members have either retired, relocated out of State, or passed away.** - The team continues to conduct CERT training classes in the effort to recruit and retain new volunteers. We are seeing slow improvement.

## FY 2020/21 GOALS

1. Start to update or replace some of the Emergency Operations Center's aging infrastructure such as chairs, projectors and computers. This needs to be a four year project which will spread out the costs.
2. Start the process of reviewing and updating the 700 page Local Emergency Operations Plan with all Town department and agency heads, re-write and publish the plan, and submit the updated plan to the State.

## EMERGENCY MANAGEMENT

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	25,350.00	27,455	24,236	24,236	
Employee Benefits	1,939.34	2,100	1,854	1,854	
Purchased Services	10,045.49	15,316	15,316	15,316	
Supplies	13,909.79	14,100	14,100	14,100	
Equipment	2,329.89	2,000	2,000	2,000	
Other	-	-	-	-	
<b>TOTAL</b>	<b>53,574.51</b>	<b>\$60,971</b>	<b>\$57,506</b>	<b>\$57,506</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Emergency Management Technician	1.00	1.00	-	1.00	-
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>-</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	0.50	0.50

# FIRE DISTRICT SPECIAL FUND

## DESCRIPTION

The Fire-Rescue-EMS Department responds to a variety of emergency and non-emergency requests for assistance, including fires, emergency medical incidents, rescues, hazardous materials releases and public service calls. While emergency response requires the greatest proportion of the Fire Department's time and resources, community risk reduction (Fire Prevention) is the primary goal of the fire service and of the Department. Prevention is accomplished through educational programs for all ages delivered to schools, residential properties, social events and businesses.

The Department provides Fire services to the approximately 72% of the Town's geography (about 18 square miles) that makes up the South Manchester Fire District (SMFD). The remainder of the Town receives fire services from the Eighth Utilities District. The Department provides advanced life support medical, and paramedic services to the entire town, including the Eighth Utilities District. While the Paramedic program operates as a function within the Fire-Rescue-EMS Department, it is funded by a combination of transfers from the General Fund and fees for services.

The Department also serves as the base of operations for Emergency Management functions of the Town, with the Fire Chief serving as the Director. The Emergency Management Division is staffed with a part-time Technician which assures a high standard of readiness to respond to man-made or natural emergencies and who also oversees a hazardous materials storage inspection program.

The Manchester Fire-Rescue-EMS Department has an authorized staff of 83 uniformed personnel, including Officers, Fire Inspectors, Fire Fighters and Fire Fighter- Paramedics. The civilian staff consists of two full-time positions including an Executive Assistant and a Clerical Assistant, and one part-time data management technician. A volunteer staff of five comprises what is referred to as the "Fire Police" Division, whose expenses have been funded entirely out of the Emergency Management Division beginning in FY2014-15.

Department personnel operate from five fire stations strategically located throughout the Town. The Department's fire fighting equipment consists of four pumpers, one quint (pumper/aerial ladder combination), and one advanced life support "fly-car." The reserve fleet currently consists of one quint and one pumper.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Fire-Rescue-EMS budget represents an **increase of \$1,090,776, or 6.35%** in expenditures over the current fiscal year.

The mill rate required to support the FY 2020/21 Recommended budget is 5.43, an increase of 4.83% over the current mill rate of 5.18.

Fire Marshal fees are projected at \$125,000 for the upcoming year based on anticipated development projects in the South Manchester Fire District which will require inspection. Projected revenues from Advanced Life Support fees of \$600,000 are built into the FY 2020/21 budget.

## FIRE DISTRICT SPECIAL FUND

The FY 2020/21 Recommended budget includes use of \$170,000 from Fire Fund balance.

The combined Personal Services and Fringe Benefits objects provide an **increase of \$840,285, or 6.3%**, and represent salaries and benefits of existing funded positions with the following adjustments:

- Funding for the salary & benefits of three Firefighter positions initially authorized in the FY19 budget are offset by a Federal SAFER Grant, which has covered 75% of the salary and benefits of these positions. FY2020/21 will be year 3 of the grant, in which the reimbursement rate will decrease to 35% starting in October. The recommended budget includes funding to cover the difference between the current and upcoming SAFER Grant funding ratio.
- Increases to the required contribution rate for the Municipal Employees Retirement System (MERS), which all Town Firefighters are enrolled in, results in an additional \$265,212.
- Budgeted overtime is reduced by \$42,000 to reflect reduced need, as a result of the additional authorized firefighter positions.

The combined Purchased Services and Supplies objects have an **increase of \$60,812, or 2.8%**, over the current fiscal year, with the following changes:

- An additional \$9,000 is provided for building repairs at the various fire stations, based on identified repair needs.
- Marginal increases are provided across multiple accounts for equipment testing, medical supplies, etc.

The Recommended Fire Fund Capital appropriation for FY 2020/21 consists of the following:

- \$145,000 as part of a multi-year plan of scheduled roof replacements for the fire stations.
- \$50,000 for the replacement of a staff vehicle.
- \$31,000 for replacement of cardiac monitor units.

The capital items listed above total \$226,000, and represent a **decrease of \$23,000, or -9.2%** over the current fiscal year.

## FIRE DISTRICT SPECIAL FUND

The Sundries objects have an increase of \$212,679, or 15.6%, and reflect the following significant changes:

- An increase of \$108,726 in the transfer to the Town's self-insurance fund (MSIP) based on a recent actuarial analysis of the Fire Fund's share of liability and worker's compensation costs.
- An increase of \$100,000 in transfer to Fire reserves, to reflect the multi-year payment towards the purchase of a Class A pumper, to replace equipment that has exceeded its useful lifespan.

### STATUS of FY 2019/20 GOALS

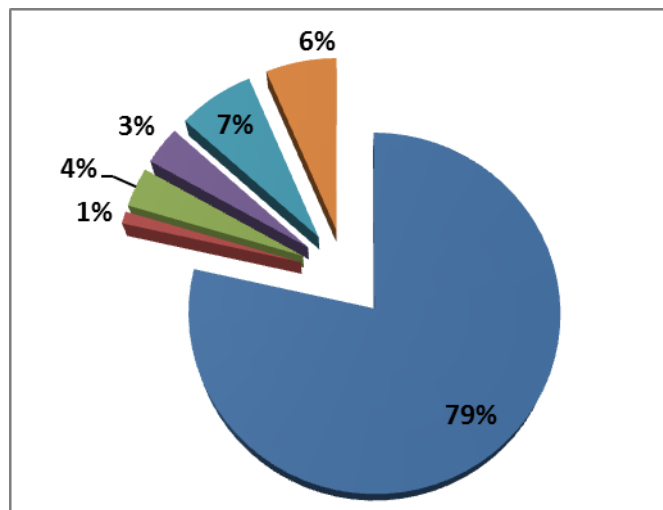
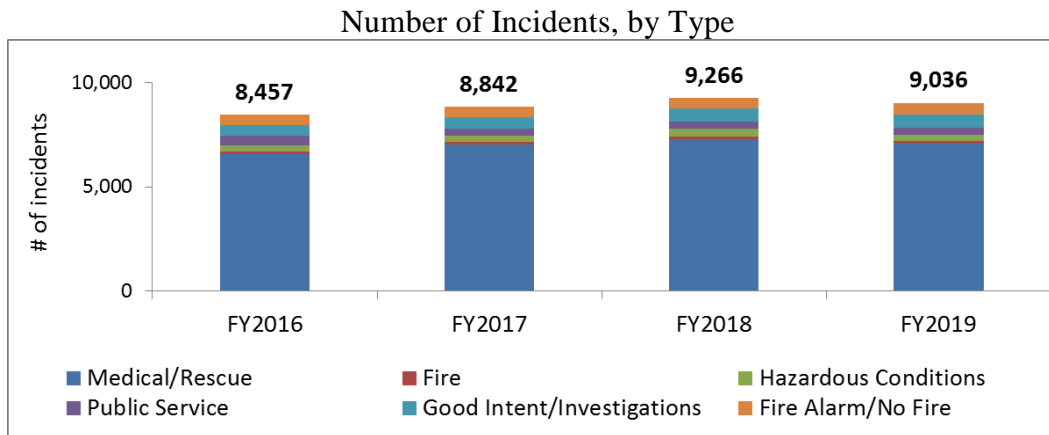
- 1. Continue Development of the Standard Operating Practices and Policies Manual** - This project consists of creating an electronic, searchable, operations manual containing policies, procedures, and guidelines covering all aspects of Department operations and administration. The manual design and software framework are complete. Most administrative policies and practices are complete. Workgroups have been established to work on specific areas of operational guidelines. Some existing guidelines will need updating while many other practices will need to be created. The completed electronic manual will provide a comprehensive reference source for all Department operations. This will continue to be a multi-year project. Significant progress has been made in several critical areas. The project utilizes the talents of the entire organization. There are several emerging challenges in the fire services, such as PFAS in the firefighting foam that need to be addresses.
- 2. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services** - This project will use in-house expertise as well as incorporating contracted consulting services to determine stakeholder values and actual needs for fire and EMS response and evaluate various models for optimized delivery of those required services. This will require the use of community focus groups, stakeholder task forces, and interagency participation. Review of the legislative, political, economic, and social aspects of service delivery will be considered. Ultimately, a long-term plan will be created that would serve as the roadmap for the department's delivery model, resource deployment and economic management for the next 8 to 10 years. The Executive Strategic Planning Committee has been established and the Boards of the Town and the Eighth Utilities' District are engaged in the planning process. The process is evolving and progress has been excellent thus far. This complex project will continue over the next 18 to 24 months. Implementation of many strategic objectives has been achieved. The Emergency Communications Center was assigned the highest priority for implementation of new technologies as the community demands on the Center have dramatically increased.

# FIRE DISTRICT SPECIAL FUND

## FY 2020/21 GOALS

1. Continue Development of the Standard Operating Practices and Policies Manual.
2. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services.
3. Development of Data Management System to monitor performance metrics of Fire, Rescue and Emergency Medical Services delivery.

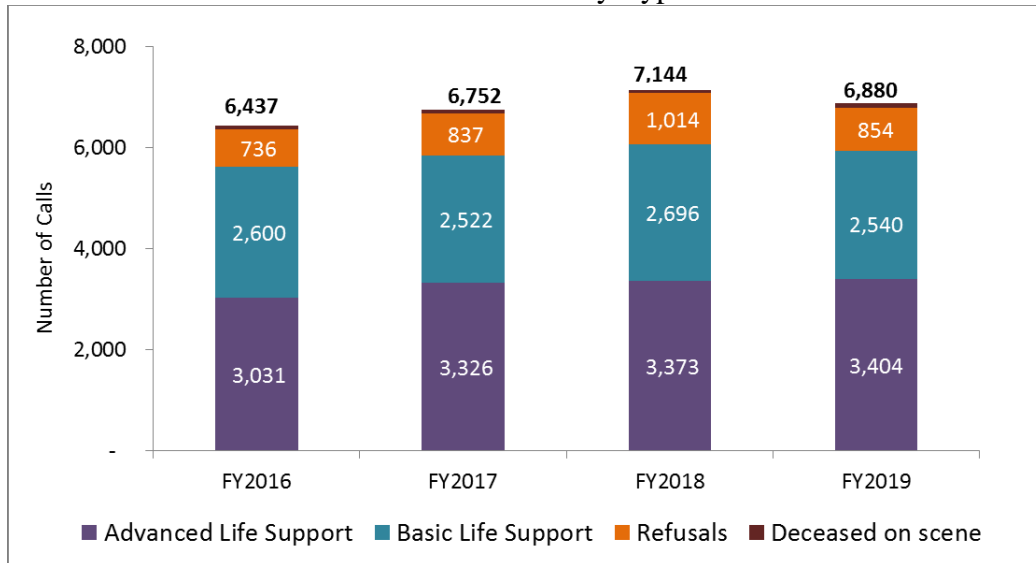
## PERFORMANCE MEASURES



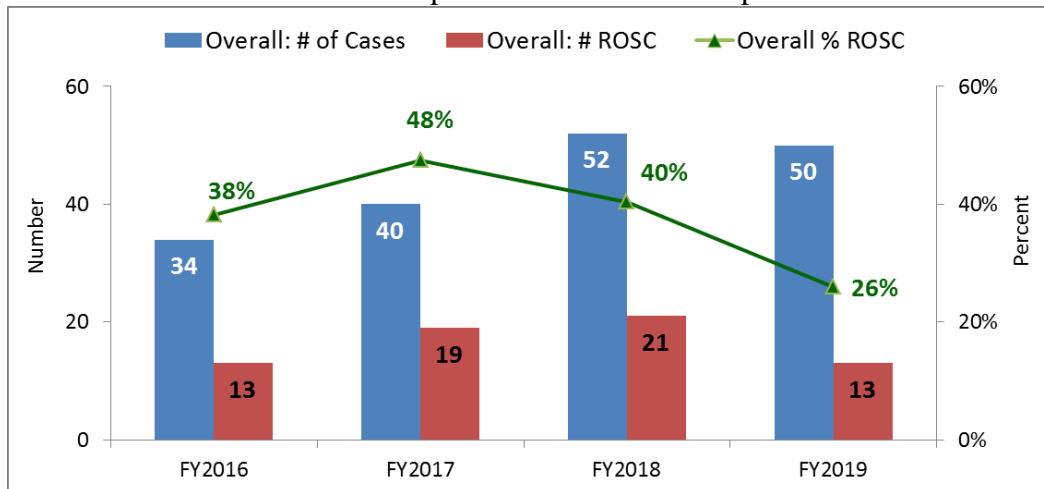
## FIRE DISTRICT SPECIAL FUND

Emergency Medical Services: To reduce the effects of injury and illness and improve the opportunity for recovery by providing emergency medical care to residents and visitors of Manchester.

Call Volume by Type



Cardiac Arrest - Percent of patients with return of spontaneous circulation

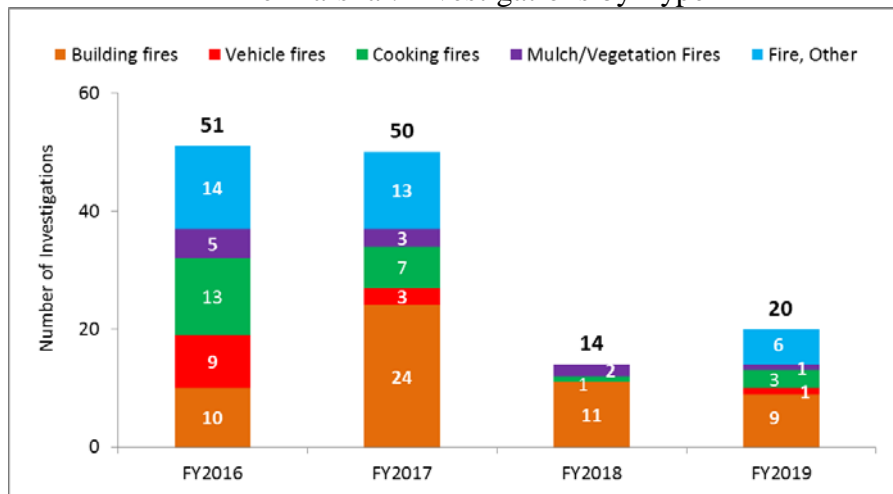


Resuscitations Attempted	FY2016	FY2017	FY2018	FY2019
Overall: # of Cases	34	40	52	50
Overall: # ROSC	13	19	21	13
Overall % ROSC	38%	48%	40%	26%
Witnessed VF/VT: # Cases	17	18	25	24
Witnessed VF/VT: # ROSC	3	5	16	10
% Witnessed VF/VT ROSC	18%	28%	64%	42%

# FIRE DISTRICT SPECIAL FUND

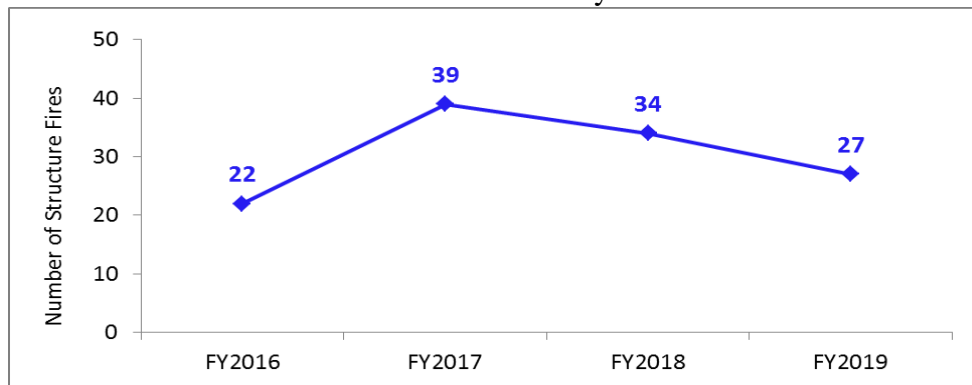
**Fire Prevention:** To limit the incidence of fire by providing education and inspections to Manchester residents and businesses.

Fire Marshal: Investigations by Type

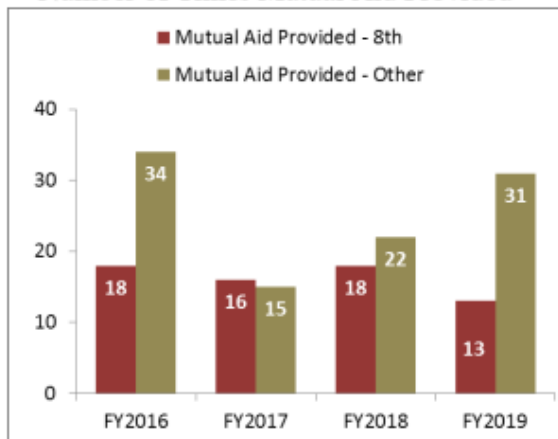


**Fire Suppression:** To protect life and property when threatened by fire by providing fire suppression equipment and personnel in a safe and timely fashion.

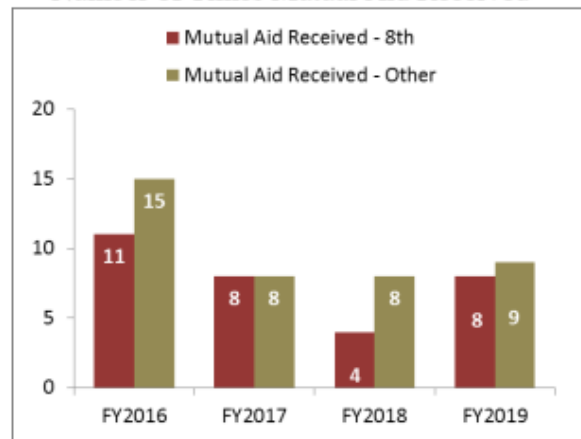
Number of Structure Fires by Fiscal Year



Number of Times Mutual Aid Provided



Number of Times Mutual Aid Received





# FIRE DISTRICT SPECIAL FUND

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	8,665,713.54	8,815,238	8,697,392	9,190,142	
Employee Benefits	4,110,714.76	4,503,729	4,569,930	4,969,110	
Purchased Services	1,615,292.56	1,740,625	1,748,207	1,790,037	
Supplies	358,230.77	420,310	432,666	431,710	
Equipment	199,454.18	326,500	178,329	303,500	
Sundries	1,233,818.00	1,366,761	1,491,761	1,579,440	
<b>TOTAL</b>	<b>\$16,183,223.81</b>	<b>\$17,173,163</b>	<b>\$17,118,285</b>	<b>\$18,263,939</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	3,304,631.41	3,451,703	3,652,083	3,766,958	
Fire Fighting Service	8,508,480.12	8,805,262	8,795,951	9,454,419	
Alarm and Communications	388,317.77	411,087	417,992	421,060	
Fire Prevention	344,520.19	470,154	429,112	521,658	
Training	210,272.77	218,477	229,032	226,923	
Apparatus Service	140,046.18	175,516	175,948	177,335	
Bldgs & Grounds Maintenance	182,799.43	210,090	231,384	230,800	
Paramedics	2,855,098.36	3,073,374	2,974,283	3,135,286	
Debt Service	111,500.00	108,500	108,500	103,500	
Equipment	137,557.58	249,000	104,000	226,000	
<b>TOTAL</b>	<b>\$16,183,223.81</b>	<b>\$17,173,163</b>	<b>\$17,118,285</b>	<b>\$18,263,939</b>	<b>\$0</b>

<b>Sundries Detail</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Transfer to General Fund	318,073.00	330,923	330,923	337,541	
Transfer to Fire Reserve	395,000.00	350,000	495,000	450,000	
Transfer to Information Systems	114,454.00	116,743	116,743	119,078	
Transfer to MSIP	294,791.00	440,595	440,595	549,321	
Debt Service	111,500.00	108,500	108,500	103,500	
Contingency	-	20,000	-	20,000	
<b>TOTAL</b>	<b>\$1,233,818.00</b>	<b>\$1,366,761</b>	<b>\$1,491,761</b>	<b>\$1,579,440</b>	<b>\$0</b>

# FIRE DISTRICT SPECIAL FUND

Fire District Revenues	Collected 2018/19	Adopted 2019/20	Revised Estimate 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Current Property Taxes	13,417,247.00	13,734,789	13,734,789	14,623,653	
MV Supplement	164,703.21	140,000	140,000	140,000	
<b>Total Taxes</b>	<b>\$13,581,950.21</b>	<b>\$13,874,789</b>	<b>\$13,874,789</b>	<b>\$14,763,653</b>	<b>\$0</b>
ALS Service Fees	534,409.45	600,000	600,000	600,000	
Fire Marshal Fees	182,812.24	125,000	125,000	125,000	
Interest on Investments	79,368.20	30,000	80,000	70,000	
Miscellaneous Revenue	70.00	-	-	-	
Paramedic Reimbursement	2,265,968.00	2,373,374	2,373,374	2,535,286	
<b>Total Fees &amp; Other Revenue</b>	<b>\$3,062,627.89</b>	<b>\$3,128,374</b>	<b>\$3,178,374</b>	<b>\$3,330,286</b>	<b>\$0</b>
<b>Grand Total</b>	<b>\$16,644,578.10</b>	<b>\$17,003,163</b>	<b>\$17,053,163</b>	<b>\$18,093,939</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0.00</b>	<b>\$170,000</b>	<b>\$65,122</b>	<b>\$170,000</b>	<b>\$0</b>
Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Shift Commander	2.00	2.00	2.00	2.00	2.00
Batallion Chief	2.00	2.00	2.00	2.00	2.00
Lieutenant	20.00	20.00	20.00	20.00	20.00
Fire Fighter	35.00	35.00	35.00	35.00	35.00
Paramedic	18.00	18.00	17.00	18.00	17.00
Training Haz. Mat. Safety Officer	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00
Medical Officer/Emerg. Superv.	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>86.00</b>	<b>86.00</b>	<b>85.00</b>	<b>86.00</b>	<b>85.00</b>
Part-Time/Temporary Staff			Budgeted 2019/20		Budgeted 2020/21
Full Time Equivalents			0.50		0.50

Part-time staffing in the Fire-Rescue-EMS Department consists of one half-time Data Management Technician.

## **HUMAN SERVICES**

### **Section D**

The Human Services section of the budget includes the administrative functions associated with overall planning and coordination of human service delivery, needs assessment, as well as provision of direct community health and social services through the Health, Senior, Adult and Family Services divisions, and the Senior Center.

The total change in the Human Services section for FY 2020/21 is **an increase of \$37,398, or 1.2%** compared to the current year adopted budget.

# HUMAN SERVICES ADMINISTRATION

## DESCRIPTION

Human Services Administration provides overall program planning and development, coordination and administration of health and human service programs in the Town of Manchester. It provides administrative oversight to Health Services; the Senior Center; and Senior, Adult and Family Services. Numerous community grants are also managed from Human Services Administration offices. The department leads initiatives that assess and affect the human service needs of the community and secures grants and other resources to implement new programs. Human Services provides contract oversight for community agencies receiving Town funds. In addition, Human Services represents the Town on community, regional and statewide human services planning and advisory groups.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Human Services Administration budget represents **an increase of \$14,711, or 1.8%**, over the current year adopted budget.

The combined Personal Services and Fringe Benefits objects reflect **an increase of \$2,160 or 0.8%** and represent salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects reflect **no change** over the current year budget.

Contributions to Community Agencies **increase by \$12,551 or 2.3%**, and includes the addition of \$5,000 in support of UR Community Cares, a nonprofit agency dedicated to providing at-home support to the elderly and disabled who are fully or partially homebound.

## STATUS of FY 2019 /20 GOALS

- 1. Using the report produced from the Needs Assessment for Manchester Seniors aged 60+, prioritize identified goals for department-wide implementation in FY2019/20 -**  
The Department finalized the report and identified 3 main areas of focus: Housing, Mental Health and Communication. The Department continues to work with the General Manager and Board of Directors to integrate these focus areas into Department and town-Wide initiatives.

# HUMAN SERVICES ADMINISTRATION

## **FY 2020/21 GOALS**

1. Continue to develop Strategic Plans and initiatives that address the key areas of Housing, Communication and Mental Health for Older Americans residing in Manchester.
2. Work with General Manager, Board of Directors and various Departments to begin development of plans towards Manchester becoming a “Livable Community” as defined by the American Association of Retired Persons.

## HUMAN SERVICES - ADMINISTRATION

<b>Agencies</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Community Child Guidance Clinic	109,000.00	108,000	108,000	110,160	
Visiting Nurse & Health Services	84,260.00	84,260	84,260	86,789	
ECHN STEPP Teen Parent Program	9,650.00	9,650	9,650	9,650	
Community Renewal Team	3,764.00	3,877	3,877	3,993	
MARC, Inc.	74,454.00	74,454	74,454	76,700	
Hartford Gay & Lesbian Health Collective	13,433.00	13,433	13,433	13,433	
YWCA- Sexual Assault Crisis Center	5,971.00	6,000	6,000	6,000	
North Central Regional Mental Health Board	4,076.00	4,076	4,076	4,076	
Manchester Early Learning Center	9,617.00	8,920	8,920	8,920	
Head Start Facility	42,519.00	41,956	41,956	41,956	
Manchester Area Conference of Churches	113,516.00	113,516	113,516	113,516	
MACC Outreach and Referral	20,000.00	20,000	20,000	20,000	
Police Activities League	26,000.00	26,000	26,000	26,500	
Manchester Housing Authority Resident Services Coordinator	20,000.00	20,000	20,000	20,000	
Journey Home	-	5,000	5,000	5,000	
UR Community Cares	-	-	-	5,000	
Community Services	10,145.13	15,000	15,000	15,000	
<b>TOTAL</b>	<b>\$546,405.13</b>	<b>\$554,142</b>	<b>\$554,142</b>	<b>\$566,693</b>	<b>\$0</b>

## HUMAN SERVICES - ADMINISTRATION

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	199,042.61	208,827	196,165	203,332	
Employee Benefits	83,416.50	63,454	64,068	71,109	
Purchased Services	6,221.42	11,125	11,365	11,125	
Supplies	5,739.83	2,516	2,276	2,516	
Community Agencies	546,405.13	554,142	554,142	566,693	
<b>TOTAL</b>	<b>\$840,825.49</b>	<b>\$840,064</b>	<b>\$828,016</b>	<b>\$854,775</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Human Services	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
School Readiness Nurse	0.50	0.50

## HUMAN SERVICES – HEALTH SERVICES

### DESCRIPTION

Health Services is comprised of three program areas: Community Health Services, Environmental Health Services, and Clinic Services.

Environmental Health Services predominantly represents enforcement and inspection requirements prescribed by Town Ordinances, the State Public Health Code, and Connecticut General Statutes. Specific inspection and licensing programs are in place for routine restaurant inspections and general food safety, as well as review and approval of septic systems and wells for new or replacement purposes. Other inspection programs include public swimming pools and day cares, lead poisoning prevention, and mosquito control issues for the control of West Nile Virus.

Community Health Services include communicable and chronic disease surveillance and prevention, and family health promotion. The Employee Health program for Town employees is also embedded in the Community Health Services program of the Health Department, providing employee training in prevention of blood-borne diseases and management of the Town's respiratory protection and hearing conservation programs.

Clinic Services are provided for Manchester seniors at the Health Department and Senior Center. The Health Department Clinic Nurse is stationed every Wednesday at the Senior Center for regular blood pressure clinics and medical consultations and a wide variety of health screenings and topic specific health promotion programming. The most popular clinics each year are the Town sponsored Flu Clinics that are managed by the Clinic Services program. The Clinic Services program has expanded health promotion activities into age groups through a school wellness after-school program that focuses on wellness and obesity prevention.

Public Health Emergency Preparedness has become an umbrella program, in collaboration with the Town's Emergency Management Office, which aims to prepare the Health staff to respond with all departments to all types of emergencies, naturally occurring or man-made, and to best serve the public health needs of the community. Pandemic Influenza Planning and Preparedness has been added as a targeted concern for all communities. Routine training of staff, creation of preparedness plans and drills are ongoing activities of the Health Department locally, regionally, and statewide.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Health budget represents a **decrease of \$12,434, or -1.4%** over the current year adopted budget.

The combined Personal Services and Fringe Benefits objects **decrease by \$3,173, or -0.4%**, and represents salaries and benefits of existing funded positions with the following adjustments:

- A full-time Clinical Health Nurse position is frozen in the upcoming year and replaced



## HUMAN SERVICES – HEALTH SERVICES

with a newly-authorized full-time health inspector position.

- A part-time health inspector position is eliminated and funding is instead provided for a part-time clinic health nurse.

The combined Purchased Services and Supplies objects have a **decrease of \$9,261, or -13.2%** with the following significant adjustments:

- A reduction of \$7,000 in software expenses relating to a transition in inspection tracking software.

### STATUS of FY 2019/20 GOALS

- 1. The department will continue to work with local food establishments to provide for a smooth transition to the FDA Food Code** – The FDA Food Code implementation process has once again been delayed and put on hold until at least January 1, 2020 due to the required regulations not being approved during the last legislative session. The department still continues to work with our local food establishment in preparation for the FDA Food Code. The environmental health inspectors incorporate the basic structure and concepts illustrated in the FDA Food Code to ensure that our food establishments will have the necessary tools to succeed when the change officially occurs.
- 2. The Community Health Section will develop and provide programs on the topics of lead paint, vaping/smoking, and emergency preparedness, while continuing and maintaining programs from the previous fiscal year. The department will continue to strive to provide health education program among all age groups** - The department provided various new programs throughout the year including lead paint safety, vaping/smoking and emergency preparedness. The department continued to provide evidence based success program on diabetes, fall prevention, memory, and health eating. In addition, the department provided monthly educational health topic posters in all Town buildings on relevant and current issues for the interest and benefit of residents within the community.
- 3. The department will work to increase the visibility of its core functions within the community through a series of educational campaigns using electronic and print media** - The department has worked hard to increase the visibility of its core functions within the community through a series of educational campaigns using electronic and print media. Also, as stated previously, the department provided monthly educational health topic posters in all Town buildings on relevant and current issues for the interest and benefit of residents within the community. The department actively participated in the Human Services Department Senior Needs Assessment report creation process as a lead agency. Additionally, a series of television news reports and newspaper articles featured the department's vaping educational campaign.

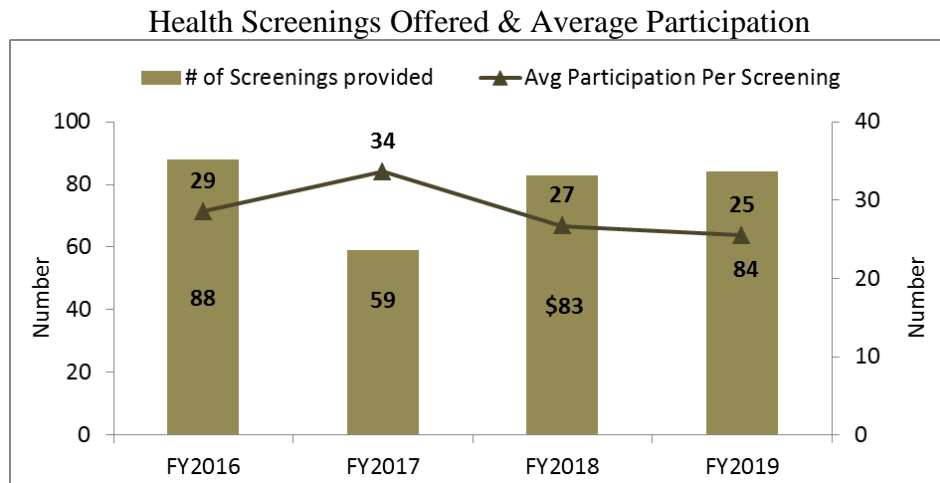
# HUMAN SERVICES – HEALTH SERVICES

## FY 2020/21 GOALS

1. The department will continue to work with local food establishments to provide for a smooth transition to the FDA Food Code.
2. The department will review the Senior Needs Assessment report and provide programs and education based on the identified areas. The department will continue to strive to provide health education programs among all age groups as well.
3. The department will work to increase the visibility of its core functions within the community through a series of educational campaigns using electronic and print media.

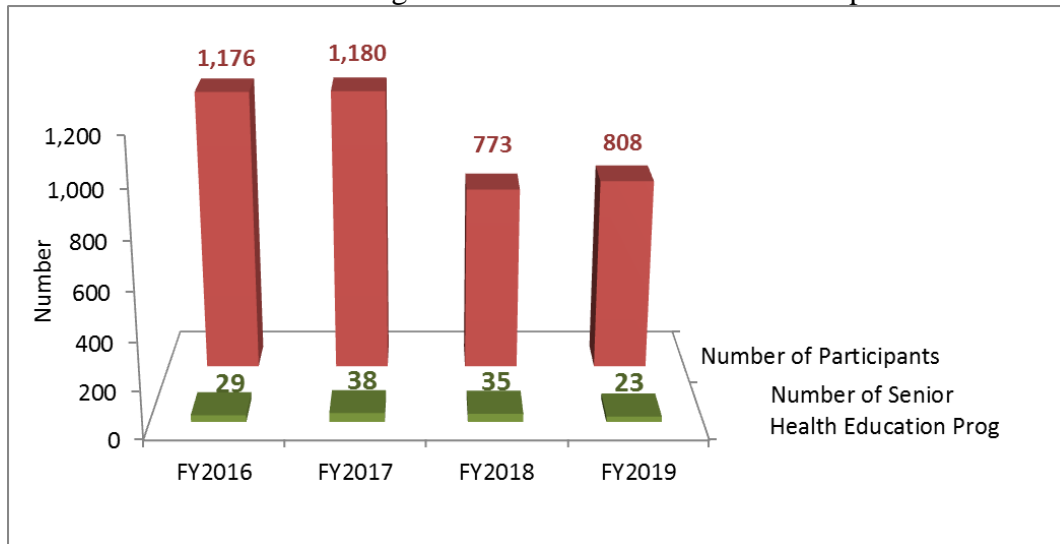
## PERFORMANCE MEASURES

Clinical & Promotional Programs: To improve the health and well-being of members of the community by providing awareness campaigns, screenings, vaccinations, and education.

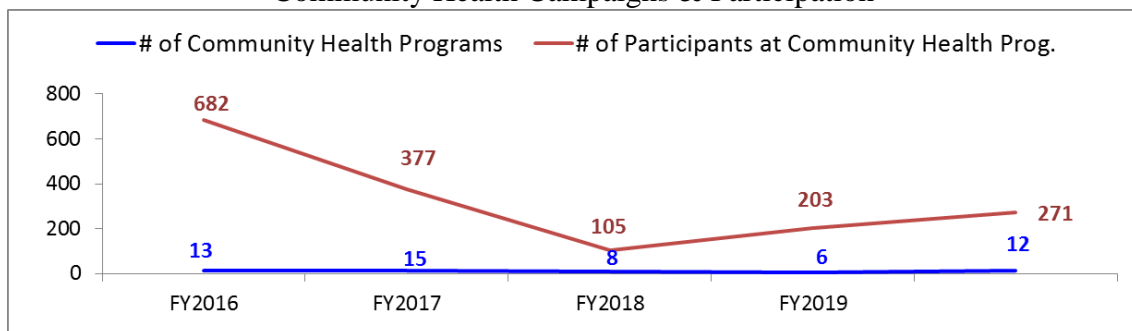


# HUMAN SERVICES – HEALTH SERVICES

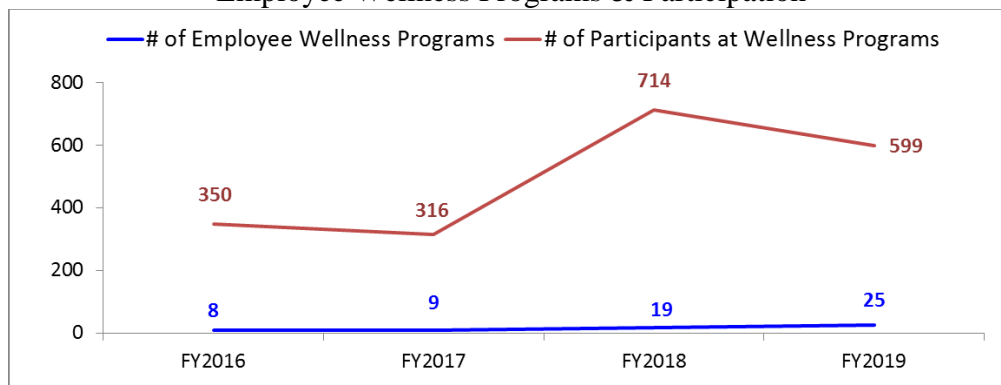
## Senior Health Programs Offered & Number of Participants



## Community Health Campaigns & Participation



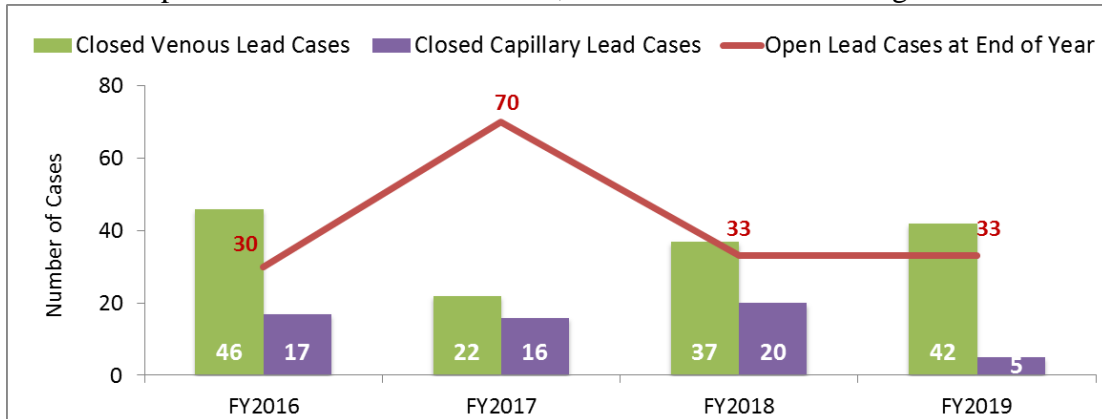
## Employee Wellness Programs & Participation



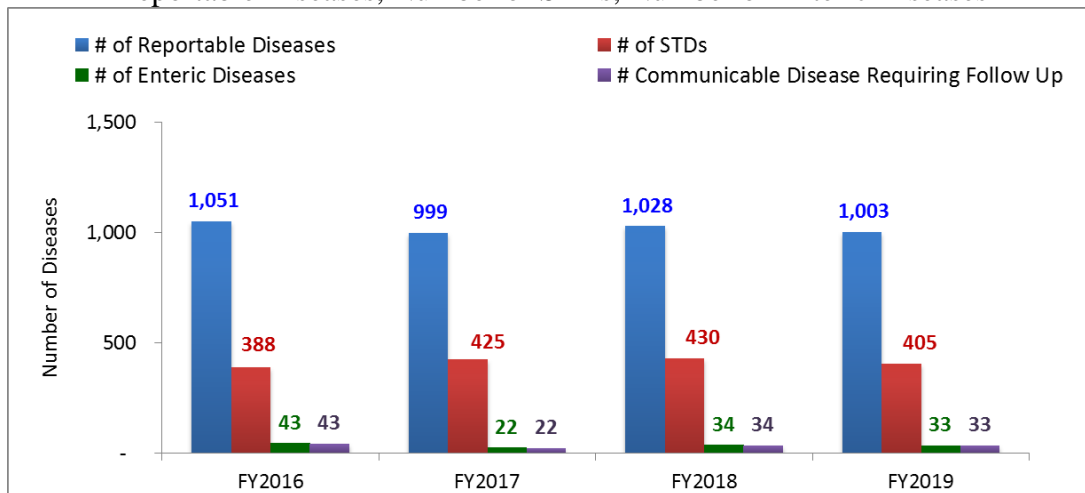
# HUMAN SERVICES – HEALTH SERVICES

Community Health Disease Surveillance: To prevent and control communicable diseases employing the tools of surveillance, outbreak response, education, and preparedness activities.

Open Lead Cases at End of Year, Closed Lead Cases during Year

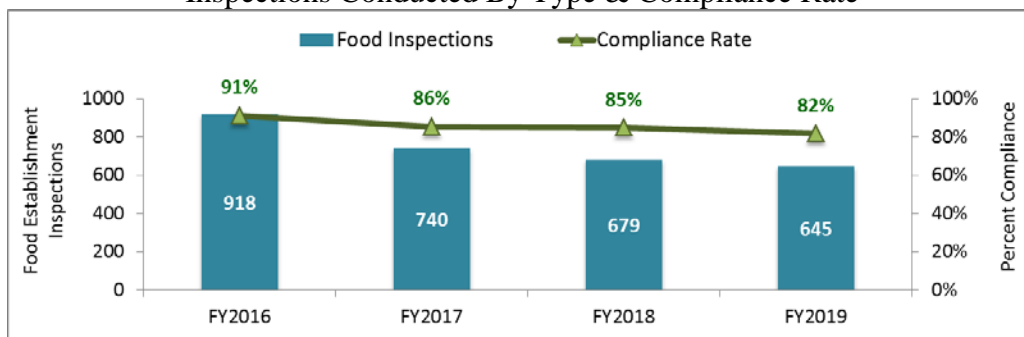


Reportable Diseases, Number of STDs, Number of Enteric Diseases



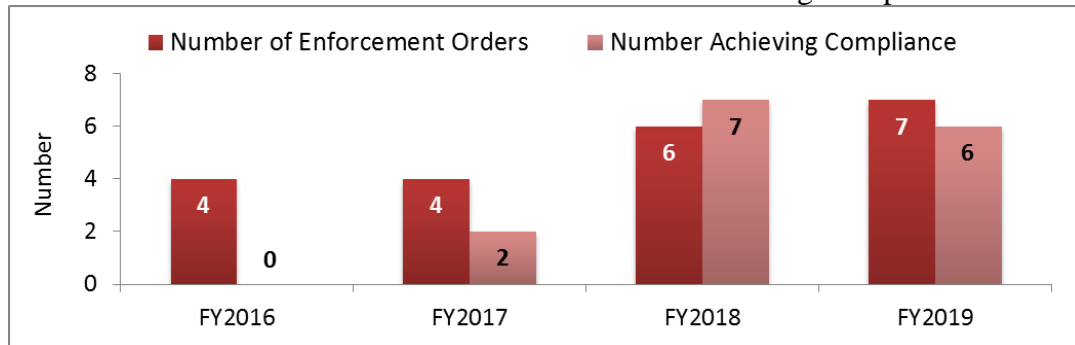
Environmental Health: To remedy identified areas of noncompliance and violations of local ordinance, statute, and DPH health code by conducting site inspections and requiring compliance within established timeframes and imposing enforcement actions, as needed.

Inspections Conducted By Type & Compliance Rate



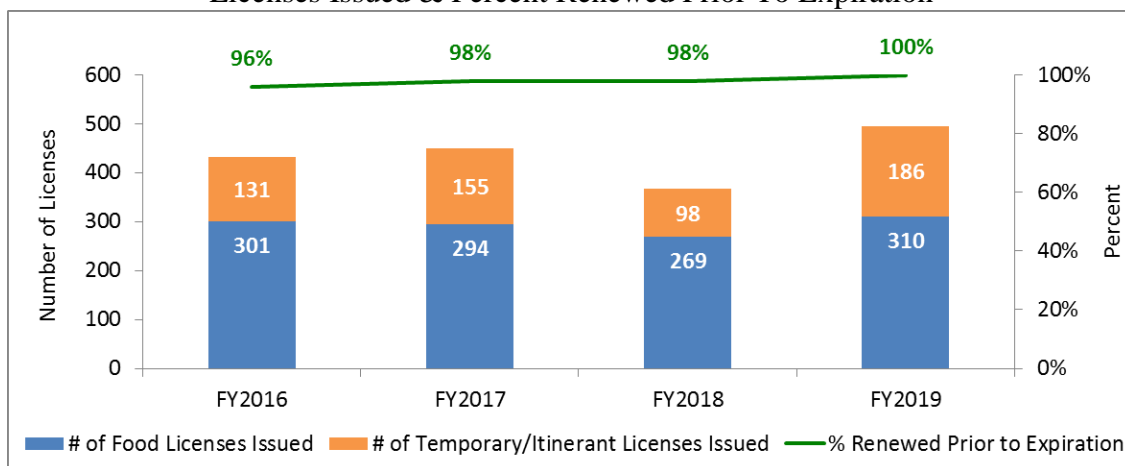
## HUMAN SERVICES – HEALTH SERVICES

Number of Enforcement Orders & Number Achieving Compliance



Licensing and Permitting: To establish a legal record of persons and businesses who are conducting regulated activities by receiving and reviewing applications and issuing licenses and permits to approved applicants.

Licenses Issued & Percent Renewed Prior To Expiration



## HUMAN SERVICES - HEALTH SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	543,882.59	586,185	535,582	579,000	
Employee Benefits	217,089.66	232,210	210,371	236,222	
Purchased Services	51,095.67	60,083	60,833	51,772	
Supplies	13,765.17	10,291	10,291	9,341	
Equipment	-	-	-	-	
<b>TOTAL</b>	<b>\$825,833.09</b>	<b>\$888,769</b>	<b>\$817,077</b>	<b>\$876,335</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Community Health Services	342,385.67	349,473	338,839	350,495	
Environmental Health Services	368,836.67	418,240	393,881	478,947	
Clinic Service	114,610.75	121,056	84,357	46,893	
<b>TOTAL</b>	<b>\$825,833.09</b>	<b>\$888,769</b>	<b>\$817,077</b>	<b>\$876,335</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Health	1.00	1.00	1.00	1.00	1.00
Community Health Nurse	1.00	1.00	1.00	1.00	1.00
Chief Sanitarian	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Health Inspector	2.00	2.00	2.00	3.00	3.00
Clinic Nurse	1.00	1.00	1.00	-	-
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	0.60	0.60

Part-Time/Temporary staffing consists of a part-time clinic health nurse and temporary assistance with programs and vacation coverage

## HUMAN SERVICES – SENIOR ADULT & FAMILY SERVICES

### DESCRIPTION

Manchester Senior, Adult and Family Services (SAFS) provides social work services to residents over age 18 and to families who need help connecting with government benefits, healthcare, affordable housing, financial assistance and community support services such as childcare, homecare, mental health treatment, transportation, and basic needs including food and clothing.

SAFS social workers provide information and enrollment assistance for a variety of government programs including SSD, SSI, SNAP, SAGA, HUSKY, Access Health CT and Medicare. Social workers also provide guidance and resource information pertaining to affordable housing, home-based care, behavioral health treatment, medical care, health and disability services and transportation. In addition, SAFS administers the Manchester Dial-a-Ride program, Renters Rebate program and Town conservator program. SAFS social workers also screen and enroll residents in a variety of financial assistance programs including energy assistance and the Medicare Savings Program. Services are provided in the office (Weiss Center), residents' homes, and various community settings.

### BUDGET COMMENTARY

The FY 2020/21 Recommended Senior, Adult and Family Services budget represents **an increase of \$7,165, or 1.1%** compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects of the Senior, Adult and Family Services department provides **an increase of \$5,606, or 0.9%** and represent salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects of the Senior, Adult and Family Services department have **an increase of \$1,550 or 10.2% over** the current year, with additional funding provided for motel vouchers to be available for the homeless during severe cold weather emergencies.

### STATUS of FY 2019/20 GOALS

1. **To safeguard the rights and well-being of the most vulnerable Town residents when no other viable option exists by accepting responsibility for decisions pertaining to the residents' living arrangements, medical care, finances and final directives -**  
Achieved.
2. **To ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to**

## **HUMAN SERVICES – SENIOR ADULT & FAMILY SERVICES**

**points of interest within Town** - SAFS provided over 27,484 rides to 515 residents in FY 2019.

3. **To ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner** - Recipients of financial assistance received an average of 6% increase in income as a result of assistance provided by these programs.
4. **To facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations** - In FY 2019, SAFS served and connected 49 households to permanent affordable housing within 40 days. 61% of households were linked to secondary support services.

### **FY 2020/21 GOALS**

1. Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach.
2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance.
3. Ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester.
4. Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner.
5. Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations.

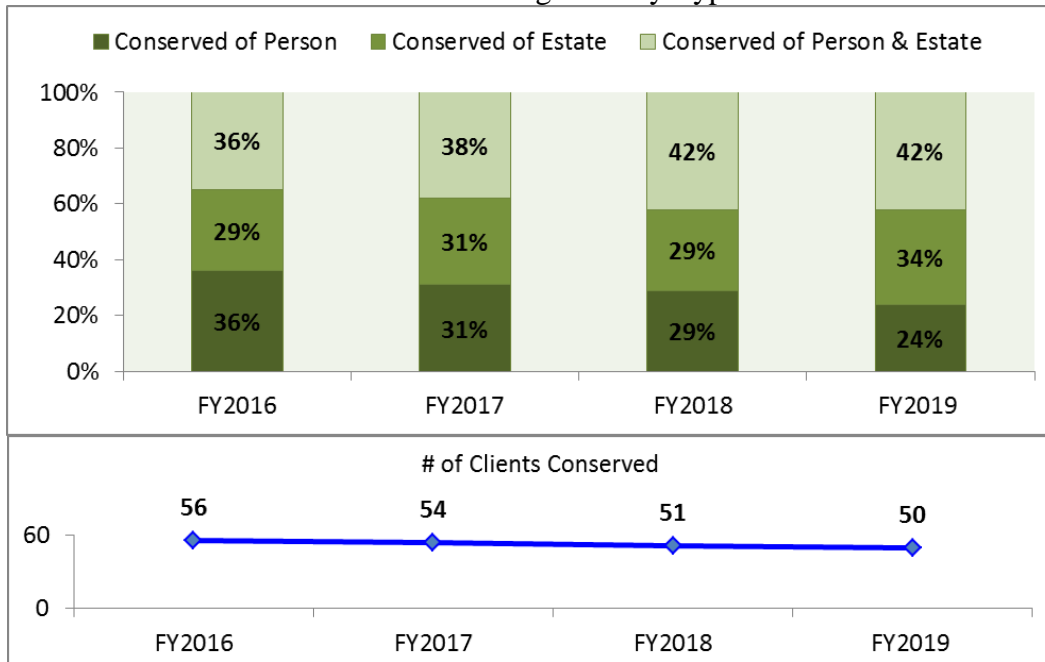


# HUMAN SERVICES – SENIOR ADULT & FAMILY SERVICES

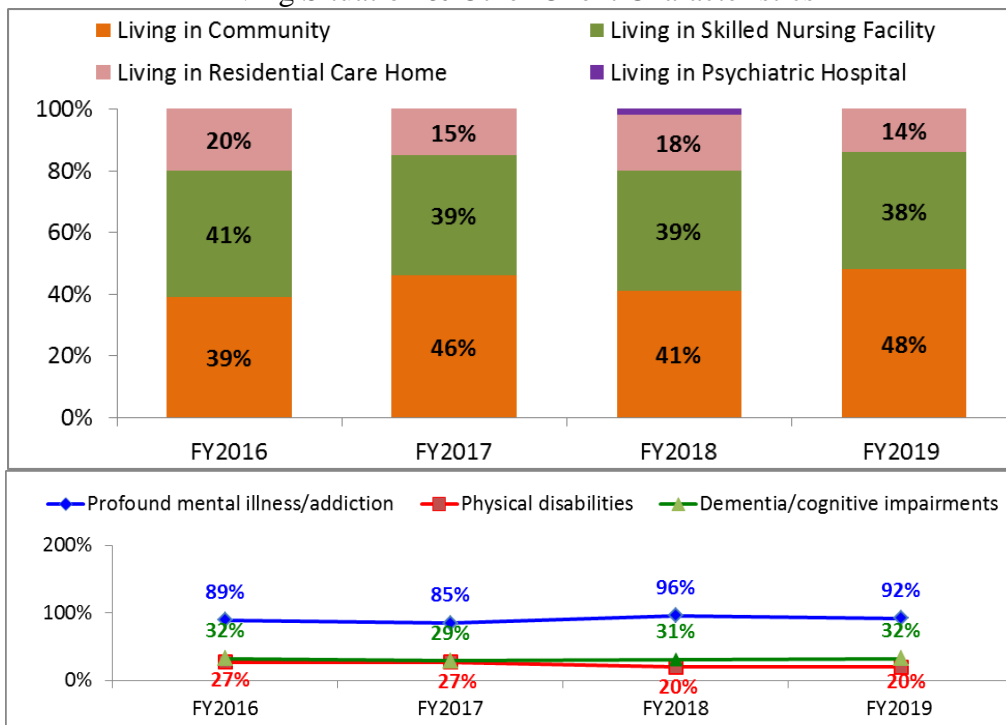
## PERFORMANCE MEASURES

Conservator Program: To safeguard the rights and well-being of the most vulnerable Town residents when no other viable option exists by accepting responsibility for decisions pertaining to the residents' living arrangements, medical care, finances and final directives.

Conservator Program - By Type



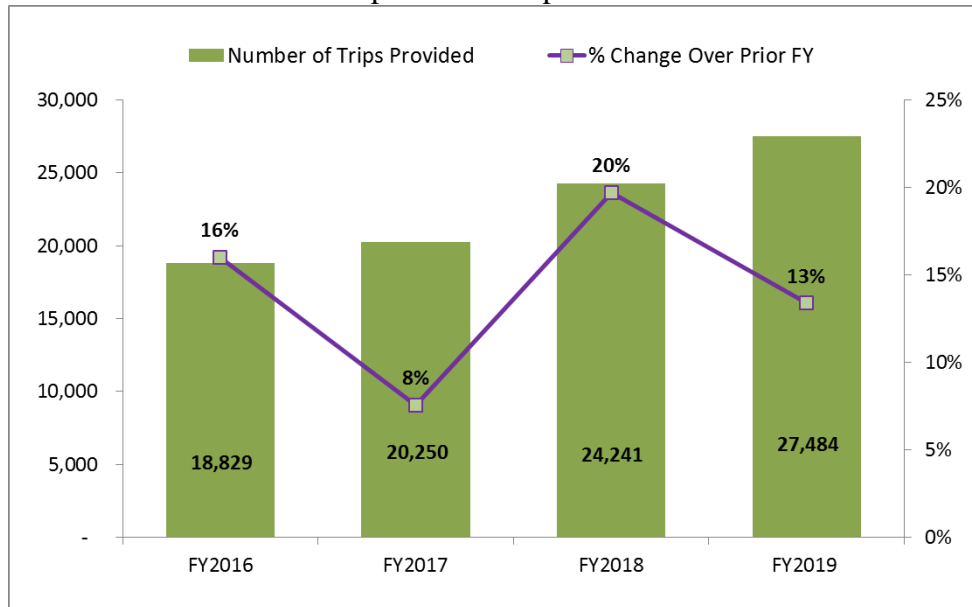
Living Situation & Other Client Characteristics



## HUMAN SERVICES – SENIOR ADULT & FAMILY SERVICES

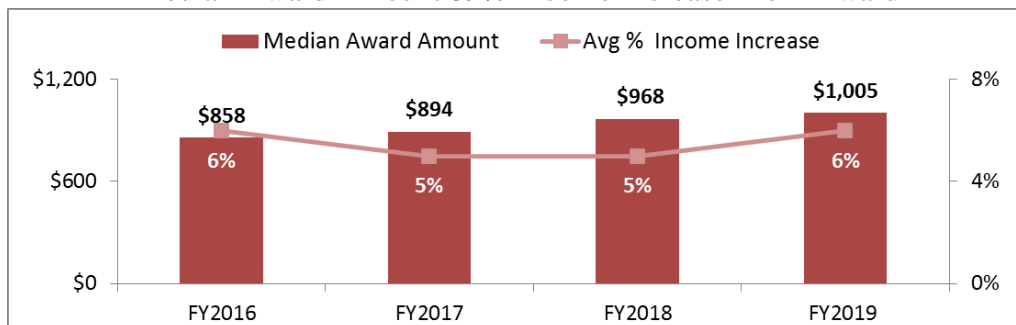
Dial-a-Ride: To ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within Town.

Transportation: Trips Provided



Financial Assistance: To assist needy Manchester families during critical times of the year by providing financial and resource support.

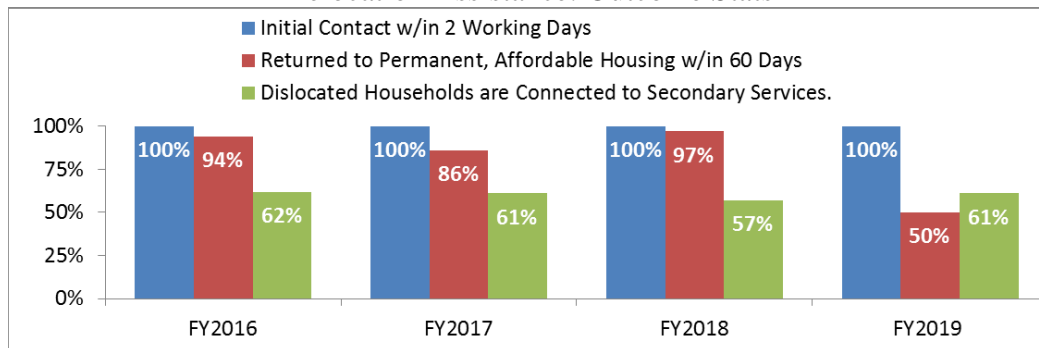
Median Award Amount & % Income Increase From Award



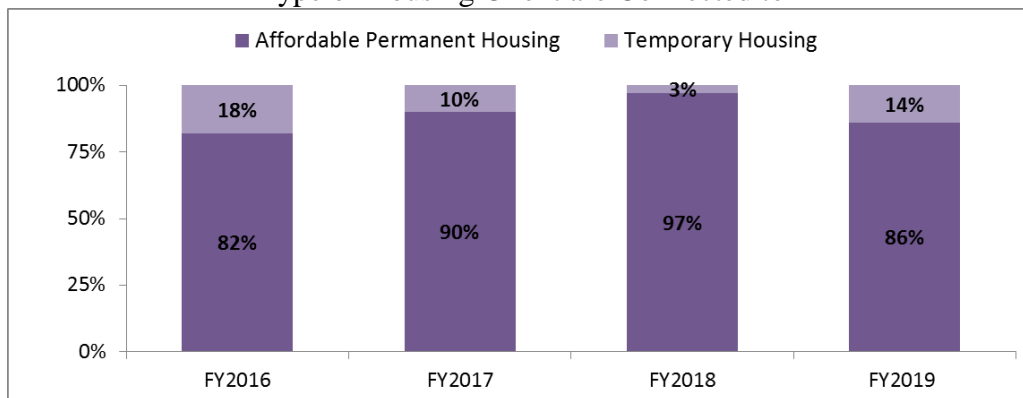
## HUMAN SERVICES – SENIOR ADULT & FAMILY SERVICES

**Relocation:** Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violation.

Relocation Assistance: Outcome Stats



Type of Housing Client are Connected to



# HUMAN SERVICES - SENIOR ADULT & FAMILY SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	454,076.90	480,348	460,187	481,567	
Employee Benefits	143,030.58	151,880	150,290	156,267	
Purchased Services	9,742.73	12,800	12,800	12,050	
Supplies	6,479.06	2,400	2,400	4,700	
<b>TOTAL</b>	<b>\$613,329.27</b>	<b>\$647,428</b>	<b>\$625,677</b>	<b>\$654,584</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Social Worker	3.00	3.00	3.00	3.00	3.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Case Management Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Social Workers & Clerical	3.00	3.00

# HUMAN SERVICES – SENIOR CENTER

## DESCRIPTION

The Senior Center offers a wide variety of programs and services including lunch five days per week and transportation to and from the Senior Center. In addition, transportation is provided twice a week for grocery and retail shopping. Individual social work consultation, Geriatric Clinic Nurse hours, and support groups are offered on-site, as well.

The Senior Center is open to residents age 60 and over during weekday business hours. In addition, residents 55 and over may participate in two 10-week evening sessions per year. Members of the Senior Center are encouraged to volunteer and assist staff with programs, classes, and events.

Senior Center programming is concentrated in three major areas:

- Social and Recreational Programs
- Social Work Services
- Health Services

## BUDGET COMMENTARY

The FY 2020/21 Recommended Senior Center budget represents **an increase of \$27,965, or 3.8%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$20,165, or 3.30%**, and represents salaries and benefits of existing funded positions, with no significant adjustments.

The combined Purchased Services and Supplies objects have **increased by \$7,800, or 5.8%**, with increases to the food program costs & supplies, as well as gasoline costs for the transportation program.

The Equipment objects are unchanged from the current year adopted budget.

## STATUS of FY 2019/20 GOALS

1. **The Senior Center will develop goals based on the information provided by the Senior Needs Assessment currently being undertaken by the Human Services Department. The Needs Assessment covers four major areas: Basic Needs; Health & Wellness; Mental Health & Economic Security Recommendations and tasks will be developed and assigned at the completion of the project anticipated Spring 2019 - The Senior Needs Assessment was completed in the Fall of 2019, later than anticipated and will be presented to the Board of Directors sometime in the beginning of 2020. Goals will be prepared based on the recommendations and with the guidance from Town management and elected officials.**

# HUMAN SERVICES – SENIOR CENTER

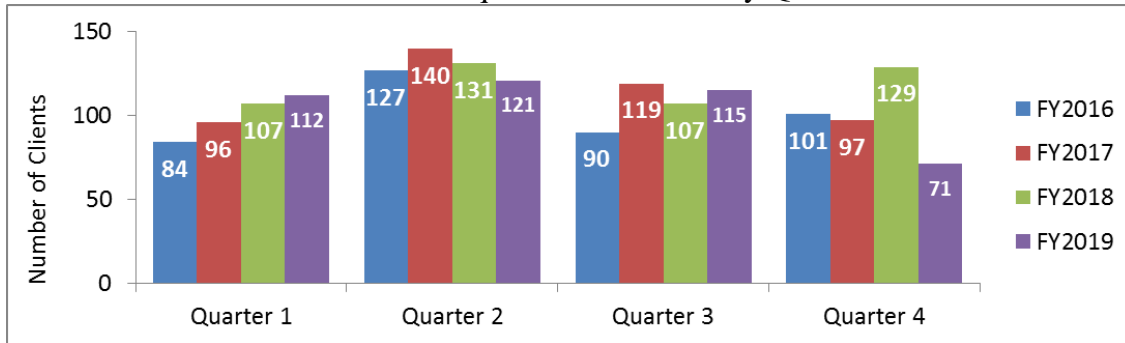
## FY 2020/21 GOALS

1. The Senior Center, using the information obtained from the Senior Needs Assessment, will determine goals to implement the priorities of the report as determined.

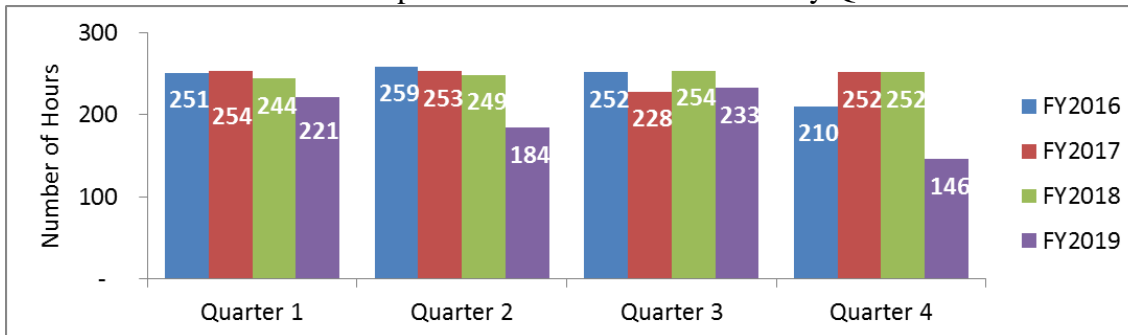
## PERFORMANCE MEASURES

Information & Referral: To ensure members are able to take advantage of programs and assistance for which they are eligible by providing information and referrals in the areas of social service, entitlement programs, physical and mental health services, and advocacy for aging in place.

Number of Unique Clients Served By Quarter



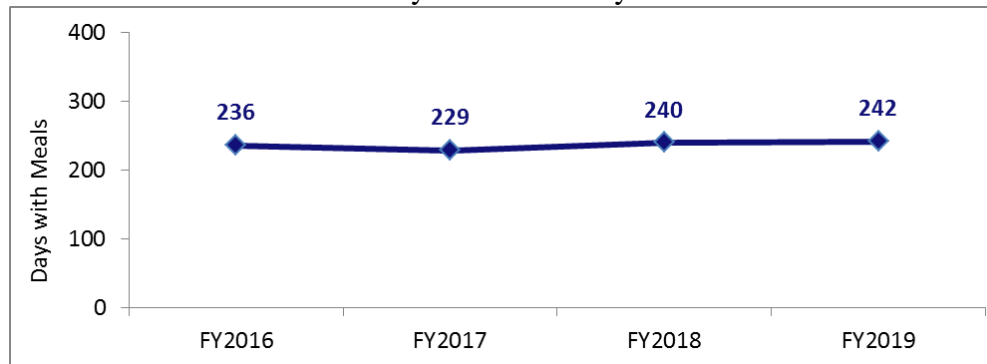
Total Hours Spent On Social Work Services by Quarter



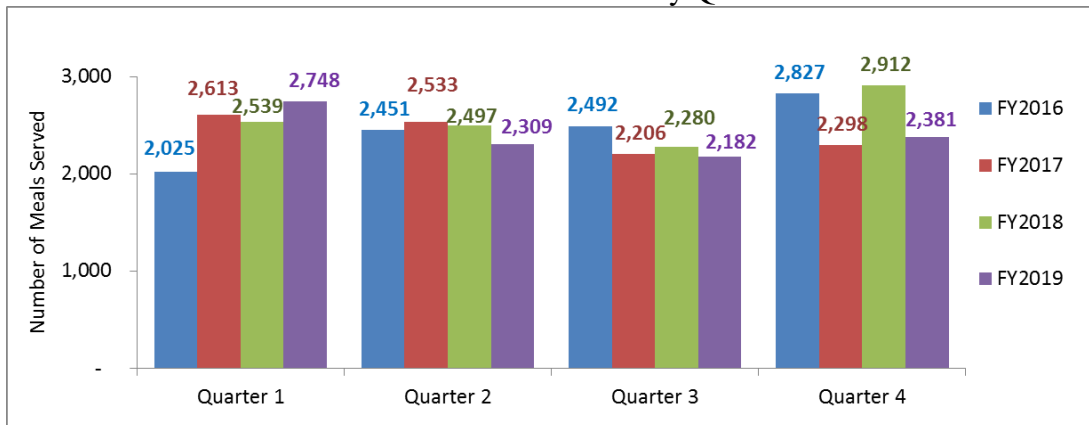
# HUMAN SERVICES – SENIOR CENTER

Meal Program: To prevent malnutrition and promote healthy eating among members by providing affordable, quality, nutritious, and portion-controlled meals.

Number of Days with Meals by Fiscal Year

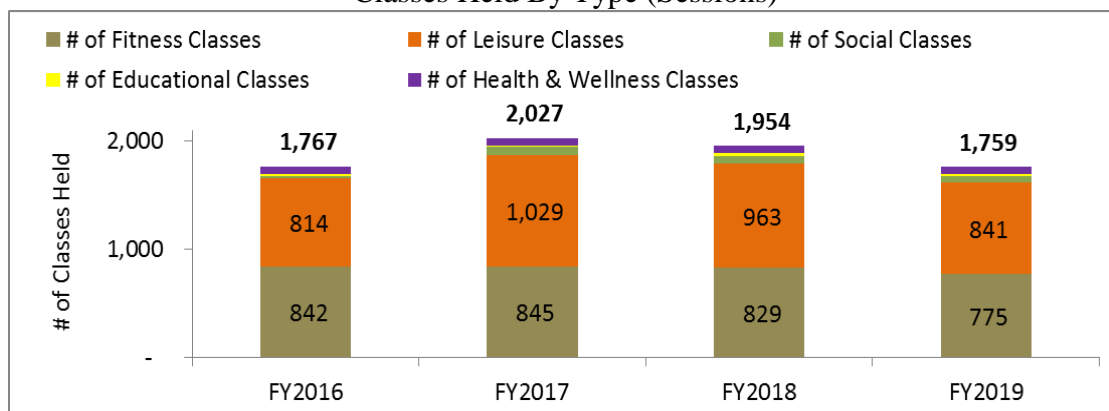


Number of Meals Served By Quarter



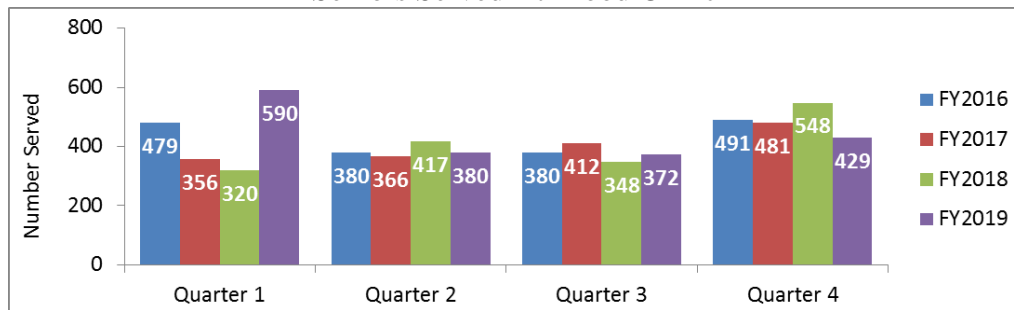
Social, Recreation & Wellness Programming: To enhance the quality of life and overall well-being of seniors by providing quality leisure and social activities that focus on maintaining and/or improving their mental and physical wellness.

Classes Held By Type (Sessions)

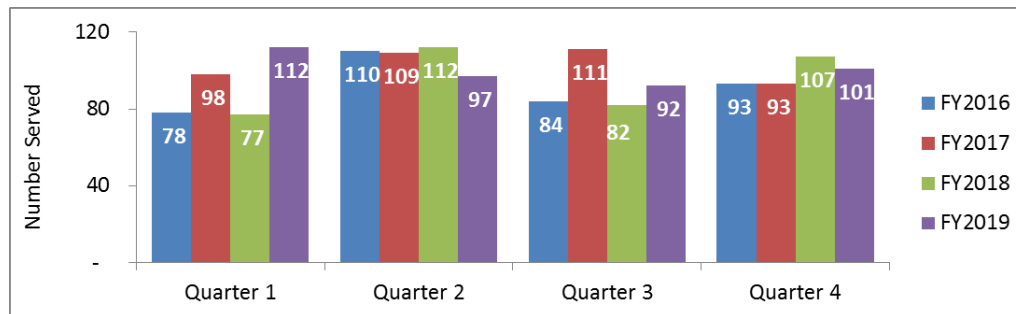


# HUMAN SERVICES – SENIOR CENTER

Seniors Served At Blood Clinic

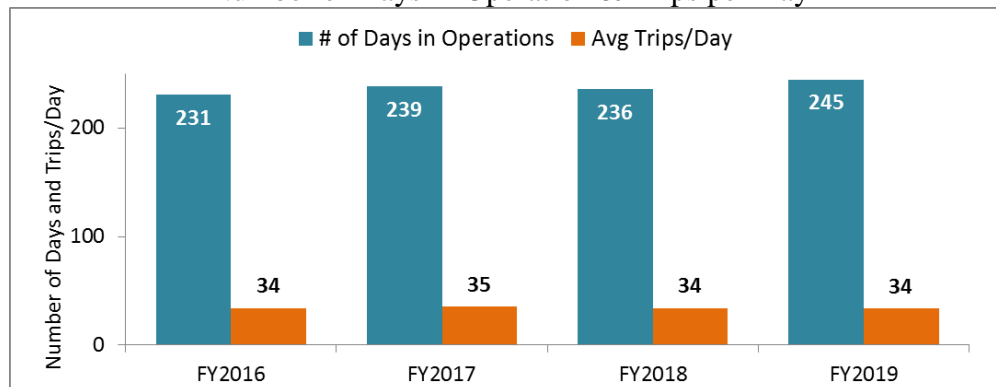


Seniors Served At Foot Clinic

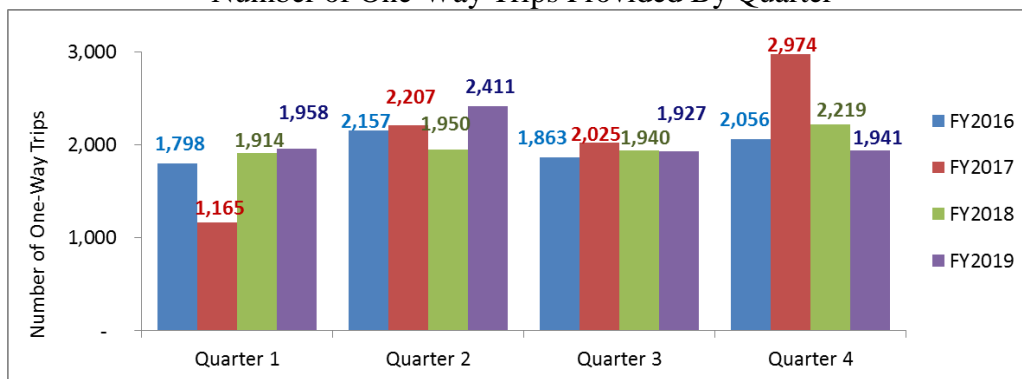


Transportation Program: To ensure seniors have access to Senior Center programming, shopping, and groceries by providing a flexible and reliable bus service to eligible residents.

Number of Days in Operation & Trips per Day



Number of One-Way Trips Provided By Quarter





## HUMAN SERVICES- SENIOR CENTER

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	366,411.47	437,795	422,176	450,453	
Employee Benefits	137,580.04	165,534	142,194	173,041	
Purchased Services	101,761.35	54,475	82,667	54,975	
Supplies	20,137.20	79,284	51,092	86,584	
Equipment	1,088.20	2,500	2,500	2,500	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$626,978.26</b>	<b>\$739,588</b>	<b>\$700,629</b>	<b>\$767,553</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Senior Center Director	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	-	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Custodian/Bus Driver	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	3.40	3.40

## **LEISURE SERVICES**

### **Section E**

The Leisure Services section of the budget includes all functions of the Recreation Department, Office of Neighborhood and Families, and Youth Services Bureau, as well as the services of the Mary Cheney Library, Whiton Library and Bookmobile Program.

The total change in the Leisure Services section for FY 2020/21 is an **increase of \$196,255 or 3.2%** compared to the current year adopted budget.

# LEISURE, FAMILIES & RECREATION – RECREATION

## DESCRIPTION

In FY2015/16, reorganization with the Town resulted in the Office of Neighborhoods and Families being combined with the Recreation Department and the Youth Services Bureau to form the Department of Leisure, Family, and Recreation.

The Recreation Department plans, schedules, implements and evaluates an organized series of recreational activities for residents of all ages. The department also schedules the use of park areas and recreational facilities and works closely with the Field Services division of Public Works to manage the day-to-day operations for the town's park system. The Recreation Department, and its budget, represents funding for the following services:

- Summer Camps
  - Includes Camp Kennedy
- Recreation Centers
- Pools & Aquatics programming
  - Five outdoor pools; Globe Hollow, Salters, Waddell, Swanson, and the West Side Pool. Pools are open for 11 hours per day during the week and additional hours on weekends.
- Organized Sports
  - The department offers one of the largest adult organized sports programs in the state.
- Other Activities
  - The Recreation department also supports numerous community groups in organizing and staffing special events, such as Rebuilding Together, the town-wide fishing, July 4th celebration and Pride In Manchester Week.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Recreation budget represents **an increase of \$48,925, or 2.4%**, compared to the current year budget.

The combined Personal Services and Employee Benefits categories provide **an increase of \$71,095, or 4.7%** and represents salaries and benefits of existing funded positions, with the following significant adjustments:

- In FY2020/21, the Assistant Director of Recreation position is eliminated and an additional Recreation Supervisor position is added. In addition, two of the existing Recreation Supervisor positions are upgraded to Senior Recreation Supervisors, resulting in a net savings.
- Increases in part-time wages reflect the recent Connecticut minimum wage increase.

## **LEISURE, FAMILIES & RECREATION – RECREATION**

The combined Purchased Services and Supplies accounts have a **decrease of \$22,170, or -4.2%**, and reflect the following significant adjustments:

- A reduction of \$6,000 for field irrigation water utility costs, based on historic trends.
- A decrease of \$18,000 for custodial overtime at the Mahoney and Bennet facilities.

### **STATUS of FY 2019/20 GOALS**

- 1. Work collectively with all three divisions to develop race and equity strategies based on the findings of the Manchester Means community engagement project** - In progress. Once new recreation supervisor and DEI coordinator are on-boarded, cross division work will look to develop a DEI strategies and policy for our department.
- 2. Develop a strategic programming plan for Mahoney Recreation Center, that centers around reuse of the building for early childhood development, fine arts, health and wellness and identifying programming partners such as; YWCA, Adult and Continuing Ed, Family Resource Centers, etc.** - In progress. Department divisions are continuing to develop concept for Mahoney Recreation Center to focus on a multi-level art gallery, health and wellness lab, creative arts lab and culture lab.
- 3. Installation of pavilion at Charter Oak Park** - Completed. New Rotary Pavilion (Michael Lynch Memorial) completed Nov/2019.
- 4. Remove skate park and begin development of Cricket Field at Robertson Park** - Completed. Stake Park removed Feb/2019 and development of new cricket field began July/2019 and anticipated opening no later than fall 2020.
- 5. Expand upon our OurParks Ambassador program to potentially Northwest Park and Union Pond Park, Jay Howroyd Fitness Trail** - Completed. Developed Rec on the Run, pop-up creative arts, sports and games mobile unit to visit major parks and special events throughout the summer season.
- 6. Add one week of summer camp at Mahoney Recreation Center (not as part of our operating budget, will be administered through our activities fund)** - Completed. Provided extended camp week following the regular camp season. This program was self-sustaining and accommodated 50 campers during the extended week.

### **FY 2020/21 GOALS**

1. Work collectively to develop a Parks & Facilities Master Plan.
2. Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings.

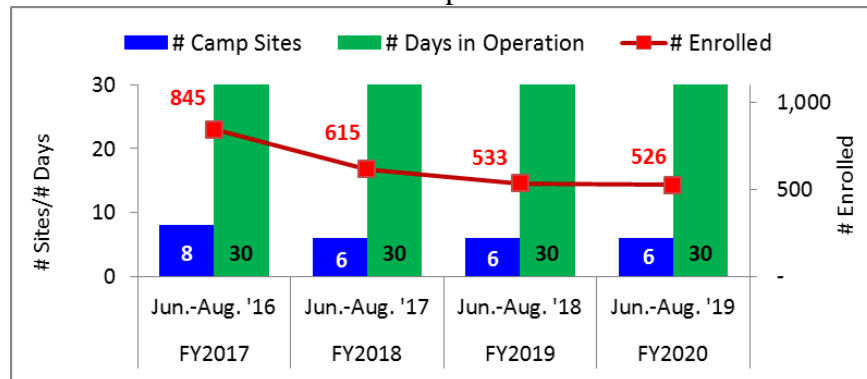
# LEISURE, FAMILIES & RECREATION – RECREATION

3. Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.
4. Contingent upon approval of capital funds, move forward All-Wheel Park project.
5. Further develop fee based Rec on the Run programs.

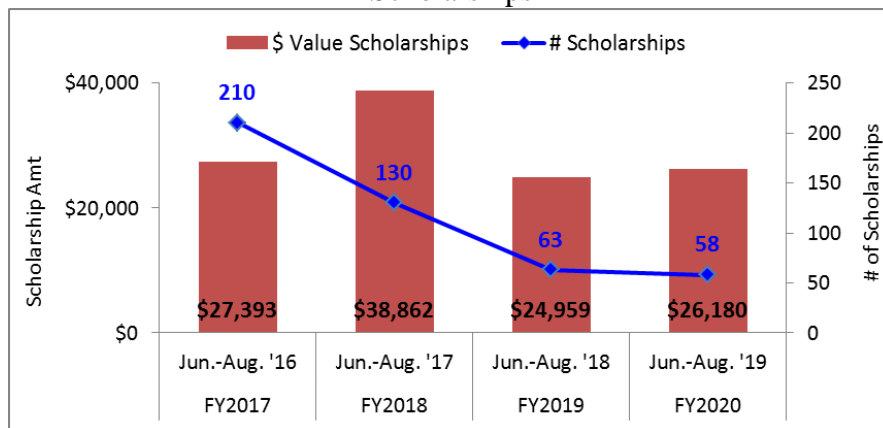
## PERFORMANCE MEASURES

Summer Camp Programming: To provide youth with outdoor skills and enhance social and team-oriented activities by providing structured summer camp programs at a number of Town-owned campsites.

Participation

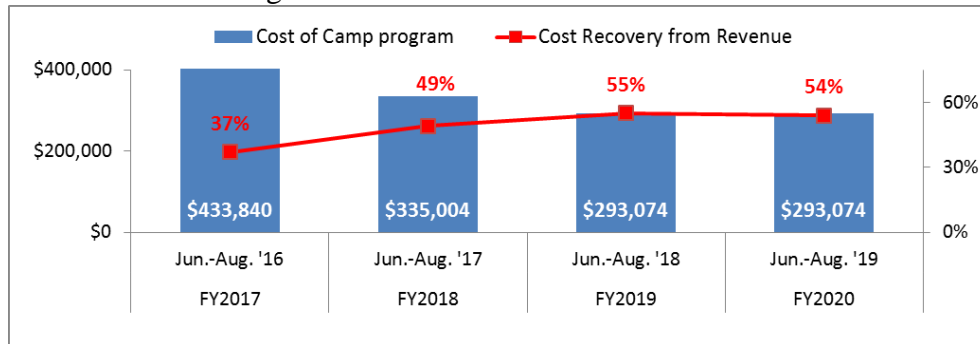


Scholarships



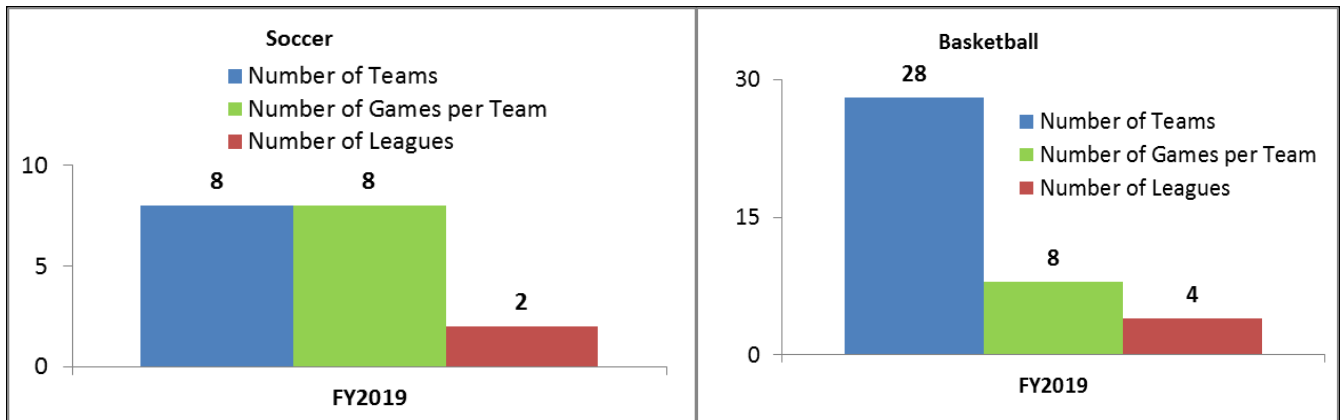
# LEISURE, FAMILIES & RECREATION – RECREATION

Program Costs & Percent of Costs Covered



No reimbursement from BOE since 2018, SAAM program was discontinued in FY 2018.

Youth Organized Sports: To enhance the social, physical, and emotional well-being of Manchester youth by providing team sports activities at an affordable cost.



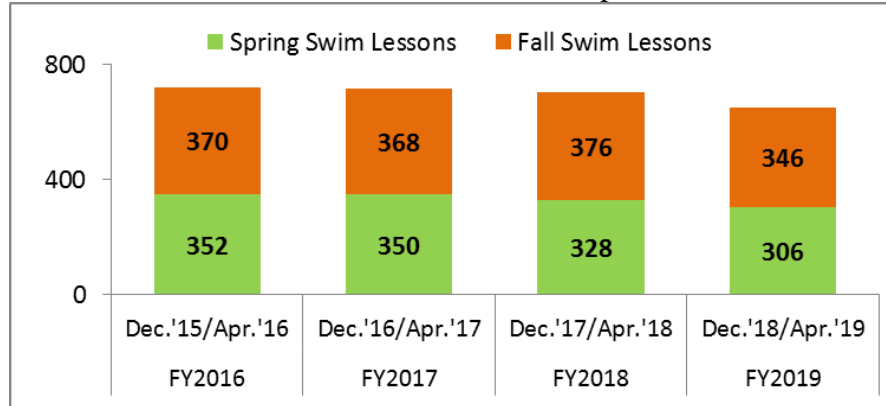
Youth Indoor Sports - Program Costs Vs. Program Fees

Fiscal Yr	FY2016	FY2017	FY2018	FY2019
Program Dates	Feb-Mar '16	Feb-Mar '17	Feb-Mar '18	Feb-Mar '19
<b>Basketball:</b>				
Cost of organized sport	\$8,420	\$8,420	\$8,420	\$8,420
Fees Collected	\$8,400	\$8,400	\$8,400	\$8,400
<b>Soccer:</b>				
Cost of Organized Sport	\$3,048	\$3,048	\$3,048	\$3,048
Fees Collected	\$2,550	\$2,550	\$2,550	\$2,550

# LEISURE, FAMILIES & RECREATION – RECREATION

Aquatics Programming: To promote healthy and active lifestyles and develop a comfort level with swimming and aquatic activities by providing a variety of pool-based recreation programs for Manchester residents.

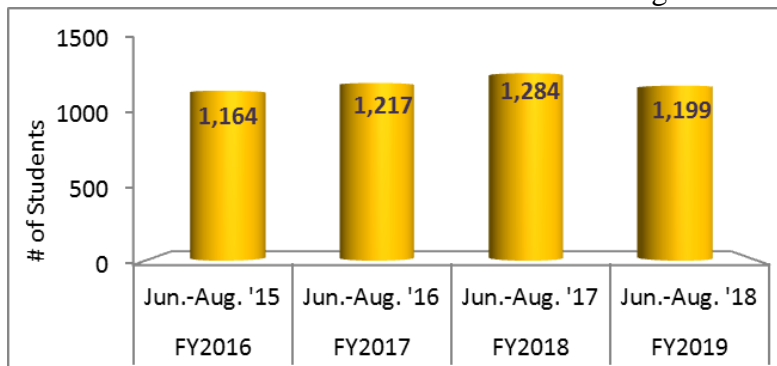
Youth Indoor Swim – Participation



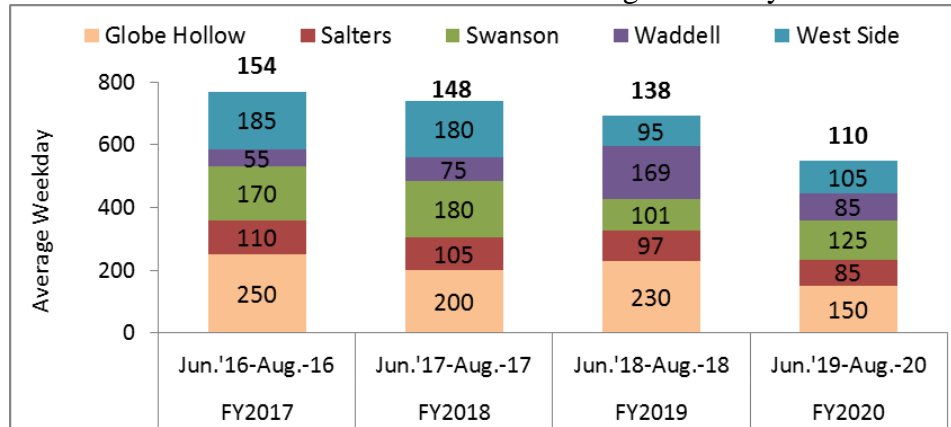
Average Participation By Location



Youth Outdoor Swim - Number of Students Registered

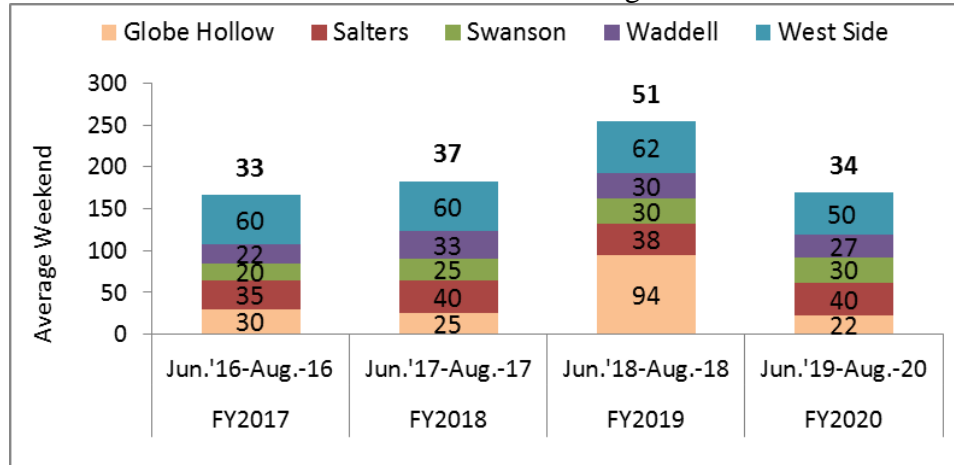


Outdoor Pool Attendance - Average Weekday



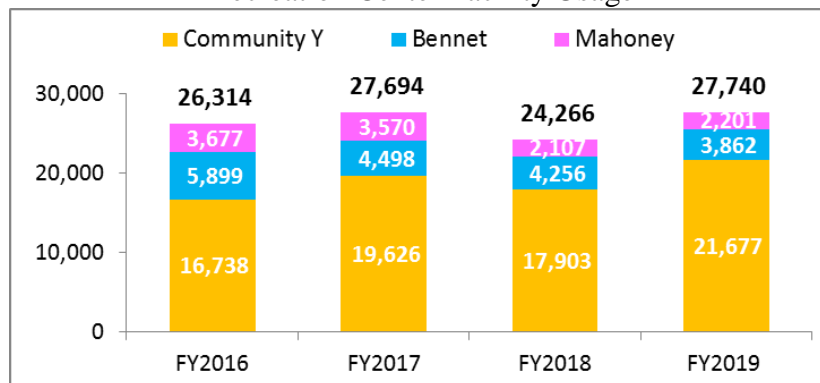
# LEISURE, FAMILIES & RECREATION – RECREATION

Outdoor Pool Attendance - Average Weekend

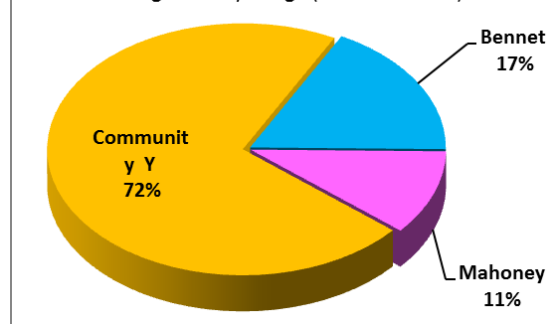


Facilities & Youth Programming: To promote healthy and active lifestyles and encourage youth to engage in positive and meaningful leisure activities by providing a number of recreation programs and recreation centers.

Recreation Center Facility Usage



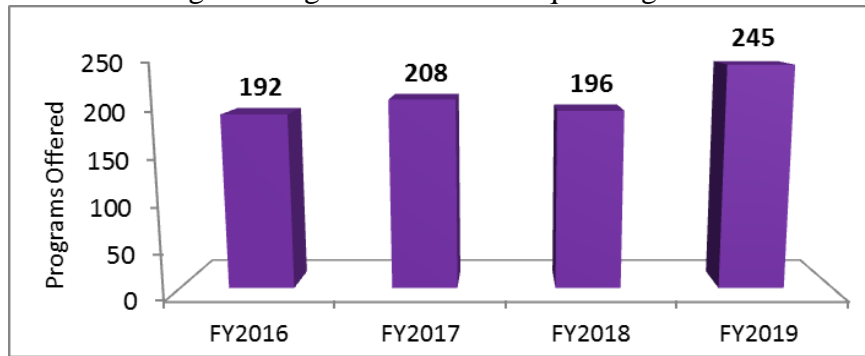
Average Facility Usage (Based on Visits)



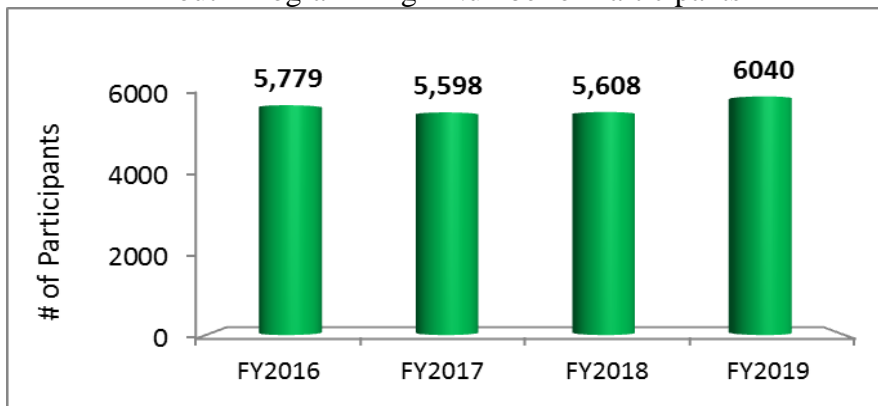


# LEISURE, FAMILIES & RECREATION – RECREATION

Youth Programming - Number of Unique Programs Offered



Youth Programming - Number of Participants



# LEISURE, FAMILIES & RECREATION - RECREATION

	Collected	Adopted	Revised	Manager's	Adopted
Revenues	2018/19	2019/20	Estimate	Recommended	2020/21
Recreation Facility Pass	31,352.00	27,000	27,000	27,000	
Summer Camp Fees	176,237.89	200,000	175,000	175,000	
Organized Sports Fees	13,431.25	12,000	12,000	12,000	
Aquatics	36,285.25	32,000	32,000	32,000	
<b>TOTAL</b>	<b>257,306.39</b>	<b>271,000</b>	<b>246,000</b>	<b>246,000</b>	<b>\$0</b>

	Expended	Adopted	Estimated	Manager's	Adopted
Expenditures by Object	2018/19	2019/20	Expenditures	Recommended	2020/21
Personal Services	1,260,999.38	1,231,623	1,176,445	1,285,080	
Employee Benefits	320,030.61	283,248	269,880	300,886	
Purchased Services	438,724.70	466,123	467,812	438,853	
Supplies	53,321.79	62,250	59,726	67,350	
Equipment	-	-	-	-	
Other	22,431.58	-	-	-	
<b>TOTAL</b>	<b>\$2,095,508.06</b>	<b>\$2,043,244</b>	<b>\$1,973,863</b>	<b>\$2,092,169</b>	<b>\$0</b>

	Expended	Adopted	Estimated	Manager's	Adopted
Expenditures by Function	2018/19	2019/20	Expenditures	Recommended	2020/21
Administration	1,102,940.95	1,097,156	1,028,059	1,104,005	
Recreation Facilities	381,195.82	355,935	356,024	379,343	
Aquatics	203,422.98	202,536	203,164	215,267	
Camp Kennedy	7,517.23	9,438	8,437	9,732	
Summer Camp Program	338,773.06	316,479	316,479	325,722	
IOH Pool	61,658.02	61,700	61,700	58,100	
<b>TOTAL</b>	<b>\$2,095,508.06</b>	<b>\$2,043,244</b>	<b>\$1,973,863</b>	<b>\$2,092,169</b>	<b>\$0</b>

## LEISURE, FAMILIES & RECREATION - RECREATION

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Leisure, Families and Rec.	1.00	1.00	1.00	1.00	1.00
Assistant Director of Recreation	1.00	1.00	1.00	-	-
Recreation Supervisor	4.00	4.00	4.00	3.00	3.00
Senior Recreation Supervisor				2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	1.00	2.00	1.00
<b>TOTAL</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Rec. Facil. Supervision/Programs	12.44	12.44
Aquatics Instructors & Lifeguards	6.90	6.90
Camp Kennedy Staff	0.10	0.10
Summer Camp Staff	10.09	10.09
	<b>29.53</b>	<b>29.53</b>

The above figures are estimates of staffing levels by Recreation program area.

# LEISURE, FAMILIES & RECREATION – OFFICE OF NEIGHBORHOODS AND FAMILIES

## DESCRIPTION

In FY15/16, reorganization with the Town resulted in the Office of Neighborhoods and Families being combined with the Recreation Department and the Youth Services Bureau to form the Department of Leisure, Family, and Recreation.

The Resource Office for Neighborhoods and Families was created in 2009 to coordinate the implementation of recommendations resulting from the Master Plan for Youth, Children and Families. The mission of the Office is to better serve the needs of Manchester's families and neighbors by coordinating communications among policy makers, service providers, and the public; and encouraging community partnerships that promote healthy neighborhoods and healthy families.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Neighborhood and Families budget represents **an increase of \$1,802, or 1.0%**, compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide an **increase of \$1,802, or 1.1%**, and represent salaries and benefits of existing funded positions with no significant adjustments:

The combined Purchased Services and Supplies objects reflect **no change** over the current fiscal year.

## STATUS of FY 2019/20 GOALS

**1. Create sustainability plan for existing projects including seeking grant opportunities and continuing to build market and garden revenues. Existing projects to focus on:**

- **Spruce Street Garden & Market Field**
- **Spruce Street Market**
- **Inclusion project**
- **Young Writers & Illustrators Project**
- **Family Fun Nights**
- **Gallery 153**
- **Write Out Loud Youth Open Mic**

In progress. In order to ensure the continued success of Neighborhoods and Families projects, the decision was made to reallocate existing resources to provide more comprehensive project support in the form of dedicated facilities and staffing. Accordingly, the arts and inclusion related projects—including the Gallery and the Inclusion Project—will be re-homed at the Mahoney Recreation Center, with access to on-site support staff and a dedicated art-making facility. East Side engagement projects—including the Garden, the Market, Family Fun Nights, and the Youth Open Mic--will continue to be homed at the East Side Neighborhood Resource Center as the primary focus of on-site staff. The Young Writers and Illustrators Project will

## LEISURE, FAMILIES & RECREATION – OFFICE OF NEIGHBORHOODS AND FAMILIES

continue to participate in the annual “Things” Exhibit as a project funded and directed by Manchester Public Schools. Funding opportunities will continue to be sought to support these projects.

**2. Identify strategies to incorporate diversity, inclusion and equity training into our bi-annual department meeting** - Completed. With support the KJR Consulting, twelve educational Diversity, Equity and Inclusion (DEI) workshops were held, providing training to 125 community members and town employees (including all full-time department staff). In addition, a DEI workshop and keynote were incorporated into the one-day summer training for part-time staff with the majority of the 100 participants ranking the DEI training as their “main takeaway” from the day.

**3. Build diversity/inclusion awareness into existing ONF programs beginning with the Spruce Street Community Garden** - Completed. All ONF staff participated in three town-hosted DEI workshops - “Equity 101”; “Everyday Anti-Racism”; and “How to Have Conversations About Race, Bias and Equity” – as well as two half-day onsite workshops specifically developed to address the expressed cultural competency needs of ONF staff members. For the first year, all Garden members were invited to a special start-of-season meeting which celebrated the Garden’s diversity and gave members the opportunity to co-develop “inclusion-based” community standards.

**4. Install a new informational kiosk to support market and on-site programs in three languages** - The Office of Neighborhoods and Families sought and was awarded a \$3963 Community Development Block Grant to purchase and install a three-sided message board on the corner of Spruce and Florence Street with the goal of highlighting Town and community programs and events in Manchester’s three most widely used languages: English, Spanish, and Bangla.

**5. Create marketing/launch plan for the Manchester Means Community Engagement Project** - Completed. The Department of Leisure, Family and Recreation, with support from the Equity and Inclusion Collaborative, created a plan to launch “Manchester’s Plan for Community Engagement” including: a special training for Town supervisory staff, a November 2019 DEI Art Exhibit, a dedicated issue of Better Manchester Magazine, and a summer 2020 rollout event.

### FY 2020/21 GOALS

1. Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.
2. Further develop Mahoney Culture Lab concept as a supportive space for local grassroots groups and organizations doing work around diversity, equity and inclusion.
3. Sustain current levels of programs and support at the ESNRC, while expanding operations to west side to support both creative arts lab and culture lab.

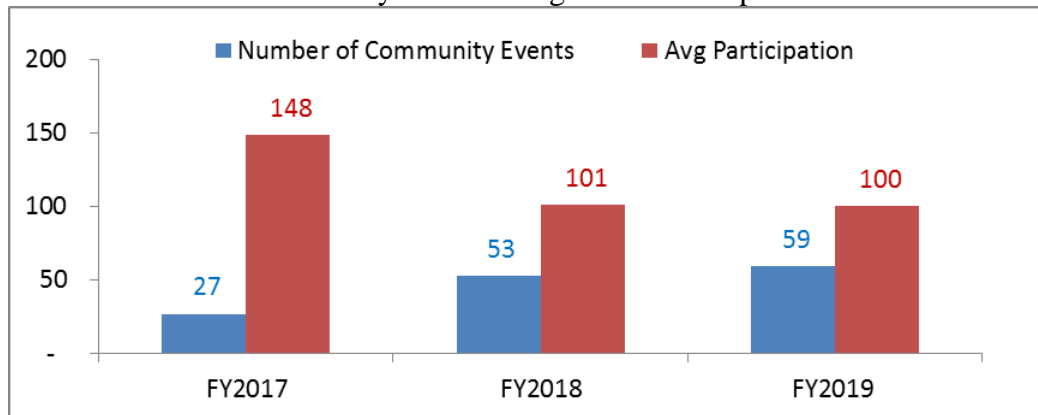
# LEISURE, FAMILIES & RECREATION – OFFICE OF NEIGHBORHOODS AND FAMILIES

- Once operational, reinstate Pickleball, Badminton, Family Fun Nights at the Nathan Hale Activity Center.

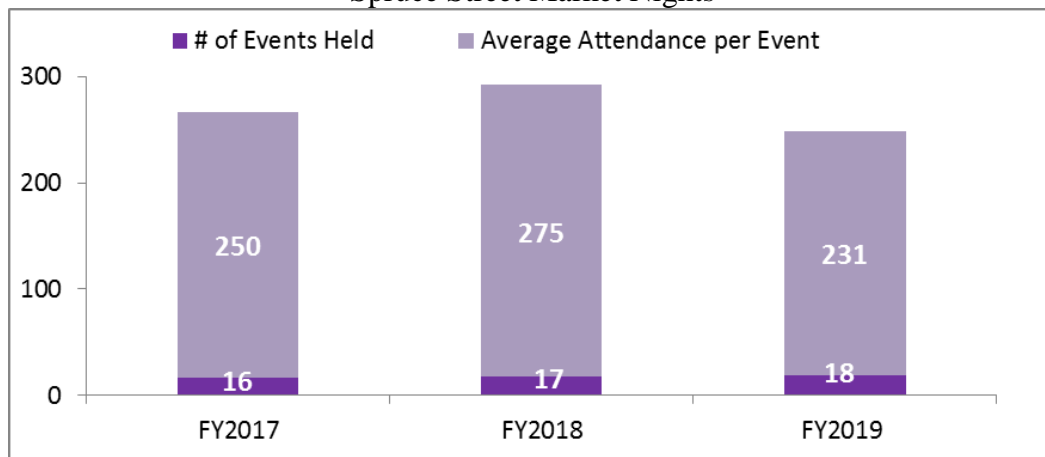
## PERFORMANCE MEASURES

Office of Neighborhoods and Families: To serve the needs of Manchester’s families and neighbors by coordinating communications among policy makers, service providers, and the public; and encouraging community partnerships that promote healthy neighborhoods and healthy families.

Community Events: Program & Participation

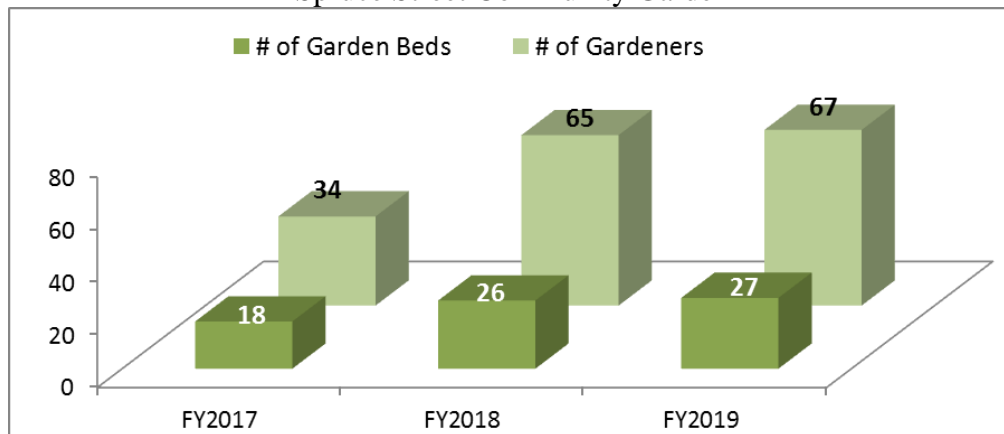


Spruce Street Market Nights

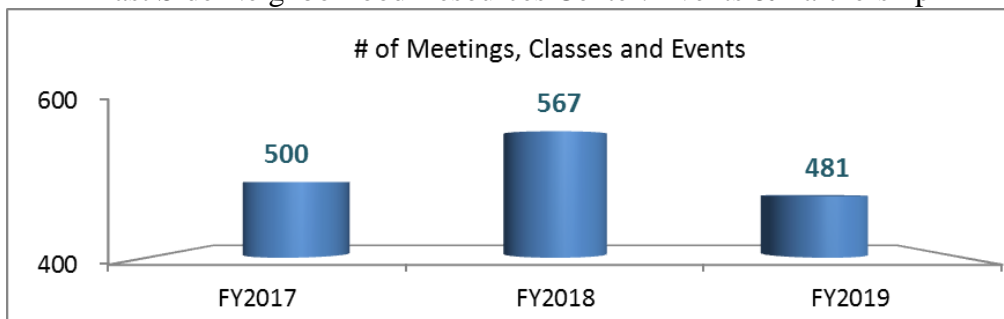


# LEISURE, FAMILIES & RECREATION – OFFICE OF NEIGHBORHOODS AND FAMILIES

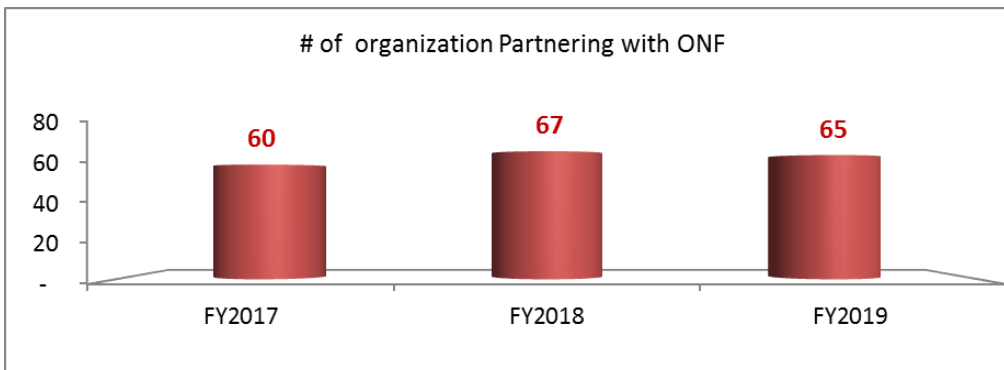
Spruce Street Community Garden



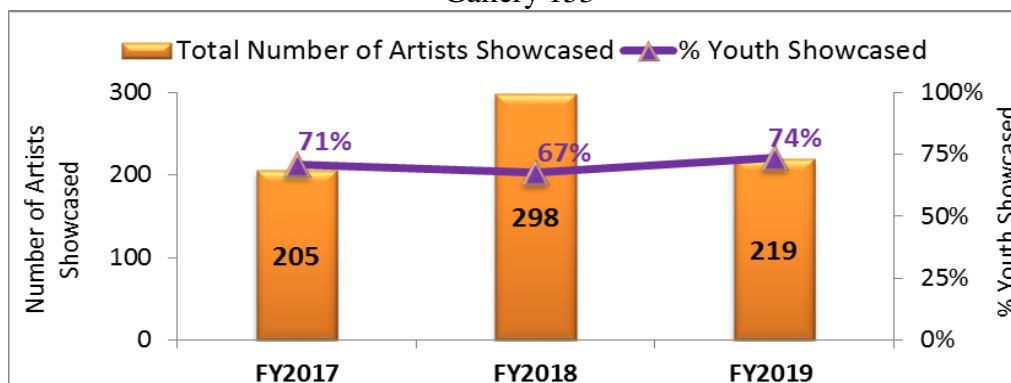
East Side Neighborhood Resources Center: Events & Partnership



# of organization Partnering with ONF



Gallery 153



## LEISURE, FAMILIES & RECREATION - OFFICE OF NEIGHBORHOOD AND FAMILIES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	100,370.50	132,474	110,704	132,059	
Employee Benefits	29,228.33	31,478	27,909	33,695	
Purchased Services	8,463.05	8,320	15,720	8,320	
Supplies	2,949.31	4,850	4,850	4,850	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$141,011.19</b>	<b>\$177,122</b>	<b>\$159,183</b>	<b>\$178,924</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	1.90	1.90

Part-time/Temporary staffing consists of a half-time clerical assistant, a half-time building supervisor, a seasonal building supervisor for Nathan Hale and several program instructors. In FY 2019/20, funding was added for a Manchester Means program coordinator.



# LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

## DESCRIPTION

In FY15/16, reorganization with the Town resulted in the Youth Service Bureau being combined with the Recreation Department and the Office of Neighborhoods and Families to form the Department of Leisure, Family, and Recreation.

The Youth Service Bureau provides a variety of year-round positive youth development programs and services for including operating a Teen Center on premises and two Early Childhood Activity Rooms off site. Programs focus on building life skills, developing leadership skills, enriching relationships, job readiness and service to the community. Staff provide case management for children and youth referred by parents and the schools, police, fire service, and outside agencies. Information and referral services are available for parents, youth and other service providers looking for resources. Staff also advocate on a local, regional and statewide level with regard to children and youth issues.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Youth Service Bureau budget represents **an increase of \$14,117 or 2.0%** over the current year budget.

The combined Personal Services and Fringe Benefits objects provide **an increase of \$13,117 or 2.0%** and represent salaries and benefits of existing funded positions, with the following adjustments:

- A decrease of \$7,000 in part time salaries to reflect grant reimbursements for eligible program expenses

The combined Purchased Services and Supplies objects provide **an increase of \$1,000, or 2.5%**, over the current year budget, with no significant adjustments.

## STATUS of FY 2019/20 GOALS

1. **Work collectively with all three divisions to develop race and equity strategies based on the findings of the Manchester Means community engagement project** – In progress. Once new recreation supervisor and DEI coordinator are on-boarded, cross division work will look to develop a DEI strategies and policy for our department.
2. **Work collectively with all three divisions to develop programming opportunities by YSB to incorporate positive youth development at Mahoney Recreation Center** - In progress. Department divisions are continuing to develop concept for Mahoney Recreation Center to focus on a multi-level art gallery, health and wellness lab, creative arts lab and culture lab.
3. **Investigate opportunities of developing a play lab as part of the Mahoney Recreation Reuse Plan** - In progress. Department divisions are continuing to develop concept for Mahoney Recreation Center to focus on a multi-level art gallery, health and wellness lab,

## LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

creative arts lab and culture lab.

- 4. Work collaboratively with the Manchester Board of Education to create an effective plan to address truancy referrals made to the YSB -** The Youth Service Bureau holds a 28 hour a week position which solely focuses on truant youth at Manchester High School. Administrators from the school refer youth that are struggling with attendance to the YSB. These youth and their parents are then contacted and personalized plans are created to reengage the youth in Manchester High School or seek alternative educational opportunities depending upon the unique needs, barriers, and strengths of the youth and family.

### **FY 2020/21 GOALS**

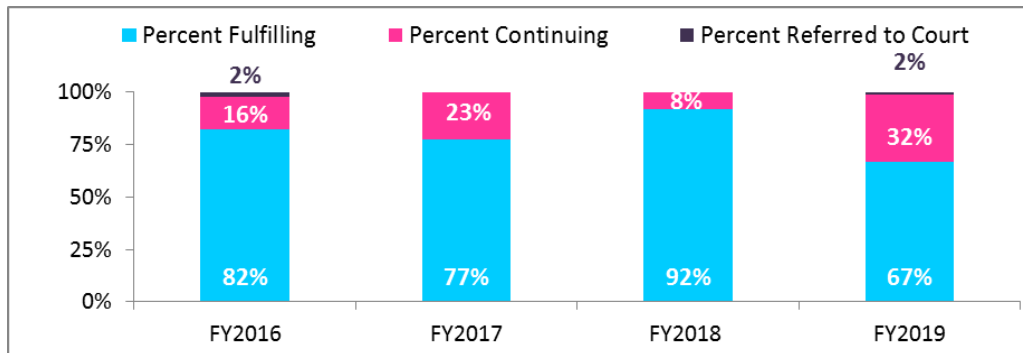
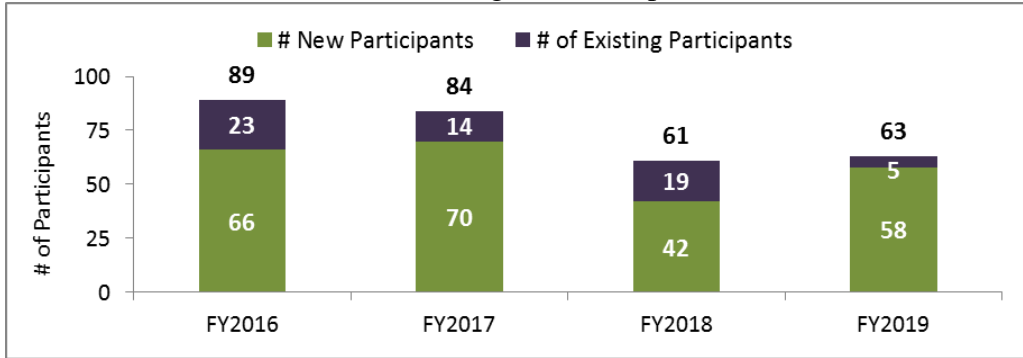
- 1.** Work collaboratively with the Manchester Board of Education to incorporate a substance use prevention program into Illing Middle School.
- 2.** Continue cross division collaboration to develop Mahoney Recreation Center – Leisure Lab Concept to include; multi-level art gallery, health and wellness lab, creative arts lab and culture lab.
- 3.** Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings.

# LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

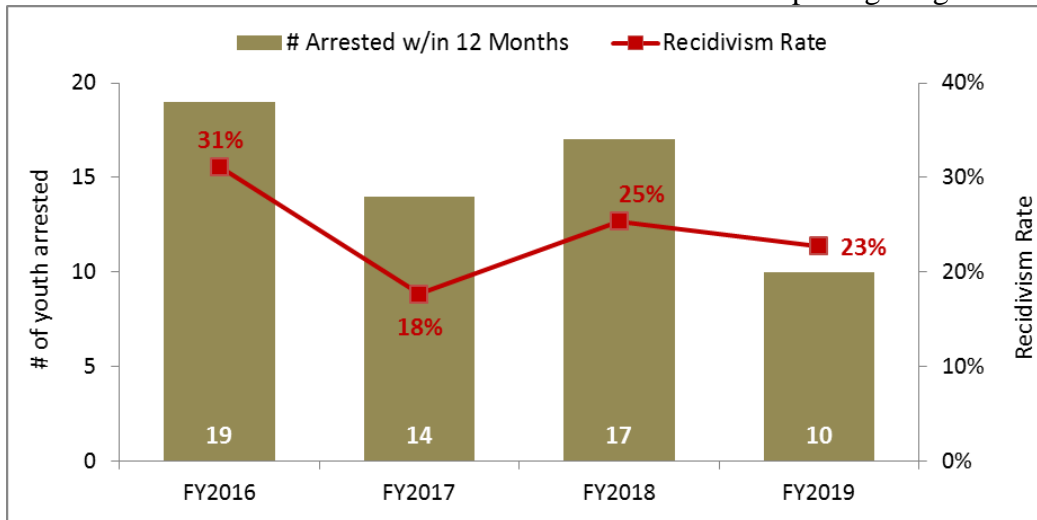
## PERFORMANCE MEASURES

**Diversion:** To divert juvenile offenders from the formal juvenile justice system and reduce the risk of recidivism by offering meaningful alternatives through community-based intervention strategies that addresses the risk and protective factors for youth and their families.

Diversion Program Participation



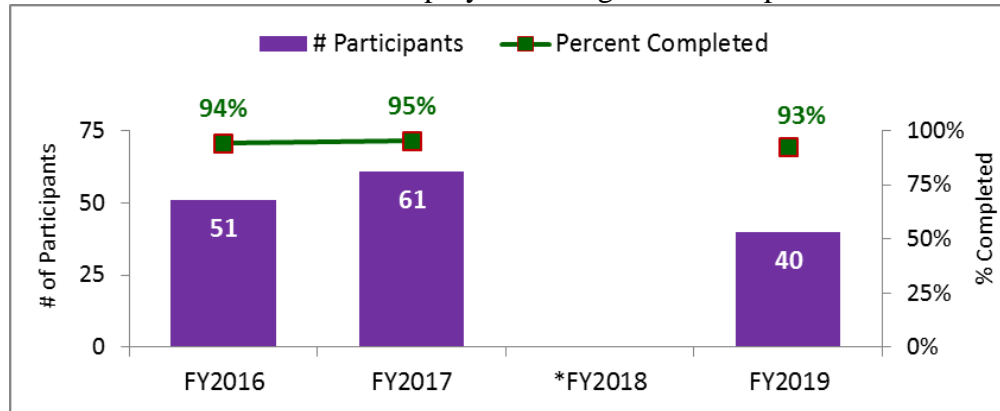
Recidivism: # of Youth Arrested w/in 12 Months of Completing Program



## LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

**Employment Programming:** To increase career skills for youth by providing short term work opportunities, job readiness and employment skills, and real world experience.

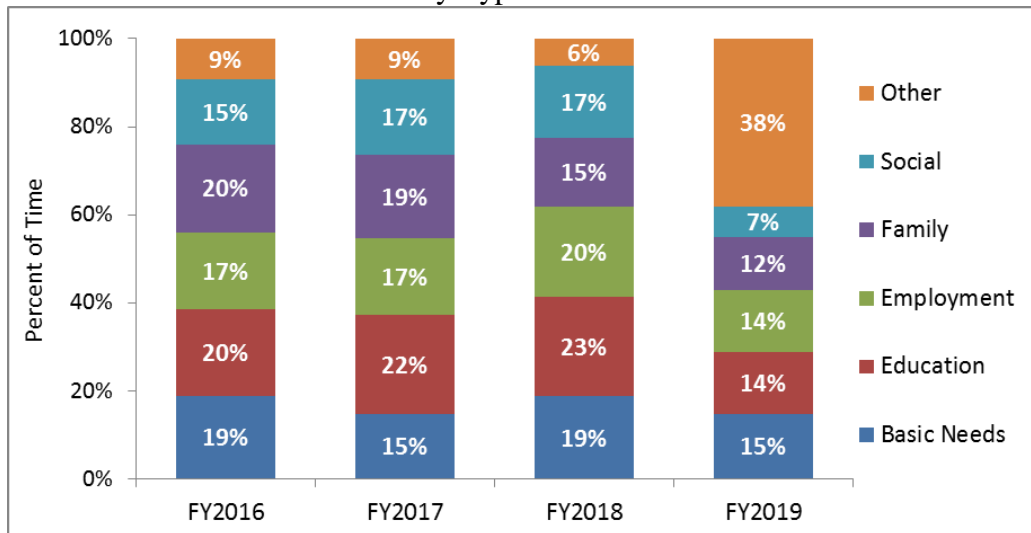
Youth Summer Employment Program: Participation



The YSE program was suspended in FY2018 due to lack of State funding

**Life Skills Programming:** To provide positive youth development opportunities by offering a wide variety of supportive and educational programs and services targeted at enhancing the interests, skills, and abilities of Manchester youth.

Other Services: Outreach Conducted On Behalf of Student or Family –  
By Type of Need

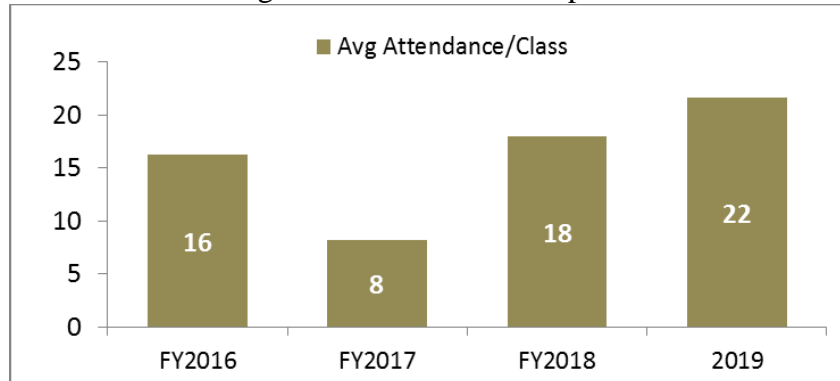


Hours of Outreach	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
2016	57	95	195	193	539
2017	222	237	275	197	931
2018	188	239	315	212	953
2019	58	79	100	328	564

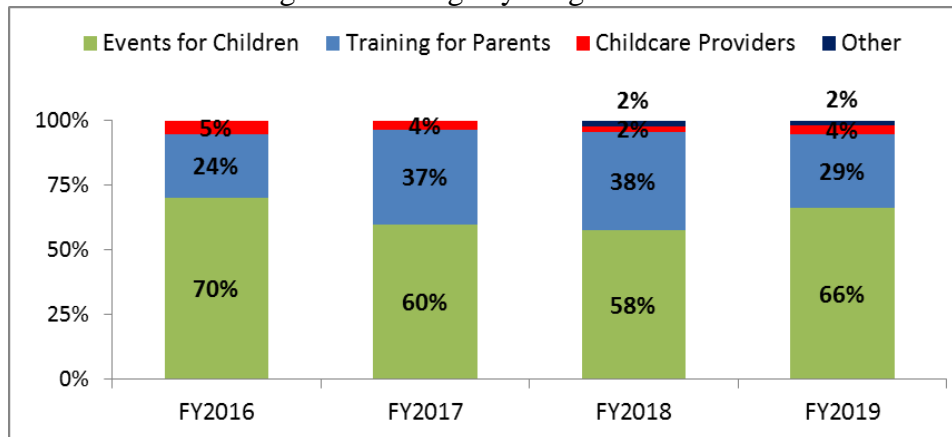
# LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

Early Childhood Resources: To engage, support, and foster fundamental skill building in Manchester’s parents, young children, and early care and education providers by providing access to a variety of educational and supportive programs.

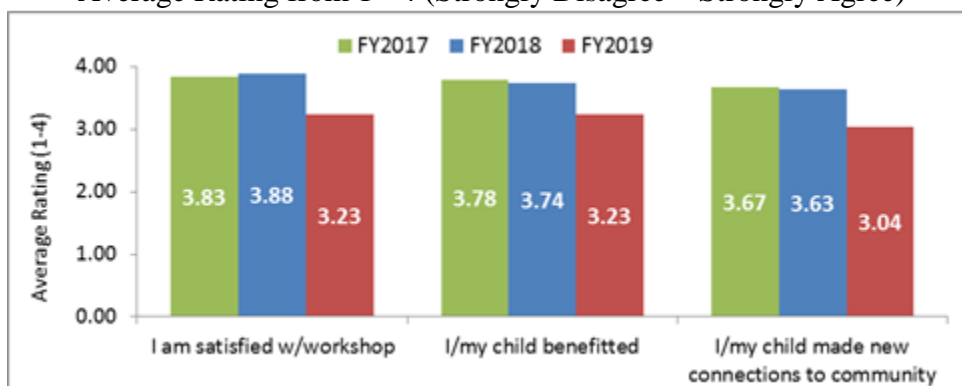
Programs Offered & Participation



Program Offerings by Target Audience



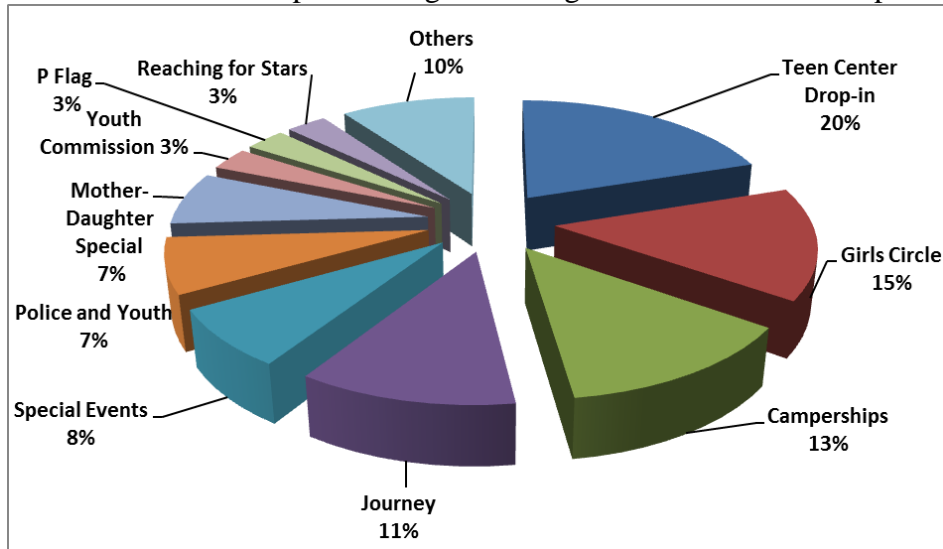
Early Childhood Programs Survey:  
Average Rating from 1 - 4 (Strongly Disagree – Strongly Agree)



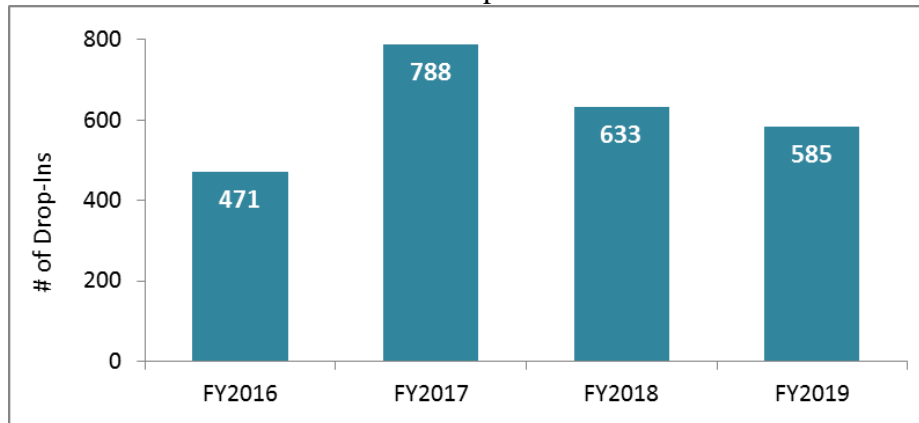
# LEISURE, FAMILIES & RECREATION – YOUTH SERVICE BUREAU

Teen Center: To provide a safe environment for youth with supportive and educational programs, adult support, supervision, and positive role models.

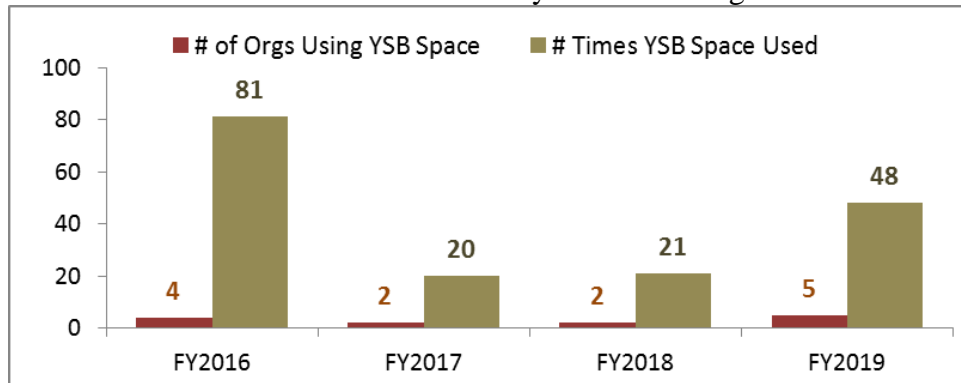
Positive Youth Development Programs: Programs Offered & Participation



Other Services: Number of Student "Drop-Ins" Outside of Scheduled Activities



Other Services: Number of Community Partners Using YSB Facilities



## LEISURE, FAMILIES & RECREATION -YOUTH SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	405,298.22	480,257	465,319	488,290	
Employee Benefits	207,386.95	184,080	189,249	189,164	
Purchased Services	21,248.87	25,673	19,786	26,673	
Supplies	18,730.02	14,976	15,433	14,976	
<b>TOTAL</b>	<b>\$652,664.06</b>	<b>\$704,986</b>	<b>\$689,787</b>	<b>\$719,103</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Youth Services Director	1.00	1.00	1.00	1.00	1.00
Youth Services Coordinator	4.00	4.00	4.00	4.00	4.00
Early Childhood Specialist	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

<b>Part-Time/Temporary Full-Time Equivalents (FTEs)</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Full Time Equivalents	2.25	2.25
	<b>2.25</b>	<b>2.25</b>

# LIBRARY SERVICES

## DESCRIPTION

The Manchester Public Library provides public library services and programs to meet the informational, educational, and leisure time needs and interests of the community. A nine-member Library Advisory Board recommends major programmatic directions and oversees the library's collection of materials. The Mary Cheney library building is open 64 hours per week year-round. A 'bookmobile' home delivery service to shut-ins is also offered. During the winter months, the Mary Cheney library is open Sundays from 1-5. In addition to over 200,000 print, audio and video materials, the library provides 15 internet-ready public computer workstations and access to subscription-based databases.

Manchester's public library is one of the busiest in Connecticut as measured by its high rate of materials loaned. Long noted for its strong emphasis on programming for families and children, the Library has more recently begun to increase offering of programs for adults. Programming includes a cinema group; *Dream in Color*, a lunchtime coloring program; a group for adults to play a variety of board games; and a group of adults who enjoy YA (Young Adult) literature.

The Summer Reading Program is a collaborative effort involving Library staff and the Manchester school system, as well as local parochial and private schools, aimed at helping students retain literacy skills obtained during the school year. Due to its popularity, the program has grown over the years to involve people of all ages.

## BUDGET COMMENTARY

The FY 2020/21 Recommended Library Services budget represents an increase of **\$131,411, or 4.1%** compared to the current year adopted budget.

The combined Personal Services and Fringe Benefits objects provide an increase of **\$110,292, or 4.2%** and represents the salaries and benefits of existing funded positions with increases in part time wages relating to the increase to the Connecticut minimum wage.

The combined Purchased Services and Supplies objects increase **by \$21,119, or 3.7%**, and includes the following significant adjustments:

- An increase of \$3,000 for security services relating to the minimum wage increase.
- An additional \$6,750 is provided for RFID tags for books.
- An additional \$6,000 for anticipated increase to the cleaning contract for the libraries.



# LIBRARY SERVICES

## STATUS of FY 2019/20 GOALS

1. **Increase the number of events, and attendance at, a wider range of programs for adults and Teens** - The library is on track for an increase in the attendance and number of programs for teens and adults. This is further reflected in increased borrowing of materials in the current Fiscal Year.
2. **Organize and oversee the final year year of the New Alliance Bank Foundation-funded children's summer enrichment program** - Another successful READy Reader program was conducted at Squire Village. This provided an additional level of learning beyond our annual summer reading program and this year included taking children on periodic bus trips to the Lutz Children's Museum and to the library. This program is aimed specifically at children who often lack access to books and reading materials in their daily lives.
3. **Expand Spanish-language materials for both adults and children** - While still small compared to the collection of English-language materials, the number of books in the library's collection that are written in Spanish increased this year by 60% to over 700 items. This collection will continue to grow in future years.

## FY 2020/21 GOALS

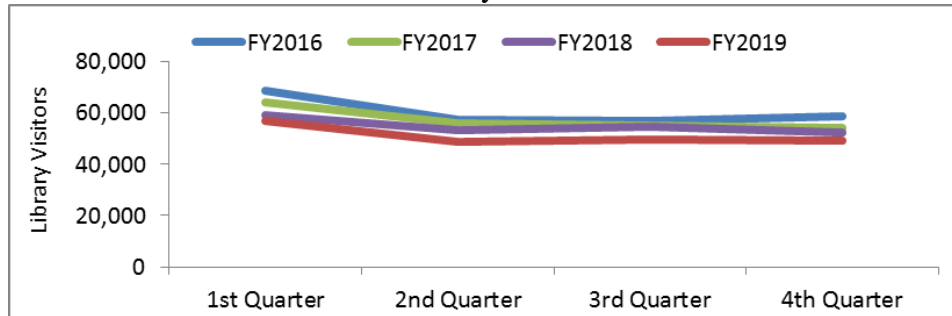
1. Organize a 'One Book' reading event where hundreds of people read the same book and meet the author.
2. Increase citizen convenience when using the library by creating prepacked thematic 'bundles' for all ages of readers -- as well as a range of other measures.
3. Sufficient financial support remains from the New Alliance Bank Foundation to allow one additional summer of intense outreach to Squire Village as well as to other locations.

# LIBRARY SERVICES

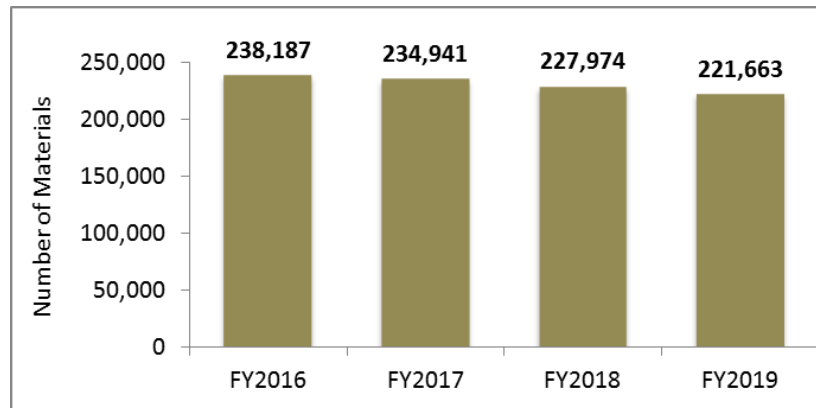
## PERFORMANCE MEASURES

Circulation: To serve the general public by ordering, processing, and circulating media of various types.

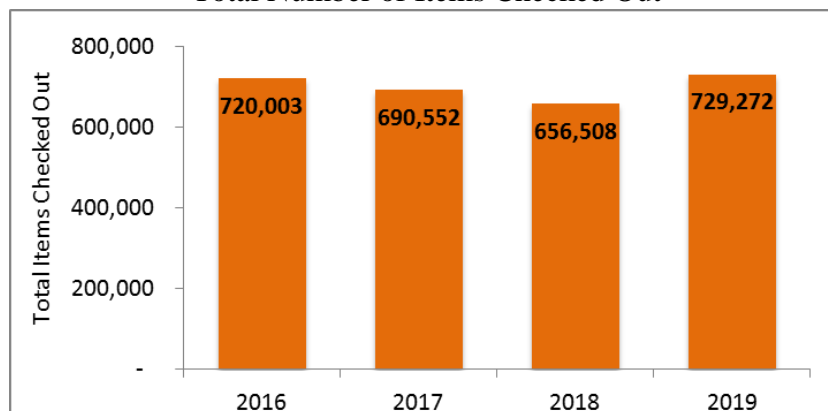
Total Cheney Attendance



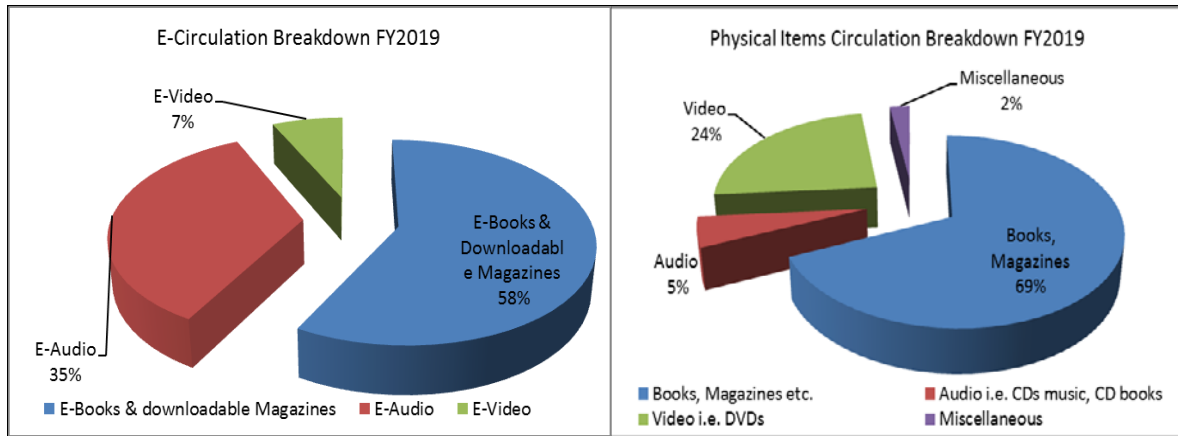
Number of Materials in Collection



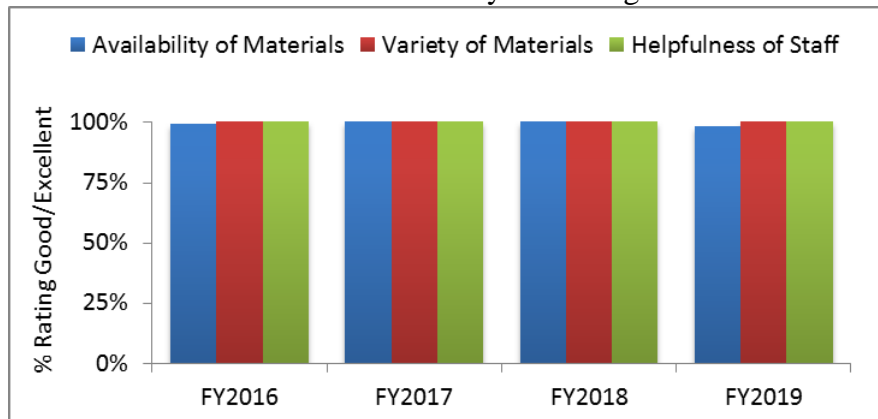
Total Number of Items Checked Out



# LIBRARY SERVICES

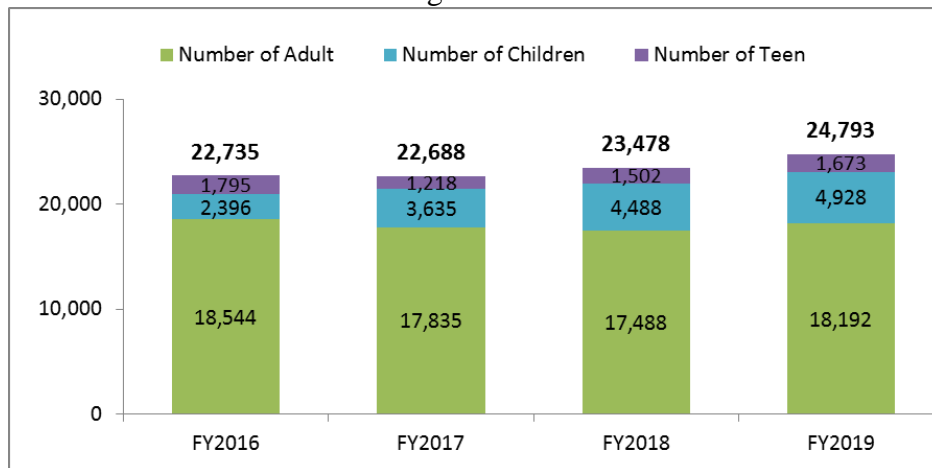


Circulation Survey: % Rating



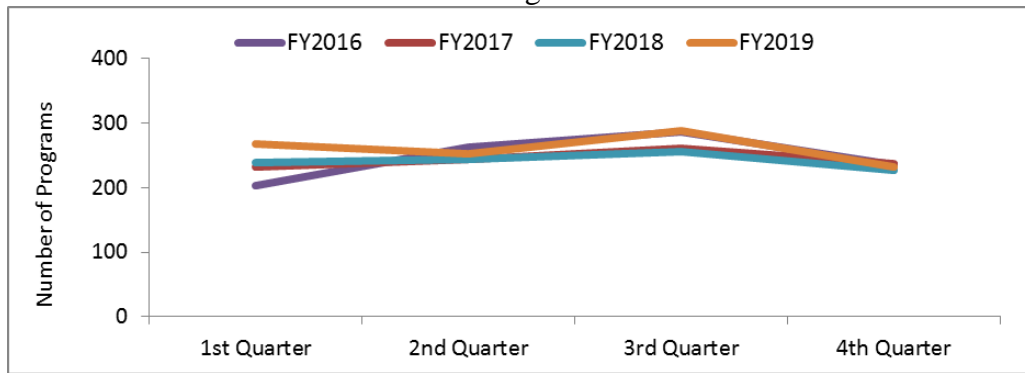
**Library Programming:** To encourage reading and library use by providing a wide variety of programs and events to engage all segments of the population

Number of Registered Card Holders

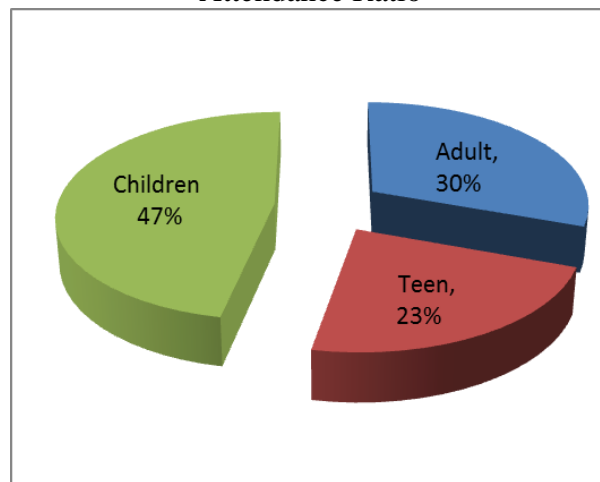


# LIBRARY SERVICES

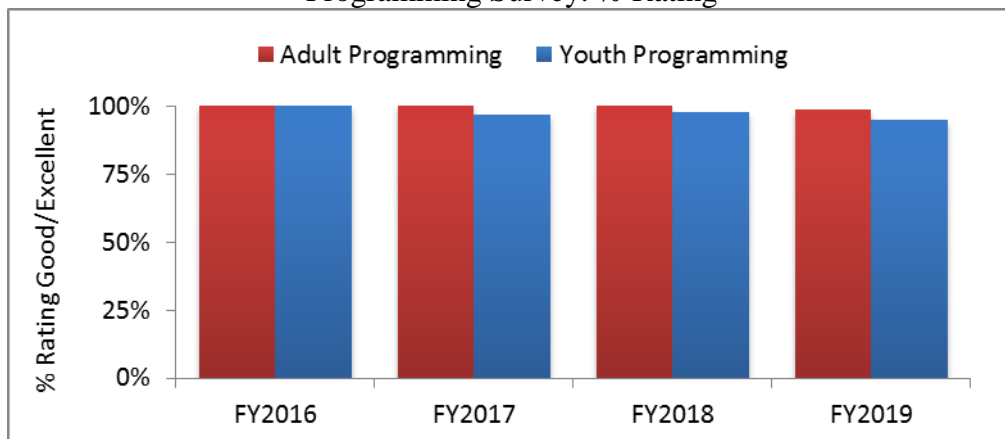
Number of Programs Offered



Attendance Ratio



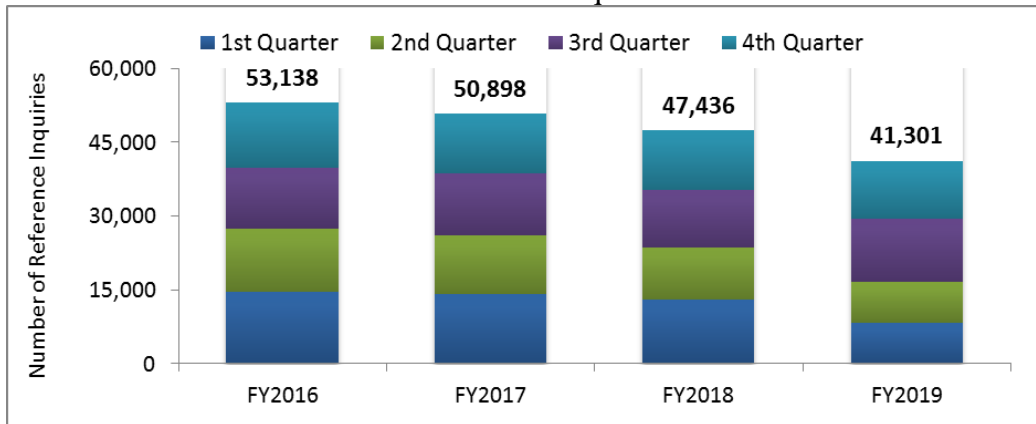
Programming Survey: % Rating



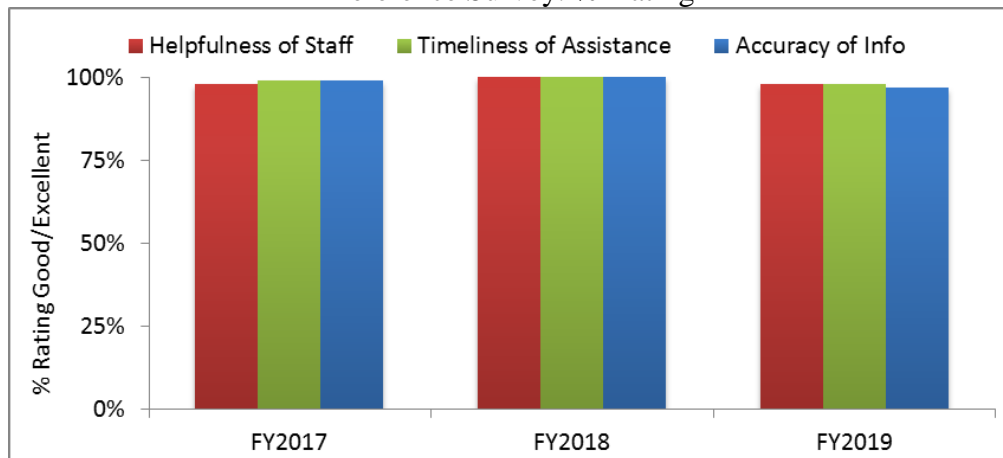
# LIBRARY SERVICES

Reference: To provide accurate and timely information through books, databases, and the internet.

Reference - Number of Inquiries Received



Reference Survey: % Rating



## LIBRARY SERVICES

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	1,831,134.20	1,927,923	1,921,403	2,014,740	
Employee Benefits	779,614.95	715,287	712,862	738,762	
Purchased Services	198,344.86	235,937	235,937	249,656	
Supplies	326,237.21	327,350	327,352	334,750	
Equipment	-	-	-	-	
Other	-	-	-	-	
<b>TOTAL</b>	<b>\$3,135,331.22</b>	<b>\$3,206,497</b>	<b>\$3,197,554</b>	<b>\$3,337,908</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Library Director	1.00	1.00	1.00	1.00	1.00
Library Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00	1.00
Librarian II	3.00	3.00	3.00	3.00	3.00
Librarian I	9.00	9.00	9.00	9.00	9.00
Library Paraprofessional	1.00	1.00	-	1.00	-
Library Technician II	2.00	2.00	2.00	2.00	2.00
Library Technician I	10.00	10.00	8.00	10.00	8.00
<b>TOTAL</b>	<b>28.00</b>	<b>28.00</b>	<b>25.00</b>	<b>28.00</b>	<b>25.00</b>

<b>Part-Time/Temporary Full-Time Equivalents (FTEs)</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Pages	6.60	6.60
Clerical/Part-Time Librarians	2.20	2.20
	<b>8.80</b>	<b>8.80</b>

# **EDUCATION**

## **Section F**

## EDUCATION

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2019/20</b>	<b>Adopted 2019/20</b>
Board of Education	113,406,180.00	116,531,237	116,531,237	120,027,174	
Manchester Regional Academy	1,161,075.00	-	-	-	
Priv. Sch. Health & Welfare	412,367.38	426,145	426,145	426,145	
Trans. Living Center	188,821.00	188,821	188,821	194,486	
Teacher Pension Cost Share	-	315,607	140,000	-	
<b>TOTAL</b>	<b>\$115,168,443.38</b>	<b>\$117,461,810</b>	<b>\$117,286,203</b>	<b>\$120,647,805</b>	<b>\$0</b>

**The Recommended Budget for all Education-related items represents an increase of \$3,185,995, or 2.7%, over the current year adopted budget. The Recommended Budget for the Board of Education for FY 2020/21 represents an increase of \$3,495,937, or 3.00%, over the current year adopted budget.**



## **FIXED COST, MISCELLANEOUS, INTERFUND TRANSFERS & DEBT SERVICE**

### **Section G**

This section of the budget includes all funding for Retirees life insurance, medical insurance and separation benefit payouts, for all interfund transfers, debt service, and miscellaneous costs including a contingency account.

The total change in this section for FY 2020/21 is an increase of \$1,080,935, or 4.5% compared to the current year adopted budget.

## FIXED COSTS AND MISCELLANEOUS

### RETIREE BENEFITS

	Expended 2018/19	Adopted 2019/20	Estimated Expenditures 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Retirees Life Insurance	759.96	1,500	1,500	1,500	
Pension Adjustment	17,938.00	15,000	15,000	18,000	
Unemployment Comp.	11,216.66	28,000	28,000	15,000	
Retirees Medical Insurance	3,058,868.00	3,057,642	3,057,642	3,241,101	
Retiree Pension	-	1,017,378	1,017,378	1,185,746	
Termination Benefits	172,495.17	215,300	215,300	235,300	
<b>TOTAL</b>	<b>\$3,261,277.79</b>	<b>\$4,334,820</b>	<b>\$4,334,820</b>	<b>\$4,696,647</b>	<b>-</b>

**Retirees Life Insurance:** The amount of \$1,500 is based on the adjusted actual rates plus any changes in the number of retirees insured.

**Pension Adjustment:** The FY 2020/21 amount of \$18,000 consists of a fee for the investment management review of the defined contribution plan.

**Unemployment Compensation:** The amount of \$15,000 represents the estimated cost to the Town for reimbursement to the State for unemployment benefits for eligible terminated employees. Unemployment for school crossing guards is budgeted in the Police Department.

**Retirees Medical Insurance:** The amount of \$3,241,101 results from a re-assessment of actual costs of current retirees net of reimbursements to the Town.

**Retirees Pension:** The amount of \$1,185,746 reflects the contribution necessary to maintain adequate funding levels for defined benefit pension recipients who are presently retired. The cost for active employees is reflected in the department operating budgets.

**Termination Benefits:** The Termination Benefits account covers the cost to the Town for accumulated leave payout to employees who retire in FY 2020/21 or to retirees who are scheduled to receive an installment on a leave payout that is spread out over three years.

## FIXED COSTS AND MISCELLANEOUS

### MISCELLANEOUS

	Expended 2018/19	Adopted 2019/20	Estimated Expenditures 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Community Services	61,600.99	65,770	65,770	64,369	
Lutz Museum	36,150.00	36,150	36,150	36,150	
Contingency	-	200,000	-	250,000	
Wage and Salary Contingency	15,000.00	249,677	15,000	155,000	
Youth Commission	10,244.08	10,000	10,000	10,000	
Community Events	118,693.46	123,100	123,100	135,195	
Vacancy Salary Savings		(160,000)	-	(160,000)	
<b>TOTAL</b>	<b>\$241,688.53</b>	<b>\$524,697</b>	<b>\$250,020</b>	<b>\$490,714</b>	<b>\$0</b>

**Community Services:** This account provides membership fees for the Central Conservation District and Greater Hartford Transit District, as well as Town contributions to the Band Shell Committee, Rebuilding Together, the LIFE scholarship, and the Odyssey of the Mind program.

**Lutz Museum:** The Town has historically made an annual contribution of \$36,150 to the Lutz Museum.

**Contingency:** \$250,000 is included as contingency for unanticipated expenses, such as extreme or unusual weather events or unforeseen changes in State reimbursements for local programs.

**Community Events:** Various departments provide support in the form of overtime staffing and direct contributions to the Fourth of July, Memorial Day, Pride in Manchester, Cruisin' On Main and Thanksgiving Day Road Race events and celebrations.

**Wage and Salary Contingency:** \$15,000 is included as an aggregate salary amount to be used for additional costs beyond those budgeted for labor contracts to be negotiated for FY 2020/21, and to fund the merit pay plan for unaffiliated and confidential employees. In addition, \$140,000 is provided for collective bargaining outcomes yet to be quantified.

**Youth Commission:** The Youth Commission and the Youth Commission Philanthropy Program are funded at a total of \$10,000.

**Vacancy Salary Savings:** The value of projected vacancy and turnover savings is included as a \$160,000 reduction to the total budget.

## FIXED COSTS AND MISCELLANEOUS

### INTERFUND TRANSFERS

	Expended 2018/19	Adopted 2019/20	Estimated Expenditures 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Transfer to MSIP	1,626,451.00	1,525,413	1,525,413	1,536,771	
Transfer to Capital Reserve	1,669,000.00	1,394,000	1,394,000	1,534,000	
Transfer to Special Grants	190,000.00	147,500	147,500	183,500	
Transfer to Information Systems	1,145,276.00	1,168,182	1,168,182	1,246,909	
Transfer to Innovation Fund	400,000.00	-	-	-	
Transfer to Paramedics	2,265,968.00	2,312,621	2,312,621	2,535,286	
<b>TOTAL</b>	<b>\$7,296,695.00</b>	<b>\$6,547,716</b>	<b>\$6,547,716</b>	<b>\$7,036,466</b>	<b>\$0</b>

**Transfer to Manchester Self-Insurance Program (MSIP) Fund:** The MSIP contribution in FY 2020/21 is based on the actuarial study completed in FY18, the results of which are being phased-in over a 5 year period.

**Transfer to Capital Reserve:** The transfer to capital reserves in FY 2020/21 is \$1,534,000. The FY 2020/21 capital budget represents a \$140,000 increase compared to capital projects funded in the current year, net of funding from grants and existing reserves. Details on these projects can be found in the Capital portion of the budget book (Section J).

**Transfer to Special Grants:** A total of \$183,500 is included consisting of the following three components:

- \$140,000 is the total cost of the Dial-A-Ride and shared van program in FY 2019/20. This level of funding is based on restructuring the program from a contract based service to an in-house program.
- \$30,000 to support the Downtown Arts & Culture Grant Program (previously funded in the Board of Directors operating budget).
- \$10,500 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$3,000 to support the Manchester Arts Commission (previously funded in the Community Services budget).

**Transfer to Information Systems:** The General Fund contribution to Information Systems operations is \$1,246,909.

**Transfer to Paramedics:** \$2,535,286 is included as the contribution to the Fire Fund to provide paramedic emergency response services throughout Town. The remainder of the fire operation is funded out of the South Manchester Fire District fund since its other services are primarily provided to residents outside of the Town's Eighth Utility District, which has its own fire department.

# FIXED COSTS AND MISCELLANEOUS

## DEBT SERVICE SUMMARY - GENERAL FUND

	Expended 2018/19	Adopted 2019/20	Estimated Expenditures 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
<b><u>Debt Service Bonds/Current</u></b>					
Principal	7,649,000.00	7,971,000	7,971,000	8,425,000	
Interest	4,290,244.49	4,726,594	4,726,594	4,536,935	
<b>TOTAL</b>	<b>\$11,939,244.49</b>	<b>\$12,697,594</b>	<b>\$12,697,594</b>	<b>\$12,961,935</b>	<b>\$0</b>

The Debt Service budgeted for FY 2020/21 includes principal and interest payments on all existing debt. Debt service increases by \$264,341 or 2.1% in FY2020/21, which reflects the first year of payments towards a \$15M bond issue to cover expenses against several prior year public works & education authorizations, offset by a proposed use of \$1,000,000 in bond premiums towards reducing principal payments in the upcoming year.

The following table details the FY 2020/21 debt service by bond issue:

	Original Issue Amount	Debt Outstanding as of 2/22/20	FY2020/21 Principal	FY2020/21 Interest	FY2020/21 Total Debt Service
2011 GO	\$ 5,990,000	\$ 3,190,000	\$ 400,000	\$ 82,094	\$ 482,094
2011 Refunding Series B	\$ 6,082,388	\$ 3,275,000	\$ 815,000	\$ 90,100	\$ 905,100
2012 GO	\$ 4,000,000	\$ 6,505,000	\$ 500,000	\$ 198,281	\$ 698,281
2013 GO	\$ 6,500,000	\$ 4,775,000	\$ 345,000	\$ 185,825	\$ 530,825
2014 GO Series A	\$ 10,100,000	\$ 7,860,000	\$ 560,000	\$ 242,150	\$ 802,150
2014 GO Series B	\$ 2,500,000	\$ 1,940,000	\$ 140,000	\$ 69,138	\$ 209,138
2015 GO Refunding	\$ 5,812,800	\$ 22,825,000	\$ 2,620,000	\$ 902,000	\$ 3,522,000
2016 GO	\$ 7,907,400	\$ 14,620,000	\$ 860,000	\$ 508,475	\$ 1,368,475
2017 GO	\$ 1,000,000	\$ 13,050,000	\$ 725,000	\$ 501,156	\$ 1,226,156
2017 Refunding Series B	\$ 4,365,000	\$ 4,365,000	\$ 500,000	\$ 142,263	\$ 642,263
2018 GO	\$ 20,000,000	\$ 19,315,000	\$ 710,000	\$ 688,188	\$ 1,398,188
2019 GO	\$ 15,000,000	\$ 15,000,000	\$ 750,000	\$ 561,563	\$ 1,311,563
2020 GO	\$ 15,000,000	\$ 15,000,000	\$ 500,000	\$ 365,704	\$ 865,704
Use of Premium on Debt			\$ (1,000,000)		
<b>TOTAL</b>	<b>\$ 54,257,588</b>	<b>\$ 131,720,000</b>	<b>\$ 8,425,000</b>	<b>\$ 4,536,935</b>	<b>\$ 10,386,481</b>

# FIXED COSTS AND MISCELLANEOUS

## TOWN OF MANCHESTER, CONNECTICUT

### STATEMENT OF DEBT LIMITATION

JUNE 30, 2019

(In Thousands)

Total tax collections (including interest and lien fees) received for the current year \$ 148,463

Base for debt Limitation Computation \$ 148,463

	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit</u>
Debt limitation:					
2-1/4 times base	\$ 334,042	\$	\$	\$	\$
4-1/2 times base		668,084			
3-3/4 times base			556,736		
3-1/4 times base				482,505	
3 times base					445,389
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total debt limitation	<u>334,042</u>	<u>668,084</u>	<u>556,736</u>	<u>482,505</u>	<u>445,389</u>
Indebtedness:					
Bonds and serial notes payable	60,907	56,513	29,695		
Bond anticipation notes			5,018		
Debt authorized but unissued	8,014	42,994			
School construction grants receivable	<u>          </u>	<u>(22,592)</u>	<u>          </u>	<u>          </u>	<u>          </u>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Net indebtedness	<u>68,921</u>	<u>76,915</u>	<u>34,713</u>	<u>-</u>	<u>-</u>
Debt Limitation in Excess of Outstanding and Authorized Debt	<u>\$ 265,121</u>	<u>\$ 591,169</u>	<u>\$ 522,023</u>	<u>\$ 482,505</u>	<u>\$ 445,389</u>

Note (1): Bonds and serial notes payable do not include Water serial notes payable of \$950.

Source: 2019 CAFR, Statistical Section, Table 10, p. 104

## **WATER AND SEWER ENTERPRISE FUNDS**

### **Section H**

This section of the budget includes all funding for the Water and Sewer Enterprise Funds operating budgets.

The recommended budget is based upon a water rate increase of 2.0% and a sewer rate increase of 3.5%.

# WATER SUMMARY

## INTRODUCTION

The Board authorized a water and sewer rate study which was ultimately adopted by the Board of Directors in November 2006. The multi-year plan for the Water Fund was to set rates sufficient to cover operating expenses, debt service requirements and maintain working capital reserve levels equivalent to 180 days of operating costs. A subsequent study conducted in 2014-15 recommended maintaining this standard.

Rate increases over the last several years were a direct result of the additional debt service payments on the completed Water Treatment Plant upgrades. Rates had reached the level at which only limited annual adjustments should have been necessary in order to fund operations and the required debt service, while also maintaining a minimum 180 days of operating capital; however, a steady downward trend in consumption which has caused both the Water and Sewer funds to generate less revenue than anticipated, required a rate adjustment associated with resetting projected consumption levels. Similarly, the recession dramatically impacted revenue from real estate development.

Based on current projections, the Water Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2020/21, a rate increase of 2.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital.

The resulting water rate will be \$3.35 per hundred cubic feet (HCF), up from \$3.28 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$1.44 per quarter, or \$5.77 per year.

## BUDGET COMMENTARY

Revenues: The FY 2020/21 Recommended budget includes a 2.0% rate increase which will not result in additional revenue based on downward trending of consumption; the rate increase is expected to only offset the loss of revenue from reduced usage.

Overall operating revenues in the Water Fund (all revenues except Use of Net Assets) **increase by \$1,964, or <0.01%**, in the FY 2020/21 Recommended budget. No use of net assets is budgeted for FY 2020/21.

Expenditures: Overall operating expenditures in the Water Fund **increase by \$340,154, or 5.8%**.

The combined Personal Services and Employee Benefits objects provide an **increase of \$107,669, or 3.1%**, and represent the salaries and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects have **increased by \$232,385, or 9.7%**, with the following significant changes:



## WATER SUMMARY

- An increase of \$210,874 in the sewer use fees paid to the Town's sewer fund for discharge into the sanitary sewer system associated with water operations. This represents year 2 of a 2 year phase-in based on a review of actual discharge data.

Interfund Transfers total \$1,914,836 in FY 2020/21. The Transfer to Capital Reserve of \$897,500 will support the capital expenses listed below:

- \$50,000 water meters annual purchase
- \$50,000 water pump replacement & well development
- \$45,000 filter media replacement
- \$75,000 tank painting
- \$90,000 Globe Hollow SCADA Water Treatment
- \$32,500 Globe Hollow Effluent Pump Motor Control Replacement
- \$150,000 butterfly valve replacements
- \$30,000 laboratory ventilation hood
- \$15,000 backhoe plate compactor
- \$185,000 heavy equipment replacement
- \$175,000 organic compound reduction- wells 5, 10 and 11

In addition to the Transfers to Water Reserve for capital projects, requests for the following Note funded projects are anticipated:

- \$600,000 for scheduled water quality improvement infrastructure & pipe replacements, plus an additional \$600,000 for pipe replacements corresponding with public works road work, for a total of \$1,200,000

Detailed descriptions of the capital projects can be found in Section J of this document (Capital Improvements).

### STATUS of FY 2019/20 GOALS

- 1. Provide the highest quality of potable water at the lowest possible cost** - The average turbidity removal for FY19 is 95.7% while finishing FY19 within allocated budget.
- 2. Maintain the amount of unaccounted for water to below the industry standard of 15%** - Annualized amount of unaccounted for water is currently 14.17%. This is slightly higher than the previous year (10.53%). Maintaining low unaccountable water keeps cost down.
- 3. Complete the stove pipe replacement project** – The stove pipe replacement project construction started in the spring 2019 and it was completed in the fall of 2019. The Valley Street Project was started in the fall of 2019.
- 4. Decrease % of water account receivables (>120 days delinquent).** The % of water account receivables (>120 days delinquent) FY19 is 39.6%. This is a slight decrease from

# WATER SUMMARY

the previous year.

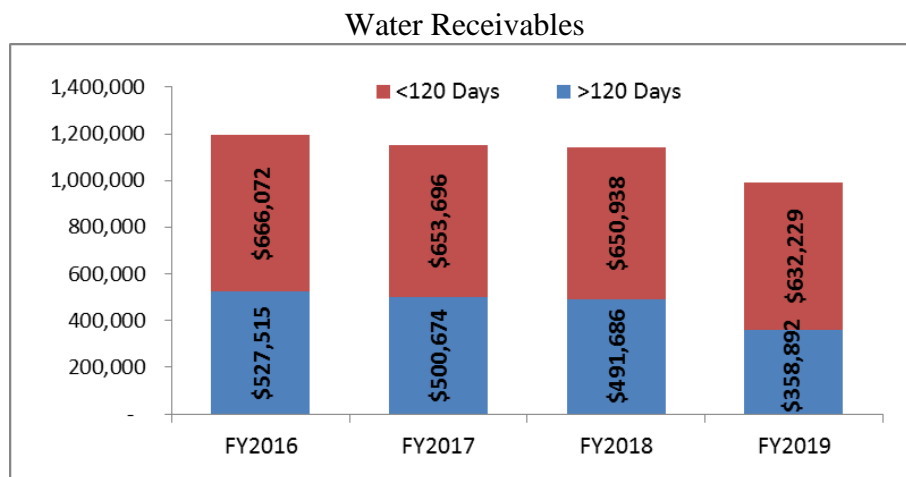
5. **Complete New State Road Chlorine Conversion Project** - Due to complications with the originally specified equipment the project had to be redesigned. The project is in the design phase again. Plan is to bid the project in the spring/summer of 2020.
6. **Automate billing functions such as producing shut off notices and lien process.** Some work has been done in this area, more effort needs to be placed in this area.

## FY 2020/21 GOALS

1. Provide the highest quality of potable water at the lowest possible cost
2. Maintain the amount of unaccounted for water to below the industry standard of 15%.
3. Implement infrastructure improvements (WQIP) - Complete the stove pipe replacement project and start construction on the Valley Street Project.
4. Decrease % of water account receivables (>120 days delinquent)
5. Complete New State Road Chlorine Conversion Project
6. Provide regular material for online media.

## PERFORMANCE MEASURES

Billing and Collection: To accurately bill and collect receivables by tracking consumption, invoicing customers, and managing delinquent accounts.

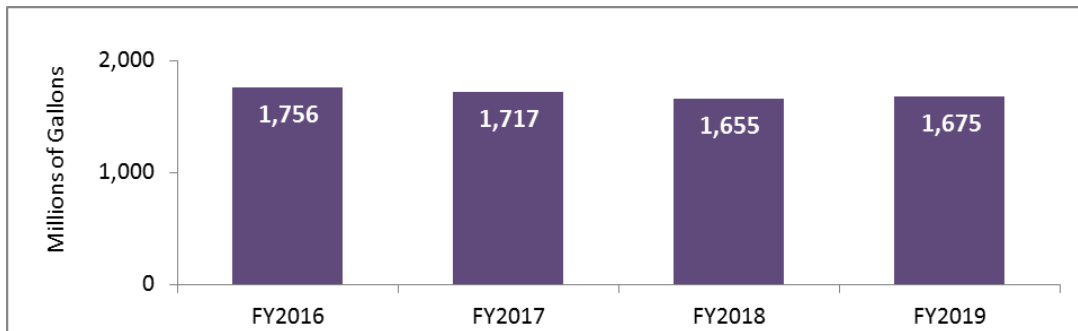


## WATER SUMMARY

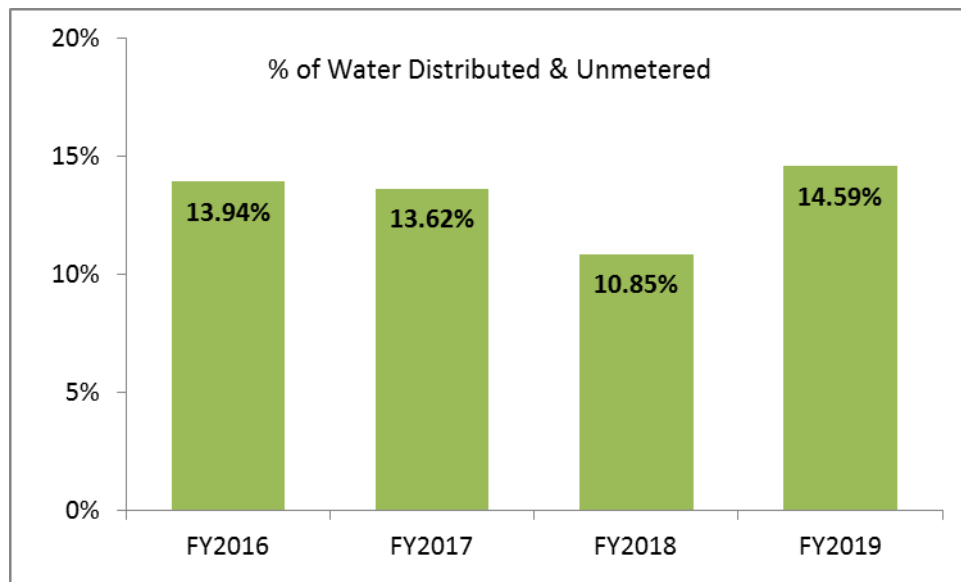
	FY2016	FY2017	FY2018	FY2019	Avg
Metered Water Sales (HCF)	2,004,457	2,007,164	1,913,177	1,908,915	1,958,428
Metered Water Sales (\$)	\$6.96M	\$7.11M	\$6.93M	\$6.93M	\$6.98M
Number of Water Accounts Billed	65,462	65,627	65,697	65,815	65,650
Total Unpaid Receiveables - Water	\$1.19M	\$1.15M	\$1.14M	\$0.99M	\$1.11M
Water Delinquencies > 120 Days	\$527,515	\$500,674	\$491,686	\$358,892	\$ 469,692
% of Total Water Sales >120 Days Delinquent	7.58%	7.04%	7.10%	5.18%	6.73%

**Water Distribution:** To provide a sufficient quantity of water for all purposes without causing degradation of water quality by properly maintaining the pumping and distribution systems.

Millions of Gallons of Water Produced & Distributed



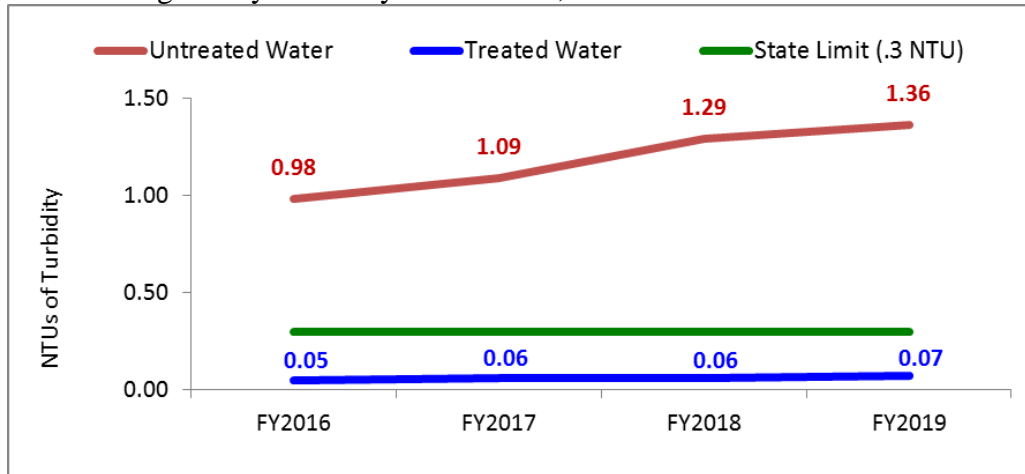
% of Water Distributed & Unmetered



# WATER SUMMARY

Water Quality Management: To produce potable water by treating, monitoring, and maintaining the treatment systems and their sources.

Average Daily Turbidity: Raw Water, Filtered Water and State Limit



NTU = Nephelometric Turbidity Unit, a measure of cloudiness of effluent water.

Monitoring and Reporting (Water & Sewer): To ensure compliance with all applicable regulations through judicious process control based on sampling, analyzing, and reporting of the necessary data.

Fiscal Yr	FY2016	FY2017	FY2018	FY2019
Number of Analysis	41,876	41,327	40,752	39,603
Number of Regulatory Reports Submitted	76	88	74	95

# WATER SUMMARY

<b>Revenues</b>	<b>Collected 2018/19</b>	<b>Adopted 2019/20</b>	<b>Revised Estimate 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Sale of Water	8,101,666.29	8,355,285	8,479,512	8,352,279	
Other Revenue	1,016,196.14	590,166	326,822	595,136	
<b>TOTAL</b>	<b>\$9,117,862.43</b>	<b>\$8,945,451</b>	<b>\$8,806,334</b>	<b>\$8,947,415</b>	<b>\$0</b>

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	1,936,514.65	2,076,820	1,996,941	2,125,446	
Employee Benefits	1,602,450.84	1,386,417	1,337,126	1,445,460	
Purchased Services	1,434,978.55	1,756,818	1,692,539	1,983,608	
Supplies	486,234.97	628,158	588,118	633,753	
Miscellaneous	1,276.86	1,330	1,349	1,430	
<b>SUBTOTAL OPERATIONS</b>	<b>\$5,461,455.87</b>	<b>\$5,849,543</b>	<b>\$5,616,073</b>	<b>\$6,189,697</b>	<b>\$0</b>
Contingency	-	85,000	-	85,000	
Interfund Transfers	1,696,960.00	1,680,605	1,680,605	1,914,836	
Debt Service	403,829.68	428,964	441,476	548,281	
<b>SUBTOTAL NON-OPERATING</b>	<b>2,100,789.68</b>	<b>\$2,194,569</b>	<b>\$2,122,081</b>	<b>\$2,548,117</b>	<b>\$0</b>
<b>TOTAL WATER FUND</b>	<b>\$7,562,245.55</b>	<b>\$8,044,112</b>	<b>\$7,738,154</b>	<b>\$8,737,814</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	1,564,013.58	1,096,220	1,500,881	1,563,512	
Water Treatment	2,389,423.74	2,443,291	2,545,657	2,920,255	
Field Maintenance	1,508,018.55	2,310,032	1,569,535	1,705,930	
<b>SUBTOTAL OPERATIONS</b>	<b>5,461,455.87</b>	<b>\$5,849,543</b>	<b>\$5,616,073</b>	<b>\$6,189,697</b>	<b>\$0</b>
<b>SUBTOTAL NON-OPERATING</b>	<b>2,100,789.68</b>	<b>\$2,194,569</b>	<b>\$2,122,081</b>	<b>\$2,548,117</b>	<b>\$0</b>
<b>TOTAL WATER FUND</b>	<b>7,562,245.55</b>	<b>\$8,044,112</b>	<b>\$7,738,154</b>	<b>\$8,737,814</b>	<b>\$0</b>
<b>NET RESULT OF OPERATIONS</b>	<b>\$1,555,617</b>	<b>\$901,339</b>	<b>\$1,068,180</b>	<b>\$209,601</b>	<b>\$0</b>

## WATER SUMMARY

	Collected	Adopted	Revised	Manager's	
Revenue Detail	2018/19	2019/20	Estimate	Recommended	Adopted
			2019/20	2020/21	2020/21
Sale of Water	6,678,124.90	6,986,741	6,813,654	6,934,626	
Fire Service - Private	373,110.39	330,226	330,226	340,000	
Fire Service - Towns	1,050,431.00	1,038,318	1,038,318	1,077,653	
Interest & Lien Fees	225,166.93	160,000	160,000	170,000	
Meter Installation Fee	13,190.00	8,000	8,000	8,000	
System Connections	113,700.00	40,000	60,000	30,000	
Chargeable Repairs	11,664.06	8,000	9,314	8,000	
Review/Inspection	7,432.00	5,000	5,000	5,000	
RPD Inspection	66,831.52	55,000	55,000	60,000	
Interest on Investment	101,906.36	13,000	13,000	13,000	
Premium on Debt Sale	137,226.18	-	-	-	
Rents	317,437.05	299,636	299,636	299,636	
Timber Sales	-	30	30	-	
Sale of Town Owned Property	4,492.04	-	12,027	-	
Nitrogen Credits	-	-	-	-	
Assessments	14,100.00	-	-	-	
Miscellaneous Revenue	3,050.00	1,500	2,129	1,500	
Use of Net Assets	-	-	-	-	
<b>TOTAL</b>	<b>9,117,862.43</b>	<b>8,945,451</b>	<b>8,806,334</b>	<b>\$8,947,415</b>	<b>\$0</b>

# WATER SUMMARY

## ADMINISTRATION

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<u>Administration</u>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Subtotal	2.65	2.65	2.65	2.65	2.65

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<u>Customer Service &amp; Meters</u>					
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Water Meter Technician	1.00	1.00	1.00	1.00	1.00
Subtotal	3.50	3.50	3.50	3.50	3.50

## WATER TREATMENT

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
Tech. Sup. & Project Manager	0.50	0.50	0.50	0.50	0.50
Water Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	5.00	5.00	5.00	5.00	5.00
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II	0.50	0.50	-	0.50	-
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal	8.50	8.50	8.00	8.50	8.00

## SOURCE OF SUPPLY GROUP

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
W&S Maint. Equip. Op. I	2.00	2.00	2.00	2.00	2.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal	2.50	2.50	2.50	2.50	2.50

## WATER SUMMARY

### **TRANSMISSION AND DISTRIBUTION GROUP**

	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
<b>Full Time Positions</b>					
W&S Maint/Equip. Op. II	2.00	2.00	2.00	2.00	2.00
W&S Maint/Equip. Op. I	6.00	6.00	6.00	6.00	6.00
Dispatcher	-	-	-	-	-
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
Field Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal	9.50	9.50	9.50	9.50	9.50

<b>Total Regular Employees</b>	<b>26.65</b>	<b>26.65</b>	<b>26.15</b>	<b>26.65</b>	<b>26.15</b>
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	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
<b>Part-Time/Temporary Staff</b>		
Full Time Equivalents	0.75	0.75

Part-Time/Temporary staffing consists of seasonal Field Services help approximating one half of an FTE.



# SEWER SUMMARY

## INTRODUCTION

As was the case in the Water Fund, sewer rates have been guided over the last twelve years by a rate study conducted in 2006, which created a framework for setting rates sufficient to carry a surplus of working capital equal to 180 days of operations. This model was based upon steady growth in consumption; what has been observed, however, has been a steady decline or leveling-off of usage. While this reflects the conservation efforts of the residents and should not be discouraged, it presents an issue for the financing of the operation when most of its revenues are driven by consumption. It is therefore necessary to adjust rates so that they are sufficient to provide for proper funding for the operation over the next several years even if no resurgence in consumption or new connections takes place.

Based on current projections, the Sewer Fund will maintain the required minimum amount of working capital through the next several years only if increases are implemented sufficient to allow revenues to catch up with expenditures that have increased markedly due to debt service on the sewer plant improvement project. Therefore, the sewer use rate for FY 2020/21 will increase by 3.5%.

The resulting sewer rate for FY 2020/21 will be \$5.39 per hundred cubic feet (HCF), up from \$5.21 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a sewer bill increase of about \$4.01 per quarter, or \$16.04 per year.

## BUDGET COMMENTARY

### Revenues

The FY 2020/21 Recommended budget includes a sewer use rate increase of 3.5%. Due to downward trending of consumption, this is only expected to generate roughly \$47,000 in additional revenue compared to the current year budget.

Overall, revenues in the Sewer Fund **increase by \$304,117, or 3.2%**, compared to the FY 2019/20 budget, which is mostly attributed to the adjustment of the Water Department Usage Fee to reflect actual usage. In addition, a use of net assets of \$222,138 is required in order to balance the budget.

### Expenditures

Operating Expenditures in the Sewer Fund **increase by \$102,017, or 2.0%**, over the current year.

The combined Personal Services and Employee Benefits objects provide an **increase of \$52,200, or 1.7%**, and represent the salary and benefits of existing funded positions with no significant adjustments.

The combined Purchased Services and Supplies objects **increase by \$49,817, or 2.6%** with the following significant changes:

## SEWER SUMMARY

- An additional \$65,000 is budgeted for the first year of a 20 year payment schedule for Manchester's share of the Vernon Wastewater Treatment Plant upgrades.

Interfund Transfers total \$1,454,335 in FY 2020/21. The Transfer to Capital Reserve of \$560,000 will support the capital expenses listed below:

- \$50,000 annual water meters purchase
- \$75,000 aeration blower service plan
- \$150,000 generator PLC upgrade
- \$215,000 video truck replacement
- \$40,000 vehicle replacement- wastewater treatment

In addition to the Transfers to Sewer Reserve for capital projects, requests for the following Note funded projects are anticipated:

- \$600,000 for scheduled water quality improvement infrastructure & pipe replacements, plus an additional \$600,000 for pipe replacements corresponding with public works road work, for a total of \$1,200,000.
- \$500,000 sanitary sewer system extensions.

### STATUS of FY 2018/19 GOALS

- 1. Provide the highest quality of treated discharge at the lowest possible cost** - Our removal of nitrogen has decreased to 79% (FY19) from 87% (FY18). Our removal rate of phosphorus is 84% for FY19 a decrease removal over 89% (FY18). All of this while finishing FY19 within allocated budget and meeting our discharge permit.
- 2. Decrease % of sewer account receivables (>120 days delinquent)** - FY19 finished at 39.6%, which was slower than FY18 (47%).
- 3. Implement infrastructure improvements (SSIP)** - The Henderson Road area sewer main replacement was completed in 2018.
- 4. Automate billing functions such as producing shut off notices and lien process.** Some work has been done in this area, more effort needs to be placed in this area.
- 5. Increase the miles of sanitary sewer pipe cleaned** - FY19 finished at 77.46 miles cleaned, which is up from FY18 (73.2 miles).

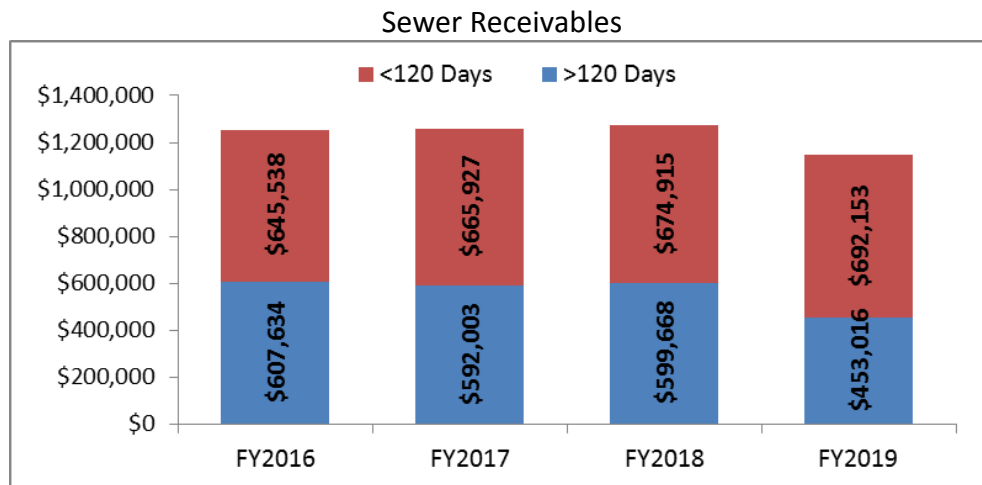
# SEWER SUMMARY

## FY 2020/21 GOALS

1. Provide the highest quality of treated discharge at the lowest possible cost
2. Decrease % of sewer account receivables (>120 days delinquent)
3. Implement infrastructure improvements (SSIP) - Complete construction on the Valley Street Project
4. Provide regular material for online media.
5. Increase the miles of sanitary sewer pipe cleaned

## PERFORMANCE MEASURES

**Billing and Collection:** To accurately bill and collect receivables by tracking consumption, invoicing customers, and managing delinquent accounts.

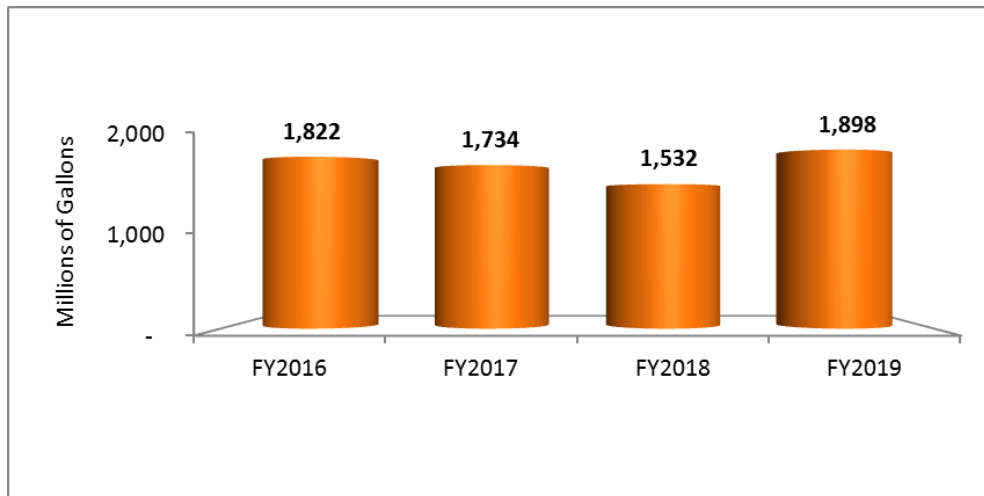


	FY2016	FY2017	FY2018	FY2019	Avg
Metered Sewer Sales (HCF)	1,854,254	1,848,467	1,787,247	1,786,495	1,819,116
Metered Sewer Sales (\$)	\$8.07M	\$8.56M	\$8.45M	\$8.70M	\$8.45M
Number of Sewer Accounts Billed	46,133	44,079	44,179	44,270	44,665
Total Unpaid Receivables - Sewer	\$1.25M	\$1.25M	\$1.27M	\$1.15M	\$1.23M
Sewer Delinquencies > 120 Days	\$607,634	\$592,003	\$599,668	\$453,016	\$ 563,080
% of Total Sewer Sales >120 Days Delinquent	7.53%	6.92%	7.10%	5.20%	6.69%

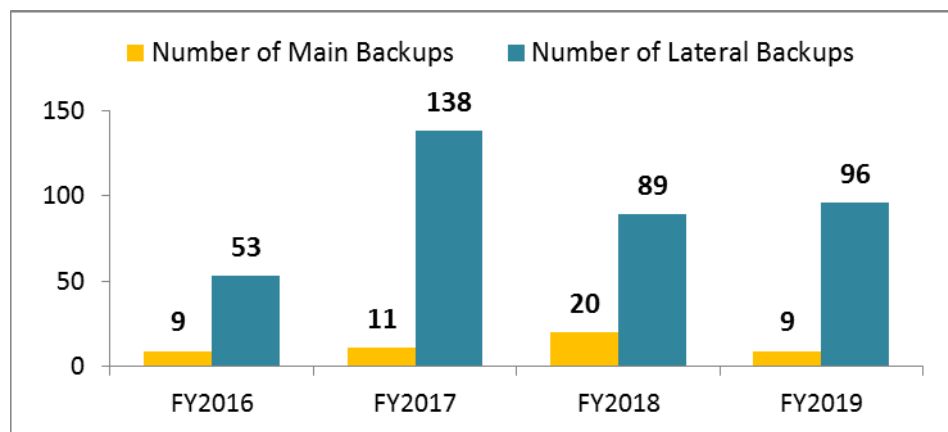
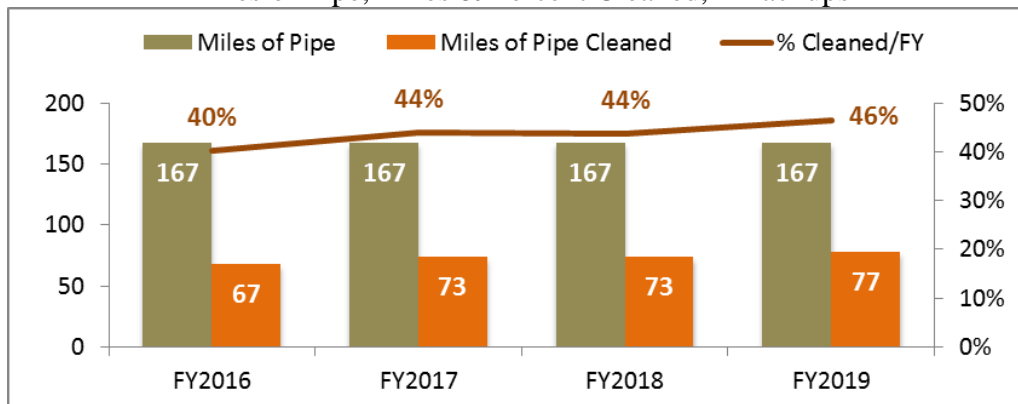
# SEWER SUMMARY

Wastewater Collection: To facilitate the reliable conveyance of wastewater to the treatment facility through the proper maintenance of the sewer system.

Wastewater: Volume Treated

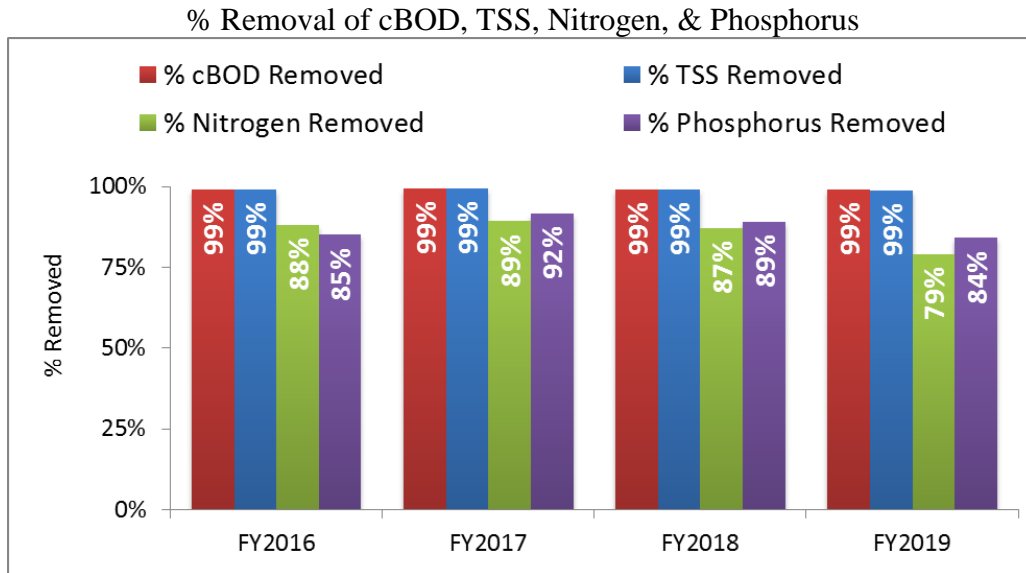


Miles of Pipe, Miles & Percent Cleaned, # Backups



## SEWER SUMMARY

Effluent Quality Management: To produce an environmentally-safe discharge to the receiving stream by processing wastewater through physical and biological treatment, disinfection, and the proper disposal of residuals.



TSS= Total Suspended Solids, cBOD=Carbonaceous Biochemical Oxygen Demand

# SEWER SUMMARY

<b>Revenues</b>	<b>Collected 2018/19</b>	<b>Adopted 2019/20</b>	<b>Revised Estimate 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Regular Sewer Service	6,692,148.30	7,077,332	7,105,268	7,123,931	
Large Volume Sewer Service	1,872,712.93	2,092,620	2,083,455	2,280,138	
Other Revenues	527,989.09	200,000	297,135	270,000	
Nitrogen Credit Revenue	28,731.00	15,000	31,114	15,000	
<b>TOTAL</b>	<b>9,121,581.32</b>	<b>9,384,952</b>	<b>9,516,972</b>	<b>9,689,069</b>	<b>-</b>

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	1,783,433.26	2,005,065	1,948,672	2,026,707	
Employee Benefits	1,318,456.89	1,144,606	1,099,707	1,175,164	
Purchased Services	1,391,492.25	1,489,161	1,395,676	1,558,154	
Supplies	273,678.86	414,154	414,164	394,978	
Miscellaneous	-	-	-	-	
<b>SUBTOTAL OPERATIONS</b>	<b>4,767,061.26</b>	<b>\$5,052,986</b>	<b>\$4,858,219</b>	<b>\$5,155,003</b>	<b>\$0</b>
Contingency	-	85,000	-	85,000	
Debt Service	788,674.65	3,135,635	2,989,415	3,216,869	
Interfund Transfers	1,213,965.00	1,400,861	1,330,861	1,454,335	
<b>SUBTOTAL NON-OPERATING</b>	<b>\$2,002,639.65</b>	<b>\$4,621,496</b>	<b>\$4,320,276</b>	<b>\$4,756,204</b>	<b>\$0</b>
<b>TOTAL SEWER FUND</b>	<b>\$6,769,700.91</b>	<b>\$9,674,482</b>	<b>\$9,178,495</b>	<b>\$9,911,207</b>	<b>\$0</b>

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	1,193,490.61	1,070,798	1,024,578	1,179,362	
Waste Water Collection System	763,304.75	858,386	847,793	888,117	
Pump Stations	8,817.70	9,973	7,500	10,243	
Sewer Treatment Plant	2,801,448.20	3,113,829	2,978,348	3,077,281	
<b>SUBTOTAL OPERATIONS</b>	<b>\$4,767,061.26</b>	<b>\$5,052,986</b>	<b>\$4,858,219</b>	<b>\$5,155,003</b>	<b>\$0</b>
<b>SUBTOTAL NON-OPERATING</b>	<b>\$2,002,639.65</b>	<b>\$4,621,496</b>	<b>\$4,320,276</b>	<b>\$4,756,204</b>	<b>\$0</b>
<b>TOTAL SEWER FUND</b>	<b>\$6,769,700.91</b>	<b>\$9,674,482</b>	<b>\$9,178,495</b>	<b>\$9,911,207</b>	<b>\$0</b>
<b>NET RESULT OF OPERATIONS</b>	<b>2,351,880.41</b>	<b>(\$289,530)</b>	<b>\$338,477</b>	<b>(\$222,138)</b>	<b>\$0</b>

# SEWER SUMMARY

Revenue Detail	Collected 2018/19	Adopted 2019/20	Revised Estimate 2019/20	Manager's Recommended 2020/21	Adopted 2020/21
Regular Sewer Service	6,692,148.30	7,077,332	7,105,268	7,123,931	
Eighth Utilities District	1,533,612.93	1,594,181	1,585,016	1,546,316	
Bolton Lakes Regional Sewer	61,588.19	59,939	59,939	62,012	
Interest and Lien Fees	263,679.97	160,000	160,000	160,000	
Water Dept. Use Fee	277,511.81	438,500	438,500	671,810	
Outlet Charges	86,100.00	-	15,000	-	
Chargeable Repairs	6,260.01	5,000	7,391	5,000	
Review/Inspection	5,100.00	3,500	3,500	3,500	
Interest on Investments	103,530.39	30,000	100,000	100,000	
Premium on Debt Sale	58,811.22	-	-	-	
Rents and Leases	-	-	-	-	
Unclassified Revenue	2,340.00	1,500	1,500	1,500	
Nitrogen Credit Revenue	28,731.00	15,000	31,114	15,000	
Assessments	2,167.50	-	9,744	-	
<b>TOTAL</b>	<b>\$9,121,581.32</b>	<b>\$9,384,952</b>	<b>\$9,516,972</b>	<b>\$9,689,069</b>	<b>\$0</b>

Eighth District Rate	Estimated Discharge 369,932 HCF	Rate 100/HCF 4.18	FY2020/21 Estimated Revenue \$ 1,546,316
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\*HCF = hundred cubic feet

## ADMINISTRATION

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<b><u>General Section</u></b>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Account Associate	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Subtotal	4.15	4.15	4.15	4.15	4.15

## SEWER SUMMARY

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
<b><u>Field Maintenance Section</u></b>					
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
W&S Maint./Equip. Op. II	1.00	1.00	1.00	1.00	1.00
W&S Maint./Equip. Op. I	5.00	5.00	5.00	5.00	5.00
Subtotal	7.00	7.00	7.00	7.00	7.00

### **WASTE WATER COLLECTION SYSTEM**

Full Time Positions	Authorized 2018/19	Authorized 2019/20	Funded 2019/20	Authorized 2020/21	Funded 2020/21
Tech. Support & Proj. Manager	0.50	0.50	0.50	0.50	0.50
Wastewater Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Process Control Supervisor	1.00	1.00	1.00	1.00	1.00
Plant Operator	10.00	10.00	10.00	10.00	10.00
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II	0.50	0.50	-	0.50	-
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal	14.50	14.50	14.00	14.50	14.00

### **TOTAL REGULAR EMPLOYEES**

<b>25.65</b>	<b>25.65</b>	<b>25.15</b>	<b>25.65</b>	<b>25.15</b>
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Part-Time/Temporary Staff	Budgeted 2019/20	Budgeted 2020/21
Full Time Equivalents	0.50	0.50



## **SANITATION**

### **Section I**

The total change in Sanitation Fund expenditures in FY 2020/21 is an increase of \$270,959 or 3.7% compared to the current year adopted budget.

# SANITATION FUND SUMMARY

## DESCRIPTION

The Sanitation Department is responsible for overseeing the collection and disposal of residential refuse and recyclable materials, the curbside leaf vacuuming program, the operation of the Manchester landfill, the composting of leaves and marketing of the end product, and the collection of household hazardous wastes through the Capital Region East Operating Committee (CREOC). As an enterprise fund, all activities of the Sanitation Department are entirely funded through user fees, interest earnings, sales, and regional rebate programs. The Sanitation Department also administers the reimbursement for refuse collection to grandfathered condominium owners.

## BUDGET COMMENTARY

### Revenues

Operating revenues for FY 2020/21 are projected at \$8,307,000, with no significant change compared with operating revenues budgeted in the current fiscal year.

### Expenditures

Total expenses in the 2020/21 Recommended Budget for Sanitation **increase by \$270,959, or 3.7%**. Sanitation operations **increase by \$240,963, or 3.6%**.

The combined Personal Services and Employee Benefits objects **increase by \$85,612, or 5.3%**, and represent salaries and benefits of existing funded positions, with the following significant adjustments:

- The Environmental Services Manager and a Working Foreman position are eliminated, and a Deputy Director of Public Works & Management Analyst position are substituted, which are both 95% funded from Sanitation.
- Funding for part time transfer station attendants is eliminated, and a full-time Maintainer I position is established to manage the Transfer Station.

The combined Purchased Services and Supplies objects have **increased by \$155,351, or 3.0%**, with the following significant adjustments:

- An increase of \$197,685 for tipping fees paid to MIRA for the disposal of curbside collection, based on anticipated increases

Inter-fund Transfers total **\$410,249** in FY 2020/21, which is an increase of **\$29,996, or 6.0%**, over the current year.

# SANITATION FUND SUMMARY

## STATUS of FY 2019/20 GOALS

1. **Implement new Transfer Station 1) software package and 2) modified policies to curb abuse and fraud by businesses/non-residents** – Ongoing
2. **Develop and implement new odor control plan to improve ability to better respond to Landfill odors complaints** - Odor control plan has been completed and is being used in landfill operations.
3. **Develop a vegetation and erosion control management plan for the Landfill** - Ongoing. Strategies to reduce woody vegetation have been developed and work has begun.

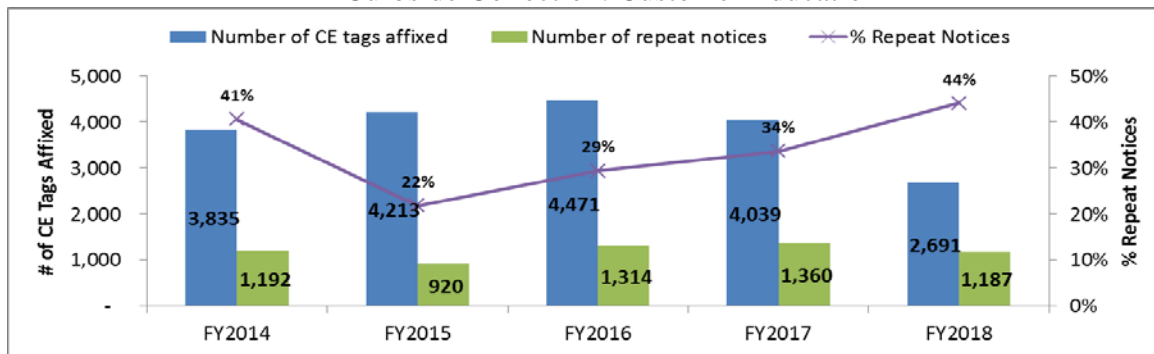
## FY 2020/21 GOALS

1. Complete design, contracting, and initiate construction of MSE Berm Wall Phase 1.
2. Assess both Commercial and Residential fee structure.
3. Work with CROC to reduce wait times for HHW disposal events.

## PERFORMANCE MEASURES

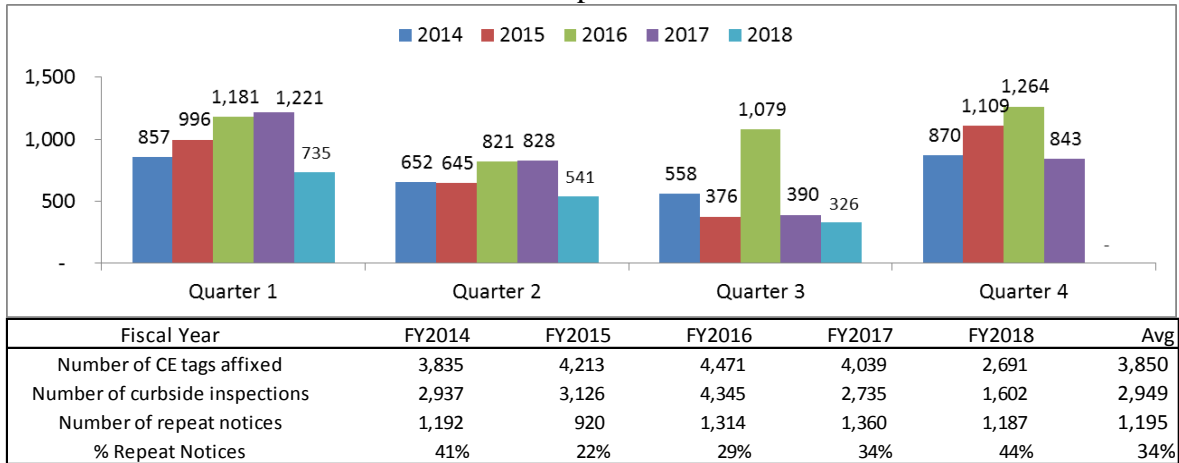
Curbside Compliance: To ensure residentially generated wastes are efficiently directed into the correct waste stream by conducting inspections, implementing enforcement programs, and educating the public about program guidelines.

Curbside Collection: Customer Education

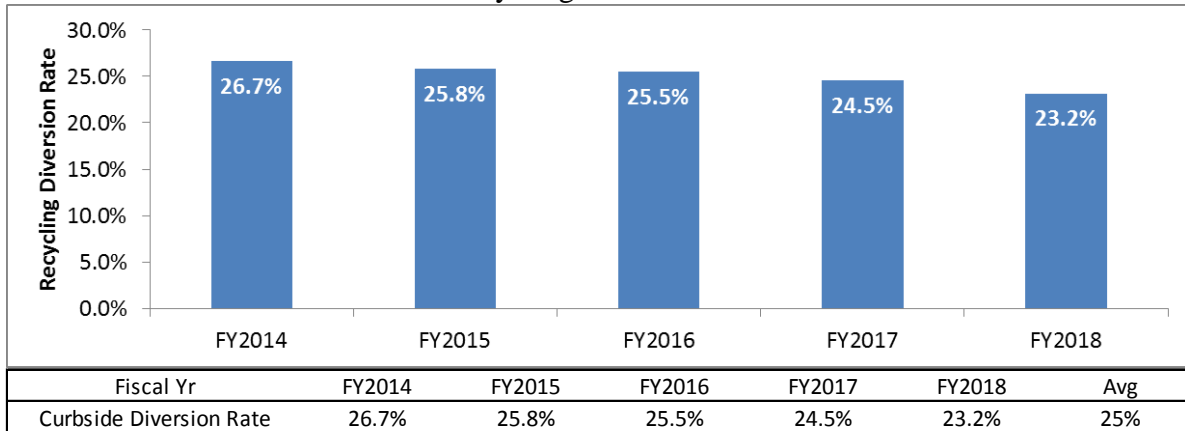


# SANITATION FUND SUMMARY

## Number of Inspections Conducted

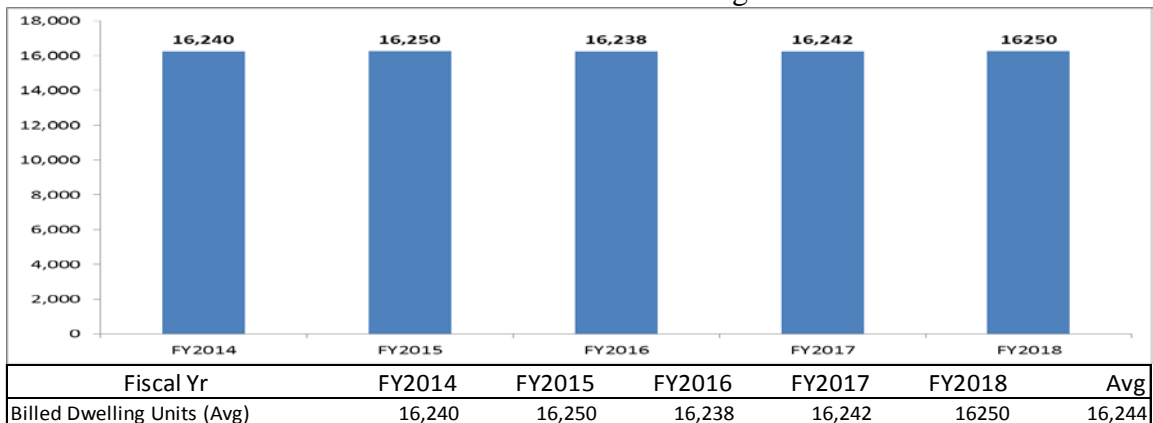


## Recycling Diversion Rate



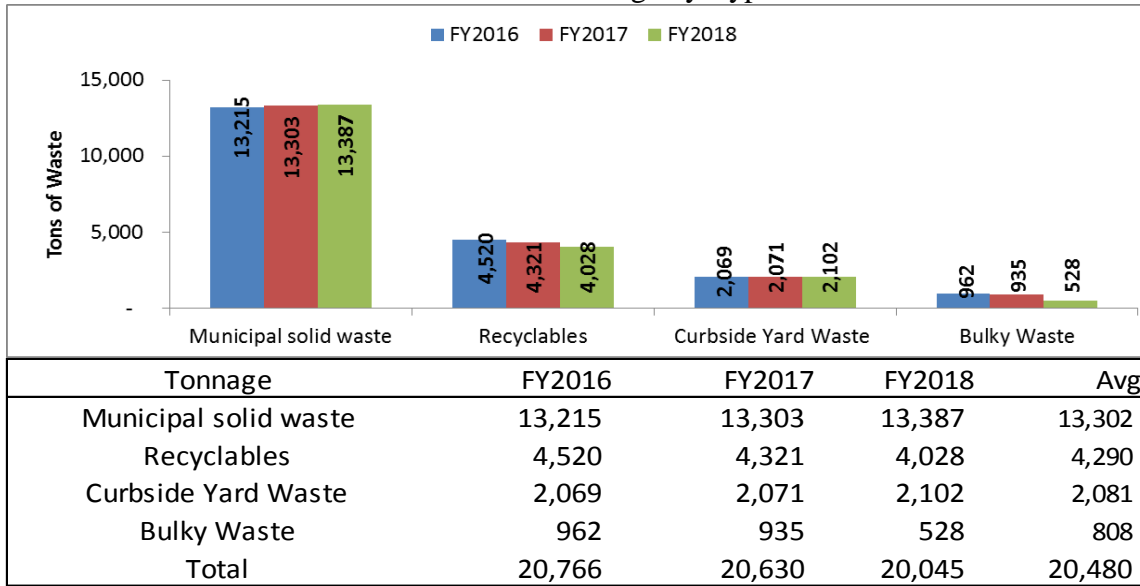
Curbside Contract Administration: To ensure the safe, timely, and effective collection and disposal of residentially generated wastes by developing, implementing and monitoring hauler contractual agreements, reviewing performance reports, and resolving customer complaints and conflicts as they arise.

## Number of Billed Dwelling Units

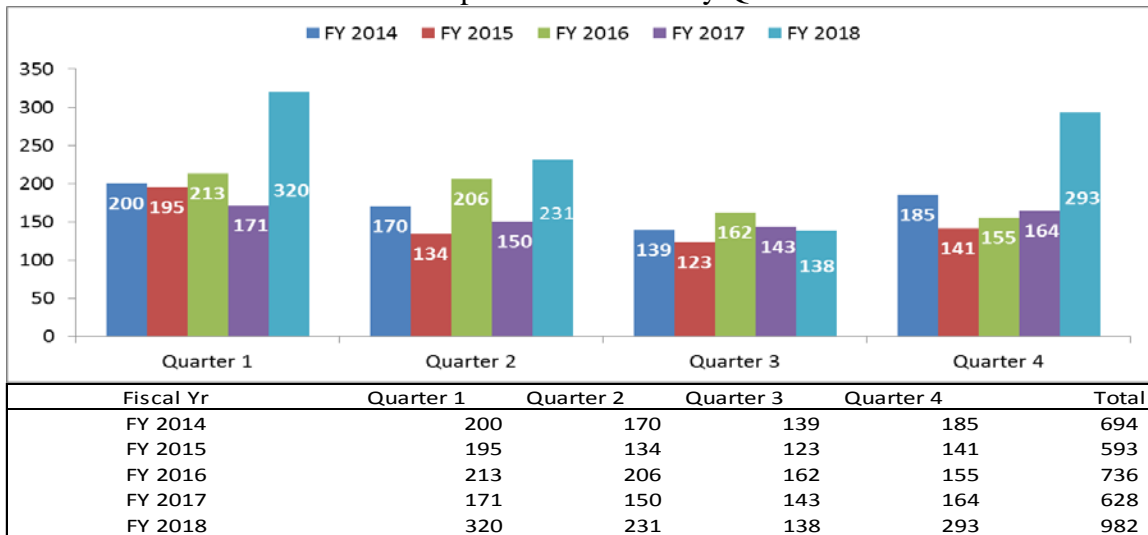


# SANITATION FUND SUMMARY

## Annual Tonnage by Type



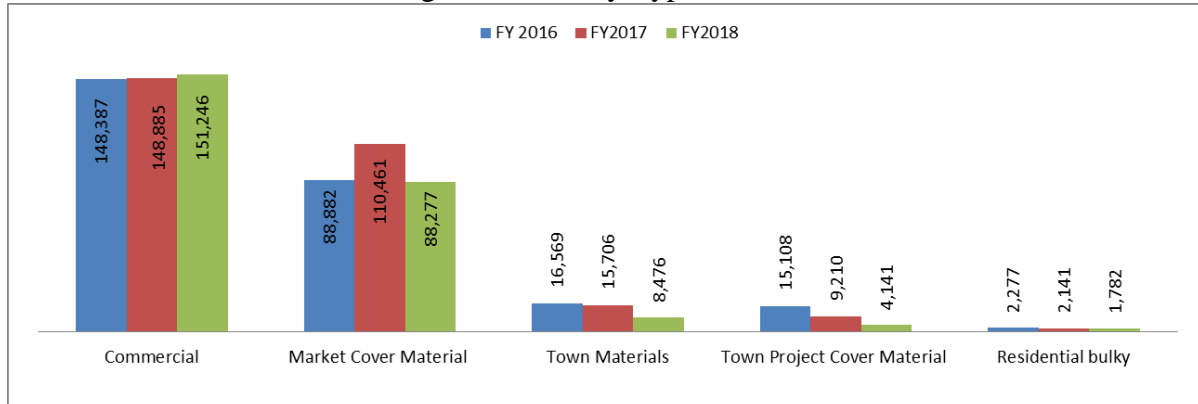
## Complaints Received By Quarter



# SANITATION FUND SUMMARY

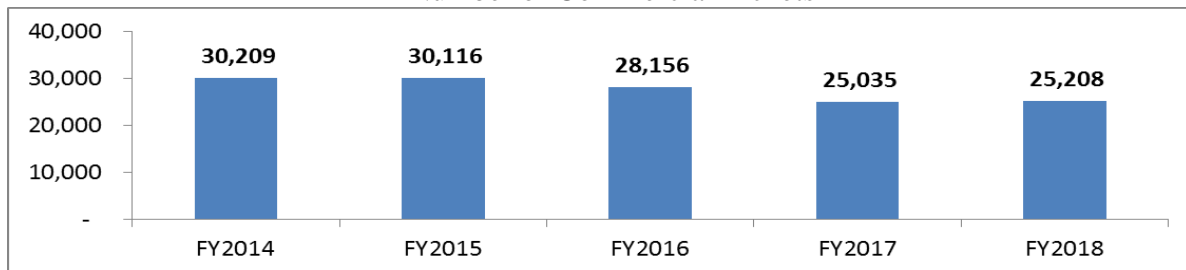
**Landfill Operations Management:** To maximize best use of the landfill as a resource by inspecting, weighing, and sorting materials that are accepted and ensuring that they are properly deposited in the landfill or place for transfer to the proper off-site disposal location.

Tonnage of Refuse by Type & Fiscal Year

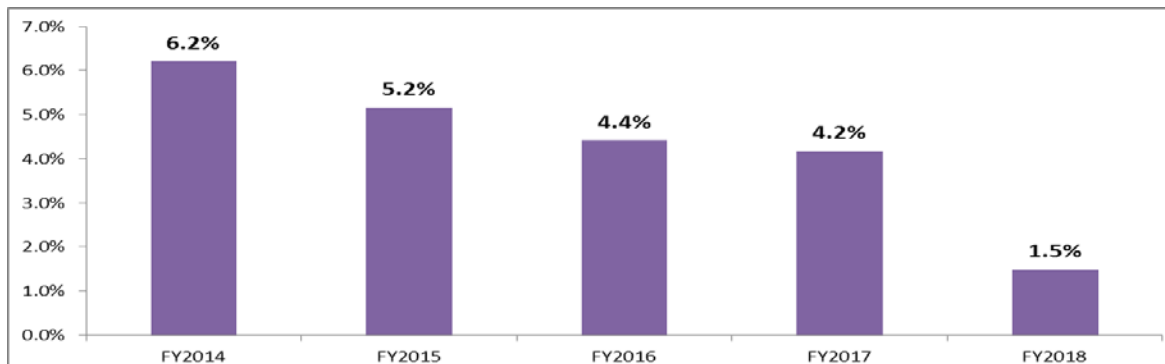


Fiscal Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2016	74,868	63,264	62,662	70,429	271,223
2017	64,285	69,519	47,315	105,284	286,403
2018	72,665	61,270	44,465	75,522	253,922

Number of Commercial Tickets



Diversion Rate

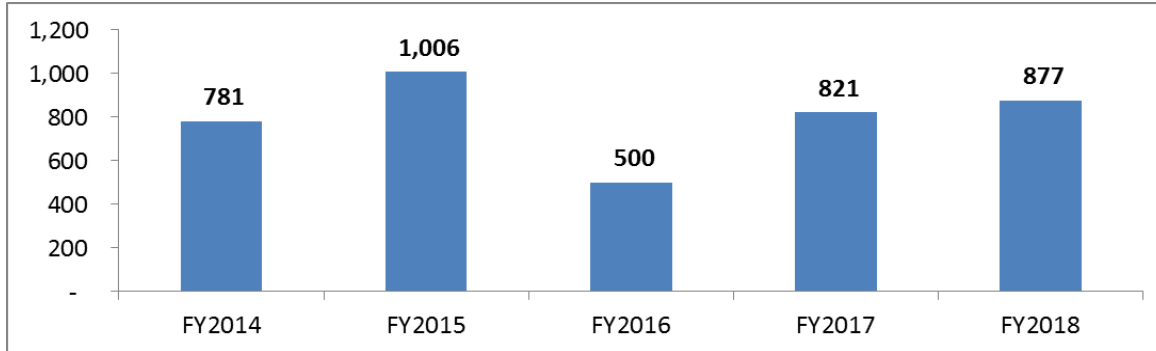


Fiscal Yr	FY2014	FY2015	FY2016	FY2017	FY2018	Avg
Landfill Diversion Rate	6.2%	5.2%	4.4%	4.2%	1.5%	4.3%
# of Commercial Tickets	30,209	30,116	28,156	25,035	25,208	27,745

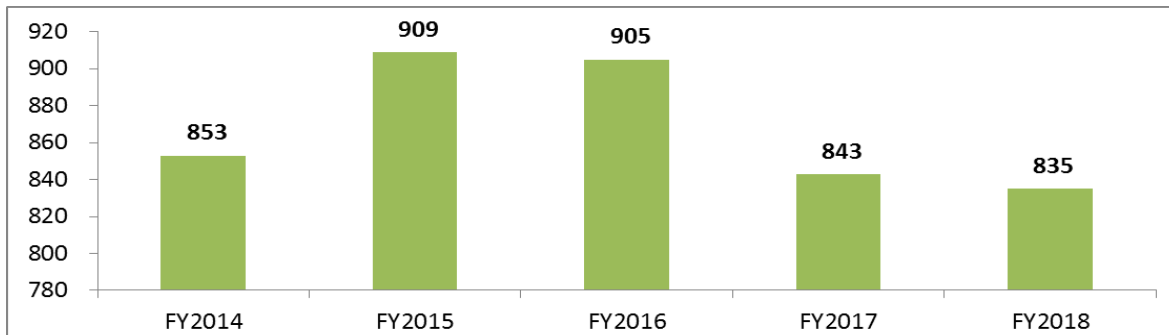
## SANITATION FUND SUMMARY

Landfill Site Management: To ensure the landfill continues to operate in a safe and legally-compliant manner for the remainder of its operational life, as well as during and after closure, by maintaining landfill property, implementing environmental impact mitigation techniques, conducting tests, reporting to regulatory agencies, and maintaining reliable and up-to-date plans to address long-term needs.

Number of Residential Permits



Number of Commercial Permits



Fiscal Yr	FY2014	FY2015	FY2016	FY2017	FY2018	Avg
Commercial Permits	853	909	905	843	835	869
Residential Permits	781	1,006	500	821	877	797
Total	1,634	1,915	1,405	1,664	1,712	1,666

## SANITATION SUMMARY

<b>Revenues</b>	<b>Collected 2018/19</b>	<b>Adopted 2019/20</b>	<b>Revised Estimate 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Commercial Permits	103,325.00	100,000	100,000	100,000	
Residential Permits	19,100.00	25,000	31,466	25,000	
Special Waste Applications	45,875.00	45,000	45,000	45,000	
Commercial Tipping Fees	8,551,871.43	7,500,000	9,500,000	7,500,000	
Residential User Fees	31,648.00	50,000	50,000	50,000	
CREOC Fees	20,000.00	20,000	20,000	20,000	
Miscellaneous Sales	455.00	1,500	1,500	1,500	
Compost	1,600.00	10,000	10,000	10,000	
Leaf Bags- Landfill	13,954.80	7,000	7,000	7,000	
Trash & Recycling Toters	227.00	-	150	-	
Metal Recycling	37,902.55	30,000	30,000	30,000	
Leaf Bags- Senior Center & Y	5,159.60	4,000	4,000	5,000	
Leaf Bags- Town Hall	6,041.00	6,000	6,000	6,000	
Sludge Disposal	375,000.00	400,000	400,000	400,000	
Sale of Cardboard	2,023.20	-	-	-	
Interest	310,945.91	20,000	20,000	20,000	
Sale of Town Property	505.00	-	-	-	
Recycling Rebates	31,697.28	70,000	70,000	70,000	
Mattress Recycling Rebates*	15,588.00	15,000	15,000	15,000	
Notices of Violation	330.00	-	-	-	
Miscellaneous Revenue	5,087.90	2,500	5,897	2,500	
<b>TOTAL</b>	<b>9,578,336.67</b>	<b>8,306,000</b>	<b>10,316,013</b>	<b>8,307,000</b>	<b>-</b>

<b>Expenditures by Object</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Personal Services	1,081,500.78	1,174,195	1,068,016	1,206,780	
Employee Benefits	458,432.33	446,741	387,085	499,768	
Purchased Services	3,901,458.76	4,660,136	4,661,275	4,841,441	
Supplies	495,579.31	490,854	490,955	464,900	
Equipment	-	-	-	-	
Miscellaneous	-	-	-	-	
<b>SUBTOTAL OPERATING</b>	<b>5,936,971.18</b>	<b>\$6,771,926</b>	<b>6,607,331</b>	<b>\$7,012,889</b>	<b>\$0</b>
Contingency	-	150,000	-	150,000	
Interfund Transfers	4,495,547.00	350,283	350,283	380,279	
<b>SUBTOTAL NON-OPERATING</b>	<b>4,495,547.00</b>	<b>\$500,283</b>	<b>350,283</b>	<b>\$530,279</b>	<b>\$0</b>
<b>TOTAL SANITATION FUND</b>	<b>\$10,432,518.18</b>	<b>\$7,272,209</b>	<b>6,957,614</b>	<b>\$7,543,168</b>	<b>\$0</b>



## SANITATION SUMMARY

<b>Expenditures by Function</b>	<b>Expended 2018/19</b>	<b>Adopted 2019/20</b>	<b>Estimated Expenditures 2019/20</b>	<b>Manager's Recommended 2020/21</b>	<b>Adopted 2020/21</b>
Administration	585,178.15	852,196	681,223	983,119	
Curbside Collection & Disposal	3,183,545.78	3,528,000	3,529,139	3,758,485	
Landfill Operations	1,690,336.83	1,775,295	1,780,433	1,761,111	
Organics & Aggregates	431,225.08	541,435	541,536	435,174	
Hazardous Wastes	46,685.34	75,000	75,000	75,000	
<b>SUBBTOTAL OPERATING</b>	<b>\$5,936,971.18</b>	<b>\$6,771,926</b>	<b>6,607,331</b>	<b>\$7,012,889</b>	<b>\$0</b>
<b>SUBTOTAL NON-OPERATING</b>	<b>4,495,547.00</b>	<b>\$500,283</b>	<b>350,283</b>	<b>\$530,279</b>	<b>\$0</b>
<b>TOTAL SANITATION FUND</b>	<b>\$10,432,518.18</b>	<b>\$7,272,209</b>	<b>6,957,614</b>	<b>\$7,543,168</b>	<b>\$0</b>
<b>NET RESULT OF OPERATIONS</b>	<b>(\$854,181.51)</b>	<b>\$1,033,791</b>	<b>3,358,399</b>	<b>\$763,832</b>	<b>\$0</b>

<b>Full Time Positions</b>	<b>Authorized 2018/19</b>	<b>Authorized 2019/20</b>	<b>Funded 2019/20</b>	<b>Authorized 2020/21</b>	<b>Funded 2020/21</b>
Director of Public Works	0.15	0.15	0.15	0.15	0.15
Deputy Director of Public Works	-	-	-	0.95	0.95
Management Analyst	-	-	-	0.95	0.95
Director of Operations	0.50	0.50	-	0.50	-
Superintendent of Field Services	0.25	0.25	0.25	0.25	0.25
Budget & Research Officer	0.20	0.20	0.20	0.20	0.20
Environmental Services Manager	1.00	1.00	1.00	-	-
Working Foreman	1.00	1.00	1.00	-	-
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Account Associate	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Maintainer I	-	-	-	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Clerical Assistant	2.00	2.00	2.00	2.00	2.00
Maintainer III	1.00	1.00	1.00	1.00	1.00
Mechanic II	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>12.60</b>	<b>12.60</b>	<b>12.10</b>	<b>13.50</b>	<b>13.00</b>

<b>Part-Time/Temporary Staff</b>	<b>Budgeted 2019/20</b>	<b>Budgeted 2020/21</b>
Quality of Life Officer	1.00	1.00
Transfer Station Attendants	1.20	
	<u>2.20</u>	<u>1.00</u>

## **CAPITAL PROJECTS**

### **Section J**

Capital projects include major nonrecurring improvement or betterment to the physical plan of the Town. Recurring replacement of major equipment, including vehicles, is also budgeted under Capital Projects.

The Capital Improvement Plan is developed from an initial body of requests that are submitted by department staff early in the budget process. The plan is then amended for continuity and feasibility. Decisions regarding which projects are to receive funding are only made for the budgeted year. The six year plan lists all requests submitted by departments.

# CAPITAL IMPROVEMENT PLAN

## THE CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is a multi-year plan used to coordinate the financing and timing of physical asset replacements and improvements for the Town of Manchester. It contains a comprehensive list of capital projects and acquisitions proposed for the town within the next six years. For each proposed project or acquisition, the CIP presents a summary description, estimate of cost, source of funding, and schedule of funding authorization. The CIP represents a rational plan for preserving and adding to the capital assets of the town.

## CAPITAL ASSETS AND CAPITAL PROJECTS

A capital asset is a physical asset that has a useful life of five years or more and a value of \$10,000 or more. Capital projects and acquisitions are undertaken to acquire or extend the useful life of capital assets. Examples of capital projects and acquisitions include land purchases, construction of or major improvements to public buildings and roads, major maintenance of town facilities, and the purchase of heavy and light equipment, such as public works apparatus or public safety equipment.

## THE PURPOSE OF THE CIP

The CIP provides a means for both coordinating and prioritizing the capital project and acquisition proposals of various departments and agencies. The process itself allows for careful consideration of all proposed projects and purchases in a more global context than if projects were submitted and evaluated in an ad-hoc fashion. In addition to mitigation of wasteful overlap, duplication and delay, the prioritization process ensures that the most important and critical projects and acquisitions are undertaken first. The information the CIP provides regarding short- and long-term financial impacts of capital needs enables policy makers to balance town priorities with its financial capacity to pay for them.

The CIP encompasses a six-year period, scheduling the most important, urgent projects in the earliest years. Once the CIP is finalized, Year 1 of the plan is used as a basis for both the capital portion of annual operating budgets and for any planned bond issues during the fiscal year. Once funding has been authorized, either through the adoption of the annual budget or through a bond ordinance, the projects can begin and are removed from the subsequent CIP, though the costs are included in comprehensive financial forecasts. Year 1 of the CIP is often referred to as the “Capital Budget” and is incorporated into the operating budget.

For the most part, remaining projects (which are still unfunded) will move up one year in the plan. However, because circumstances change, financial constraints or opportunities emerge, and priorities shift, the schedule for unfunded projects and acquisitions needs to be revised each year. Proposed projects and acquisitions can be moved ahead or back, or even eliminated from the plan.

This constant review ensures that the CIP maintains flexibility and can be adjusted to align with a changing environment while still providing community leaders and town officials with a clear view of the needs that lie ahead.

# CAPITAL IMPROVEMENT PLAN

## FINANCING CAPITAL PROJECTS AND ACQUISITIONS

The town has several options for financing capital projects. The single largest source of funding for capital projects and acquisitions is borrowing through the issuance of general obligation bonds and short-term notes. Larger assets with long useful lives are typically financed in this manner. The ultimate source of funding for borrowing is through the operating budget in the form of debt service. Spreading the cost of large capital projects and acquisitions over time eliminates the need to temporarily raise taxes every time a capital need arises. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, roads and fire stations. All borrowing is done in accordance with the Town Charter and state statutes.

Some projects and purchases may be financed on a pay as you go basis through operating budgets, including the General Fund, Fire Fund and enterprise operating budgets. Small scale projects and major maintenance items are likely candidates for financing through annual operating budgets. For example, proposed funding for the town-wide facility maintenance program relies almost exclusively on operating budget appropriations.

Other funding sources may include state and federal grants, appropriations from fund balances, and private sources. The Local Capital Improvement Project (LoCIP) grant is a grant from the State of Connecticut that is used exclusively for capital projects. Occasionally, remaining balances from previously authorized projects may be allocated to proposed projects and acquisitions with Board of Directors approval.

## ORGANIZATION OF THE CIP

1. Public Infrastructure – Public infrastructure projects include construction, reconstruction, replacement of, and major repairs to major assets such as roads, sidewalks, bridges, and most transportation related assets. Most of these projects are financed through the issuance of bonds. Some projects are funded in part through federal transportation grants.
2. Parks and Recreation – Parks and Recreation includes all of the Town's park system, athletic fields, public pools and recreational facilities. Parks and Recreation projects are financed through the same array of sources as other infrastructure and facilities projects.
3. Equipment and Vehicles – Many of the Town's operations rely on the use of heavy equipment and vehicles. This is particularly true of the Public Works Department and Police Department. A multi-year replacement plan for Public Works equipment is funded each year through a transfer from the General Fund operating budget. This appropriation to the operating budget also funds most fleet vehicle replacements. The Police Department's vehicle replacement plan is funded through the department budget. The Fire Department and enterprise operations (Water, Sewer, Sanitation) all fund heavy equipment and vehicle replacement through their respective funds.
4. Facilities – Projects in this category include construction of new facilities, or the expansion, major improvement to, or major maintenance of existing facilities. Major maintenance and some improvements are typically funded through operating budget

## CAPITAL IMPROVEMENT PLAN

contributions to a reserve account specifically for facilities. The Local Capital Improvement Projects grant (LoCIP) or other grants may supplement funding. Larger projects, like new or expanded facilities, are typically financed through the issuance of bonds.

5. Fire Department – Fire Department projects include any acquisitions or improvements related to Fire equipment, apparatus or the Fire stations. Large projects are financed through the issuance of Fire Bonds. Smaller scale projects and equipment replacement plans may be funded within the Fire Department budget as capital expenditures or transfers to reserve accounts.
6. Water System – Projects and acquisitions specific to the town's water system are included in this category. The primary sources of funding for these items are the issuance of notes and Water Fund operating budget appropriations to reserve accounts.
7. Sewer System – Projects and acquisitions specific to the town's sewer system are included in this category. The primary sources of funding for these items are the issuance of notes and Sewer Fund operating budget appropriations to reserve accounts.
8. Information Technology – The Town's information technology assets comprise an infrastructure that is becoming as extensive and complex as other major assets. Planned replacement of information technology equipment, and the introduction of new technologies, has been included in the capital improvement plan for several years. Most Information Technology projects are funded through the Information Systems budget as a transfer to a reserve account.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN SUMMARY- ALL FUNDS FY 2020/2021 – FY 2025/2026

General Fund	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Public Infrastructure	\$ 285,000	\$ 610,000	\$ 945,000	\$ 825,000	\$ 420,000	\$ 200,000
Parks & recreation	\$ 809,000	\$ 1,234,000	\$ 764,000	\$ 139,000	\$ 149,000	\$ 149,000
Equipment and Vehicles	\$ 615,000	\$ 750,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Facilities Maintenance	\$ 435,000	\$ 435,000	\$ 435,000	\$ 435,000	\$ 435,000	\$ 435,000
Allocation of Available Reserves	\$ (270,000)					
Use of LoCIP Grants	\$ (340,000)					
General Fund Contribution	\$ 1,534,000	\$ 3,029,000	\$ 2,994,000	\$ 2,249,000	\$ 1,854,000	\$ 1,634,000
	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
General Fund Bonded Capital		\$ 18,031,000		\$ 21,300,000		\$ 14,800,000
Fire Fund	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Fire Fund - Cash Funded	\$ 226,000	\$ 226,500	\$ 227,000	\$ 82,500	\$ 83,000	\$ 83,500
Fire Fund - Financed		\$ 675,000		\$ 700,000		\$ 1,400,000
Fire Fund - TOTAL	\$ 226,000	\$ 901,500	\$ 227,000	\$ 782,500	\$ 83,000	\$ 1,483,500
Water Fund	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Water Fund - Cash Funded	\$ 897,500	\$ 1,440,000	\$ 748,000	\$ 655,000	\$ 440,000	\$ 610,000
Water Fund - Financed	\$ 6,200,000	\$ 1,660,000	\$ 2,100,000	\$ 6,650,000	\$ 2,175,000	\$ 8,185,000
Water Fund - TOTAL	\$ 7,097,500	\$ 3,100,000	\$ 2,848,000	\$ 7,305,000	\$ 2,615,000	\$ 8,795,000
Sewer Fund	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Sewer Fund - Cash Funded	\$ 560,000	\$ 250,000	\$ 440,000	\$ 145,000	\$ 95,000	\$ 75,000
Sewer Fund - Financed	\$ 1,700,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,200,000
Sewer Fund - TOTAL	\$ 2,260,000	\$ 1,450,000	\$ 1,640,000	\$ 1,345,000	\$ 1,295,000	\$ 5,275,000
Information Systems Fund	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
	371,000	110,000	110,000	110,000	110,000	110,000

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN PUBLIC INFRASTRUCTURE FY 2020/2021 – FY 2025/2026

### CASH OR GRANT FUNDED PROJECTS

	PUBLIC INFRASTRUCTURE	FY21	FY22	FY23	FY24	FY25	FY26
1	Town-wide Bridge Safety and Repair Program	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2	Light Pole Replacement	\$ 100,000		\$ 100,000		\$ 100,000	
3	Enhanced Pedestrian Crossings	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
4	Bus Shelter Installation & Replacement	\$ 20,000		\$ 20,000		\$ 20,000	
5	Culvert Replacement - East Eldridge St to Porter Brook		\$ 160,000				
6	Lincoln Center Improvements		\$ 100,000				
7	Traffic Signal Vehicle Detection		\$ 100,000		\$ 100,000		\$ 100,000
8	Welcome Signs		\$ 50,000	\$ 50,000			
9	Case Pond Dams Masonry Repairs		\$ 50,000	\$ 50,000			
10	Electronic Document Scanning & Software		\$ 25,000	\$ 25,000			
11	Hilliard Bridge Replacement			\$ 400,000			
12	Sidewalk Extensions			\$ 100,000		\$ 100,000	
13	Cemetery Paving			\$ 75,000		\$ 75,000	
14	Slope Stabilization and Sedimentation Removal- Hockanum River				\$ 350,000		
15	Probate Court Parking Lot Rehabilitation				\$ 150,000		
16	Intersection Improvements - Hartford Rd. at Mckee St. (Right of Way)				\$ 100,000		
17	Sustainability & Green Energy Services	\$ 40,000					
	<b>TOTAL</b>	<b>\$ 285,000</b>	<b>\$ 610,000</b>	<b>\$ 945,000</b>	<b>\$ 825,000</b>	<b>\$ 420,000</b>	<b>\$ 200,000</b>

### 1. Town-wide Bridge Safety and Repair Program

**PROJECT DESCRIPTION:** The Town maintains 27 bridges and large diameter culverts. Safety improvements and repairs are needed to several bridges and culverts due to general deterioration with age and traffic. Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.



**JUSTIFICATION:** State bridge inspection reports identified several bridges and culverts that required minor structural repairs and some that require more extensive repair. Inspection of Town-maintained bridges (under 20' long) were performed in September 2012. A consultant engineer is needed to prepare design plans and specifications. Initial funding request will allow some repair work to be performed.

**IMPACT ON OPERATION:** Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.

### 2. Light Pole Replacement

**PROJECT DESCRIPTION:** Replace aging streetlight poles.

**JUSTIFICATION:** The Town owns approximately 1,300 streetlight poles in areas of underground electrical service. Poles have an average life span of 25-30 years. This will

## CAPITAL IMPROVEMENT PLAN

provide the necessary funding to replace poles, beginning with the older wooden poles. A typical pole replacement will cost \$3,000 to \$4,000.

**IMPACT ON OPERATION:** No anticipated impact.

### **3. Enhanced Pedestrian Crossings**

**PROJECT DESCRIPTION:** Mid-block and unsignalized crosswalks present safety issues to pedestrians if motorists do not obey yielding to pedestrians in crosswalks. The project will systematically install pushbutton activated crosswalk systems at key locations throughout Town.

**JUSTIFICATION:** Annual funding would provide for four to five locations to be upgraded and installation will improve pedestrian safety.



**IMPACT ON OPERATION:** None. Units can be solar powered where appropriate.

### **4. . Bus Shelter Installation and Replacement**

**PROJECT DESCRIPTION:** Installation of new bus shelters at bus stops with high ridership and replacement of deteriorated structures as required.

**JUSTIFICATION:** The Town owns and maintains 27 bus shelters. A new bus shelter and concrete pad cost approximately \$10,000. This level of funding will provide for installation of two new shelters. Locations for new shelters based on transit ridership and coordination with Greater Hartford Transit District or provide for the replacement of deteriorated shelters that have reached the end of their life expectancy.

**IMPACT ON OPERATION:** No impact.



## CAPITAL IMPROVEMENT PLAN

### 5. Culvert Replacement – East Eldridge St to Porter Brook



**PROJECT DESCRIPTION:** Funding to replace the culvert that conveys storm water runoff from East Eldridge Street across Oak Grove Street to Porter Brook.

**JUSTIFICATION:** The existing 24" pipe that conveys storm water runoff from East Eldridge St. to Porter Brook is undersized and in poor condition. Replacing and increasing the pipe capacity will reduce the historical flooding on East Eldridge St.

**IMPACT ON OPERATION:** These improvements will reduce or eliminate the need for Public Works employees to respond to flooding on East Eldridge Street.

### 6. Lincoln Center Improvements

**PROJECT DESCRIPTION:** Reconfigure work spaces and common areas, assess and install updated security, and install Information Systems upgrades.

**JUSTIFICATION:** The Lincoln Center serves as an annex to the Town Hall with several Departments located on three levels. The Departments located there provide a mix of public (external) services and Town (internal) services spread across the building's three levels. The current configuration of space use does not provide a user-friendly experience requiring visitors to go to multiple offices to obtain information. A more efficient one-stop layout is possible by reconfiguring the current workspaces and by separating the interior from exterior uses. By reconfiguring these spaces, additional security measures, both passive and formal, can also be implemented.

**IMPACT ON OPERATION:** No anticipated impact. Some efficiency through resource sharing may occur.

# CAPITAL IMPROVEMENT PLAN

## **7. Traffic Signal Vehicle Detection**

**PROJECT DESCRIPTION:** Retrofit existing traffic signals with 360 degree camera detection technology.

**JUSTIFICATION:** Many of the Town's traffic signals use in-pavement loops for vehicle detection. Over time, these loops fail and impact the efficiency of the traffic signal. Also, these loops must get replaced every time the road gets resurfaced or patched. The newer camera technology will improve the efficiency of the traffic signals. The cost to retrofit a single intersection is approximately \$20,000.

**IMPACT ON OPERATION:** Replacing the loop detectors with camera detection will reduce the number of call outs for repair and replacement of loop detectors.

## **8. Town of Manchester Welcome Signs**

**PROJECT DESCRIPTION:** Replace aging Town Welcome signs at highway off-ramps.

**JUSTIFICATION:** The welcome signs provide visitors with a positive first impression of the Town and are an important part of maintaining a positive and well-kept image to both visitors and residents; funding will allow signs to be replaced as needed so aging, damaged or deteriorated signs are not left in place.

**IMPACT ON OPERATION:** No anticipated impact.

## **9. Case Pond Dam Masonry Repairs**

**PROJECT DESCRIPTION:** Masonry repairs to the upper and lower Case Pond dams

**JUSTIFICATION:** In a continuing effort to improve the appearance of the Case Mountain area, and to prevent more serious deterioration of the dams, masonry repairs will re-fortify and beautify the dams on the upper and lower Case Ponds.

**IMPACT ON OPERATION:** No anticipated impact.

## **10. Electronic Document Management Program**

**PROJECT DESCRIPTION:** Purchase software and document scanning

**JUSTIFICATION:** The Public Works Department consistently maintains and transmits a high volume of paperwork for contracts, vendor payments, personnel management, and so forth. Electronic document management will significantly improve the efficiency of the operation.

**IMPACT ON OPERATION:** No anticipated impact.

# CAPITAL IMPROVEMENT PLAN

## **11. Hilliard Street Bridge Replacement**

**PROJECT DESCRIPTION:** Replacement of concrete box culvert conveying Hop Brook under Hilliard Street.

**JUSTIFICATION:** This bridge was rated in "fair" condition. The culvert was constructed in 1933 and in need of replacement.

**IMPACT ON OPERATION:** No anticipated impact.



## **12. Sidewalk Extensions**

**PROJECT DESCRIPTION:** Install new sidewalks to provide improved pedestrian connections between Town assets.



**JUSTIFICATION:** Many gaps exist in the Town's sidewalk network. There have been several pedestrian accidents/injuries in Town over the past 10 years. Segments will be selected using a benefit/cost analysis using data that includes proximity to key Town facilities, traffic volumes and public comment. This is a key part of the Town's recently adopted Complete Streets policy.

**IMPACT ON OPERATION:** No anticipated impact.

## **13. Cemetery Roadway Paving**



## CAPITAL IMPROVEMENT PLAN

**PROJECT DESCRIPTION:** Continue program to resurface and maintain roadway and pathways throughout the four town-owned and maintained cemeteries.

**JUSTIFICATION:** Each of the Town's cemeteries has a network of paved roadway that provides access to visitors. Like any other roadway, they require periodic maintenance including full depth replacement and overlays. This funding will allow for the systematic improvements necessary to keep the cemetery roads safe and passable.

**IMPACT ON OPERATION:** Reduced maintenance of potholes and deteriorated pavement sections.

### **14. Slope Stabilization and Sedimentation Removal Along Hockanum River at Hilliard Street**

**PROJECT DESCRIPTION:** Reinforce existing river bank along the Hockanum River between the Adams Street bridge and the New State Road bridge. Project includes removal of sediment near the Adams Street bridge.

**JUSTIFICATION:** The river bank between the two bridges continues to erode due to the forces of the Hockanum River. This is particularly evident where the Hockanum bends westerly at almost a 90 degree angle near Hilliard Street. A small washout was repaired in this area in 2008. Removal of accumulated sediment at the Adams Street Bridge will involve having a consultant engineer to prepare construction documents and acquire the necessary CTDEEP and Army Corps of Engineer permits.

**IMPACT ON OPERATION:** No impact.

### **15. Probate Court Parking Lot Rehabilitation**

**PROJECT DESCRIPTION:** Reconstruct the existing parking lot with concrete pavement, including the extension areas that are currently bituminous concrete.

**JUSTIFICATION:** Old sections of bituminous concrete and the original concrete pavement are in need of replacement. Removing and replacing the bituminous concrete sections with concrete pavement will better match the original concept of a concrete pavement parking lot.

**IMPACT ON OPERATION:** No impact.

### **16. Intersection Improvements – Hartford Rd at McKee St (Right of Way)**

**PROJECT DESCRIPTION:** Widen Hartford Road and construct safety improvements at the intersection of Hartford Road and McKee Street. Possibility of working with State DOT to include reconfiguring westbound I-384 off-ramp. This request provides funding for anticipated property rights needed to complete the work.

## CAPITAL IMPROVEMENT PLAN

**JUSTIFICATION:** The Hartford Rd./McKee St./Keeney St. intersection is one of the busiest in Town. The Hartford Rd. approaches to the intersection also have little access control for adjacent retail stores with parking directly off the street. There is also an accident history at the I-384 off-ramp to Keeney Street due to limited sightline at the bridge over I-384. The entire area needs to be studied for safety and capacity improvements.

**IMPACT ON OPERATION:** No impact

### **17. Sustainability & Green Energy Services**

**PROJECT DESCRIPTION:** Provide funding for the Sustainability Task Force to utilize towards green energy technologies and/or professional and consulting services associated with any of the Town's sustainability initiatives.

**JUSTIFICATION:** Projects & initiatives geared towards sustainability & energy conservation will yield ongoing operational savings and a return on investment, as well as decreasing the Town's carbon footprint.

**IMPACT ON OPERATIONS:** potential energy savings.



# CAPITAL IMPROVEMENT PLAN

## **BOND FUNDED PROJECTS**

<b>PUBLIC INFRASTRUCTURE (Bond)</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
1 Road Paving and Milling Program		\$ 14,000,000		\$ 14,000,000		\$ 14,000,000
2 Town-Wide Drainage Repairs and Upgrades		\$ 300,000		\$ 300,000		\$ 300,000
3 Sidewalk Replacement/Removal Program		\$ 1,000,000		\$ 500,000		
4 Intersection Improvements - Hartford Rd. at McKee St.		\$ 1,000,000				
5 Dry Brook Culvert Improvements				\$ 4,000,000		
6 Upgrade Porter St Neighborhood Drainage System				\$ 1,500,000		
7 Traffic Signal Upgrades		\$ 500,000		\$ 500,000		\$ 500,000
8 Union Pond Dam Repairs						
9 Globe Hollow Parking Lot Improvements		\$ 431,000				
10 Town Hall Parking Lot Resurfacing		\$ 300,000				
11 Bennet Field - upgrades with lights		\$ 500,000		\$ 500,000		
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 18,031,000</b>	<b>\$ -</b>	<b>\$ 21,300,000</b>	<b>\$ -</b>	<b>\$ 14,800,000</b>

### **1. Road Paving and Milling Program**

**PROJECT DESCRIPTION:** Road paving and milling program. This program has previously been on a two-year bonding cycle. The next bonding authorization is expected in 2021.

**JUSTIFICATION:** Town roads are arguably the largest asset owned by the Town. As with most assets, the proper care and maintenance will preserve the value to the community as well as extend their life. With over 218 miles of roadway to maintain, a systematic approach is used to determine where the limited resources allocated to roadway rehabilitation should be focused. Periodically, a town wide pavement assessment is completed resulting in all roads being assigned a Pavement Condition Index (PCI) value. The value is used along with other factors such as road classification, average daily traffic (ADT), proximity to other similarly rated roads, to recommend which roads are recommended for rehabilitation. The Road Paving and Milling program seeks to apply lower cost techniques such as reclamation, milling and overlays to extend the useful life of a road and avoid more costly full reconstruction projects. Approximately 7 to 10 miles of roadway per year have been resurfaced over the past 8 years. The November 2019 referendum proposed \$13,500,000 to continue the Town pavement program. A significant increase in the investment in the road system is needed to avoid the expense of major reconstruction.

**IMPACT ON OPERATION:** No impact.

### **2. Town-wide Drainage Repairs and Upgrades**

**PROJECT DESCRIPTION:** This project consists of drainage repairs, extensions and upgrades to the Town storm drainage system.

**JUSTIFICATION:** The Town storm drainage system consists of approximately 150 miles of pipe, 8,500 drainage structures, 31 detention facilities and dozens of sediment structures. As with all physical assets, storm drain infrastructure has a life expectancy and deteriorates over time. Additionally, as the physical environment served by the system changes, design variables must be adjusted and systems upgraded to accommodate increased runoff and prevent flooding. In addition, the Town is required to obtain a DEEP General Permit for its stormwater collection and handling. This permit is commonly referred to as MS4 and

## CAPITAL IMPROVEMENT PLAN

contains many operational and infrastructure improvement requirements. As a result, funding is needed to address system upgrades, extensions, and repairs. This project will also provide funds for emergency drainage repairs.

**IMPACT ON OPERATION:** Eliminating flooding prone areas can reduce after hour response during storm events and reduce property damage.

### **3. Sidewalk Replacement/Removal Program**

**PROJECT DESCRIPTION:** Replacement of broken concrete sidewalk and curb repairs at various locations Town-wide, including driveway aprons and lawn/pavement restoration as necessary. Areas to be replaced will be based on the sidewalk condition and priority plan adopted by the Board of Directors. This program has been on a regular cycle of new bonding authorization every two years.

**JUSTIFICATION:** A significant amount of sidewalk repair is required throughout the Town as existing concrete sidewalks reach the end of their life expectancy or become deteriorated due to environmental conditions. The November 2019 referendum proposes \$1,000,000 over two years to continue sidewalk replacement, removals and extensions. Areas selected for improvements are typically coordinated with the Road Improvement plans and completed prior to any planned roadwork. This is done to ensure proper grading and minimize damage to any road investment. Funding will be needed in order to complete remaining neighborhoods.

**IMPACT ON OPERATION:** No impact.

### **4. Intersection Improvements – Hartford Rd at McKee St**

**PROJECT DESCRIPTION:** Widen Hartford Road and construct safety improvements at the intersection of Hartford Road and McKee Street. Possibility of working with State DOT to include reconfiguring westbound I-384 off-ramp.

**JUSTIFICATION:** The Hartford Rd./McKee St./Keeney St. intersection is one of the busiest in Town. The Hartford Rd. approaches to the intersection also have little access control for adjacent retail stores with parking directly off the street. There is also an accident history at the I-384 off-ramp to Keeney Street due to limited sightline at the bridge over I-384. The entire area needs to be studied for safety and capacity improvements.

**IMPACT ON OPERATION:** No impact

### **5. Dry Brook Culvert Improvements**

**PROJECT DESCRIPTION:** Install additional culverts along the Dry Brook culvert to increase capacity between Bissell Street and Maple Street.

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**JUSTIFICATION:** Periodic flooding on Birch Street impacts several residential houses and businesses. \$200,000 for design and construction document preparation was funded in FY 2008/09 from LoCIP.

**IMPACT ON OPERATION:** No impact.

## **6. Upgrade Porter Street Neighborhood Drainage System**

**PROJECT DESCRIPTION:** Replace the existing storm drainage system west of Pitkin Street and east of Autumn Street with larger diameter pipes and extend storm system further north on Pitkin Street to Elwood Road.

**JUSTIFICATION:** The proposed project would alleviate periodic, historical flooding in this area during large storm events. The project was identified as a high priority in the Dry Brook Culvert Watershed Study and Hydraulic Model prepared in 2007.

**IMPACT ON OPERATION:** The project would minimize callouts to address flooding concerns in this area during storm events.

## **7. Traffic Signal Upgrades**

**PROJECT DESCRIPTION:** The project consists of replacing and upgrading the Town's 52 traffic signals where required in accordance with the Traffic Signal Maintenance and Replacement Plan.

**JUSTIFICATION:** The 2019 Public Works Bond Referendum proposes \$500,000 to fund traffic signal replacements. Funding is necessary to continue the replacement and upgrading of the Town's traffic signal system. Currently, a complete signal replacement costs approximately \$200,000 to \$250,000. The Traffic Signal Inventory and Condition Assessment Report recommends replacement of one signal per year.

**IMPACT ON OPERATION:** No impact.

## **8. Union Pond Dam Repairs**

**PROJECT DESCRIPTION:** Repair deteriorated concrete walls and pump liquid chemical grout into dam to reduce leakage and maintain dam's structural integrity.

**JUSTIFICATION:** An in-depth inspection of Union Pond Dam was conducted in August 2016 by Tighe & Bond. The report found that the right dam wall and spillway were in poor condition and in need of repair with an estimated total project cost of \$1,350,000. Initial funding of \$600,000 was provided in the 2017 Public Works Bond Referendum requiring an additional \$750,000 proposed in the 2019 bond referendum to complete the work.



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**IMPACT ON OPERATION:** No impact.

## **9. Globe Hollow Parking Lot Improvements**

**PROJECT DESCRIPTION:** Reconstruction of the Globe Hollow parking lot.

**JUSTIFICATION:** The Globe Hollow parking lot is an expansive paved bituminous concrete area that far exceeds the required area to service the recreational needs of the facility. This project will reduce the amount of pavement and reconfigure the area to a more appropriate sized lot. Reducing unnecessary pavement will improve storm water quality by reducing runoff and provide opportunities to add other recreational features for users of the facility.

**IMPACT ON OPERATION:** Reduction in paved area will decrease maintenance and improve water quality of the runoff.

## **10. Town Hall Parking Lot Resurfacing**

**PROJECT DESCRIPTION:** Reclaim and repave the parking lot at Town Hall.

**JUSTIFICATION:** The existing parking lot pavement at Town Hall is approaching the end of its useful life and is in need of resurfacing. The desire is to include this work in conjunction with Parks & Recreation CIP request - Center Springs Park/Center Memorial Park Connection project.

**IMPACT ON OPERATION:** Reduced pavement maintenance costs including pothole and curb repairs.

## **11. Bennett Field Upgrades and Lighting**

**PROJECT DESCRIPTION:** Rehabilitate the Bennett athletic fields and install new irrigation and field lights.

**JUSTIFICATION:** Bennett Field is a large and popular soccer field facility located adjacent to both Charter Oak Park and the downtown district. Due to its current lack of irrigation, field use is carefully managed to avoid damage that could occur due to overplay. As a result, play is restricted and the fields are not used to their full potential. This project will rehabilitate the fields through regrading and the installation of irrigation and proper drainage. Field lighting will also be installed that will allow for more scheduling flexibility and offer unique experiences for players to play at night under the lights.

**IMPACT ON OPERATION:** Increased cost of water and electricity to operate irrigation and field lighting.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN PARKS AND RECREATION FY 2020/2021 – FY 2025/2026

	PARKS AND RECREATION	FY21 LoCIP	FY21	FY22	FY23	FY24	FY25	FY26
1	Case Cabin Recreation Area	\$ 200,000		\$ 275,000				
2	Outdoor Court Construction		\$ 100,000	\$ 225,000	\$ 225,000			
3	Charter Oak/Mt. Nebo Trail Upgrades		\$ 95,000	\$ 95,000				
4	Park Upgrades		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
5	Cheney Rail Trail Amenities	\$ 75,000						
6	Skate Park	\$ 50,000	\$ 75,000	\$ 175,000	\$ 100,000			
7	Passive Recreation Oversight		\$ 37,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
8	Outdoor Hard Surface Repairs		\$ 25,000	\$ 25,000	\$ 25,000			
9	Swimming Pool Upgrades and Major Repairs Program		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
10	Community Y		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
11	Case Mountain Summit Vista Landscaping	\$ 15,000		\$ 25,000	\$ 25,000			
12	Artificial Turf Field		\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
13	Athletic Field Lighting		\$ 10,000					
14	Center Springs Park/Center Memorial Park Connection			\$ 250,000				
15	Trail Fence and Wood Rail Replacement			\$ 25,000			\$ 10,000	\$ 10,000
16	Center Springs Amphitheatre				\$ 250,000			
	<b>TOTAL</b>	<b>\$ 340,000</b>	<b>\$ 469,000</b>	<b>\$ 1,234,000</b>	<b>\$ 764,000</b>	<b>\$ 139,000</b>	<b>\$ 149,000</b>	<b>\$ 149,000</b>

### 1. Case Cabin Recreational Area

**PROJECT DESCRIPTION:** Deconstruct the Case Cabin and construct a Recreational Area that recalls the location and historical value of the cabin in its place.

**JUSTIFICATION:** Continuation of efforts to beautify the Case Mountain and Case Cabin passive recreation sites. The cabin would require significant renovations to be restored to a usable condition, and is presently a fire and safety hazard, so this plan involves levelling the cabin while leaving some of the stone structures such as the chimney as a monument to the cabin's history, while creating a platform-like recreation area around it from which visitors may enjoy views of Case Pond.

**IMPACT ON OPERATION:** Project will require additional ground maintenance for upkeep.

### 2. Outdoor Court Construction

**PROJECT DESCRIPTION:** Provides funding to reconstruct or rehabilitate the Town's various outdoor courts and public play areas to a post-tension concrete.

**JUSTIFICATION:** The Town has a variety of outdoor courts and play areas including basketball, tennis, and shuffleboard courts. These facilities are predominately bituminous concrete surfaces that experience deterioration over time such as cracking, potholes, and surface wear. Converting these courts to a more modern post-tension concrete will ensure these play areas are safe and perform as intended for an extended life over traditional paved bituminous courts. Rehabilitation includes new post-tension concrete, surface treatments and coatings, and new amenities like backboards, posts, and nets.

**IMPACT ON OPERATION:** Yearly maintenance costs on reconstructed courts will be minimized and court life extended.

# CAPITAL IMPROVEMENT PLAN

## **3. Charter Oak / Mt. Nebo Trail Upgrades**

**PROJECT DESCRIPTION:** The project will improve the trail/walkway which connects Mt. Nebo to Charter Oak, runs east to west within Charter Oak and connects the park to Bennet Field. Work will include installation of pedestrian lighting, installation of timber guide rail, reconstruction of some sections of bituminous walkway and installation of guide signs.

**JUSTIFICATION:** The Charter Oak/Mt. Nebo/Bennet Field complex is Manchester's most heavily used recreation area. The upgrades will provide better pedestrian access to fields and other facilities, improved safety during twilight and evening hours and restrict vehicles from entering areas where walkers, joggers and bicyclists are present.

**IMPACT ON OPERATION:** It is estimated that the proposed additional lighting will increase the Park's electric bill by about \$2,000 per year.

## **4. Park Upgrades**

**PROJECT DESCRIPTION:** General ballfield upgrades, bituminous walkways and ramp replacements at Town parks, sign replacement, and playground hardware.

**JUSTIFICATION:** Provide funding for general upgrades to ballfields (fences, infield surfaces, etc.) and the replacement of bituminous walkways and ramps at Town parks.

**IMPACT ON OPERATION:** No operating impact anticipated.

## **5. Cheney Rail Trail Amenities**

**PROJECT DESCRIPTION:** Install amenities to the newly constructed Cheney Rail Trail including seating, shade structures, mural and other artwork.

**JUSTIFICATION:** amenities will be installed that would pay tribute to the historical Cheney Rail line.

**IMPACT ON OPERATION:** No operating impact anticipated.

## **6. Skate Park**

**PROJECT DESCRIPTION:** Construct a new all-wheel skate park at Globe Hollow.

**JUSTIFICATION:** The recreation committee has identified a need to replace the skate park that was removed in 2019 due to deteriorated conditions and as a result of a recommendation from CIRMA. The proposed all-wheel skate park will be constructed at the Globe Hollow Recreation area. The facility is anticipated to be approximately 7,500 square feet and to be used by non-motorized skateboards, bikes, scooters, and in-line skating. The facility will

## CAPITAL IMPROVEMENT PLAN

complement the current recreational features in the park and have connectivity to Charter Oak Park and the existing trail network.

**IMPACT ON OPERATION:** Minimal operating impact anticipated. Some periodic maintenance and replacement or repair of features as wear occurs.

### **7. Passive Recreation Oversight**

**PROJECT DESCRIPTION:** Feasibility, oversight, development and maintenance of sites, structures and facilities.

**JUSTIFICATION:** Passive recreation areas once overseen and maintained solely by volunteer and special interest groups have grown in popularity and require a higher level of attention and repair.

**IMPACT ON OPERATION:** none.

### **8. Outdoor Hard Surface Repairs**

**PROJECT DESCRIPTION:** To continue the planned rehabilitation program for the Town's outdoor basketball, tennis, handball/racquetball courts and bike paths. Work includes grinding down uneven areas, crack-sealing, sealing, color coating, lining and misc. repairs.

**JUSTIFICATION:** The proposal is to continue the planned rehabilitation program which was instituted in FY95/96. This work is necessary to seal cracks, limit future cracking and slow the pace of surface deterioration. In addition, well-lined color coated, slip-resistant courts free of trip hazards are critical to player enjoyment and safety. Court conditions are evaluated in the early spring of each year in order to set priorities for work.

**IMPACT ON OPERATION:** No impact.

### **9. Swimming Pool Upgrades and Major Repairs Program**

**PROJECT DESCRIPTION:** Ongoing major repairs and rehabilitation work include crack-sealing, joint-sealing, painting, repairing decks and coping, misc. repairs to the swimming pool and wading pool vessels and upgrades to the bathhouse buildings fencing and surrounding area as part of a planned pool maintenance program.

**JUSTIFICATION:** In order to protect the Town's investment, an improvement program addressing one pool per year was initiated in FY95/96. These improvements enhance facility performance by identifying opportunities for significant site improvements and address ADA upgrades as needed.

**IMPACT ON OPERATION:** This project should have no impact on operating costs.

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### **10. Community Y**

**PROJECT DESCRIPTION:** Over a three year period upgrade the dance/exercise room and fitness/weight room at the Community Y. The proposal is to focus on the dance/exercise room floor in year 1 which was funded in 2018 and completed last year. Year 2 funding is for replacement and upgrades to fitness equipment such as ellipticals and climbers and the multi-station exercise machine in year 3. Proposed work also includes paint and minor construction renovation to accommodate the new equipment and layout.

**JUSTIFICATION:** The Community Y fitness area is popular for exercise classes and drop in use. The fitness room is open Monday - Friday 8:30 a.m. - 9:00 p.m. and Saturday 10:00 a.m. - 5:00 p.m. throughout the year. Even with regular maintenance, heavy use has caused some aerobic equipment and the multi-station exercise machine to show signs of wear and on a number of occasions require extended down time for repair. Much of the aerobic equipment is over 10 years old. The multi-station machine is over 20 years old.

**IMPACT ON OPERATION:** There should be no impact on operating costs. It is expected that repair costs should decrease.

### **11. Case Mountain Summit Vista Landscaping**

**PROJECT DESCRIPTION:** Install site appropriate landscaping and plantings.

**JUSTIFICATION:** landscaping and plantings to enhance the summit vista.

**IMPACT ON OPERATION:** No operating impact anticipated.

### **12. Artificial Turf Field**

**PROJECT DESCRIPTION:** Funding set-aside for the eventual replacement of the artificial turf field at Manchester High School, installed in 2016.

**JUSTIFICATION:** Twelve year recurring cost to sinking fund to full life expectancy of field for replacement cost.

**IMPACT ON OPERATION:** No impact.

### **13. Athletic Field Lighting**

**PROJECT DESCRIPTION:** Perform minor electrical upgrades and re-lamping of athletic field lights to improve efficiency and light quality.

**JUSTIFICATION:** The Town presently has 11 athletic fields with lighting serving baseball, soccer, football, Little league, and softball activities. Having these lighted fields allow for more scheduling flexibility for the many leagues that play on Town facilities and offer a

## CAPITAL IMPROVEMENT PLAN

unique experience for players to play at night under the lights. As with all lights, quality and efficacy diminishes over time and components must be replaced to ensure the fixtures perform as intended. This project will systematically re-lamp fixtures and perform needed minor electrical upgrades to ensure quality nighttime play continues.

**IMPACT ON OPERATION:** No operating impact anticipated.

### **14. Center Springs- Center Memorial Park Connectivity Project**

**PROJECT DESCRIPTION:** Connect Center Springs Park to Center Memorial Park near Trotter Street as identified in the 2018 Center Springs Park Master Plan.

**JUSTIFICATION:** The 2018 Center Springs Park Master Plan identified a need to provide connectivity between Center Springs and downtown by way of Center Memorial Park. This connection, along with the reconfiguration of the westerly section of the municipal parking lot behind Fire Station #2, will provide a gateway linking the two major parks. The project will also improve vehicle circulation in the Town Hall parking lot and provide additional Park and overflow parking on the vacant Trotter Street municipal lot. The total project is estimated to cost \$500,000, of which \$245,000 in LoCIP funds were allocated in 2018.

**IMPACT ON OPERATION:** No operating impact anticipated.

### **15. Trail Fence and Wood Rail Replacement**

**PROJECT DESCRIPTION:** Replacement of fencing and wood rails along Town maintained trails.

**JUSTIFICATION:** The Town is responsible to maintain over 47-miles of trails. Many of these trails include fencing and wood rails that protect users from trailside hazards. These fences have deteriorated over time and many have reached the end of their expected life. In order to maintain such a robust and active trail program, it is necessary to systematically replace these barriers to ensure the safety of users.

**IMPACT ON OPERATION:** No operating impact anticipated.

### **16. Center Springs Amphitheater**

**PROJECT DESCRIPTION:** Upgrade Center Springs Pond Pavilion and Construct Amphitheater Seating

**JUSTIFICATION:** The 2018 Center Springs Park Master Plan identified the area surrounding the Park's Lodge as an opportunity for enhancements that would offer more opportunities to hold large events and gatherings in a scenic section of the park. Improvements to the existing pavilion along with the addition of surrounding amphitheater style seating built into the hillside will create a dramatic setting to hold such events.

**IMPACT ON OPERATION:** No operating impact anticipated.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN EQUIPMENT & VEHICLES FY 2020/2021 – FY 2025/2026

	EQUIPMENT AND VEHICLES	FY21	FY22	FY23	FY24	FY25	FY26
1	Equipment & Vehicles Replacement Plan	\$ 600,000	\$ 750,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
2	Electric Scissor Lift	\$ 15,000					
	<b>TOTAL</b>	<b>\$ 615,000</b>	<b>\$ 750,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>

### **1. Equipment and Vehicle Replacement Plan**

**PROJECT DESCRIPTION:** Purchase General Fund equipment and vehicles according to a replacement schedule taking into consideration life expectancy of various classes of equipment and vehicles and deferred replacement.

**JUSTIFICATION:** The proposed replacement plan would provide for regular replacement of heavy and light vehicles and equipment utilized by General Fund departments with the exception of Police cruisers which are replaced through the Police Department operating budget. The equipment and vehicles included in the plan are critical to the missions of the Field Services division and other divisions of the Public Works Department. The replacement plan is based on the current condition, age, mileage, and type of use within the Town's existing heavy equipment, light equipment and passenger vehicle stock. This funding will be in addition to \$200,000 set aside as a fund balance designation in the upcoming fiscal year.

**IMPACT ON OPERATION:** Routine, planned replacements will reduce repair and maintenance costs and downtime. The reliability of equipment will make for more efficient operations.

### **2. Electric Scissor Lift**

**PROJECT DESCRIPTION:** Building Maintenance requires an electric scissor lift to safely access elevated interior and exterior areas for service of electrical, mechanical, and plumbing in addition to painting and other project related work. Electric scissor lifts are ideal for many maintenance and installation purposes where frequent raising, lowering and repositioning is required. Scissor lift with 26 ft platform height, 32" width and extension deck is most suitable for this work.

**JUSTIFICATION:** Elevated working situations are inherently dangerous to workers. OSHA requirements limit the safe working applications for ladders and scaffolding. Ladders become even more dangerous when frequent raising, lowering and repositioning is required. Other areas are simply inaccessible without a lift. Outside contractors that require a lift to perform inspections, maintenance and repairs must add this equipment cost to their labor and materials. In most cases, outside contractors will be able to use a lift provided by the Town, thus eliminating these extra charges for elevated work.

**IMPACT ON OPERATION:** Avoids additional cost of equipment rental for Town staff and outside contractors for maintenance and repairs. Annual safety inspections of electric scissor lift is required.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN FACILITIES MAINTENANCE FY 2020/2021 – FY 2025/2026

	FACILITIES MAINTENANCE		FY21	FY22	FY23	FY24	FY25	FY26
1	Mechanical Systems		\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
2	Exterior Building		\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
3	Electrical Systems		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4	Interior Building		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
5	Life Safety Systems Replacement		\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
6	Cheney Hall Maintenance		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
7	Probate Court Maintenance		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	<b>TOTAL</b>		<b>\$ 435,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>

### 1. Mechanical Systems

**PROJECT DESCRIPTION:** Planned replacement of aging mechanical systems as they surpass their useful life. Work includes replacement of building heating, cooling and building automation controls.

**JUSTIFICATION:** Planned replacement minimizes costly repairs of mechanicals that are beyond their useful life. Lincoln Center Rooftop Units, Mary Cheney Library - boiler replacement and automation controls. Recently completed projects include Police Chiller & Cooling Tower Placement, Whiton Library Chiller, Town Hall & Police Building Automation Controls. Upcoming needs [Nathan Hale Boiler repairs – 25k; \$Mary Cheney Library – Boiler & Gas conversion, \$147k; Mary Cheney Library – Building Controls \$92k; Mary Cheney Library – Rooftop RTU's \$64k; Town Hall Chiller - \$150k]

**IMPACT ON OPERATION:** Minimize disruptions to building heating and cooling systems and emergency repair costs. Proper temperature control and ventilation provides healthy indoor air quality and greater productivity.

### 2. Exterior Building

**PROJECT DESCRIPTION:** General exterior maintenance on Town buildings. Roofing, masonry windows, siding, painting of exterior.

**JUSTIFICATION:** Ongoing restoration and upkeep is needed to protect the building envelope of Town buildings. Upcoming needs [901/903 Roofing - \$50k, Public Works roof - \$300k, Public Works painting - \$50k]

**IMPACT ON OPERATION:** Avoids costly future maintenance repairs.

### 3. Electrical Systems Replacement

**PROJECT DESCRIPTION:** Planned maintenance and replacement of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers and emergency generators. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).



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**JUSTIFICATION:** Maintain public and office space for safety, comfort and appearance. Upcoming needs [Weiss Center Security - \$25k; Public Works Security - \$10k; Mary Cheney Library – lighting & controls, \$80k; Public Works Fleet Garage - \$35k; Public Works Exterior and Garage - \$10k]

**IMPACT ON OPERATION:** No operating impact anticipated.

## **4. Interior Finishes**

**PROJECT DESCRIPTION:** Town-wide repairs, replacement and preventive maintenance due to age and wear of carpet and tile flooring, interior paint & wallpaper, acoustic & plaster ceilings and lighting.

**JUSTIFICATION:** Maintain public and office space for safety, comfort and appearance. [Mary Cheney Library- carpet, \$80k; Probate Court Carpet- \$15k]

**IMPACT ON OPERATION:** No operating impact anticipated.

## **5. Life Safety Systems Replacement**

**PROJECT DESCRIPTION:** Planned maintenance of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

**JUSTIFICATION:** Ongoing replacements and upgrades are needed to protect the building occupants and buildings. Upcoming needs [901 Main Fire Alarm - \$35k]

**IMPACT ON OPERATION:** Avoids costly liability of health and safety of building occupants and the public.

## **6. Cheney Hall Maintenance**

**PROJECT DESCRIPTION:** Set aside funds for upkeep of Cheney Hall

**JUSTIFICATION:** Cheney Hall is a historical theater owned by the Town of Manchester and operated by the Cheney Hall Foundation. As such, the Town is responsible for care of the facility, which is over 150 years old and so requires frequent work to remain functional. Major work is being conducted as part of a bond referendum for historic property maintenance, but this work only addresses a portion of the structural and accessibility issues that have been identified.

**IMPACT ON OPERATION:** Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

## CAPITAL IMPROVEMENT PLAN

### **7. Probate Court Maintenance**

**PROJECT DESCRIPTION:** Set aside funds for upkeep of the Probate Court

**JUSTIFICATION:** the Greater Manchester Probate Court is a historical courthouse owned by the Town of Manchester and operated by the State-run regional probate court district serving Manchester, Andover, Bolton, and Colombia. As such, the Town is responsible for care of the facility, which is over 100 years old and so requires frequent work to remain functional. Costs are partially offset by cost-sharing revenues from the other towns served by the district.

**IMPACT ON OPERATION:** Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN FIRE FUND FY 2020/2021 through FY 2025/2026

FIRE FUND	FY21	FY22	FY23	FY24	FY25	FY26
1 Fire Department Roof Replacements	\$ 145,000	\$ 145,000	\$ 145,000			
2 Replacement of Staff Vehicles	\$ 50,000	\$ 50,500	\$ 51,000	\$ 51,500	\$ 52,000	\$ 52,500
3 LifePak-15 Cardiac Monitor	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
4 Apparatus Replacement		\$ 675,000		\$ 700,000		\$ 1,400,000
<b>TOTAL</b>	<b>\$ 226,000</b>	<b>\$ 901,500</b>	<b>\$ 227,000</b>	<b>\$ 782,500</b>	<b>\$ 83,000</b>	<b>\$ 1,483,500</b>

### 1. Fire Department Roof Replacements

**DESCRIPTION:** This project provides funding to replace the roofs at all five fire stations

**JUSTIFICATION:** Planned replacement of roofs at all five fire stations, in accordance with a facility needs engineering assessment done in 2016.

**IMPACT ON OPERATION:** Avoid expected repair costs for failing roofs



### 2. Replacement of Staff Vehicles



**DESCRIPTION:** Annual replacement program to maintain fleet of 12 operations vehicles

**JUSTIFICATION:** Fire Department staff and operational functions require a fleet of 12 vehicles (non fire apparatus). The fleet age presently ranges from 2- 14 years old. An annual replacement program would ensure

that vehicles are replaced when appropriate and capital funds could be planned well in advance.

**IMPACT ON OPERATION:** Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.

# CAPITAL IMPROVEMENT PLAN

## 3. LifePak Cardiac Monitor Replacement Program

**JUSTIFICATION:** The Department maintains an inventory of eight (8) cardiac monitors. Beginning with FY08 a replacement program was instituted for annual replacement of monitors that are eight or more years old. Funding of this request would continue the replacement program (FY21 would be year 14) with purchases being a new generation of monitors (LP-15). The replacement cost is net of trade-in credit.

**IMPACT ON OPERATION:** Will maintain equipment with up to date technological enhancements in addition to reduction in downtime and lower maintenance costs.



## 4. Apparatus Replacement Program



**JUSTIFICATION:** Maintaining a safe-operating, road worthy fleet of modern fire apparatus is critical to the department's delivery of emergency services. Historical trends, supported by national standards, indicate that engines have a frontline duty lifespan of 8 years which can be followed by 5 years of reserve duty. An apparatus replacement plan has been created to meet these lifetime estimates so that the

purchase of new apparatus is planned well in advance.

**IMPACT ON OPERATION:** New apparatus maintenance and repairs are covered under warranties. Repair costs increase dramatically as warranties expire and aging apparatus requires more frequent repair. Purchasing apparatus according to the plan minimizes fleet repair costs.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN WATER FUND FY 2021 through FY 2026

### Debt Funded Projects:

	WATER FUND- DEBT FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Infrastructure Improvements- Water Quality Improvement Program	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2	Infrastructure Improvements- Public Works	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3	Organic Compound Reduction- Wells 5, 10, and 11	\$ 5,000,000					
4	Meter Replacements						\$ 4,000,000
5	Highland Street Pump Station Renovation		\$ 75,000	\$ 400,000			
6	Dam Repairs/Modifications		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
7	New State Road Pilot Study - WR 408		\$ 85,000	\$ 100,000	\$ 5,000,000		
8	Low Zone Booster Pump Station			\$ 100,000	\$ 100,000	\$ 400,000	
9	New Bolton Road Well Reactivation				\$ 50,000	\$ 75,000	\$ 700,000
10	Charter Oak Improvements - WC 527					\$ 200,000	\$ 2,000,000
11	Globe Hollow Clearwell Overflow Piping						\$ 35,000
12	Land Acquisition - Watershed						\$ 250,000
	<b>TOTAL</b>	<b>\$ 6,200,000</b>	<b>\$ 1,660,000</b>	<b>\$ 2,100,000</b>	<b>\$ 6,650,000</b>	<b>\$ 2,175,000</b>	<b>\$ 8,185,000</b>

### Cash Funded Projects:

	WATER FUND- CASH FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Water Meters - Annual Purchase - WR 291	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
2	Water Pump Replacement/Well Redevelopment - WR 392	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3	Filter Media Replacement - WR 413	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
4	Tank Painting - WR 388	\$ 75,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
5	GHWTP SCADA - Water Treatment	\$ 90,000					
6	GHWTP Effluent Pump Motor Control (MCC) Replacement	\$ 32,500					
7	Butterfly Valves Replacement	\$ 150,000	\$ 150,000				
8	Lab Hood	\$ 30,000	\$ 20,000				
9	Backhoe Plate Compactor	\$ 15,000					
10	Heavy Equipment Replacement - T&D - WR 386	\$ 185,000		\$ 98,000		\$ 45,000	
11	Organic Compound Reduction at Wells 5, 10 and 11	\$ 175,000					
12	Oversized Pipe - WR 326		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
13	Dump Truck - Transmission and Distribution - WR 329		\$ 195,000				\$ 220,000
14	Vehicle Replacement - Meters - WR 329		\$ 50,000				
15	Vehicle Replacement - Transmission and Distribution - WR 329		\$ 65,000	\$ 110,000	\$ 55,000	\$ 55,000	
16	Charter Oak Asbestos Abatement		\$ 35,000				
17	Paving Charter Oak		\$ 250,000				
18	Articulating Tractor Replacement		\$ 185,000				
19	Abandoned Building Demolition - WR 406		\$ 100,000				
20	Vehicle Replacement - Source of Supply - WR 329			\$ 50,000			
21	Reservoir Vegetative Control - WR 414			\$ 100,000			
22	Vehicle Replacement - Water Treatment - WR 329				\$ 50,000		\$ 50,000
23	Water Audit - WR 411				\$ 50,000		
24	Well 2A Site Remediation				\$ 110,000		
	<b>TOTAL</b>	<b>\$ 897,500</b>	<b>\$ 1,440,000</b>	<b>\$ 748,000</b>	<b>\$ 655,000</b>	<b>\$ 440,000</b>	<b>\$ 610,000</b>

### Debt Funded Projects:

#### 1. Infrastructure Improvement – Water Quality Improvement Program – WC 524

**PROJECT DESCRIPTION:** Water Main Replacement/Rehabilitation.

**JUSTIFICATION:** This is the long-term plan for implementation of the 2007 Water Distribution System Evaluation (WDSE). The WDSE identified projects for the replacement and/or rehabilitation of undersized and/or deteriorated mains at a total cost of \$30.6 million at that time. The majority of this work is targeted at mains 4-inches or smaller, mains that are unlined, older than 60 years old, near the end of their useful life and that require upgrading, for hydraulic purposes. Areas covered by this project will be selected in accordance with the prioritization plan set forth in the WDSE.

# CAPITAL IMPROVEMENT PLAN

**IMPACT ON OPERATIONS:** The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increase pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

## **2. Infrastructure Improvement – Public Work Coordination Program – WC 534**

**PROJECT DESCRIPTION:** Water Main Replacement/Rehabilitation for Public Works Projects.

**JUSTIFICATION:** This is a long-term plan to coordinate water main replacement with Public Works projects. In the past funds for this project were taken from the Water Quality Improvement Program (WQIP) in order to coordinate efforts. This leaves the Department rehabilitating mains and services not necessarily a priority set by the WQIP. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its' priority list.

**IMPACT ON OPERATIONS:** This is a long-term plan to coordinate water main replacement with Public Works projects. In the past funds for this project were taken from the Water Quality Improvement Program (WQIP) in order to coordinate efforts. This leaves the Department rehabilitating mains and services not necessarily a priority set by the WQIP. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its' priority list.

## **3. Organic Compound Reduction at Wells 5, 10 and 11**

**PROJECT DESCRIPTION:** To investigate best available technology (BAT) and complete design and construction of a treatment system.

**JUSTIFICATION:** Love Lane Well 5, Parker Street Well 10 and Progress Drive Well 11 are impacted by organic substances, the compounds do not exceed public water supply standards. This is a proactive step to meet the expected changes to the regulations that will affect the usage of these wells.

In FY20/21 - \$175,000 hire an engineering firm to research, run bench testing and create preliminary design with capital and operating costs for treatment systems to reduce organics. The engineering firm will also design and create plans and specifications for bidding documents to construct the selected treatment processes at the wells.

In FY22/23 - \$5,000,000 construct treatment facilities and pump stations.

**IMPACT ON OPERATIONS:** new filtration operations will have operational costs which are as-yet undetermined.

## CAPITAL IMPROVEMENT PLAN

### **4. Water Meter and Reading System Replacement – WR 329**

**PROJECT DESCRIPTION:** Consumption Meter Replacement.

**JUSTIFICATION:** The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the MXU transmitters. The last complete change out cost \$4 million. Current estimates are about \$8 million for the 2024/2025 project, half of which will be funded in Sewer. Delaying project from 2019/2020 will allow for better analysis of new technology.

**IMPACT ON OPERATIONS:** Older displacement meters lose accuracy over time thus reducing the amount of revenue.

### **5. Highland Street Pump Station Renovation**

**PROJECT DESCRIPTION:** Total renovation of pump station, pumps, piping and controls.

**JUSTIFICATION:**

In FY21/22, \$75,000 - Engineer to design and create drawings and bid documents.

In FY22/23, \$400,000 - Construct pump station. Pump station was built in 1980's, all upgrades have been patches to mechanical and piping issues.

**IMPACT ON OPERATIONS:** Installing new pumps, variable frequency, drives with controls, electrical and operating costs will go down.

### **6. Dam Repairs/Modifications**

**PROJECT DESCRIPTION:** Repair Dams to ensure integrity.

**JUSTIFICATION:** Make repairs to dams as recommended based upon periodic inspections. Also make modifications to structures to comply with future stream flow release regulations.

**IMPACT ON OPERATIONS:** None.

### **7. New State Road Pilot Study – WR 408**

**PROJECT DESCRIPTION:** To pilot test process and design treatment for manganese removal.

**JUSTIFICATION:** In FY22/23, \$85,000 pilot test a filtration process to remove manganese from the water.

Pending positive results and Department of Public Health approval;

In FY23/24, \$100,000 design a modification for the treatment modification at the New State Road facility.

In FY24/25, \$5,000,000 construct the treatment modifications.

## CAPITAL IMPROVEMENT PLAN

**IMPACT ON OPERATIONS:** Operating costs would rise because of operational and process requirements

### **8. Low Zone Booster Pump Station**

**PROJECT DESCRIPTION:** Construct a Low Zone Booster Pump Station.

**JUSTIFICATION:** At times, the Town's surface water sources have experienced drought conditions. During these conditions it may be possible to pump well water from the low zone to the middle zone to reduce the demand from the reservoirs.

In FY22/23 - \$ 100,000 a study should be conducted to size and site a booster pump station from the low zone to the middle zone.

In FY23/24 - \$ 100,000 purchase land and design a booster station.

In FY24/25 - \$ 400,000 for construction.

**IMPACT ON OPERATIONS:** By installing this facility, we will not incur the potential costs of portable pump rental and overtime cost to run the pump, or rely on the Fire Department to move water from one zone to another. This will reduce the occasions that we ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue. The likelihood of needing to purchase water from other utilities in times of drought will be diminished.

### **9. New Bolton Road Well Reactivation**

**PROJECT DESCRIPTION:** Reactivate the new Bolton Road wellfield to increase safe yield of the system.

**JUSTIFICATION:** This project was identified in the Individual Water Supply Plan and may increase the safe yield to the High Zone system by 430,000 gallons per day.

In FY23/24 - \$ 50,000 to retain a consultant to study the New Bolton Road aquifer to confirm the safe yield possibilities.

In FY24/25 - \$ 75,000 retain a consultant to obtain a diversion permit and design a facility.

In FY25/26 - \$ 700,000 perform the construction work necessary to activate and incorporate this well into the system.

**IMPACT ON OPERATIONS:** There will be an increase in cost for the maintenance and operation of this new facility. The reactivation of this well field may reduce expenses as the likelihood of purchasing water through interconnections with neighboring utilities would decrease.



## CAPITAL IMPROVEMENT PLAN

### **10. Charter Oak Improvements – WC 527**

**PROJECT DESCRIPTION:** Charter Oak Wellfield Repairs and Improvements.

**JUSTIFICATION:** In FY 24/25, \$200,000, provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. In FY 25/26, \$2,000,000, construct treatment facility.

**IMPACT ON OPERATIONS:** New facility will increase operating costs, however will provide a higher quality, more reliable source of water to the community and ensure compliance with drinking water standards.

### **11. Globe Hollow Clearwell Overflow Piping – WR 390**

**PROJECT DESCRIPTION:** Install clearwell overflow at the Globe Hollow Water Treatment Plant.

**JUSTIFICATION:** FY25/26 - \$ 35,000 Design a clearwell overflow piping per Department of Public Health's recommendation. In FY26/27 - \$350,000 Construct overflow piping.

**IMPACT ON OPERATIONS:** No impact

### **12. Land Acquisition – Watershed**

**PROJECT DESCRIPTION:** Purchase land for watershed protection.

**JUSTIFICATION:** FY25/26 - \$250,000 purchase land located in watershed areas to avoid pollution associated with development. The purchase will also provide more passive recreational opportunities. State grants may be available for a portion of the purchase price.

**IMPACT ON OPERATIONS:** May prevent future added expenses associated with treating the water supplies.

# CAPITAL IMPROVEMENT PLAN

## Cash Funded Projects:

	WATER FUND- CASH FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Water Meters - Annual Purchase - WR 291	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
2	Water Pump Replacement/Well Redevelopment - WR 392	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3	Filter Media Replacement - WR 413	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
4	Tank Painting - WR 388	\$ 75,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
5	GHWTP SCADA - Water Treatment	\$ 90,000					
6	GHWTP Effluent Pump Motor Control (MCC) Replacement	\$ 32,500					
7	Butterfly Valves Replacement	\$ 150,000	\$ 150,000				
8	Lab Hood	\$ 30,000	\$ 20,000				
9	Backhoe Plate Compactor	\$ 15,000					
10	Heavy Equipment Replacement - T&D - WR 386	\$ 185,000		\$ 98,000		\$ 45,000	
11	Organic Compound Reduction at Wells 5, 10 and 11	\$ 175,000					
12	Oversized Pipe - WR 326		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
13	Dump Truck - Transmission and Distribution - WR 329		\$ 195,000				\$ 220,000
14	Vehicle Replacement - Meters - WR 329		\$ 50,000				
15	Vehicle Replacement - Transmission and Distribution - WR 329		\$ 65,000	\$ 110,000	\$ 55,000	\$ 55,000	
16	Charter Oak Asbestos Abatement		\$ 35,000				
17	Paving Charter Oak		\$ 250,000				
18	Articulating Tractor Replacement		\$ 185,000				
19	Abandoned Building Demolition - WR 406		\$ 100,000				
20	Vehicle Replacement - Source of Supply - WR 329			\$ 50,000			
21	Reservoir Vegetative Control - WR 414			\$ 100,000			
22	Vehicle Replacement - Water Treatment - WR 329				\$ 50,000		\$ 50,000
23	Water Audit - WR 411				\$ 50,000		
24	Well 2A Site Remediation				\$ 110,000		
	<b>TOTAL</b>	<b>\$ 897,500</b>	<b>\$ 1,440,000</b>	<b>\$ 748,000</b>	<b>\$ 655,000</b>	<b>\$ 440,000</b>	<b>\$ 610,000</b>

### 1. Water Meters

**PROJECT DESCRIPTION:** Purchase Water Meters and related meter reading equipment.

**JUSTIFICATION:** Provide for an inventory for replacement meters, batteries for meter reading transmitters and MXUs. Meters for new customers are funded through connection fees. The cost of water meters are shared with the Sewer Fund.

**IMPACT ON OPERATIONS:** Increase revenue through the replacement of faulty and aging meter related equipment.

### 2. Water Pump Replacement/Well Redevelopment – WR 392

**PROJECT DESCRIPTION:** Annual Pump Replacement(s) and Well Redevelopment.

**JUSTIFICATION:** Annual pump replacements and well redevelopments are required as they lose their efficiency over time. These are necessary projects to ensure the utility can provide enough water to satisfy system demands.

**IMPACT ON OPERATIONS:** Reduced power consumption through efficiency.

### 3. Filter Media Replacement – WR 413

**PROJECT DESCRIPTION:** Replace the filter media at the Globe Hollow Water Treatment Plant (GHWTP).

## CAPITAL IMPROVEMENT PLAN

**JUSTIFICATION:** This appropriation reflects an annual uniform contribution to replace the filter media. The filter media at the GHWTP has an effective life of 5 to 7 years. The present day cost to replace the media is \$ 270,000. In FY12/13 the first of annual installments was appropriated to complete the replacement of media at the end of a 5 year period.

**IMPACT ON OPERATIONS:** Presently working with engineer to remove and replace media in both filters. Underdrains should be inspected and any deficiencies will be repaired.

### **4. Tank Painting**

**PROJECT DESCRIPTION:** Paint and inspect the distribution storage tanks.

**JUSTIFICATION:** This appropriation reflects an annual uniform contribution to the tank inspection and painting program. It is based on a 15-year painting cycle and a 5-year inspection cycle. There are a total of ten (10) storage tanks in the distribution system. The repainting program addresses State Dept. of Public Health requirements.

**IMPACT ON OPERATIONS:** The repainting program minimizes repair costs

### **5. GHWTP SCADA – Water Treatment**

**PROJECT DESCRIPTION:** HMI (Human Machine Interface) Software Replacement.

**JUSTIFICATION:** Replace existing HMI software with one that is more compatible with Emerson operating system. Provide redundant servers for the GHWTP SCADA system.

**IMPACT ON OPERATIONS:** Reduce time and costs to update changes on the system and maintain for cybersecurity issues.

### **6. GHWTP Effluent Pump Motor Control Center (MCC) Replacement – WR 423**

**PROJECT DESCRIPTION:** Replace MCC Hardware and Valve Control Panels.

**JUSTIFICATION:** Replacement of MCC for the existing pumps at Globe Hollow Water Treatment Plant. The equipment is over 30 years old and was not part of the upgrade of the treatment plant. The existing equipment continues to have intermittent problems due to age. This is the last of three replacements.

**IMPACT ON OPERATIONS:** Reduce maintenance cost and increase reliability.

# CAPITAL IMPROVEMENT PLAN

## **7. Butterfly Valves Replacement**

**PROJECT DESCRIPTION:** Replace Broken Butterfly Valves.

**JUSTIFICATION:** Replace broken butterfly valves throughout the water distribution system which were installed forty (40) years ago.

**IMPACT ON OPERATIONS:** Reduce operating cost, overtime and service interruptions.

## **8. Lab Hood**

**PROJECT DESCRIPTION:** Replace Lab hoods.

**JUSTIFICATION:** The current laboratory hoods have reached or are nearing the end of their useful life. One no longer meets current safety standards. The cost of the project is shared by the Sewer Fund.

## **9. Backhoe Plate Compactor**

**PROJECT DESCRIPTION:** Backhoe Plate Compactor .

**JUSTIFICATION:** In FY20/21 - \$15,000 replace backhoe mounted plate compactor. The present compactor is old and repair parts are hard to find for this piece of equipment.

## **10. Heavy Equipment Replacement – Transmission & Distribution – WR 386**

**PROJECT DESCRIPTION:** Replace Heavy Equipment.

**JUSTIFICATION:**

In FY20/21 - \$185,000 replace Vehicle #341, a 2006 John Deere backhoe, Model 710.

In FY22/23 - \$ 98,000 replace Vehicle #2702, a WACH valve maintenance trailer.

In FY24/25 - \$ 45,000 replace Vehicle #315, a 1989 Target pavement cutting saw.

The age, condition and maintenance history of mechanical failures warrants the replacement of this piece of equipment.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs

## **11. Organic Compound Reduction at Wells 5, 10 and 11**

**PROJECT DESCRIPTION:** To investigate best available technology (BAT) and complete design and construction of a treatment system.

**JUSTIFICATION:** Love Lane Well 5, Parker Street Well 10 and Progress Drive Well 11 are impacted by organic substances, the compounds do not exceed public water supply

## CAPITAL IMPROVEMENT PLAN

standards. This is a proactive step to meet the expected changes to the regulations that will affect the usage of these wells.

In FY20/21 - \$175,000 hire an engineering firm to research, run bench testing and create preliminary design with capital and operating costs for treatment systems to reduce organics. The engineering firm will also design and create plans and specifications for bidding documents to construct the selected treatment processes at the wells.

In FY22/23 - \$5,000,000 construct treatment facilities and pump stations.

### **12. Oversized Pipe – WR 326**

**PROJECT DESCRIPTION:** Reimbursement for the installation of oversized water pipe.

**JUSTIFICATION:** This fund reimburses the cost for oversized/extra depth water mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the water master plan. If a new development will bring water into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

**IMPACT ON OPERATIONS:** This project has the potential increase revenue through development activity.

### **13. Dump Truck – Transmission & Distribution - WR 329**

**PROJECT DESCRIPTION:** Replace T&D Dump Trucks.

**JUSTIFICATION:**

In FY21/22 - \$195,000 replace Vehicle #344 a 2005 Sterling tri-axle dump truck.

In FY25/26 - \$220,000 replace Vehicle #306 a 2010 International 6-wheel dump truck – sander body and plow.

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **14. Vehicle Replacement – Meters - WR 329**

**PROJECT DESCRIPTION:** Vehicle replacement in the Water Treatment Division.

**JUSTIFICATION:** In FY 21/22, \$50,000 replace Vehicle #366, a 2010 4x4 ¾ ton utility truck. Vehicle used for meter installation and water meter related work.

## CAPITAL IMPROVEMENT PLAN

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **15. Vehicle Replacement – Transmission & Distribution - WR 329**

**PROJECT DESCRIPTION:** Provides funding for the replacement of Transmission and Distribution vehicles.

**JUSTIFICATION:**

In FY21/22 - \$65,000 replace Vehicle #357 a 2012 Chevy 2500 utility van body

In FY22/23 - \$55,000 replace Vehicle #309 a 2012 F-350 dualy 4x4 utility body with plow

In FY22/23 - \$55,000 replace Vehicle #311 a 2012 F-350 dualy 4x4 with plow

In FY23/24 - \$55,000 replace Vehicle #325 a 2012 F-250 4x4 pick up truck single rear wheels and plow

In FY24/25 - \$55,000 replace Vehicle #301 a 2012 F-250 4x4 pick up truck with plow

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **16. Charter Oak Furnace Asbestos Abatement**

**PROJECT DESCRIPTION:** Asbestos survey of Charter Oak furnace to determine if insulation is asbestos and if so remove.

**JUSTIFICATION:** FY21/22 – \$35,000 - Complete the survey and remove asbestos as necessary.

**IMPACT ON OPERATIONS:** None.

### **17. Paving Charter Oak Garage Parking Lot**

**PROJECT DESCRIPTION:** Pave Charter Oak Garage Parking Lot.

**JUSTIFICATION:** In FY21/22 - \$250,000, Remove and replace existing pavement. Pavement is severely cracked with a large amount of potholes throughout the entire area.

**IMPACT ON OPERATIONS:** Reduction of maintenance, expenses and repairs.

## CAPITAL IMPROVEMENT PLAN

### **18. Articulating Tractor Replacement**

**PROJECT DESCRIPTION:** Replace Vehicle #312.

**JUSTIFICATION:** In FY 21/22, \$185,000 replace Vehicle #312, a 2011 articulating tractor, used to mow vegetation on Water Department properties. The age, condition and history of mechanical failures warrant replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **19. Abandoned Building Demolition – WR 406**

**PROJECT DESCRIPTION:** Demolish abandoned buildings to reduce liability.

**JUSTIFICATION:**

In FY21/22 - \$20,000 Engineer specs for demo of Line Street

In FY21/22 - \$80,000 Demolition of Line Street

**IMPACT ON OPERATIONS:** Reduced liability.

### **20. Vehicle Replacement – Source of Supply WR 329**

**PROJECT DESCRIPTION:** Source of Supply vehicle replacement.

**JUSTIFICATION:** In FY 22/23, \$50,000 replace Vehicle #325, a 2012 pickup with plow.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **21. Reservoir Vegetative Control – WR 371**

**PROJECT DESCRIPTION:** Vegetative Study.

**JUSTIFICATION:** Mylfoil is a highly invasive aquatic plant which is growing rapidly in the Globe Hollow, Howard, Porter and Buckingham Reservoirs. The growth may hamper the ability to effectively treat the water from the reservoirs. The Department of Energy & Environmental Protection recommends that all species be identified and quantified before a control plan is submitted for review and approval. In 2011 an invasive plant survey and control plan was completed. The study recommended we should be in a monitoring mode. In FY18/19 prepare a survey to track the movement and to prepare possible strategies to combat the vegetative issues (previously funded). In FY22/23 \$100,000 to implement control strategies.

**IMPACT ON OPERATIONS:** May reduce amount of chemicals required for water treatment.

## CAPITAL IMPROVEMENT PLAN

### **22. Vehicle Replacement – Water Treatment - WR 329**

**PROJECT DESCRIPTION:** Vehicle replacement in the Water Treatment Division.

**JUSTIFICATION:**

In FY 23/24, \$ 50,000, replace Vehicle #323, a short bed F150 4WD pickup.

In FY 25/26, \$ 50,000, replace Vehicle #324, a long bed F 350 4WD pickup.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **23. Water Audit – WR 411**

**PROJECT DESCRIPTION:** Comprehensive Study to find unaccounted water.

**JUSTIFICATION:** In FY 23/24, \$50,000 to perform a leak study to investigate possible lost water in the distribution system.

**IMPACT ON OPERATIONS:** Decrease the amount of non-revenue water.

### **24. Well 2A Site Remediation – WC 525**

**PROJECT DESCRIPTION:** Licensed Environmental Professional (LEP) Services For Charter Oak Wellfield.

**JUSTIFICATION:** FY20/21 \$ 110,000 for a 3 year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations. FY23/24 \$110,000 for a 3 year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations.

**IMPACT ON OPERATIONS:** No impact



# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN SEWER FUND FY 2021 through FY 2026

### Debt Funded Projects:

	SEWER FUND- DEBT FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Infrastructure Improvements- Water Quality Improvement Program	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2	Infrastructure Improvements- Public Works	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3	Sanitary Sewer System Extensions	\$ 500,000					
4	Meter Replacements						\$ 4,000,000
	<b>TOTAL</b>	<b>\$ 1,700,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 5,200,000</b>

### Cash Funded Projects:

	SEWER FUND- CASH FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Water Meters - Annual Purchase	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
2	Aeration Blower Service Plan	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
3	Generator PLC Upgrade	\$ 150,000					
4	SLM - Video Truck Replacement	\$ 215,000					
5	Lab Hood	\$ 30,000	\$ 20,000				
6	Vehicles Replacement - Wastewater Treatment	\$ 40,000	\$ 40,000	\$ 50,000			
7	Oversized Pipe - SR 391		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
8	SLM Equipment Replacement		\$ 45,000	\$ 50,000			
9	Dump Truck Replacement			\$ 195,000			
	<b>TOTAL</b>	<b>\$ 560,000</b>	<b>\$ 250,000</b>	<b>\$ 440,000</b>	<b>\$ 145,000</b>	<b>\$ 95,000</b>	<b>\$ 75,000</b>

### Debt Funded Projects:

#### 1. Infrastructure Improvement – Sanitary Sewer Improvement Program SC 534

**PROJECT DESCRIPTION:** Rehabilitate or replace deficient sewer mains.

**JUSTIFICATION:** This work is based on the prioritization plan set forth in the Sanitary Sewer Evaluation Study (SSES). The primary criteria for project selection will be those areas of high infiltration and inflow. Secondary areas where known problems exist or are in such a deteriorated state the work must be done to maintain the integrity of the system and reduce potential liabilities to the Town.

**IMPACT ON OPERATIONS:** This project would reduce operating costs through operational efficiencies; reduce pumping costs and the elimination of treating unnecessary flows at the WWTP and potential backup problems.

#### 2. Infrastructure Improvements – DPW Coordination

**PROJECT DESCRIPTION:** Improvements to the sanitary sewer system in coordination with Public Works roadway improvement and repaving projects.

**JUSTIFICATION:** This is a long-term plan to coordinate sewer main replacement with Public Works projects. In the past funds for this project were taken from the Sanitary Sewer Evaluation Study (SSES) in order to coordinate efforts. This leaves the Department rehabilitating sewer mains not necessarily a priority set by the SSES. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

# CAPITAL IMPROVEMENT PLAN

**IMPACT ON OPERATIONS:** No impact.

## **3. Sanitary Sewer System Extension – SC 534**

**PROJECT DESCRIPTION:** Extensions to unsewered areas of town.

**JUSTIFICATION:** This project would extend certain portions of the sanitary sewer system to ensure that development in environmentally sensitive areas will occur with the benefit of sanitary sewers. The presence of sanitary sewers will help to protect the aquifer by eliminating the use of septic systems. This project is to connect Emily Lane to our sanitary sewer system.

In general, extensions will be financed through the use of assessment notes and paid for by benefitting landowners or by utilizing a combination of Town funds in conjunction with developer funding.

**IMPACT ON OPERATIONS:** This project could increase revenue by promoting future development activity.

## **4. Water Meter and Reading System Replacement – WR 329**

**PROJECT DESCRIPTION:** Consumption Meter Replacement

**JUSTIFICATION:** The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the MXU transmitters. The last change out cost \$4 million and is estimated to cost about \$8 million for 2024. Half the cost of water meter replacement is to be covered by the Water Fund.

**IMPACT ON OPERATIONS:**

# CAPITAL IMPROVEMENT PLAN

## Cash Funded Projects:

	SEWER FUND- CASH FUNDED PROJECTS	FY21	FY22	FY23	FY24	FY25	FY26
1	Water Meters - Annual Purchase	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
2	Aeration Blower Service Plan	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
3	Generator PLC Upgrade	\$ 150,000					
4	SLM - Video Truck Replacement	\$ 215,000					
5	Lab Hood	\$ 30,000	\$ 20,000				
6	Vehicles Replacement - Wastewater Treatment	\$ 40,000	\$ 40,000	\$ 50,000			
7	Oversized Pipe - SR 391		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
8	SLM Equipment Replacement		\$ 45,000	\$ 50,000			
9	Dump Truck Replacement			\$ 195,000			
	<b>TOTAL</b>	<b>\$ 560,000</b>	<b>\$ 250,000</b>	<b>\$ 440,000</b>	<b>\$ 145,000</b>	<b>\$ 95,000</b>	<b>\$ 75,000</b>

### 1. Water Meters – Annual Purchase

**PROJECT DESCRIPTION:** Purchase Water Meters and related meter reading equipment.

**JUSTIFICATION:** Provide for an inventory for replacement meters, batteries for meter reading transmitters and MXUs. Meters for new customers are funded through connection fees. The cost of water meters are shared with the Water Fund.

**IMPACT ON OPERATIONS:** Increase revenue through the replacement of faulty and aging meter related equipment.

### 2. Aeration Blower Service Plan

**PROJECT DESCRIPTION:** Preventative maintenance plans for four (4) HSI turbo blowers.

**JUSTIFICATION:** The service plan covers two (2) site visits per year by factory technicians for a 5-year period. Each unit will be factory overhauled as determined by previous yearly inspection. \$55,000 is funded for inspections; \$20,000 is funded for repair/overhaul parts for the four (4) units.

**IMPACT ON OPERATIONS:** The service plans allow for greatly reduced potential downtime. Allows opportunity to efficiently budget for repairs.

### 3. Generator Programmable Logic Controller (PLC) Upgrade

**PROJECT DESCRIPTION:** Replace Generator PLC.

**JUSTIFICATION:** Replace PLC used to operate the main generator at the WWTP. The hardware and software will be obsolete in 2023. Parts from the generator company will not be available after January of 2023.

**IMPACT ON OPERATIONS:** Reduce lead time for repairs if the system fails. Estimated lead time is 10-12 weeks for parts after 2023. Generator will not be available during that period. This would require rental of standby generator at high cost to the department.

## CAPITAL IMPROVEMENT PLAN

### **4. SLM - Video Truck Replacement**

**PROJECT DESCRIPTION:** Source of Supply vehicle replacement.

**JUSTIFICATION:**

In FY 19/20, appropriated \$65,000. In FY 20/21, \$215,000, totaling \$280,000, replace Vehicle #411, a 2009 Ford F450 with sewer video equipment with similar vehicle. Due to the cost of the vehicle funding has been split over two years. Vehicle will be purchased in FY20/21.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

### **5. Lab Hood**

**PROJECT DESCRIPTION:** Replace Lab hoods.

**JUSTIFICATION:** The current laboratory hoods have reached or are nearing the end of their useful life. One no longer meets current safety standards. The cost of this project is shared by Water Fund.

**IMPACT ON OPERATIONS:**

### **6. Vehicle Replacement – Wastewater Treatment**

**PROJECT DESCRIPTION:** Vehicle Replacement.

**JUSTIFICATION:**

In FY20/21 \$40,000, replace Vehicle #405, a 2008 SUV vehicle with a similar vehicle.

In FY21/22 \$40,000, replace Vehicle #401, a 2010 Ford Escape

In FY22/23 \$50,000, replace Vehicle #446, a 2008 a Ford F350 with a similar vehicle

**IMPACT ON OPERATIONS:** Reduction of ongoing maintenance, expenses and repairs.

### **7. Oversized Pipe – SR 391**

**PROJECT DESCRIPTION:** Reimbursement for the installation of oversized sewer.

**JUSTIFICATION:** This fund reimburses the cost for oversized/extra depth sewer mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the sewer master plan. If a new development will bring sewer into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

## CAPITAL IMPROVEMENT PLAN

**IMPACT ON OPERATIONS:** This project has the potential increase revenue through development activity.

### **8. SLM Equipment Replacement**

**PROJECT DESCRIPTION:** Sewer Line Maintenance Equipment Replacement.

**JUSTIFICATION:**

In FY 21/22 \$45,000, replace Vehicle #409, a 2004, Aqua Trailer Jet with similar.  
In FY 22/23 \$50,000, replace Vehicle #2810, a 2008 SRECO trailer mounted pipe rodder.

**IMPACT ON OPERATIONS:** Reduction of ongoing maintenance, expenses and repairs.

### **9. Dump Truck Replacement**

**PROJECT DESCRIPTION:** Replace Dump Trucks.

**JUSTIFICATION:**

In FY22/23 - \$195,000 replace Vehicle #407 a 2011 International 10 wheel dump truck.  
The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

# CAPITAL IMPROVEMENT PLAN

## CAPITAL IMPROVEMENT PLAN INFORMATION SYSTEMS FUND FY 2021 through FY 2026

INFORMATION SYSTEMS	FY21	FY22	FY23	FY24	FY25	FY26
1 PC Replacement	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
2 Server Replacement	\$ 20,000	\$ 20,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
3 Switch Replacement	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
4 Network & Security Upgrades	\$ 10,000	\$ 10,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
5 Production Software Upgrades	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
6 Camera System Upgrades	\$ 81,000	\$ -	\$ -	\$ -	\$ -	\$ -
7 Major Software Upgrades	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -
8 Website Development	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 371,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000

### **1. Personal Computer Replacement**

**PROJECT DESCRIPTION:** Planned replacement of personal computers used throughout General Fund departments, except for the Police Department which funds its own p.c. replacement program. Planned replacements are based on p.c. age, applications and condition. The prioritization and schedule of replacements is determined by the Information Systems Department.

**JUSTIFICATION:** Standardized, planned replacement of personal computers implements several recommendations made in the Management Partners report. Centralization of the funding for replacement minimizes the need for individual departments to make periodic significant expenditures for replacement, and ensures consistency in replacement criteria and types of hardware acquired. The replacement plan assumes the replacement of between 55 and 60 personal computers per year, which will allow for replacement of General Fund computers approximately every four years, with the exception of the Police Department and the Board of Education which fund their own replacement plans.

**IMPACT ON OPERATION:** As recommended in the Management Partners report, the standardized, planned replacement of personal computers is expected to lower the total cost of ownership.

### **2. Server Replacement**

**PROJECT DESCRIPTION:** Planned replacement of servers. Servers are shared resources that provide file storage space and run databases and applications for departments. Planned replacements are based on server age and capacity.

**JUSTIFICATION:** Standardized, planned replacement of servers implements several recommendations made in the Management Partners report. The replacement plan assumes the replacement of 2 to 3 servers per year, based on age and condition. Stand alone servers are incorporated into the virtual environment whenever possible.

**IMPACT ON OPERATION:** As recommended in the Management Partners report, the standardized, planned replacement of servers is expected to lower the total cost of ownership.

# CAPITAL IMPROVEMENT PLAN

## **3. Switch Replacement**

**PROJECT DESCRIPTION:** Planned replacement of switches.

**JUSTIFICATION:** Standardized, planned replacement of switches implements several recommendations made in the Management Partners report.

**IMPACT ON OPERATION:** As recommended in the Management Partners report, the standardized, planned replacement of switches is expected to lower the total cost of ownership.

## **4. Information System Network and Security Upgrades**

**PROJECT DESCRIPTION:** Planned replacements or upgrades of software/hardware that provide network access, network management, email, and security (firewall, spam suppression, virus protection). Planned replacements or upgrades will be based upon need and upgrade requirements.

**JUSTIFICATION:** Upgrades to the network software, hardware and management tools are required to effectively manage the network resources. Network security upgrades are required to ensure that the Town's data is secured from attacks and viruses. Network improvements include maintaining wireless connectivity and backup equipment.

**IMPACT ON OPERATION:** Regular upgrades to network software, hardware, management tools, and security minimize downtime and other drains on productivity and minimize the risk of major network problems.

## **5. Production Software Upgrades**

**PROJECT DESCRIPTION:** Upgrades to stay current with versions of Microsoft Office and other production type software that is used on individual computers.

**JUSTIFICATION:** Software purchases do not include maintenance contracts for upgrades. Upgrades are included as part of the I.S. ongoing replacement/upgrade plan. Microsoft Office licenses are current and will not require upgrade for a few years.

**IMPACT ON OPERATION:** None projected.

## **6. Camera System Upgrades**

**PROJECT DESCRIPTION:** We currently have approximately 100 cameras distributed throughout the Town. We anticipate adding more cameras moving forward to provide adequate coverage of town buildings for security related purposes. This project would include new management software, licenses and artificial intelligence tools.

## CAPITAL IMPROVEMENT PLAN

**JUSTIFICATION:** Our current cameras run on four disparate systems. We would like to consolidate all cameras to a common software system. This would allow for more efficient management and provide access to the Police Department during emergency situations.

**IMPACT ON OPERATION:** Provide better tools for increased security and investigative purposes.

### **7. Major Software Upgrades**

**PROJECT DESCRIPTION:** Implementation of software to assist departments with major functions and/or public communications.

**JUSTIFICATION:** Currently the Budget & Research Office is exploring platforms that can be used for creating improved financial transparency for residents and elected officials, as well as streamlining budgeting & reporting functionality within the department. The Building Inspection Office has also been exploring replacing its permitting software, which is no longer supported.

**IMPACT ON OPERATION:** Software packages may have annual maintenance and licensing costs.

### **8. Website Development**

**PROJECT DESCRIPTION:** Review the current Content Management System (CMS) and explore other possible options. Redesign the current web site to add functionality and ensure ease of use.

**JUSTIFICATION:** The Town is always looking for the best and most efficient way to make information available to the public. The web site is one of the most important tools for providing information. A web site redesign would allow for increased functionality and ease of use.

**IMPACT ON OPERATION:** None projected.



# **APPENDICES**

## **Section K**

## BUDGET PROCESS

### Overview of Budget Process

The Budget is prepared in accordance with Chapter 5 of the Town of Manchester Charter as amended most recently in 2008 and the Special Acts of the Connecticut General Assembly, 1974. The budget process, as guided by the Town Charter is as follows:

1. By February 14 of each year, the Board of Education and all departments must submit their budget requests to the General Manager.
2. The General Manager submits a recommended budget to the Board of Directors by March 13.
3. A public hearing on the budget recommended by the General Manager is held no later than March 23.
4. The Board of Directors adopts a budget no later than April 17.
5. Not later than 10 days following budget adoption, if a petition is signed by over 7% of Manchester registered voters, then a referendum will be held within 35 days of the budget adoption to accept or reject the budget.
6. If a referendum is held and the budget is rejected, with at least 15% voter turnout, then the Board of Directors shall revise the adopted budget.
7. The new fiscal year begins on July 1.

### Budget Preparation and Adoption

The Budget is prepared in accordance with sections of Section 3-13 and Chapter 5 of the Town of Manchester Charter and Special Acts of the Connecticut General Assembly, 1974.

#### **Sec. 5-2(a). Preparation.**

The General Manager shall prepare and, not less than **one hundred and ten (110)** days prior to the beginning of each fiscal year, shall submit to the Board of Directors a tentative budget for the ensuing fiscal year and an explanatory budget message. Such tentative budget shall, where possible, include a statement of receipts during the last completed fiscal year, the receipts for the first six (6) months of the current fiscal year, an estimation of receipts for the entire fiscal year and an estimation of receipts during the ensuing fiscal year, all itemized in accordance with a classification approved by the Board of Directors. Such budget shall also, where possible, include a statement of the expenditures during the completed fiscal year, the expenditures during the six (6) months of the current fiscal year, an estimation of the expenditures for the entire current year, the appropriations requested and the recommendations of the General Manager, as itemized by departments and in accordance with a classification by object of expenditure approved

by the Board of Directors. Said budget message shall state the reason for any material increase or decrease in the estimate for the coming year of any item of receipts or expenditures from that for the current fiscal year. The Board of Education and each office, department and agency of the Town which requires an appropriation shall, not later than **February 14** of each year, submit to the General Manager a request for an appropriation for the ensuing year in accordance with a form prescribed by the General Manager and shall furnish the General Manager with such further information as to receipts and expenditures as he shall require. The request for an appropriation filed by the Board of Education with the General Manager shall be accompanied by a copy thereof for each member of the Board of Directors, and within fifteen (15) days after said filing, the General Manager shall call and attend a joint meeting of the two (2) Boards for the purpose of discussing the appropriation request of the Board of Education and the recommendations of the General Manager. After such discussion said joint meeting shall adjourn to a date not later than three (3) days before the General Manager submits his tentative budget to the Board of Directors in order to permit further discussion to be had on any decrease proposed or to be proposed by the General Manager in the appropriation request of the Board of Education. The Chairman of the Board of Education may at any time sign and file with the General Manager a written waiver dispensing with said adjourned joint meeting.

#### **Sec. 5-3. Publication.**

The budget and budget message and all supporting data shall be a public record in the office of the General Manager and shall be open to inspection at any reasonable time by any elector or taxpayer. The General Manager shall cause a summary of the tentative budget and budget message to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The third such advertisement of the tentative budget and budget message shall appear not less than **one hundred and five (105) days** prior to the beginning of the ensuing fiscal year.

#### **Sec. 5-4. Public hearings.**

The Board of Directors shall hold a public hearing not less than **one hundred (100) days** prior to the beginning of the fiscal year at which any elector or taxpayer may have an opportunity to be heard. The Board of Directors shall determine the date of the hearing and shall cause a notice of the hearing to be published in a newspaper having a general circulation in the Town not less than three (3) times and not less than five (5) days prior to the date of the hearing. The hearing may be adjourned from time to time by the Board of Directors as it shall deem necessary.

#### **Sec. 5-5. Consideration by the Board.**

After the conclusion of the public hearing the Board of Directors shall continue its consideration of the tentative budget. The Board of Directors may revise any of the estimates of receipts or of expenditures for the ensuing fiscal year except that before inserting any new item of expenditure or increasing any item of expenditure either over the amount requested by any department or recommended by the General Manager, whichever amount shall be greater, it must call another public hearing, giving notice of such hearing in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The notice of such hearing shall state the nature of the proposed additions or increases.

**Sec. 5-6. Adoption.**

The final budget shall be adopted by the Board of Directors not less than **seventy-five (75) days** prior to the beginning of the fiscal year. Should the Board of Directors take no final action to adopt the budget on or before the forty-fifth day prior to the beginning of the ensuing fiscal year, the tentative budget submitted by the General Manager shall be deemed to have been finally adopted by the Board of Directors, and it shall be the legal budget of the Town for the fiscal year ensuing, unless a petition for a budget referendum shall be filed and certified in accordance with § 3-13.

**Sec. 5-7. Certification.**

A copy of the budget as finally adopted shall be certified by the General Manager and recorded in a book kept for that purpose in the office of the Town Clerk. From the date of the beginning of the fiscal year the several amounts stated in the budget as proposed expenditures shall be and become appropriated to the several objects and purposes therein named.

**Sec. 5-11. Expenditure prohibited.**

No officer, employee, department or agency of the Town shall expend or contract to expend any money in excess of the amount appropriated for that office or department and for that general classification of expenditure. Any contract made in violation of this provision shall be null and void.

**Sec. 5-11(a). Appropriation of gifts or other aid.**

Any gift, contribution, income from trust funds, or other aid or income from any private source or from the federal or state governments, which is carried upon the records of the Town or is received after July 1, 1968, shall be entered upon the records of the General Fund in a manner recommended by the General Manager and approved by the Board of Directors. When so recorded, such amounts shall be deemed to be appropriated to the purposes of such gift, contribution or other aid or income.

**Sec. 5-12. Lapse of appropriation.**

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered excepting any funds appropriated to a reserve fund for capital and nonrecurring expenditures as authorized by Chapter 108 of the General Statutes and excepting any funds appropriated under the provisions of § 5-11(a) of this Charter.

**Budget Referendum****Sec. 3-13. Petition for budget referendum.**

If, not later than ten days after adoption of the budget in accordance with § 5-6, a petition signed by not less than seven percent of the electors of the Town, as determined from the latest official lists of the Registrars of Voters, is filed with the Town Clerk, to reject the budget adopted by the Board of Directors, the Town Clerk shall, within ten days thereafter, fix the day and place of a special Town election to vote on the petition to reject the adopted budget, and certify the same to the General Manager, and such election shall be called and held in accordance with the provisions of the General Statutes and this

Charter for calling and holding a Town election. The day of such special election shall be not more than 35 days after the date of adoption of the budget.

The petition for budget referendum shall be in substantially the following form and shall be approved by the Town Clerk in accordance with section 79 of the General Statutes before circulation:

**WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL**

*We, the undersigned electors of the Town of Manchester, present this petition requesting that the following question be referred to the voters at a referendum: "Shall the annual budget adopted by the Board of Directors on (here insert date of adoption) take effect as adopted?" We certify that we are electors of the Town of Manchester, residing at the addresses set opposite our names, and that we have not signed this petition more than once.*

**SIGNATURE PRINTED NAME NUMBER STREET**

At the referendum, the electors shall choose one of the following three responses to the ballot question:

- Yes.
- No; the adopted budget is too high.
- No; the adopted budget is too low.

If a majority of the votes cast in the referendum are "Yes," or if the total number of votes cast in the referendum is less than 15% of the number of electors of the Town as determined from the latest official lists of the Registrars of Voters, the adopted budget shall take effect in accordance with the provisions of Chapter 5.

Provided that the total number of votes cast in the referendum is 15% or more of the number of electors of the Town, a combined "No" vote by a majority of the electors voting shall reject the adopted budget and require the Board of Directors to adopt a revised budget.

If the adopted budget is rejected, the Board of Directors shall, within seven days after the special election, adopt a revised budget, which may be less or greater than the adopted budget, as the Board shall deem appropriate based on the results of the referendum. The revised budget shall take effect in accordance with the provisions of Chapter 5.

There shall be no more than one budget referendum in any year.

### Balanced Budget Requirement

The Town Charter requires that the adopted budget be in balance. A balanced budget is one in which revenues are equal to expenditures.

#### **Sec. 5-10. Tax rate.**

The Board of Directors, at the meeting wherein the final budget is adopted in accordance with §5-6 of this chapter, shall also fix a tax rate which shall be sufficient, together with estimated receipts from other sources, to equal the sum of all appropriations which have been made, including any deficit from the prior year. This section shall not be construed to prevent the issuing of bonds to finance public improvements.

### Additions and Amendments to the Budget

The Town Charter provides for additions and amendments to the budget as follows:

#### **Sec. 5-8. Additions.**

Whenever the Board of Directors shall deem it necessary and in the best interests of the Town to do so, it may, by majority vote of all its members, make additional appropriations to the Board of Education or to any office, department or agency of the Town government and may make appropriations for purposes not included in the final budget but only after a public hearing to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. At such hearing any elector or taxpayer of the Town may have an opportunity to be heard. Whenever any such additional or new appropriation increases the total of the expenditure side of the budget, additional means of financing in a like amount shall be provided in such manner as may be determined by the Board of Directors.

### Administrative Budget Transfers Policy

Within the offices, departments and agencies, transfers may be made among accounts according to the Administrative Budget Transfers Policy:

#### **Definitions:**

**Budget transfer:** Any transfer of funds between appropriation accounts which results in an increase in the appropriated amount for one account and a decrease in a like amount in another account.

**Administrative budget transfer:** A budget transfer between appropriation accounts that does not require Board of Directors approval.

**Reclassification:** A journal entry that changes the account(s) to which a previous revenue or expenditure entry was applied.

**Purpose:**

The Administrative Budget Transfer Policy is a budget management and internal control tool. The policy and process will ensure that plans for addressing changing financial circumstances or operations are in place in advance of the financial impact of those changes.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring a corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures varying significantly from original estimates.

**Required Approvals:**

Transfers between classifications specified in the Budget Resolutions adopted by the Board of Directors require Board approval. For example, a transfer from the General Fund Contingency account in Fixed/Miscellaneous to an operating department account requires Board approval.

Administrative budget transfers occur between accounts within an operating department and do not require Board approval. They can be carried out administratively, requiring review and approval by the Budget and Research Office, the Accounting Office and, depending on the dollar amount, the General Manager.

1. Administrative Budget Transfers of less than \$10,000:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority

2. Administrative Budget Transfers of \$10,000 or more:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority
- General Manager – Approval

**Requests for Administrative Budget Transfers**

Requests for administrative budget transfers are to be made using the Munis Budget Transfers and Amendments function. The approval process will be carried out through the Munis workflow function.

Approval of administrative budget transfers will generally be limited to those that occur within the same category of expenditure accounts (such as transfers between two different supplies accounts). In some cases, transfers between expenditures in different categories may be requested after consultation with the General Manager and/or Budget and Research Officer.

## CAPITAL IMPROVEMENT POLICIES

The Town Charter sets out the process and requirements for capital improvement planning.

### **Sec. 5-2(b). Submission to Board of Directors.**

The Manager shall prepare and submit to the Board of Directors a six-year capital improvement program as part of the tentative budget.

### **Sec. 5-2(c). Contents.**

The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements for the Town including capital improvements of the Board of Education which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, methods of financing, and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

### **Sec. 5-2(d). Definition.**

For the purpose of this chapter, “capital improvement program” means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; “capital improvement” means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.



## DEBT POLICY

### Bond Authorization

Bond authorization requires approval by a majority vote of all members of the Board of Directors. The Town Charter provides that all capital projects that are financed by the issuance of bonds or notes in anticipation of bonds must be approved by the voters of the Town at a regular or special election.

#### **Sec. 5-25. Borrowing for capital improvements.**

To finance all or any part of the expense of any capital project which the Town may lawfully construct or acquire, the Town may incur indebtedness by issuing its negotiable bonds, or notes in anticipation of bonds, subject to the limitations of the General Statutes. Such bonds shall be authorized by a majority vote of all the members of the Board of Directors. No bonds or notes in anticipation of bonds shall be issued, however, until the project for which the bonds or notes are to be issued has been favorably acted upon by the voters of the Town at any regular or special election duly warned for that purpose. The question to be voted upon at such election shall include a statement of the project and the estimated amount of expenditure, and no bonds or notes shall be issued for any project in excess of said estimate of expenditure. Whenever the actual cost of such a project is determined to be less than the amount derived from the sale of bonds approved for that purpose, all excess moneys remaining therefrom shall be applied to the retirement of said bonds, either to principal or interest or both. Whenever such a project has been approved and undertaken, all expenditures of funds and all purchases and contracts shall be accounted for and made in accordance with the provisions of this Charter pertaining to the accounting for and expenditure of budgeted funds. Nothing in this section shall be construed to limit or restrict the powers of the Town conferred under Chapter 38 of the General Statutes, entitled "Municipal Reserve Fund."

### Maturities

General obligation bonds (serial and term) are required to be payable in maturities wherein a succeeding maturity may not exceed any prior maturity by more than fifty percent or aggregate annual principal and interest payments must be substantially equal, except for refunding bonds that result in net present value savings. The term of the issue may not exceed twenty years, except in the case of sewer bonds which may mature in up to thirty years.

### Temporary Financing

When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Bond anticipation notes may be renewed up to eight years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable and the legislative body schedules principal reductions by the end of the third and each subsequent year thereafter in an amount equal to a minimum of 1/20th (1/30th for water and sewer projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is reduced by the amount of time temporary financing exceeds two years, or, for sewer projects, by the amount of time temporary financing has been outstanding.

Bond anticipation notes must be permanently funded no later than eight years from the initial borrowing date except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the notes from time to time in terms not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to fifteen years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year (whichever is sooner), and in each year thereafter, the notes must be reduced by at least 1/15 of the total amount of the notes issued by funds derived from certain sources of payment. Temporary notes may be issued in one year maturities for up to fifteen years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

### Limitation of Indebtedness

State statutes also limit the total amount of indebtedness municipalities may incur in various categories of debt (CGS Sec. 7-374). Municipalities shall not incur indebtedness through the issuance of bonds which will cause aggregate indebtedness by class to exceed the following:

- General Purposes: 2.25 times the annual receipts from taxation
- School Purposes: 4.50 times the annual receipts from taxation
- Sewer Purposes: 3.75 times the annual receipts from taxation
- Urban Renewal Purposes: 3.25 times the annual receipts from taxation
- Pension Obligation Purposes: 3.00 times the annual receipts from taxation

In no case however, shall total indebtedness exceed seven times the base (annual receipts from taxation).

Manchester's Statement of Debt Limitation appears on the following page.

## INVESTMENT OF FUNDS

Investment of Town funds are made pursuant to Connecticut General Statutes Section 7-400.

**Sec. 7-400. Investment of funds.** The treasurer of any municipality, as defined in section 7-359, upon approval by the budget-making authority, as defined in said section, of any metropolitan district, of any regional school district, of any district as defined in section 7-324, and of any other municipal corporation or authority authorized to issue bonds, notes or other obligations under the provisions of the general statutes or any special act may invest the proceeds received from the sale of bonds, notes or other obligations, or other funds, including the general fund, as hereinafter provided:

(1) In (A) the obligations of the United States of America, including the joint and several obligations of the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Savings and Loan Insurance Corporation, obligations of the United States Postal Service, all the federal home loan banks, all the federal land banks, all the federal intermediate credit banks, the Central Bank for Cooperatives, The Tennessee Valley Authority, or any other agency of the United States government, or (B) shares or other interests in any custodial arrangement, pool or no-load, open-end management-type investment company or investment trust registered or exempt under the Investment Company Act of 1940, 15 USC Section 80a-1 et seq. as from time to time amended, provided (i) the portfolio of such custodial arrangement, pool, investment company or investment trust is limited to obligations described in subparagraph (A) of this subdivision and repurchase agreements fully collateralized by any such obligations; (ii) such custodial arrangement, pool, investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; (iii) such custodial arrangement or pool is managed to maintain its shares at a constant net asset value or such investment company or investment trust is rated within one of the top two credit rating categories and, for any investment company or investment trust not managed to maintain its shares at a constant net asset value, within one of the top two risk rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner; and (iv) the municipal corporation or authority only purchases and redeems shares or other interests in such investment company or investment trust through the use of, or the custodian of such custodial arrangement or pool is, a bank, as defined in section 36a-2, or an out-of-state bank, as defined in said section, having one or more branches in this state.

(2) In the obligations of any state of the United States or of any political subdivision, authority or agency thereof, provided that at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

(3) In the obligations of the state of Connecticut, or any regional school district, town, city, borough or metropolitan district in the state of Connecticut, provided that at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

## DESCRIPTIONS OF FUNDS SUBJECT TO APPROPRIATION

**General Fund** – The primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for service, and interest income. The operations and expense centers included in the General Fund are:

- |                                      |   |
|--------------------------------------|---|
| 1) General Government                | b) Engineering                                  |
| a) Board of Directors                | c) Field Services                               |
| b) General Manager                   | d) Facilities Management                        |
| c) Budget & Research                 | e) Building Inspection                          |
| d) Human Resources                   | 3) Public Safety                                |
| e) Customer Service & Information    | a) Police                                       |
| f) Finance                           | b) Emergency Management                         |
| g) Accounting                        | 4) Human Services                               |
| h) Assessment/Collection             | a) Administration                               |
| i) General Services                  | b) Health                                       |
| j) Planning and Economic Development | c) Senior, Adult and Family Services            |
| k) Town Clerk                        | d) Senior Center                                |
| l) Treasurer                         | 5) Leisure, Families and Recreation             |
| m) Registrar of Voters               | a) Recreation                                   |
| n) Town Attorney                     | b) Youth Service Bureau                         |
| o) Probate Court                     | c) Neighborhoods and Families                   |
| 2) Public Works                      | 6) Library                                      |
| a) Administration                    | 7) Education                                    |
|                                      | 8) Fixed Costs, Miscellaneous, and Debt Service |

**Fire District Fund** – Accounts for the financial activity of the South Manchester Fire District. Revenues are derived primarily from property taxes, state and federal grants, permits, charges for service, and interest income.

**Enterprise Funds** – Account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The three enterprise funds in the Town of Manchester are the Water, Sewer, and Sanitation funds.

**Information Systems Fund** – Accounts for the financial operations of the central information systems facility. Information Systems provides services to other departments on a cost-reimbursement basis.

**Special Services District Fund** – Accounts for the financial operations of the special downtown business district. The District adopts its own budget and the Board of Directors sets the mill rate for the Special Services District Fund.

The Town's audited financial statements include the Town's self-insurance funds, special revenue funds, and other un-appropriated funds not included in the budget document.

## **BASIS OF BUDGETING**

All budgets are prepared on the modified accrual basis. Under this basis of budgeting, revenues are only included if they will be measurable and available during the fiscal period. Expenditures are included if the obligation to pay will occur during the fiscal period, even if the actual cash outlay does not occur within the fiscal period. For debt service and certain other long-term liabilities, only the portion that is due within the fiscal period is included.

The basis of accounting used for budgetary purposes differs from that which is used in the audited financial statements. The audited financial statements are reported in accordance with generally accepted accounting principles (GAAP). Therefore, government-wide financial statements, proprietary fund and pension fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the modified accrual basis of accounting. This basis recognizes revenues as soon as they are both measurable and available (defined as being collected within 60 days of the end of the fiscal year). Most expenditures are recognized when a liability is incurred; however certain specific expenditures (debt service, compensated absences and claims/judgments) are recorded only when payment is due.

For the Town of Manchester, the specific differences between the modified accrual/accrual basis used in the financial statements and the budgetary basis of accounting are as follows:

- State of Connecticut “on-behalf” contributions are made to the Connecticut Teachers’ Retirement System for Town teachers. These contributions are not included in the budget; however, they are included in both revenue and expenditures on a GAAP basis.
- For budgetary purposes, encumbered amounts are treated as expenditures (i.e. purchases and commitments are reported as expenditures when ordered). The GAAP basis of accounting does not recognize encumbrances as expenditures until the items purchased are actually received.

A formal Budget-to-GAAP reconciliation is included in the Town’s comprehensive annual financial report.

## **FY2020/21 Budget Calendar**

Early-Mid October- assemble benefits and utility projections

October 30- budget memo to departments

Early November- CIP meetings

Late November thru early December- meet with departments to get budget request figures into Munis

December 7- budget request packages due from smaller departments

December 14- packages due from larger departments

Late December thru January- department meetings with GM

February- compile revenue projections, compose GM Recommended Budget

March 3 (Tuesday) - present GM budget to Board of Directors (*Charter deadline March 13*)

March 11 (Wednesday) - public hearing (*Charter deadline March 23*)

March thru April- Board workshops

April 7 (Tuesday) - budget adoption (*Charter deadline April 17*)

## GLOSSARY OF TERMS

**Account:** a term used to describe an accounting code within any given organizational unit that is designated for specific types of expenses or revenues (e.g. “Regular Employee Salary,” “Professional Development,” “Equipment,” etc.). Referred to as an Object Code in Manchester’s accounting system.

**Accounting System:** Records and procedures which record, classify, and report information on the financial position and operation of the Town of Manchester. (See also: Munis)

**Action Plan:** A strategy or set of strategies that are applied towards meeting performance measurement targets.

**Appropriation:** An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation:** A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ratio is the same throughout Connecticut and is required by state law.

**Asset:** Resource held by the Town which has a monetary value.

**Audit:** A comprehensive investigation of the manner in which the government’s resources were actually utilized; conducted by an independent accounting firm on an annual basis.

**Balanced Budget:** A budget in which revenues are equal to expenditures.

**Board of Directors:** The nine-person elected legislative body of the Town, which includes the Mayor.

**Bond:** A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

**Budget Document:** The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body. Following adoption, the proposed budget is revised to reflect changes made by the legislative body and is published as the Adopted Budget.

**Budget Message:** A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

**Capital Asset:** A physical asset that has useful life of more than one year and a value of \$5,000 or more.

**Capital Expenditure:** An expenditure that acquires, improves, expands, replaces or extends the life of a capital asset.

**Capital Improvement:** A major improvement or betterment of a nonrecurring nature to the physical plant of the town as differentiated by ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

**Capital Improvement Plan:** A multi-year plan used to coordinate the financing and timing of capital asset replacements and improvements, usually covering a six-year period.

**CCM:** Connecticut Conference of Municipalities. A state-wide association of towns and cities, which provides a variety of services to its member municipalities including research, training, lobbying, and labor relations.

**CDBG:** Community Development Block Grant. A federal grant program administered by the Department of Housing and Urban Development (HUD).

**Character:** A grouping of accounts used to report budget allocations in the department detail sections of the budget book. The most common characters used are Personal Services, Employee Benefits, Purchased Services, and Supplies. Each of these consists of several accounts (e.g. Personal Services consists of Regular Salaries, Part Time Salaries, Overtime, etc.).

**CHEFA:** Connecticut Health and Educational Facilities Authority; a quasi-public entity which provides low-cost financing to nonprofit entities, primarily for the rehabilitation or construction of health or educational facilities.

**COLA:** Cost of living adjustment; an adjustment which is applied annually to salaries and certain other contractual reimbursements in order to approximate the impact of inflation year to year.

**Contingency Account:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**CRCOG:** Capitol Region Council of Governments; a voluntary association of 29 municipal governments in central Connecticut which oversees regionalization of services, including procurement, planning, and advocacy.

**CRRA:** Connecticut Resource Recovery Authority; a quasi-public agency that oversees a number of regional trash-to-energy facilities, landfills, recycling centers, and transfer stations which serve over 110 Connecticut cities and towns.

**Current Tax Levy:** The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is



distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

**Debt Service:** Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

**Deficit:** (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

**Delinquent Taxes:** Taxes which remain unpaid on and after the date on which a penalty for non-payment is assessed.

**Department:** A major administrative section of the Town which indicates overall management responsibility for an operation or a group of related operations within a functional area (sometimes comprised of one or more divisions)

**Division:** An organizational subsection of a department.

**Effectiveness:** The degree to which outcomes measure up to the stated goals and objectives of a program.

**Efficiency:** The amount of input required to generate some fixed unit of output.

**EMS:** Emergency Medical Services; includes paramedic services, Emergency Medical Technicians (EMT's), first aid, basic and advanced life support, etc.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense.

**Enterprise Fund:** A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

**Equity:** The degree to which services benefit a set of constituents that accurately reflects the composition of the target population.

**Expenditures:** Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

**Fiscal Year:** An accounting period of 12 months, which in Connecticut begins on July 1 and ends on June 30. In Manchester, the fiscal year is typically named for the two calendar years it spans. For example, the fiscal year that begins on July 1, 2007 and ends on June 30, 2008 will be referred to as Fiscal Year (FY) 2007/08.

**Fixed Asset:** Assets of long-term character which are intended to be held or used, such as land, capital improvements, buildings, machinery, furniture and other equipment.

**FTE:** Full time equivalent; the equivalent of one full-time employee.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance:** The difference between assets and liabilities in a governmental fund at a particular point in time (such as the end of the fiscal year). A negative fund balance is sometimes referred to as a fund deficit. See Unreserved, Undesignated Fund Balance.

**GAAP:** Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

**General Fund:** The fund that accounts for most municipal operations, including education, police, public works, human services, general government, recreation, library services, and most debt service.

**General Manager:** The Chief Executive Officer of the Town, not including the public education functions which are overseen by the Board of Education

**General Obligation (GO) Bonds:** When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

**GIS (Geographic Information Systems):** The use of computer software to produce detailed and interactive maps using aerial and/or satellite images.

**Goals:** Specific measurable results that a program is attempting to attain within some given timeframe

**Grand List:** 1) A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. 2) The total of all Personal and Real Property on which taxes are based and levied.

**Grant:** A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

**HUD:** The U.S. Department of Housing and Urban Development.

**Indicators:** measurable characteristics or changes that represent achievement of an outcome

**Information Services/ Information Technology (IS/IT):** Services provided to develop and maintain computer hardware, software, applications, and infrastructure

**Interfund Transfer:** The shifting of dollars between government funds, often as reimbursement for shared resources or services provided by another Town government entity.

**Inputs:** Resources that are applied towards doing a specific job.

**LoCIP:** Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

**Mayor:** The member of the Board of Directors who received the most votes and functions as the chairman of the board.

**Mill:** One tenth of one percent of the taxable Grand List

**Mill Rate:** The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

**Mission:** the statement of purpose for a program or department.

**Modified Accrual Basis:** The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

**MSIP:** Manchester Self Insurance Program; a fund that sets aside resources for the payment of insurance claims for which the Town is liable.

**Munis:** A software program that serves as Manchester's primary accounting system. All expenses, revenues, employee data, and budget information is entered into this system.

**Non-Current Levy Taxes:** Property tax revenues that consist primarily of taxes and interest owed from prior years. Non-current levy taxes are not included in the Current Tax Levy which is the central figure used to calculate the mill rate.

**Object Code:** *see Account.*

**Objectives:** general results that a program or department intends to achieve

**Operating Budget:** A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

**Outcomes:** the broader implications of work efforts as they relate to the fundamental goals and objectives of said work. For example, the outcome of a road paving program could be

measured in improved road quality rating, or reduction in the number of complaints received regarding poor road quality.

**Outputs:** The direct results of work efforts from any Town program or department, typically expressed in quantified units of measure. For example, the output of a road paving program could be measured in miles of roads paved.

**Reserve:** An account used to indicate that a portion of a fund balance is restricted for a specific purpose, typically spanning across fiscal years, and is therefore not available for general appropriation. An example would be a repairs and replacement reserve, in which funds are set aside for inevitable maintenance and replacement of a fixed asset.

**Revaluation:** the process through which the taxable value of real estate is re-assessed based on current market values, improvements and additions.

**Revenue:** The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

**Revenue Estimate:** A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

**RFP:** Request for Proposals. This involves advertising in a publication and/or on the Town website that the Town is seeking some form of services from outside contractors. An RFP document is distributed to interested parties and defines the exact scope of work and specifications requested, as well as provides instructions for how proposals are to be submitted.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**STIF:** State of Connecticut Treasurer's Short-Term Investment Fund.

**Subsidy:** Funding provided to an agency or organization to assist with operating expenses.

**Surplus:** The amount by which revenues exceed expenditures in a given year.

**Tax Levy:** The total amount to be raised by general property taxes.

**Tax Rate:** The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

**TOMMIF:** Town of Manchester Medical Insurance Fund.

**Unreserved, Undesignated Fund Balance:** The portion of fund balance which has not been reserved or designated for a specified purpose. Can be considered the Town's available reserves or "rainy day" fund.

**Vacancy Savings:** Budgeted expenditures in a department's budget that remain unspent as a result of retirements and resignations, due to the gap in time between separation and recruitment of a new hire, and as a result of the wage differential between new employees and their predecessors.

**Valuation:** The official value established for various properties, within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value against which taxes may be levied, which is 70% of the market value.

**YSB:** Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.